

2023 – ALL SURVEY RESULTS

PERMANENT EMPLOYEES

The surveys were emailed to all active employees at KSCL, and the results were kept completely confidential. The goal of these surveys is to get a better understanding of how employees are feeling so we can try and implement changes that will make KSCL a better place to work.

The response rate was 67% of Regular Employees (56 out of 83), a decrease of 14% from 2022.

GENERAL KNOWLEDGE

Everyone responded they have read their job descriptions and KSCL's P&P's

Only 66% of staff read the OH&S meeting minutes and mostly everyone reads the Newsletter

Employees would like to see these items added to the Newsletter

- Events in the community where KSCL connects w/Community, Recipe sharing, Project updates, Community resources, new staff – highlight them, More on residential, not just day programs

GENERAL HAPPINESS WITH KSCL

91% said they are proud to work for KSCL and most said they would refer someone to work here.

If a staff were to quit tomorrow, why?

- In our control – bully/harassment, teamwork, not feeling appreciated
- Out of our control - Money issues, retiring, sickness, better job opportunities, benefits, moving

AND if you could change 1 thing about your worksite

- In our control - Feeling valued/heard, thank-you, less gossip, communication, senior staff not listening, more Pro D., ratio of staff, not doing callouts
- Out of our control – higher pay, better benefits, clients/families, more staff rooms, vacation time, less work

MANAGEMENT TEAM

Can you communicate with the management team?

- 91% said yes, but it depends on the situation, and most times.

Does management communicate with you?

- 70% said yes, however it depends/somewhat.
 - range of comments, but the question didn't clearly ask what level of Management (i.e.. SRCW, Prog Coord, Res Coord, or Admin) some commented about the wrong level of Management.

TEAMWORK

Have you had a conflict at work – 19 staff said YES and 6 staff said it wasn't resolved, with 87% feeling they can report bullying/harassment.

90% feel like their teams treat each other respectfully and 100% said they contribute to a respectful workplace.

WORK ENVIRONMENT & DIRECT SUPERVISOR

84% know about TELUS Health EAP and staff rated their average mental health, on a scale of 1-10, at 6.9%

Makes you happy at work

- Food, activities, team, clients/individuals, SRCW, feeling like I'm making a difference, laughing/solving problems with a team, individuals learning new skills, happy co-workers

Makes you unhappy at work

- Team/Co-Worker issues - Rude staff, lack of interpersonal skillsets, their unresolved trauma, bullying, coworkers refusing to participate/don't do their job, gossip, pick up slack of co-workers, lack of communication, co-worker worth ethic, no communication w/team, frustrated with team, rigid team, staff who don't listen, not trained
- Job Requirements – logging, ShareVision, endless paperwork, supporting complex needs/behaviors, feeling burn out, too many changes at once, lack of time in the day, 12 hr shifts, parents, on-boarding new staff too rushed

91% feeling supported when unhappy at work.

Is KSCL a psychologically safe workplace?

- As best "they" can/try, not sure, somewhat agree, short staffing is hard

87% of staff said the SRCW/PC gives helpful feedback

APPRECIATION/KSCL EVENTS

Appreciation suggestions, **not monetary** - suggestions

- Bravo award box (nominate staff members), cards to say thank-you, KSCL "swag", raffles/giveaways, verbal thank-you/good job, staff meetings-employee recognition, fitness/gym passes, staff get together, and fun company activity

PROFESSIONAL DEVELOPMENT & TRAINING

Do you have adequate training?

- More Mental health & seizures training

KSCL training provided, how has it been utilized in your job?

- Positive responses on MANDT, ShareVision Training Module, 1st Aid.

83% agree that KSCL provides adequate Professional Development, however staff would like:

- Mental Health, computer courses, communications, kindness, bullying, team building at the worksites, ShareVision, Kaylee Hansen, palliative/dementia support

SUMMARY

In review of the Surveys two areas stood out as areas that need work on for 2024. Teamwork and Staff Recognition/Appreciation.

