



Annually in the spring, Community Alliance distributes surveys to all employees. The most dramatic finding is how many staff we've lost in the last year. We've gone from 80 total employees in 2017, 72 total employees in 2018, to 63 total employees in 2019. This is in large part due to the direct care staffing crisis, but it also reflects the changing demographics of our clients.

Agency wide we had a 93% response rate. That's outstanding.

Surveys were distributed by Survey Monkey and through paper surveys. The following data reflects the themes and trends based on responses received. The questions were grouped in the following areas of interest: Advocacy, Operations, Leadership, Communication, Culture and Training. The following table represents the score in each category:

| | | |
|---------------|-----|--------------------------------|
| Advocacy | 95% | |
| Operations | 90% | |
| Leadership | 90% | |
| Communication | 80% | 10% Neither agree nor disagree |
| Culture | 85% | 15% Neither agree nor disagree |
| Training | 52% | Would like more training |

WHERE WE'VE DONE WELL

- Advocacy**
2% inc

95% of respondents agree that CA is a good advocate for the people we serve but more importantly that we model that for others! Employees agree that their supervisors encourage advocacy and that advocacy is at the heart of our work!
- Operations**
Maintained

90% of respondents agree that CA manages the business in a way that is effective and understandable to them. 100% of employees understand their job and how they contribute to the overall success of the agency. Awesome!
- Leadership**
Maintained

90% of respondents have faith in the leadership of the organization. We were happy to receive the feedback many employees took the time to provide. Some of it was somewhat constructive, most of it was encouraging. The feedback will be provided to the team members for consideration. The questions directed to the department roles (FIN, FI, HR, QAS, CSA, SS) will be provided to the department directly.

AREAS OF IMPROVEMENT

Communication- 80% Agree our communication is sound.

We've improvement in this areaby 7%. We have worked hard to improve. We developed a CA Newsletter that we post at all of the work sites. Our DCW Quartly Meetings have helped keep us all talking to one another, too. We will continue to improve our communication skills.

Communication Action Plan

1. Create Outreach responsibilities for the Human Resources Department to ensure face to face time with all employees
2. Create electronic trainings, ie Youtube videos and utilize text messaging to create variety with communication
3. Ensure feedback loops are consistent, ie; Staff Evaluations

Culture- 85% agree our culture is evident in our day to day work.

This is another area in which we showed progress over our last survey by 15%!

Culture is defined as the set of shared attitudes, values, goals, and practices that characterizes an institution or organization. We believe our culture should be based on the ideas we value most. We value respect, integrity, honesty, hard work, positivity and kindness toward all.

The following points were used to score our culture as an organization:

- I can receive recognition for a job well done from my supervisor.
- Are my peers and my supervisor attentive to my needs as an employee.
- CA provides a good team effort.
- The feedback I receive from my supervisor is positive and helpful.
- There is mutual respect between all levels of Community Alliance

15% of respondents neither agreed nor disagreed.

Culture Action Plan

1. Continue to add elements to our Employee Assistance Plan that are meaningful to the employees at CA
2. Amp up our Staff Recognition awards. Thank employees for a job well done with written attestations.
3. Create visual cues in the office that encourage positivity and a team ethic

Training- 52% would like some type of additional training to feel more confident in their job

Another important win for us. Our last survey indicated that 3/4 of our staff wanted more training.

We attribute the improvement to the new CLN Staff Procedure Manual that is very comprehensive and augments the work in the CLN department. Also, we believe the DCW Quarterly Training meetings have help us standardize our outreach to DCW in the field.

Training Action Plan

- 1.Feedback from field staff is the DCW training is difficult to follow. HR will create a new DCW Manual based on best practices.
2. Create various multi media training platforms that meet the needs of adult learners.
3. Continue to offer training at DCS Quarterly Meetings that are meaningful and based on input from staff

WHAT WE ARE GOING TO DO NEXT

Each of the areas of improvement have an Action Plan associated with it. The Action Plans will be assigned to members of the Administrative team to develop tasks and objectives for each item. You may receive another survey in the future to help us drill down into what the tasks and objectives might be.

Thank you for your enthusiastic engagement of this year's Annual Employment Survey. The information you shared with us is fantastic and will help us develop and grow as an organization.