



Community Living Society Employee Engagement Survey Analysis and Report April 2011

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

This 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.

How to Read the Data and Charts

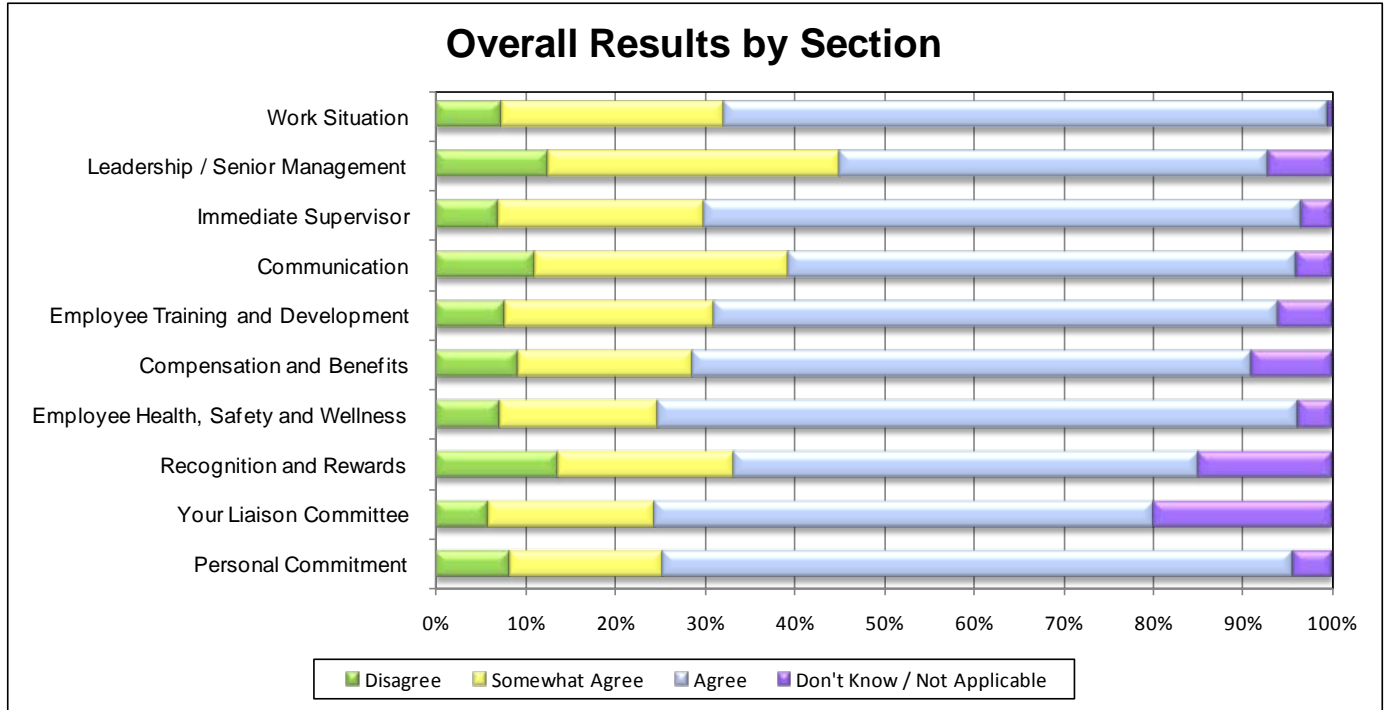
The graphs provide the detailed breakdown for each answer. In the example below the first number indicates the percentage that the category represents for all answers which in this case is .5% for 'Disagree', 18.6% for 'Somewhat Agree', 80.9% for 'Agree' and 0% for 'Don't Know / Not Applicable'. The number in brackets (1 for 'Disagree', 35 for 'Somewhat Agree' and 152 for 'Agree', 0 for 'Don't Know / Not Applicable') depicts the actual number of responses by all employees in the particular category. The answer with the highest quantity of responses is shown in bold text. In this example, 'Agree' is the category that has the highest number of responses and is bolded to show the results of (80.9% (152)).

The last column, 'Response Count' represents the total number of answers to the question. In total there were 196 surveys completed. Employees were not required to answer every question and some surveys were only partially completed which accounts for the variation in response count. In the example, 188 employees provided replies to that question.

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
2.1 I have access to the information I need to do my job effectively.	0.5% (1)	18.6% (35)	80.9% (152)	0.0% (0)	188

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:

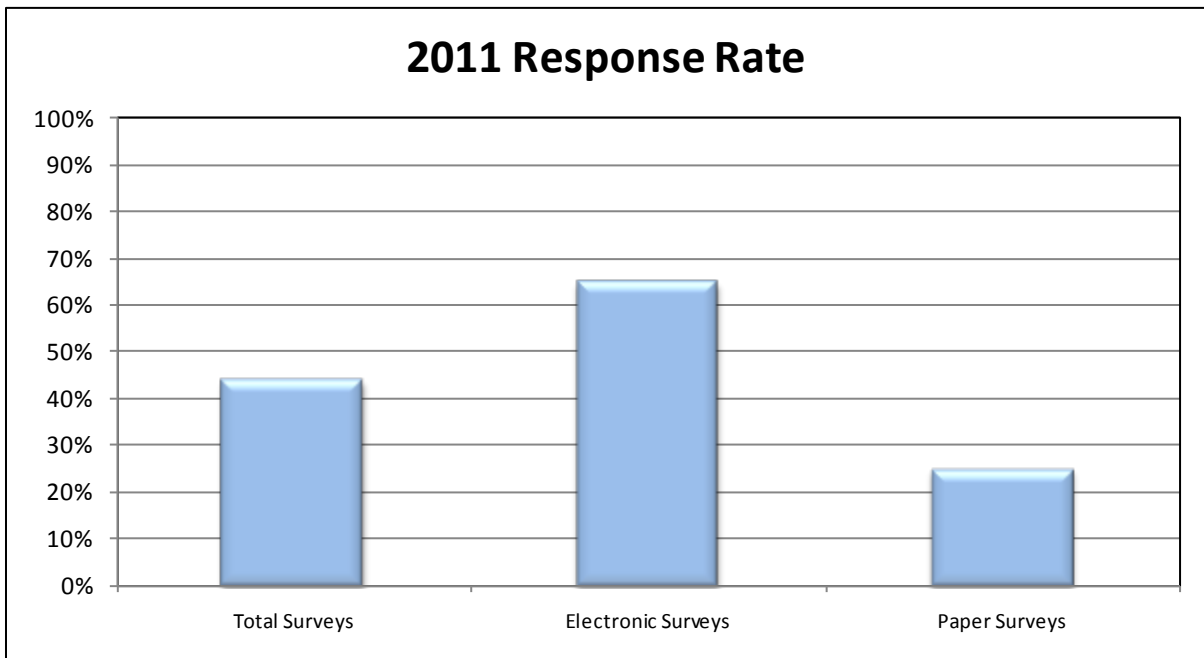
Questions that dropped in rating	15
Questions that increased 0 to 10%	42
Questions that increased 15% +	10
New Questions	6

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

RESPONSE RATE AND ACCURACY OF RESULTS

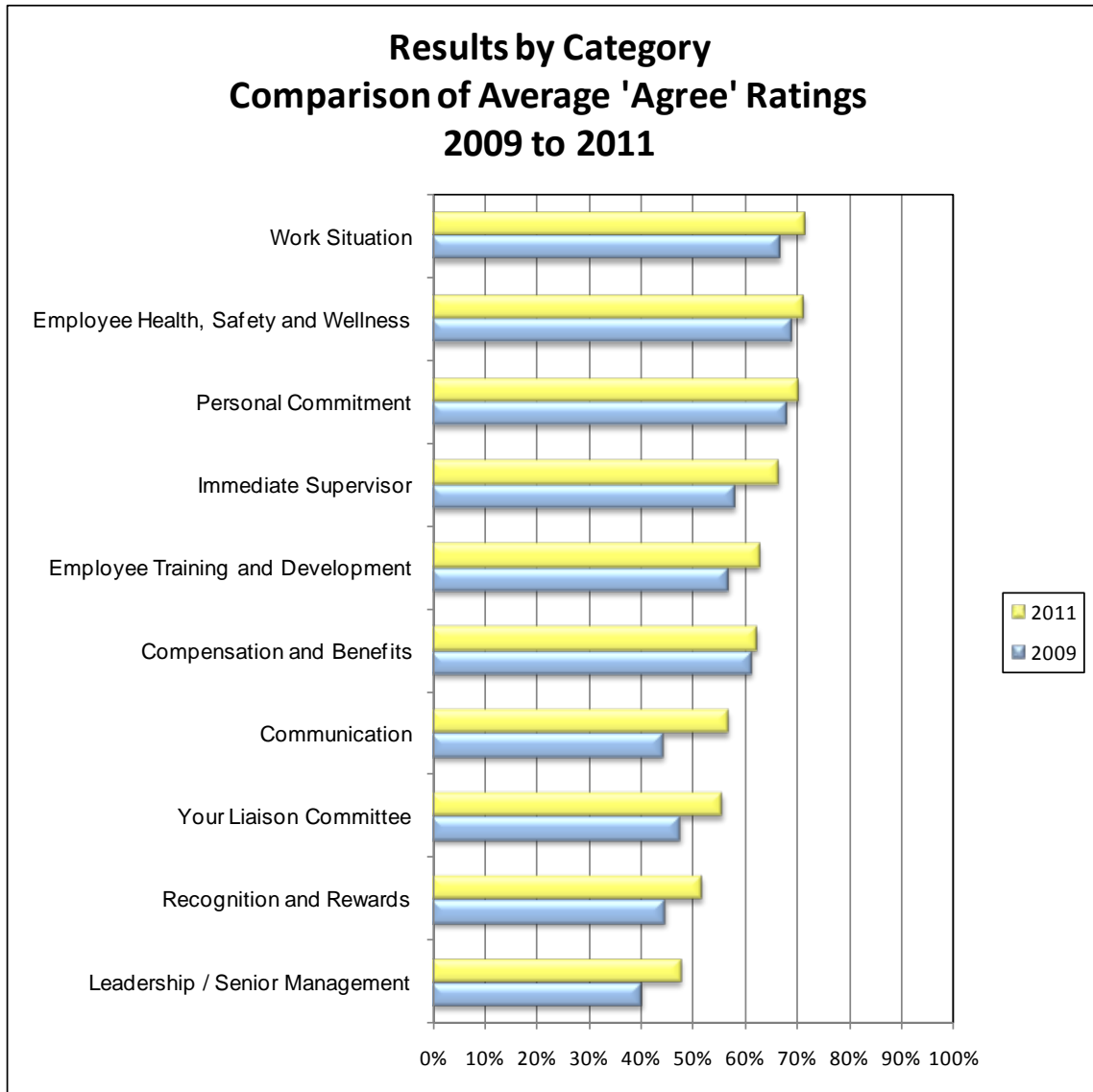
To guarantee the confidentiality of participants, the survey was distributed to employees by an independent firm, People in Focus Consulting Ltd. The surveys were distributed to employees electronically where email addresses were available and paper copies were made available for all other employees.

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.

Employees provided a total of 698 comments this year (increased from 2009) to support the ratings and explain the reasons behind those ratings. The trends from the comments are reported in each section.



This chart shows how the categories are ranked as measured by the average 'Agree' scores for the section. This is an interesting way to look at the results. It demonstrates very positive scores and shows the growth since the 2009 survey.

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.

Work Situation had the highest overall average score and increased by 6% over 2009. The top overall questions was Question 2.12 *In the last six months, someone at work has given me feedback* improved by 16 percentage points or 18%.

Employee Health, Safety and Wellness ranks in second place. While this section had a modest 1% increase since 2009, employees feel CLS look after their health, safety and wellness. Question 8.2 *CLS*

helps employees balance work life and personal life improved by 4 percentage points or 5% was the highest rated question.

Employees continue to show their **Personal Commitment** to CLS and by adding another 2% to their rating since 2009.

Many comments support the ranking of **Immediate Supervisor** in fourth position. This area has grown by 8% since 2009. The top question was Question 5.3 *I trust the information I receive from my immediate supervisor* scored 96% an increase of 5 percentage points over 2009.

Employee Training and Development falls in the middle of the pack, but earned a 6% increase since 2009.

While employees are clearly dissatisfied with their wages and benefits, the **Compensation and Benefit** section ranks 6th of 10 categories and has not lost any ground since 2009.

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.

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	
	% 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. Work Situation								
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%

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
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%

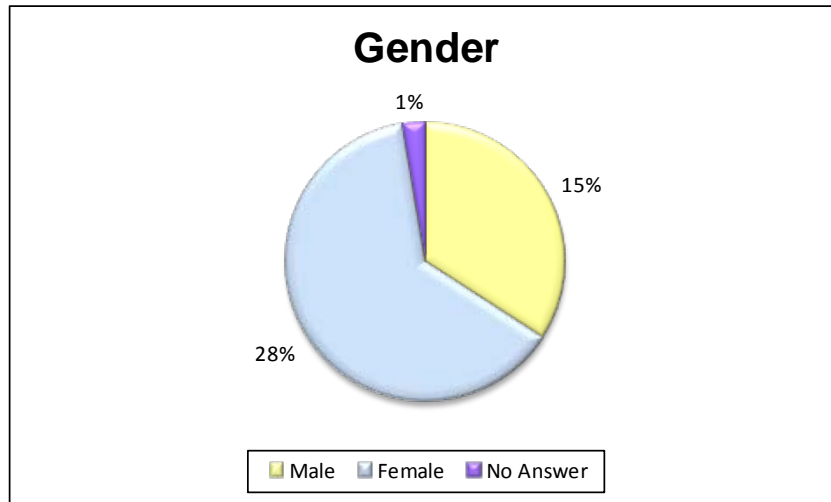
0 to 10 % Change	11 % or more Change			Drop in Rating			NEW	
Survey Questions				Rating				
	2009			2011			Change in Agree	
5. Communication	% Disagree	% Total Agree	% Don't Know/Not Applicable	% Disagree	% Total Agree	% Don't Know/Not Applicable	Change in Total Agree % Points	% Change in Total Agree
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%

SECTION ONE: Demographics of the Participants

The responses received have been compared to the actual population of CLS employees to illustrate that the data is relative and can be correlated to the entire employee base.

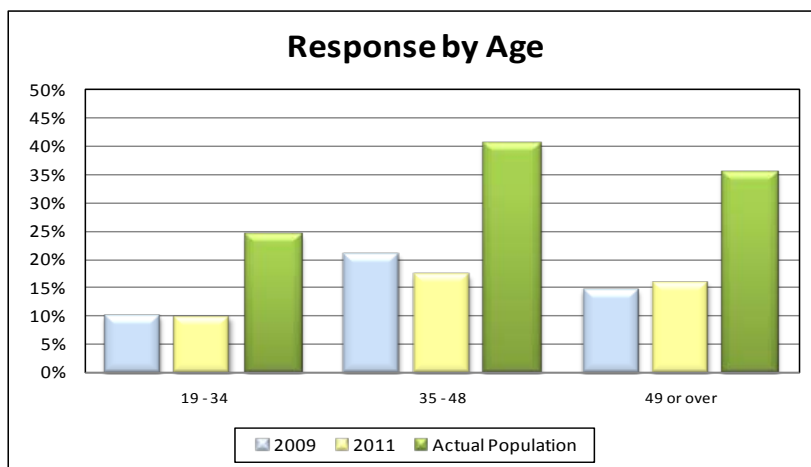
Gender Distribution



The data is very similar between 2009 and 2011. The distribution of participants is also fairly close to the actual population of employees.

Age Distribution

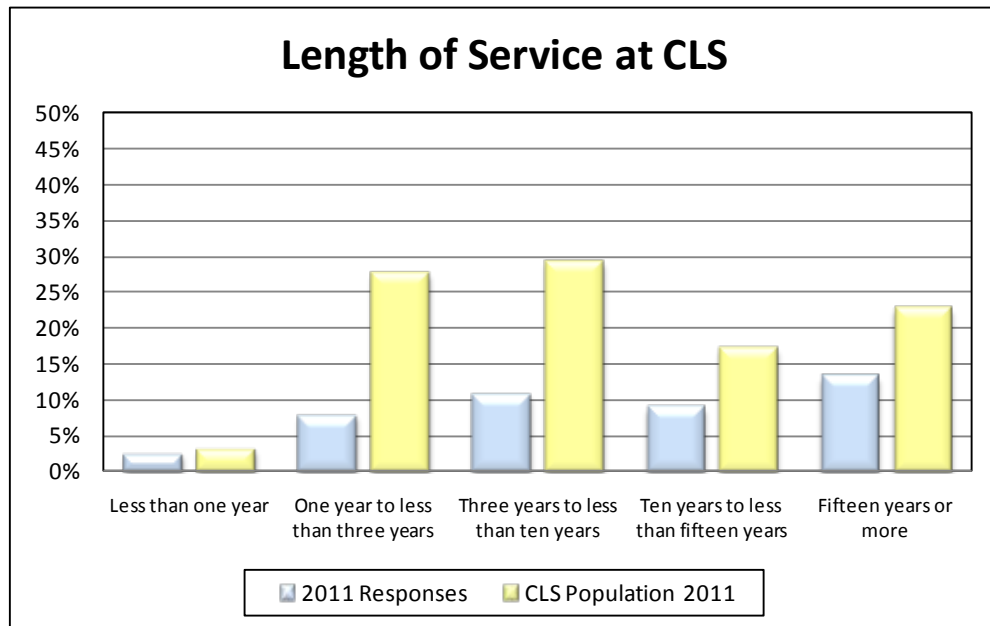
The value in analyzing the age of the respondents is to provide an insight into the needs of employees at different stages of their lives. There has been significant research surrounding generational differences in the workplace which identifies that different age groups have different needs which may contribute to the reasons behind the ratings and answers.



As in 2009, the largest number of responses came from the 35 to 48 age group. This group is considered the “sandwich” generation as they are coping with raising children and often caring for their parents. It is common to see concerns around work-life balance and stress for employees in this age group. In 2011,

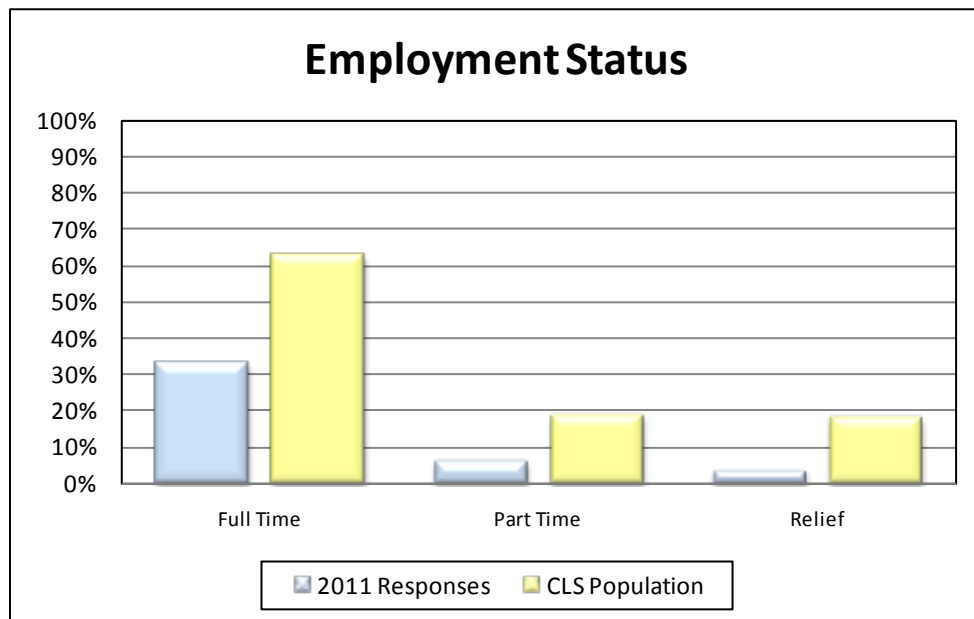
slightly more employees over the age of 49 answered the survey. We should expect to see higher interest in issues related to pre-retirement, and concerns around health and benefits.

Length of Service with CLS



The responses to the survey cover all of the possible terms of employment or length of service with CLS. The highest participation rate continues to be with the longest serving employees. This is a good sign that employees still want to provide their input even though they have worked with the organization for many years. In other organizations, it is often the new employees who provide the most input.

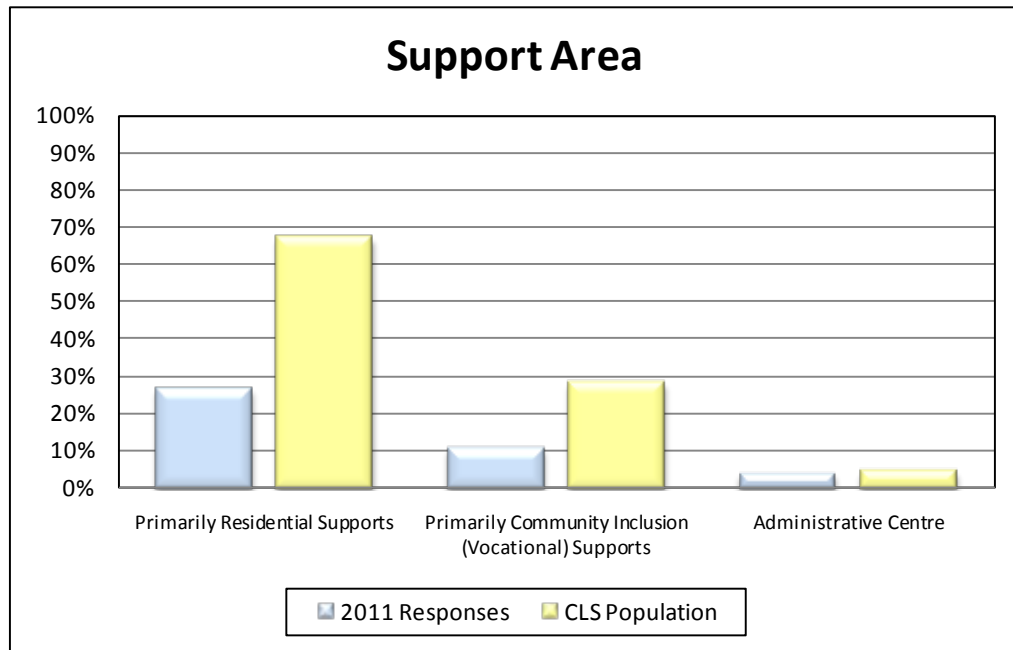
Employment Status



Full time employees were the largest group responding to the survey in 2011 which was the same in 2009. This is a natural outcome, as full time workers have a greater opportunity to contribute to surveys simply

because they are present for more hours in the work day. Part time employees currently make up 19% of the work force and they provided 6% of the responses. Relief employees constitute 18% of the population but only participated at 4% of the responses.

