



Children's
Centre
THUNDER BAY

Improving lives together.

Employee Pulse Survey Report

May 2016

TABLE OF CONTENTS

SUBJECT	PAGE
NEXT STEPS: Summary of Recommendations from the Quality Assurance Committee	2
PULSE SURVEY: Overview and Details	3
SURVEY RESULTS	
QUESTION #1: Do you feel proud to tell people where you work?	4
QUESTION #2: Do you have the tools you need that enable you to do your job effectively?	5-6
QUESTION #3: Do you have the opportunity to contribute to decisions that impact you?	7
QUESTION #4: Do you understand how your role contributes to the Mission of the Agency?	8
QUESTION #5: Do you trust the information you receive from Management?	9
QUESTION #6: Do you feel valued in the work you do?	10-11
QUESTION #7: On an average day, do you want to come to work?	12
QUESTION #8: Do you believe your attitude, opinions and behaviour impact your Team Members and Co-Workers? (positive and negative)	13
QUESTION #9: What/Who motivates you in your job?	14
QUESTION #10: If you were a Manager at CCTB, what are 2 things you would change to improve the workplace environment?	15-21

NEXT STEPS

On September 9, 2016, the Quality Assurance Committee reviewed the results of the *Pulse Survey*. Committee members (including: G. Ruberto, C. Childs, L. Mickelburgh, A. Racco, L. Joubert, J. Woronkewych, D. Niemi and D. Walker) were given the opportunity to provide their overall impressions. Together they reviewed and discussed the feedback provided for each individual survey question. It was noted that there were 95 respondents (out of a possible 120-130), indicating that up to 35 employees chose not to complete the survey which raised some concern by the committee as the reasons for this are not known and this portion of employee input was missed in this feedback process.

The committee is appreciative of all the feedback provided by staff, recognizing that every issue presented cannot be addressed specifically. The committee focused on themes and trends in identifying key recommendations for management's consideration as summarized below.

Areas of Focus	Recommendations for Management
Opportunities to Contribute	<ul style="list-style-type: none"> • Find ways to provide greater opportunities for employees to contribute to decisions that impact them directly
Communication/Trust	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ appears to be a need for management to “close the loop” and advise staff how and why decisions were made to avoid misconceptions; also important that these be revisited from time to time given the number of new employees
Feeling Valued	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review supervision practices and consider the following: <ul style="list-style-type: none"> ○ 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” <ul style="list-style-type: none"> ▪ make it an agency-wide practice to avoid other meetings being booked during those times
Workload Issues	<ul style="list-style-type: none"> • Monitor workloads more closely to ensure equity
Human Resources	
<p>It was noted that there have been some challenges regarding the communication of HR matters. The committee was informed that a new practice has been implemented whereby all communication regarding job postings, vacancies, expressions of interest etc. now come directly from HR rather than managers.</p>	
The committee noted some other areas that raise questions for management including:	
<ul style="list-style-type: none"> • Do we need to talk more about the Mission? • Are we connecting with each other and appreciating each other? • Do we need to simplify things? • Do we need to slow the pace of change? 	

OVERVIEW: PULSE SURVEY

A great workplace is one where employees feel valued and connected to the organization. Employee loyalty and satisfaction are crucial measures of organizational success. Recognizing this, the agency's Quality Assurance Committee decided that an employee *Pulse Survey* would be an effective method to gather valuable information from staff about the workplace environment at CCTB.

A *Pulse Survey* is different than a regular full employee survey because a *Pulse Survey* is brief and more specific in goal. The name "Pulse Survey" is based on an analogy between this type of survey and medical devices that electronically monitor the heart beat or pulse of an individual. A *Pulse Survey* is intended to allow management at varying levels to get a sense of the "health" of the organization and the employees working within it. A *Pulse Survey* is a great way to quickly recognize areas most in need of improvement.

DETAILS OF SURVEY

The *Pulse Survey* was open to CCTB for 10 days, from May 2 to May 12, 2016. This survey was offered to all CCTB staff with the exception of Supervisors and Management. It was offered in two ways – electronically through a web link in addition to a hand-filled hard copy.

As incentive to take the survey, those who completed it became eligible to win a draw for a \$50.00 gift card which was selected on May 13, 2016 during CCTB's *Agency Day*.

This brief survey included a total of 10 questions. For the first 8 questions, participants were asked to check the response that most accurately reflected their experience about their job and work place environment.

Five options were available including:

1. Never
2. Rarely
3. Sometimes
4. Usually
5. Always

While it is noted that odd numbered responses may inadvertently elicit more neutral responses from survey participants in general, this "five option" format is often preferred for a *Pulse Survey* in order to gather critical information along the spectrum. For the purpose of this survey, it is assumed that responses of "always" and "usually" are favourable while a response of "sometimes" is seen as ambivalent and more negative, along with responses of "rarely" and "never."

Participants were also given the opportunity to provide additional comments to each of these 8 questions. The final 2 questions were open-ended.

