

# **TOUCHSTONE FAMILY ASSOCIATION**

STAFF SURVEY RESULTS  
**2018**

Prepared by Dyad Projects for  
Touchstone Family Association



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## INTRODUCTION

This is a report of the results from the Touchstone Family Association (TFA) staff survey completed by 35 individuals in June 2018. This report was prepared by Adele Ritch, Program Evaluation Consultant with DYAD Projects. This survey was conducted using the internet based Survey Monkey software.

The intent of the survey is to provide feedback from staff to the organization regarding the work environment. This report summarizes the findings from the 2018 survey and notes substantive changes in findings from the last survey in 2016. In addition, this report notes trends over the last 10 years.

Survey questions ask staff to rate the organization on several aspects and provide opportunities for comments and suggestions. These comments are included in the report. Where several people answered similarly, the comment is reported once followed by a number in brackets indicating the number of times that comment was made.

## SUMMARY OF RESULTS

### STAFF PROFILE

In 2018, 17% of staff reported having been employed by TFA for less than a year, less than the 23% that was reported in 2016. The number of staff working for 1-3 years at TFA remains steady at 14%, and those employed for 4-6 years increased slightly from 10% to 12%. Staff with TFA for 7-10 years decreased from 18% to 14% and those working at TFA for more than 10 years increased significantly from 35% to 43%.

In 2018, TFA staff was 63% female and 37% male, a very similar ratio to previous years. 3% of staff was under 25 years old, 28% was 26-35 years old, 43% was 36-50 and 26% was over 50 years old. In 2018, no employee reported having a disability whereas one reported having a disability in 2016.

All TFA staff reported speaking English. 20% reported speaking another language in addition to English. Five staff reported speaking Cantonese, six reported speaking Mandarin, and one spoke Punjabi. This is a significant reduction in the diversity of languages spoken in 2016 which included Hindi, Fulani, Hausa, Spanish, Gujrati, and Italian.

## SUPERVISION

This year, all staff reported clear lines of authority, all staff reported receiving an annual performance review, all staff reported having a job description and all staff reported their workload expectations being clearly communicated. These numbers have been consistently high over several years. One respondent reported not being given regular formal supervision.

## HUMAN RESOURCES

91% of staff said they are notified of available positions, down from 93% in 2016. All staff said they are provided with information about the benefits they are entitled to, up from 93% in 2016. 97% said that TFA has a policy on diversity and 100% said they would know what to do if they were harassed at work, which has remained unchanged from 2016. 94% said there are procedures to review and correct personal records, similar to 93% in 2016. 97% said they have been informed about grievance procedures for client/participants and personnel while 3% said they were unsure. 88% said that employees are treated equitably, down significantly from 98% in 2016.

Staff was asked if they think their salary and benefits are a fair reflection of their job responsibilities. Only 63% answered yes, down from 70% in 2016.

## ORGANIZATIONAL CHANGE

When asked if they have enough information about what's happening at TFA, 94% answered yes, up from 90% in 2016. 97% said management communicates within a reasonable time, down from 100% in 2016. 74% said they feel part of changes made within the organization, down from 85% in 2016. 88% of staff reported they have input into decisions that affect them, down from 93% last year.

## TRAINING

91% of staff said they were provided in-service training, similar to 93% in 2016. 94% said they had been given opportunities to increase their skills and responsibilities, down slightly from 98% in 2016. As in previous years, staff identified a range of desired training opportunities.

## REWARDS FOR WORKING AT TFA

As in past years, staff mentioned celebrations, flexible work schedules, and verbal recognition. This year, staff included the four day work week as an important reward. As in past years, a range of other rewards were also mentioned.

## MOTIVATIONS

Staff was asked to provide suggestions for what more TFA might do to motivate staff. Eighteen staff provided comments. This year, several staff asked for a day off for birthdays. This was not mentioned in previous years. As in previous years, staff provided a range of suggestions.

## TOUCHSTONE VALUES

In 2018, all staff reported that Touchstone lives up to its organizational values, up from 98% reporting that Touchstone lived up to its values in 2016.