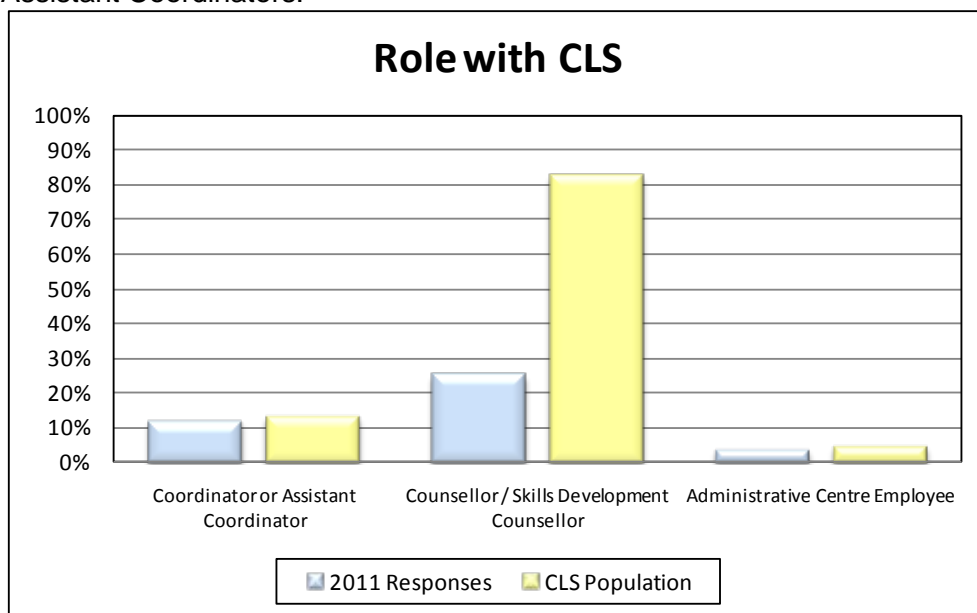
Support Area



The actual breakdown of the support area is 67% Primarily Residential Supports, 28% Primarily Vocational Supports, and 5% Administrative Office. There are good sample responses from each category for comparison purposes.

Role with Community Living Society

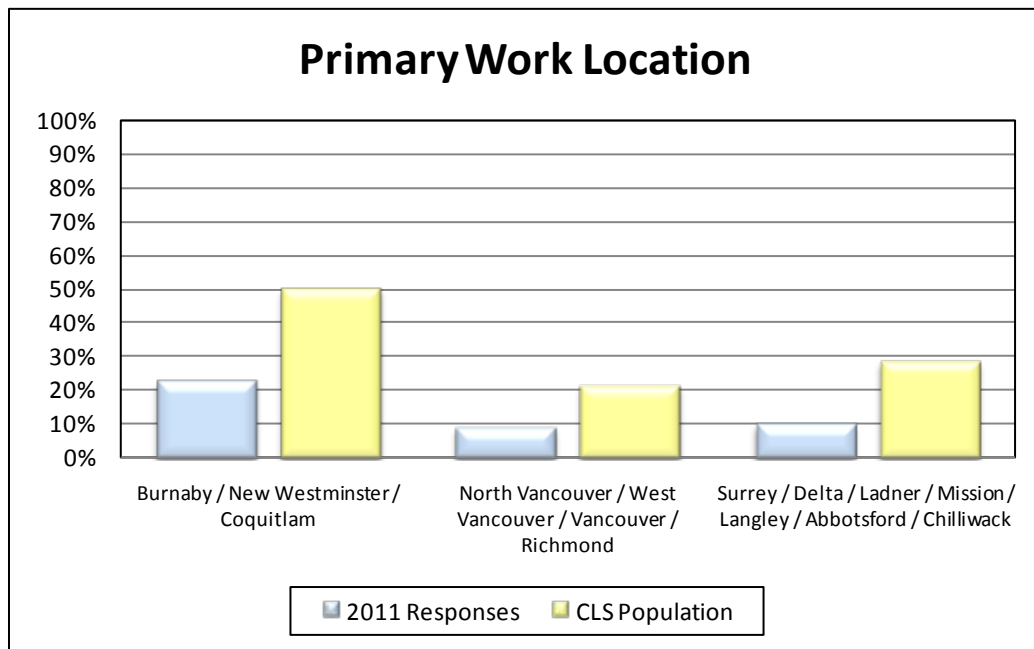
The largest segment of workers to participate in the survey was clearly Counsellors followed by Coordinators / Assistant Coordinators.



The actual breakdown of the Role with Organization is 13% Coordinator / Assistant Coordinator, 82% Counsellor, 5% Administrative Employee, which makes the sample responses relative for comparison.

Response by Location

This graph depicts the response rate for all employees at a variety of locations. The offices were grouped, to ensure that individual employees were not identified.



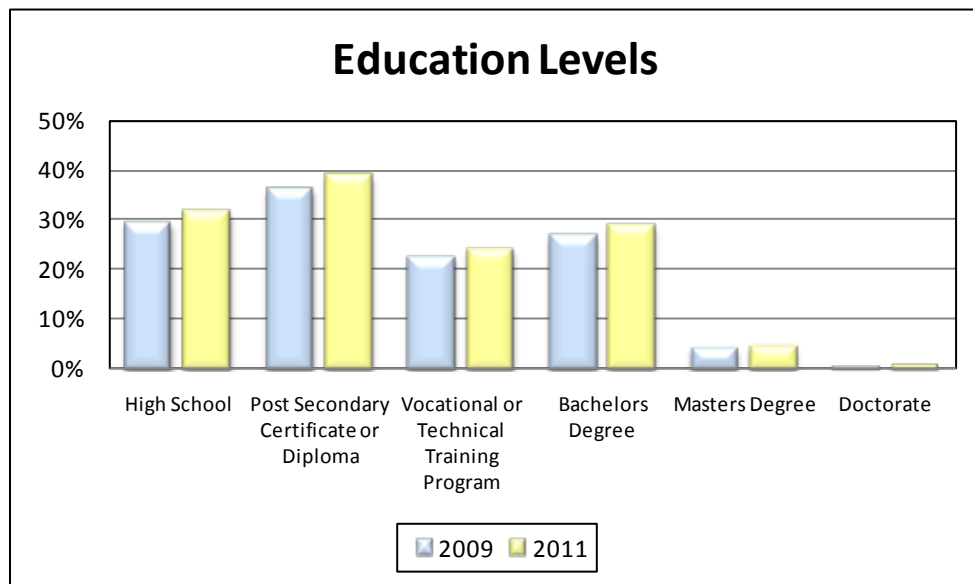
Overall the comparison of the participant demographics to the actual population of CLS is similar enough to allow the results to be applied to the entire population.

Education Level of CLS Staff

The employees were asked to report their highest level of education, as a tool to assess the qualifications, to assist in long-range human resource planning. There are more answers than employees, as the question allowed each person to select “all that apply”.

As a general statement, existing staff are well-educated. With this level of education, Community Living Society has the opportunity for internal movement, development and succession planning.

Education Level	2009 Totals	2011 Totals
High School	82	60
Post Secondary Certificate or Diploma	85	74
Vocational or Technical Training Program	51	46
Bachelors Degree from a College or University	46	55
Master's Degree	9	9
Doctorate	0	1



SECTION TWO: Work Situation

All questions in the category Work Situation received improved 'Agree' ratings in 2011, except Question 2.8: *The amount of work I am expected to do is reasonable*.

Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 2.12 *In the last six months, someone at work has given me feedback* improved by 16 percentage points or 18%. This was an area that was part of the Liaison Committee's Action Plan.
- Question 2.9 *My Supervisor asks me for input to help make decisions* increased by 7 percentage points or 8%.
- Question 2.1 *I have access to the information I need to do my job effectively* grew by 2 percentage points or 3%. This is the top rated question.

I think CLS is organized and professional and coordinators have clear direction of what is expected of them and therefore pass it down to staff

Four questions declined in 2011:

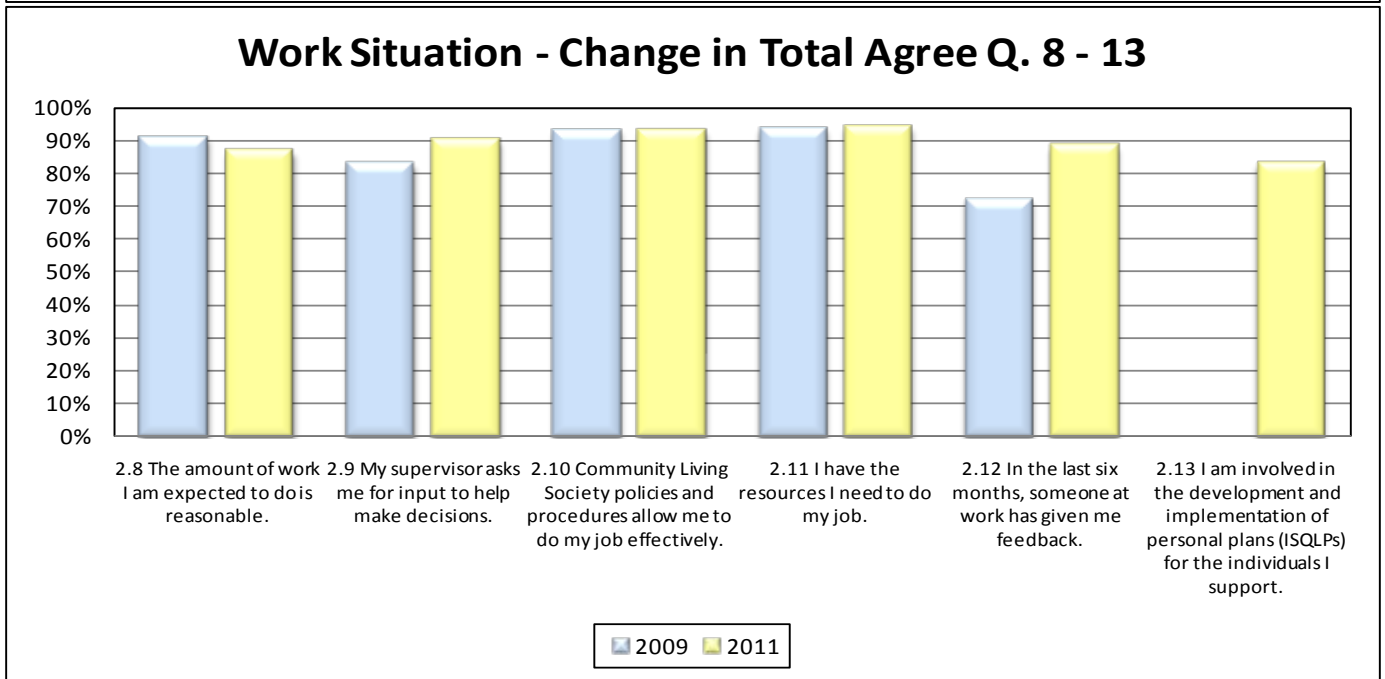
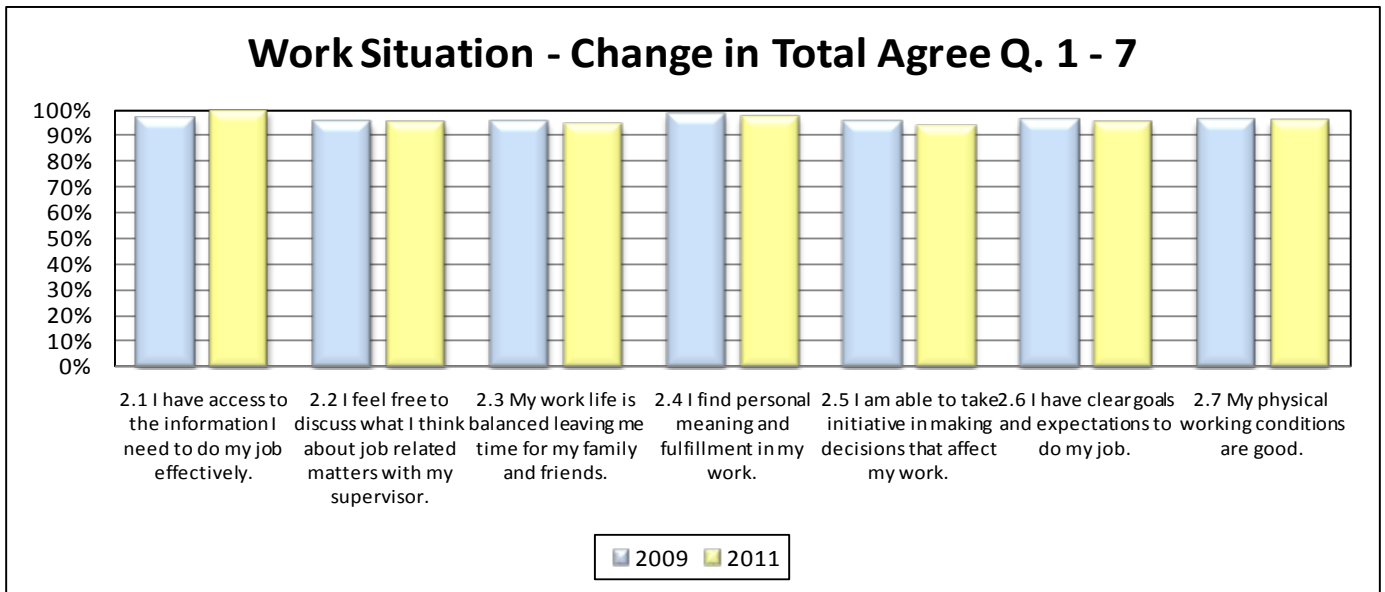
- Question 2.8 *The amount of work I am expected to do is reasonable* which fell by 4 percentage points or 5%.
- Question 2.3 *My work life is balanced leaving me time for my family and friends* declined by 1 percentage point or 1%.
- Question 2.4 *I find personal meaning and fulfilment in my work* dropped by 1 percentage point or 1%.
- Question 2.5 *I am able to take initiative in making decisions that affect my work* fell by 1 percentage point or 1%.

2.8 The recent cutbacks to my hours(8 hours per week) leaves me scrambling to keep up with correspondence for the 4 individuals, and not having time to do the extra "feel good, out of the ordinary" niceties I would naturally do for them.

New Question:

- Question 2.13 *I am involved in the development and implementation of personal plans (ISQLPs) for the individuals I support* scored 65% 'Agree' and 18% 'Somewhat Agree'. A total of 17 either 'Disagree' or 'Don't Know'. This was another recommendation from the 2009 Employee Engagement Survey and a score of 83% is a good start.

When 'Somewhat Agree' and 'Agree' are added together and compared between 2009 and 2011, it demonstrates that employees have a very positive view of their work situation.

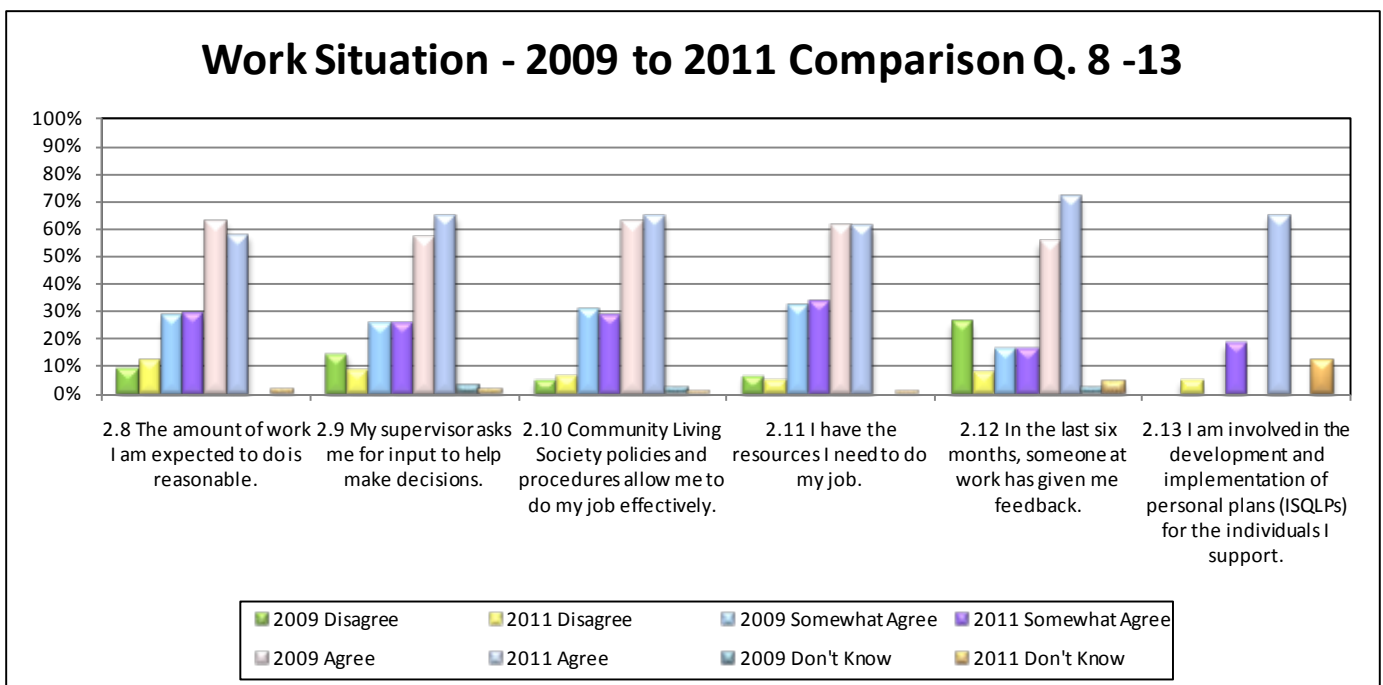
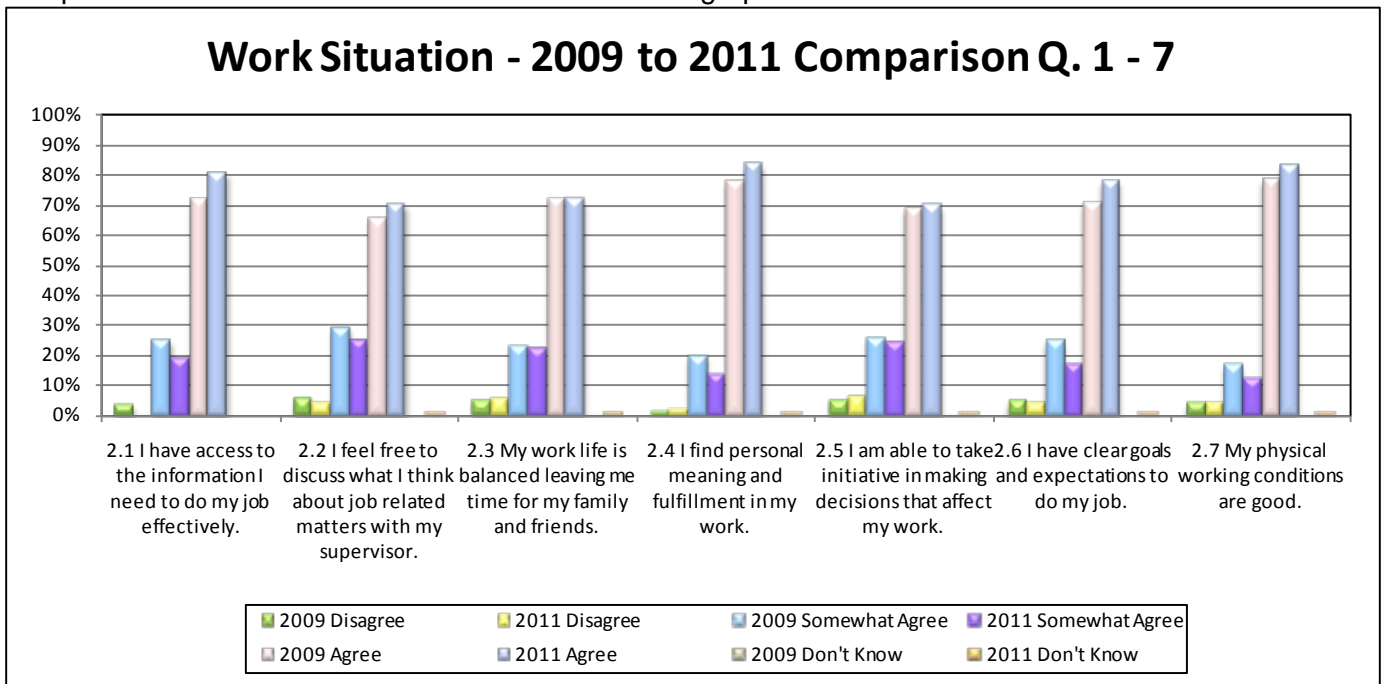


In reviewing the data for Question 2.8 *The amount of work I am expected to do is reasonable*, we find that:

- Administrative Centre staff have the highest 'Disagree' ratings when reviewed by role with CLS.
- When reviewed by Support Area, we see that Primarily Residential Supports have the highest 'Disagree' rating.
- If we filter by location Burnaby / New Westminister / Coquitlam have more 'Disagree' ratings than other locations.

