

TOUCHSTONE FAMILY ASSOCIATION

**STAFF SURVEY RESULTS
2020**



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INTRODUCTION

This is a report of the results from the Touchstone Family Association (TFA) staff survey completed by 45 individuals in February 2020. This report was prepared by Adele Ritch, Program Evaluation Consultant with DYAD Projects. This survey was conducted using Survey Monkey.

The intent of the survey is to provide feedback from staff to TFA regarding the work environment. This report summarizes the findings from the 2020 survey and notes substantive changes from the last survey in 2018. In addition, this report notes trends over the last 12 years.

Survey questions ask staff to rate the organization on several aspects and to provide 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 2020, 20% of staff reported having been employed by TFA for less than a year, more than the 17% that was reported in 2018. The number of staff working for 1-3 years at TFA also increased in 2020 to 18% from 14% in 2018. Those employed for 4-6 years increased slightly from 12% to 16%. Staff with TFA for 7-10 years decreased significantly from 14% to 7% and those working at TFA for more than 10 years was about the same at 40%.

In 2020, TFA staff were 56% female and 44% male which is a more even ratio than in previous years. 13% of staff was under 25 years old, 24% was 26-35 years old, 38% was 36-50 and 24% was over 50 years old. In 2020, one employee reported having a disability, but they did not report needing accommodation for their disability.

All TFA staff, except one, reported speaking English. 38% reported speaking another language in addition to English, which is significantly more than the 20% who reported speaking multiple languages in 2018. These additional languages include French, Mandarin, Turkish, Polish, German, Hindi, Punjabi, Chinese, Cantonese and Urdu.

SUPERVISION

This year, all staff reported clear lines of authority, all staff reported having a job description, all staff reported being given regular formal supervision and all staff reported their workload expectations being clearly communicated. These numbers have been consistently high over several years. Four respondents reported being unsure about having received an annual performance review, but several noted that they were too new to have had an annual performance review.

HUMAN RESOURCES

93% of staff said they are notified of available positions, up slightly from 91% in 2018. 96% of staff said they are provided with information about the benefits they are entitled to, down from 100% in 2018. All staff reported that TFA has a policy on diversity and 98% said they would know what to do if they were harassed at work, which is down slightly from 100% last year. 96% said there are procedures to review and correct personal records, up from 94% in 2018. 96% said they have been informed about grievance procedures for client/participants and personnel while 4% said they were unsure. 100% of respondents reported that employees are treated equitably, up significantly from 88% in 2018.

Staff were asked if they think their salary and benefits are a fair reflection of their job responsibilities. 80% answered yes, a significant increase from 2018 when only 63% answered yes. The response this year to this question is the highest response in 12 years. In 2020, 13% answered that they were unsure and 7% answered no.

ORGANIZATIONAL CHANGE

When asked if they have enough information about what's happening at TFA, 91% answered yes, down slightly from 94% in 2018. All staff said that management communicates within a reasonable time, up from 97% in 2018. 82% said they feel part of changes made within the organization which is a significant increase from 74% in 2018. 84% of staff reported they have input into decisions that affect them, down slightly from 88% in 2018.

TRAINING

98% of staff said they were provided in-service training, up significantly from 91% in 2018. 98% said they had been given opportunities to increase their skills and responsibilities, up slightly from 94% in 2018. As in previous years, staff identified a range of desired training opportunities.

REWARDS FOR WORKING AT TFA

Recognition for their work was noted as an important reward by staff this year. Flexible schedules, celebrations, and gift cards are also valued. This year, the fitness credit was included as an important reward as was the bonus day. As in past years, a range of rewards were mentioned.

MOTIVATIONS

Staff was asked to provide suggestions for what more TFA might do to motivate staff. As in 2018, several staff suggested a day off for birthdays. As in previous years, staff provided a range of suggestions.

TOUCHSTONE VALUES

In 2020, all staff reported that Touchstone lives up to its organizational values, the same response as was received in 2018. Several staff offered comments illustrating this highly positive viewpoint.

COMMENTS AND IDEAS

As in 2018, staff comments were positive in nature. Overall, staff said they feel greatly supported in their work and are happy to be working at Touchstone.

TRENDS OVER 12 YEARS

A similar staff survey has been completed by Touchstone Family Association staff since 2008. Initially the survey was issued each year but was 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, 2018 and 2020.