## COMMENTS AND IDEAS

This year, all staff comments were positive in nature. Overall, staff said they felt greatly supported in their work and were happy to be working at Touchstone.

## TRENDS OVER 10 YEARS

A similar staff survey has been completed by Touchstone Family Association staff for more than 10 years. Initially the survey was issued each year, but was then completed every second year starting in 2014. Therefore, the following trends pertain to the surveys completed in 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2016 and 2018.

### **Staff Profile**

The staff profile of Touchstone Family Association has been relatively consistent over the past 10 years. It has ranged from 60%-65% female, 40%-35% male, and is 25%-30% 26-35 years old, 40%-50% 36-50 years old and 20%-30% over 50 years old. The rates of new staff has fluctuated from 3% - 34% but does not follow a specific trend line-it increases and decreases intermittently. However, staff that has worked at TFA for over 10 years has remained relatively consistent at 25%-35%.

All staff over the 10 year period have spoken English, but the number of other languages spoken has increased from 5 in 2008, to 10 in 2010 and remained around 10 other languages represented until 2018 when the number decreased significantly to only 3 other languages other than English spoken.

Over 10 years 4 people in total have reported having a disability, and none have required accommodation for their disability.

### **Supervision**

While the responses regarding supervision have fluctuated slightly over 10 years, they have remained consistently high in all questions. The rates of performance evaluations have increased gradually, from 87% in 2008 to 100% in 2018, while all other questions relating to supervision have only fluctuated plus or minus 3%-5% which usually represents about one survey respondent.

In general, since 2008, TFA staff have agreed that the lines of authority are clear, they receive regular, formal supervision, they receive an annual performance evaluation, they have a job description and their workload expectations are clearly communicated.

### **Human Resources**

The number of TFA staff who report being notified of available position fluctuates between 91% and 100% but has not noticeably increased or decreased over time. Over 10 years, TFA staff has consistently reported knowing what to do if they were harassed at work, and have been provided information about the benefits they are entitled to. The number of TFA staff who are aware of the TFA diversity policy and the procedures for reviewing and updating personnel records has gradually increased over 10 years from 86% to 95%-98%.

The number of TFA staff who believe that employees are treated equitably has fluctuated considerably over the 10 year period from 74% - 98% and was typically in the 80% range, likely leaving room for improvement in this area. In 2018 88% said staff was treated equitably.

In 2008 and 2009 TFA staff was asked how their salary and benefits compared to other organizations. At that time, 65% - 77% believed that their salary and benefits were comparable to other organizations. However, the question was changed in 2010 to ask whether their salary and benefits were a fair reflection of their job responsibilities. The number of TFA staff who believe that their salary and benefits are a fair reflection of their job responsibilities has ranged from 51% - 72%, with this questions being the lowest score on the survey consistently over 10 years.

### **Organizational change**

All questions asked regarding organizational change have increased gradually over 10 years, showing great improvement over the ten year period. In 2008, 51% - 65% of staff felt they had enough information about what is happening at TFA, felt part of the changes made at TFA and said they had input into decisions that affect them. In 2018, these numbers were 75% - 97%.

### **Training**

The rate of staff reporting they are provided in-service training and are given opportunities to increase their skills and responsibilities has increased significantly from 67% - 79% in 2008 to 91%-94% in 2018. This increase has been gradual and relatively consistent over 10 years.

