

Issues for Staff Working with People with Developmental Disabilities: Northwest Alberta

Context of the Project

Recently, the Government of Alberta collected data on staff who work with people with developmental disabilities and have found that in Northwestern Alberta, the annual staff turnover rate is approximately 73%. This rate is approximately 25% higher than in any other region of the province.

Such a high turnover rate could have substantial negative effects on the quality of service to people with developmental disabilities. These effects include, but are not limited to:

- Reduced quality of care
- Increased staff burnout for those charged with training new recruits
- Substantial double shifting of staff filling vacancies
- Low overall experiential base of staff
- Hesitation to take on new caseloads
- Inability to cover existing caseloads

These factors (and others) suggest that high employee turnover is likely to lead to even higher turnover as remaining staff become increasingly burdened with multiple trainees, gaps in service delivery, and overall burnout. This coupled with substantial economic opportunity in other occupations and professions will cause a cumulative and accelerating impact on quality, quantity and range of service delivery in the region.

PDD (Persons with Developmental Disabilities), AACTI (Alberta Association of Colleges and Technical Institutes), GPRC (Grande Prairie Regional College) and ACDS (Alberta Council of Disability Services) worked together to collect information by distributing surveys designed to address the issue of high staff turnover rates.

Procedure

Surveys were constructed by the Center for Research in Innovation at GPRC in collaboration with PDD-Northwest Alberta Community Board, AACTI, ACDS, and representatives from various agencies in northwest Alberta that serve individuals with developmental disabilities. Different surveys were designed for three groups of individuals who work at agencies serving individuals with developmental disabilities: a) current employees, b) past employees, and c) employers.

The Surveys

The three surveys were very similar. Some differences between surveys included:

- minor differences in wording (e.g., past-tense was used for past employees)
- the inclusion of a few questions for one group only (e.g., only past employees were asked "Why did you leave this job?", only current employees were asked "What further training/education would you be willing to take to advance your skills in this field?")
- employers were asked to adopt the perspective of their employees for most of the survey

The surveys included a section for demographic information (e.g., sex, age, income, educational level), followed by several statements designed to address several issues that could affect staff working with people who have developmental disabilities. For the first 46 statements, respondents were asked to rate their level of agreement by using a 6-point Likert scale (Strongly Disagree, Slightly Disagree, Neither Disagree or Agree, Slightly Disagree, Strongly Agree, Don't Know or Not Applicable). Respondents were also encouraged to provide a comment explaining their rating.

The surveys also included open ended questions (e.g., "How serious do you think the staffing crisis is at the agency where you work?"), ending with a page allowing for additional comments.

Each survey package contained a cover letter explaining the purpose of the project, one survey, and an envelop with prepaid postage. The cover letters and surveys are included in the Appendix.

The Participants

Survey packages were distributed to 11 agencies in northwest Alberta. The agencies agreeing to participate in the project are presented in the table below, along with the number of survey packages provided for current employees and past employees. One survey package was also sent to the employer of each agency.

AGENCY	# OF SURVEY PACKAGES PROVIDED FOR CURRENT EMPLOYEES	# OF SURVEY PACKAGES PROVIDED FOR PAST EMPLOYEES
SIGNATURE SERVICES	110	120
ACCREDITED SUPPORT SERVICES	150	160
FALHER FRIENDSHIP CORNER ASSO.	22	25
GOODWILL	7	10
INDEPENDENT COUNSELLING ENTERPRISES	39	45
MARIGOLD ENTERPRISES REHABILITATION	14	17
NORTHERN LIGHTS RANCH	8	8
REHOBOTH CHRISTIAN MINISTRIES	27	30
TIGER HOMES	27	30
WJS EMPLOYEMENT AND RESIDENTIAL	6	10
WJS BEHAVIORAL OUTREACH	6	10
TOTAL	416	465

Distribution of the Survey Packages

The survey packages were either dropped off at the agencies or sent to the agencies via Purolator. Employers distributed most survey packages to current and past employees. They were asked to add address labels to packages destined for past employees. They were also asked to mail the packages to past employees. All postage was prepaid.

Return Rate

Of the 416 survey packages sent to current employees, 191 (46%) were completed and returned. Current employees from 10 of the 11 agencies participated.

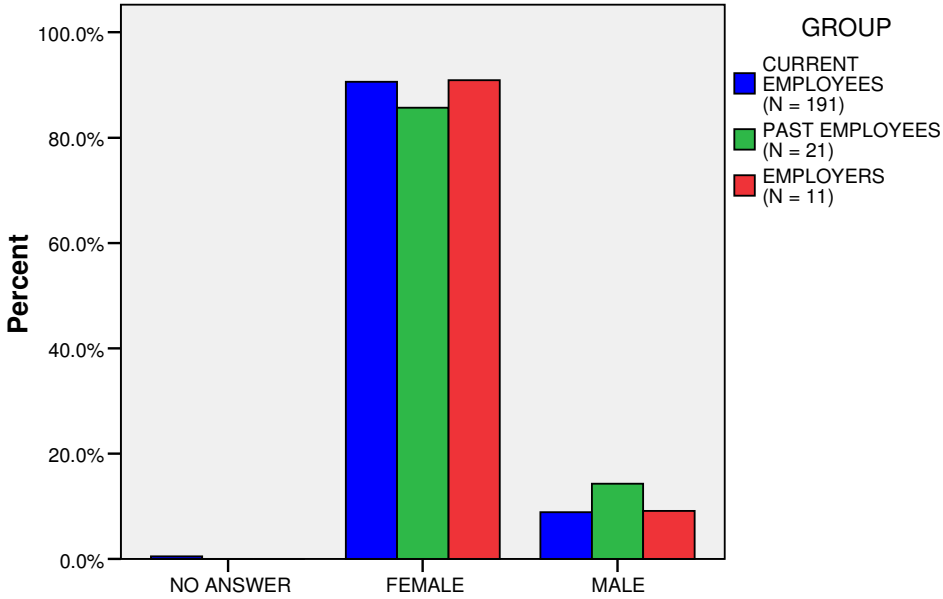
Of the 465 survey packages sent to past employees, only 21 (5%) completed and returned the survey. Past employees from 7 of the 11 agencies participated.

Of the survey packages sent to employers, 11 were completed and returned by 9 of 11 agencies. One agency returned 3 surveys.

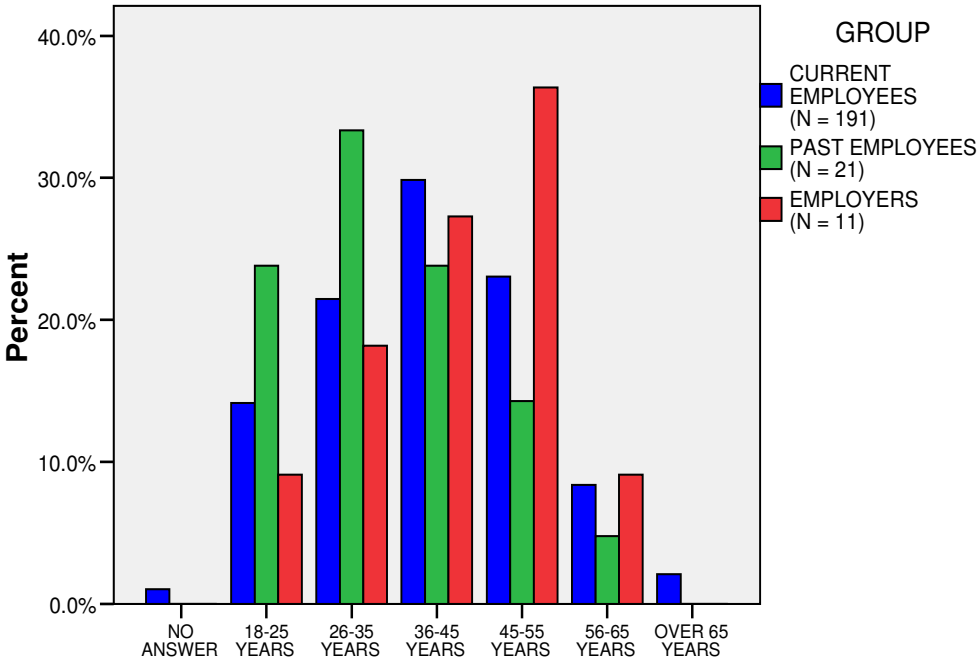
DEMOGRAPHIC INFORMATION

DEMOGRAPHIC INFORMATION—ALL 3 GROUPS

SEX



AGE



DEMOGRAPHIC INFORMATION—ALL 3 GROUPS (CONTINUED)

EDUCATION LEVEL BY GROUP

EDUCATION LEVEL	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
DID NOT COMPLETE HIGH SCHOOL	5.8%	4.8%		5.4%
COMPLETED HIGH SCHOOL	7.3%	4.8%	9.1%	7.2%
COMPLETED BASIC SKILLS TRAINING COURSE/FOUNDATION COURSE	8.4%	4.8%	18.2%	8.5%
TOOK SOME COURSES AT A POST SECONDARY LEVEL (NO SPECIFICATION)	1.0%			.9%
TOOK SOME COLLEGE COURSES	7.3%	19.0%		8.1%
TOOK SOME UNIVERSITY	3.1%	14.3%		4.0%
TOOK SOME TECHNICAL SKILLS/TRADES SKILLS	1.0%	4.8%		1.3%
COMPLETED CERTIFICATE PROGRAM	18.3%	14.3%	18.2%	17.9%
COMPLETED DIPLOMA PROGRAM	33.0%	9.5%	18.2%	30.0%
COMPLETED BACHELOR'S DEGREE	12.6%	19.0%	18.2%	13.5%
STARTED BUT DID NOT COMPLETE GRADUATE SCHOOL	2.1%	4.8%	18.2%	3.1%
Total	100.0%	100.0%	100.0%	100.0%

AVERAGE NUMBER OF YEARS EXPERIENCE

AVERAGE NUMBER OF YEARS EXPERIENCE	GROUP		
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)
IN THE PROFESSION	8.48	3.88	14.86
IN THE CURRENT JOB	4.33	2.44	7.78

DEMOGRAPHIC INFORMATION—EMPLOYEES ONLY*

THIS JOB IS THE MAIN SOURCE OF INCOME IN MY HOUSEHOLD RATHER THAN AN "EXTRA" SOURCE

JOB IS THE MAIN SOURCE OF INCOME	EMPLOYEE GROUP		Total
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	ALL EMPLOYEES (N = 212)
NO ANSWER	1.0%		.9%
YES	57.6%	57.1%	57.5%
NO	41.4%	42.9%	41.5%
	100.0%	100.0%	100.0%

* Employers were not asked this question

INCOME LEVEL

INCOME LEVEL	EMPLOYEE GROUP		Total
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	ALL EMPLOYEES (N = 212)
NO ANSWER	5.2%		4.8%
\$10,000 OR LESS	4.7%	15.8%	5.7%
\$10,001 - \$20,000	8.9%	21.1%	10.0%
\$20,001 - \$30,000	35.6%	36.8%	35.7%
\$30,001 - \$40,000	28.3%	21.1%	27.6%
\$40,001 - \$50,000	14.1%		12.9%
OVER \$50,000	3.1%	5.3%	3.3%
	100.0%	100.0%	100.0%

