



Community Living Society Employee Engagement Survey Analysis and Report April 2011

Executive Summary

Prepared for Community Living Society
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INTRODUCTION

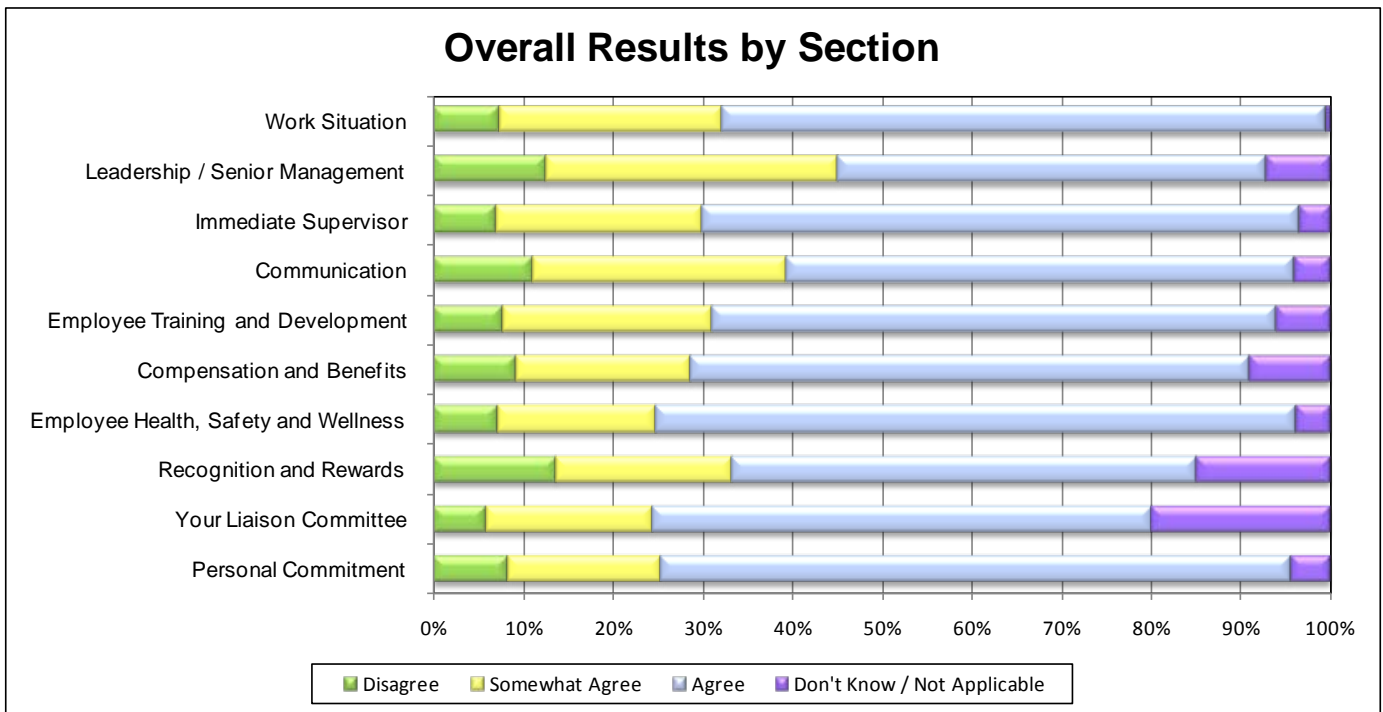
In March 2011, Community Living Society (CLS) conducted a second internal survey to measure the thoughts, opinions and progress of employee engagement, to follow-up the March 2009 survey. The survey asked a total of 99 questions which were used to gain an understanding of the employee perception of:

- General Information / Demographics
- Work Situation
- Leadership / Senior Management
- Immediate Supervisor
- Communication
- Employee Training & Development
- Compensation and Benefits
- Employee Health, Safety & Wellness
- Recognition and Rewards
- Your Liaison Committee
- Service Review, and
- Personal Commitment

The full report will provide the analysis of the results, comparing the demographics for the responses to the actual population of CLS. The numerical responses are supplemented by information from the individual comments which allows the tracking of trends, organizational strengths and potential areas for improvement.