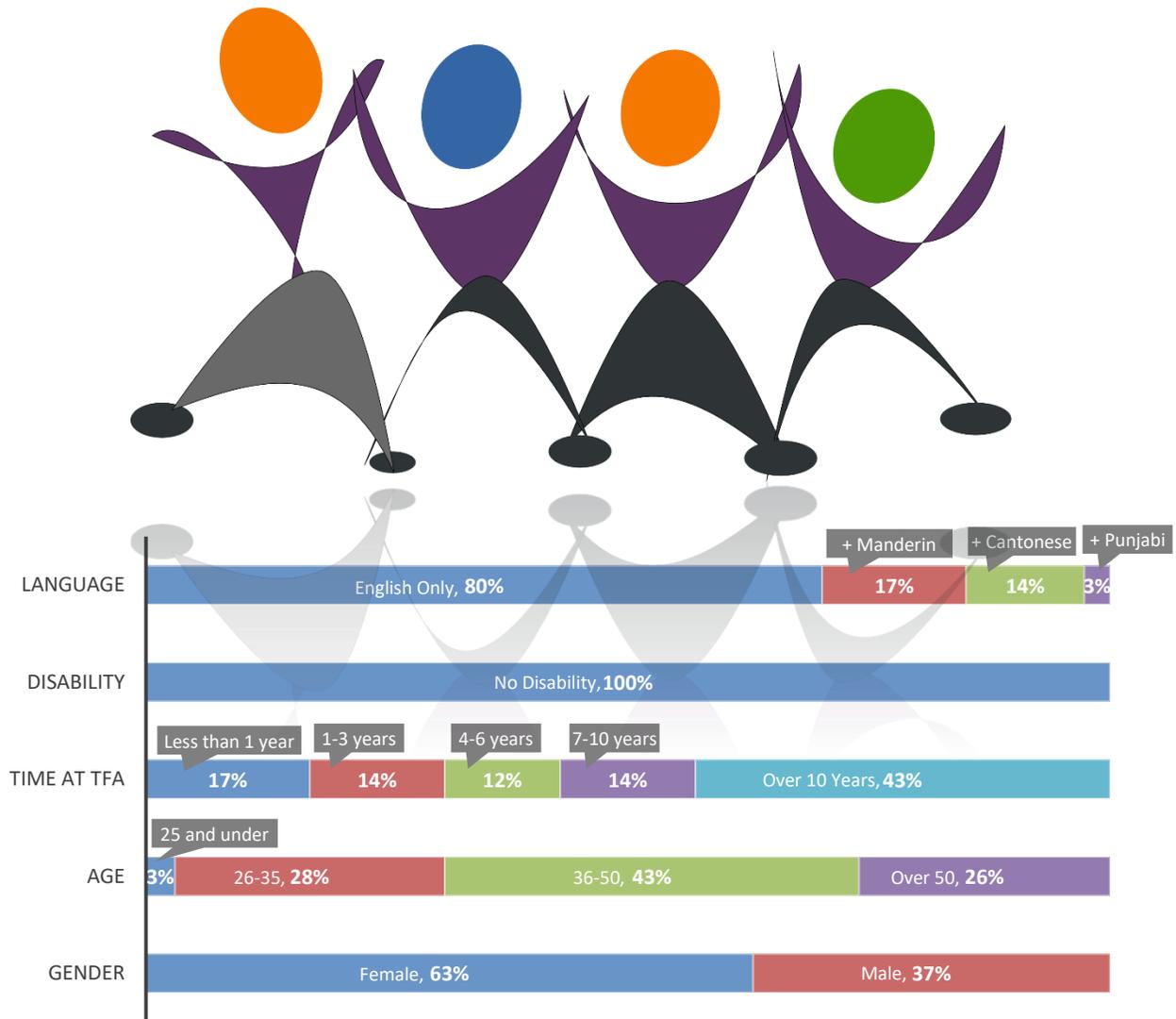
### **Values**

The number of staff that believe that TFA is living up to its value has increased over time, fluctuating somewhat. It was 92% in 2008, 80% in 2009, 90% in 2010, 85% in 2011, 88% in 2012, 91% in 2013 and 2014, 98% in 2016 and 100% in 2018. This represents a great improvement and accomplishment over 10 years.