* Employers were not asked this question

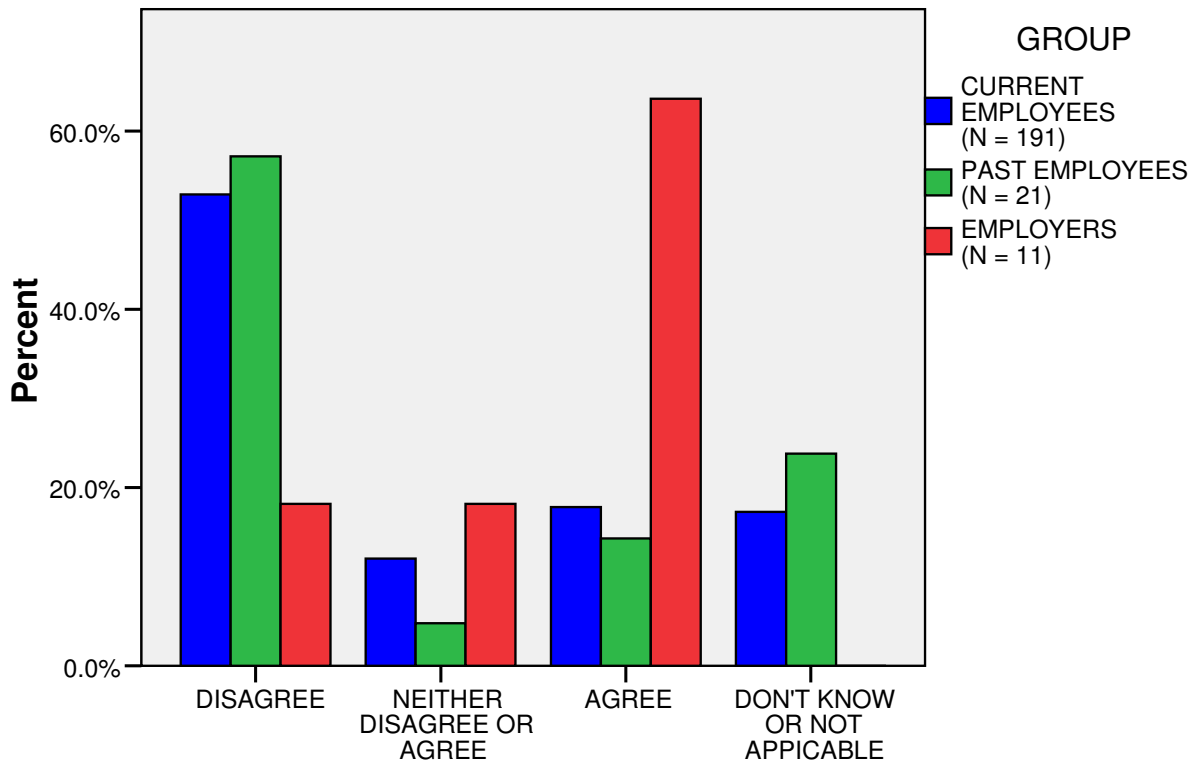
FIRST LANGUAGE IS ENGLISH

FIRST LANGUAGE IS ENGLISH	EMPLOYEE GROUP		Total
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	ALL EMPLOYEES (N = 212)
YES	78.0%	95.2%	79.7%
NO	22.0%	4.8%	20.3%
	100.0%	100.0%	100.0%

* Employers were not asked this question

RESPONSES TO THE SURVEY

1: TRANSPORTATION PROBLEMS IN MY TOWN/CITY LIMIT MY ABILITY TO GET TO AND FROM WORK



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	42.9%	42.9%	9.1%	41.3%
SLIGHTLY DISAGREE	9.9%	14.3%	9.1%	10.3%
NEITHER DISAGREE OR AGREE	12.0%	4.8%	18.2%	11.7%
SLIGHTLY AGREE	9.9%		54.5%	11.2%
STRONGLY AGREE	7.9%	14.3%	9.1%	8.5%
DON'T KNOW OR NOT APPLICABLE	17.3%	23.8%		17.0%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

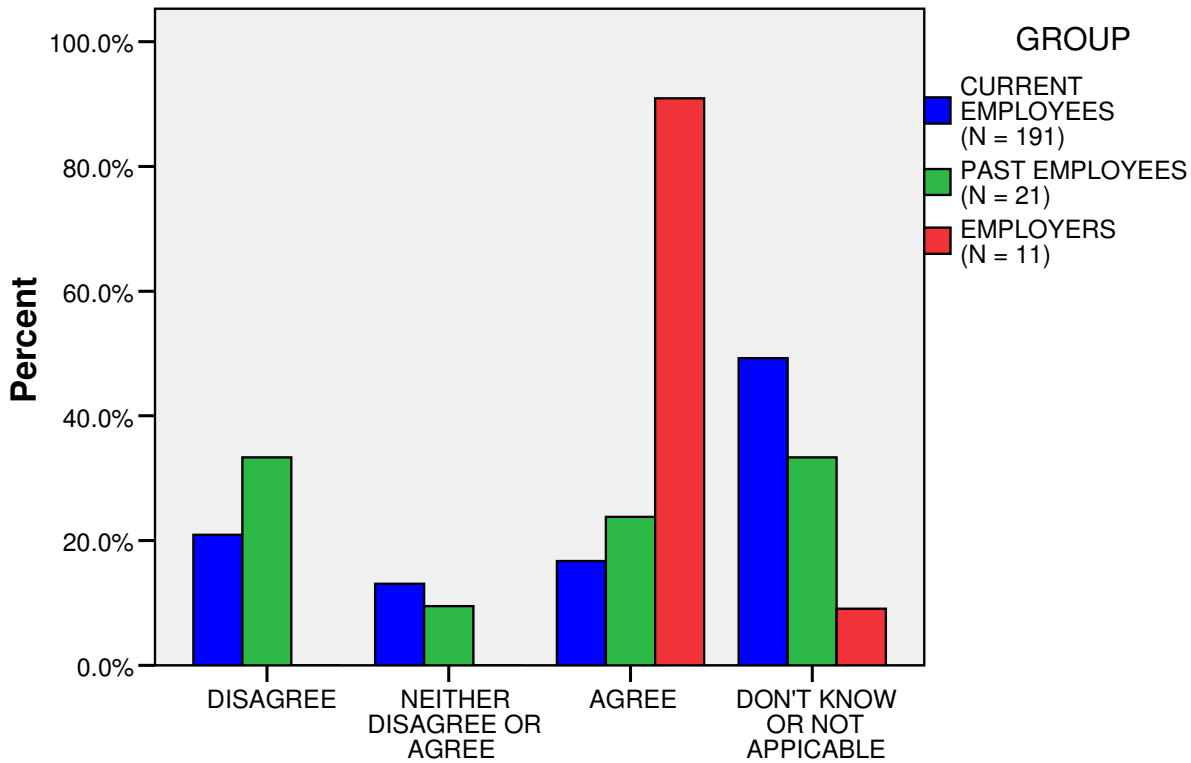
- The majority of employees indicated that they own their own vehicle and/or stated that alternative modes of transportation (e.g., busses, taxis) are sufficient
- Of the respondents who agreed with this statement, a few referred to limited bus schedules, problems associated with living out of town, and to problems associated with winter driving conditions
- Also mentioned: rising gas prices and needing a wheelchair accessible vehicle

1: TRANSPORTATION PROBLEMS IN MY TOWN/CITY LIMIT MY ABILITY TO GET TO AND FROM WORK.

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ I had no problems getting to and from work • ☼ Public transportation is quite adequate in GP. The issues here have more to do with age and quality of employees • ☼ Vehicle is a requirement for the position, to travel requirements; could not effectively perform duties with public transportation • conditions of the streets have played a factor regarding cost of wear and tear on car • For other staff on the team, it is difficult due to the fact that buses stop, running early and cabs are expensive • for staff taking the bus they are either 5 min late or 30 min early. • I depend on my vehicle or pick up clients. If anything happens or it broke down there would be a problem. • I have a car so I have no problem • I have my own car • I have my own car. There is no public bus or taxi to take so it does limit others who don't have their own vehicle • I have my own transportation • I live in a small town, no problems getting to work. I can walk, bike, or drive • I own a vehicle • I use my car for my job. GP traffic has grown considerably • if I didn't have a car I could not do this job. Clients are dependant on my car. • If you have no car, transit is great except for evening shifts that end at 11 pm and buses stop running at 10 pm. • mostly everything is in walking distance and I have my own car • no transportation problems • now a car is needed to take clients around when it wasn't stated in our job description. • sometimes • the city roads and busyness makes it hard. • there is lots of transportation • Transportation is not an issue, but road conditions are • We are well equipped with cabs and buses 	<ul style="list-style-type: none"> • I don't but some do • I drive my own car but I find it difficult in the winter to get place to place when the roads aren't plowed • I have a vehicle • I have my own car • I have my own transportation • I live in a different town, I much have my own transportation • I own a car but it is so expensive on gas. I use it to transport my clients 	<ul style="list-style-type: none"> • ☼ Can be difficult for some out of town employees. Walking distance in town. • ☼ If buses could run more frequently and extend running times employees would be available for more shifts • ☼ Only pertains to employees who are dependant on the public transit system/do not have access or own their own vehicles, or don't have a drivers license • ☼ People need vehicles in day programs in transport clients. Traffic and road conditions have created more hazards for people • although I have a vehicle, it gets mileage out quickly due to the amount of travel I do for my job • better public transportation • bus service is limited, taxi service is expensive • buses run every half hour, but it takes a lot of time • gas prices are high • have car but road conditions especially in winter can cause problems • Have no car, the buses don't run after 11pm. I sometimes don't have money to take a cab so I walk after work. • I don't drive, I use public transportation • I don't drive, taxis are expensive and buses are inconvenient • I drive 40 km to and from work. Weather can cause problems • I drive my own car to work, but the roads make it hard to get to work, especially in winter • limited access of public transportation • live out of town, bad weather can be a factor • need a wheel chair assessable vehicle, which was not stated in my job description • there is very heavy traffic flow here • 🎵 there was very limited transportation for bus routes. Nights after 10pm no public bus • transit system is poor • travel in winter conditions for 30 min • use own vehicle • without a car it would be impossible to get to work on time • yes because gas is rising and if I don't use my car, sometimes I don't get to work on time since buses take forever and it is hard to get a taxi in the winter 	<ul style="list-style-type: none"> • have a car • 🎵 X is a small town requiring no transportation • I am using my own car • I have a car • I live out of town but I'm using my own car • I must have a car for my position • I own my own car • Live out of town, use my own vehicle • not a problem for me, but it is for others • 🎵 own my own car • within walking distance

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

2: CHILDCARE AVAILABILITY IN MY TOWN/CITY LIMITS MY ABILITY TO WORK AS OFTEN AS I WOULD LIKE OR NEED



RATING	GROUP			TOTAL (N=223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	17.3%	28.6%		17.5%
SLIGHTLY DISAGREE	3.7%	4.8%		3.6%
NEITHER DISAGREE OR AGREE	13.1%	9.5%		12.1%
SLIGHTLY AGREE	5.2%	4.8%	18.2%	5.8%
STRONGLY AGREE	11.5%	19.0%	72.7%	15.2%
DON'T KNOW OR NOT APPLICABLE	49.2%	33.3%	9.1%	45.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

