

Highlights of the Employee Pulse Survey - 2019

PRESENTED BY:
THE QUALITY ASSURANCE SUB-COMMITTEE



The Role of QA Sub-Committee



- **Develop feedback mechanisms**
(e.g. Pulse Survey, Community Partner Survey, CEQ, etc.)
- **Implement survey and gather data**
- **Analyze results**
- **Define key issues/recommendations**
(bring forward to the relevant party e.g. MLT, Parent Council, Committees, etc.)



Employee Pulse Survey - Overview

In general, the primary focus and intention of a Pulse Survey is to better gauge and evaluate employee issues. It can also be used to describe the health or well-being of the organization's culture, climate and employees. This may include:

- ✓ Employee Engagement
- ✓ Support from Management
- ✓ Work Environment
- ✓ Productivity
- ✓ Overall Attitude



A **Pulse Survey** is intended to get a sense of the “health” of the organization and the employees working within it.

Employee Pulse Survey - 2019

- QA Sub-Committee developed the questions
- Input from Teams/MLT
- Offered from May 1 to May 17, 2019
- 95 Responses in total



The last Pulse Survey was completed in May 2016 with 95 responses

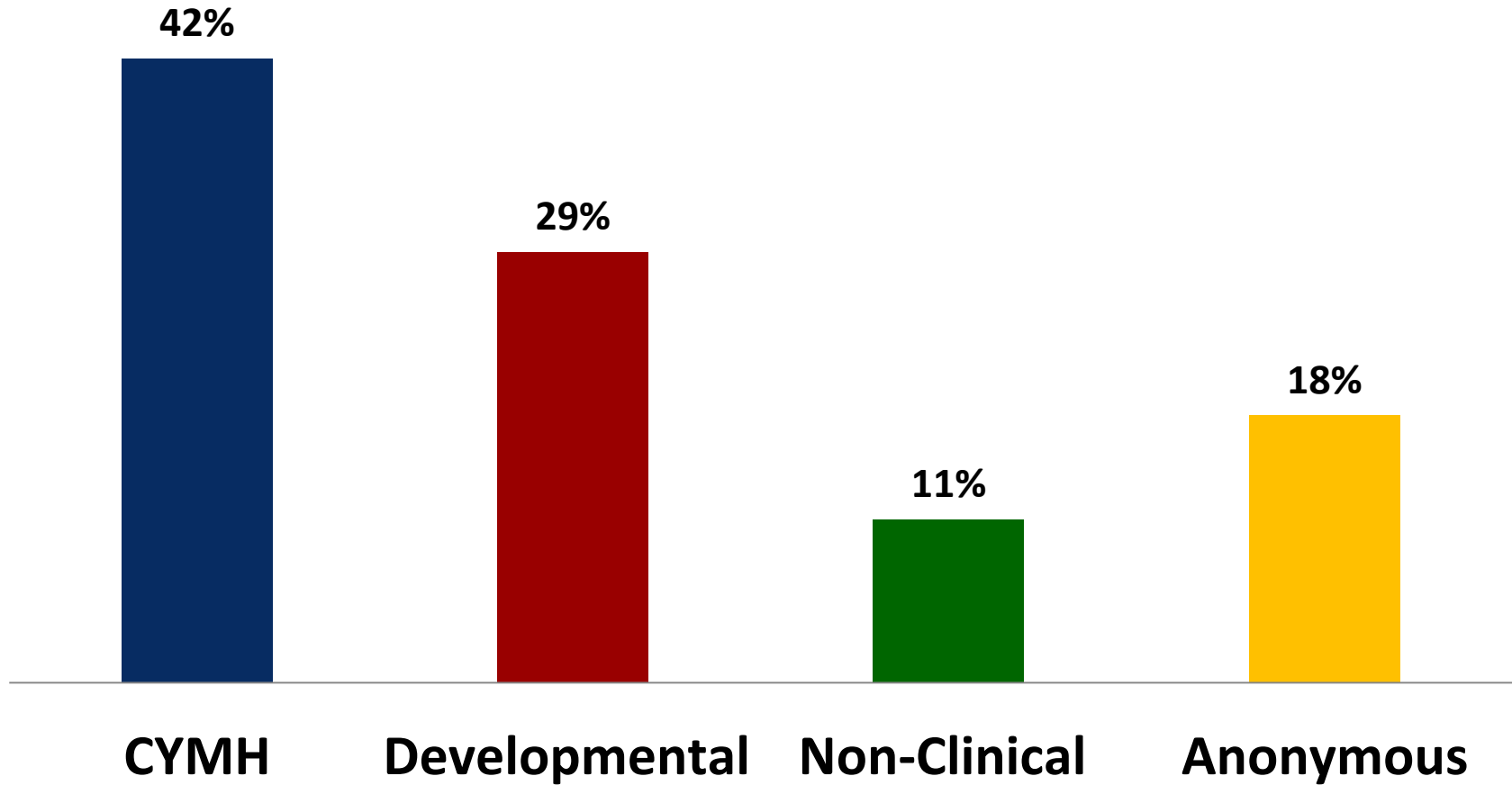
Last Pulse Survey - 2016



KEY ISSUES IDENTIFIED:

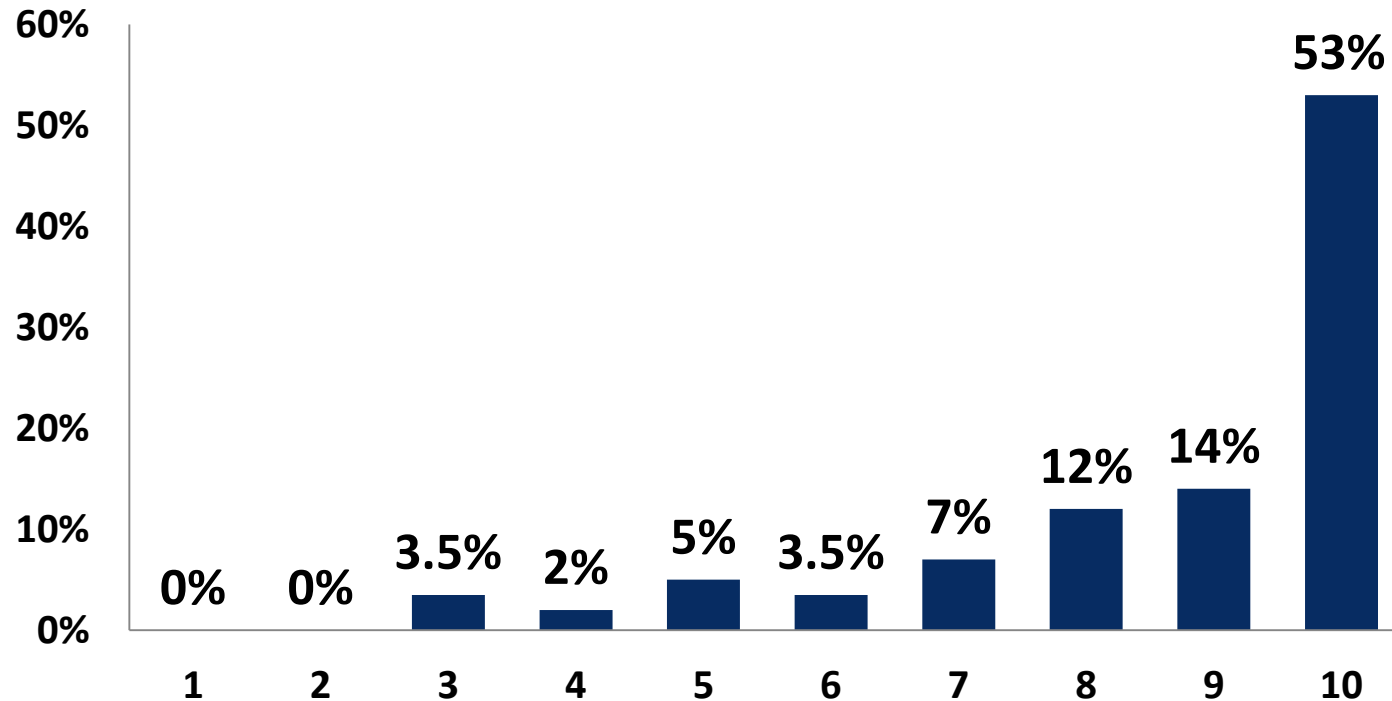
- **Opportunities to Contribute**
 - Find ways to provide greater opportunities for employees to contribute to decisions that impact them directly
- **Communication/Trust**
 - Be cognizant of consistency and timing when communicating to staff
 - Be clear when seeking information/feedback from staff and indicate from the outset how participation and feedback will influence decisions and outcomes
- **Feeling Valued**
 - Make greater efforts to understand what makes employees feel valued at work while noting that there are often circumstantial issues at any given time that may influence this
- **Supervision**
 - Increase frequency (weekly or bi-weekly) or duration of formal supervision meetings
 - Implement an agency-wide “open door supervision” (daily or every other day) to clear up ad-hoc or critical issues in addition to the current practice of “office hours”
- **Workload Issues**
 - Monitor workloads more closely to ensure equity

#1. In **what area** of the agency do you **work**?



“Other” category = 0%

#2a. I feel valued by my SUPERVISOR.