# DETAILED RESULTS

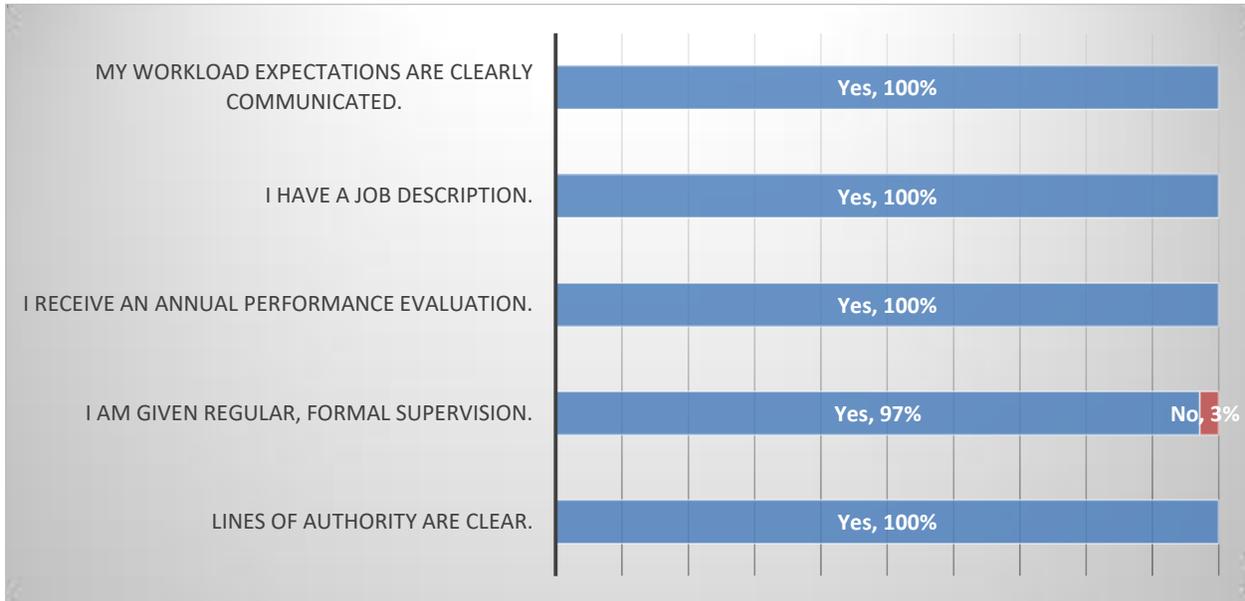
## STAFF PROFILE

The following chart shows the number of years TFA staff have been employed by the organization, the percentage of staff that are male and female, the age of staff and the languages spoken by staff.



## SUPERVISION

Respondents were asked to respond yes, no or unsure to statements related to supervision of their work. The chart below shows the results.