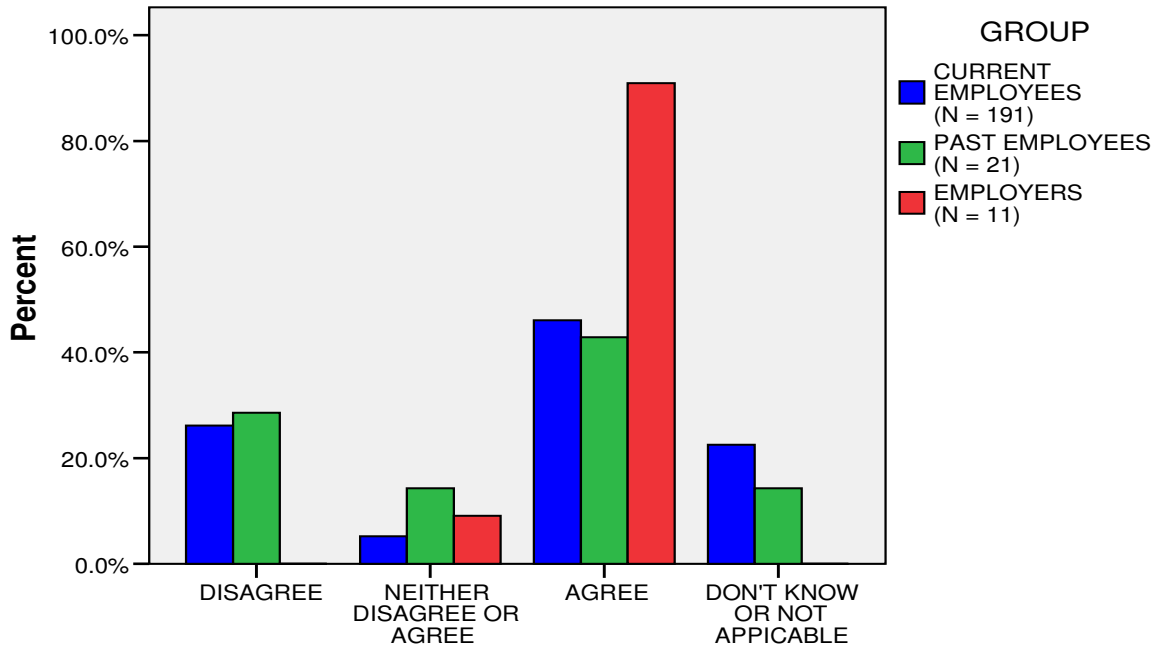
- Employers were more likely to strongly agree with this statement; many employees indicated that they do not have children
- Mentioned by some employees: cost of childcare, getting childcare on weekends, statutory holidays or for variable shifts

2: CHILDCARE AVAILABILITY IN MY TOWN/CITY LIMITS MY ABILITY TO WORK AS OFTEN AS I WOULD LIKE OR NEED

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • I have no children • no children at home anymore • no kids • no more children at home 	<ul style="list-style-type: none"> • because my kids are older • ♪ have no children • I don't have children • I don't need childcare, my kids are grown up. I have heard though that it is hard to find • I have childcare, however if I were to lose this placement it would effect my work. Finding childcare was VERY difficult • I have no children • ♪ I have no children but I know there is very limited childcare in the city • I wouldn't know, I have no children • no kids 	<ul style="list-style-type: none"> • ☼ Availability, as well as cost hinders employees willingness and availability • ☼ Childcare s expensive. I have ran into situations where employees can't afford to come back to work after a mat leave b • ☼ Depends on the employees circumstances, and personal preference for type of child care. Hasn't been a real critical factor • ☼ Do not have day care centres. Have some day homes that are privately owned. Cost for child care is high compared to salary • ☼ Staff have not returned from mat leaves due to lack of available child care, childcare difficulties affect attendance at • ☼ Very limited childcare and very expensive • ♪ I had to get my 75 year old grandma to baby-sit because I couldn't find anyone else • I have no young children at home, however I know childcare is an issue in the community • in order to get subsidy, and afford childcare, the childcare company I am through only watches kinds until 6pm. • It took me 3 months to find a day home that I can only work days. • not for myself but I know a lot of other people who have issues with this • on school days that are not stat holidays • quality childcare is an ongoing issue • shift work--hard to receive care in the evenings and weekends 	<ul style="list-style-type: none"> • ☼ Not sure about availability but affordability is an issue. Many of our staff do not return after their mat leaves as 13- • children are all grown • co-workers have problems with the 4pm-12 shift • Don't have any children • don't have children • don't need childcare • I am a senior citizen • I don't need childcare • I have no children • I have no small children • if I had a child that was in care, it would take up a large portion of my pay • my kids are grown up, but it is a problem for others • no childcare needed • no children • no longer need childcare

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(3) HOUSING AVAILABILITY & COSTS MAKES IT DIFFICULT FOR ME TO WORK IN MY TOWN/CITY



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	18.3%	19.0%		17.5%
SLIGHTLY DISAGREE	7.9%	9.5%		7.6%
NEITHER DISAGREE OR AGREE	5.2%	14.3%	9.1%	6.3%
SLIGHTLY AGREE	11.5%	14.3%	9.1%	11.7%
STRONGLY AGREE	34.6%	28.6%	81.8%	36.3%
DON'T KNOW OR NOT APPLICABLE	22.5%	14.3%		20.6%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- Employees who disagreed with this statement mentioned that they own their own home. Employers were more likely to strongly agree with this statement, noting that high housing costs may be a factor contributing to the high rate of staff turnover.

3: HOUSING AVAILABILITY & COSTS MAKES IT DIFFICULT FOR ME TO WORK IN MY TOWN/CITY

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

DISAGREE

- expenses in GP usually necessitate having a second job
- I live in town
- I own a house. Paying the mortgage is difficult to a low income person like me
- I own my home
- lots of places always for sale and my husband and own a place in town.
- rent is very high and so is the overall cost of living
- This is a problem, not for myself, but for others moving into take jobs

NEITHER DISAGREE OR AGREE

- ☼ Has been an issue for potential employees living in GP. Also of an employee is the only wage earner, and can't live and pay bills on a low wage

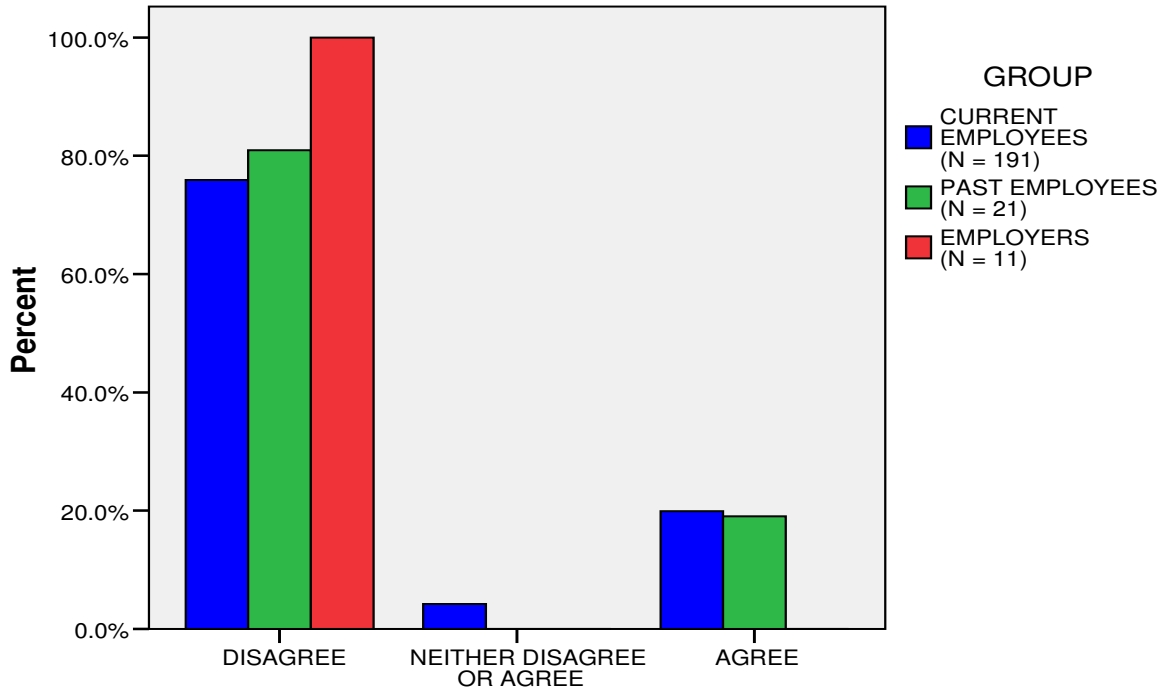
AGREE

- ☼ Can be expensive and difficult to find little or no low income housing
- ☼ Cannot afford to buy at the current wages
- ☼ Cost of living is a MAJOR factor causing turnover in GP
- ☼ Employees are not able to afford housing while working in this field. Housing costs prevent potential employees from moving to this area
- ☼ Must pre-screen out of province applicants to ensure housing has already been secured.
- ☼ Some of our employees have to live with parent as they can't find a place they can afford to live in with the salary they earn. A number of our employees (sin
- ☼ We are unable to pay well due to funding issues therefore many are unable to afford to work in this field
- As a single mom, I don't make enough to afford a mortgage. but make too much for subsidized housing. But in 1 month my pay check only would cover rent and bills.
- Available housing is very difficult to find as I must look for my own place. I am boarding with someone at the moment.
- cost of housing is a very great deterrent for people. Also, the lack of rental units complicates the issue
- cost of living is high and the income is not enough, that's why I need a second job
- cost of living is high here, but I own my own home
- cost of living is too high and the wage I make makes me unable to live alone
- costs too much to live for the pay provided, need a roommate to stay in GP
- ♪ GP rent is very high. Wages not enough to afford rent
- have to live out of town due to no housing in town
- housing availability is terrible, costs are overwhelming
- housing cost and rent is high and rising. one household income is hard to survive one
- housing costs are huge
- housing costs are much higher than my pay. I must have a second job
- ♪ Housing costs are very high in GP and there is limited availability
- housing is difficult to find and rent is so high
- housing is so expensive
- Housing is very limited in our town. It is very transient
- I am single and I room and board
- I currently commute to town
- I live in my parents basement and pay them rent. I can't afford to rent in GP
- I own my own house but rates are high and heat and power costs are very high
- I reside in X, where cost of living is less than in GP
- ♪ It was very expensive for a single income family of 4 to work at such low wages
- lack of availability drives up cost making it hard to live based on low income
- Living in GP is very expensive recently
- moved out to sexist to find housing
- My husband's income is the only reason we can afford a place to live.
- no housing available
- power, food, rent and cost of living is VERY high in GP
- rent is expensive and I have to work a lot to keep up with it
- rent is high in GP
- the cost of living is getting increasingly expensive
- This town is so expensive and with extremely low income, it is very hard to find a place without having 4 or 5 roommates

DON'T KNOW OR NOT APPLICABLE

- homeowner
- I bought my house 5 years ago before prices went up
- I have my own place
- I own my house
- own home in X, I drive in
- own my home
- own my house
- own my own home
- we have our own home

(4) THE WAGE RATE OFFERED TO ME BY THIS AGENCY IS APPROPRIATE GIVEN THE RESPONSIBILITIES & STRESS OF MY JOB



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	58.1%	61.9%	63.6%	58.7%
SLIGHTLY DISAGREE	17.8%	19.0%	36.4%	18.8%
NEITHER DISAGREE OR AGREE	4.2%	0.0%	0.0%	3.6%
SLIGHTLY AGREE	12.0%	9.5%	0.0%	11.2%
STRONGLY AGREE	7.9%	9.5%	0.0%	7.6%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- All employers and a large majority of employees disagreed with this statement
- Both employers and employees noted that the job market is competitive
- Also mentioned is the fact that low pay for work that is high in stress and responsibility makes it difficult for employees to chose to stay in the field
- Some respondents mentioned that staff are not compensated for experience/education, and a few respondents made reference to the lack of overtime pay