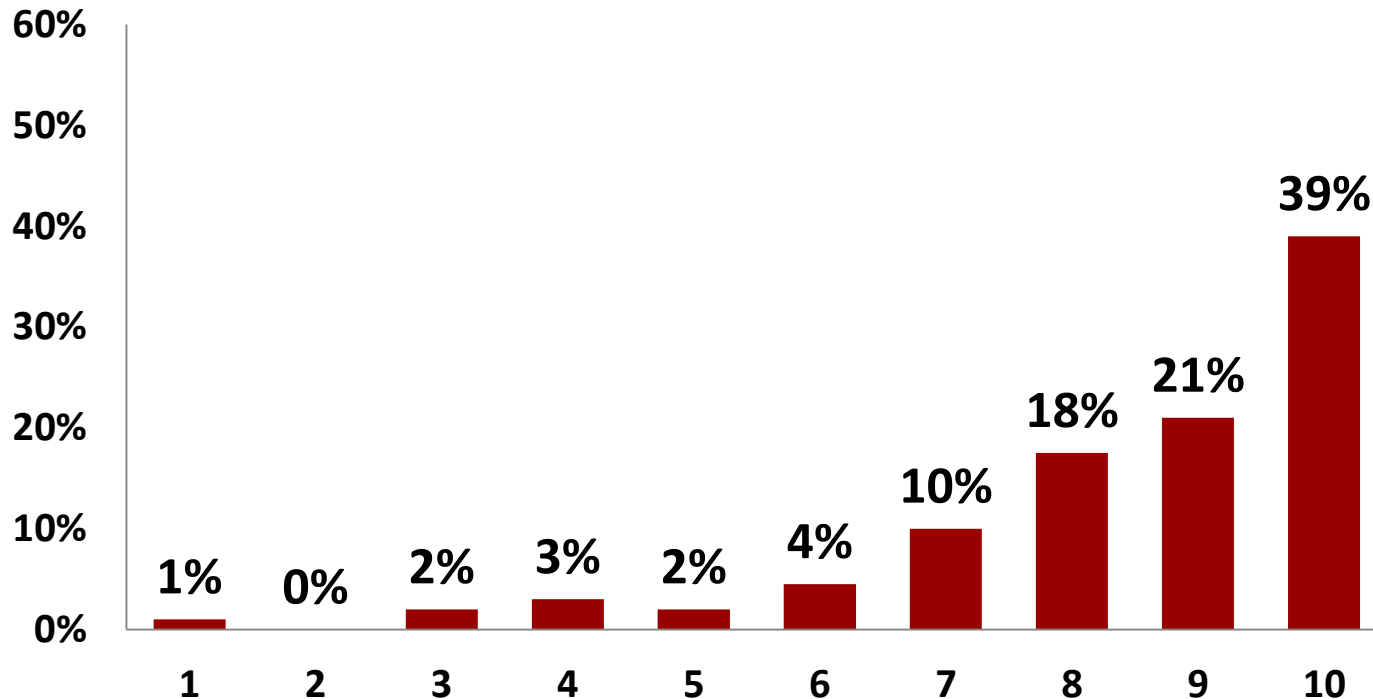


10 point scale: 1=DISAGREE and 10=AGREE

BASED ON 58 RESPONSES (61%)

(N/A=25 of 83 responses)

#2b. I **feel valued** by my **MANAGER**.

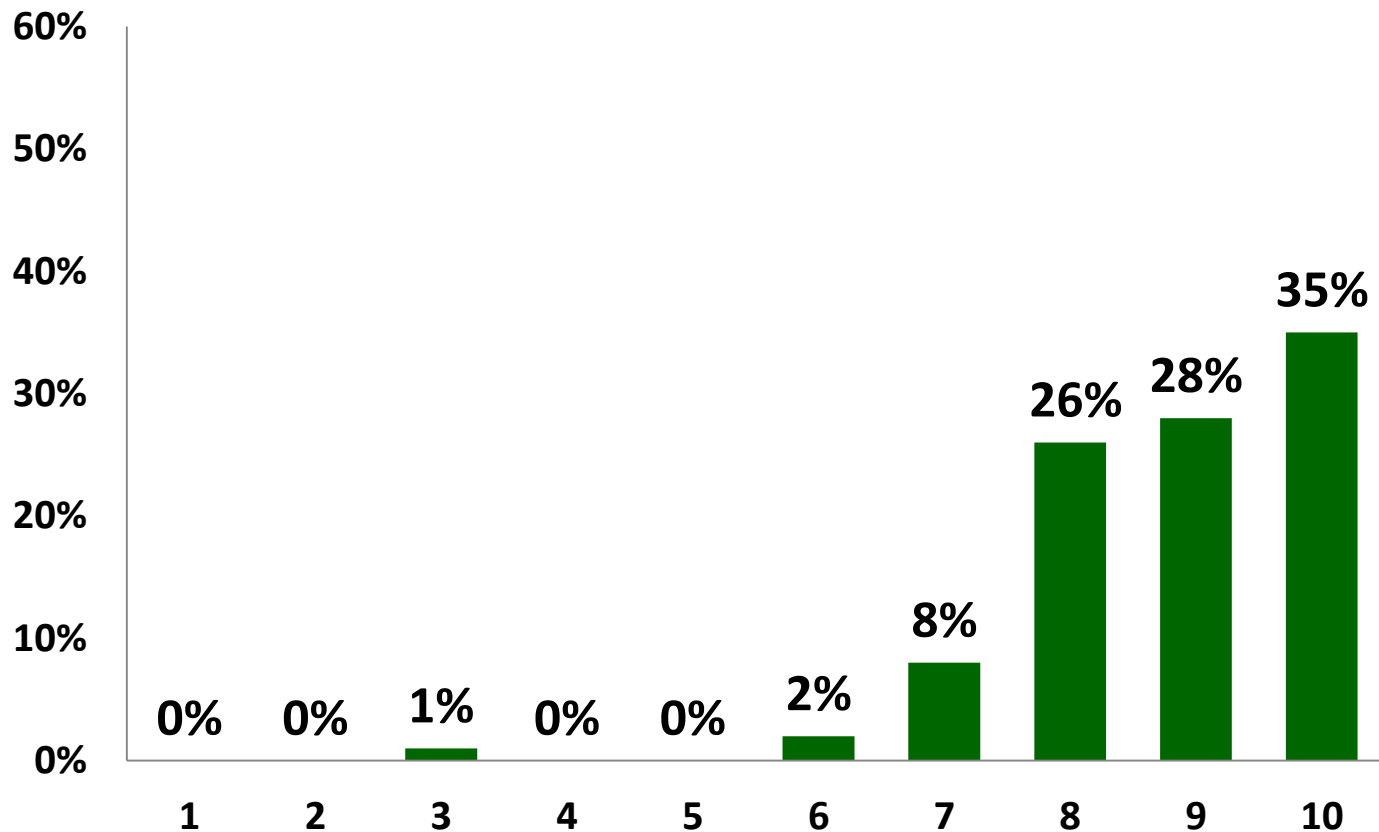


10 point scale: 1=DISAGREE and 10=AGREE

BASED ON 92 RESPONSES (97%)

(N/A=3 of 95 responses)

#2c. I **feel valued** by my **CLIENTS**.

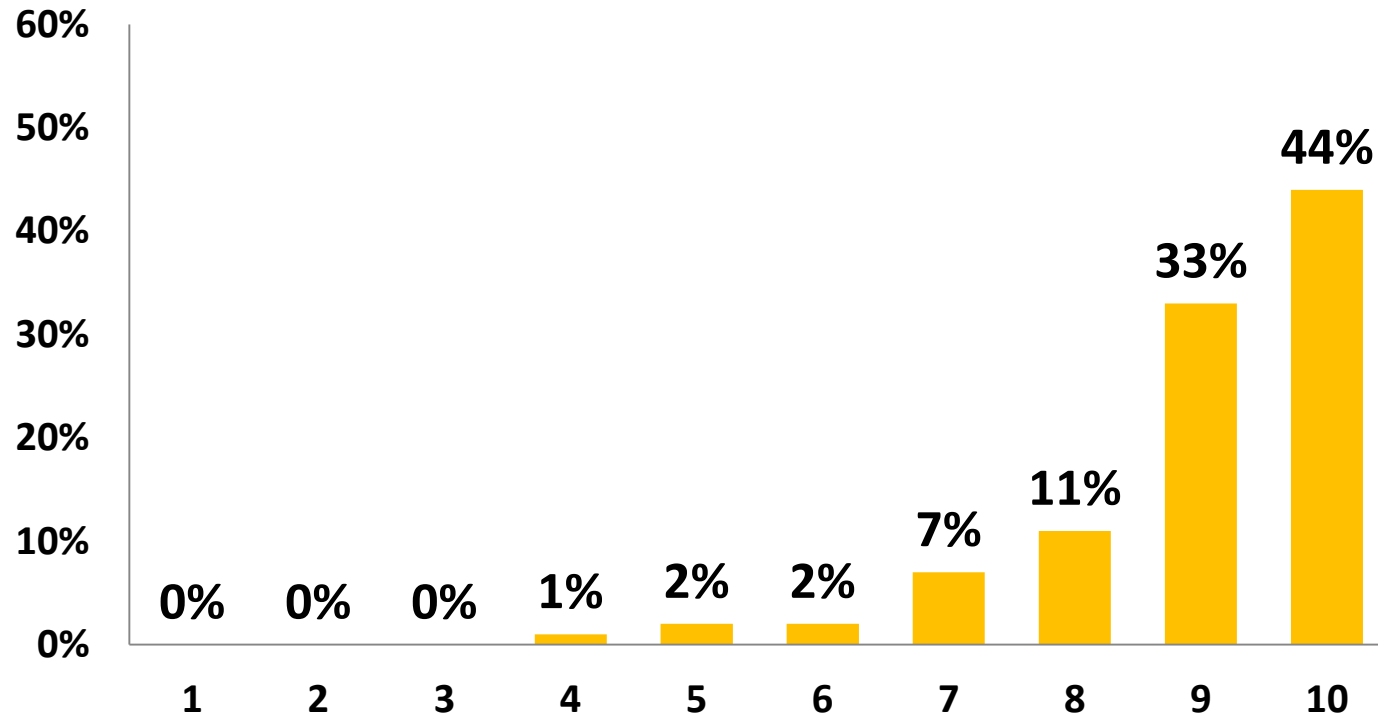


10 point scale: 1=DISAGREE and 10=AGREE

BASED ON 86 RESPONSES (91%)