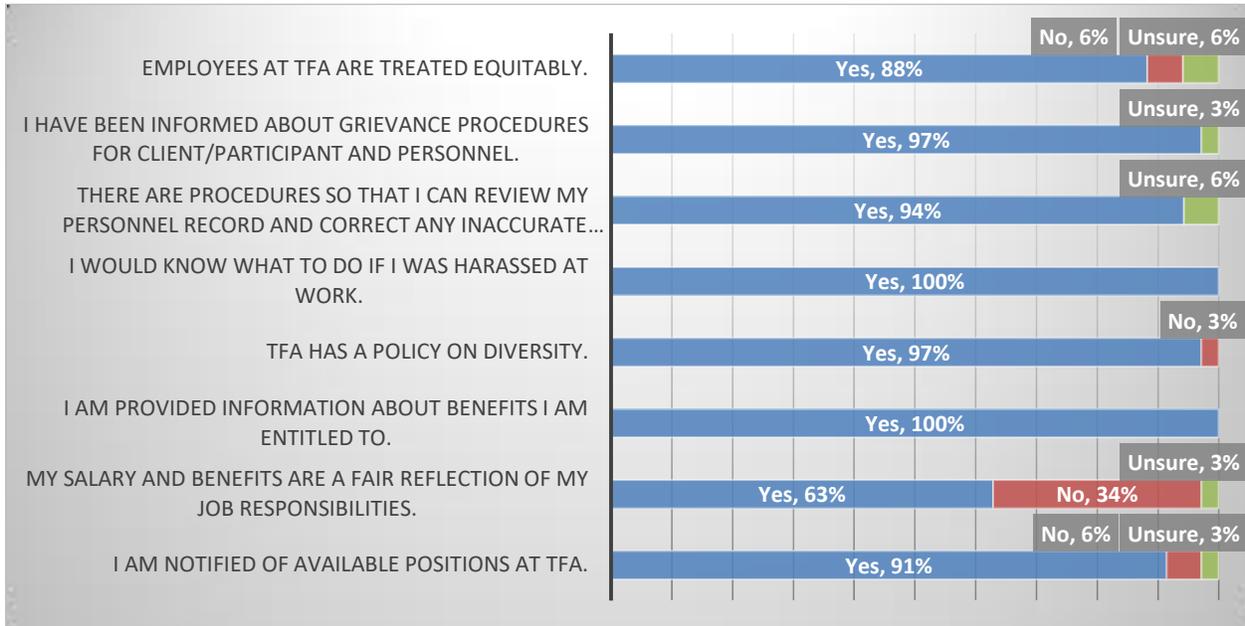


If respondents answered no or unsure to these statements, they were asked to provide a comment or an example. One person provided a comment.

- *Supervisor is not present much during work hours and therefore does not give much direct supervision.*

## HUMAN RESOURCES

Respondents were asked to respond yes, no or unsure to statements related to aspects of human resources. The chart below shows the results.

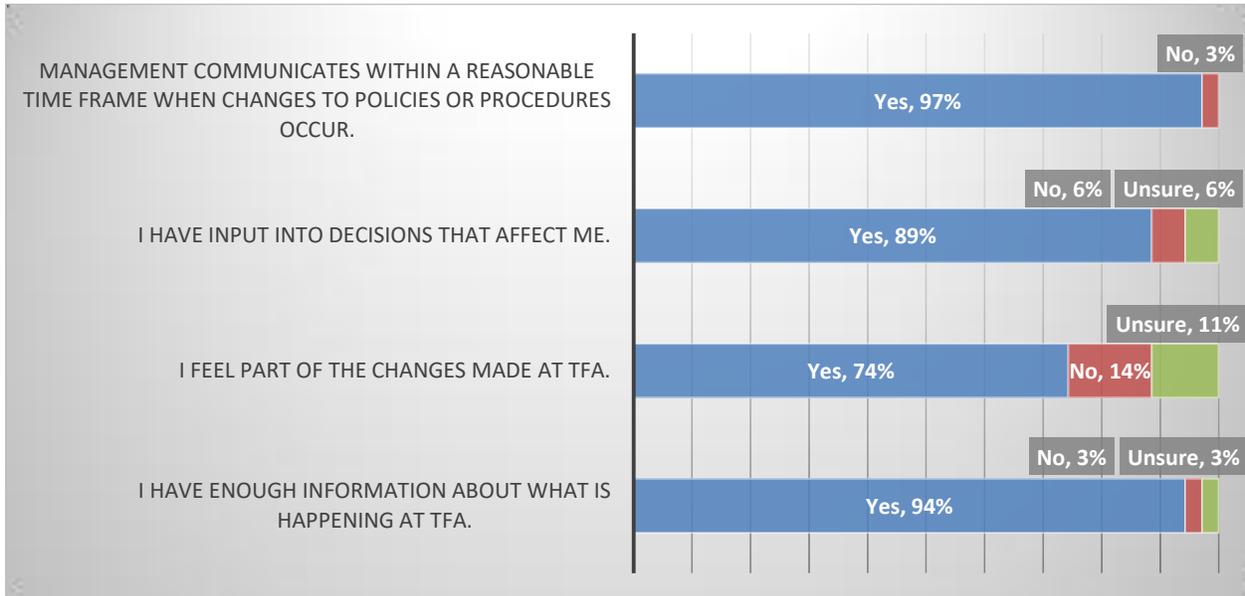


If respondents answered no or unsure to any of these statements, they were asked to provide a comment or an example. These are shown below.

- *I believe my salary and benefits are low for my job responsibilities, however, they are in accordance with the Union guidelines which Touchstone has no control over.*
- *I recognize the union rates, but in general, salaries for this kind of work are extremely low.*
- *I checked various sections of the Policy and Procedure manual as well as the Client Orientation Manual and could not find a stand-alone policy on diversity.*
- *There was limited notification of a recent new position in management.*
- *Always believe salary could be improved.*
- *There may be instances where poor communication has resulted in the impression of inequity.*
- *Not sure what is meant by personal record.*
- *Salary and benefits are not on par with other social service agencies performing the same duties.*
- *Mileage reimbursement could be better.*
- *Management has their favourites, don't be oppositional and you might be lucky enough to be one of them.*
- *Since minimum wage is going up to \$15 soon, I think that the secretary position should be at least \$18/hour based on the work load and high level of expectations.*

## ORGANIZATIONAL CHANGE

Respondents were asked to respond yes, no or unsure to statements related to aspects of organizational change. The chart below shows the results.