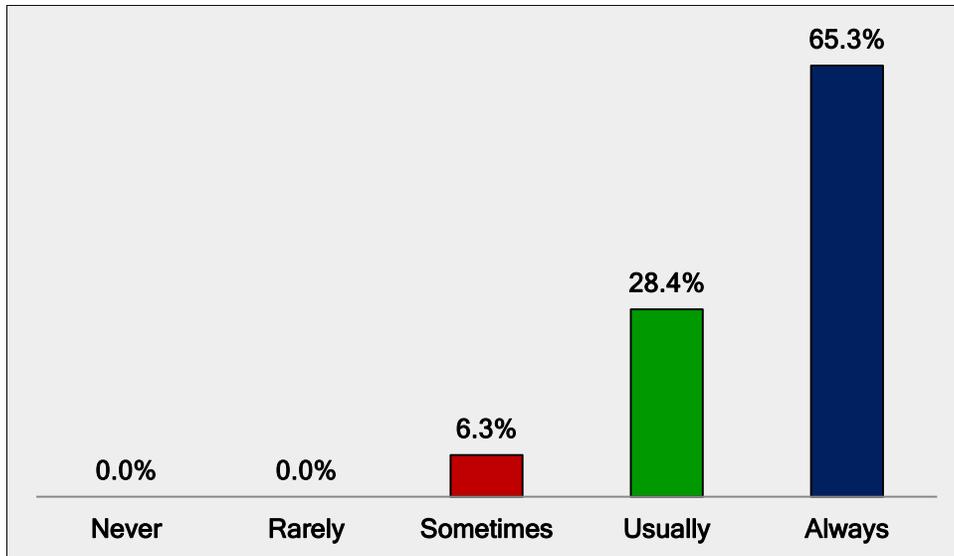
A total of 95 staff completed the survey, although some questions only had 94 responses. With a few exceptions, the large majority were completed electronically.

SURVEY RESULTS

Part 1: QUESTIONS 1-8

Participants were asked to check the response that most accurately reflects their experience about their job and the work place environment. Five options were available with an opportunity to provide additional comments.

QUESTION #1: Do you feel proud to tell people where you work?



94% responded favourably
6% responded more negatively

Overall Responses: 95 participants answered this question and approximately 94% responded favourably, indicating that they always or usually feel proud to tell people where they work, while approximately 6% responded with some ambivalence.

Additional Comments: 19 participants provided additional comments and the large majority of their comments focused on the great sense of pride that employees feel in working at CCTB. However, there was one comment that suggested an employee did not feel positive about the way they were treated by management. Virtually all comments were very positive and suggested that there are various reasons for feeling proud, noting the following themes:

Helping Others

- making a difference in the lives of children, youth and families of our community

Great Work Environment

- friendly, helpful, positive, caring, professional

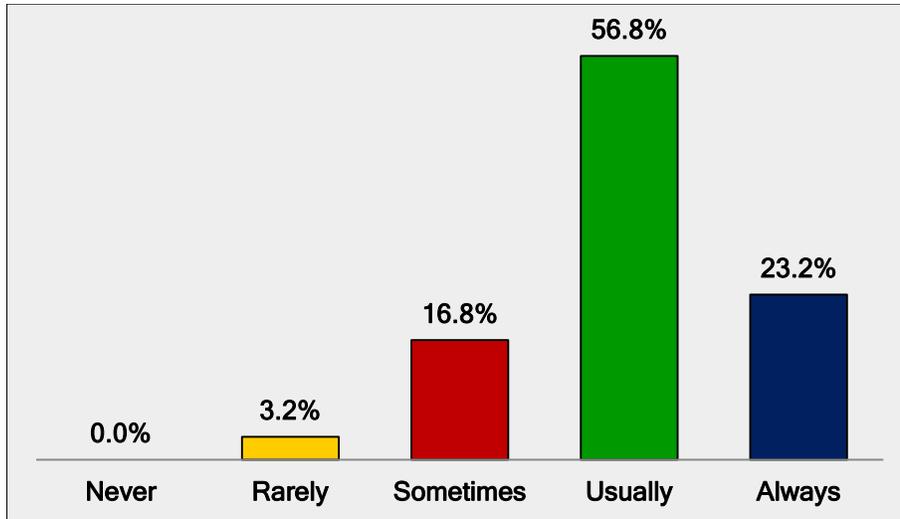
Positive Reputation

- respect from the community about the exceptional work of CCTB

Professional Development

- training, certifications and professionalism gained at CCTB

QUESTION #2: Do you have the tools you need that enable you to do your job effectively?



80% responded favourably
20% responded more negatively

Overall Responses: 95 participants answered this question and 80% responded favourably, indicating that they always or usually have the tools they need to do their job, while approximately 17% responded with ambivalence and 3% responded negatively.

Additional Comments: 24 participants provided additional comments and overall there were mixed remarks which focused on some key areas, including both positive and negative views:

Resources and Training

Approximately six comments indicated that employees are appreciative of the opportunities and financial support for training while emphasizing the following points:

- supportive managers
- guidance from peers and other professionals
- available clinical support and leadership

Approximately four comments identified concerns, noting the following points:

- limited formal training due to budget constraints
- prolonged decision-making about training requests
- some employees are required to gather and create their own materials and tools
- support/knowledge from co-workers/manager is not always available for certain specialized clinical work

Forms/Documents

Two comments were made, noting the following points:

- fill-in forms have space/formatting issues
- need for French documents

Work Space

One comment identified this as an area of strength, noting the clean, child-friendly space for parents to visit with their children.

Approximately seven comments suggested that there are ongoing problems with the physical work environment for the following reasons:

- difficult to focus and concentrate due to noise level in shared work space
- often left scrambling for meeting space (in front of clients)
- need for adequate play therapy space
- need for storage space of resources and material (for those who work mostly out of the office)

Equipment

Approximately five comments suggested that there are ongoing problems with the physical work environment for the following reasons:

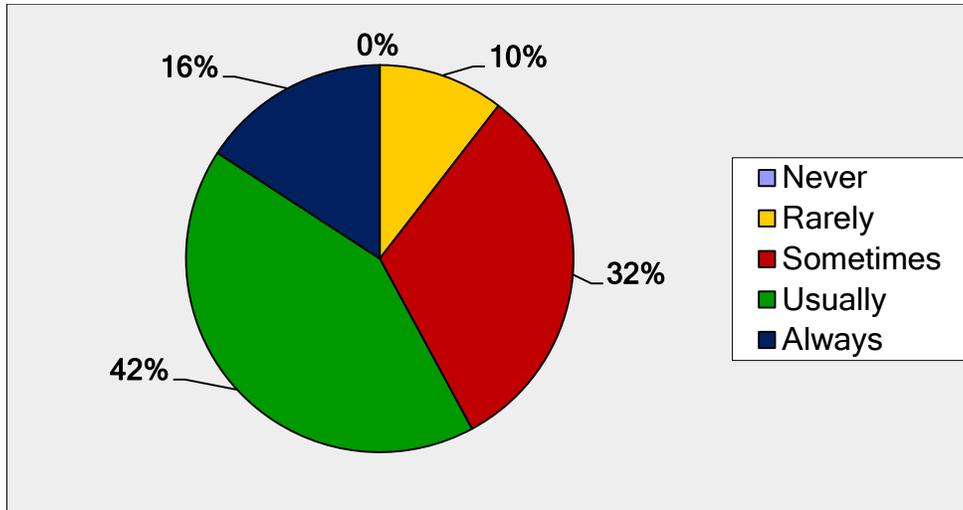
- slow computers; required to share with many people
- need for proper videotaping equipment to support clinical work (room 141 and 142)
- would benefit from a small printer to use off site

Other

Approximately five comments suggested that there are other areas of concern including:

- no ability to text clients who have cell phones with limited plans
- closure of program; need to learn from this and gain greater understanding about the barriers
- worries about silos being created again with restructure; lack of knowledge about some programs within the agency
- some policies can get in the way of doing good work with kids
- not enough time to prepare for and complete work
- not enough materials available

QUESTION #3: Do you have the opportunity to contribute to decisions that impact you?



58% responded favourably
42% responded more negatively

Overall Responses: 95 participants answered this question and 58% responded favourably, indicating that they always or usually have the opportunity to contribute to decisions, while 32% said this happens only sometimes and 10% said this rarely happens at all.

Additional Comments: 28 participants provided additional comments and overall there were mixed remarks as many indicated strength, while many also suggested that there is room for improvement in this area, noting the following views:

Strengths

Approximately 50% of the comments were positive and indicated that there are various opportunities to provide input into decisions such as:

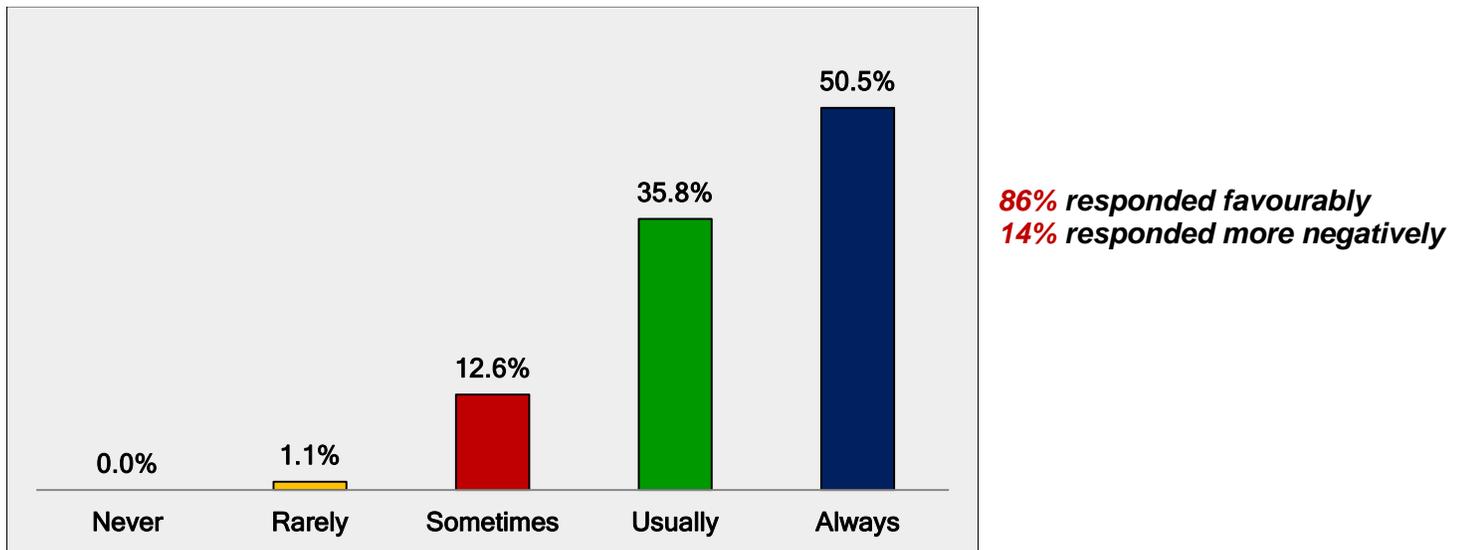
- supervision
- town hall meetings, staff meetings, team meetings
- union meetings
- agency day
- e-mails
- surveys
- multi-disciplinary approach

Opportunities for Improvement

Approximately 50% of the comments indicated that this is an area of concern, noting the following points:

- feedback may be sought but input is not really considered or the decision has already been made
- sometimes decisions are made, manuals are updated and new systems are created with no input from the one who does the job
- decisions at higher levels are non-negotiable; too much management in decision-making process and not enough input from front-line staff (e.g. program closure)
- managers don't ask, they assign or give more responsibilities without input from staff

QUESTION #4: Do you understand how your role contributes to the Mission of the Agency?



Overall Responses: 95 participants answered this question and approximately 86% responded favourably, indicating that they always or usually understand how their role contributes to the overall mission of the agency, while approximately 13% responded with some ambivalence and 1% responded negatively.