4: THE WAGE RATE OFFERED TO ME BY THIS AGENCY IS APPROPRIATE GIVEN THE RESPONSIBILITIES & STRESS OF MY JOB

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

DISAGREE

- ☼ A 15\$ rate with education/experience is reasonable
- ☼ Entry level wage for someone with no related education or experience is not appropriate given the multiple responsibilities and job stress. Employees with related education do better
- ☼ Job market too competitive can work at other places in town for same or more money and less stress
- ☼ Public service and private industry pay grids are 10\$ more per hour for comparable positions; staff have left for these reasons
- ☼ Staff are not compensated at a rate that is equal to their level of responsibility
- ☼ The employees have a huge responsibility and are not paid accordingly
- ☼ The stress working with individuals is viewed as this is an easy job, but it takes special people to work in this field
- absolutely not--our wage is crappy
- ♪ As above, also mentally draining because of very high tempered individuals. Not enough staff to help in very stressful situations
- Because it is a hard job mentally, it should have better wages
- being a team leader has more responsibility and stress and getting 3 cents more an hour than regular staff is unfair
- cost of living is so high in GP, and the wages need to be higher
- doesn't compare well with other agencies, does not reflect skills needed to work effectively with clients
- doesn't reflect skills, training already achieved, experience or life skills
- For example, night shift is difficult since I have to leave my family during the night. The rate of pay should be higher, more staff would stay.
- for the amount of responsibility involved, the wage is not enough
- for the amount of responsibility we have in this field, we only make a wage comparable with Tim Horton's
- had to get another income source.
- high behaviors and low wages
- I am expected to do both front line work plus supervisory duties in my 40 hr week. My priority is always my individuals therefore supervisory work is not done and brought home
- I do this job because I like it, not because of the wage. I could make more money serving coffee at Tim Horton's.
- I feel credit should be given for my years working as an LPN
- I love this work and will never leave due to poor pay, but you get paid way more serving coffee at Tim Horton's
- I manage 15 staff and many clients. I also train and work with staff on the floor. I fell in shifts when needed. The wage is very low compared to any other industry
- I only make 15\$ an hour as a supervisor which includes payroll, training, funding proposals among some of the duties as well as front line work
- ♪ in 15 years of working in various positions, including as a supervisor, the wages in GP are the lowest!
- It could be better, but this is my calling
- lots of responsibility for a low wage!
- minimum wage for night shift
- more responsibilities
- my wage should be at least a dollar more
- No, the wage is not sufficient there is a lot of responsibility and stress.
- not according to similar responsibilities in other professions
- not even close
- not fair, because if I am working a wake over they don't pay me the regular rate.
- not the same as an other agency
- our office staff starts at a higher wage, more than a 5 year front liner and they are in no danger if getting hurt everyday!
- Our wage is under 40,000 a year. We work in a management position. Same wages at the Safeway
- Reviews and salary increases are not given on a regular basis. Ex--experience and educational growth are not noticed and are not compensated
- Since we have no staff in residential areas--clients are being dropped off in day programs. I am seeing a lot more clients and behaviors that make stress high.
- someday are more stressful then others, wage rate could use an increase
- staff are grossly underpaid
- stress compensation--a joke
- stress is extremely high as well as job demands, pay rate has only been increased 3 times minimally in the last 5 years.
- ♪ The amount of work done by the individual should determine the amount paid. Not always giving raises to everyone the same amount. Everyone doesn't do the same amount of work
- the amount of work far outweighs the pay
- The job responsibilities that I have are so much harder than what I am being paid for. We need to be getting more money
- the pay is low
- the wages are LOW! given my responsibility and stress of my work
- the wages don't reflect the amount of personal care and often medical care required of some clients
- the wages fall far below the cost of living in this area. The responsibility and stress involved in this profession is far way out the compensation provided
- their hands are tied because that's the budget your allocated
- There are times that are slow and not stressful and there are times that are very stressful and demanding
- This agency should be paying better wages and more for mileage
- underpaid for amount of work and responsibility we have
- wages are too low, that's why there is so much turnover
- Wages are way too low
- We are NOT paid for the work we do. If I went to Edmonton or Calgary, wages in this field are way higher. I don't get recognized financially for having a rehab diploma.
- we are underpaid, especially considering that this is Alberta!
- we deal with a lot of verbal, emotional, and physical abuse that highly escalates our stress. I feel that as staff we have no protection or rights when it comes to defending ourselves
- work like dogs and the agency still wants more
- working with individuals with disabilities is emotionally and mentally draining, you can work fast food and make more money, we are responsible for people's lives

**4: THE WAGE RATE OFFERED TO ME BY THIS AGENCY IS APPROPRIATE
GIVEN THE RESPONSIBILITIES & STRESS OF MY JOB (CONTINUED)**

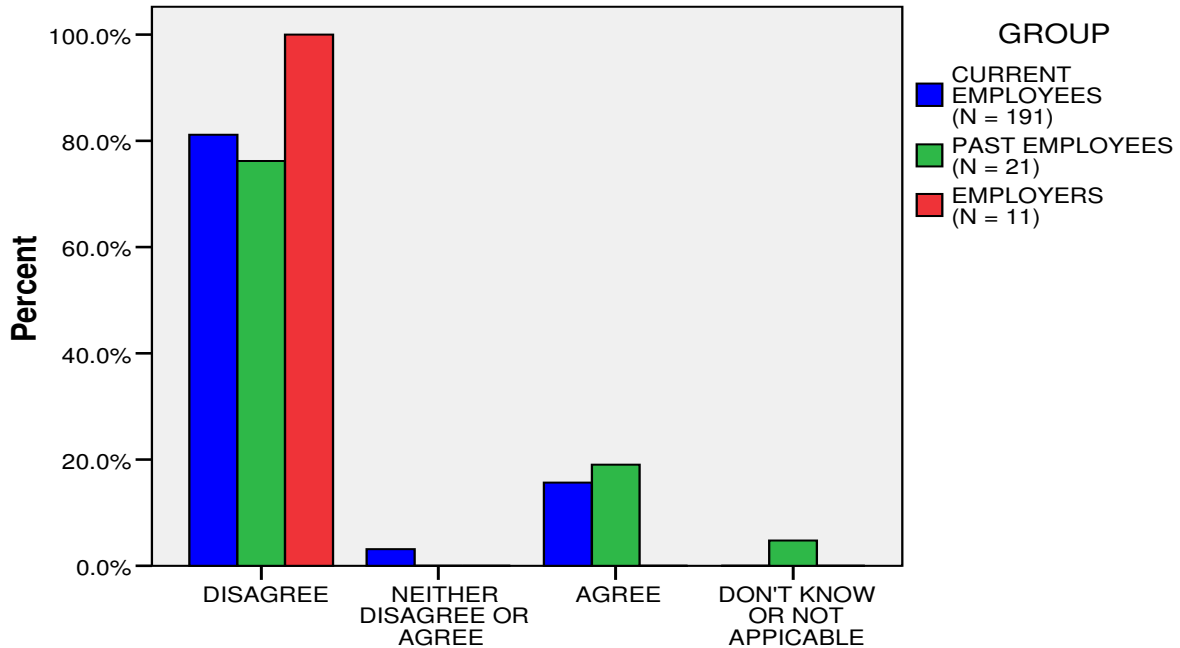
NEITHER DISAGREE OR AGREE

- I like my job so I don't complain about the wages

AGREE

- a recent raise will help me make ends meet a little better.
- wage rate is ok, what is not covered is expenses. My car gets used a lot! There is a lot of wear and tear and gas to pay for we work as caregivers, teachers, nurses, councilors, cooks etc. Work is shift work, evenings, weekends, nights, and days. Sometimes stress is high

(5) THE WAGE RATE OFFERED TO ME BY THIS AGENCY IS SUFFICIENT GIVEN THE COST OF LIVING IN MY TOWN/CITY



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	64.4%	57.1%	81.8%	64.6%
SLIGHTLY DISAGREE	16.8%	19.0%	18.2%	17.0%
NEITHER DISAGREE OR AGREE	3.1%			2.7%
SLIGHTLY AGREE	9.9%	9.5%		9.4%
STRONGLY AGREE	5.8%	9.5%		5.8%
DON'T KNOW OR NOT APPLICABLE		4.8%		.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- All employers and a large majority of employees disagree with this statement (employers were more likely to “strongly disagree”)
- The few employees who agreed with this statement mentioned that their household has more than one income

5: THE WAGE RATE OFFERED TO ME BY THIS AGENCY IS SUFFICIENT GIVEN THE COST OF LIVING IN MY TOWN/CITY

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

DISAGREE

- ☼ Cost of living far exceeds average income in this field
- ☼ Cost of living is high due to traveling 1-4 hours for medical services
- ☼ If this job was a second income then perhaps but a single person supporting themselves would be unable to make ends meet given the cost of living
- ☼ Inflated costs of renting and buying housing has well exceeded the wage rate
- ☼ Many of our single employees work more than one job in order to pay the bills
- ☼ Much too low in comparison to other places and very expensive Northern town
- A single income could not afford to live on at the salary given at 40 hrs a week
- absolutely not
- any wage in the 12\$ range is not sufficient due to the cost of living in GP
- cost of living in GP is so high and wage increases don't keep up with inflation
- cost of living increases every year as well as taxes and housing
- cost of living is higher than the wage
- Cost of living is very high in this town
- Cost of living up north is much higher than pay permits
- ♪ fast food workers make double the starting wage of group home workers
- gas is getting expensive and clothing gets stained from food and cleaning agents
- given my circumstances not bad. If I was young and starting out then definitely not
- GP has an extremely high cost of living
- Have not had a wage increase in 10 years
- I could not live on my wage alone.
- I could not work here and afford to live on my own. I need roommates
- I have been looking at other options re career paths with higher wages and recognition for work done
- I have heard the rate is higher in other regions
- I have to have renters to make it through each month
- I have to live with my parents at home in order to be able to meet monthly bills
- if my boyfriend didn't have a good job, I wouldn't be able to survive, pay is too low
- ♪ It was very expensive for a single income family of 4 to work at such low wages
- my bring home pay is only 1700/month. This is not sufficient when living in such an expensive city.
- My rent is \$1200/month. My wage here is not enough, I have to work a second job to pay my bills. I cannot get ahead in life with this wage, I am living cheque to cheque
- no overtime pay
- No! cost of living is so high
- NO!!
- not if you have payments
- not paid accordingly to me education
- our town is booking and the cost of living is so high
- some months are very tight
- The cost of living has consistently gone up except for wages, making it hard to make ends meet
- the cost of living in GP is so high--absolutely no
- The cost of living in northern Alberta is HIGH, and with the amount we get paid isn't enough.
- The cost of living is high
- the cost of living is too expensive
- The cost of living rose in GP and the wages remained the same
- the cost of loving in GP is extremely high
- the prices to rent or buy have doubled in the past 2 years. Not to mention the cost of fuel.
- the wage paid is very low considering the cost of living
- there are a few group homes in town that start at 15\$ and go by experience.
- there is no rent control so therefore people who work for our agency cannot afford to pay high costs when the pay rate is so low
- They average apartment is going for \$1000 or more, what about bills and other costs.
- this agency is the cheapest, worst agency to work for
- this cities cost are very high. The wages here are not contusive to this
- ♪ Very low wages and limited hours made it impossible to continue working in this field
- wage is low especially with cost of living so high
- wages have not kept up with inflation
- we live in a very expensive city
- would be great if I had more spending money