Staff Profile

The staff profile of Touchstone family association has been relatively consistent over the past 12 years. It has ranged from 60%-65% female, 40%-35% male. However, in 2020, it was 56% female and 44% male, the only outlier from that range in 12 years. 2020 respondents reported ages that fit within the consistent ranges of 25%-30%, 26-35 years old, 40%-50%, 36-50 years old and 20%-30%, over 50 years old. The rate of new staff has fluctuated from 3% - 34% but does not follow a specific trend line. Staff that have worked at TFA for over 10 years has remained relatively consistent at 25%-35%.

All staff over 12 years have spoken English, except one person this year who reported speaking only Cantonese. The number of languages other than English spoken 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 spoken. In 2020, the number of languages spoken went back to the most common number of 10 other languages spoken in addition to English.

Over 12 years, 5 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 12 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, except in 2020 where it was 91%. All other questions relating to supervision have only fluctuated plus or minus 3%-5%.

In general, since 2008, TFA staff have increasingly 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 positions fluctuates between 91% and 100% but has not noticeably increased or decreased over time. Over 12 years, TFA staff have consistently reported knowing what to do if they were harassed at work and that they 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 12 years from 86% to 98%. 2020 results are consistent with these trends.

The number of TFA staff who believe that employees are treated equitably has fluctuated considerably over the 12-year period from 74% - 98% but was typically in the 80% range. Notably, in 2020, 100% reported that employees are treated equitably.

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 response consistently being the lowest score on the survey. However, in 2020, 80% of respondents reported that their salary and benefits are a fair reflection of their job responsibilities, the highest response in 12 years.

Organizational Change

Responses regarding organizational change have gradually been more positive over 12 years. In 2008, 51% - 65% of staff reported 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%. This year's results remain within that range.

Training

Rates of staff reporting that they are provided in-service training and are given opportunities to increase their skills and responsibilities have increased significantly from 67% in 2008 to 98% in 2020. This increase has been gradual and relatively consistent over 12 years.