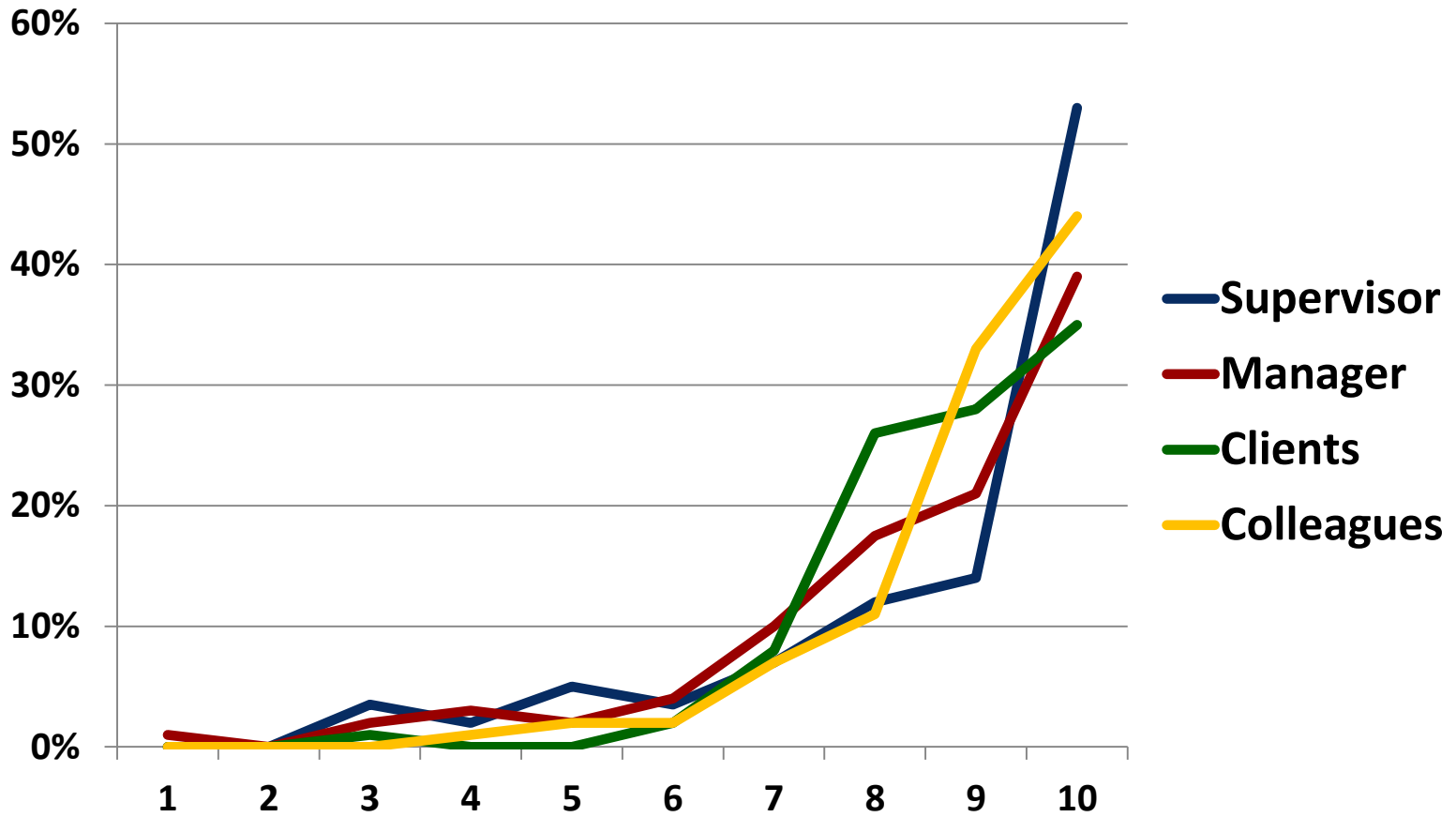
(N/A=6 of 92 responses)

#2d. I **feel valued** by my **COLLEAGUES**.



10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 94 RESPONSES (99%)
(N/A=0 of 94 responses)

#2d. I feel valued by my:



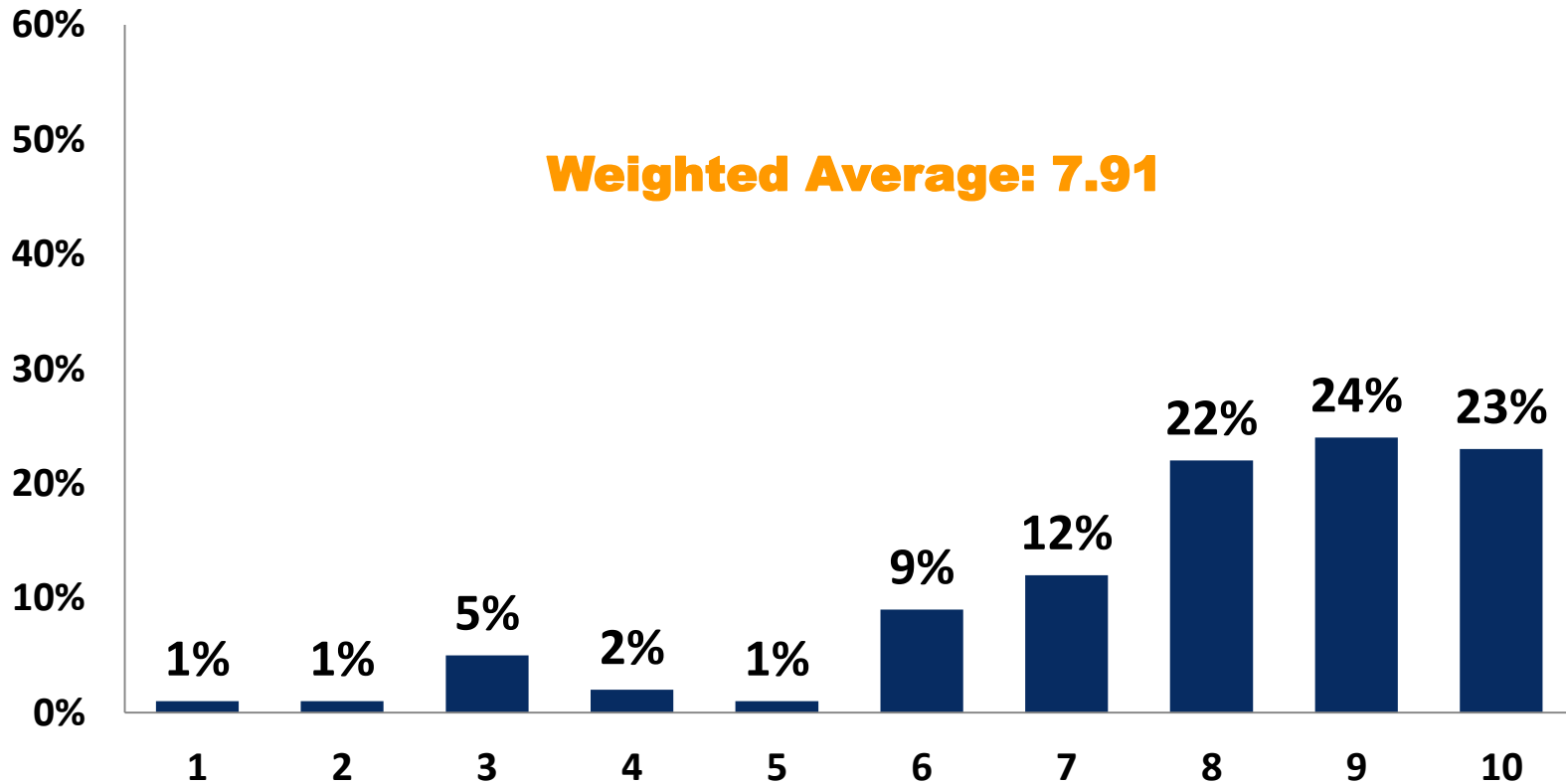
10 point scale: 1=DISAGREE and 10=AGREE

NEXT 12 QUESTIONS

- Data will be provided showing the “weighted average”
- Ratings:
 - 8 and above: **GREEN**
 - 7 to 7.99: **AMBER**
 - Below 7: **RED**