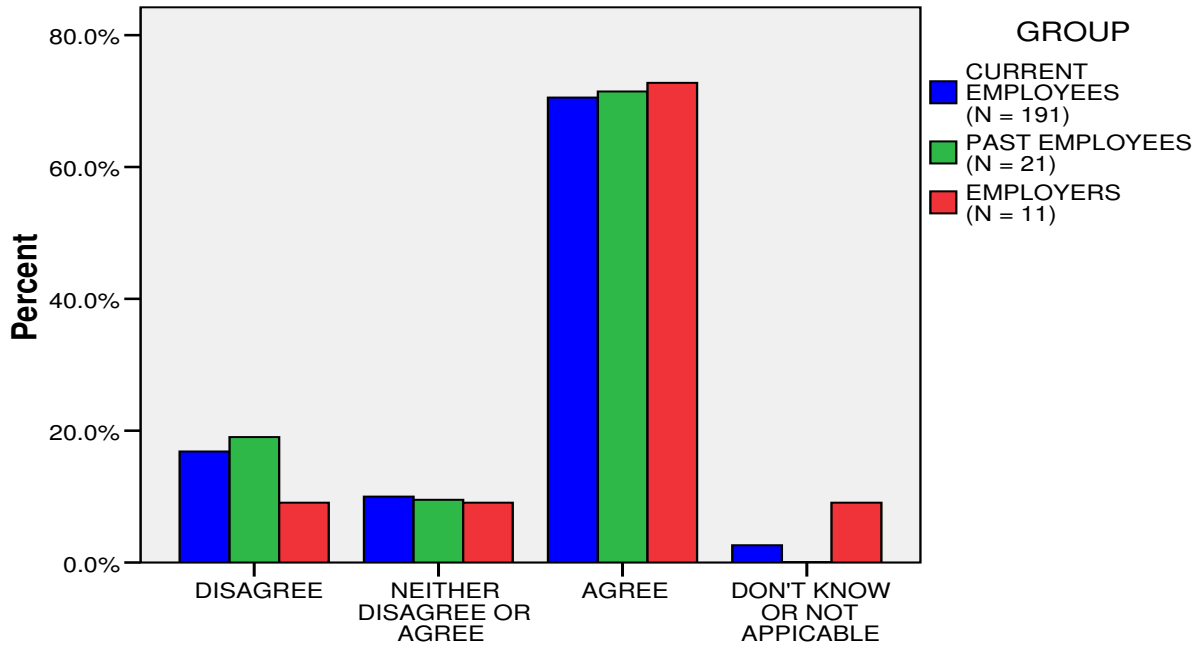
NEITHER DISAGREE OR AGREE

- The income I get isn't enough, that's why this job isn't my primary source of income\

AGREE

- because I am married and have a husband that helps pay the bills
- Can't pay living expenses on my wage
- Cost of living in GP is very high
- I can make ends meet, but barely
- It would be low, if we were a single income family

(6) THE NUMBER OF WORK HOURS THAT ARE AVAILABLE TO ME ARE SUFFICIENT



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	10.5%	9.5%		9.9%
SLIGHTLY DISAGREE	6.3%	9.5%	9.1%	6.7%
NEITHER DISAGREE OR AGREE	9.9%	9.5%	9.1%	9.9%
SLIGHTLY AGREE	15.2%	9.5%	45.5%	16.1%
STRONGLY AGREE	55.0%	61.9%	27.3%	54.3%
DON'T KNOW OR NOT APPLICABLE	2.6%		9.1%	2.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

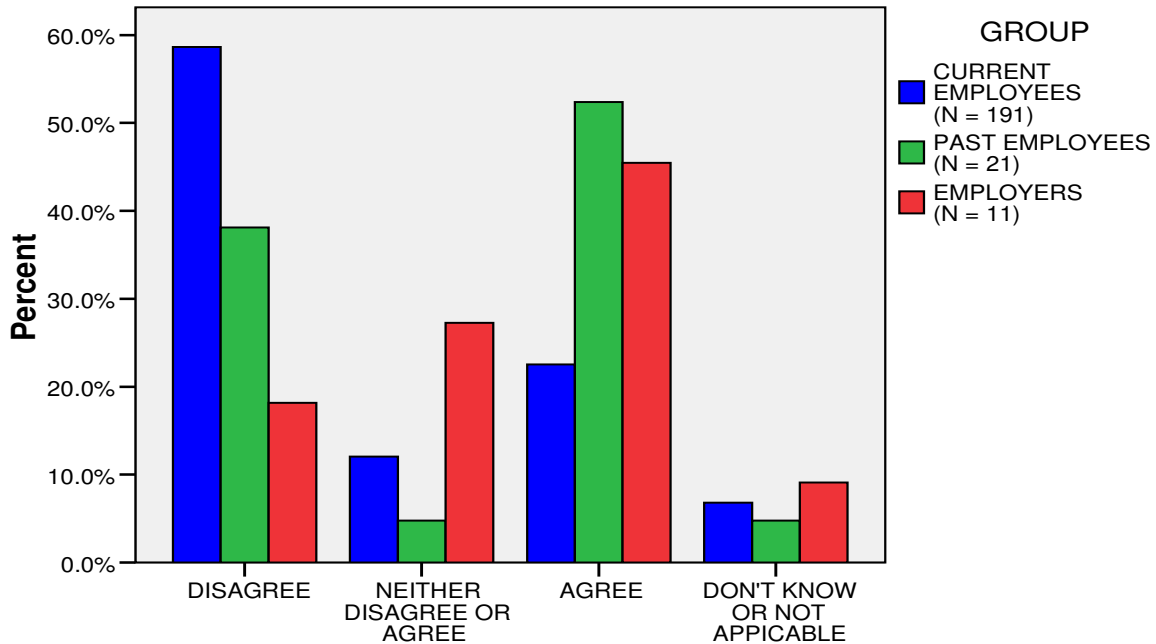
- A large majority of employers and employees agreed with this statement (employees were more likely to choose “strongly disagree). Some respondents indicated that staff sometimes work too many hours; others stated that the excess hours are due to the staffing shortage (which is a bigger problem for some shifts, e.g., weekends)
- Some respondents indicated that the hours are insufficient in the sense that staff have a hard time meeting the high costs of living

6: THE NUMBER OF WORK HOURS THAT ARE AVAILABLE TO ME ARE SUFFICIENT

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Staff feels they have to hurry with individuals due to time limitations and not enough hours • always too much! • every year you wonder how many hours will be reduced due to cut backs • Have to say no to agency as they would have me work 80 hour weeks • ♪ hours varied with the job • ♪ I always wanted and needed more hours to make up all the costs, I fell far behind financially • I would like a hour work week within the day program. • it is not possible to book a day off • ♪ limited hours • no, I could work twice as many but I don't want them • not for our agency, management tried to cut some hours and if we don't say anything then good for them. If we ask why and complain than they try to return the hours • would like 40+ • would like more • would like more hours 	<ul style="list-style-type: none"> • ☼ At times some staff are working more hours due to staff shortage • If I was relying on this other than a second income I would need a second job or have to work additional hours. • overtime is essential to stay on top of everything • some employees are content with 40 hours a week, others wish more hours 	<ul style="list-style-type: none"> • ☼ In most cases hours are sufficient--most jobs in day programs are full time. However many have to work extra hours to pay their bills • ☼ Many employees have been over extended in the # of hours. Due to staff shortages. Many staff have more than 1 job • ☼ Number of hours are sufficient but when hours are available i.e. weekends aren't necessarily appealing to employees • am happy with my hours • at present time yes • Because I have excellent experience working it this field, I should be able to work more hours. • because this is my second job • for me--yes • have a flexible schedule, work hours are not a concern • I am happy with my hours • I am just casual • I can't work more than I do • I could work more hrs if I wanted • I have more then enough! • I like the number of hours I work • I love getting lots of hours but we are short staffed, what happens when we get more, my hours will go down • I never leave work on time and I hardly ever leave feeling like my day is done • I work 2 positions for the company, between the 2 I gave enough hours • I work 40+ hrs per week many hours are not even changed to company • I work casual hours and dictate how much I want to work • I work full time hours and work casual in the evenings at the group homes • I would not want to work more hours • It would be nice to be able to bank hours for future days off--like holidays • ♪ plenty of hours available • sometimes too sufficient • the hours are sufficient for me • there is enough work--not enough workers • ♪ too many hours • when circumstances are normal • Yes, but if I was relying on only this job as a primary income I would need A LOT more hours. 	<ul style="list-style-type: none"> • ☼ We had to combine some part-time positions to make full time in order to attract staff • absolutely and a ton more to pick up

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(7) THE NUMBER OF HOURS THAT I AM EXPECTED TO WORK AT THIS JOB ARE TOO HIGH (IN OTHER WORDS, HIGHER THAN WHAT I WANTED OR AGREED TO WORK)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	46.1%	14.3%		40.8%
SLIGHTLY DISAGREE	12.6%	23.8%	18.2%	13.9%
NEITHER DISAGREE OR AGREE	12.0%	4.8%	27.3%	12.1%
SLIGHTLY AGREE	7.9%	19.0%	27.3%	9.9%
STRONGLY AGREE	14.7%	33.3%	18.2%	16.6%
DON'T KNOW OR NOT APPLICABLE	6.8%	4.8%	9.1%	6.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

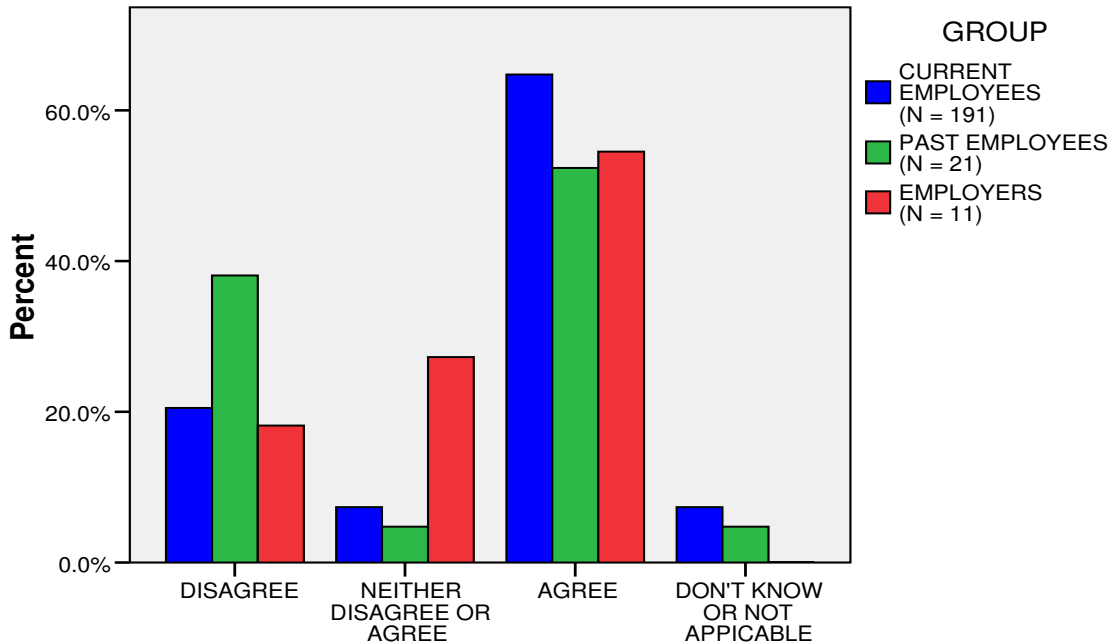
- Current employees had the highest rate of disagreement with this statement (with a larger proportion choosing “strongly disagree”); some stated that they would like more hours while others said that they choose to work more hours
- Employers who agreed with this statement noted that the staffing shortage contributes to the problem of staff being asked or pressured to work more hours
- Employees who agreed with this statement most commonly mentioned staffing shortages as being the reason for working extra hours. Some have indicated that they need to work excess hours because of the wage rate.