SUMMARY OF RESULTS

Each section is represented by a bar chart that displays the ratings for each scoring option ('Disagree', 'Somewhat Agree', 'Agree' and 'Don't Know / Not Applicable').



This view demonstrates that the **highest ratings** are achieved in the 'Agree' rating, followed by 'Somewhat Agree' for most categories. Since the 2009 survey, there has been an overall increase in 'Don't Know / Not Applicable' ratings.

In 2009 the sections that received the most 'Disagree' scores were Communications and Recognition and Rewards. That has slightly changed to Recognition and Rewards and Leadership / Senior Management in 2011.

In both Rewards and Recognition and Your Liaison Committee sections, the 'Don't Know / Not Applicable' scores are fairly significant. This either reflects that an employee does not know, or may also indicate that they do not really care about the topic.

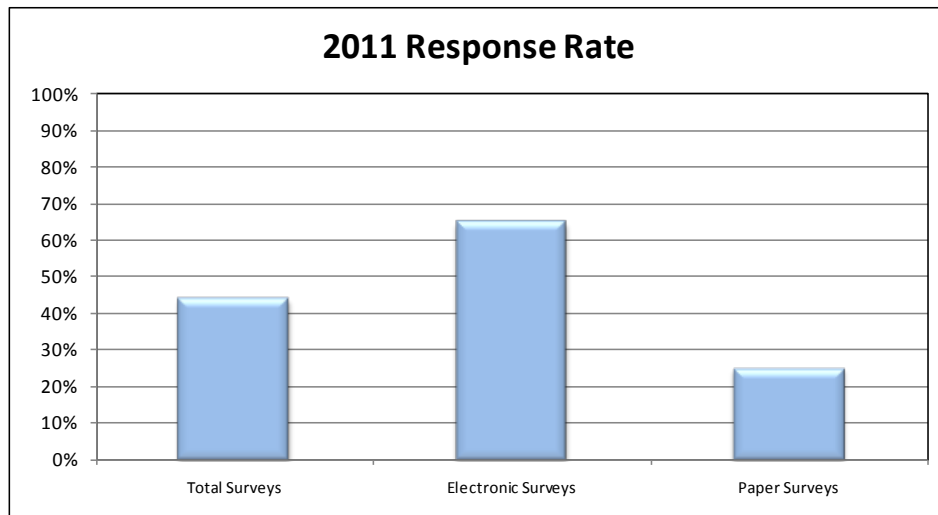
In total changes occurred as follows:

Questions that dropped in rating	15
Questions that increased 0 to 10%	42
Questions that increased 15% +	10
New Questions	6

Additionally, a number of questions were asked for special areas.

RESPONSE RATE AND ACCURACY OF RESULTS

There were 135 electronic responses and 61 paper copies returned, for a total of 196 submissions. The response rate for the survey was 43.75%, measured by the total number of surveys received divided by the total number of employees with CLS. We anticipated a greater response rate in 2011 as we started with 207 email addresses. The electronic response rate was 65%, compared to 25% for paper versions. It is clear that employees who receive an email request are more likely to complete the survey.



The confidence level is a term that specifies how certain you can be that the sample size of the survey is adequate for assessing the results. It is the margin of error. Using a confidence level of 95% (which is standard), the error rate is $\pm 2.34\%$ meaning that if we asked the entire population, the answers would be within 2.34 percentage points of the sample 95 times out of 100 with a sample size of 196 responses. For example, for a question that has a score of 65%, the entire population would rate this question between 62.66% and 67.34%. These rates are considered statistically valid.

COMPARISON OF RESULTS – All Questions

There were positive increases in ratings for all categories since 2009, showing year over year improvements. In similar surveys, large variations in scores can frequently occur every year. In addition, most organizations have areas with low scores - often as low as only 20% to 30% in the 'Agree' range.