I feel that I have adequate information, resources and support to do my job in the best way possible.

Comparisons of 2009 to 2011 results follow in the bar graphs:



Trends in Comments:

- The increase in documentation and paperwork are frequently cited as reasons for increased workload.
- The changes made as part of the Service Review and reduction of hours have made employees feel that they are able to do less than before.
- Employees refer to their jobs as both challenging and satisfying and several feel their find personal meaning in the work they do.
- Several new employees are not sure how the workload and other measures will turn out yet.
- Supervisors have difficulty managing their workload which often impacts their ability to provide support to the next level down

SECTION THREE: Leadership / Senior Management

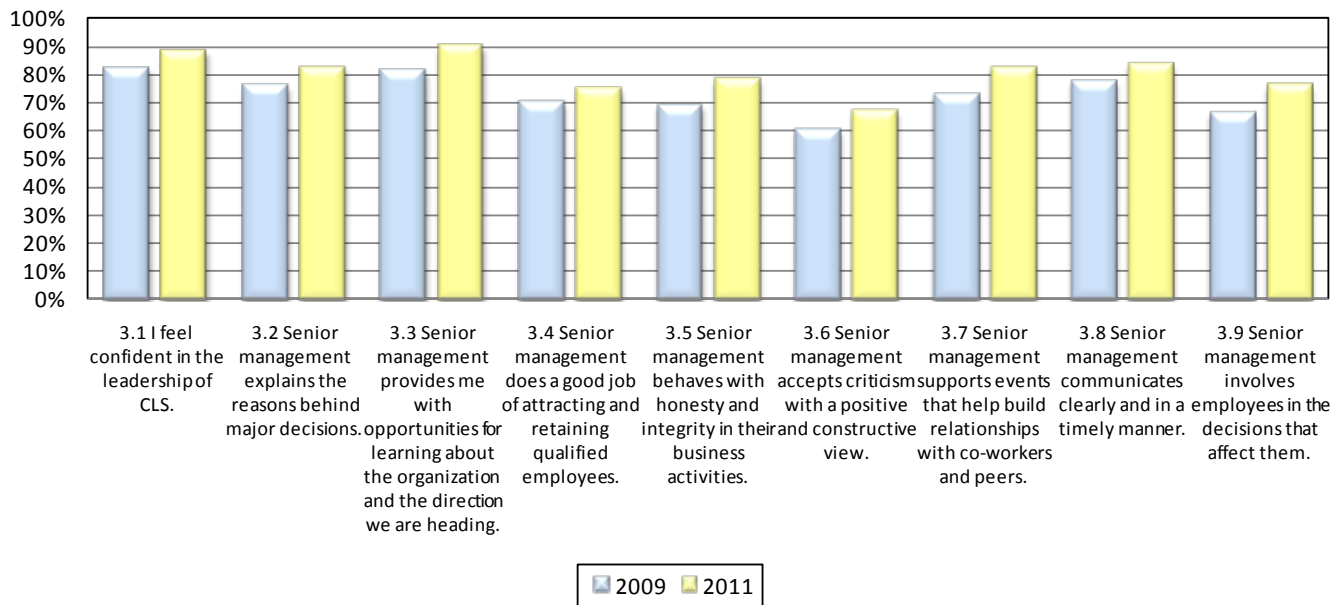
All questions in the category Leadership / Senior Management improved in 'Agree' ratings in 2011.

Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 3.9 *Senior management involves employees in the decisions that affect them* improved by 9 percentage points or 13%.
- Question 3.5 *Senior management behaves with honesty and integrity in their business activities* increased by 9 percentage points or 11%.
- Question 3.7 *Senior management supports events that help build relationships with co-workers and peers* grew by 9 percentage points or 11%

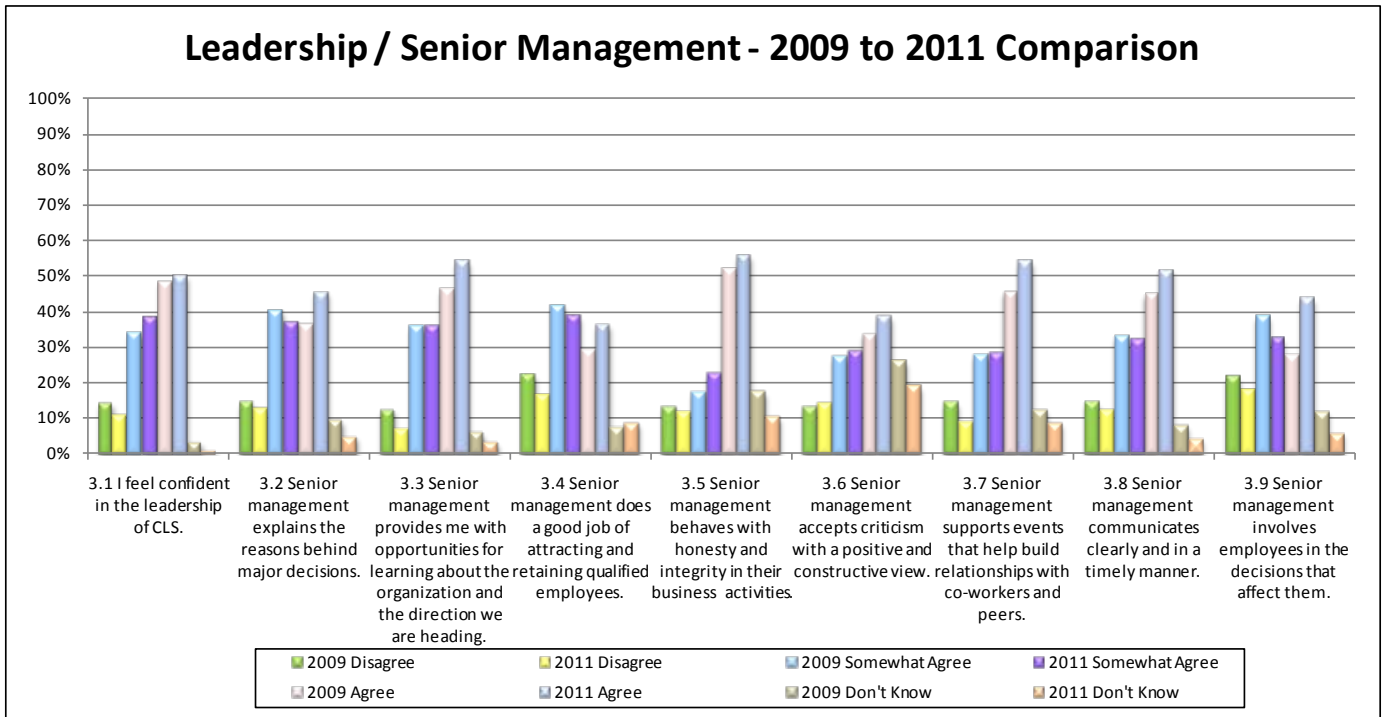
There are a lot of unknowns for me. I like to believe that senior management acts with integrity and has our best interests at heart but there is some disconnect that bothers me

Leadership / Senior Management - Change in Total Agree



From my point of view, CLS is headed in the right direction and is lead by a talented and committed team.

The comparison of all answers between 2009 and 2011 follows:



When an employee gives feedback on an area that may need adjustment or change in their workplace the employee experiences an accompanying anxiety that they will be viewed as difficult or troublesome.

Trends in Comments:

- Many employees state that they do not have enough interaction with Senior Management to evaluate how well they are doing. This can be caused by a lack of understanding of the key issues, or perceptions of how the service review was handled. Some are not sure whether staff were given all information in a timely manner.
- Some employees would like to see increased communication with senior management.
- Several commenters' report that they saw improvements following the 2009 survey.

3.9 This survey is a way that senior management involves employees. I don't have a lot of contact with them but when I do they are there to help.

Since 2009 survey, there has been clearer communication between leadership and CLS locations – thanks

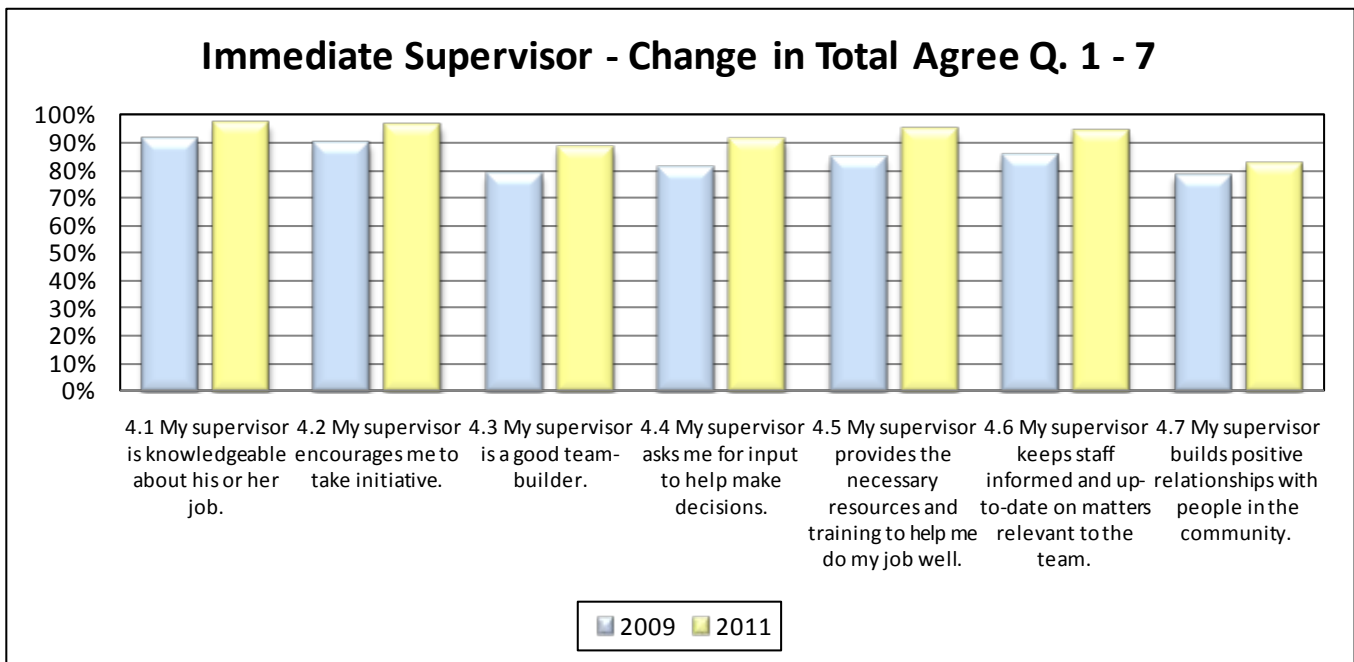
SECTION FOUR: Immediate Supervisor

All questions in the Immediate Supervisor category improved in 2011 with an overall increase of 8% for this section.

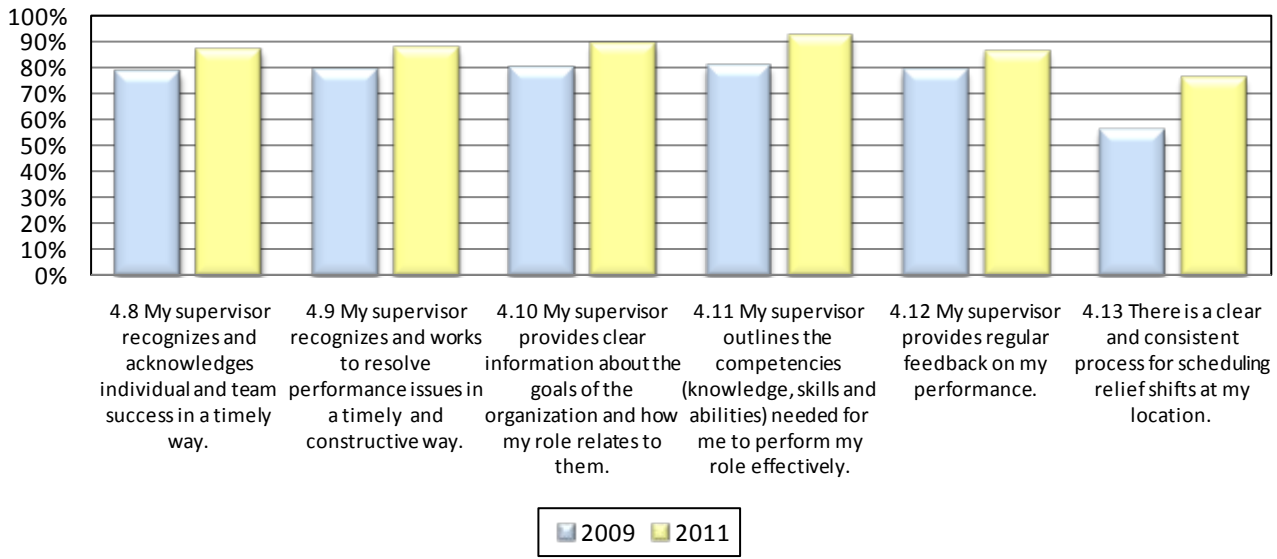
My supervisor is very supportive and helps us outline what we need to do

Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 4.13 *There is a clear and consistent process for scheduling relief shifts at my location* scored 20 percentage points higher in 2011 or 27%.
- Question 4.11 *My supervisor outlines the competencies (knowledge, skills and abilities) needed for me to perform my role effectively* received an 11 percentage point or 13% increase over 2009.
- Three questions tied for third place with a 10 percentage point increase or 11%: Question 4.3 *My supervisor is a good team-builder* Question 4.4 *My supervisor asks me for input to help make decisions* and Question 4.5 *My supervisor provides the necessary resources and training to help me do my job well*.

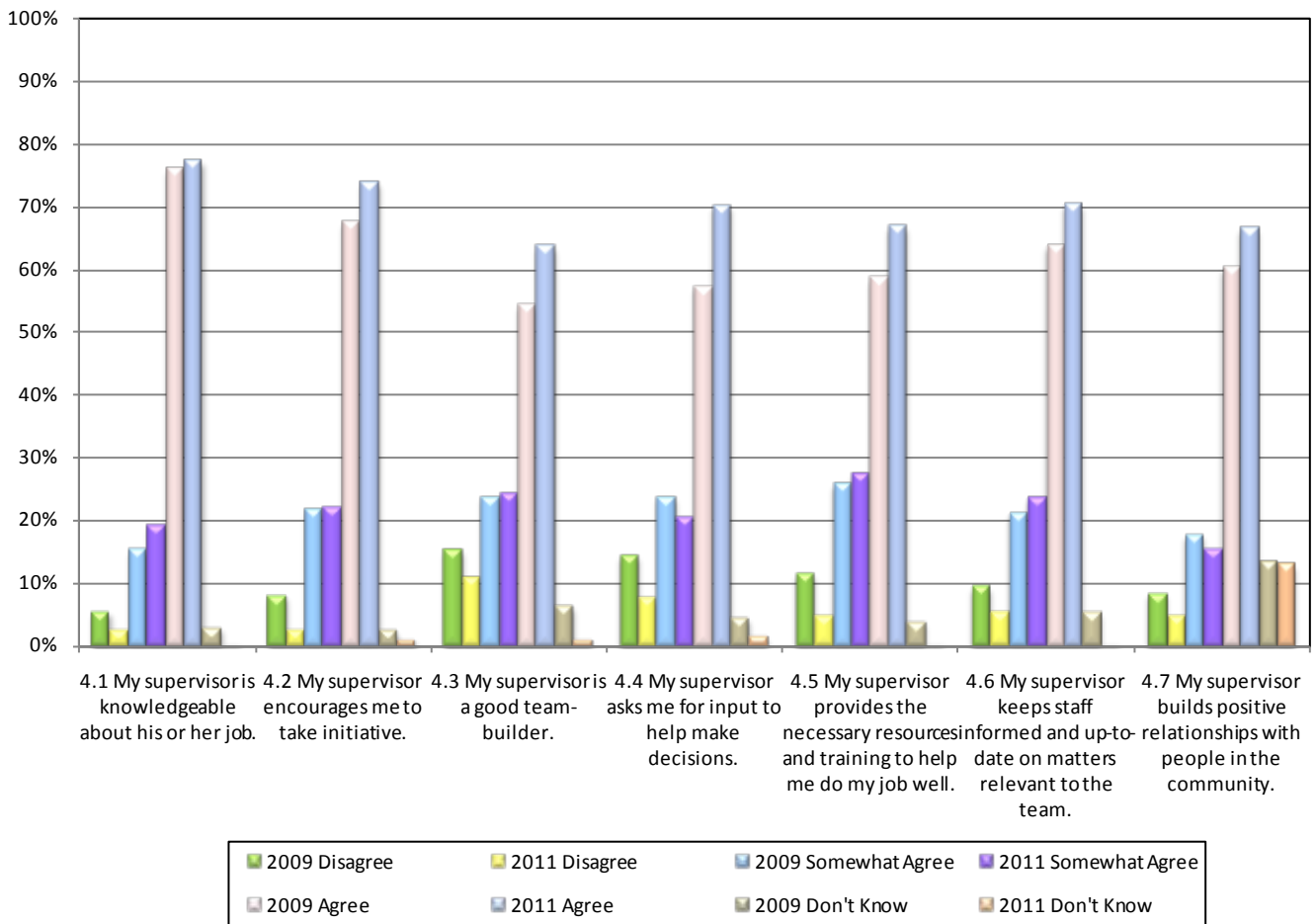


Immediate Supervisor - Change in Total Agree Q. 8 - 13

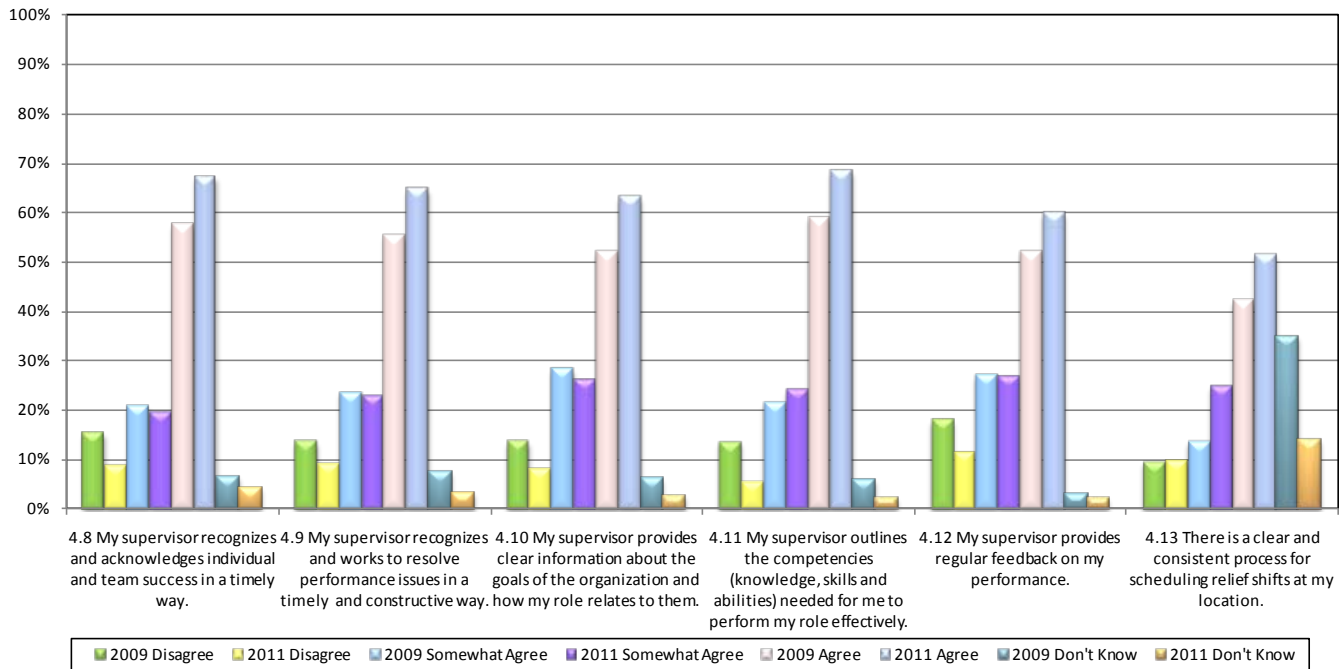


The 2009 to 2011 comparison with full detail follows:

Immediate Supervisor - 2009 to 2011 Comparison Q. 1 - 7



Immediate Supervisor - 2009 to 2011 Comparison Q. 8 - 13



My supervisor is an amazing leader. They have helped me become a better person and I feel they always have their client's and then staff's interests at the front of their minds. Great person.

Trends in Comments:

- Many supervisors are called “amazing, very supportive, excellent, action-driven, on top of things, encouraging, knowledgeable, complementary, fair, excellent leader, and awesome team”.
- Other supervisors are described as “not been taking a stand on things, very little communication, do not have a lot of time together, unprofessional, inconsiderate, unorganized, forgetful, backed up with paperwork, no clear direction, scattered, communication style open to misinterpretation, and plays favourites”.
- Relief workers seem to feel left out of the loop and are not invited to staff meetings due to financial constraints.

My supervisor is so backed up with paper work, she doesn't have time to help or hear concerns.

SECTION FIVE: Communication

The Communication section was another area to see all questions improve in scores over 2009.