Additional Comments: 8 participants provided additional comments and overall there were mixed remarks as many comments indicated strength, while many also suggested that there is room for improvement in this area, noting the following views:

Strengths

Five comments suggested that employees have a positive understanding of how their role contributes to the overall mission of the organization.

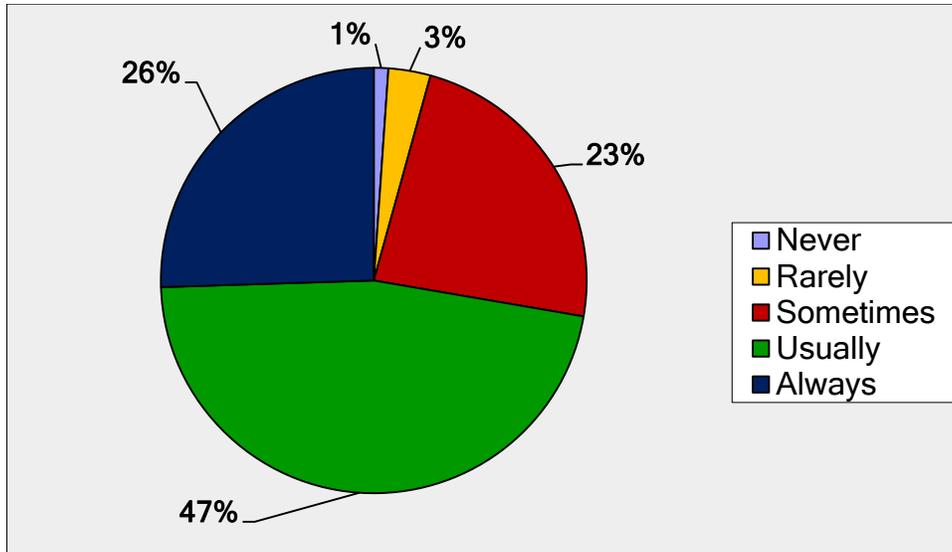
- Many indicated a sense of pride in the work of CCTB, particularly as it relates to the beneficial impact on children and families which is central to this work. A comment was also made about the role that CCTB employees play as a partner within the community.

Opportunities for Improvement

Three comments suggested that there is room for improvement in this area.

- One comment suggested that the role should be more direct service at all times and less on scheduling issues, driving and answering phones.
- One comment suggested that there is a struggle at times in understanding the fit of a particular role with the rest of the agency.
- One comment suggested that this is no longer as important as it once was as it relates to the goals of the agency.

QUESTION #5: Do you trust the information you receive from Management?



73% responded favourably
27% responded more negatively

Overall Responses: 94 participants answered this question and approximately 73% responded favourably, indicating that they always or usually trust the information they receive from management, while 23% responded with some ambivalence and 4% responded negatively.

Additional Comments: 14 participants provided additional comments and overall there were mixed remarks as many comments indicated strength, while many also suggested that there is room for improvement in this area, noting the following views:

Strengths

Approximately 50% of the comments were positive and indicated that there is trust in the information received from management, noting the following views:

- there is positive, thorough, open and honest communication from management
- transparency has been improving
- there is no reason to mistrust management
- information and facts are gathered by management before sharing with staff

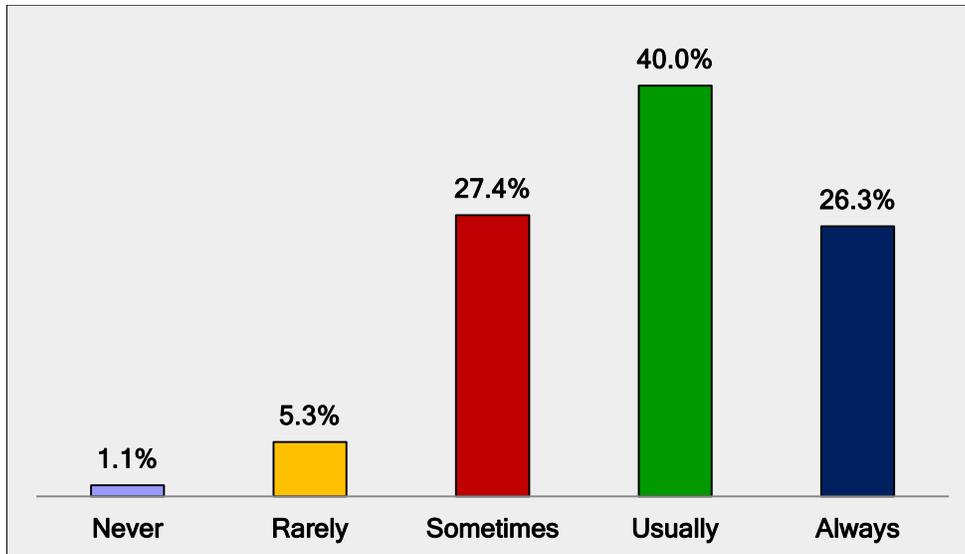
Opportunities for Improvement

Approximately 50% of the comments identified some concerns related to the level of trust in the information provided by management, noting the following views:

- at times there is ambivalence due to the sense that personal judgements are being made by management or when there is no follow up with staff or a lack of respect by management
- some can feel misled when it seems like everything is ok and then a major decision is made unexpectedly by management that impacts them
- some can feel unsupported and confused if their manager tells them what they think they want to hear or when they get information from a team member before their own manager

One comment suggested that the issue is not about trust. Rather, it is about the disconnection that is developing between upper management and front-line staff. It was suggested that there is a lot that can be learned when Senior Managers or Program Managers connect directly with front line staff, outside of town halls.

QUESTION #6: Do you feel valued in the work you do?