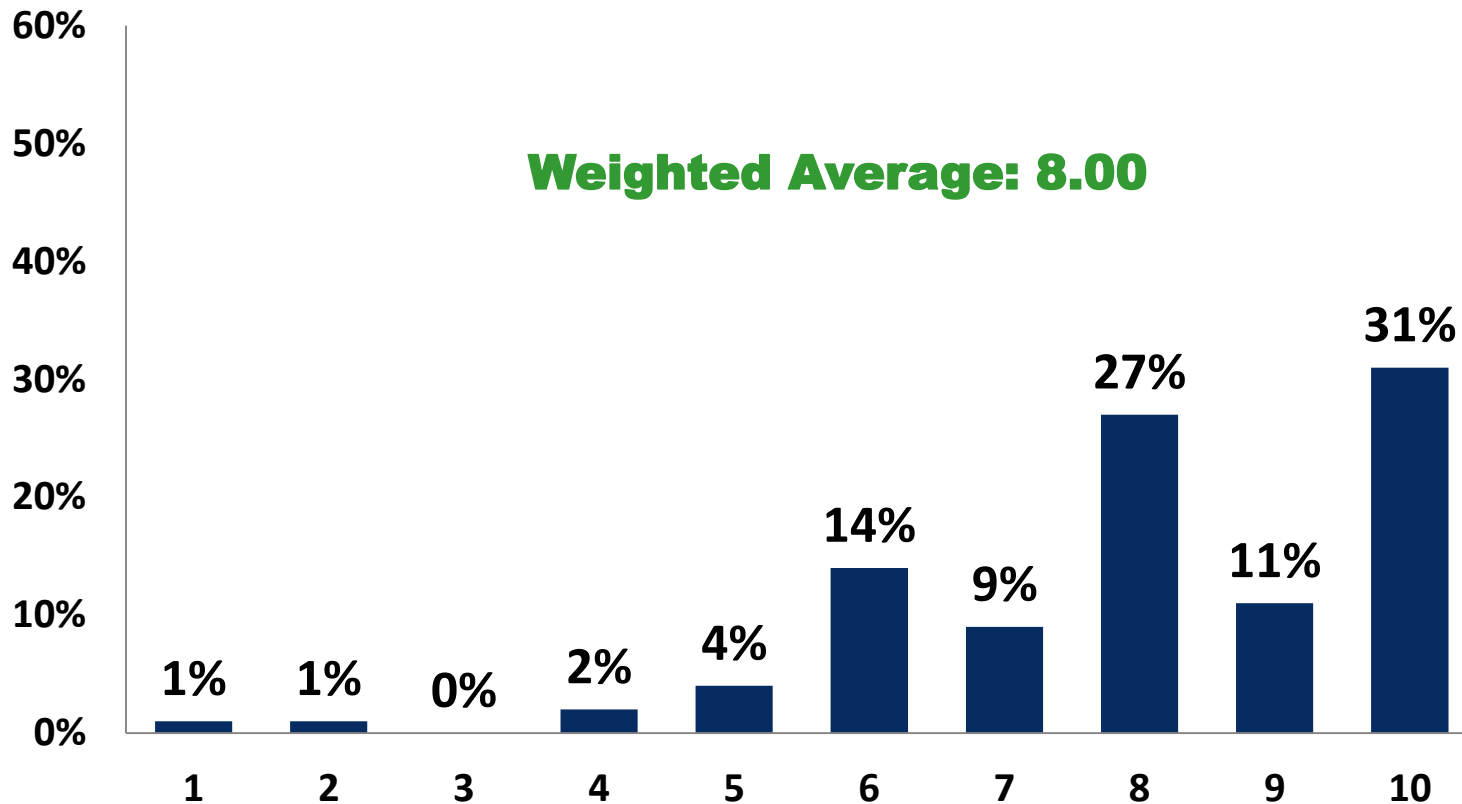
#3. I feel the agency is using my **talents** to their **full potential**.



10 point scale: 1=DISAGREE and 10=AGREE

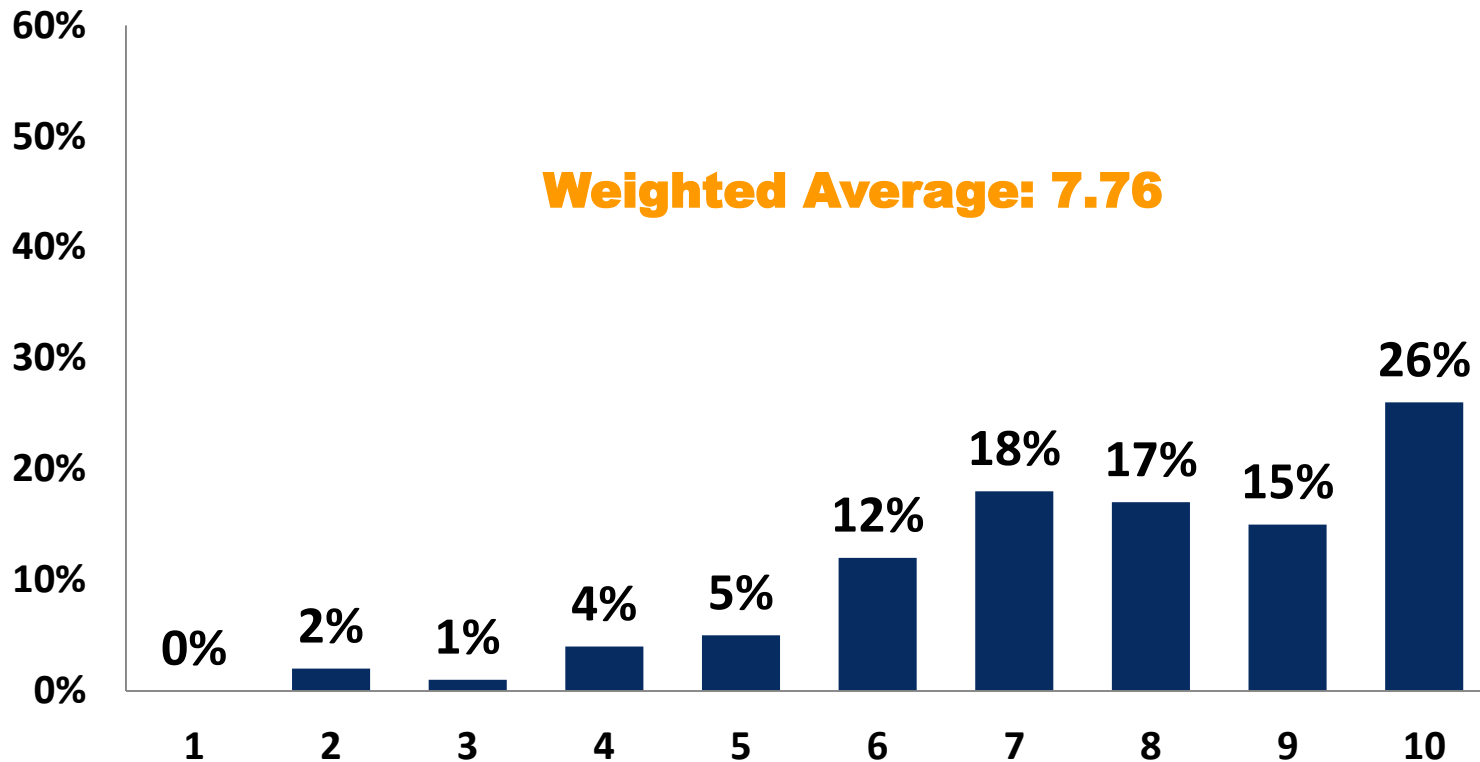
BASED ON 95 RESPONSES (100%)

#4. I am provided with enough **growth opportunities/ training** for my role at the agency.