Top and Bottom Rated Questions

The questions that received the highest and lowest rankings (measured by the 'Agree' scores which combine 'Somewhat Agree' and 'Agree') provide an understanding of the strengths and weaknesses as identified by the employees.

The **top three** ranked questions for 2010 were:

1. Question 2.1 *I have access to the information I need to do my job* which was rated number one at **99%**, up 2 percentage points over 2009.
2. Question 4.1 *My supervisor is knowledgeable about his or her job* was rated as the number two question at **97%**, up 5 percentage points over 2009.
3. Question 5.3 *I trust the information I receive from my immediate supervisor* scored **96%** an increase of 5 percentage points over 2009.

The statements with the **least number** of respondents in agreement include:

1. Question 7.1 *I am satisfied with the terms of my health and medical benefits* which scores a total **73%** 'Agree', which dropped 4 percentage points since 2009.
2. Question 7.5 *I believe that my total compensation package is competitive compared to other organizations in community living* is the second lowest rated question. The 'Agree' score is **66%**, which was a drop of 2 percentage points since 2009.
3. Question 9.3 *I would like additional recognition programs for all employees* was the lowest rated question at **31%**. This question grew by 5 percentage points from 46% 'Agree' in 2009 to **51%** 'Agree' in 2010.

COMPARISON OF RESULTS – All Questions

Table 1: Comparison in Changes in 'Agree' Scores ('Somewhat Agree' plus 'Agree')

The following table compares the 2009 survey results to the 2011 survey results for each category and question:

0 to 10 % Change	11 % or more Change		Drop in Rating			NEW		
Survey Questions			Rating					
	2009			2011			Change in Agree	
2. Work Situation	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
2.1 I have access to the information I need to do my job effectively.	4%	97%	0%	1%	99%	0%	+2	3%
2.2 I feel free to discuss what I think about job related matters with my supervisor.	5%	95%	0%	4%	95%	1%	0	1%
2.3 My work life is balanced leaving me time for my family and friends.	4%	95%	1%	5%	94%	1%	-1	-1%
2.4 I find personal meaning and fulfillment in my work.	2%	98%	1%	2%	97%	1%	-1	-1%
2.5 I am able to take initiative in making decisions that affect my work.	5%	95%	1%	6%	94%	1%	-1	-1%
2.6 I have clear goals and expectations to do my job.	4%	96%	0%	4%	95%	1%	-1	0%
2.7 My physical working conditions are good.	4%	96%	1%	4%	96%	1%	0	0%
2.8 The amount of work I am expected to do is reasonable.	9%	91%	0%	12%	87%	2%	-4	-5%
2.9 My supervisor asks me for input to help make decisions.	14%	83%	3%	8%	90%	2%	+7	8%
2.10 Community Living Society policies and procedures allow me to do my job effectively.	5%	93%	2%	6%	93%	1%	0	0%
2.11 I have the resources I need to do my job.	7%	94%	0%	5%	94%	1%	0	1%
2.12 In the last six months, someone at work has given me feedback.	26%	72%	2%	8%	88%	4%	+16	18%
2.13 I am involved in the development and implementation of personal plans (ISQLPs) for the individuals I support.				5%	83%	12%		NEW
3. Leadership / Senior Management	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
3.1 I feel confident in the leadership of CLS.	14%	82%	3%	11%	88%	1%	+6	7%
3.2 Senior management explains the reasons behind major decisions.	14%	76%	9%	13%	82%	5%	+6	7%
3.3 Senior management provides me with opportunities for learning about the organization and the direction we are heading.	12%	82%	6%	7%	90%	3%	+8	9%
3.4 Senior management does a good job of attracting and retaining qualified employees.	22%	71%	8%	17%	75%	9%	+4	6%