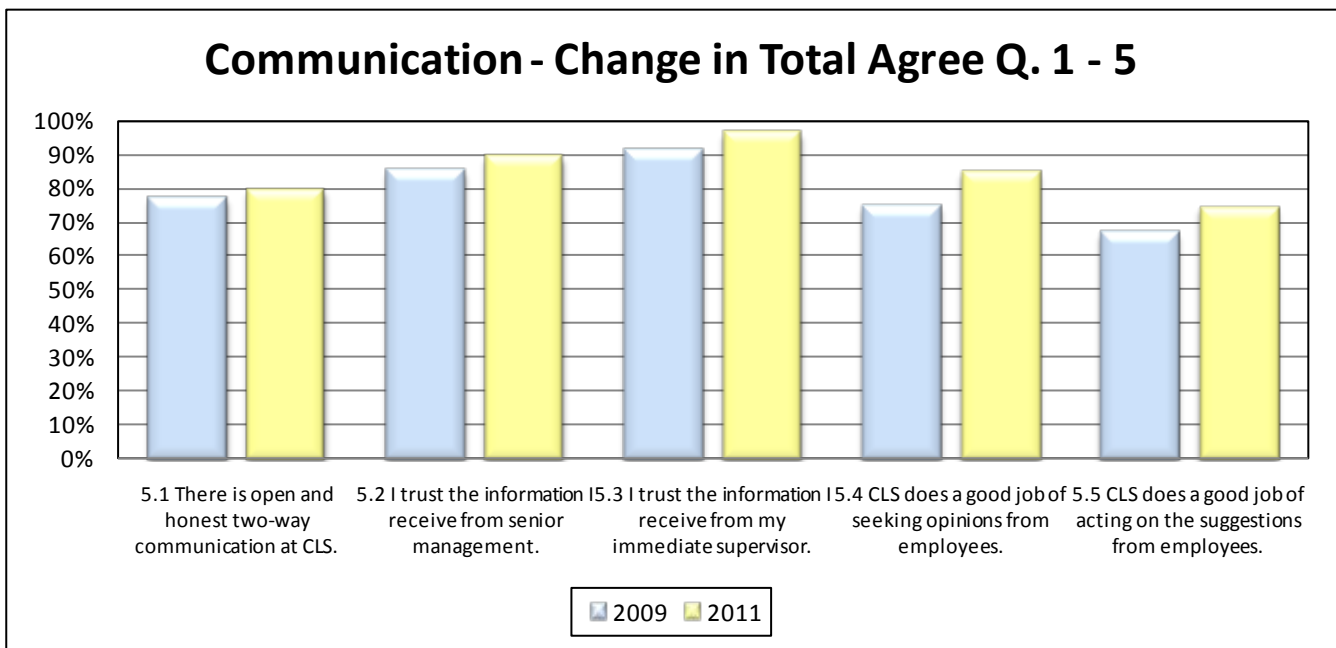
Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 5.4 *CLS does a good job of seeking opinions from employees* improved by 12% or a 10 percentage point increase.
- Question 5.5 *CLS does a good job of acting on the suggestions from employees* grew by 10% or 7 percentage points.
- Question 5.6 *CLS does a good job of effectively communicating the reasons for change* received 6% higher rating than in 2009 or 5 percentage point change.

New Questions:

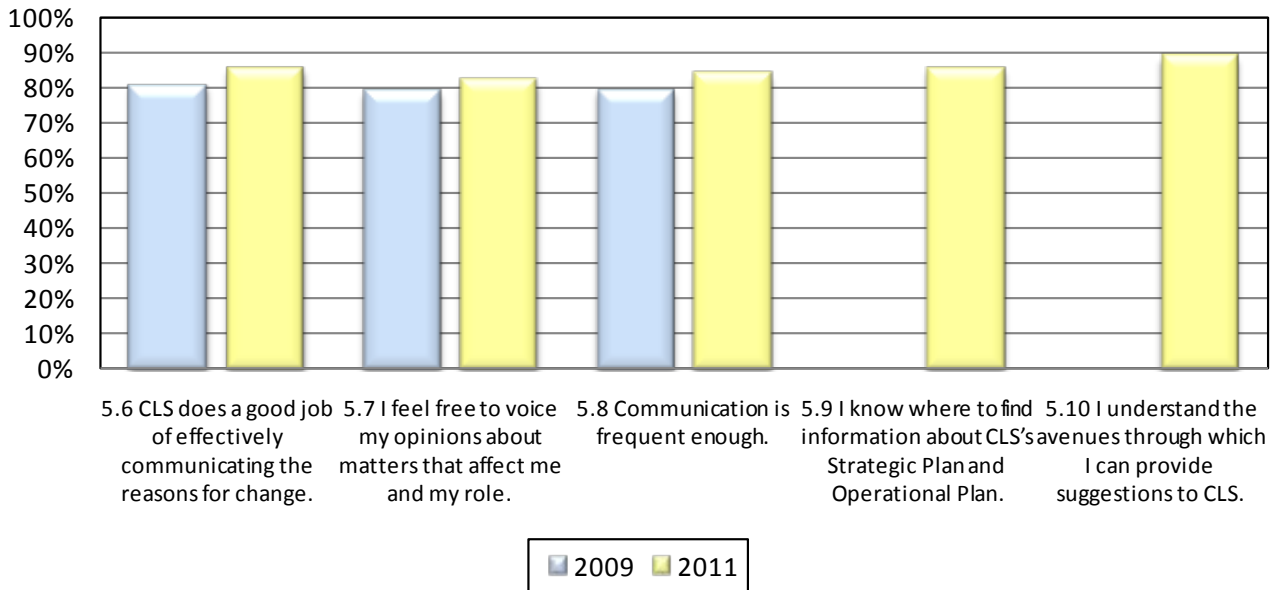
- Question 5.10 *I understand the avenues through which I can provide suggestions to CLS* also received a rating of 89%.
- Question 5.9 *I know where to find information about CLS's Strategic Plan and Operational Plan* achieved an 85% rating.

I feel like the larger the group of employees involved, the less likely it is for positive solutions to problems to actually be initiated, and for new programs and ideas to actually come to fruition. That being said, I feel free to express my views at most points in time.



I rated this based on the RPP situation because it was confusing and wrought with misinformation

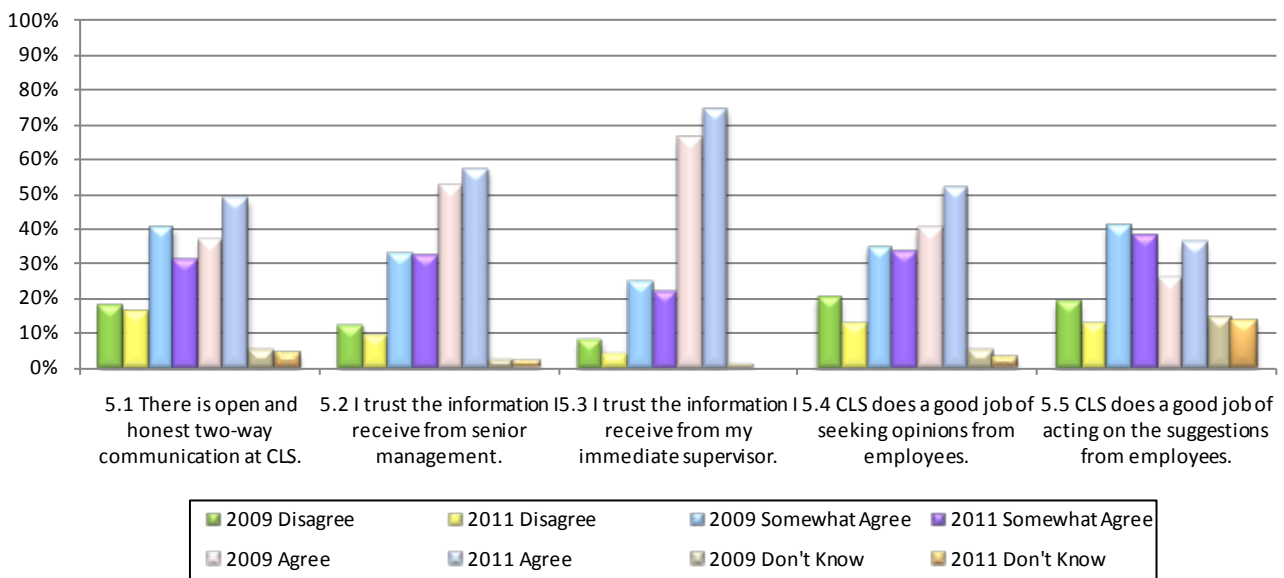
Communication - Change in Total Agree Q. 6 - 10



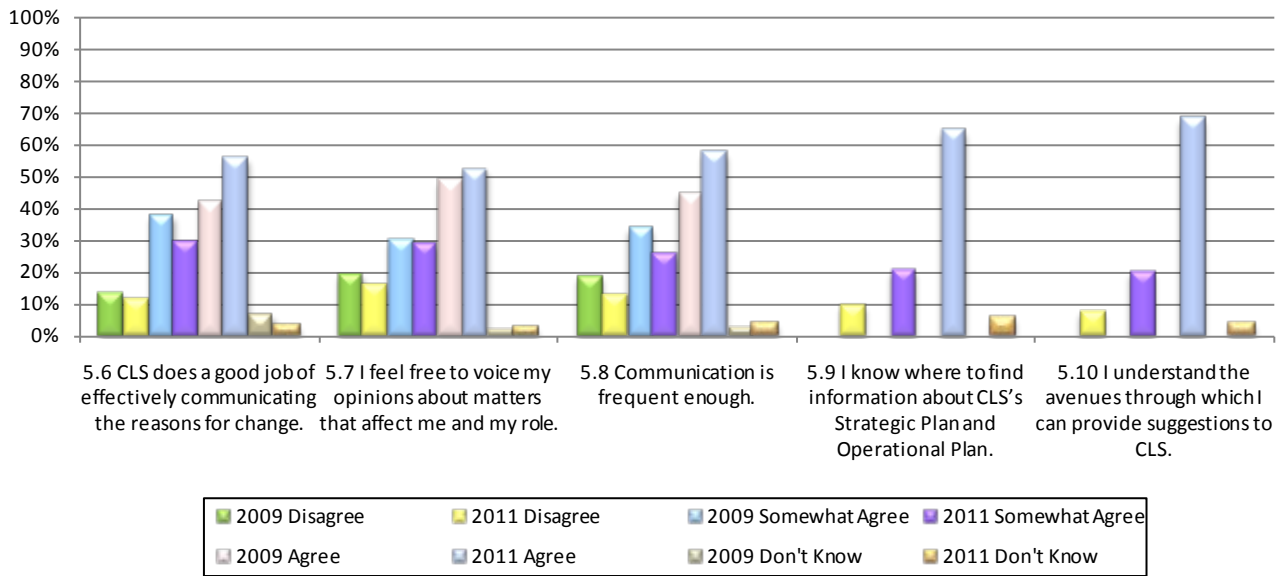
The most important part of this section for me is the ability of CLS to communicate the reasons for the changes that are occurring. I think it's super important and CLS is doing a great job

Comparisons of 2009 results to 2011 results are provided in the following charts:

Communication - 2009 to 2011 Comparison Q.1-5



Communication - 2009 to 2011 Comparison Q.6-10



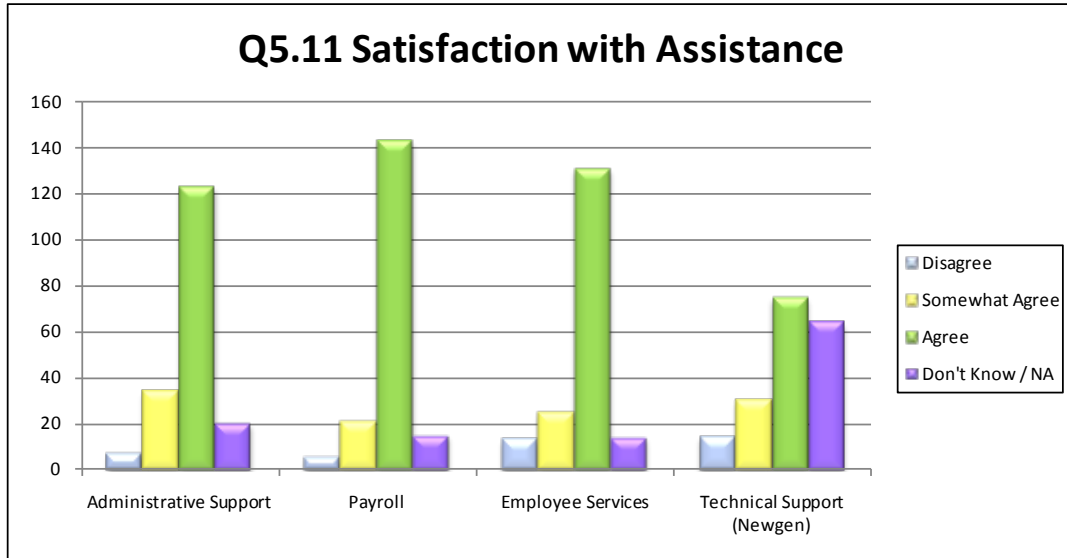
CLS does a good job of soliciting employee concerns/questions and a fair job in responding to those concerns

Trends in Comments:

- Several employees felt the Service Review was difficult as there were many rumours and misinformation made the process more complex.
- There is considerable recognition that staff are asked for their opinions in the comments.
- Some employees feel that their opinions can result in retaliation or being labelled as a troublemaker.

I really like that I can tell you listen to the results of these surveys

5.11 I am satisfied with the assistance and support I receive from the Administrative office when I call

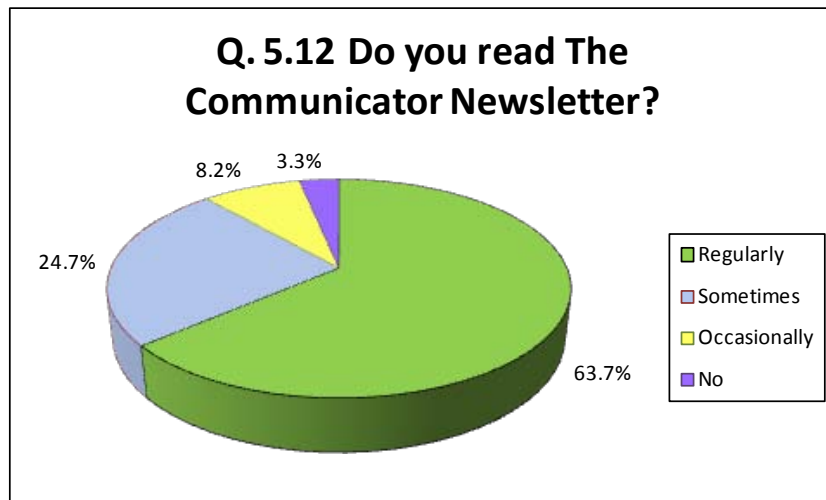


It is clear that employees do value the assistance that they receive. Technical Support scores the lowest only because they have the largest numbers for ‘Don’t Know / Not Applicable’.

Trends in Comments:

- Many comments reflect helpful and efficient service from all sources while several mention that they leave messages that are delayed or never returned.
- The computer systems continue to be seen as an issue.

5.12 Do you read The Communicator Newsletter?



The majority of employees read The Communicator Newsletter on a regular basis. As proven by the supporting comments, employees like the information it contains.

There are mixed messages between employees who like to read the paper version however a trend includes requests for an electronic version to save money.

It is my responsibility to inform myself by reading all internal communications - our newsletter is a priority

SECTION SIX: Employee Training and Development

Training and Development sits in the middle ranking for all categories and attained a healthy 6% overall increase in 2011.

A lot of positive things have happened and been provided to me for my personal and professional growth and development in the organization

Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus' Agree'):

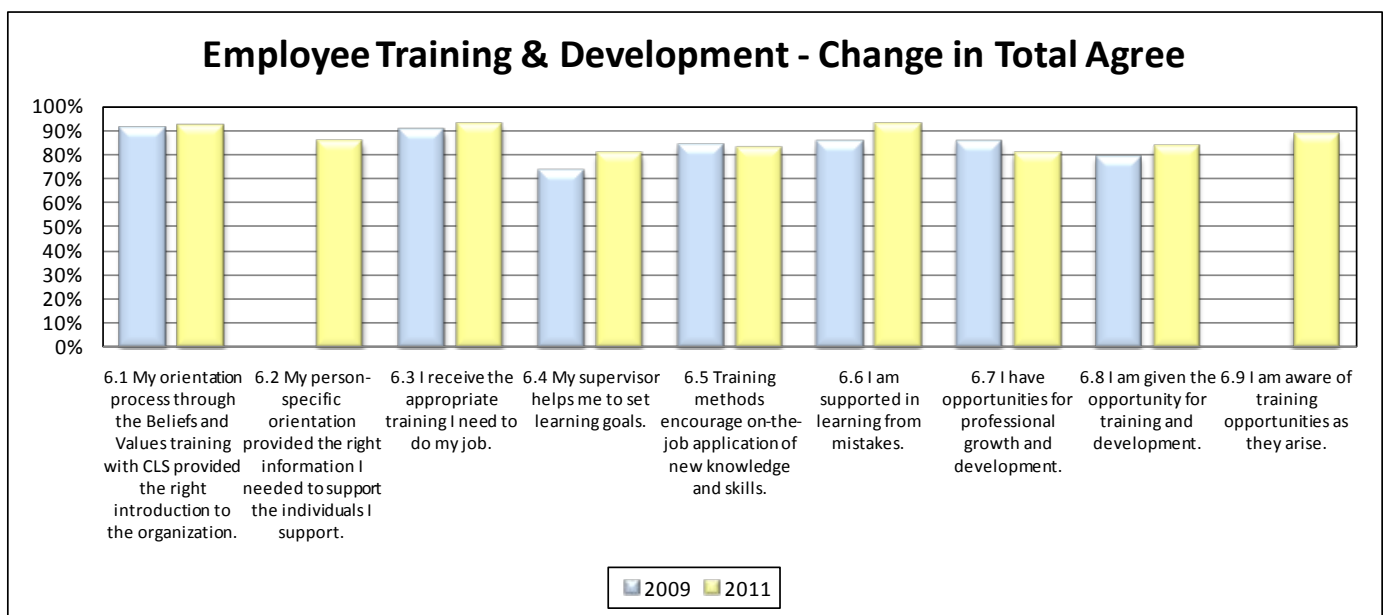
- Question 6.4 *My supervisor helps me to set learning goals* improved by 6 percentage points or 8%.
- Question 6.6 *I am supported in learning from mistakes* increased by 7 percentage points or 8%.
- Question 6.8 *I am given the opportunity for training and development* grew by 4 percentage points or 5%.

Two questions declined in 2011:

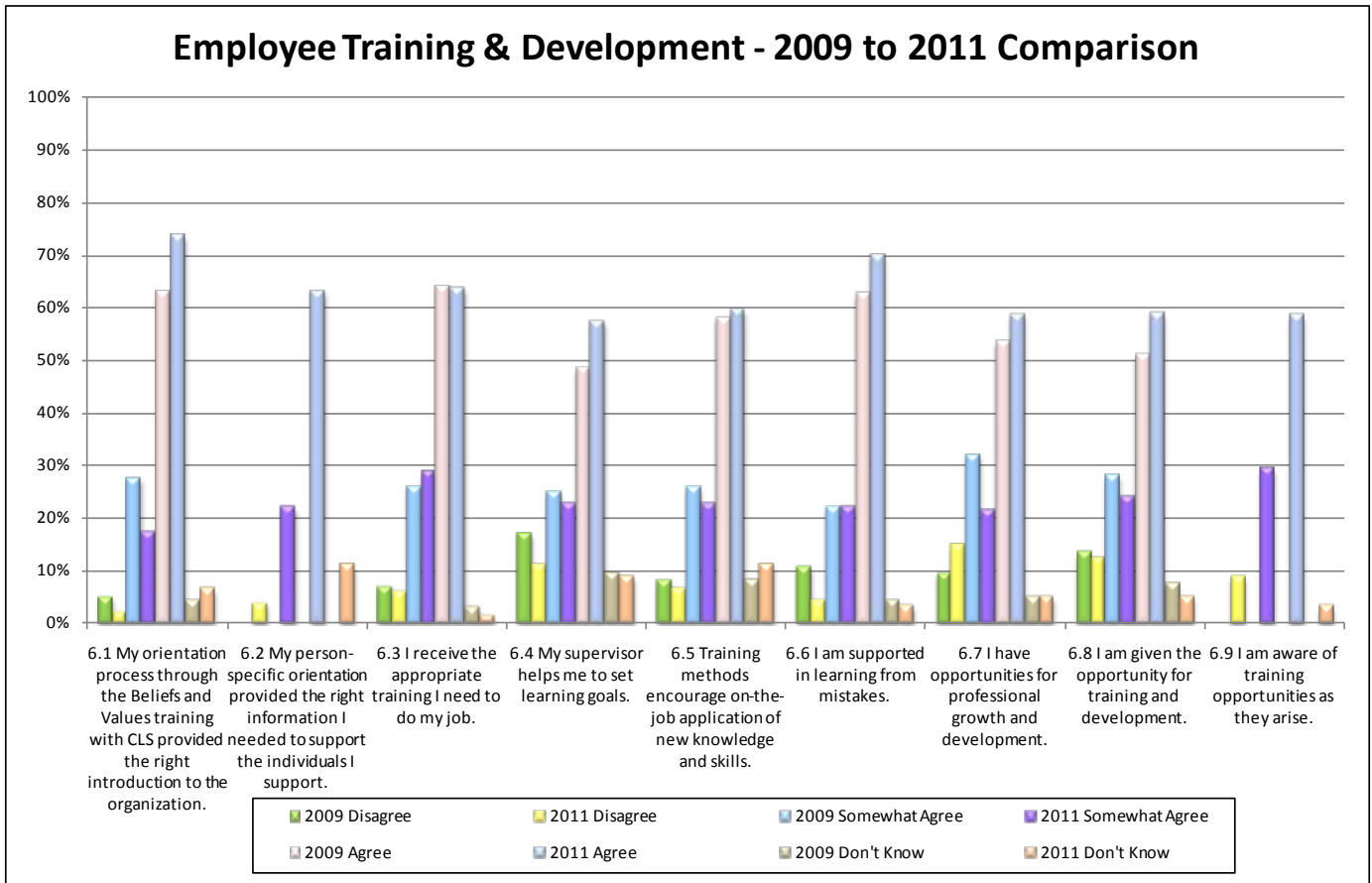
- Question 6.7 *I have opportunities for professional growth and development* fell by 6 percentage points or 7%.
- Question 6.5 *Training methods encourage on-the-job application of new knowledge and skills* dropped by 2 percentage points or 2%.