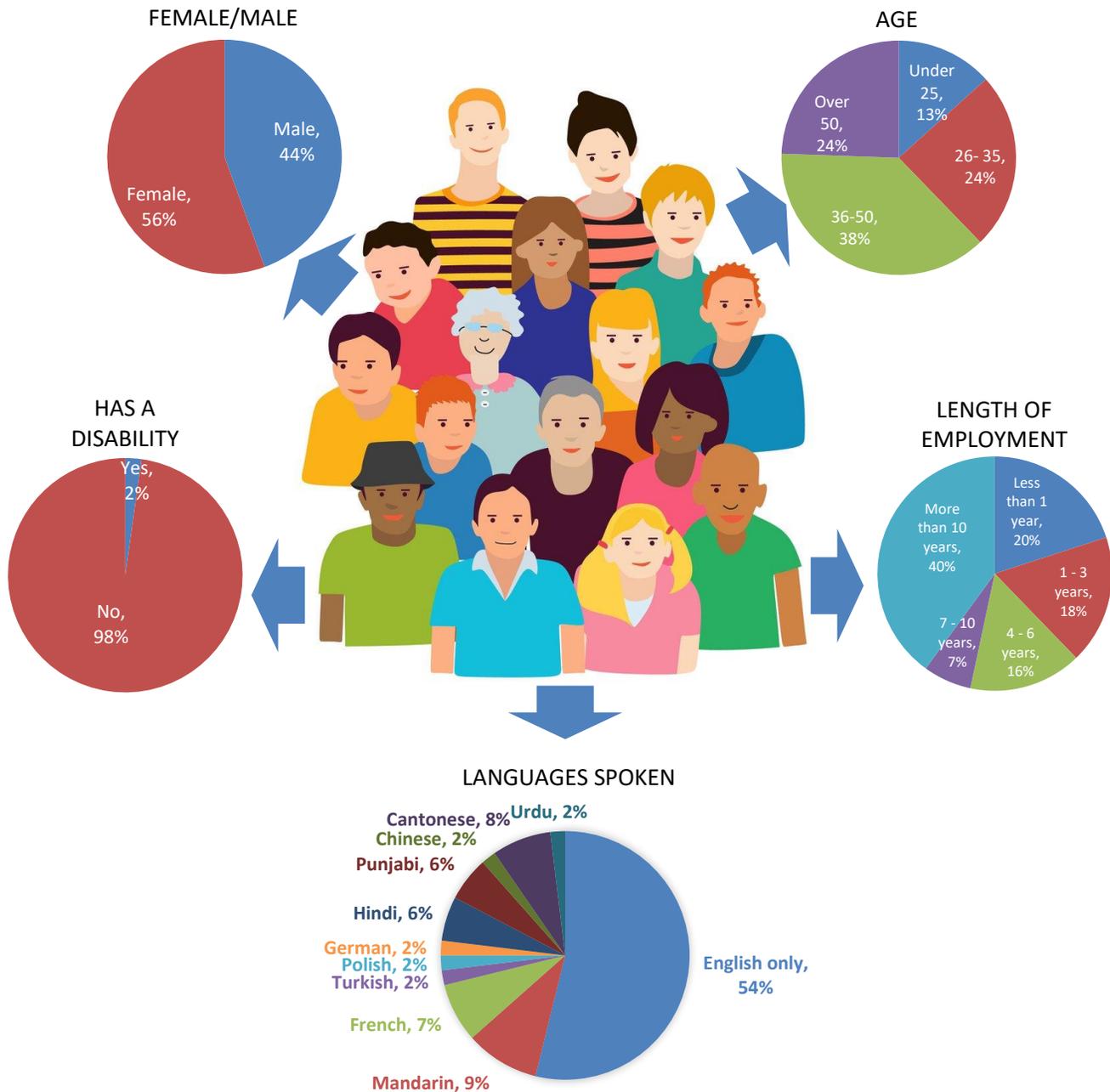
Values

In 2020, all staff reported that TFA is living up to its values. This belief 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 and 2020.

DETAILED RESULTS

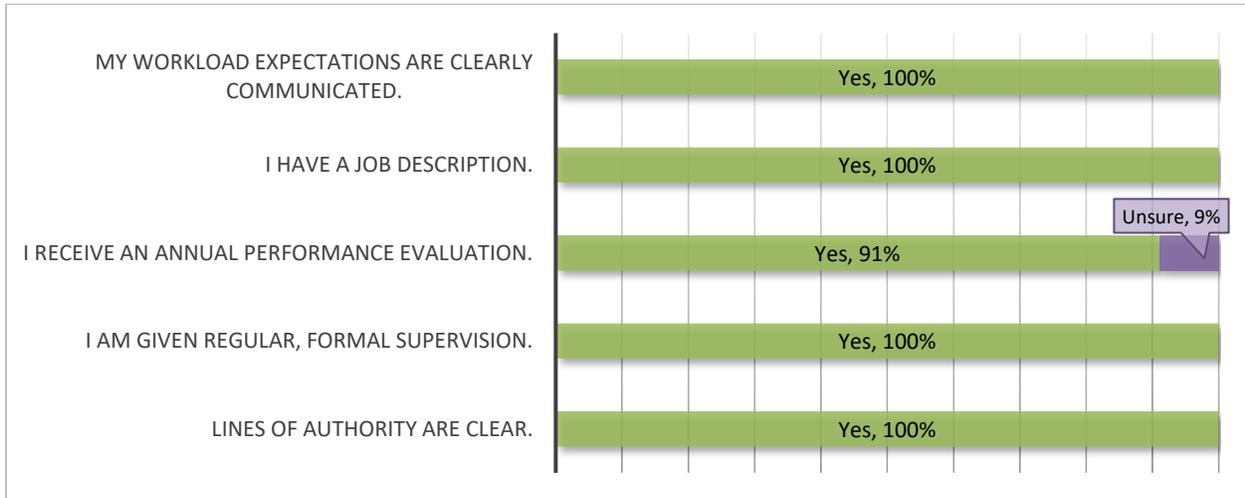
STAFF PROFILE

These charts show the years TFA staff have been employed by the organization, the percentage of staff that are male and female, the age of staff, the languages spoken by staff, and whether staff have a disability.