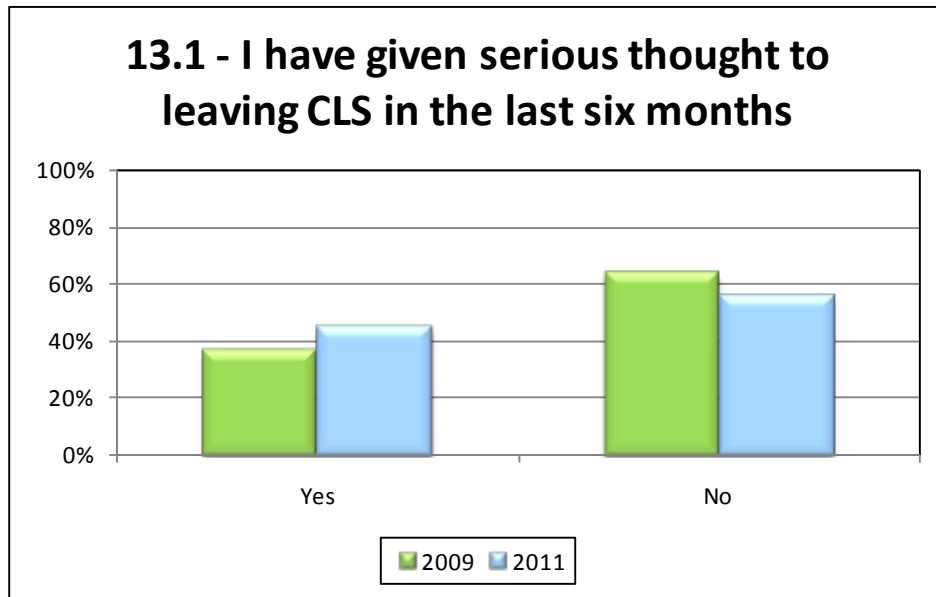
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Survey Questions				Rating				
	2009			2011			Change in Agree	
	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
3. Leadership / Senior Management								
3.5 Senior management behaves with honesty and integrity in their business activities.	13%	69%	17%	12%	78%	10%	+9	11%
3.6 Senior management accepts criticism with a positive and constructive view.	13%	61%	26%	14%	67%	19%	+6	10%
3.7 Senior management supports events that help build relationships with co-workers and peers.	14%	73%	12%	9%	82%	9%	+9	11%
3.8 Senior management communicates clearly and in a timely manner.	14%	78%	8%	12%	84%	4%	+6	7%
3.9 Senior management involves employees in the decisions that affect them.	22%	67%	12%	18%	76%	6%	+9	13%
4. Immediate Supervisor								
4.1 My supervisor is knowledgeable about his or her job.	6%	92%	3%	3%	97%	1%	+5	5%
4.2 My supervisor encourages me to take initiative.	8%	90%	3%	3%	96%	1%	+6	7%
4.3 My supervisor is a good team-builder.	15%	78%	6%	11%	88%	1%	+10	11%
4.4 My supervisor asks me for input to help make decisions.	14%	81%	5%	8%	91%	2%	+10	11%
4.5 My supervisor provides the necessary resources and training to help me do my job well.	11%	85%	4%	5%	95%	1%	+10	11%
4.6 My supervisor keeps staff informed and up-to-date on matters relevant to the team.	9%	85%	5%	5%	94%	1%	+9	9%
4.7 My supervisor builds positive relationships with people in the community.	8%	78%	13%	5%	82%	13%	+4	5%
4.8 My supervisor recognizes and acknowledges individual and team success in a timely way.	15%	78%	6%	9%	87%	4%	+9	10%
4.9 My supervisor recognizes and works to resolve performance issues in a timely and constructive way.	14%	79%	8%	9%	88%	3%	+9	10%
4.10 My supervisor provides clear information about the goals of the organization and how my role relates to them.	14%	80%	6%	8%	89%	3%	+9	10%
4.11 My supervisor outlines the competencies (knowledge, skills and abilities) needed for me to perform my role effectively.	14%	81%	6%	5%	92%	2%	+11	13%
4.12 My supervisor provides regular feedback on my performance.	18%	79%	3%	11%	86%	2%	+7	8%
4.13 There is a clear and consistent process for scheduling relief shifts at my location.	10%	56%	35%	10%	76%	14%	+20	27%