If respondents answered no or unsure to any of these statements, they were asked to provide a comment or an example. These are shown below.

- *Some changes are made unilaterally by management without the knowledge or any input or consultation from staff.*
- *Can always encourage more openness and sharing of information.*
- *Changes typically happen at or are a result of decisions made at management level.*
- *Consultation of staff is not typical.*
- *Personal responsibility needs to be taken by staff and management to stay on top of things. There have been times an email has gone out or something is communicated in a team meeting and yet some claim they were not informed. Our inboxes are flooded with new information daily, but this shouldn't be used as an excuse, as we are all in the same situation.*
- *The creation of the Director of Quality Assurance and Supervised Access position was not well communicated.*
- *As relief staff we are not updated on changes within the organization or within the work place unless we are working during that time.*
- *Would like more opportunities to grow and develop.*

## TRAINING

Respondents were asked to respond yes, no or unsure to statements related to training. The chart below shows the results.



Staff provided ideas for training for themselves and other TFA employees. Staff ideas are shown below.

- *Trauma informed training (5) Articles have been sent out which are helpful.*
- *The suicide training (Assist) was very beneficial. More skills in this area would be great.*
- *CBT Suicide intervention (NOT PREVENTION) (2).*
- *Addictions (2).*
- *Dissociation Axis 2 Trauma Self-regulation GOTTMAN.*
- *Mental health pharmacology (2).*
- *Motivational interviewing for FH staff without formal youth work education (2).*
- *Parenting skills training (2).*
- *Parent-teen mediation training and conflict resolution (2).*
- *Related to children age 0-6, such as emotional wellness, challenging behaviors, positive discipline.*
- *I love to attend some Early Childhood Education courses.*
- *EFT training.*
- *Domestic violence training.*
- *Cultural diversity.*
- *More training from Gretchen Ladd - Art Therapy and creative ideas working with clients.*
- *Mindfulness.*
- *Autism spectrum training.*
- *Further understanding on psychosocial practices and issues.*
- *Working from a professionally ethical perspective.*
- *Importance of self-awareness and of increasing self-awareness.*
- *Maintaining objectivity to avoid over identification or over-involvement with clients.*
- *Understanding and dealing with personal triggers.*
- *Managing personal needs (ie; the need to be liked, or have an easy shift) and understand how these responses might influence client outcomes.*
- *Work Place Bullying/Harassment.*
- *Family Law.*
- *Play Therapy.*
- *On-going training that inspires to continually use evidence based practice and improve our ability to do so.*

## REWARDS FOR WORK

Staff were asked how TFA rewards them for their work. Twenty-seven people answered this question.

- *Birthday celebration and acknowledgement, recognizing milestones (11).*
- *Flexible schedule (9).*
- *Verbal recognition and accolades, kudos, positive feedback, support, encouragement (9).*
- *Four day work week (5).*
- *Christmas gift card (5).*
- *Christmas lunch (6).*
- *Christmas bonus/day off (6).*
- *Staff breakfast meetings (5).*
- *Summer barbeque (4).*
- *Team days (5).*
- *Wellness/fitness subsidy (3).*
- *Autonomy (3) (in scheduling).*
- *Recognition of family (3).*
- *Opportunities to golf and attend other community functions (2).*
- *Chances to lead groups.*
- *I feel truly respected for work I do.*
- *Good ole fashioned card with handwritten appreciation - this my favorite.*
- *Accreditation celebrations.*
- *Touchstone provides me a chance to participate in a variety of training related to my work and to meet experts in the area. That is the biggest reward I get.*
- *Giving me opportunities to serve and reach different people so that I have a better understanding of my community.*
- *As a relief staff I am not rewarded by TFA.*
- *I feel rewarded by the opportunity to take on more responsibilities in my work.*

## MOTIVATIONS

Staff were asked to provide suggestions for what more TFA might do to motivate staff. Eighteen people answered this question. The following are staff comments.