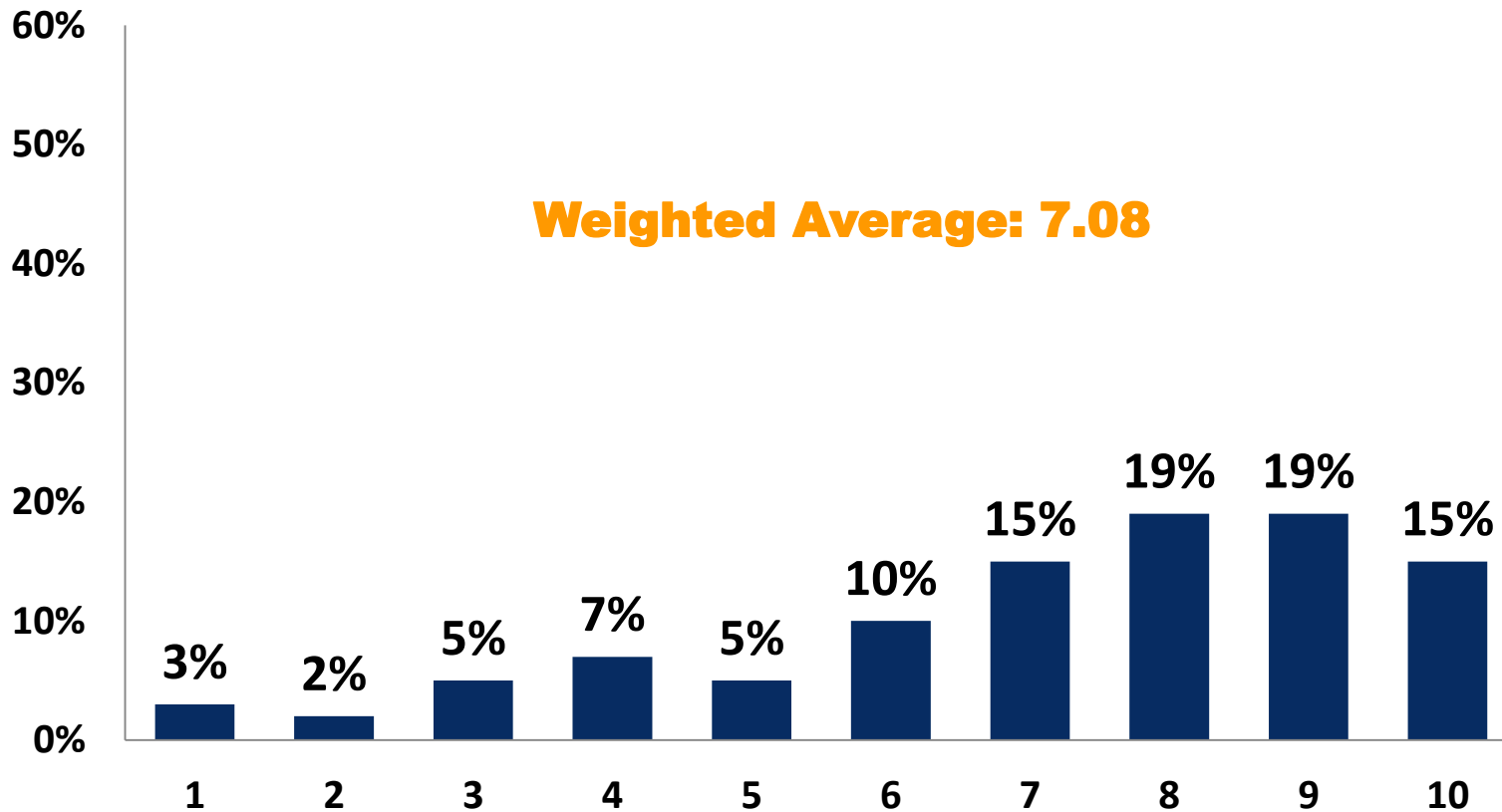
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 95 RESPONSES (100%)

#5. I feel **connected to CCTB** on a day to day basis (included, not isolated, welcomed, and recognized).



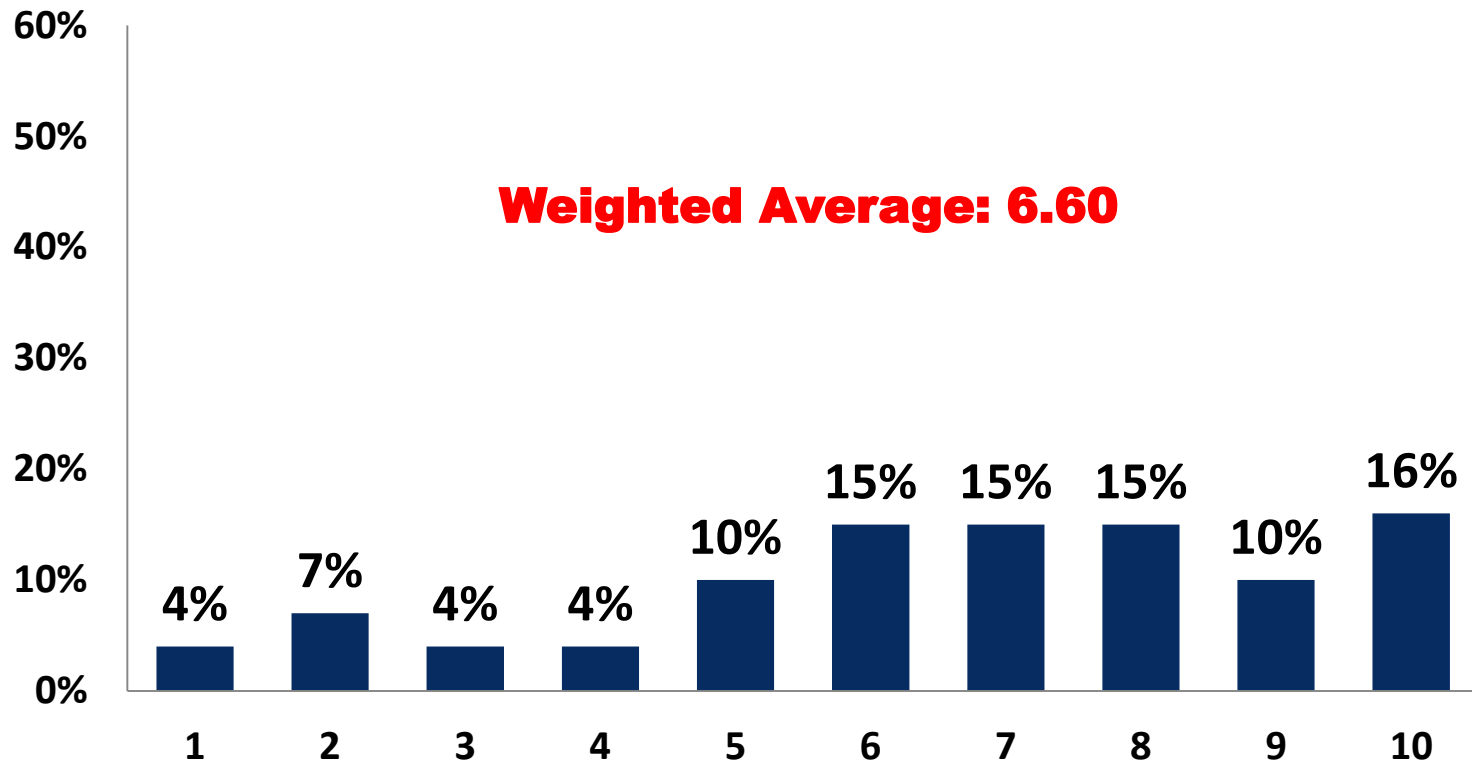
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 95 RESPONSES (100%)

#6. I feel **comfortable** bringing forward any **comments/ concerns** I may have about the agency.



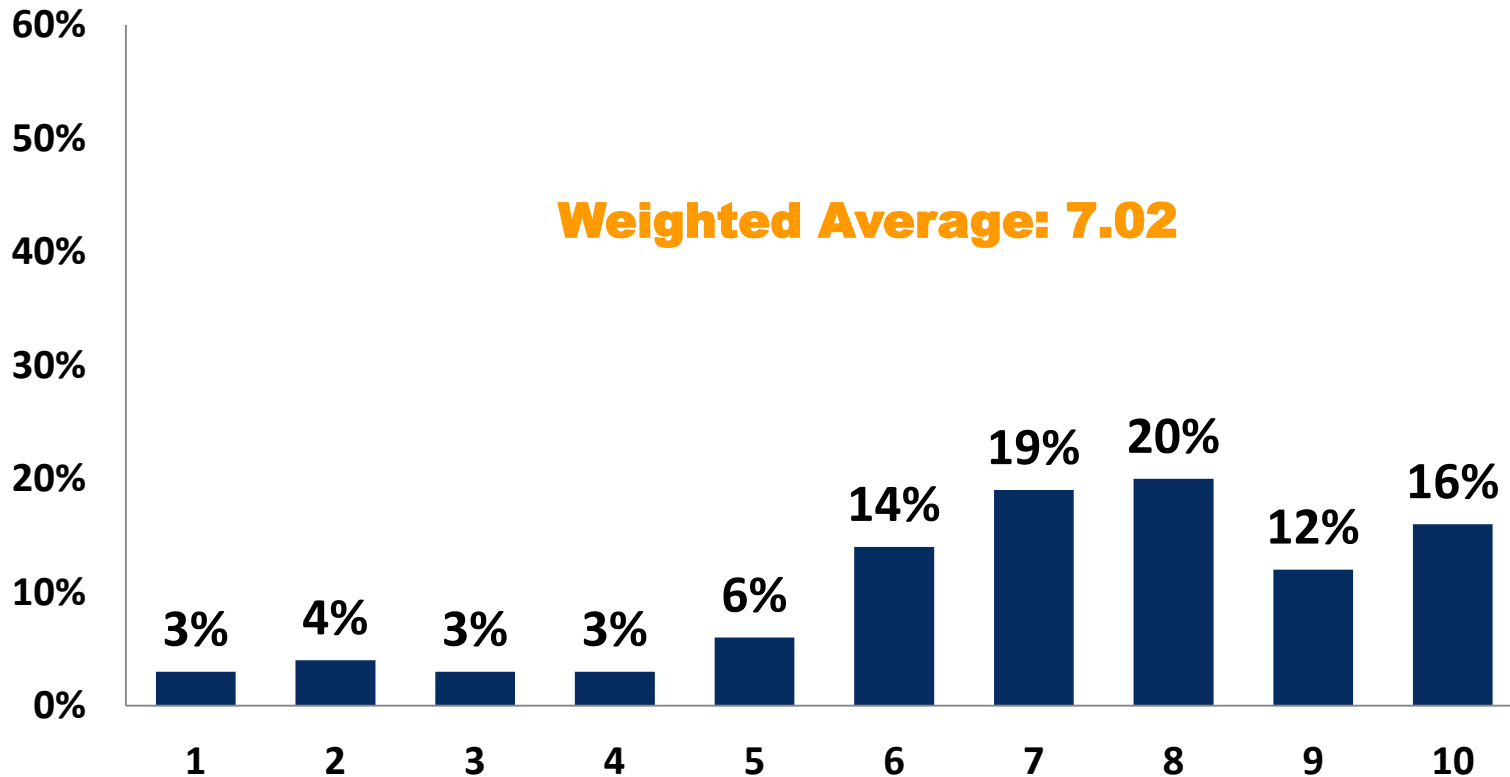
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 95 RESPONSES (100%)

#7. I feel **LEAN** has had a **positive impact** on the organization.