Every year the surveys ask about staff feeling supported, safe, and experiencing a positive workplace. Although 100% of staff said they contribute to a respectful workplace, only 90% of staff feel like their teams treat each other respectfully. This indicates that 10% of staff are not aware / or have not recognized that their behavior/attitudes are negatively affecting the team. This indicates a lack of self-awareness, which is the ability to understand and control your own emotions/actions and helps to understand how these affect the emotions and actions of others.

Also, although most staff are feeling supported and psychologically safe, it sounds like teamwork/co-worker issues are prominent/on-going issues. In 2023 KSCL did invest in Lumina and other workshops that worked on teamwork, however the surveys indicate this isn't resonating. Therefore, HR will look at self-awareness and teamwork building exercises for staff meetings and Professional Development for 2024. We will also implement team building exercise at the staff meetings.

For the second issue of staff not feeling appreciated, although it's virtually impossible to connect with each/every staff, daily/weekly, we endeavor to share & acknowledge at different times how KSCL values staff. When sharing the results of the Survey, we reminded staff of how KSCL invest in staff in a variety of ways such as:

- Professional Development – we invest in Staff by paying for their time and use limited resources on a variety of yearly Professional Development. This past year we heard Mental Health & Respectful Workplaces, More Kaylee and Palliative/dementia supports, which we provided. We also ensure that all staff receive training to start with MANDT, 1st Aid, and assist staff to get your Class 4.
- Feedback/Communication – Administration & Managers take the opportunities to share/and give ongoing feedback at staff meetings, SRCW meetings, and OH&S meetings. As Executive Director I try to attend at least 3-4 departmental staff meetings. This way I can personally hear from staff & hear the challenges that staff face in their daily job functions. We also have HR Managers available to assist at any time.

- Appreciation - we also recognize there are those employees that do go above and beyond. This is very much appreciated and if we know about it then HR staff can send an impromptu thank-you cards, gift care, or phone calls. Additionally, the On-Call Manager always shares with the admin team if a staff is struggling/or has a family crisis/or a health challenge. We are there to assist with short-term leaves and recognize these events in the staff's personal life.
- Health - we also encourage a healthy lifestyle by offering reimbursement for your health and wellness. Although it's not much it's something we can do at \$50/year, which is not funded.
- Communication - Emma keeps everyone up to date on events at KSCL via the newsletter, and now there is 2-way communication through ShareVision logs. Emma will consider the ask for more community events, recipes, community resources and more residential events.
- Social media – Shelley does a great job of utilizing our Socials for highlights of events, individuals, employees, and Employers of self-advocates.
- Time-Off (Lieu/Vacation) - Our HR Department works hard at balancing all the requests for time off for employees, trying to accommodate and have flexibility for you to take lieu time and holidays or to be with family.
- Yearly Evaluations - Lastly the yearly evaluations are a positive event to have a one-on-one meeting with the staff's Coordinator or Program Manager to set goals that align with KSCL's goals and have a feedback session on their performance.

Although there is always room for improvement, we will continue to improve upon the Survey results and feedback. Additionally, we did share the results with all Staff in February 1/24, so they are aware we do hear them, and the Survey data is a valuable tool for improvement.

CASUAL EMPLOYEES

28 out of 45 Casuals completed the Survey with 61% working out of Castlegar.

General Knowledge:

All respondents said they know their job description & where to find P&Ps.

Only half read the OH&S meeting minutes and 89% read the Newsletter.

Newsletter Comments:

- *Highlight group projects/or showcase the project*
- *Links to medical conditions/or articles on research papers relevant to Community Living*
- *Self-care and well-being section*
- *Tips/tricks selection on staying healthy*
- *Seasonal updates*
- *More photos*

Team/Work Environment:

93% are proud to work at KSCL and would refer someone to work for KSCL

- If the Casual would quit – why?
 - What we can control:
 - *certain staff at certain sites, not enough PD for Casuals, delayed orientation*
 - What we can't control:
 - *More money, different schedules, more hours, more shifts to bid on, health reasons, retire, too long of a commute, physically draining, long hours, family emergency*
- Most feel part of a team and know their requirements to maintain casual employment & control their own schedule

Communication/How to Resolve issues:

- 93% said they can communicate with management
- 22% said they have had conflicts at work with only 1 saying their conflict wasn't resolved
- 79% said they know how to report B/H
- The average Casual said their mental health is at 6.5 out of 10. With reporting the following makes them unhappy at Work
 - What we can control:
 - *Difficult individuals to support, staff not trusting casuals, treating casuals badly/negativity from regulars, gossip/rumors, protocols that are unclear*
 - What we Can't control:
 - *Early mornings, low wages, stress, politics*

Training/Performance/Professional Development

- 18% of Casuals feel they aren't kept informed by the SRCW/Coordinators and 11% say they don't receive feedback to improve
- 86% feel their opinion counts and 93% say they can express their thoughts to the SCRW/PC
- 7% feel they haven't received adequate training
- 32% feel the onboarding wasn't great
 - *Comments: Stressful, too much reading not interactive enough, not paying for MANDT, seemed too rushed*
- 84% of casuals feel they do get enough Pro Development (PD) and reported that PD that was useful in their jobs
- What PD do you want to see

Summary

There was a resounding theme in the surveys that Casuals are happy to work for KSCL however their orientation felt rushed, and they would all like to have had more time for Onboarding. The Administration team recognized that new employees needed a better process for their general orientation and this feedback confirms that there need to be some improvements in our process.

Emma and Denise (HR Managers) will now have a 1-day process that will be booked for new hires, on a dedicated day, where new employees come into the office for the day, do the training videos, complete training on ShareVision, complete paperwork, review P&Ps, have a Q/A session and meet the Administration staff and other new Casuals.

Another positive change will be to include more topics/information in the monthly Newsletters and indicate all upcoming Professional Development opportunities (online/in-person). Although Casuals feel they aren't offered the Professional Development (P.D.), it's difficult as the Casual employee is utilized to fill-in so a Regular staff can attend the P.D.

For 2024 Professional Development suggestions were professional boundaries, mental health, communication, nutrition, stress management, FASD, Trauma Crisis, and other dual diagnosis.

STAKEHOLDER FEEDBACK

There was an increase from 16 respondents to 27 for 2023 of which - 52% family, 6% professional/funder, 4% home Share provider, 15% Member of KSCL, 19% Supported Employer, 4% community service. The majority of the above accessed KSCL Staffed Residential, or KSCL Employment and KSCL Community Inclusion. There were no issues with satisfaction for work/performance or how KSCL treats the persons served during services. Administration was always available for inquiries/feedback, however some stakeholders would like more emails regarding news/communication.

100% of Stakeholders believes that KSCL promotes community awareness and inclusion. Only 45% use KSCL website and those that use said it was useful, however more information on Activity Calendars would be nice. (nb. KSCL uses Social media as a communication method too).

Very positive comments and feedback from the Stakeholders. There was no feedback other than more transportation could be provided, which is individual specific and we don't know who is asking for this as the surveys are anonymous.

PERSONS SERVED

Only 12 Responses – down from 2022. 8 were from a Residential Group Home, 1 from Home Share, 2 were with Employment program, 8 were from CO/Bigby Day Program (some individuals are in dual programming) and 1 from Youth/Teen program.

General

- 75% liked their programs and 17% said they sometimes liked their programs 1 % said No
Comments: I like cooking, gym fun, my home, music, “they” help me, and the pool.
- 75% said they liked their home.
Comments: I like living with my mom, my husband, and cats. My support team is great, I don't like too many people in my home, and I like watching my tablet and movies.
- Do you get to do things in their community, 83% said yes and 17% sometimes
- 75% said they have opportunities to make friends.

KSCL Programming/Rights & Responsibilities

- 83% feel treated with respect by the KSCL Staff and/or home share provider
- 92% feel that their privacy is respected and 83% know what their Rights and Responsibilities are
- 94% feel they get to learn new things and practice them at KSCL, in their home/community.
- 67% are participating in activities/events that are important to them, 25% said sometimes

How KSCL can Improve

- How could KSCL do better?

Comments: I like to see friends, more Zen/yoga, nothing, more music, telling us what to eat, I don't know, nothing it's great, parties, new friends/new work. More evening programs for Homeshare providers to help keep me busy in the afternoons and weekend

- When asked what they like the least about KSCL they answered:
Bossy roommates, telling us what to eat, nothing I love KSCL, and I don't know.