- *Birthday day off (4).*
- *Wage increase (3).*
- *Provide more and different training (2).*
- *2 - 3 team day per year.*
- *More vacation hours.*
- *Open and trusting communication.*
- *I believe in self-motivation for the work we do.*
- *I am too new to TFA to say.*
- *Update the Francis House website to reflect current staffing. Photos are at least 7 years old!*
- *Ice cream sundae day.*
- *Opportunities for conferences/training.*
- *Assist in further education.*
- *More direct supervision.*
- *A bigger budget to partake in activities with the youth.*
- *More opportunities to lead and develop.*
- *More staff events.*
- *Time allocated for more self-care.*
- *The work we do is heavy and stressful. There needs to be more concern for the staff's welfare. Turnover has been high recently. Perhaps this speaks to burnout?*
- *A little more verbal acknowledgement is always welcomed - informally and formally.*

## TOUCHSTONE VALUES

100% of Staff reported that TFA is living up to its values. Seventeen staff provided the following comments.

- *Clients and community members express great appreciation for the role TFA plays in Richmond.*
- *Based on the number and diversity of clients that pass through the doors to access the growing variety of services I would say without exception that TFA is modelling its values.*
- *I feel TFA shows a great deal of care to its employees through active training and development.*
- *The management department already try very hard to get funding in order to provide different services to serve different needs.*
- *TFA goes out of their way to foster change and progress with their clients.*
- *TFA is doing its best to work as a family. Sometimes management can miss the boat on what is happening beneath the iceberg. But I always have felt supported.*
- *I see that TFA cares about the employees and the clients.*
- *Touchstone works hard to serve its clients the best way possible. Touchstone is also very involved in the community. Touchstone treats everyone equally and respectfully.*
- *Always trying to re-hire employees that were unfortunately let go due to program losses or giving promising practicum students chances to have contract employment. Sometimes this has allowed them be hired for longer if other opportunities arise.*
- *Compliments from clients and community and more referrals by word of mouth.*
- *Good reputation in the community.*
- *Diverse families walk-in TFA everyday and walk out with tools for change.*
- *-Providing practicum placements for students and providing employment when possible.*
- *Taking care of each other while caring for community (very much like my 'second' family).*
- *Well respected and represented at countless community tables/events etc.*
- *I see some of the youth that have been through our program who are now thriving and enjoying some successes in their lives.*
- *I continue to work here because I feel that I am valued as an employee and that I know how to seek the support I need to do my job well. For example, I do not need a formal appointment to ask Dave a quick question or for guidance. He will stop what he's doing to help me.*

## OTHER COMMENTS AND IDEAS

Staff were asked to provide additional comments and ideas. Staff responded as follows.

- *Continue to actively participate in the community and maintain the good reputation.*
- *I am very proud to be in the TFA team and will continue to serve our community.*
- *Perhaps a better staff room for lunch or chat.*
- *I am grateful for the people I work with and the opportunities I get to learn from others that help me do my job better. There is a level of trust that we are capable and able to do our work without being micromanaged and I really appreciate that. The monthly check-in's with Dave are helpful to review files but also are a chance to connect and know where the other person is at.*
- *Thank you for supporting me in my work!*
- *I love the flexibility and independence entrusted to staff by TFA management. I feel I am supported and am confident that they have my best interests at heart. TFA does an exceptional job in fostering a healthy, inclusive and caring work atmosphere which I am proud to return to every day.*
- *Great place to be, continue the great work.*
- *I enjoy working at Touchstone!*
- *I truly appreciate the ability to record sessions and have such a great supervisor. In addition, it's really nice to see so many counsellors here with lots of experience to bounce ideas off of and to learn from.*
- *I really enjoy working at Touchstone. I feel I am welcome and treated respectfully and the staff really makes being here feel like a home rather than a workplace.*
- *The front line workers do a great job.*