66% responded favourably
34% responded more negatively

Overall Responses: 95 participants answered this question and approximately 66% responded favourably, indicating that they always or usually feel valued in the work they do, while 27.4% responded with some ambivalence and 6.4% responded negatively.

Additional Comments: 17 participants provided additional comments and overall, there were mixed remarks. Approximately 40% of the comments were entirely positive and indicated that these employees feel highly valued. Approximately 35% of the comments identified strengths along with some issues of concern. Approximately 25% of the comments were entirely negative and indicated that this is an area of concern. These views are summarized below:

Strengths

Of the many positive comments provided, the following are noted specifically:

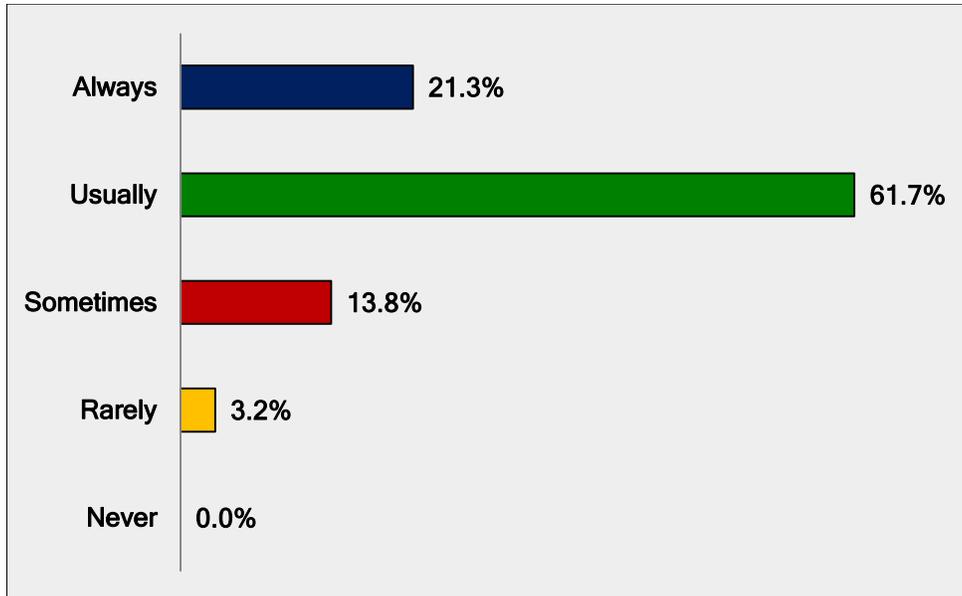
- “positive feedback...management, senior and CEO”
- “workload is big but support is there when needed”
- “more recently, agency-wide management is more validating and friendly”
- “get validation from my direct supervisor”
- “told on a daily basis the good work that I do with children”
- “I truly believe I am valued”
- “I feel valued by my clients and colleagues everyday”
- “I feel my work is valued by my co-workers and families”
- “clinically, I feel extremely valued”

Opportunities for Improvement

Several respondents suggested that they feel valued by their colleagues and the families they work with but suggested that this is not adequate. Other comments focused exclusively on the need for positive validation from the organization and more specifically from management.

- One comment indicated that actions speak louder than words and while employees may be told they are valued, they may not be treated in a way that makes them feel valued.
- One comment indicated that managers can get so busy that they are unable to give the time needed to staff to discuss important decisions, which is a real concern. It was also suggested that little things can go a long way (e.g. say hi to workers when you see them at the office or make a point to go offsite to say a quick hello; or a simple thank-you or “I noticed this...that is great because...that's a strength of yours”).
- A few comments indicated that some employees feel very valued by their clients and colleagues but not from management or the agency overall.
- Two comments indicated that they do not feel valued when a program manager has to advocate for accommodations and space, or when they feel like they have to “beg” for clinical resources that take so long to get (e.g. laptop or recording equipment).
- One comment suggested that certain people may get recognized more than others because they do more visible work (or are perhaps more gregarious). However, there are many others who do good, consistent and reliable daily routine work, who could also benefit from more overt gestures from time to time.
- One comment suggested that monetarily, they do not feel valued.
- One comment suggested that more recently they have not felt valued but are not entirely sure why that is.
- One comment suggested that committee work seems to be getting harder but it no longer seems to be valued.

QUESTION #7: On an average day, do you want to come to work?



83% responded favourably
17% responded more negatively

Overall Responses: 94 participants answered this question and 83% responded favourably, indicating that they always or usually want to come to work, while approximately 14% responded with some ambivalence and approximately 3% responded negatively.

Additional Comments: 22 participants provided additional comments and overall, the majority of them (80%) were very positive, indicating that employees really enjoy their jobs at CCTB. Of the more negative comments made, many suggested that this is due to personal/family matters which can impact their energy and motivation at work. These views are summarized below:

Strengths

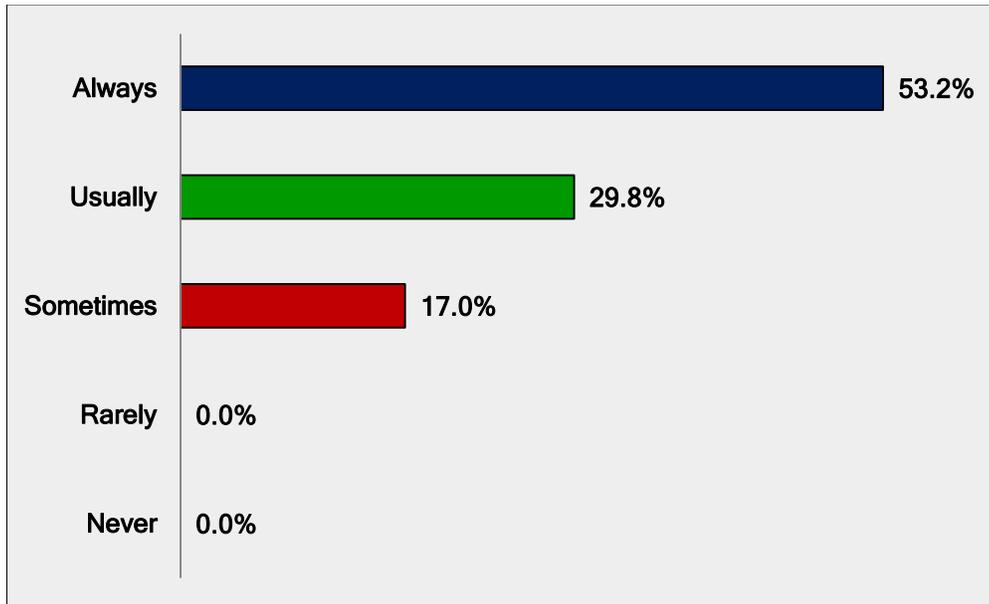
Of the many positive comments made, the following are noted specifically:

- “feel competent, valued, contributing in helping others”
- “I look forward to work”
- “I enjoy this job for the rewarding feeling I get from working with families”
- “I have never been happier, fortunate and thankful for being able to take a step out of crisis work and let my creativity shine”
- “95% of the time I do want to come to work as I enjoy my job”
- “every day brings new information and challenges...”
- “love my job, clients, co-workers and the environment!”
- “I would do what I do, seven days a week, twelve hours a day if I could”
- “flex time and family responsibility time has saved me many times! that is a great perk!”

Opportunities for Improvement

Three comments were specifically related to the organization. One comment focused on the need to consider the burnout rates of residential and day treatment staff, suggesting that CYW's need to continue to advocate for positions that are outside of this work (e.g. schools). Another comment highlighted on the multiple demands connected to case management and documentation which can be overwhelming. Another comment indicated that one can feel alone and isolated in work when a team is falling apart and there is little hope that things will change.

QUESTION #8: Do you believe your attitude, opinions and behaviour impact your Team Members and Co-Workers? (positive and negative)



83% responded favourably
17% responded more negatively

Overall Responses: 94 participants answered this question and 83% responded favourably, indicating that they always or usually believe their attitude, opinions and behaviour impact others at work, while 17% responded with some ambivalence.

Additional Comments: 14 participants provided additional comments and virtually all of them suggested that they do believe they impact others at work. These views are summarized below:

Overall Impact

A number of respondents focused on the impact that people have on each other in the work place. Some respondents suggested that negativity seems to produce more negativity. One respondent stated that it had been incredibly difficult to be positive, especially over the last five months due to the negative attitude on the team, making it feel hopeless about positive change.

One comment explained how a positive attitude is energizing while getting stuck in negativity is depleting. At the same time, it was also noted that it is important to ensure that genuine concerns are not dismissed as someone just having a “bad attitude.” Effort should be put into addressing concerns so employees feel validated and are not simply dismissed as “complainers.”

Some respondents indicated that teams must work together, support each other and rely on one another, so the stronger the relationships are, the better the work is. Another respondent discussed how everyone brings different skills and experience to the table and another stated that it is a fair process when everyone has a chance to voice an opinion and join a discussion. Some respondents described their own efforts in trying to be positive at work, including:

- “we learn and respect each other’s opinions and knowledge”
- “I always try to think of solutions and how to reach goals”
- “I try to be strength-based in my approach”
- “I feel that my behaviour, attitudes and opinions generally have a positive impact”
- “attitude is everything!”

Part 2: QUESTIONS 9-10
Participants were asked to respond to two final open-ended questions.

QUESTION #9: What/Who motivates you in your job?

86 participants responded to this question and the most common answers include the following themes:

Meaningful Work

The majority of responses suggested that employees are highly motivated by the work itself, especially when they have opportunities to observe first-hand, the positive outcomes for children, youth and families. Many employees indicated that they have a “love” or “passion” for the work they do at CCTB.

Clients

Numerous responses indicated that employees feel a genuine commitment to their clients, whether it is children, youth or families. Many respondents talked about the personal rewards that come from working directly with their clients.

Co-Workers/Team/Manager

Many respondents expressed a high level of comradery within the work environment. Many talked about their co-workers and teams favourably referring to them as passionate, dedicated, trustworthy and professional which can be motivating factors.

“Laughing and sharing with co-workers gets me through the tough days.”

Some employees emphasized how their supervisor/manager can also be motivating, particularly when they are given positive feedback from that person.

Professional Growth

Some comments focused on the training they have obtained through CCTB as well as solid clinical discussions and formulations which contribute to motivation in their jobs.

Compensation

A few respondents indicated that it is the income, benefits and holiday time that are motivating factors in their jobs.

Personal Life

Some respondents talked about aspects of their personal life that motivate them in their jobs.

QUESTION #10: If you were a Manager at CCTB, what are 2 things you would change to improve the workplace environment?

80 participants responded to this question and the most common answers include the following themes:

Role of Supervisors/Managers

Numerous respondents stated that they would want to see some changes in their supervisor/manager and this general category was noted as one of the most significant things that employees would want to see change.

It should be noted that there were some positive comments in this area as well and one respondent spoke very favourably about a manager and described that person as “very supportive, a great listener and available any time.”

The following subcategories were noted in this area:

Team Building

Some respondents talked about the importance of opportunities for more team outings and retreats as this would allow for relevant discussions and serve to avoid division within the team.

Increased Supervision Time

Numerous respondents discussed the need for more supervision time on both a regular and ad hoc basis for clinical consultation and direction. It was suggested that managers need to be more accessible and easier to get a hold of when needed, perhaps establishing daily office hours.