New Questions:

- Question 6.9 *I am aware of training opportunities as they arise* received a first time rating of 88%.
- Question 6.2 *My person-specific orientation provided the right information I needed to support the individuals I support* was scored at 85%.



Comparison of 2009 to 2011 detailed data follows:



Trends in Comments:

- Administrative staff see training as directed to counsellors and coordinators, with little available for them.
- Relief workers feel they don't have many opportunities provided because of their limited number of shifts.
- Several comments refer to building strengths in dealing with people they care for – behaviour management, medication administration, communication skills and techniques.
- A few reference the need for refresher training to reaffirm philosophies and practices that may weaken over time.

It's been a long time since my training but working in same location gives me more room to grow, more things to learn both from the guys I support and my co-workers

6.10 In order of importance, if resources and interest were available, what training would you like CLS to provide?

Choice	Topic
First	Disability-Specific-Training (Autism, Down Syndrome, etc.)
Second	Conflict Resolution
Third	Personal Wellness
Fourth	Financial Management

Suggestions for Other Training

Acquired Brain Injury Training (x2)
Advanced Leadership
Aging of residents and the effect on family members (x2)
Behaviour Management
Behaviour modification
Building Forms
Childcare
Communication - sign, using other methods, picture communication, how to interpret body language. Half of conflicts could be avoided if we can understand the individuals (x2)
Community Building
Computer skills and training (x4)
Cooking classes (x2)
Food shopping and stocking up on non-perishables with nutritional value
Gardening intensive aid food production skills
Group supervision
Higher pay
Jobs: How to seek employment for others
Jobs: Skill development and support employment- job carving
Leadership training
Local food security development for residents
Management training
Managing client behaviour
Managing teams
Mandate training
Medication administration (x2)
Pics and pecs
Planning and computer use
Professional Development
Responsible Team building: how to act responsibly to build and encouraging environment that promotes team development and interaction
Self defence training for working with people with disabilities.
Setting priorities
Sign language (x2)
Specific training to do our jobs more effectively is wise
Typing
What are other agencies around the world doing - what is the cutting edge on providing services to people living with disabilities?

SECTION SEVEN: Compensation and Benefits

All but one question declined in the Compensation and Benefits category although the overall average score did not change.

One question improved - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 7.6 *I am aware of the Sun Life website for information about the benefit program* increased by 3 percentage points.

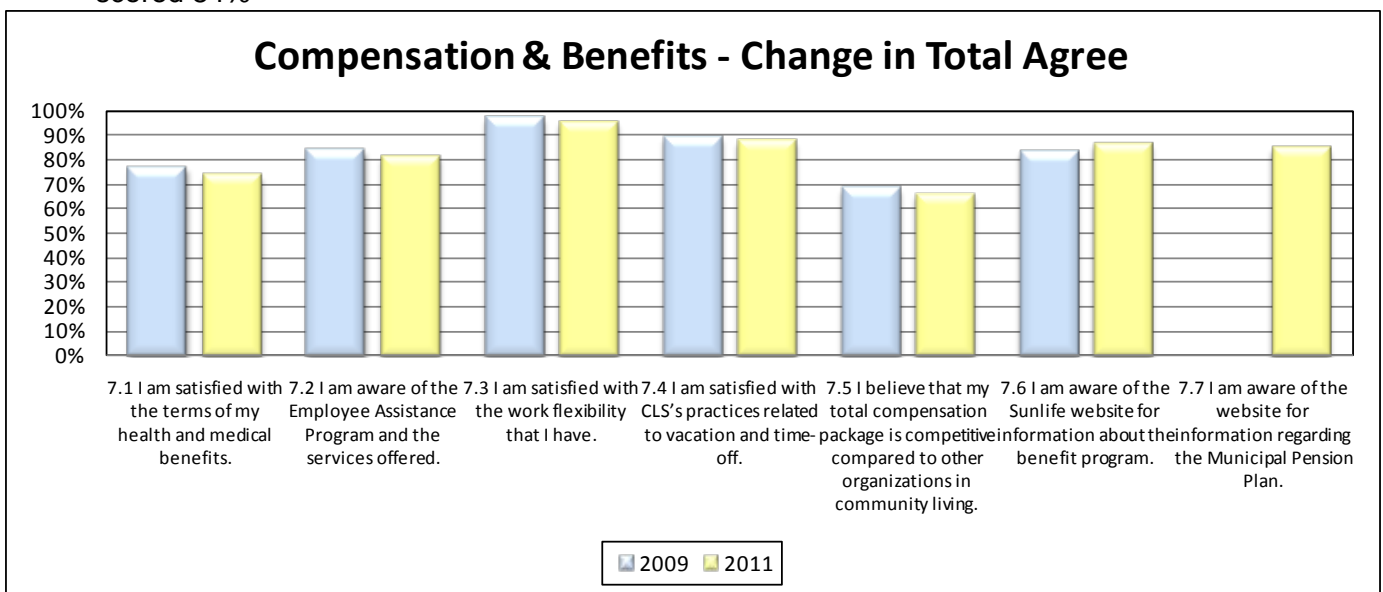
Five questions declined in 2011:

- Question 7.1 *I am satisfied with the terms of my health and medical benefits* declined 4 percentage points or 5%.
- Question 7.2 *I am aware of the Employee Assistance Program and the services offered* declined 3 percentage points or 3%.
- Question 7.3 *I am satisfied with the work flexibility that I have* dropped 2 percentage points or 2%.
- Question 7.4 *I am satisfied with CLS's practices related to vacation and time-off* was rated 2 percentage points or 2% lower than 2009.
- Question 7.5 *I believe that my total compensation package is competitive compared to other organizations in community living* declined 2 percentage points or 4% from 2009 scores.

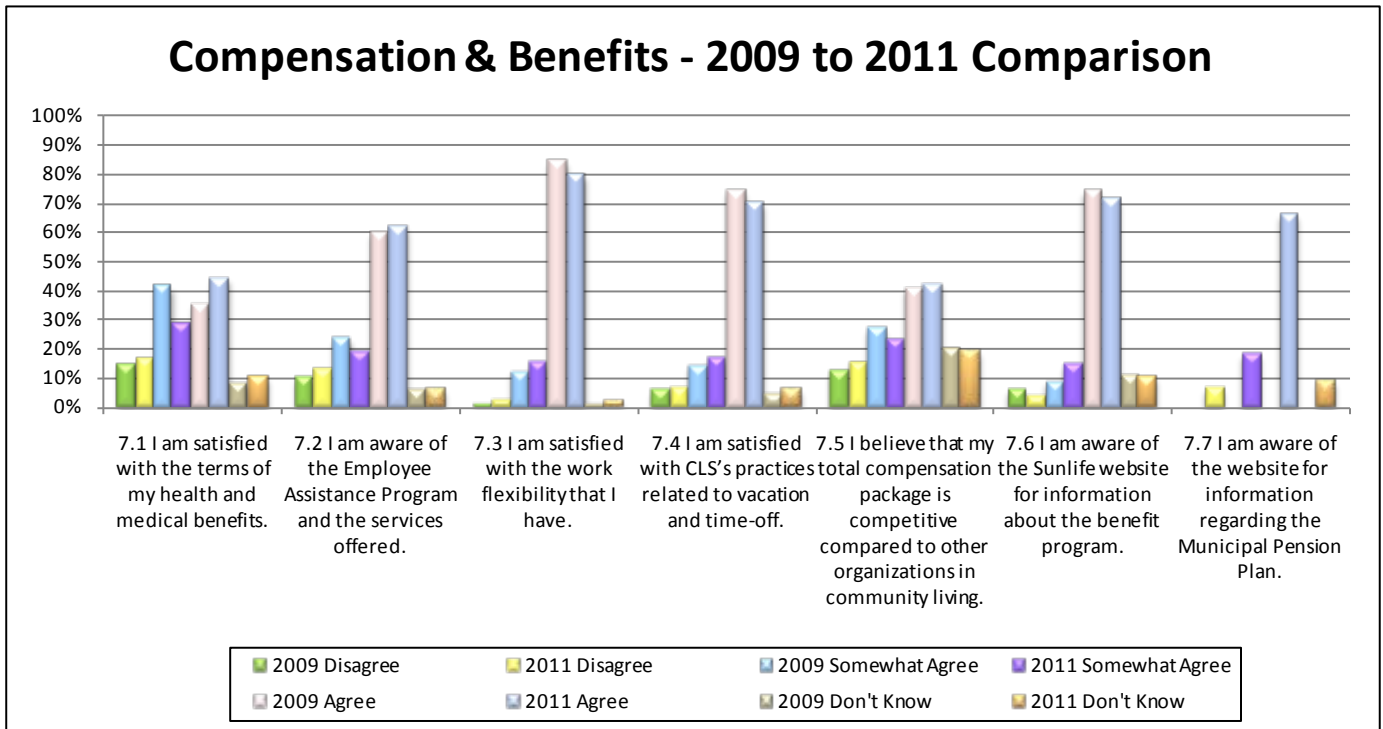
I found the changes from Sun Life to Municipal Plan were confusing and I am still unsure of what changes actually took place

New Question:

- Question 7.7 *I am aware of the website for information regarding the Municipal Pension Plan* scored 84%



Detailed comparison of 2009 to 2011 data follows:



Trends in Comments:

I believe that CLS has one of the most competitive compensation and benefits packages in our industry

- As in 2009, wages are a significant concern throughout the comments. Employees refer to wages in the comments throughout the survey.
- Improved benefits include drug cards with up-front payment, vision care, and benefits for relief workers, etc.

I have worked a long time as relief and for us there are no benefits, so it doesn't seem like much at all.

SECTION EIGHT: Employee Health, Safety and Wellness

Employee Health, Safety and Wellness is the second highest rated section of all categories. Employees clearly feel their Health, Safety and Wellness are being looked after by CLS.

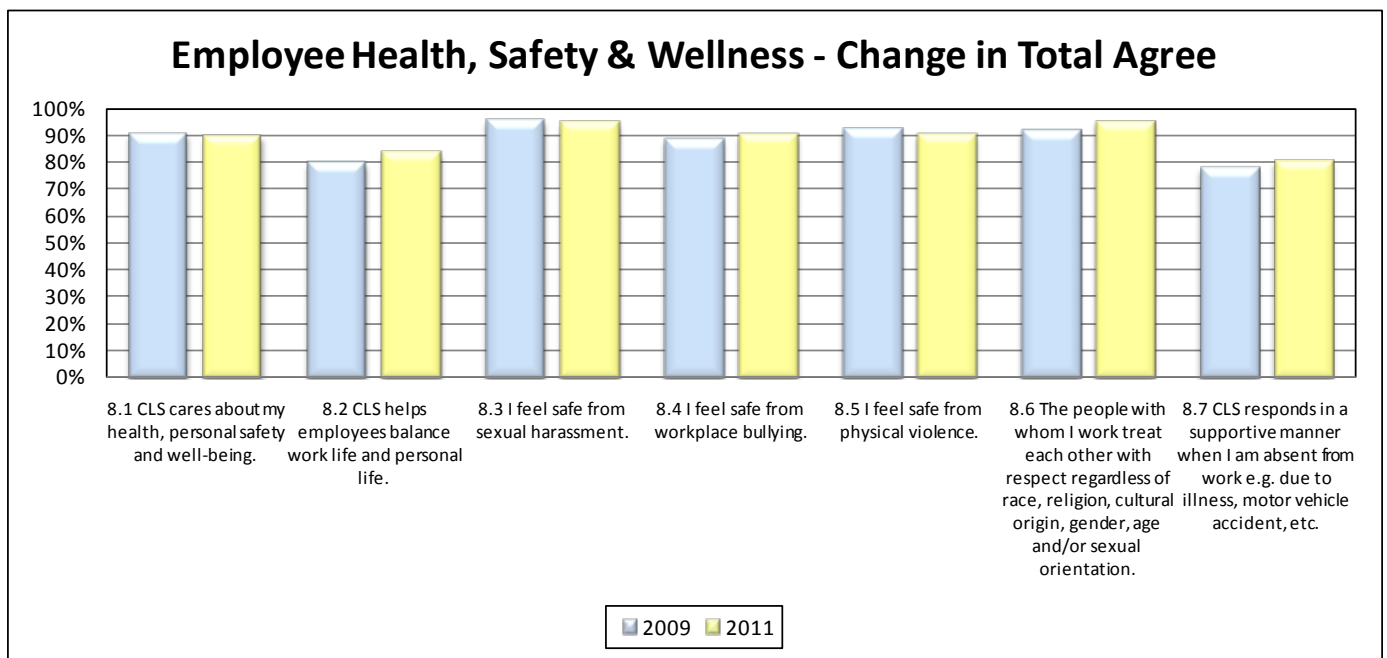
Most Improved Questions - Total 'Agree' ('Somewhat Agree' Plus 'Agree'):

- Question 8.2 *CLS helps employees balance work life and personal life* improved by 3 percentage points or 5%.
- Question 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* increased by 3 percentage points or 4%.
- Question 8.7 *CLS responds in a supportive manner when I am absent from work e.g. due to illness, motor vehicle accident, etc.* grew by 2 percentage points or 3%.

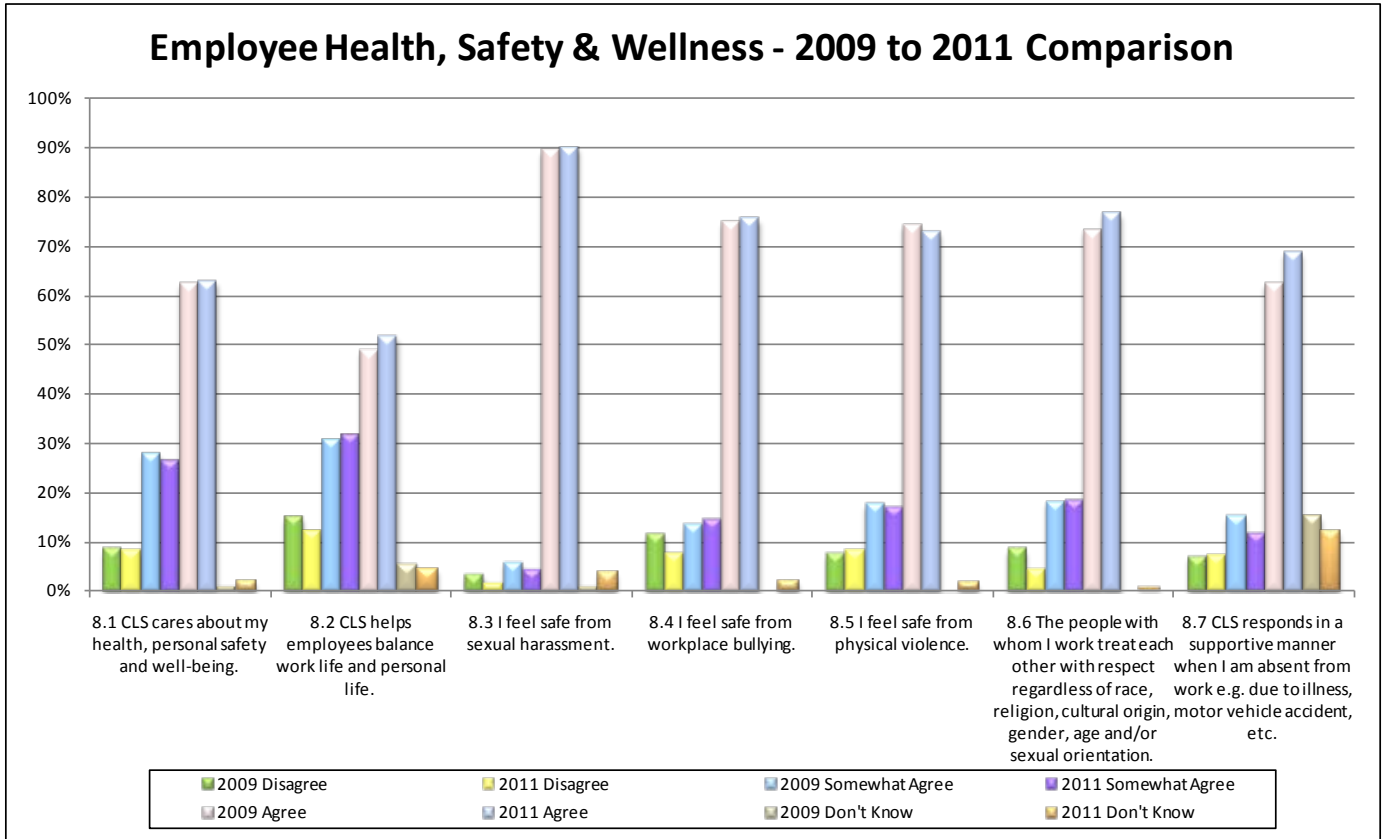
Two questions declined in 2011:

There is always the risk of violence in most houses I've worked at, so I don't feel safe from it.

- Question 8.5 *I feel safe from physical violence* which fell by 2 percentage points or 2%.
- Question 8.3 *I feel safe from sexual harassment* dropped by 2 percentage point or 2%.



2009 to 2011 detailed data comparison is shown in chart below:



CLS affords me opportunity for work life balance

In question 2.3 employees rated “My work life is balanced leaving me time for my family and friends” with a high score for Total Agree (94%). Question 8.2 “CLS helps employees balance work life and personal life” only scores 83%. The comments indicate that a shortage of relief staff and pressure received for using sick time impact an employee’s ability to be away.

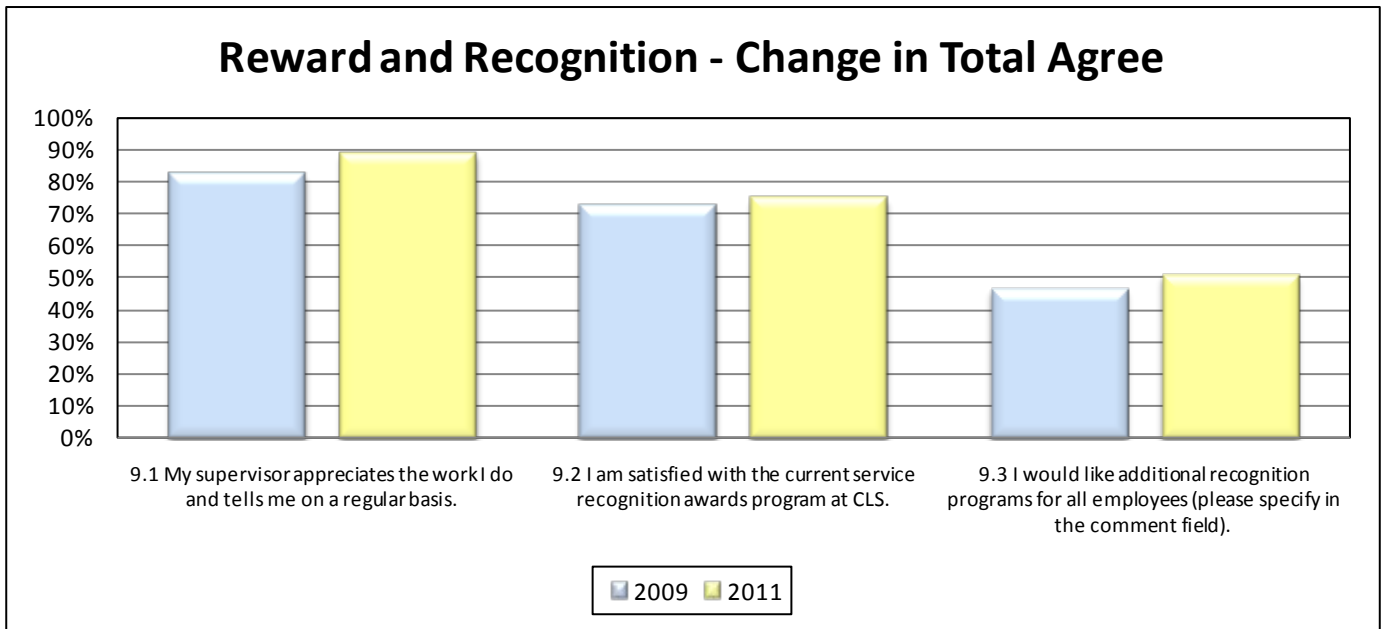
Trends in Comments:

- The process for managing sick time is not viewed positively. Some have felt they were in trouble for being sick and that the system does not recognize legitimate illness. This topic by far had the most comments.
- Mixed comments on the risk of violence at work and whether employees feel safe or not. Some state it is not an issue where others feel it could pose a problem for them.
- Respect in a multi-cultural and diverse environment can be subjective and inadvertently disrespect can happen.