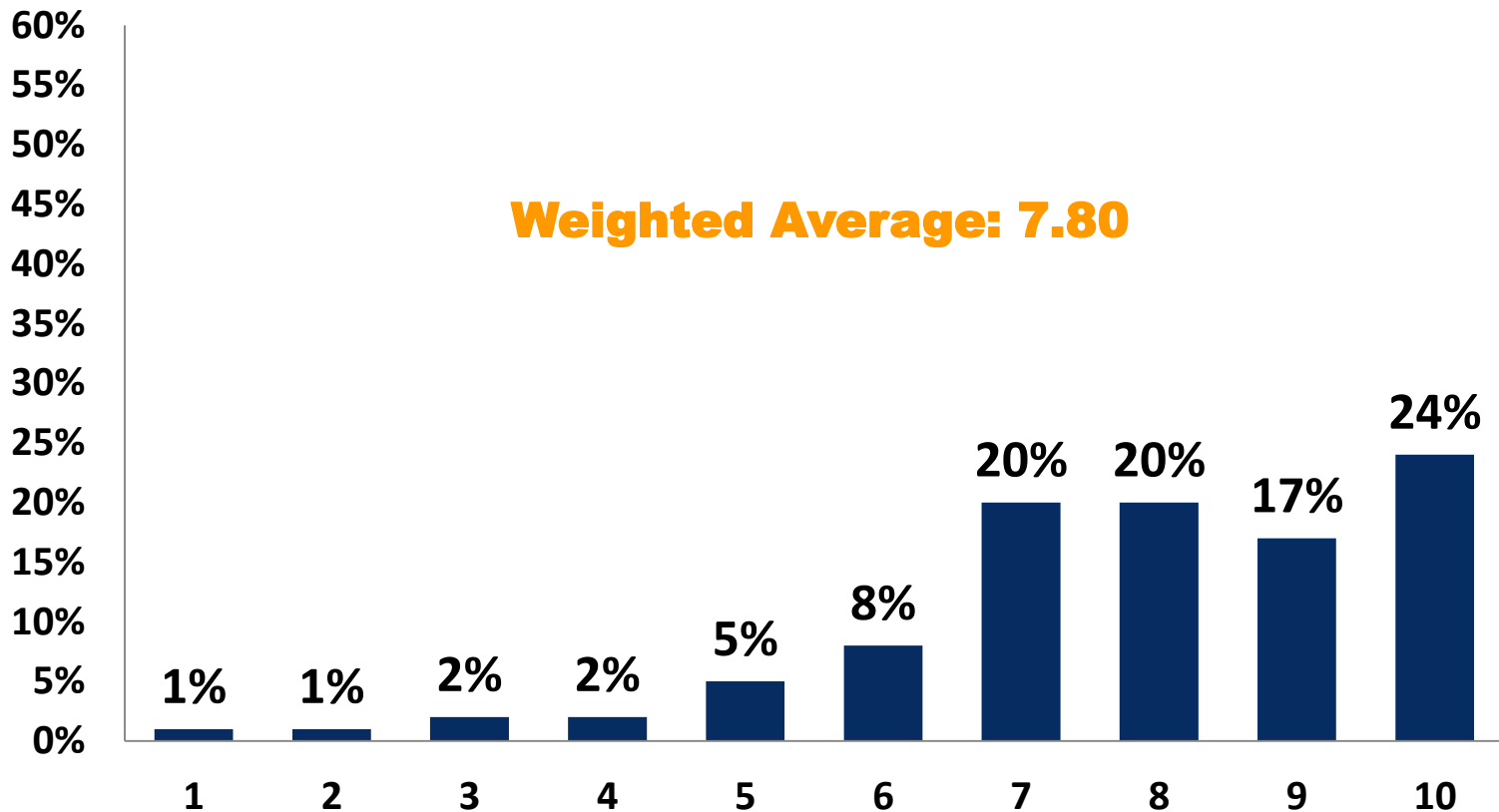
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 93 RESPONSES (99%)

#8. I feel as though the **demands** placed on me by the agency are **appropriate**.



10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 95 RESPONSES (100%)

#9a. Overall, most **aspects of my job** are **meaningful and a good use** of my time.



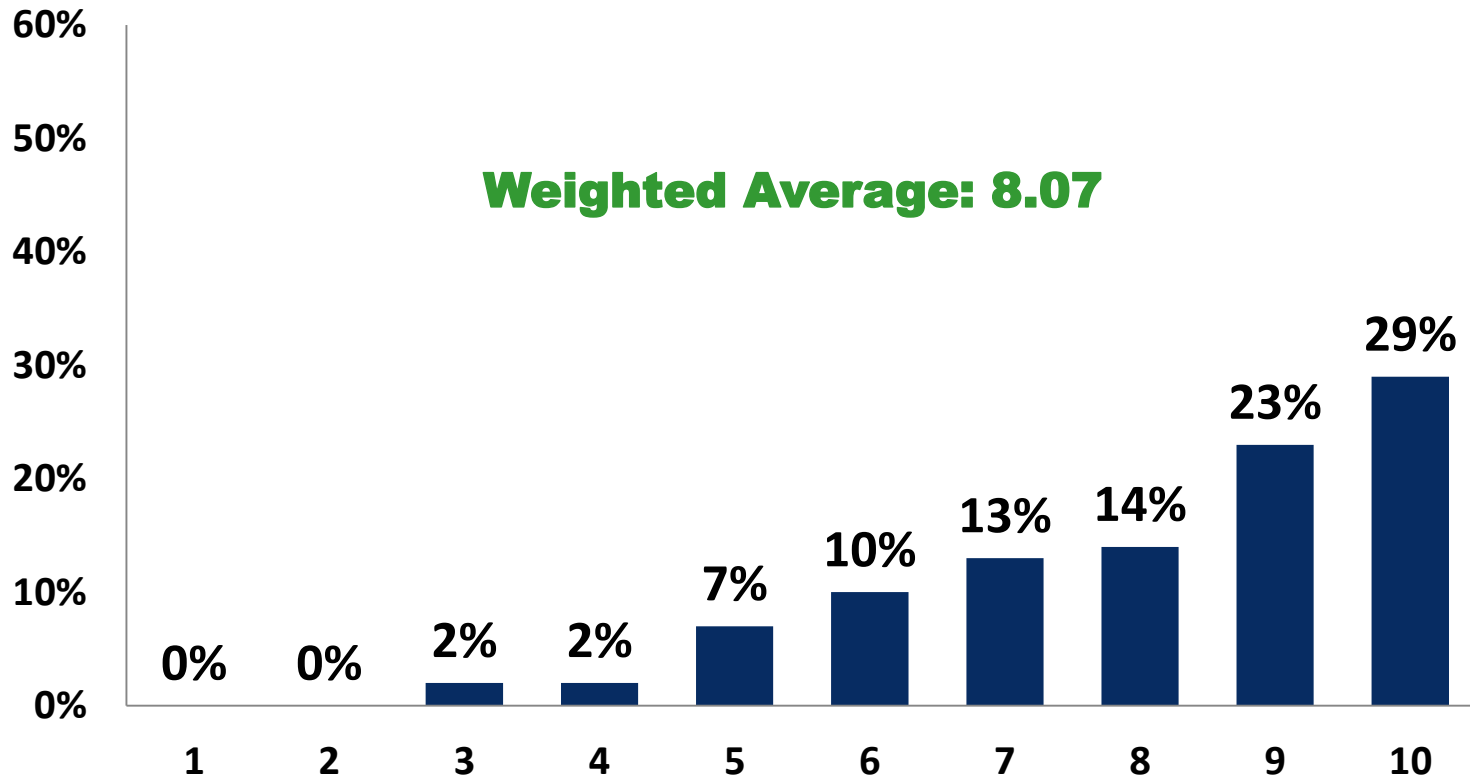
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 94 RESPONSES (99%)

#9b. If there are **aspects of your job** that are **not meaningful and/or a good** use of your time, **please list them:**

- **Time Entry & Expectations**
- **Paperwork/Report Writing**
- **Administrative Work (e.g. printing/scanning reports, placing in envelopes, data entry etc.)**
- **Meetings (e.g. LEAN, Agency Days, Peer Audits, Meetings, Supervision, Committee Work)**

BASED ON 24 COMMENTS OF 94 RESPONSES (25%)