SUPERVISION

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

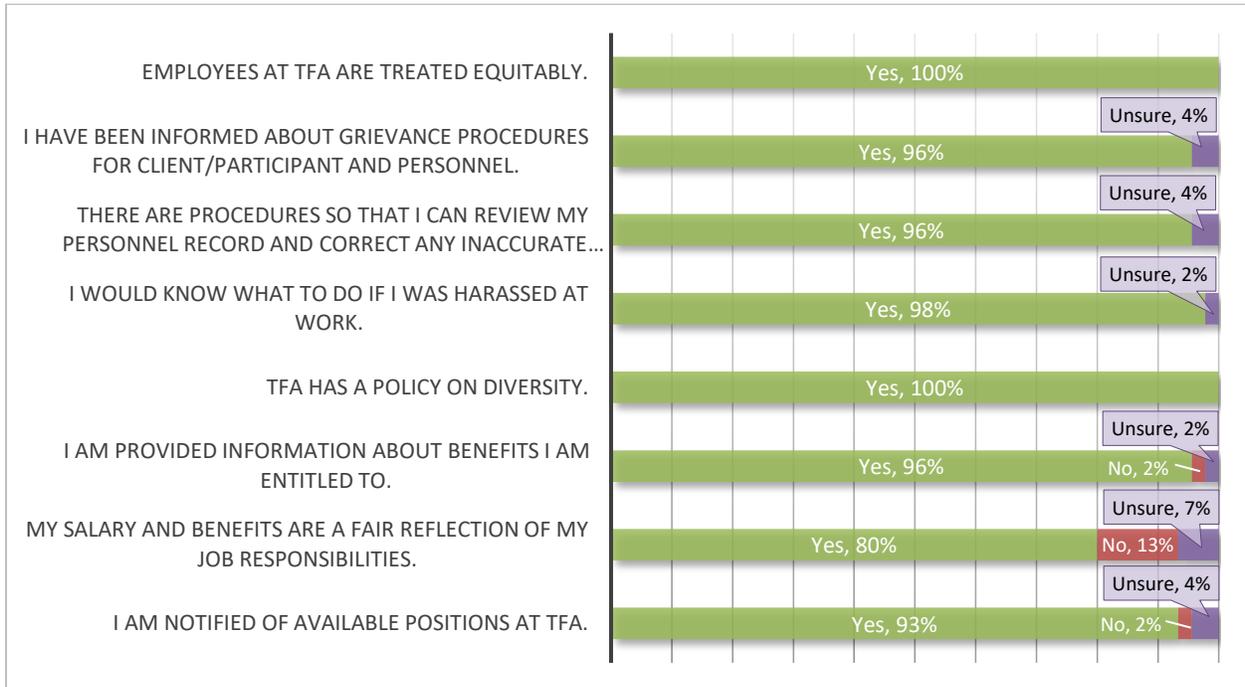


If respondents answered no or unsure to these statements, they were asked to provide a comment or an example. Two people provided a comment.

- *Been here under a year so don't know about annual performance reviews.*
- *I am too new to confirm that I will receive an annual performance evaluation.*

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.