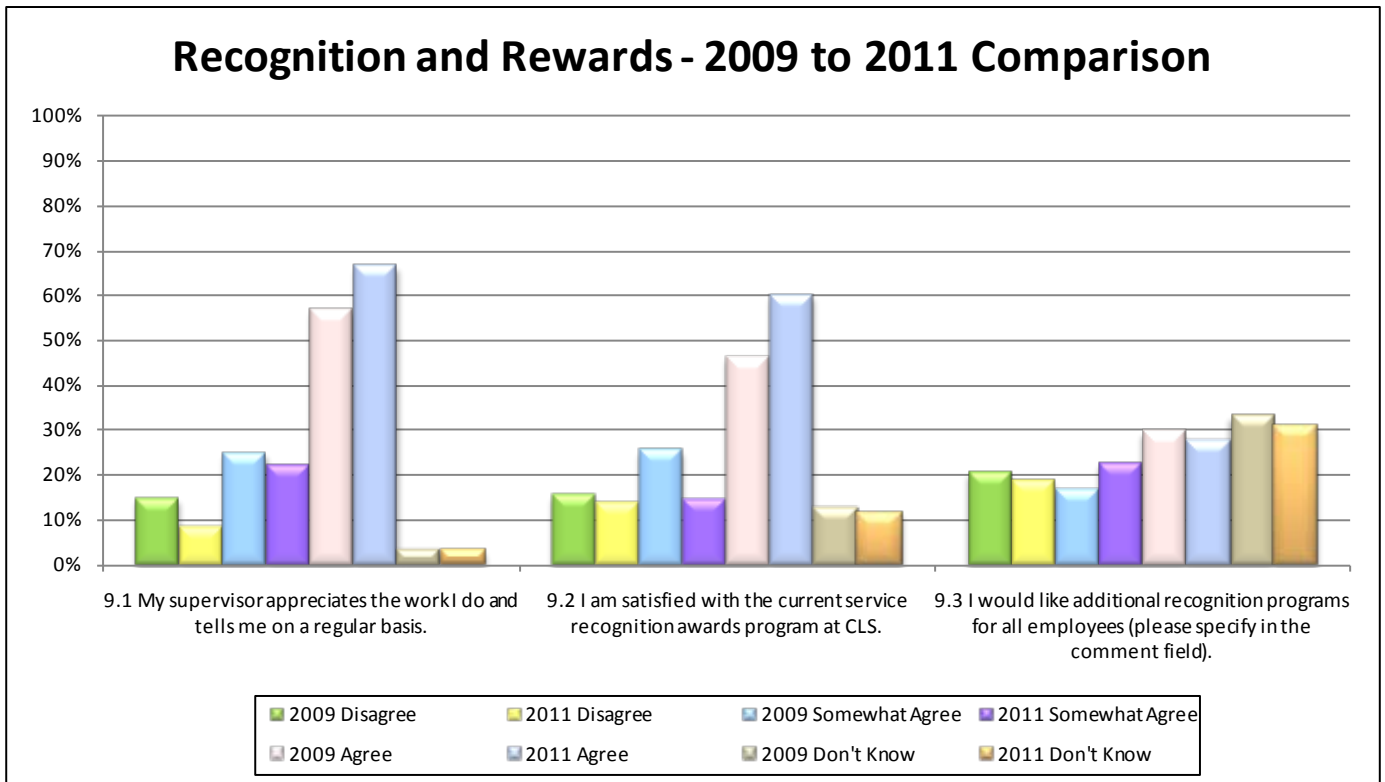
CLS as a whole are very supportive with employees and work environments in general are safe and positive

SECTION NINE: Recognition and Rewards

All three questions improved in the Recognition and Rewards category with an overall improvement of 7%.



A detailed view of the answers from 2009 to 2011 follows:



I believe employees should be recognized for exceptional service and not length of service

Trends in Comments

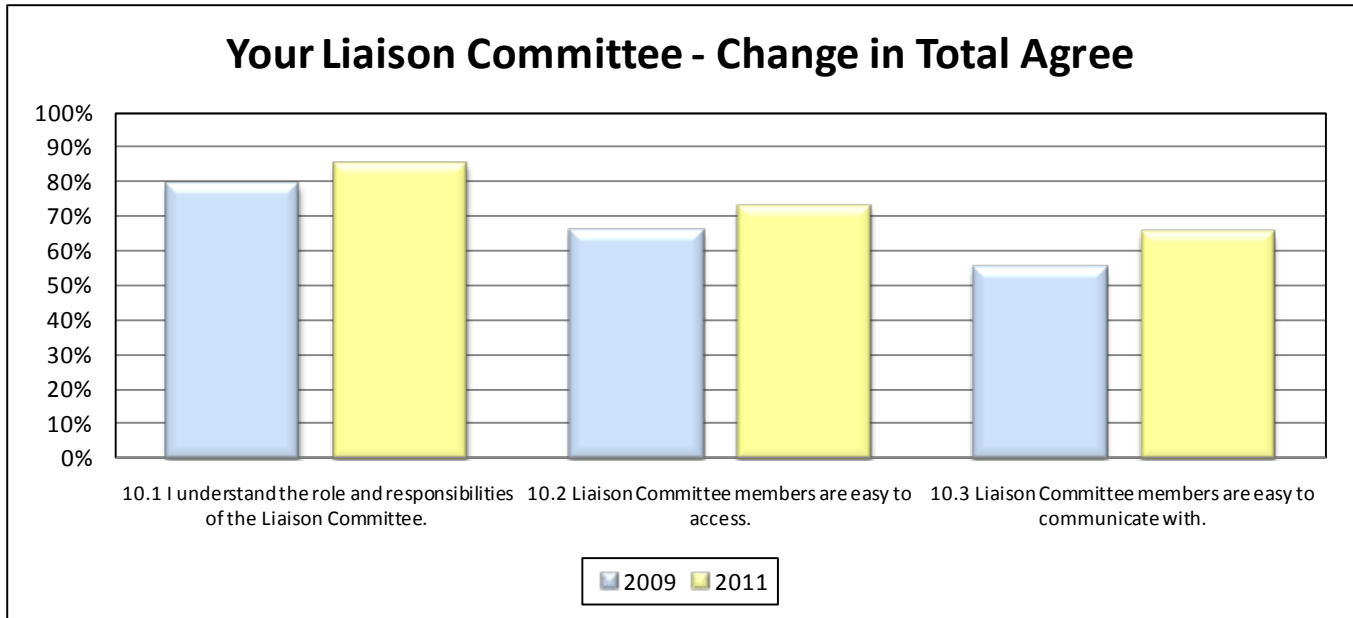
- Service recognition program is seen as well-done.
- Several state that if new programs cost money they would rather see the money applied to wages.
- Recognition for expertise and knowledge related to the care and new ideas for clients; care above and beyond what is expected; measurable achievements; past, ongoing and significant contributions;
- Other recognition could be offered in the form of paid time off, summer BBQ, free ticket to the Christmas party, wage increases and birthday wishes were all suggested.
- Wage differentiation for length of service is viewed as desirable for several people.
- Inspirational speakers were requested by a few people.

I feel there is a lot of encouragement and acknowledge at my workplace. I am grateful for that!

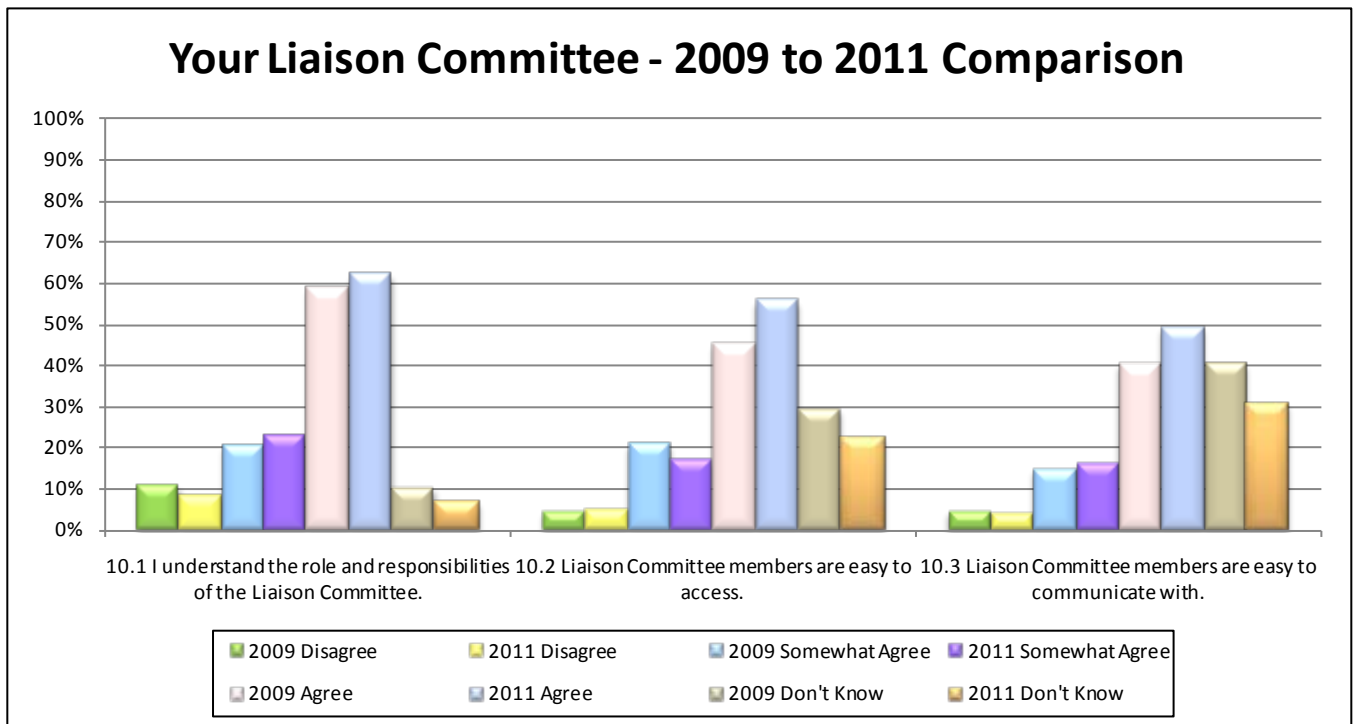
SECTION TEN: Your Liaison Committee

All questions in this section improved from 2009 to 2011.

Employees feel the Liaison Committee is easy to communicate with (increased by 10 percentage points or 15%).

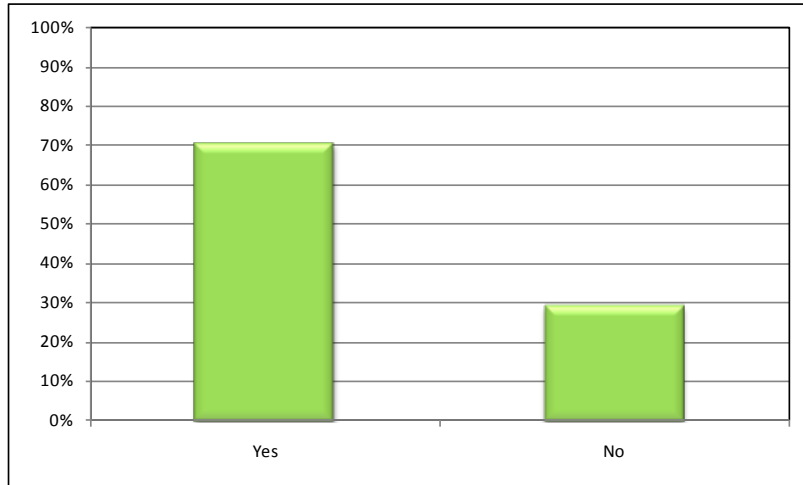


The detailed look at the answers from 2009 to 2011 are provided in the graph below:

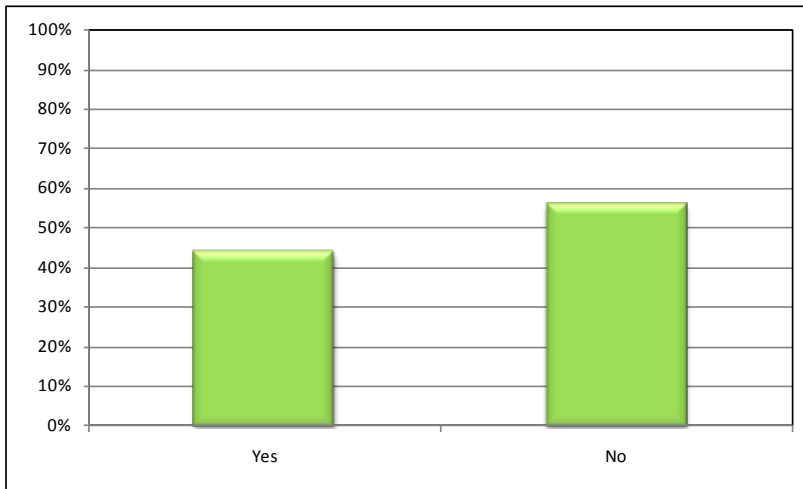


SECTION ELEVEN: Social Events

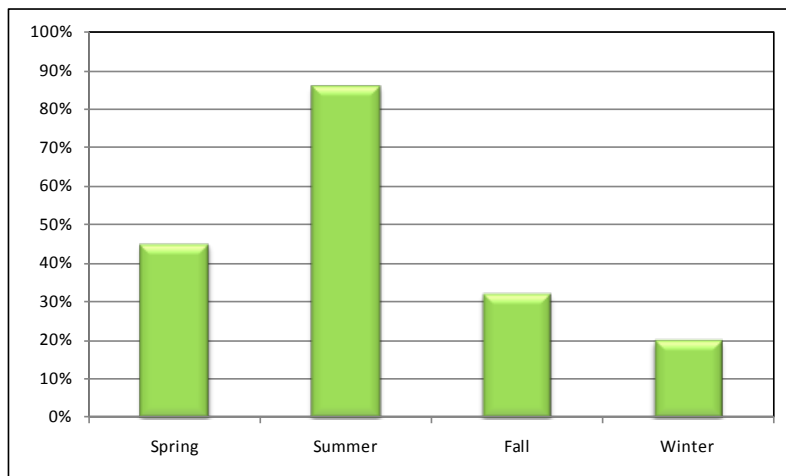
I am satisfied with the CLS subsidized social events e.g. Christmas parties, golf, etc.



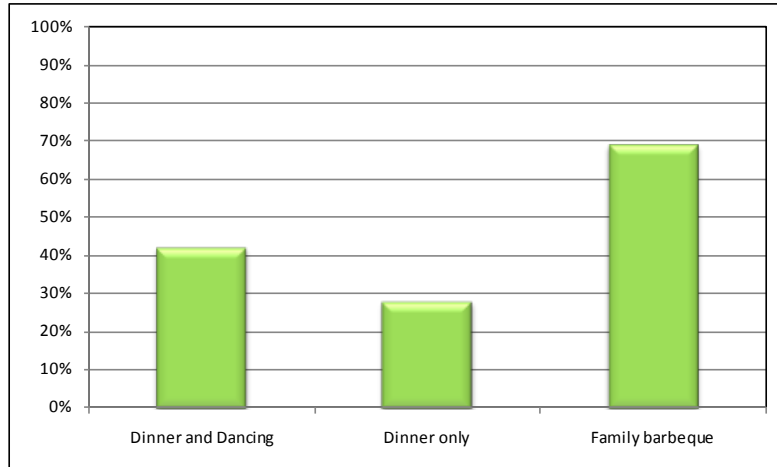
I would prefer employee social events to be held at other times of the year.



If yes, when?



Events of Interest

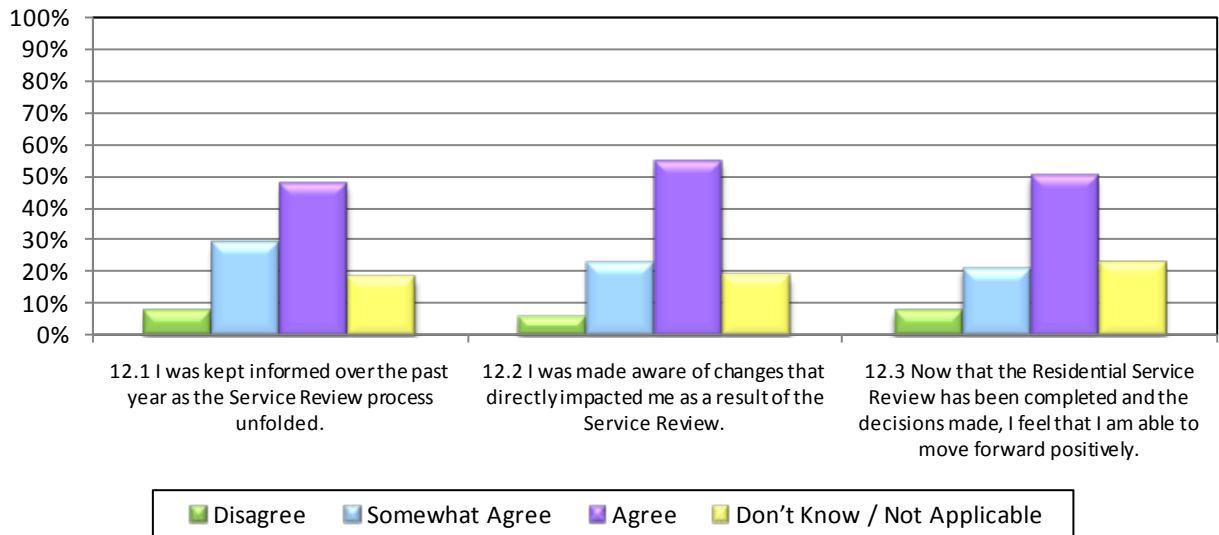


Other Events
Activity related items to promote the health of all our employees
Available parking space.
Baseball team
Bowling (x 2)
Christmas events should either be free or cheaper so that staff will attend (x 4)
Company softball game. Regions vs. Regions, staff vs. senior management, followed by company picnic.
Conferences and group learning/training. Coordination with other societies so our staff can meet and share
Dance! Due to drinking and driving laws and diverse communities we all work in, more localized events would get a better turn out.
Events that include family
Face-to-face CLS events (x 2)
Family fun day at a recreational centre
Fun interactive activity that is inclusive, not all can or want to golf!
Halloween Party! Or some type of Masquerade.
Harbour Cruise - but we need employees to volunteer to organize these events.
Hockey Game
How about a "Build a raised-bed garden and BBQ" afternoon at a CLS-owned house?
I understand subsidized to mean paid for, but the Christmas party I had to buy a ticket, the drinks cost extra and some of the gifts were irrelevant and unusable to who go them so they were wasted.
Indoor climbing, yoga, hiking, canoeing.
None - no time for more work 'get togethers' (x 5)
One event per year paid fully by CLS for staff would be appropriate
Picnics (x 2)
Potluck! Would be fun to try different cultural food. bowling would be nice
Scavenger hunt
Social outing - tubing, family golf, beach event, sports challenges
Sporting event - go to one or participate in one
Sports fest (table tennis, billiards etc), sing-along / karaoke
Theatre

SECTION TWELVE: Service Review

I still feel uneasy as CLS is still talking about possible changes for individuals.

Service Review for Employees Working Residentially



I felt CLS did a good job of keeping its employees informed of the Service Review process.

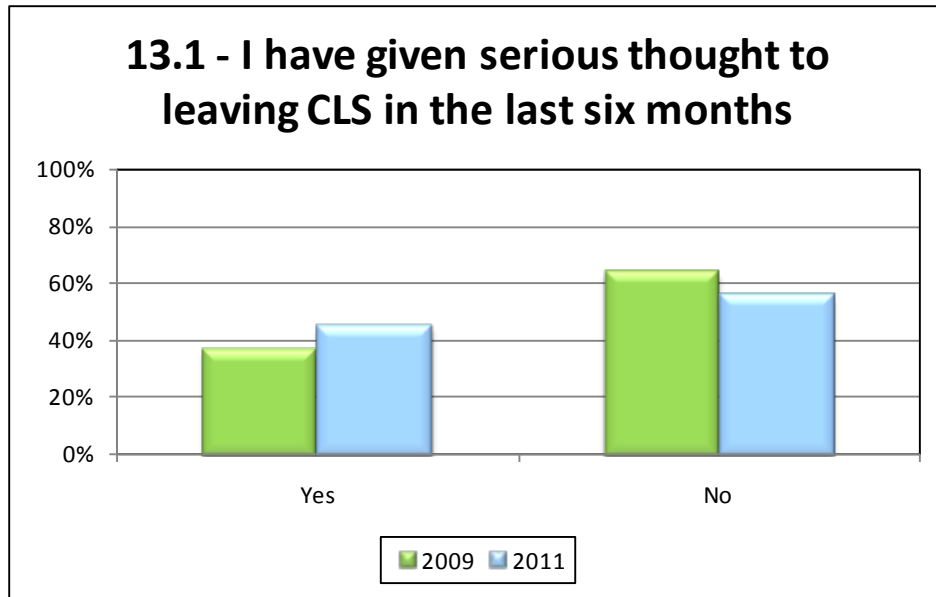
Trends in Comments:

- Mix of results from comments reporting it was done efficiently and effective to the opposite stating it was many months of not knowing, misinformation and gossip.
- Continued uncertainty about what will happen in the future.
- Several people suggest they would like any information as it becomes available.