Summary

It's apparent that trying to get responses via an online survey is not working. The Program Manager will work with SRCW and Program/Resident Coordinators to impress upon them the importance of these Surveys. If KSCL does not know how we are delivering services and if we aren't hearing from the people receiving the services, we have no gauge for improvements or changes. To ensure we get feedback from "person served", KSCL will change to an "in-person" survey/interviews for 2024 Surveys.

Of the 12 respondents there seems to be no "area" to work on except offering more variety in activities such as Yoga, more music and parties, and different times for programming such as weekends.

BOARD OF DIRECTORS

9 Board members participated in this survey.

Strategic Plan

- 9 have read the most recent Strategic Plan for KSCL, 1 hasn't
- 9 Agree/strongly agree - meeting agenda reflects the Strategic Plan
- 8 Agree - the Board has directives related Goals/Priorities and 1 neutral

Duties/Responsibilities

- All board members are aware of what is expected of them
- 8 Agree they participate in Board discussions and 1 is neutral
- 7 have read the Governance P&P, 2 have not read the Governance P&P
- 8 agree/1 neutral about staying informed of issues relevant to our Mission & bring forward.

The President

- 8 Agree - the President does a good job of dealing with different points of view, 1 neutral
- 9 agree that the President is well prepared for Board Meetings
- 8 Agree / 1 Neutral - the President is skilled at managing different points of view
- 8 Agree/ 1 Neutral - the President can be direct with a board member if needed
- 8 Agree / 1 Neutral - the President delegates responsibility among board members.

The Executive Director

- 9 agree - there is good two-way communication between the Board and the ED.
- 9 agree - have a clear understanding of the Board's role & ED's roles.
- 5 agree/3 neutral/1 disagrees – that the Board has a formal criteria/process to evaluate the ED
- 9 agree - the ED has been evaluated by the Board President last 12 months
- 8 agree/1 neutral - the ED takes advantage of PD opportunities

Comments

- I will read any reports that need to be read
- KSCL is well ran
- I look forward to the coming year
- New to the board, looking forward to learning more and providing feedback, my limited time has been positive.

Summary

Most Board members are well informed and agree or are learning the process of being a Board Member for KSCL. There is a lot to learn in the first year and it does take time to familiarize yourself with Succession Plan, Governance P&P Manual, and Strategic Plan.

One item does stand out and that is the formal criteria/process to evaluate the ED. This is outlined in the Governance P&P, which was recently reviewed & updated for 2023. It states on Page 8 & 9 how the ED Eval is conducted and by whom.

Management Evaluation and Succession and Executive Compensation

- a. **Evaluation of Executive Director.** The Personnel Committee of the Society will be responsible for overseeing the evaluation of the performance of the Executive Director. The President will conduct the Executive Director's evaluation annually. The President of the Society will report back to the Board a summary of the evaluation to ensure that the Executive Director is providing the best leadership for the Society over the long and short-term. The Personnel Committee will also discuss with the Board the recommendations of the Executive Director about the compensation of the other members of Administration Senior management.*
- b. **Executive Compensation.** Compensation of the Executive Director must be determined, or recommended to the Board for determination, by the Personnel Committee. The Executive Director must not be present during voting or deliberations. Compensation for all other members of senior management must be determined, or recommended to the Board for determination, by the Executive Director and the Personnel Committee.*

The Process

- Personnel Committee currently consists of Tim & Bruce, therefore:
- Tim conducts the ED Evaluation, using ED Evaluation form
- An In-Camera is held
 - Tim presents to the Board at the completed Evaluation
 - Personnel Committee (Tim & Bruce) recommend to the Board the ED compensation and the Board votes

The Criteria

- Compare the KSCL E.D. Compensation to the current;
 - Cost of Living Allowance
 - CSSEA Annual ED/CEO Compensation Report - which reports on all Executive Directors Compensation in B.C. in the Social Services Sector.
 - Lastly, the consideration of the Union lifts percentages that were bargained.
- Personnel Committee recommends the Compensation change for consideration