One respondent noted that there have been attempts to provide more office time which has been much appreciated however managers are still often unavailable or time with them can feel rushed. Another comment was made, indicating that some managers do “walk-throughs” to touch base with staff and this has been noted and appreciated by staff.

Support and Professional Growth

One respondent suggested that their manager does not really understand their work and is not invested in it as a result. Several other respondents provided suggestions for managers in this area including:

- advocate for the well-being of their team as a priority
- spend more time with employees and provide opportunities to listen to their staff
- support, challenge and help employees reach their goals
- balance positive reinforcement and encouragement with constructive criticism
- advocate for high standards but also be realistic, setting attainable goals, targets and expectations as this would improve employees’ sense of efficacy and morale
- start from the position of believing in the work that their staff do and allow them to do it to the best of their potential as opposed to a position where staff need to prove their worth

Clinical Supervision

Some respondents indicated a need for better clinical supervision with a greater focus on clinical discussions within a range of interventions. One respondent stated that clinical discussions of cases should be the priority and not just a focus on caseload management and paperwork requirements. It was also suggested that supervision should include a more psychodynamic and reflective practice approach. Further, it was noted that the agency should invest in solid clinical supervision training.

Workloads

Some respondents discussed the need for managers to advocate to ensure manageable workloads for their staff. It was also suggested that managers need to monitor staff workloads and redistribute cases fairly whenever possible.

Building and Physical Work Environment

Numerous respondents stated that they would want to see some changes in the building and physical work environment. This general category was noted as one of the most significant things that employees would want to see change.

The following subcategories were noted in this area:

Building Layout

Several respondents discussed the need for changes within the building itself. There were concerns expressed about it not being set up to allow confidentiality for those we provide services to. It was also noted that it is not functional for certain types of clinical work including the IBI program. Additionally, it was suggested that the layout and design of room 131 needs to be changed since it is used for groups and meetings. Other comments suggested the need for more treatment space and access to materials along with proper videotaping equipment for the play therapy room and/or meeting rooms (2nd floor). Other comments focused on the need for a more spacious building overall with easier access to rooms (e.g. swipe fobs used in stairways and copy rooms as opposed to keys).

Designated Employee Space

Numerous respondents indicated that there is a need to create space specifically for employees for two major reasons:

- Coffee/Lunch Breaks (for all staff including management)
 - inside: a gathering place (not a work area) with a comfortable couch or chairs and a sink to meet with co-workers, eat lunch and share coffee
 - outside: a picnic table where staff can sit and have lunch on a nice day (where people are not smoking)
- Wellness/Relaxation
 - low lighting, comfortable seating, table, cd player with relaxing music, artificial candles, yoga mats/blankets to sit on the floor
 - could be booked out by individual employees or teams to begin/end a team meeting or drop-in for a short mini break during the day

Entrance and Parking Lot

Some respondents indicated that overall improvements are still needed in the parking lot. One respondent said that the potholes in the parking lot need to be fixed. Another stated that it can be frustrating walking from the Push Gym when it is pouring rain and windy out. Another suggested the need for a safer entrance way and exit for children who may easily run out the door into the parking lot and road.

Interior Decorating and Cleanliness

A few respondents suggested that the environment should be cleaner. Others suggested that the building is in need of interior decorating and warmer paint colours. In particular, some rooms are more specifically in need of this (i.e. 142, 219, pool room, 2nd floor waiting area).

Enhance the Common Area

A few respondents suggested that the common area should be improved in terms of its décor. It was also suggested that it should have a printer because those who use it are required to go all the way over to the printer room to retrieve printed documents. It was also suggested that this may not be the best place for confidential conversations and phone calls.

Human Resources/Conditions of Employment

Several respondents stated that they would want to see some changes in the following areas:

Flexible Work Schedule

Several respondents indicated that the reduced work week should be an option as many employees would value opportunities for flexible hours and days of work. Several respondents suggested that this is important for a better work/life balance. It was suggested that “putting staff first, means putting our clients first” and that the best quality of service would be delivered by healthy, energized and productive staff.

It was suggested that this is also very important for part-time employees and having the option of working the required hours within fewer days allows a better work/life balance and healthier state of mind even for those who do not work on a full-time basis.

Training and Orientation for New Employees

One respondent suggested that a more in-depth and supportive training process would be helpful regarding SDMS, CIMS documentation (expectations), treatment processes and relevant resources. Someone suggested that they had felt as though they had been “thrown” into the job with little support and understanding of the critical agency processes. It was also suggested that a good introduction to the agency and all of its programs, services and people would be helpful when hired on as a new employee.

Workload

It was suggested by some respondents that there should be more time for the actual job responsibilities and decreased paperwork requirements. It was also suggested that the agency should hire more staff to allow creative ways to address wait lists.

Contract Employees

One respondent indicated that it would be important to decrease the uncertainty for contract employees by providing more consistent information about future employment opportunities.

Training and Credentials

One respondent suggested that there should be better matching between agency workers and the specific needs of diverse children and families. It is thought that there are times when employees are doing work that they are not necessarily trained for. Although managers often try to match effectively, there are still gaps in specialties. There was also a comment made about the importance of fit on a team or within a specific job. It was noted that in any helping profession there are sometimes challenges which may be too intense and difficult to manage on a consistent basis. For some, if the fit is not there, then other options should be looked at; these difficult questions need to be asked.

A few respondents suggested that there should be less emphasis on credentials. Specifically, it was noted that in another community organization, CYW's are in case manager/social work positions.

Job Postings/Expressions of Interest

One respondent suggested improvement in job postings and another stated that we should get rid of "expression of interests" for jobs.

Mental Health Day

A few respondents suggested that staff should get a mental health day.