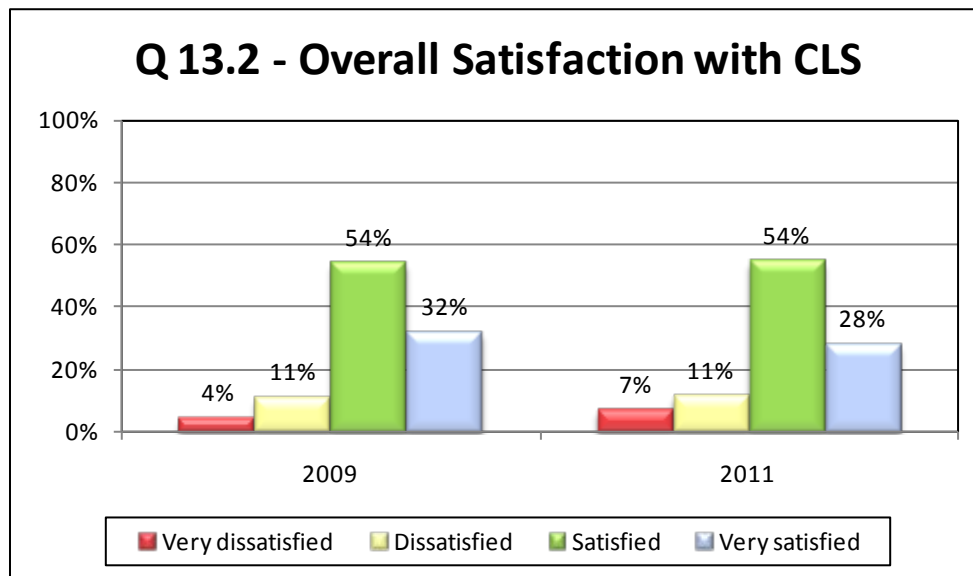
There is still a lot of uncertainty out there.

SECTION THIRTEEN: Personal Commitment

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



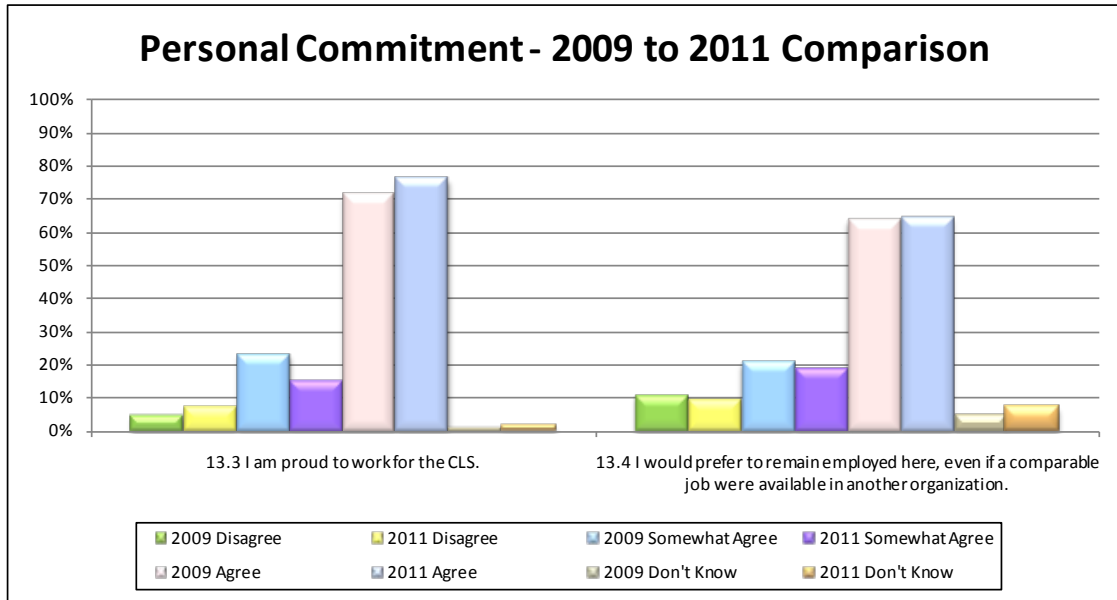
The primary reason staff are considering leaving is the current wage structure. A few also identified retirement as the reason they plan to leave.



There was a small decline in the 'Very Satisfied' group from 2009 to 2011 and these ratings moved to 'Very Dissatisfied'.

I love CLS and am proud that we offer a much better service than other societies.

Personal Commitment 2009 to 2011 Comparison

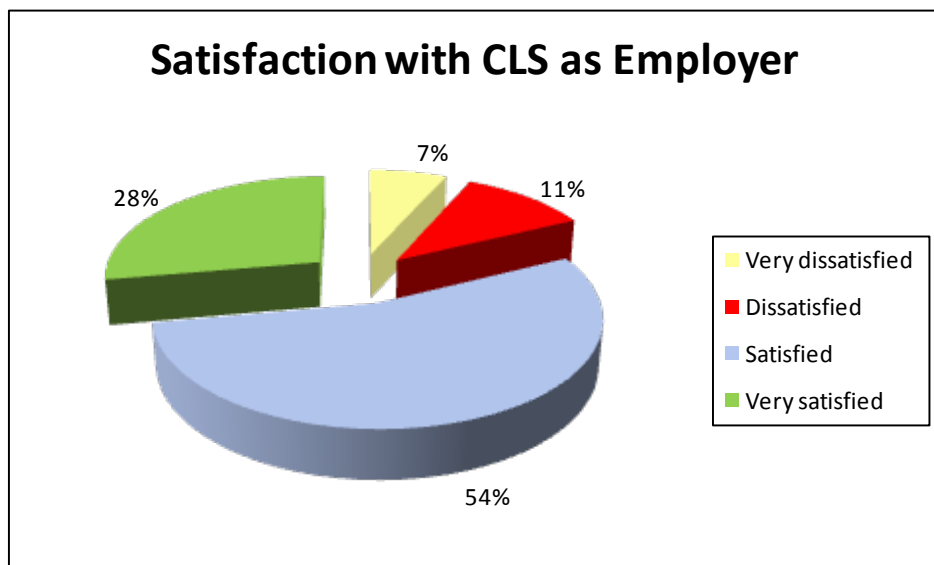


Trends in Comments:

- A high number of comments reflect continued desire for better wages and benefits and repeat similar comments for all other sections.

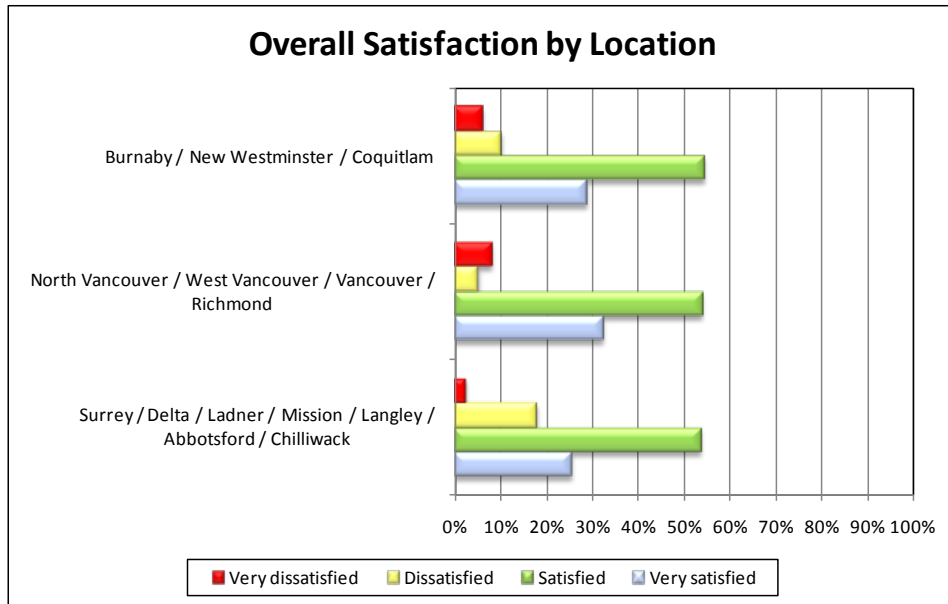
I love working for CLS but if another job came up with bigger pay, I would work for them too.

Satisfaction



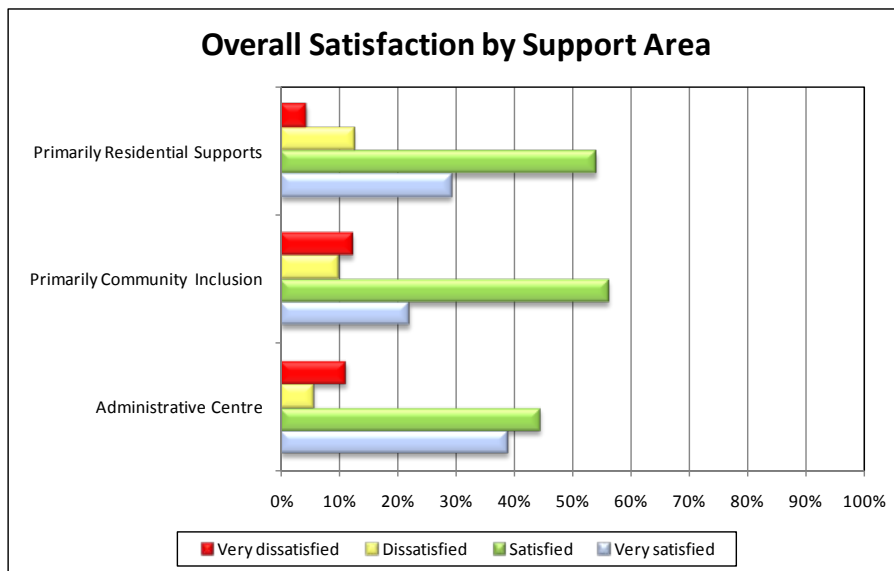
Satisfaction is the most important question in the survey. **82%** of employees are 'Satisfied' or 'Very Satisfied' working for CLS. This is a very strong score. As a comparison, the BC Government Work Environment Survey report dated May 2010, reports that employee satisfaction declined in 2010 by 4 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.

Satisfaction by Location



The levels of 'Satisfied' employees are fairly consistent across all locations. Surrey / Delta / Ladner / Mission / Langley / Abbotsford / Chilliwack have the highest groups of 'Dissatisfied'.

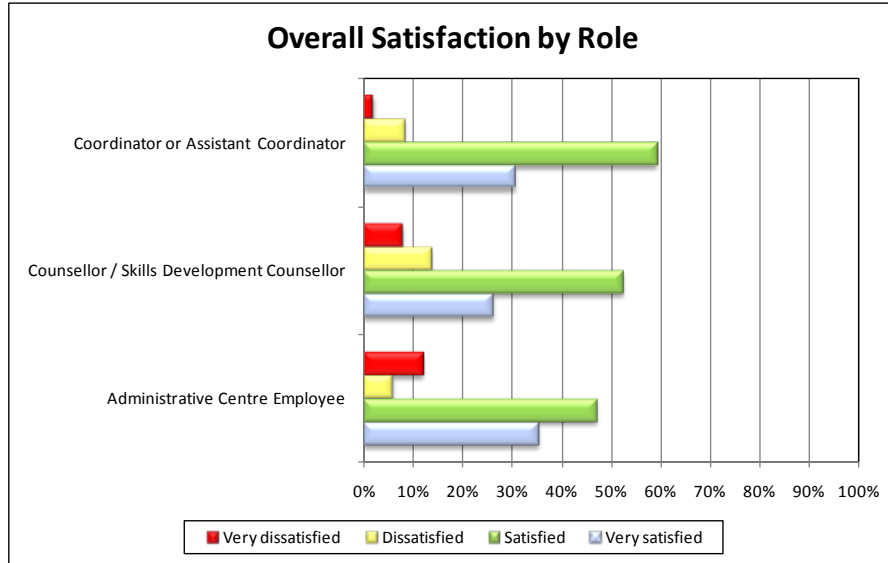
Satisfaction by Support Area



Two groups are tied for highest 'Satisfaction': Primarily Residential Supports and Administrative Care. Highest 'Dissatisfied' scores are found in Primary Community Inclusion.

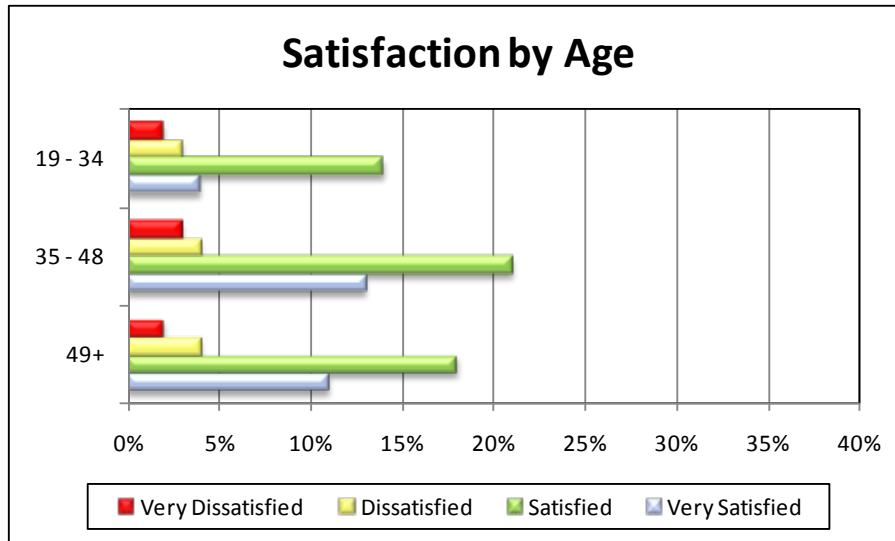
No organization is perfect, but in terms of what CLS does for its employees, its right up there.

Satisfaction by Role



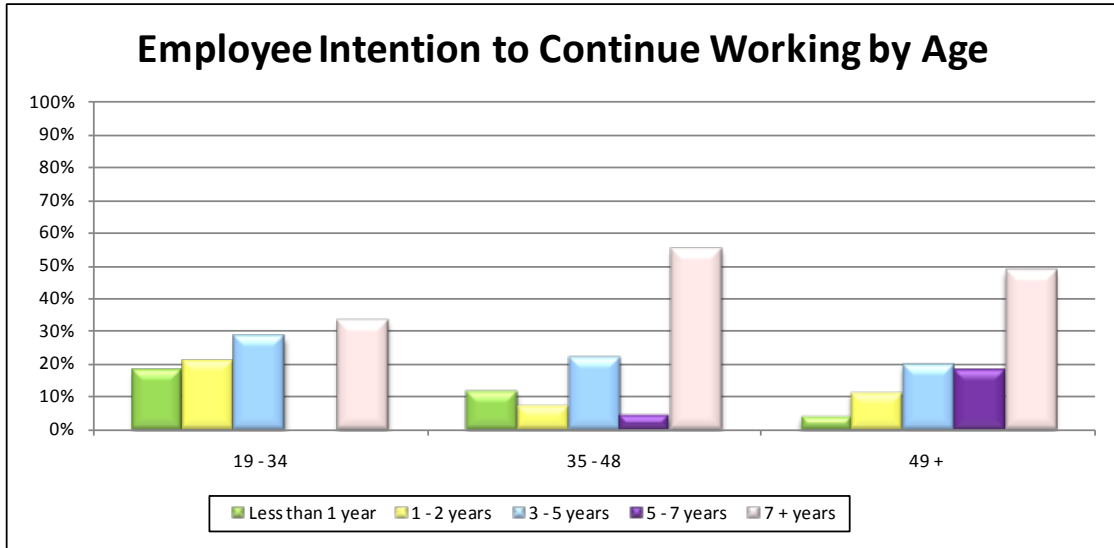
Coordinators or Assistant Coordinators have a 90% 'Satisfied' score (total of both 'Satisfied' and 'Very satisfied'). The Administrative Centre Employees have the highest score for 'Dissatisfied'.

Satisfaction by Age



Both the 35-48 age group and the 49+ age group have a 'Satisfied' score of 84%. The highest 'Dissatisfied' score is in the 19-34 age group.

Analysis of Employee Intention to Continue Working



The 19 – 34 year age group has the shortest commitment to stay with CLS overall, but also has the highest level of overall ‘Dissatisfaction’ by age. The 35 – 48 year age group has the longest commitment to staying with CLS.

I acknowledge that this has been a difficult year for CLS. Unfortunately, not just the individuals and organization have been affected. The staff has had to endure a lot of the effects of the cuts.

RECOMMENDATIONS FROM CONSULTANT

The list of questions scoring below 50% rating has been reduced from 2009. In 2009, there were 19 questions below 50% rating. In 2011, the number of questions scoring below 50% has dropped to only 11 questions.

The Key Areas of Focus are all of the items that received less than 50% satisfaction rating (Agree only). These items include:

Question #	Question	Rating
3.1	I feel confident in the leadership of CLS.	50%
3.2	Senior management explains the reasons behind major decisions.	45%
3.4	Senior management does a good job of attracting and retaining qualified employees.	36%
3.6	Senior management accepts criticism with a positive and constructive view.	39%
3.9	Senior management involves employees in the decisions that affect them.	44%
5.1	There is open and honest two-way communication at CLS.	49%
5.5	CLS does a good job of acting on the suggestions from employees.	36%
7.1	I am satisfied with the terms of my health and medical benefits.	44%
7.5	I believe that my total compensation package is competitive compared to other organizations in community living.	43%
9.3	I would like additional recognition programs for all employees (please specify in the comment field).	28%
10.3	Liaison Committee members are easy to communicate with.	49%
12.1	I was kept informed over the past year as the Service Review process unfolded.	47%
12.3	Now that the Residential Service Review has been completed and the decisions made, I feel that I am able to move forward positively.	50%

Issue	Recommendation
Participation Rate	
Increase Participation Rate in future	<ul style="list-style-type: none"> Continue to collect email addresses for future surveys as the completion rate is much higher for electronic submissions.
Leadership / Senior Management	
Increase confidence in leadership	<ul style="list-style-type: none"> Continue with the action plan that has been in place as this has produced results since 2009
Involve employees in decisions that affect them, help them understand the reasons behind decisions, and communicate clearly and in a timely manner	<ul style="list-style-type: none"> Based on the comments employees would like to see continued opportunities to interact with Senior Management Continue with the action plan that has been in place as

Issue	Recommendation
Improve employee perception about the quality of staff being recruited	<p>this has produced results since 2009</p> <ul style="list-style-type: none"> While this question remains below 50% the rating did increase by 6% since 2009. There were very few comments that supported this rating. Moving forward, it may be worthwhile to use the Communicator Newsletter as a tool to highlight stories of employee success. This process tends to result in a higher recognition of the skills and abilities of peers and co-workers.
Senior management accepts criticism with a positive and constructive view	<ul style="list-style-type: none"> There continues to be comments that employees feel there is retaliation for voicing opinions and in some locations are told not to speak. This is a critical piece in successfully engaging staff and getting the best from them. Perhaps Supervisor training would be beneficial to help improve this situation.
Communication	
Open and honest two-way communication	<ul style="list-style-type: none"> Two themes emerged for communication: <ol style="list-style-type: none"> Employees still feel retaliation exists for voicing comments and The service review may have had a negative effect on the work that has been done in this area since 2009. There are also many employees who feel there is very good communication and the work that has been done by the Liaison Committee has been effective and should continue.
Does a good job of acting on the suggestions of employees	<ul style="list-style-type: none"> This can be a challenging area as employees do not always see when their ideas have been used. It sometimes takes an extra step or special recognition for the employee to see their input. In a busy work environment that can be a difficult thing to achieve.
Compensation and Benefits	
Terms of health and medical benefits	<ul style="list-style-type: none"> Employees are very vocal about their dissatisfaction with their wages and benefit package. If there are opportunities to highlight the aspects that are positive, it may help reduce some of the negativity (i.e. Total Rewards statement).
Comparison with other organizations in Community Living	<ul style="list-style-type: none"> An industry salary survey could be a useful tool to demonstrate where CLS fits in the industry for wages and benefits.
Recognition and Rewards	
Additional recognition programs	<ul style="list-style-type: none"> There are a very high number of 'Don't Know / Not Applicable' responses for this area. The comments suggest that some employees do want alternative programs, where others would rather have the dollars used towards wages than for prizes. The Liaison Committee may be a useful avenue to clearly establish the wishes of the employees.
Liaison Committee	
Communication with committee	<ul style="list-style-type: none"> The Liaison Committee have made progress since 2009 and should continue to find ways to touch employees.

APPENDIX "A" - SUGGESTIONS FROM EMPLOYEES

Work Situation

- It is important to have staff meetings to include the coordinator and all staff members, this enables the workers to discuss the clients and their needs and what we feel is needed or to do better at.
- It would be very helpful to access the papers/docs/forms I need regularly on the computer and not have to get them from the office
- The overnight shift should be paid hourly and staff should have a decent bed to sleep on.
- Would be more ideal to my lifestyle to work longer than 5 hour shifts a day
- More resources on the individuals and their specific diagnosis could dramatically improve the quality of care we are able to provide them.
- Needs to be much more information on specific disabilities such as Autism regarding sensory issues and behaviour issues.
- I feel that certain information is difficult to access in the event of an emergency. Some pages are blank where information should be etc. Also I think if there was an emergency the most important information about a client's condition, medication should maybe be easier to find.
- I think that there could be a little more communication between senior management and staff in houses: maybe I'm just not seeing the whole picture, but I saw much more of the senior management team when I worked in the Vocational centre, and now I feel much less connected. That being said, I've always appreciated that when I call the office, the person I'm speaking with usually knows my name and who I am immediately, which helps me to feel like I'm supported in my job.
- We have to start thinking and acting vigorously to create food security and basic medical care for the clients we serve in a much less prosperous world.
- Some areas however need to be more clear cut and measurable such as monies belonging to each house and when each individual is eligible to take vacations
- Why is the monthly CLS Communicator printed and mailed to us!!! Someone's hours could be saved. I believe we should save trees and money goes electronic.
- It is vital to maintain and strengthen the link between the CLS management team (Office) with the Residential / Vocational team. Continuous full support and regular follow-up with the Coordinator / Asst. Coordinator with regards their concerns and problems (especially with staff-related matters) and being "on the same page" in assessing the importance of the situation or problem is critical to building and sustaining confidence of the Coordinator / Asst Coordinator with the team in the office.
- Management can take more time to participate in the homes being supported i.e. parties, concerns.
- Give up-to-date resources to achieve maximum operational methods at work.
- As relief there should be a brief synopsis of the individuals and how best to support them. A brief one page outline of likes, dislikes, behaviour and routines so someone coming in for the day can be set up for success, not failure.
- Need to improve training resources in general i.e. more education, i.e. knowledge about the clients, health so that when the time comes, we are more equipped to deal with problems i.e. dementia, Alzheimer's or have experts on developmental issues, how it impacts the supported individuals.
- Scheduling relief shifts need to be organized differently.