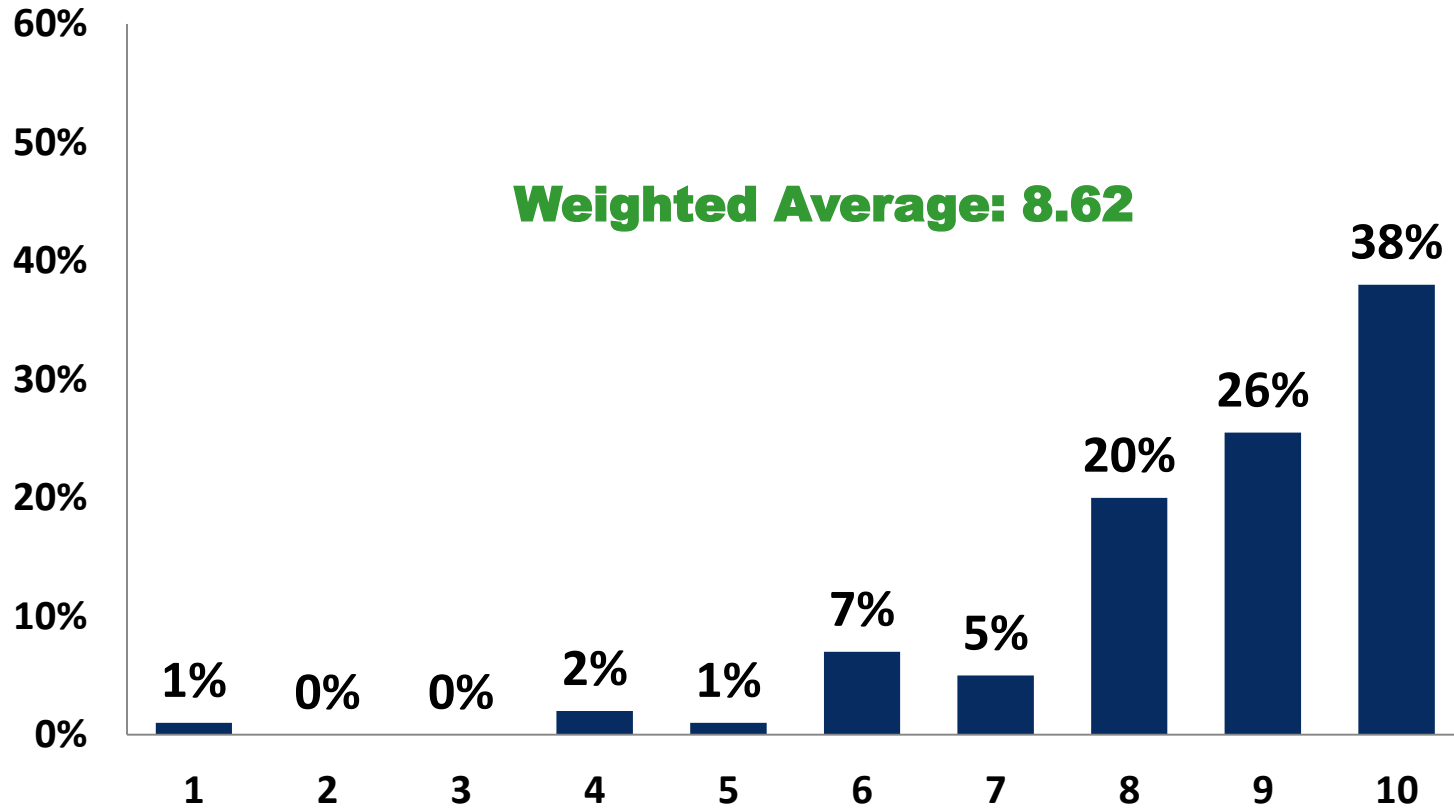
#10. My **Supervisor/Manager helps** me to do my job better.



10 point scale: 1=DISAGREE and 10=AGREE

BASED ON 94 RESPONSES (99%)

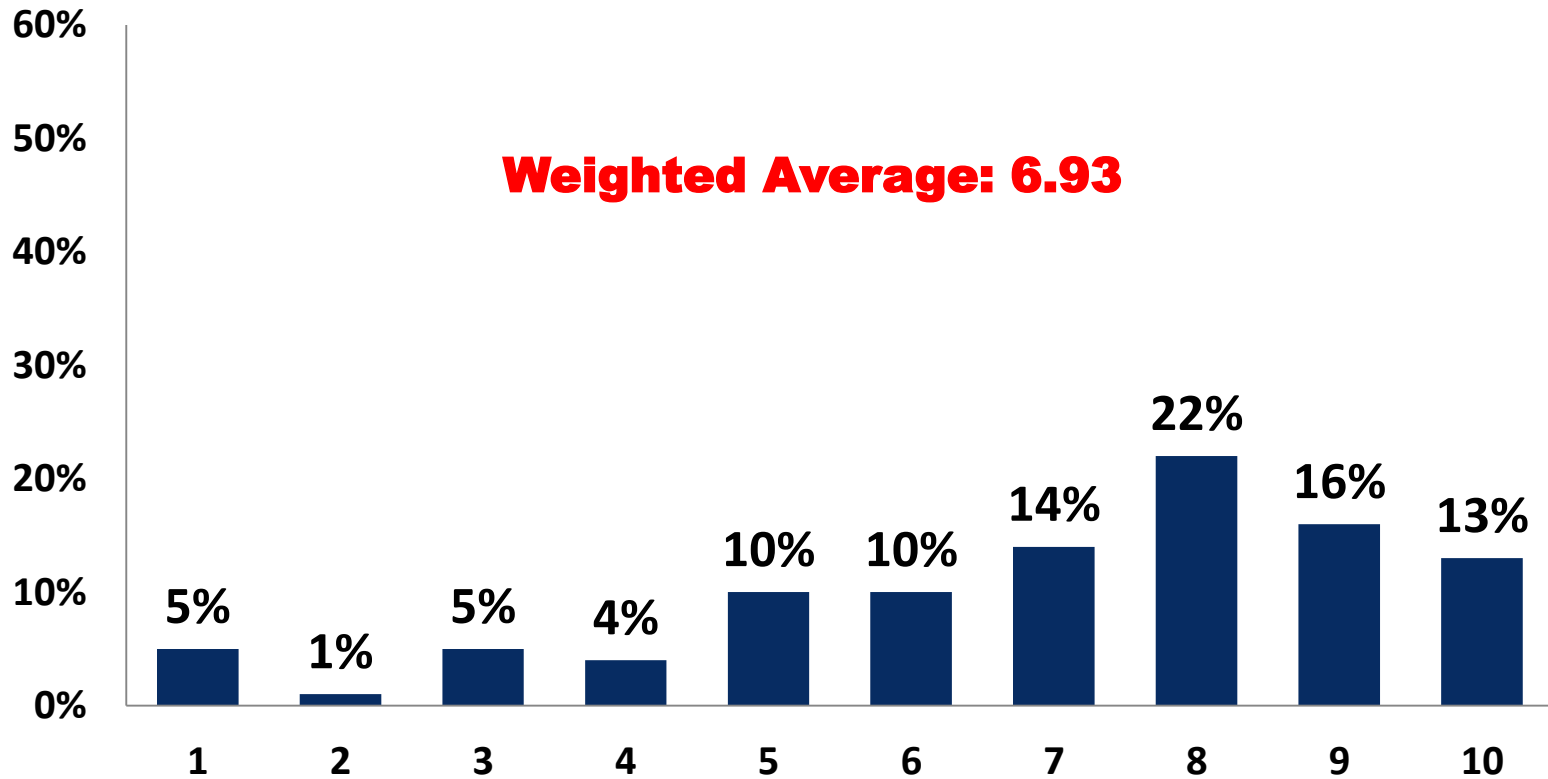
#11. **Access** to my **Supervisor/Manager** meets my needs.