7: THE NUMBER OF HOURS THAT I AM EXPECTED TO WORK AT THIS JOB ARE TOO HIGH (IN OTHER WORDS, HIGHER THAN WHAT I WANTED OR AGREED TO WORK)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • At times too much, if we are short staffed which we are a lot • expected to work 40 hrs a week, overtime is voluntary • ♪ I always needed more hours • I am a workaholic • I am flexible with hours • I am supposed to work mon-fri 7-3. I do a whole lot extra, I am on call. I work sometimes 24 hrs a day due to staff shortage • It is not too high for me, it is a little bit low because as a full time worker I should work 40 hrs a week but I'm not. Some of my hours shared to a new staff • need more • not at present time. In past months definitely due to proximity and availability-- advantage has been taken • same as above • the agency allows me to work as little or as much as I need • we need the money so we are happy to work extra hours • working hours are sufficient • ♪ would have worked more hours 	<ul style="list-style-type: none"> • ☼ Not enough quality staff to work with high needs, seems to be the same ones which is causing burn out • ☼ Some staff enjoy the longer hours and request to keep the same! • I agreed to work these hours, but I know in different areas of XXXXX, people work way too much. • I could work more hours but I need a day off occasionally, so I choose not to pick up extra shifts • I have the hours I want • I have to be cautious. There are a lot of demands in my position. If I wanted to I could work more but don't want to at this time • I usually as for more to increase my income. Less time for family • the schedule changes a lot 	<ul style="list-style-type: none"> • ☼ Employees are expected to work what is on their terms of employment however they are consistently asked to cover additional shifts this increases burn out • ☼ I work day programs-- the hours are fine we rarely get overtime. In residential services--too much overtime occurs because of shortages in staffing • ☼ Staff shortage sometimes means some employees finish up working more than agreed upon scheduled hours. However we do not put up with this as an expectation it • Although the wage in low, I end up working 50-60 hrs a weeks. This increases my weekly pay by 180-200 dollars • As a supervisor, if I can't staff a vacant position it is my responsibility to work it. I average 43+ hours a week • at the moment they are too high because of staff shortage. staff with no work ethic and client's very aggressive behaviors • Had not expected to work so much overtime • Have to refuse hours. As need time to see my family • I'm happy to work and extra hours because I need money • I am often called to work night shifts because no one else is available. This makes my day responsibility hard to fulfill • I am pressured into working extra shifts and longer hours. I often do but I am exhausted • I need the money so I want extra hours • I take an extra 20 hrs a week to help with the vacancies • ♪ I was happy with the hours, I needed the money, but was often too tired to do my best • I would like to get by with just my full-time hours • it is very hard to say no hours because you know it directly affects our clients • often asked to work longer hours due to staff shortage • ♪ short staffed, filled in a lot at the last minute • Sometimes we are short staffed and I have to cover shifts and don't even get overtime pay! • This is due to constant staff shortages, also it is hard to keep and get casual staff. • we are short staffed and some staff are severely overworked. • work extra unpaid hours picking items up for clients etc. • yes due to staff shortages 	<ul style="list-style-type: none"> • ☼ In many programs this isn't an issue--In residential services it has been more of a concern where staff have put in many overtime hours • doesn't apply to me • I agreed to work this number of hours, I'm pleased with the number of hours expected to work • I need the income so I am happy to work the hours • I need the money that's why I need to work extra hours

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees;

(8) MY WORK SCHEDULE IS FLEXIBLE (E.G., WHEN I AM SCHEDULED FOR A SHIFT THAT I CANNOT WORK OR DON'T WISH TO WORK, I AM ALLOWED TO CANCEL IT OR SWITCH IT WITH A CO-WORKER)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	10.5%	14.3%	9.1%	10.8%
SLIGHTLY DISAGREE	9.9%	23.8%	9.1%	11.2%
NEITHER DISAGREE OR AGREE	7.3%	4.8%	27.3%	8.1%
SLIGHTLY AGREE	19.4%	23.8%	36.4%	20.6%
STRONGLY AGREE	45.0%	28.6%	18.2%	42.2%
DON'T KNOW OR NOT APPLICABLE	7.3%	4.8%		6.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

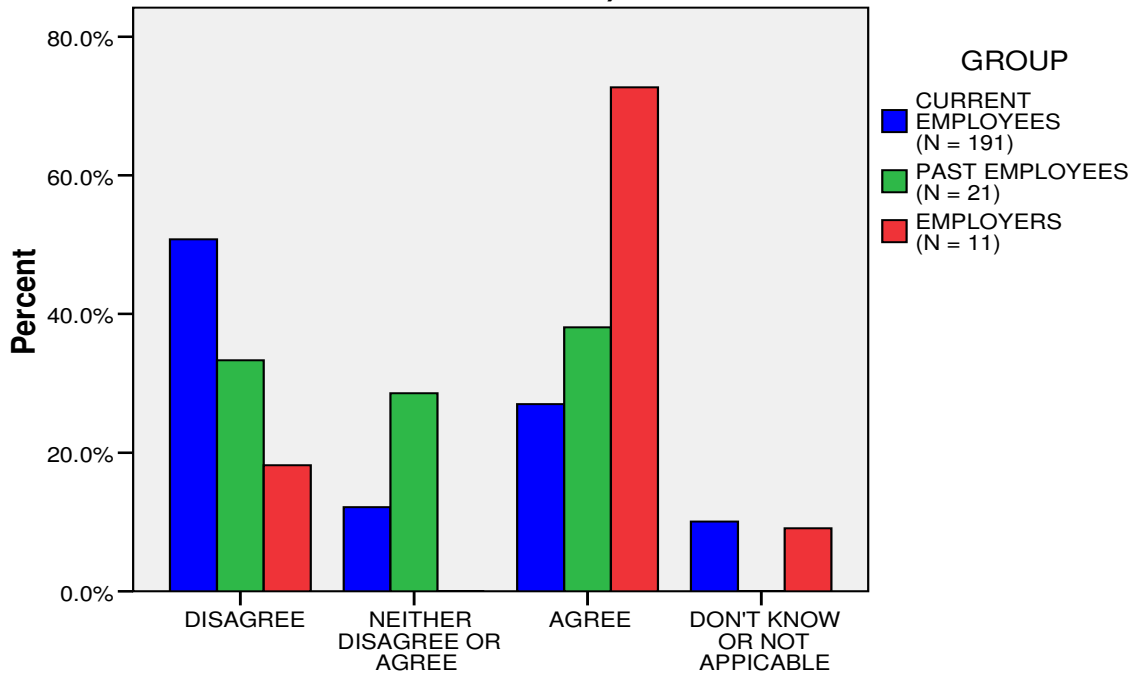
- The highest rate of disagreement to this statement was by past-employees. Of those who disagreed, the majority indicated that staff shortages make it difficult to change shifts
- Of the respondents who agreed with this statement mentioned that they could take off time, providing that they find another staff member to cover the shift. Some employees mentioned that their direct supervisors and/or co-workers are very accommodating.

8: MY WORK SCHEDULE IS FLEXIBLE (WHEN I AM SCHEDULED FOR A SHIFT THAT I CANNOT WORK/DON'T WISH TO WORK, I AM ALLOWED TO CANCEL IT/SWITCH IT WITH A CO-WORKER)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Been short handed, often employees do not wish to change or switch • Arrangements must be made by person wishing to switch; usually no one available to switch with • As a supervisor I have to be at work as staff work 2 jobs and are not able to cover me most of the time • because of staff shortage you are pushed to work • because we are so short staffed we sometimes work when we are sick or need a day off • Currently employed in day programs. There is no staff coverage so we are unable to switch shifts • don't have enough staff for this Often even if I am sick I have to come in • employees are overworked. • 🎵 hard to switch, too short staffed • I have a young family and need to spend evening and morning hours with them • I have other commitments in life and I don't wish to work more. • If I miss work my clients also miss and don't get paid. There is not enough staff coverage • If there is no staff available I have to work it and there are usually no extra staff • My schedule is set, unless I plan to switch a day, then no my schedule is not flexible. • New management is a dictatorship • no one to fill the shift most times, but the agency is very flexible • not flexible, have to book days off well in advance as still may not get it off because of no coverage • once scheduled it is assumed the shift will be covered. There are few options to change due to overload of coworkers • shortage of staff make it difficult • sometimes we don't have a choice because we don't have casual staff and also our agency doesn't pay overtime. • the staff shortage causes you to be able to do this or people are to be over worked to do this • there is NO flexibility in schedule even in case of emergency or crisis there is no one to cover • very difficult to find people that like working nights • 🎵 We felt that we were constantly on call On the few days that we had off we learned not to answer the phone 	<ul style="list-style-type: none"> • ☼ Day programs work schedule is not flexible there is no switching with co-workers • ☼ In day programs staff have set hours they work. Staff are able to schedule time off if they want it • ☼ Yes, they can switch with co-workers, but finding their own replacement can be an issue as casual list is very small • agency is fairly flexible • assuming I can find someone to work for me • I make the schedule for myself and 15 staff. I accommodate as much as possible • We do have the ability to make arrangements but I never need to 	<ul style="list-style-type: none"> • ☼ Flexibility is forced on employer there is not other option. Employees tend to quit if not given all the time off they request • ☼ Residential programs have regular shifts that staff are scheduled to work. Staff are asked to finish a replacement if they wish to not work their scheduled shift • ☼ Staff in this agency manage their own schedules • As long as there is someone available to cover, otherwise I wouldn't bother • Don't have shift work but if I need some time off me co-workers are willing to cover for me • has always been very flexible regarding time off or switching with coworkers even if it is in short notice • I can usually switch with another co-worker • I have been able to when necessary. • I set my own schedule • I work flex time • X is accommodating • if a staff member is available • If I were frontline staff only I would be able to check a different answer. Both being frontline/supervisor not as easy to take time off. Work loads become more difficult after taking days off. • if there is a co-worker available. company seems satisfied as long as the hours are covered • If you have staffing to switch with • It is my responsibility to find a coworker to cover my shift. If there is no one willing to cover, I have no choice but to do it. • it works out for both of us, we switch or cover • maybe not as stated here, but my school schedule is considered • most of the time I am able to take time off when needed. • 🎵 my supervisor was very flexible with the schedule • our supervisor is fantastic in this aspect • staff shortage • staff shortages make this difficult • the agency is very good about this issue as long as it is not compromising policy or labor standards • The supervisor is flexible, if we have enough casuals to work • This is within reason, because of a staff shortage its really hard to find someone to switch with • very accommodating • 🎵 Very easily between one of the younger staff and I • very obliging • we have a great supervisor who never makes me feel guilty for taking off occasionally when those unexpected things happen. I try not to make advantage of it too often • We have a great team and that makes it very easy for when those situations arise 	<ul style="list-style-type: none"> • doesn't apply to my job area • My work schedule is always Mon-Fri 8:30-4:30 • 🎵 never needed I was always covering for other staff

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees;

(9) MY WORK SCHEDULE IS TOO STRESSFUL (E.G., TOO MANY SHIFTS IN A ROW, SPLIT-SHIFTS, NOT ENOUGH DAYS OFF IN A ROW)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	32.5%	9.5%	18.2%	29.6%
SLIGHTLY DISAGREE	17.8%	23.8%		17.5%
NEITHER DISAGREE OR AGREE	12.0%	28.6%		13.0%
SLIGHTLY AGREE	14.7%	19.0%	45.5%	16.6%
STRONGLY AGREE	12.0%	19.0%	27.3%	13.5%
DON'T KNOW OR NOT APPLICABLE	9.9%		9.1%	9.0%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