0 to 10 % Change	11 % or more Change			Drop in Rating			NEW	
Survey Questions				Rating				
	2009			2011			Change in Agree	
5. Communication	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
5.1 There is open and honest two-way communication at CLS.	18%	77%	5%	16%	79%	4%	+2	3%
5.2 I trust the information I receive from senior management.	12%	85%	3%	9%	89%	2%	+4	4%
5.3 I trust the information I receive from my immediate supervisor.	8%	91%	1%	4%	96%	0%	+5	5%
5.4 CLS does a good job of seeking opinions from employees.	20%	75%	5%	13%	85%	3%	+10	12%
5.5 CLS does a good job of acting on the suggestions from employees.	19%	67%	14%	13%	74%	13%	+7	10%
5.6 CLS does a good job of effectively communicating the reasons for change.	13%	80%	6%	11%	85%	3%	+5	6%
5.7 I feel free to voice my opinions about matters that affect me and my role.	19%	79%	2%	16%	82%	3%	+3	3%
5.8 Communication is frequent enough.	19%	79%	3%	13%	84%	4%	+5	5%
5.9 I know where to find information about CLS's Strategic Plan and Operational Plan.				9%	85%	5%		NEW
5.10 I understand the avenues through which I can provide suggestions to CLS.				8%	89%	4%		NEW
6. Employee Training & Development	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
6.1 My orientation process through the Beliefs and Values training with CLS provided the right introduction to the organization.	5%	91%	5%	2%	91%	7%	0	1%
6.2 My person-specific orientation provided the right information I needed to support the individuals I support.				4%	85%	11%		NEW
6.3 I receive the appropriate training I need to do my job.	7%	90%	3%	6%	92%	2%	+2	2%
6.4 My supervisor helps me to set learning goals.	17%	74%	10%	11%	80%	9%	+6	8%
6.5 Training methods encourage on-the-job application of new knowledge and skills.	8%	84%	8%	7%	82%	11%	-2	-2%
6.6 I am supported in learning from mistakes.	11%	85%	5%	4%	92%	3%	+7	8%
6.7 I have opportunities for professional growth and development.	10%	86%	5%	15%	80%	5%	-6	-7%
6.8 I am given the opportunity for training and development.	14%	79%	8%	12%	83%	5%	+4	5%
6.9 I am aware of training opportunities as they arise.				9%	88%	3%		NEW
7. Compensation & Benefits	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
7.1 I am satisfied with the terms of my health and medical benefits.	15%	77%	9%	16%	73%	11%	-4	-5%