Work Place Incentives

One respondent suggested the implementation of more work place incentives.

Decision-Making

Numerous respondents expressed a strong desire to improve decision-making processes within the agency. Transparency was identified as critical by many respondents as it was noted that it is sometimes difficult for staff to understand where decisions are coming from or how they were made. Additionally, staff expressed the need to have the opportunity to contribute to decisions that impact them (question 3 of this survey). Some respondents indicated that they have been given these opportunities to provide feedback many times but they feel it is not really considered.

"If things are not going to change then do not ask for feedback"

It was suggested that feedback should be valued and welcomed in a non-judgemental manner and should actually be given due consideration when it is sought. It was also suggested that a thorough understanding of the issues is critical before acting on a decision. Therefore, staff input and opinions are necessary from those who have the knowledge and who will be directly impacted in a service/program. It was also suggested that community partners should be consulted when making decisions about a change in procedures. Another respondent suggested that when decisions are made, then they should hold. One respondent expressed frustration in learning to do a report one way and then finding out it was changed just shortly after.

One respondent noted that program specific issues should be addressed in a more timely manner as there was a sense of frustration in the length of time it takes when a team need is identified to the time when it is addressed (e.g. recording equipment with usable software; waiting for a year with no estimated time of completion).

Staff Appreciation/Motivators

Numerous respondents expressed the desire for acknowledgement of their contributions to the agency. It was suggested that managers should notice the work that is happening on a daily basis by being supportive and positive in a genuine way because ultimately, it is the daily work that keeps the organization afloat.

“It is the little things that make the biggest differences in the work that we do.”

It was noted that there is frequent acknowledgement of large events, projects and accomplishments but feeling valued on a day-to-day basis is equally important especially when a manager appreciates extra work, quickly finished tasks and other things that make programs run smoothly on a daily basis. It was indicated that these are often left unacknowledged but would make employees feel that they are valued every day (not wait for a town hall meeting).

“It's not just big things that make big differences.”

Some respondents indicated that managers should consider the thoughts of those who are less vocal as they have strengths and good ideas too so managers should think about how to tap into those ideas. It was also suggested that there should be more involvement and inclusion of staff who work at sites outside the main office.

It was suggested by many that appreciation of staff can be done in simple little ways such as:

- “more positive feedback specific to staff and their skills; debrief after a long day of dealing with aggressive behaviours”
- “treat staff in a strength-based way; focus on what the strengths are and what people are doing right”
- “give more recognition”
- “validate and empower your staff; celebrate”
- “recognition and thanks in smaller ways (a note, a sticky)”
- “make a point to give positive feedback and pats on the back”
- “review evaluations from presentations done by staff”
- “acknowledge efforts, work dedication and positives of staff”

Some respondents indicated that concrete motivators would make employees feel appreciated such as motivational poems, plaques, e-mails and successes. One respondent suggested time for “more silliness” and friendly competitions (e.g. win a CCTB mug for the most timely CIMS entries).

Communication

Numerous respondents expressed a strong desire to improve communication within the agency. One respondent suggested that managers should make every attempt to get feedback from staff to determine their needs (e.g. tools, supervision, training, realistic work load, support) in order to provide the best possible service to clients. Comments were made in the following areas:

Timely

- should be a system in place to relay important or sensitive programming information

Transparent

- clear and transparent communication from management to front-line employees

Frequent

- more frequent feedback and increased level of communication from management to front-line employees

MLT Issues

- higher advocacy by managers of team needs
- sharing topics discussed at MLT to individual teams

Changes

- communicate the "coming and goings" of staff and programs; often don't hear of someone leaving CCTB to wish them well or to properly welcome new staff

Feedback Loop

- “open door” policy
- listen to staff re: what is relevant and what is not

Organizational Change

One respondent suggested that it would be important to take a little step back from expanding the organization to focus more on the foundation (of workers) that makes CCTB so strong. It was noted that "polishing the nuggets" is more important at this time, in order to promote a culture that shares resources and increases everyone's awareness of the programs that exist within the agency. Because there has been a lot of new staff and change, it is time to slow down and focus on breaking down the silos. In two words “empower and connect.”

Service Delivery

A few respondents suggested change in service delivery. One suggestion was specific to case managers in day treatment and it was suggested that there should be consistency with just one

or two case managers. Another respondent suggested the need for a smoother, easier process for internal referrals between programs.

Agency Connection

One respondent suggested the need for more interaction with employees who work in other program areas as this may help to gain greater understanding of what others do and create opportunities to seek each other out for clinical support.

Some respondents commented on staff meetings and agency days specifically. It was suggested that there should be more but shorter staff meetings. Some people suggested that they would like to see changes in agency days. One respondent suggested that there be no agency days unless they are clinically focussed as they prefer clinical meetings on relevant issues that are limited to those who are in the same area (i.e. team related, or clinically related, instruments such as CANS). Two others suggested that they did not really like the games and activities planned on agency days because they are not productive and can be anxiety provoking.

Other

Two respondents suggested that we should reduce the luncheon meetings and reduce the amount of food waste.

Another respondent stated that it would be appreciated if everyone including managers (even senior management) would use this approach: knock and ask if the person in the office has a minute as opposed to an approach where they enter the office and start talking about whatever it is they need, which implies that whatever the person was doing is insignificant.

It was also suggested by one respondent that managers should support employees during the negotiation process in a wage increase.

No Changes

Several respondents indicated that there were no changes needed at this time and/or they could not think of any changes to suggest.

- “as of now, there is nothing I would change”
- “I am relatively new so am still learning about CCTB so currently cannot provide any input”
- “management at CCTB is pretty awesome”
- “I really have no complaints”
- “my manager really works hard at looking out (for) what is best for us”