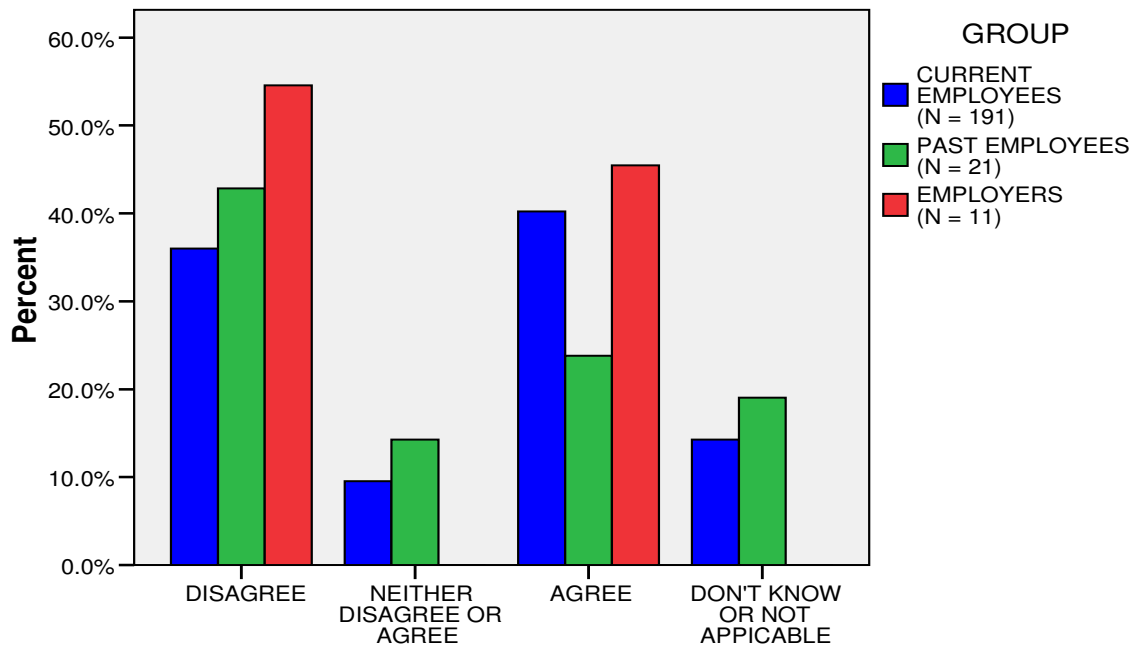
- Employers had the highest rate of agreement with this statement, with a large majority of employers agreeing. Some employers mentioned staff shortages as an important reason for the stressfulness.
- Less than half of the employees agreed with the statement. Employees who did agree often stated that the situation is just recent and primarily due to staffing shortages. A few employees mentioned the stress due to split shifts, dealing with variable shifts (e.g., finding consistent babysitting)

9: MY WORK SCHEDULE IS TOO STRESSFUL (E.G., TOO MANY SHIFTS IN A ROW, SPLIT-SHIFTS, NOT ENOUGH DAYS OFF IN A ROW)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Day program staff typically work 5 days a week • as a team leader, I could designate however the new staff have no options--if a senior staff refused the shift. • I am one of the lucky ones who are contact with their work so far • I would like to have a consistent shift • My work schedule is whatever I need it to be • schedule is perfect 4 days on 2 off • scheduling is okay • work hours can be stressful. agency and supervisor are very good about not burning out staff. Except in dire circumstances like staff shortages 	<ul style="list-style-type: none"> • 🎵 depends on the hours. It was great to have regular hours and regular days off. Some supervisors made that possible--others were difficult • I do the scheduling • I take on more for the money 	<ul style="list-style-type: none"> • ☼ Can be stressful but hours seem to be wanted by most staff • ☼ Employees are asked to work many relief hours they often do not get many days off as they have other school schedules etc. • ☼ Happens due to staff shortages. However, the choice to work extra shifts is the employees personal choice • ☼ One of the reasons for high staff turnover • ☼ Work demands, pace of work has tripled in the last 5 years • as a full time employee I am guaranteed 2 days off a week but I usually end up working on my days off • at the present time this is the situation. It has not always been this way. • because I am a job coach the work tends to be very boring as we let the client do as much as possible--also deal with many different behaviors with many diff clients • due to staff shortages we have covered all the shifts sometimes we work 10 or more shifts in a row and never get paid overtime • future shifts look daunting 6 days on etc. • hours change day to day • I dislike split shifts because it breaks up your day and you don't have much time to do much • I go through periods where I do not have more then 1 day off per month • I need the money so I don't mind having lots of shifts • I usually end up covering for any shifts when staff get sick, this often means double shifts for me. • I would rather work during my day off on my other job • my schedule is always nights (my choice) but it is still stressful • my work is split shift most of the time. • my work is stressful--but because of the reasons listed • need more vacation time, happy with my hours • 🎵 Not always easily covered shifts needed to switch often because of babysitter • Not enough time off mixing 2 industries can be stressful • shift work is very frustrating • staffing is stressful • there is a lot of shifts open, I am worried about needing a day off and no one to cover it • 🎵 too many shifts with one on one client that was abusive and low functioning • very stressful • when there is a shortage of workers • working night shift then day shift then sometimes evenings as well or staying until at least 8 pm. 	<ul style="list-style-type: none"> • ☼ n/a-- day programs is mon-fri 8:30-4:30 for most people • doesn't apply but I can say this field is stressful • I just work day shift

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(10) I AM SATISFIED WITH THE BENEFITS OFFERED BY THIS AGENCY (E.G., DENTAL, MEDICAL COVERAGE, PENSION, PAID VACATION)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	26.7%	28.6%	27.3%	26.9%
SLIGHTLY DISAGREE	8.9%	14.3%	27.3%	10.3%
NEITHER DISAGREE OR AGREE	9.4%	14.3%		9.4%
SLIGHTLY AGREE	16.2%	19.0%	27.3%	17.0%
STRONGLY AGREE	23.6%	4.8%	18.2%	21.5%
DON'T KNOW OR NOT APPLICABLE	14.1%	19.0%		13.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- The respondents were split in their response to this statement, with the rate of agreement and disagreement being “somewhat” comparable.
- Employees who disagreed with the statement most often said that they receive no benefits at all. Several employees mentioned the lack of a pension plan, followed closely by comments about the lack of healthcare benefits (e.g., vision, dental, drugs)
- Based on the comments, some employees who agreed with the statement appear to have misread the statement or mis-answered.)

10: I AM SATISFIED WITH THE BENEFITS OFFERED BY THIS AGENCY (E.G., DENTAL, MEDICAL COVERAGE, PENSION, PAID VACATION)

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

DISAGREE

- a pension plan would be nice
- after 10 months, I may receive benefits in April
- Because I am a group home worker, they consider that part time, the benefits are horrible! There is no paid vacation time or sick time and you wait 6 months for dental and medical to kick in
- I'm just casual and I don't have benefits
- I am treaty so it doesn't apply to me but my family could use it.
- I feel the company should cover it
- 🎵 I never received anything
- I would like to have more health care benefits
- I would like to see a company pension plan. Also cost sharing on RRSPs
- I would like to see short term disability benefits at a high percentage of wage
- in need if a pension plan and union
- Limited benefits that staff pay for
- need eye car, glasses for instance
- no benefits at all (REPEATED BY 8 INDIVIDUALS)
- no pension
- no pension, I use spouses plan because he has much better coverage.
- no vision are
- not enough for eye care. I need/want braces but the benefit company sees it as cosmetic. No pension.
- our benefits were cancelled the day before new years with no warning!
- should cover medical
- should have taken away short term availability clause
- there is no benefits unless you are in management
- they are cheap and do not pay enough of their share
- very poor plans, and no pension plan
- we are not offered a pension plan. We do not accumulate sick days or benefits until employed for 6 months
- we do not get benefits. Company a few years back offered them then took them off.
- we don't have any benefits
- we don't receive a pension nor benefits for eye care
- we have NO benefits
- We have NO benefits! I can't afford regular dental checkups
- We need a pension plan. There are many employees that have worked 15 years or more. We would have greatly benefited with having a pension at retirement
- we need benefits!
- we should have 100% coverage
- would like to see a pension plan and eyeglass coverage

NEITHER DISAGREE OR AGREE

- don't have benefits yet
- have double coverage
- haven't had yet, doesn't make 3 months.
- I am not familiar with the benefits. My group home has been assimilated with a new company
- I feel sleep over hours should be counted towards # of hours needed for benefits
- just recently became eligible

AGREE

- benefit package is still to be finalized
- hard to fight for benefits and just received them
- I don't like that our short term disability is gone
- 🎵 no benefits
- no pension
- NO pension, RRSP contributions or vision care offered
- not enough dental
- they could cover pension and eyes
- This would be ok for me if I worked part time
- we have benefits
- 🎵 would like to have some sick days

10: I AM SATISFIED WITH THE BENEFITS OFFERED BY THIS AGENCY (E.G., DENTAL, MEDICAL COVERAGE, PENSION, PAID VACATION)—CONTINUED

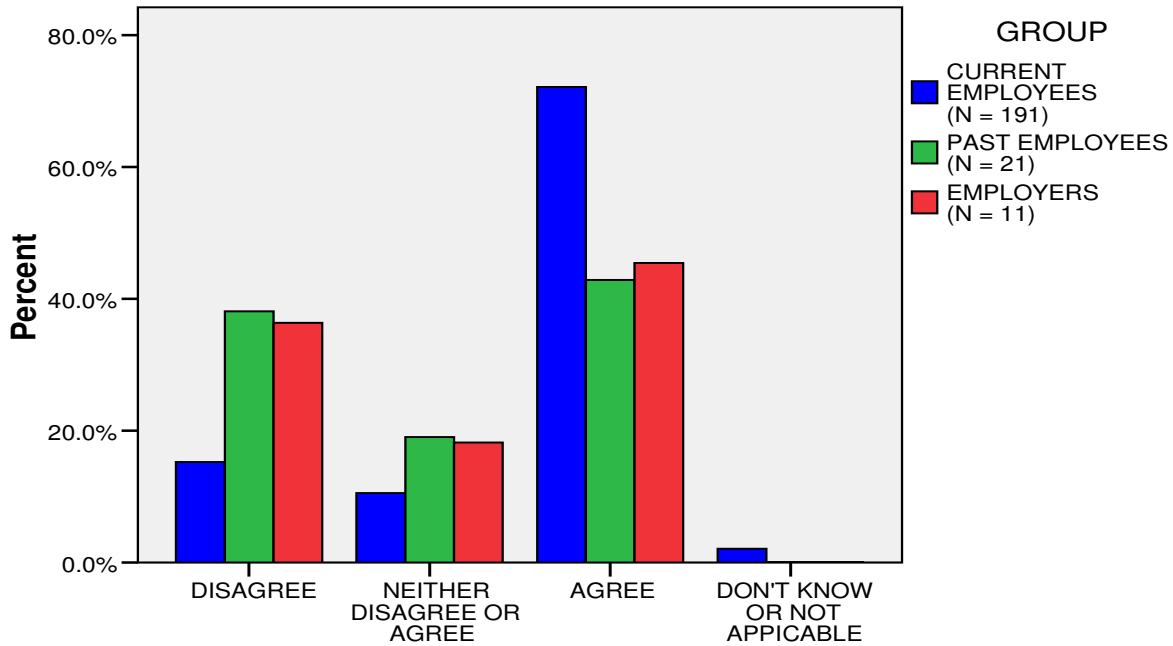
DON'T KNOW OR NOT APPLICABLE

- as a senior, I am unfamiliar with plan coverage
- ♪ didn't stay long enough to find out about benefits
- don't receive benefits because I am not full time
- I'll be just starting my benefits soon
- I'm a casual worker, so I don't get any benefits
- I am covered under spouses benefits
- I use my husband's benefits
- Just started in February so I have to wait for benefits
- No eye care!
- only offered to full time employees and I am only casual

EMPLOYERS WERE ASKED "WHAT BENEFITS ARE PROVIDED BY YOUR AGENCY?"