10 point scale: 1=DISAGREE and 10=AGREE

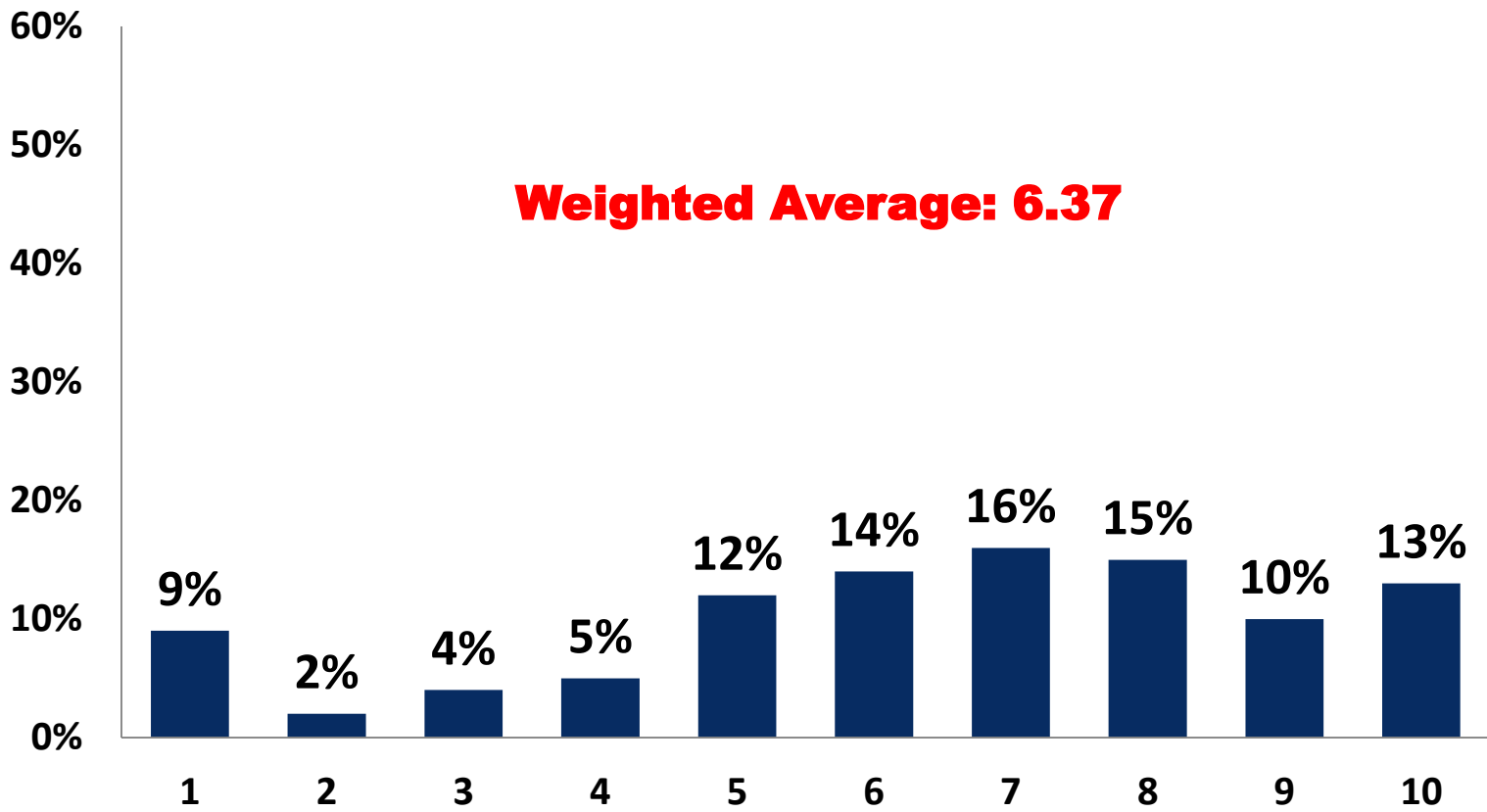
BASED ON 95 RESPONSES (100%)

#12. I am **satisfied** with how **communication flows** within the agency.



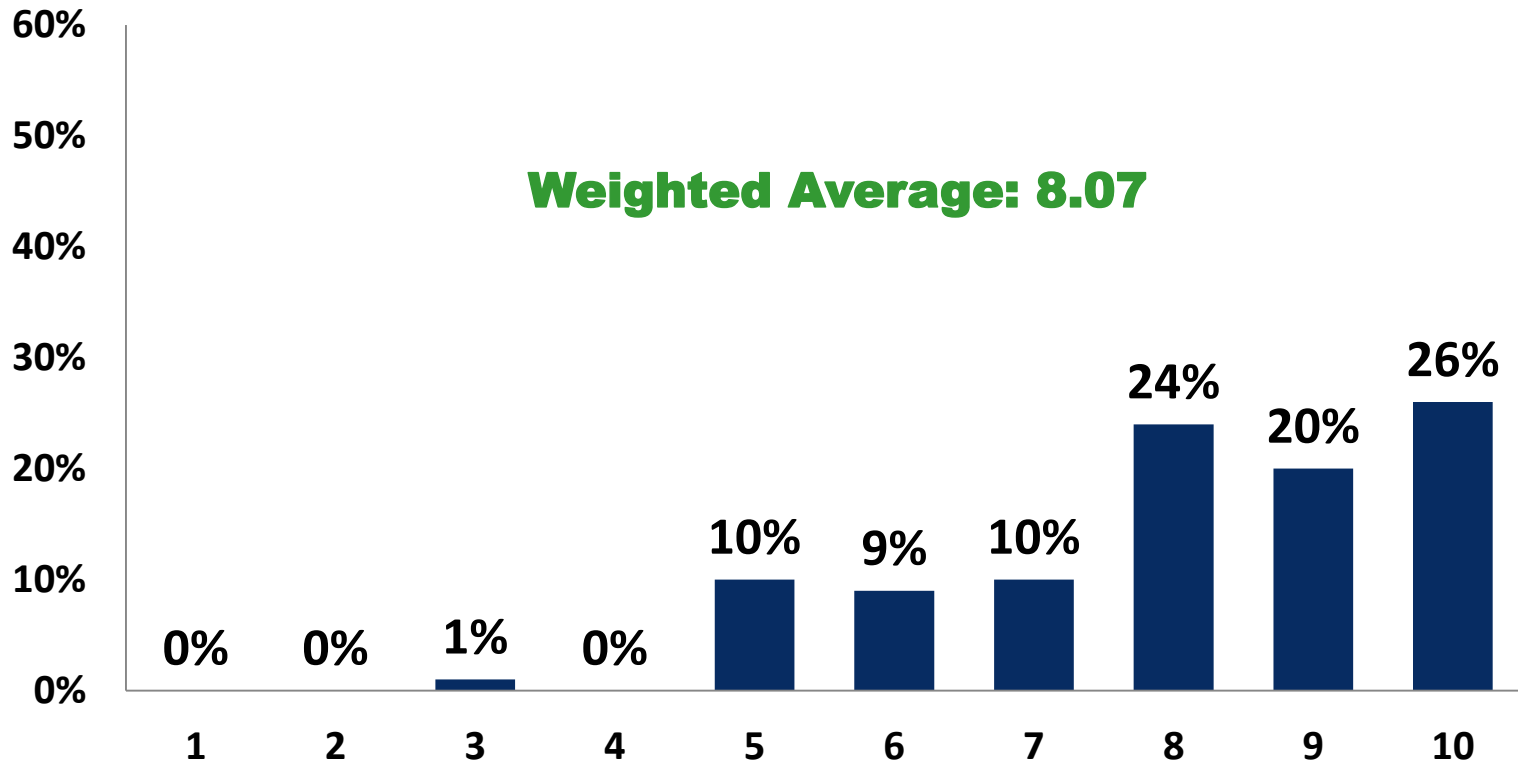
10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 94 RESPONSES (99%)

#13. The **pace of change** within the agency is **appropriate**.



10 point scale: 1=DISAGREE and 10=AGREE
BASED ON 95 RESPONSES (100%)

#14. I am **pleased** with the direction the agency is taking with the **new EAP program** through **Life Works**.



10 point scale: 1=DISAGREE and 10=AGREE

BASED ON 88 RESPONSES (93%)

#15. If we **missed anything** that you feel is **relevant** to the health and well-being of the agency, **please provide comments and suggestions** to improve this.

- ***73% skipped question***
- ***27% Responses in total***
- *12 Responses indicated “N/A” or “nothing”*
- *Therefore comments represented **15% of total participants***
- *Majority were general comments, making valid points (but not actually an answer to the question asked)*
- *Many comments/suggestions made were already covered in the Survey*
- *One area to consider for next survey relates to: **Physical Work Space** (this will be asked in the next survey)*

#16. What is **one thing** you would do to **improve the health and well-being** of the agency?

- ***47% responded to this question***
- ***53% skipped this question***
- ***Wide range of valid comments***
- ***Details will be included in report***

Pulse Survey - 2019



Areas of **STRENGTH** (weighted average: 8 >)

Growth Opportunities/Training

- “agency is very supportive of growth opportunities”
- “I get a wonderful amount of training...openness to suggestions if I am looking to learn more on a subject”
- “There have been lots of training opportunities at the agency over the last several years”

Supervisor/Manager (helps to do job better/access meets needs)

- “very respectful in giving direction”
- “very responsive, and able to guide practice when asked, great feedback”

New EAP program through Life Works

- “like what I see so far, and that a wide range of needs and wants can be met”
- “sounds good, haven’t tried it yet”

Pulse Survey - 2019

Identified Areas of Concern (weighted average 7 – 7.99)



- Using talents to full potential
- Feeling connected to CCTB
- Feeling comfortable bringing forward comments/concerns
- Demands of role
- Some aspects of job (not meaningful/good use of time)

Pulse Survey - 2019

Identified Areas of Concern (weighted average <7)

- Impact of LEAN
- Communication flow within the agency
- Pace of change within the agency



Pulse Survey - 2019

OVERALL KEY ISSUES IDENTIFIED (*in summary*)

FOCUSED AREAS FOR IMPROVEMENT

- **Pace of Change**
 - Too much, too soon (e.g. Lean)
 - Lots of changes
 - Staff feeling unheard; more consultation required
- **Differences in Perceived Value of Staff Time**
 - Time entry (reaching quotas); meetings, Agency Day etc.
- **Communication**
 - Disconnect between programs, onsite and offsite (unclear flow)
 - Feedback appears to “sit” for a long time (feel dismissed)
 - Shout-outs (celebrations) are focused on certain areas
- **Staff Roles/Duties**
 - Spread too thin, unrealistic expectations, under-utilized talents

LET'S FOCUS ON SOLUTIONS

1. Pace of Change
2. Use of Staff Time
3. Communication
4. Staff Roles/Duties



At your TABLES:

- Choose ONE or more KEY ISSUE
- BRAINSTORM ideas for improvement

“What can I do to improve this issue?”

“What can WE do to improve this issue?”

“What can MANAGEMENT do to improve this issue?”

- Assign Facilitator to each table (QA Member or other)

NEXT STEPS for QA Committee

- **Complete a Final Report**
- **Share Results**
- **Themes/Recommendations to be forwarded to Management**
- **Monitor and follow up**
- **Next Pulse Survey November 2019**