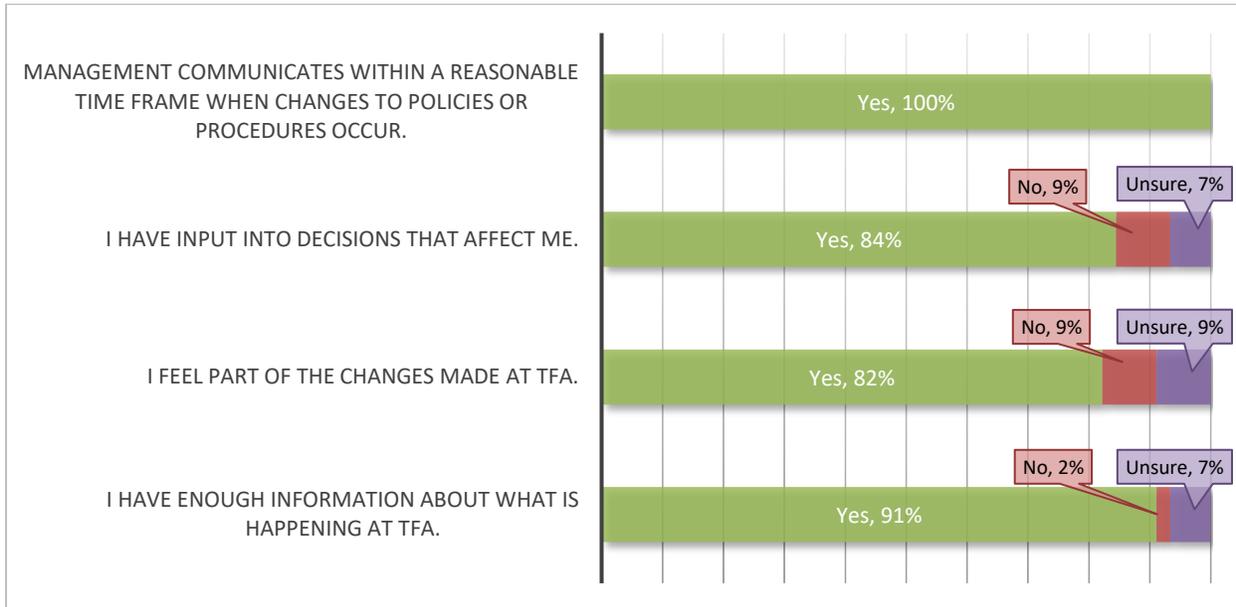


If respondents answered no or unsure to any of these statements, they were asked to provide a comment or an example. These are shown below.

- *On a daily basis I play the role of teacher, counsellor, pharmacist, and nurse, yet my wage is far less than those in these fields.*
- *Clinical counsellors (with a Master's of counselling/ RCC designation) should all be paid as such rather than the wage of an Adult, Child, and Youth counsellor.*
- *I think the work we do is not reflected well in our wages, but I realize it is not as simple as getting a wage increase as funding is complicated.*
- *Wages for quality of work we do in this sector are low, which is decided by the union, not TFA.*
- *I understand salary may be due to funding/budget constraint. However, I believe my salary can better reflect my credentials and skills.*

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.

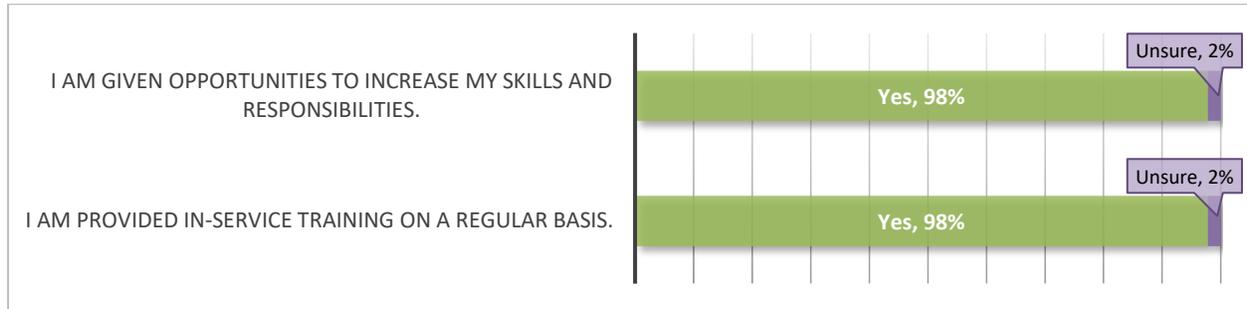


If respondents answered no or unsure to any of these statements, they were asked to provide a comment or an example. One comment was offered.

- *Changes sometimes happen behind the scenes and staff are not made aware of them until after they happen, even if they directly impact them. For example, the clinical supervision changes/adjustments on the clinical team including supervision/orientation of students.*

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.

- *Couples therapy (3).*
- *Crisis intervention training (2).*
- *Specific drug types, their effects, methods of use, prevalence in community (2)*
- *Medications.*
- *Conflict resolution.*
- *Boundaries training.*
- *ASIST Training Think: Kids - Collaborative Problem-Solving Training.*
- *Influences of social media/internet on mental health/interpersonal relationships.*
- *Suicide prevention, or just more mental health courses in general.*
- *Mindfulness training.*
- *Child and Youth mental health.*
- *Sensory motor poly vagal.*
- *EMDR.*
- *Trauma Therapy.*
- *Emotionally Focused Individual Therapy.*
- *Somatic Therapy.*
- *Approaches for reaching some challenging clients.*
- *Detailed training on the systems that affect our ability to support clients in Richmond, Vancouver and BC (legal, MCFD).*
- *Communication skills.*
- *Specific intervention/certification training.*
- *Psychosomatic Vicarious Trauma.*
- *Cultural competency.*
- *Arts.*

REWARDS FOR WORK

Staff were asked how TFA rewards them for their work. Staff mentioned these rewards:

- *Recognition from supervisors, praise, acknowledgement, positive feedback (16).*
- *Flexible schedule (10).*
- *Functions, e.g. holiday party, Christmas lunch, summer picnic (8).*
- *Gift cards (9).*
- *Fitness credit (7).*
- *Bonus day (7).*
- *Birthday (6).*
- *4-day work week (4).*
- *Training and growth opportunities (4).*
- *Salary (3).*
- *Autonomy (2).*
- *Team days (2).*
- *Friday yoga (2).*
- *New coffee machine at Viking Way.*
- *Accreditation celebration.*
- *Gingerbread house building competition.*
- *I enjoy my work.*
- *Great team.*
- *Free coffee and fish crackers, free wifi.*
- *Community golf participation.*
- *Occasionally I receive a hug.*
- *Understanding, helping, caring and flexibility during hard times.*
- *That fancy coffee!*
- *Work anniversary recognition and gifts.*
- *Retirement party and gift.*
- *Open door policy to discuss cases and challenges.*
- *Supportive attitude.*

MOTIVATIONS

Staff were asked to provide suggestions for what more TFA might do to motivate staff. The following are staff comments.

- *Birthday a paid day off, not using vacation time (3)*
- *Bonus days off.*
- *Encourage communication and dialogue.*
- *I am motivated by the work and appreciate TFA's ongoing support and encouragement.*
- *My supervisors are great, staff are also great! I don't need external motivation other than a good/supportive working environment, which we have.*
- *I feel great at work. Only positive things to say.*
- *Dress Code-so I don't have to think in the mornings.*
- *Higher wages.*
- *Compensate for required higher level car insurance to transport clients.*
- *Longer hugs.*
- *More training.*
- *Ability to choose/fire clients.*
- *More focus on wellness opportunities tied into our workday to help with self-care, burnout, vicarious trauma.*
- *Team building activities.*
- *Agency relation activities.*
- *I am content that working at TFA has provided me an ongoing opportunity for my professional growth at my pace and support to try new opportunities to take myself out of my comfort zone.*

TOUCHSTONE VALUES

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

- *Group home staff seem dedicated and make it a very welcoming environment for newcomers.*
- *Staff clearly care about their clients and put in the extra effort to help them.*
- *TFA has a diverse team from a myriad of backgrounds which is its strength.*
- *TFA staff work hard to support its clients. They are creative, supportive and committed.*
- *TFA and the staff go the extra mile to ensure that client's needs are met.*
- *Family oriented, giving me time to look after my family and a very flexible schedule.*
- *Supporting families in the community outside of work duties.*
- *Flexibility to those of us with children or dependent parents.*
- *TFA has high reputation in the community services sectors as many professional workers and clients refer their cases to us. Our waiting list is always busy.*
- *Ongoing support for families in the community as well as support for my own family when asked for time off to accommodate this.*
- *Flexibility whenever they can give it. Amazing and encouraging work environment to come to everyday.*
- *By creating opportunities for practicum positions for students to learn and hone their skills.*
- *What is said is followed through with actions and integrity.*
- *As an employee, I know that TFA will take the interests of my family into consideration when balancing work, family, life needs.*
- *Every day I see clients, families are being served with a smile by staff.*
- *In my personal experience, I get respect and feel I'm included and part of something stable and concrete.*
- *Professionalism of TFA Staff. We are dedication to serve families to the best of our ability.*
- *I do the job because I believe in the TFA values. We are helping people. I think other colleagues think so. If everybody thinks so and is doing so, TFA is living up to its values.*

OTHER COMMENTS AND IDEAS

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

- *Keep up the great work.*
- *I have been at Touchstone for a long time and it has been a terrific place to work. I feel supported and valued by my supervisor.*
- *Keep up the good work. The people in corner offices are doing a fab job!*
- *How come this survey gets shorter each year?*
- *TFA is a great place to work and I want to thank my Clinical Supervisor and the Executive Director for all their efforts to bring positive energy and meaningfulness to the work we do.*
- *The work is challenging and the support and encouragement I get make me proud to work here.*
- *I am thankful for the people I work with on the team.*
- *Sometimes, I feel the management I have does a little bit of micromanagement. The team still needs to adapt to each other's style or personality. Better relationship between team members will build a more stable and stronger team and motivate all the members to perform better. People will be happier in the work, and we will be more sustainable.*
- *Good job TFA, keep going!*
- *Keep up the good work!*
- *Keep up the great work!!*
- *I am very grateful to work in the environment we have here.*
- *I am always happy to come to work!*
- *I very much enjoy working at TFA and look forward to many more years.*
- *Relocate closer to the community core.*