0 to 10 % Change	11 % or more Change			Drop in Rating			NEW	
Survey Questions				Rating				
	2009			2011			Change in Agree	
	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
7. Compensation & Benefits								
7.2 I am aware of the Employee Assistance Program and the services offered.	10%	84%	6%	13%	81%	6%	-3	-3%
7.3 I am satisfied with the work flexibility that I have.	2%	97%	2%	3%	95%	2%	-2	-2%
7.4 I am satisfied with CLS's practices related to vacation and time-off.	6%	89%	5%	7%	87%	6%	-2	-2%
7.5 I believe that my total compensation package is competitive compared to other organizations in community living.	12%	68%	20%	15%	66%	19%	-2	-4%
7.6 I am aware of the Sunlife website for information about the benefit program.	6%	83%	11%	4%	86%	10%	+3	3%
7.7 I am aware of the website for information regarding the Municipal Pension Plan.				7%	84%	9%		NEW
8. Employee Health, Safety & Wellness								
8.1 CLS cares about my health, personal safety and well-being.	9%	90%	1%	8%	90%	2%	0	0%
8.2 CLS helps employees balance work life and personal life.	15%	80%	6%	12%	83%	4%	+3	5%
8.3 I feel safe from sexual harassment.	4%	96%	1%	2%	94%	4%	-2	-2%
8.4 I feel safe from workplace bullying.	12%	89%	0%	8%	90%	2%	+1	2%
8.5 I feel safe from physical violence.	8%	92%	1%	8%	90%	2%	-2	-2%
8.6 The people with whom I work treat each other with respect regardless of race, religion, cultural origin, gender, age and/or sexual orientation.	9%	92%	0%	4%	95%	1%	+3	4%
8.7 CLS responds in a supportive manner when I am absent from work e.g. due to illness, motor vehicle accident, etc.	7%	78%	15%	7%	80%	12%	+2	3%
9. Recognition and Rewards								
9.1 My supervisor appreciates the work I do and tells me on a regular basis.	15%	82%	4%	8%	88%	3%	+6	8%
9.2 I am satisfied with the current service recognition awards program at CLS.	15%	72%	13%	14%	74%	12%	+2	3%
9.3 I would like additional recognition programs for all employees (please specify in the comment field).	20%	46%	33%	19%	51%	31%	+5	8%
13. Personal Commitment								
13.3 I am proud to work for the CLS.	5%	95%	1%	7%	91%	2%	-4	-4%
13.4 I would prefer to remain employed here, even if a comparable job were available in another organization.	11%	84%	5%	9%	83%	7%	-1	-1%

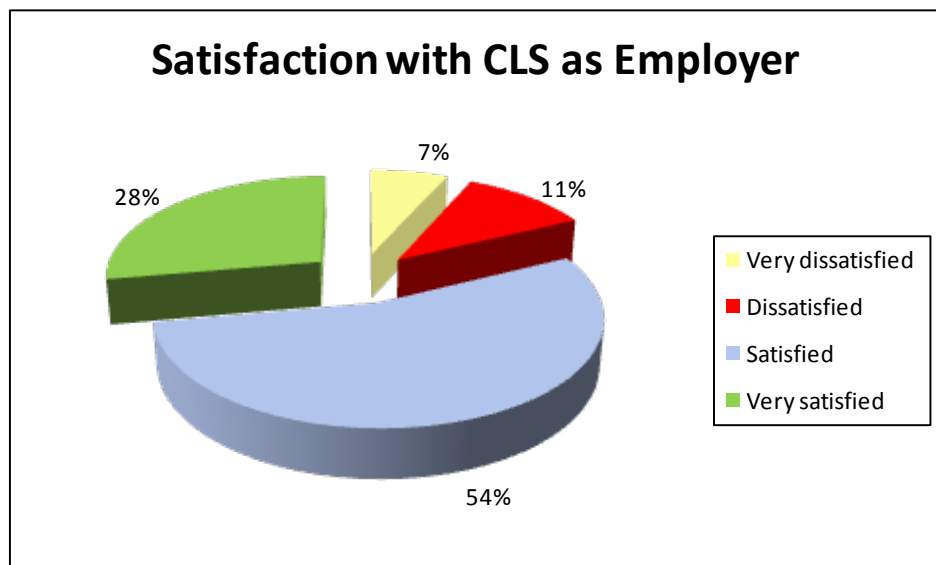
Personal Commitment

Employees continue to demonstrate their commitment to CLS and the people they work with. Personal Commitment increased by 2% since 2009.



The primary reason staff are considering leaving is the current wage structure. A few also identified retirement as the reason they plan to leave.

Satisfaction



Satisfaction is the most important question in the survey. **82%** of employees are 'Satisfied' or 'Very Satisfied' working for CLS. This is a very strong score. As a comparison, the BC Government Work Environment Survey report dated May 2010, reports that employee satisfaction declined in 2010 by 4 percentage points from 68% to 64%. CLS's improved progress, when other organizations are seeing declining ratings is a good indication that employees' needs are being met.