Communication

- I feel communication at CLS could be improved. Most information is 2nd or 3rd hand information and does not come across clearly.
- 5.9 - I feel that more info would be absorbed if it were received through a more detailed orientation versus a binder. It's just my personal; learning style though and everyone may not share the same view.
- Communicator Newsletter should include various supported individuals through communicating with supervisors regularly as there may be happenings that supported individuals attend. I think adding a section on what employers are concerned about or ways to increase knowledge about CLS or the supported individuals.

Employee Training and Development

- I think coordinators should be mentored more when going into that role.
- I think that all long term staff should be reintroduced to the beliefs and training more than just the one time at the beginning.
- The parents day of beliefs and values is too 'lovey dovey'.
- Could be better training specific to diagnoses, models of care, communication skills etc.
- It would be nice to have a news letter that is specific to the employees, to what is going on, positions training, etc or on our website.
- I feel that it would be beneficial to have some training on supporting individuals with various behaviours - behaviour management. Setting boundaries, providing structure, consistency, communicating, etc in a respectful manner.
- I would like to, instead of being trained in something, to be a part of an uplifting experience that would sustain me in the job I love and enjoy!
- There is a desperate need for training in regards to the realities of dealing with aggression, autism and sensory issues
- Affordable yoga classes would be great
- I think all CLS houses should have menu plans to encourage balanced meals and optimum health.
- I also think all CLS houses need some training on how to dress clients appropriately so they don't stick out wearing purple polyester slacks or pants that are too short.
- Food safe certification and Leadership skills (ongoing)
- Self defence class against a person with disabilities who has anger issues so we can defend ourselves and not accidentally hurt them. Non-violent, non-responsive self defence.

Compensation and Benefits

- Medical plan: it would be nice if it covered shiatsu which has registered practitioners that go through the same length of training as massage therapists.
- I liked the idea of being able to manage our benefits so maybe we could include shiatsu and maybe eye glasses/contacts?
- Vision care and eye glasses (multiple requests)
- I think CLS should explore other insurance companies and find a better benefit package, like a drug card to purchase drugs instead of online and mail in's
- Employee assistance program
- Individual supervisors have too much power over practices related to vacation and time off. There needs to be an organization wide policy that is an even playing field for everyone.
- I feel that the wage grid should better reflect workload and there should be a bigger difference in wages between newer staff and long term staff and between coordinators and CLCs
- Bereavement pay should include In-Laws as well.

- With regards to improved Benefits, it would be nice to see if there could be some subsidization fee for transit passes.
- Benefits for relief workers

Employee Health, Safety and Wellness

- CLS needs to target their chronic ABUSERS of the sick bank, not people who have had legitimate reasons for missing time.

Recognition and Rewards

- An extra paid day off or some form of small thank you dependent on years worked
- It would be nice to switch up the awards night a bit. Maybe in the form of a gift rather than the dinner. Some people do not like the social occasions.
- There are workers who help clients, above and beyond their line of duty and they should be recognized, with special awards.
- I think that the intention is good but for me, time off with pay would be far more appreciated than a token gift.
- I feel that instead of gifts, (which are nice and appreciated) it would be better to get at one paid day off at our discretion. So Mr/Ms Employee, you have worked ten years for the CLS take a day off as a Mr. /Ms. / day.
- Implement a monthly employee reward and recognition program where employees could be nominated by peers or management.
- How about summer BBQ for all CLS employees
- How about you give me a free ticket to the Christmas party
- Send birthday wishes
- I would like Senior Management to speak to us and acknowledge us when we meet them.

Personal Commitment

- Benefits for part time (I would be willing to pay if I got the option to opt in)
- Opportunities for progression within the organization.
- Recognize that supervisors need admin time
- Training, workshops, having professionals from other organizations come to houses and day programs to observe provide feedback, specific training needs for particular houses/individuals.
- CLS needs to have comparable wages and workload to other agencies.
- CLS needs to stop with the form creation before the job becomes completely undesirable.
- Higher wages and better benefits
- Provide more opportunities for employees to increase knowledge and training.
- I would like to see/hear speakers to inspire.
- Orthodontics - add it to the benefits.
- Establish more defined roles within organization, opposed to having many combinations of "cooks - bottle washers...", management - front line - administrators
- A new kind of Liaison Committee that is not run by management, one that truly represents employees.
- I would like to participate in staff meetings so I am up to date on issues of concern since I am working in frequently and overnight I miss out on a lot of information and inclusion as an employee.

APPENDIX “B” - TABLE OF SURVEY RESPONSES

SECTION TWO: Work Situation

For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
2.1 I have access to the information I need to do my job effectively.	0.5% (1)	18.6% (35)	80.9% (152)	0.0% (0)	188
2.2 I feel free to discuss what I think about job related matters with my supervisor.	4.2% (8)	24.9% (47)	70.4% (133)	0.5% (1)	189
2.3 My work life is balanced leaving me time for my family and friends.	5.3% (10)	22.3% (42)	71.8% (135)	0.5% (1)	188
2.4 I find personal meaning and fulfillment in my work.	2.1% (4)	13.8% (26)	83.6% (158)	0.5% (1)	189
2.5 I am able to take initiative in making decisions that affect my work.	5.8% (11)	23.8% (45)	69.8% (132)	0.5% (1)	189
2.6 I have clear goals and expectations to do my job.	4.3% (8)	17.0% (32)	78.2% (147)	0.5% (1)	188
2.7 My physical working conditions are good.	3.7% (7)	12.3% (23)	83.4% (156)	0.5% (1)	187
2.8 The amount of work I am expected to do is reasonable.	11.8% (22)	28.9% (54)	57.8% (108)	1.6% (3)	187
2.9 My supervisor asks me for input to help make decisions.	8.5% (16)	25.4% (48)	64.6% (122)	1.6% (3)	189
2.10 Community Living Society policies and procedures allow me to do my job effectively.	6.4% (12)	28.2% (53)	64.9% (122)	0.5% (1)	188
2.11 I have the resources I	5.3% (10)	33.3% (63)	60.8%	0.5% (1)	189

SECTION TWO: Work Situation

For each of the statements below, indicate one of the following:

need to do my job.			(115)		
2.12 In the last six months, someone at work has given me feedback.	7.5% (14)	16.7% (31)	71.5% (133)	4.3% (8)	186
2.13 I am involved in the development and implementation of personal plans (ISQLPs) for the individuals I support.	4.8% (9)	18.2% (34)	64.7% (121)	12.3% (23)	187

SECTION THREE: Leadership / Senior Management

When thinking of Senior Management (Executive Director, Director of Finance, Director of Employee Services, Directors of Residential Community Inclusion, Director of Community Inclusion, Director of Residential Initiatives, Director of Quality and Innovation) at Community Living Society, rate each statement according to one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
3.1 I feel confident in the leadership of CLS.	10.6% (20)	38.3% (72)	50.0% (94)	1.1% (2)	188
3.2 Senior management explains the reasons behind major decisions.	12.8% (24)	36.9% (69)	45.5% (85)	4.8% (9)	187
3.3 Senior management provides me with opportunities for learning about the organization and the direction we are heading.	7.0% (13)	35.8% (67)	54.0% (101)	3.2% (6)	187
3.4 Senior management does a good job of attracting and retaining qualified employees.	16.6% (31)	38.5% (72)	36.4% (68)	8.6% (16)	187
3.5 Senior management behaves with honesty and integrity in their business	11.8% (22)	22.5% (42)	55.6% (104)	10.2% (19)	187

SECTION THREE: Leadership / Senior Management

When thinking of Senior Management (Executive Director, Director of Finance, Director of Employee Services, Directors of Residential Community Inclusion, Director of Community Inclusion, Director of Residential Initiatives, Director of Quality and Innovation) at Community Living Society, rate each statement according to one of the following:

activities.					
3.6 Senior management accepts criticism with a positive and constructive view.	13.9% (26)	28.9% (54)	38.5% (72)	18.7% (35)	187
3.7 Senior management supports events that help build relationships with co-workers and peers.	9.1% (17)	28.3% (53)	54.0% (101)	8.6% (16)	187
3.8 Senior management communicates clearly and in a timely manner.	12.2% (23)	31.9% (60)	51.6% (97)	4.3% (8)	188
3.9 Senior management involves employees in the decisions that affect them.	18.1% (34)	32.4% (61)	43.6% (82)	5.9% (11)	188

SECTION FOUR: Immediate Supervisor - For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
4.1 My supervisor is knowledgeable about his or her job.	2.7% (5)	19.4% (36)	77.4% (144)	0.5% (1)	186
4.2 My supervisor encourages me to take initiative.	2.7% (5)	22.2% (41)	74.1% (137)	1.1% (2)	185
4.3 My supervisor is a good team-builder.	10.8% (20)	24.3% (45)	63.8% (118)	1.1% (2)	185
4.4 My supervisor asks me for input to help make decisions.	7.6% (14)	20.5% (38)	70.3% (130)	1.6% (3)	185
4.5 My supervisor provides the necessary resources and	4.9% (9)	27.6% (51)	67.0% (124)	0.5% (1)	185

SECTION FOUR: Immediate Supervisor - For each of the statements below, indicate one of the following:

training to help me do my job well.					
4.6 My supervisor keeps staff informed and up-to-date on matters relevant to the team.	5.4% (10)	23.7% (44)	70.4% (131)	0.5% (1)	186
4.7 My supervisor builds positive relationships with people in the community.	4.8% (9)	15.6% (29)	66.7% (124)	12.9% (24)	186
4.8 My supervisor recognizes and acknowledges individual and team success in a timely way.	8.7% (16)	19.7% (36)	67.2% (123)	4.4% (8)	183
4.9 My supervisor recognizes and works to resolve performance issues in a timely and constructive way.	9.2% (17)	22.8% (42)	64.7% (119)	3.3% (6)	184
4.10 My supervisor provides clear information about the goals of the organization and how my role relates to them.	8.2% (15)	26.1% (48)	63.0% (116)	2.7% (5)	184
4.11 My supervisor outlines the competencies (knowledge, skills and abilities) needed for me to perform my role effectively.	5.5% (10)	24.0% (44)	68.3% (125)	2.2% (4)	183
4.12 My supervisor provides regular feedback on my performance.	11.4% (21)	26.6% (49)	59.8% (110)	2.2% (4)	184
4.13 There is a clear and consistent process for scheduling relief shifts at my location.	9.7% (18)	24.9% (46)	51.4% (95)	14.1% (26)	185

SECTION FIVE: Communication - For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
5.1 There is open and honest two-way communication at CLS.	16.2% (30)	30.8% (57)	48.6% (90)	4.3% (8)	185
5.2 I trust the information I receive from senior management.	9.2% (17)	32.1% (59)	57.1% (105)	1.6% (3)	184
5.3 I trust the information I receive from my immediate supervisor.	3.8% (7)	21.9% (40)	74.3% (136)	0.0% (0)	183
5.4 CLS does a good job of seeking opinions from employees.	12.5% (23)	33.2% (61)	51.6% (95)	2.7% (5)	184
5.5 CLS does a good job of acting on the suggestions from employees.	12.6% (23)	38.3% (70)	36.1% (66)	13.1% (24)	183
5.6 CLS does a good job of effectively communicating the reasons for change.	11.4% (21)	29.3% (54)	56.0% (103)	3.3% (6)	184
5.7 I feel free to voice my opinions about matters that affect me and my role.	15.7% (29)	29.2% (54)	52.4% (97)	2.7% (5)	185
5.8 Communication is frequent enough.	12.6% (23)	25.8% (47)	57.7% (105)	3.8% (7)	182
5.9 I know where to find information about CLS's Strategic Plan and Operational Plan.	9.2% (17)	20.7% (38)	64.7% (119)	5.4% (10)	184
5.10 I understand the avenues through which I can provide suggestions to CLS.	7.6% (14)	20.1% (37)	68.5% (126)	3.8% (7)	184

QUESTION 5.11

I am satisfied with the assistance and support I receive from the Administrative office when I call:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
Administrative Support	3.8% (7)	18.5% (34)	66.8% (123)	10.9% (20)	184
Payroll	2.7% (5)	11.4% (21)	77.7% (143)	8.2% (15)	184
Employee Services	7.1% (13)	13.7% (25)	71.6% (131)	7.7% (14)	183
Technical Support (Newgen)	7.7% (14)	16.4% (30)	41.0% (75)	35.0% (64)	183

QUESTION 5.12

Do you read The Communicator Newsletter?

	Response Percent	Response Count
Regularly	63.7%	116
Sometimes	24.7%	45
Occasionally	8.2%	15
No	3.3%	6

SECTION SIX: Employee Training & Development

For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
6.1 My orientation process through the Beliefs and Values training with CLS provided the right introduction to the organization.	2.2% (4)	17.5% (32)	73.8% (135)	6.6% (12)	183
6.2 My person-specific orientation provided the right information I needed to support the individuals I support.	3.8% (7)	22.0% (40)	63.2% (115)	11.0% (20)	182
6.3 I receive the appropriate training I need to do my job.	6.0% (11)	28.6% (52)	63.7% (116)	1.6% (3)	182
6.4 My supervisor helps me to set learning goals.	11.0% (20)	22.7% (41)	57.5% (104)	8.8% (16)	181
6.5 Training methods encourage on-the-job application of new knowledge and skills.	6.6% (12)	22.7% (41)	59.7% (108)	11.0% (20)	181
6.6 I am supported in learning from mistakes.	4.4% (8)	22.1% (40)	70.2% (127)	3.3% (6)	181
6.7 I have opportunities for professional growth and development.	14.8% (27)	21.4% (39)	58.8% (107)	4.9% (9)	182
6.8 I am given the opportunity for training and development.	12.2% (22)	23.9% (43)	58.9% (106)	5.0% (9)	180
6.9 I am aware of training opportunities as they arise.	8.8% (16)	29.3% (53)	58.6% (106)	3.3% (6)	181

QUESTION 6.10:

In order of importance, if resources and interest were available, what training would you like CLS to provide? Rank 1 as your most desirable and 5 as your least desirable for the list below.

	5	4	3	2	1	Response Count
Conflict Resolution	7.5% (12)	10.7% (17)	18.9% (30)	34.0% (54)	28.9% (46)	159
Disability-Specific Training (Autism, Down Syndrome, etc.)	7.1% (11)	7.7% (12)	14.7% (23)	26.3% (41)	44.2% (69)	156
Personal Wellness	5.3% (8)	25.8% (39)	37.1% (56)	20.5% (31)	11.3% (17)	151
Financial Management	13.2% (20)	42.8% (65)	24.3% (37)	13.8% (21)	5.9% (9)	152
Other	49.4% (40)	9.9% (8)	8.6% (7)	8.6% (7)	23.5% (19)	81

SECTION SEVEN: Compensation & Benefits

For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
7.1 I am satisfied with the terms of my health and medical benefits.	16.1% (29)	28.9% (52)	44.4% (80)	10.6% (19)	180
7.2 I am aware of the Employee Assistance Program and the services offered.	12.8% (23)	19.0% (34)	62.0% (111)	6.1% (11)	179
7.3 I am satisfied with the work flexibility that I have.	2.8% (5)	15.5% (28)	79.6% (144)	2.2% (4)	181
7.4 I am satisfied with CLS's practices related to vacation and time-off.	6.6% (12)	17.1% (31)	70.2% (127)	6.1% (11)	181

SECTION SEVEN: Compensation & Benefits

For each of the statements below, indicate one of the following:

7.5 I believe that my total compensation package is competitive compared to other organizations in community living.	14.9% (27)	23.2% (42)	42.5% (77)	19.3% (35)	181
7.6 I am aware of the Sun Life website for information about the benefit program.	3.9% (7)	14.9% (27)	71.3% (129)	9.9% (18)	181
7.7 I am aware of the website for information regarding the Municipal Pension Plan.	6.7% (12)	18.3% (33)	66.1% (119)	8.9% (16)	180

QUESTION 7.8:

Should we have the resources in the long term to make changes to the compensation and benefits program, please rank each of the following items with 1 being the most desirable and 5 being the least desirable.

	5	4	3	2	1	Response Count
Additional Time Off	25.5% (41)	26.1% (42)	25.5% (41)	11.2% (18)	11.8% (19)	161
Additional Training	24.8% (40)	29.2% (47)	22.4% (36)	18.0% (29)	5.6% (9)	161
Across the Board Wage Increase	12.5% (20)	12.5% (20)	10.0% (16)	18.1% (29)	46.9% (75)	160
Targeted Wage Increases	19.6% (31)	12.7% (20)	10.1% (16)	26.6% (42)	31.0% (49)	158
Improved Benefits	12.3% (20)	20.4% (33)	30.9% (50)	27.2% (44)	9.3% (15)	162

SECTION 8:

Employee Health, Safety & Wellness - For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
8.1 CLS cares about my health, personal safety and well-being.	8.3% (15)	26.5% (48)	63.0% (114)	2.2% (4)	181
8.2 CLS helps employees balance work life and personal life.	12.2% (22)	31.7% (57)	51.7% (93)	4.4% (8)	180
8.3 I feel safe from sexual harassment.	1.7% (3)	4.4% (8)	90.1% (163)	3.9% (7)	181
8.4 I feel safe from workplace bullying.	7.8% (14)	14.4% (26)	75.6% (136)	2.2% (4)	180
8.5 I feel safe from physical violence.	8.3% (15)	17.1% (31)	72.9% (132)	1.7% (3)	181
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.	4.4% (8)	18.3% (33)	76.7% (138)	0.6% (1)	180
8.7 CLS responds in a supportive manner when I am absent from work e.g. due to illness, motor vehicle accident, etc.	7.3% (13)	11.7% (21)	68.7% (123)	12.3% (22)	179

SECTION NINE:**Recognition and Rewards - For each of the statements below, indicate one of the following:**

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
9.1 My supervisor appreciates the work I do and tells me on a regular basis.	8.2% (15)	22.0% (40)	66.5% (121)	3.3% (6)	182
9.2 I am satisfied with the current service recognition awards program at CLS.	13.9% (25)	14.4% (26)	60.0% (108)	11.7% (21)	180
9.3 I would like additional recognition programs for all employees (please specify in the comment field).	18.8% (33)	22.7% (40)	27.8% (49)	30.7% (54)	176

SECTION 10:Your Liaison Committee**For each of the statements below, indicate one of the following:**

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
10.1 I understand the role and responsibilities of the Liaison Committee.	8.4% (15)	22.9% (41)	62.0% (111)	6.7% (12)	179
10.2 Liaison Committee members are easy to access.	5.1% (9)	16.9% (30)	55.6% (99)	22.5% (40)	178
10.3 Liaison Committee members are easy to communicate with.	4.0% (7)	16.0% (28)	49.1% (86)	30.9% (54)	175

QUESTION 10.4:

Would you be willing to complete a survey for the Liaison Committee?

		Response Percent	Response Count
Yes		50.9%	83
No		49.1%	8

SECTION 11 – Recognition and Events**QUESTION 11.1:**

I am satisfied with the CLS subsidized social events e.g. Christmas parties, golf, etc.

		Response Percent	Response Count
Yes		70.6%	125
No		29.4%	52

QUESTION 11.2:

I would prefer employee social events to be held at other times of the year.

		Response Percent	Response Count
Yes		43.9%	76
No		56.1%	97

QUESTION 11.2 Part II:

If Yes, when? Please indicate all that apply:

		Response Percent	Response Count
Spring		44.7%	34
Summer		85.5%	65
Fall		31.6%	24
Winter		19.7%	15

QUESTION 11.3:

Please tick events that interest you from the following list: Check all that apply and use the comment field to expand your answer.

		Response Percent	Response Count
Dinner and dancing		41.7%	65
Dinner only		28.2%	44
Family barbeque		69.2%	108
Other (please explain)		23.7%	37

SECTION TWELVE:

Service Review for Employees Working Residentially - For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
12.1 I was kept informed over the past year as the Service Review process unfolded.	6.8% (12)	28.4% (50)	47.2% (83)	17.6% (31)	176
12.2 I was made aware of changes that directly impacted me as a result of the Service Review.	5.1% (9)	22.3% (39)	54.3% (95)	18.3% (32)	175
12.3 Now that the Residential Service Review has been completed and the decisions made, I feel that I am able to move forward positively.	7.4% (13)	20.6% (36)	49.7% (87)	22.3% (39)	175

SECTION THIRTEEN: Personal Commitment

QUESTION 13.1: I have given serious thought to leaving Community Living Society in the last six months:

	Response Percent	Response Count
Yes	44.8%	78
No	55.2%	96

QUESTION 13.2 Overall, how satisfied are you with Community Living Society as your employer?

		Response Percent	Response Count
Very dissatisfied		6.7%	12
Dissatisfied		11.1%	20
Satisfied		54.4%	98
Very satisfied		27.8%	50

SECTION 13: Personal Commitment

For each of the statements below, indicate one of the following:

	Disagree	Somewhat Agree	Agree	Don't Know/Not Applicable	Response Count
13.3 I am proud to work for the CLS.	7.2% (13)	15.0% (27)	76.1% (137)	1.7% (3)	180
13.4 I would prefer to remain employed here, even if a comparable job were available in another organization.	9.4% (17)	18.9% (34)	64.4% (116)	7.2% (13)	180

QUESTION 13.5:

I plan to stay with CLS:

	Response Percent	Response Count
Less than 1 year	10.8%	18
1 - 2 years	11.4%	19
3 - 5 years	22.9%	38
5 - 7 years	7.8%	13
7 + years	47.0%	78