- n/a. no benefits other than sick leave
- Dental, medical AHC and CTD on a cost share basis to employees--We also have a employee family acceptance program. Salaried employees have paid holidays. Hourly employees have vacation pay
- Disability and life insurance only (after 6 months)
- Employer RRSP contribution. 1 extra week of vacation after 5 years
- Fulltime-- vacation and sick days. Heath care covered 50/50 cost share 80%
- Medical, dental, long tern disability, 50/50 AHC coverage
- After 6 months, employees can have 100% medical coverage, 85% dental, and life insurance
- Dental, medical, pension, paid vacation
- Employees working 20 hrs or more are eligible for a full extended heath benefit package after 3 months of employment.
- Life, long term disability, extended heath care, vision, dental plan, RSP
- Standard medical/dental/vision. however, not available until 6 months of employment

(11) THIS AGENCY PROVIDED ME WITH SUFFICIENT AND NECESSARY TRAINING TO DO MY JOB WELL



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	8.4%	23.8%		9.4%
SLIGHTLY DISAGREE	6.8%	14.3%	36.4%	9.0%
NEITHER DISAGREE OR AGREE	10.5%	19.0%	18.2%	11.7%
SLIGHTLY AGREE	21.5%	19.0%	36.4%	22.0%
STRONGLY AGREE	50.3%	23.8%	9.1%	45.7%
DON'T KNOW OR NOT APPLICABLE	2.1%			1.8%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

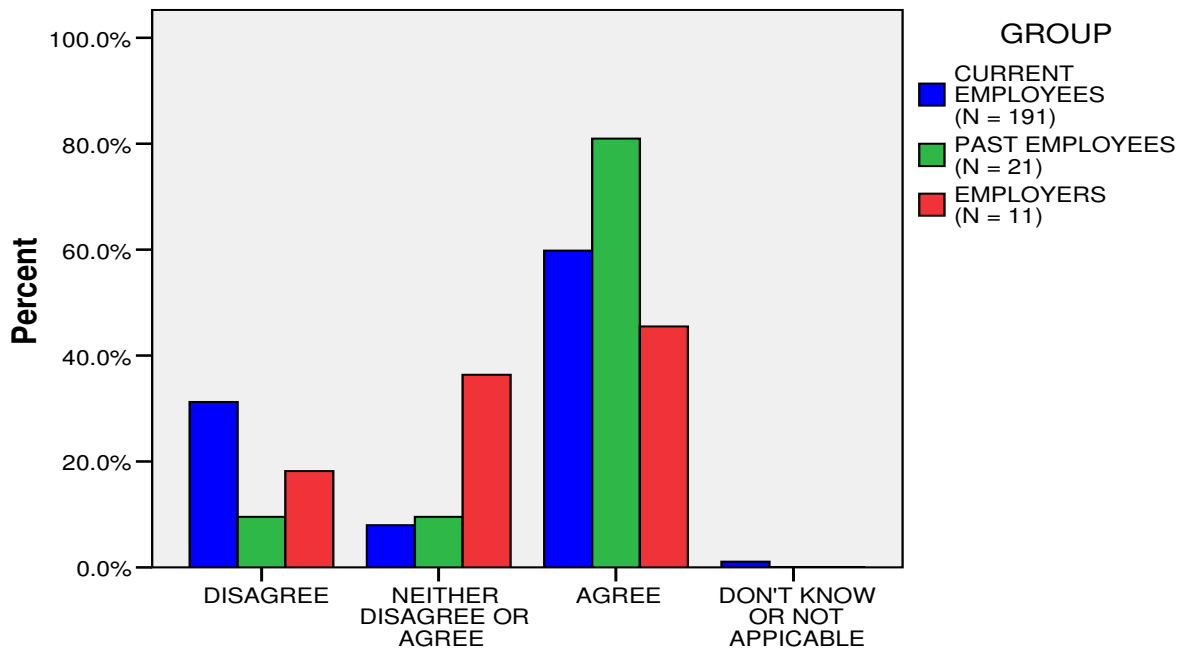
- The majority of current employees agreed with this statement, most choosing “strongly agree; some stated that they are happy with the amount/type of training provided
- Respondents who agreed and disagreed with the statement mentioned that staff are sometimes put on worksites before necessary and sufficient training/orientation is provided; training comes late.
- A few respondents mentioned that notices about training workshops are not given in a timely manner. Others mentioned that there is training provided, but the training is not sufficient and a few mentioned that they are not paid for their time when they attend the workshops.
- Employers mentioned that training can be delayed by the lack of staff to cover employees wishing to attend workshops.

11: THIS AGENCY PROVIDED ME WITH SUFFICIENT AND NECESSARY TRAINING TO DO MY JOB WELL

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ At time it is very difficult to job shadow. Work load is overwhelming until you make your routine • ☼ have not been able to attend, short staffed • ☼ We try to give a complete orientation • I am well trained but many young people in this field definitely not!! They have no life skills of their own • I did 3 hrs of orientation and then started a 24 hr shift the next day! • I had the training, many others did not • I have wanted to complete basic skills training for 2.5 years but have had no opportunity • ♪ My first day I was thrown in alone with no training or other staff • not prior to starting the job • one day orientation is not enough! • only mandatory training. We need proper and sufficient training and workshops • receive information too late to make arrangements. No training related to the individuals under care • ♪ Staff were often expected to learn the ropes on their own. New staff were left alone with abusive clients with very littl • There has been no training for me as a staff member • they just throw you into your position and if you make a mistake you are reprimanded • They offer training but there's not enough notice given before the courses • training is not that sufficient, but if you love your job, you try to learn as much as you can on the job. • training not satisfactory for job • we don't get paid id we go to some training so why should we go? • would be beneficial to have more training 	<ul style="list-style-type: none"> • ☼ Lack of relief staff to cover employees while in training. Personnel and training has extra responsibilities as office is • ☼ The agency provides alot of training to employees. We are finding that employees coming to the organization typically ha • ♪ All the training I received was in 1st year--nothing after • could use more training • ♪ good training programs available but more were needed and should be paid time • Have not had any yet, I have been here for almost 5 months. I've read and filled out paperwork • I already had my basic skills training • New management is slow in getting training information out to staff 	<ul style="list-style-type: none"> • ☼ Employees are orientated and trained to each position. Some on house training is provided e.g.: medication admin. • ☼ Orientation/shadowing times reduced due to vacancies and service demands • always open to have more training • continuous training on job • excellent training • Had training that was relevant. I would like to see more "refresher courses". • have taken extra courses seminars etc. • I didn't get enough training in the beginning. However, I have been getting training ever since • I had a month to train and learn to do my job • I have been sent on a lot of training which is very necessary as I had never been a supervisor before • most of my training came form a different agency • my position required little training--primarily office orientation • no concerns--training has been excellent • the courses were beneficial • The training is set up to take 2 days but because we need staff so quickly it is squeezed into 1 day • The training should be provided before you work a shift in a group home, not 6 months later or however long • There are always opportunities to learn new methods • they are always offering workshops which helps • they have lots of work shops • they provided me with training before starting job and provide ongoing training • Training is good • very good training • very supportive supervisor • When I started training was pretty good and I had to take a basic skills raining course. Now they don't offer this course • With the exception of a great supervision level 1 and 2. I had my training • yes they did 	<ul style="list-style-type: none"> • I have a certificate from GPRC

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(12) THE LEVEL OF STRESS I FEEL BECAUSE OF MY JOB IS HIGH



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	15.2%	4.8%		13.5%
SLIGHTLY DISAGREE	15.7%	4.8%	18.2%	14.8%
NEITHER DISAGREE OR AGREE	7.9%	9.5%	36.4%	9.4%
SLIGHTLY AGREE	27.7%	28.6%	18.2%	27.4%
STRONGLY AGREE	31.4%	52.4%	27.3%	33.2%
DON'T KNOW OR NOT APPLICABLE	1.0%			.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

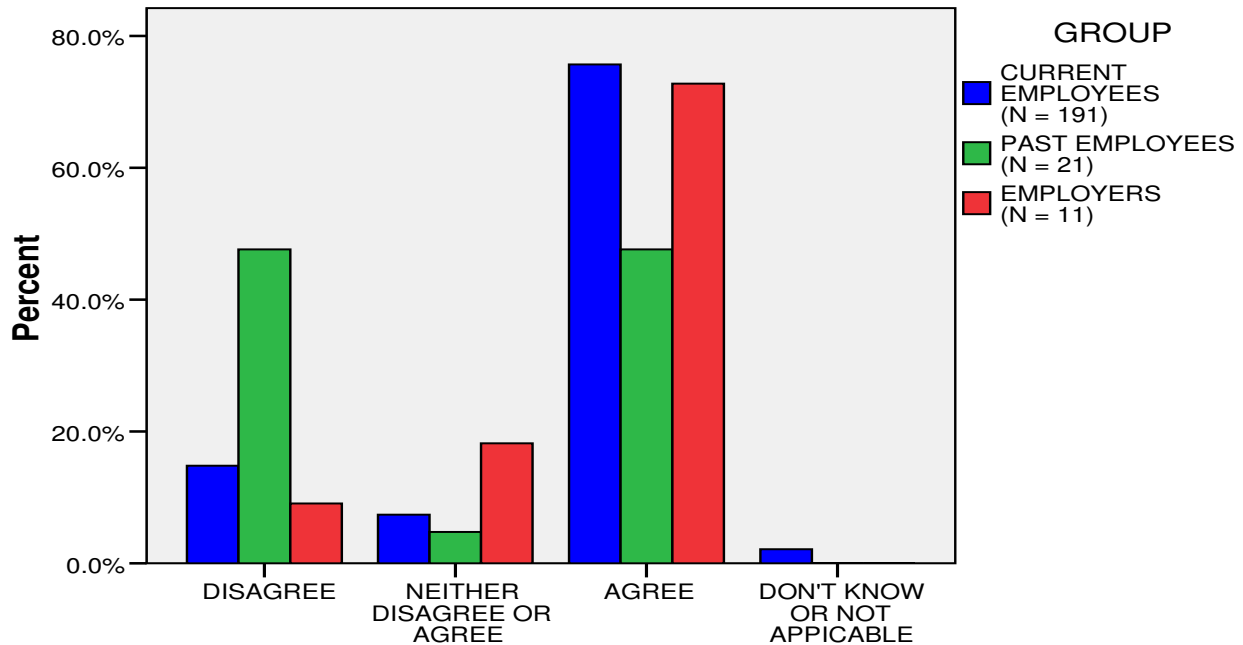
- Just under half of employers agreed with the statement, and approximately one third selected “Neither Disagree or Agree”, stating that the stress levels vary with the clients, schedules, and other factors.
- Of the employees who agreed with the statement, reasons mentioned client-behaviours, the staffing shortage, and time pressures. Some employees also stated that stressfulness varies.

12: THE LEVEL OF STRESS I FEEL BECAUSE OF MY JOB IS HIGH

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ High needs individual, don't know when you will be hit • after 5 years I found that the first year or two was the worst • As before, I work nights • I don't feel highly stressed at my job • learn skills to cope with stress • mostly when short staffed and lack of money with low wage • not too bad • only stressful when switching back and forth from different programs • stress is low • The stress that I have has been brought on by co-workers not clients • this field is very stressful, we should be paid more • This was so very much before going casual 	<ul style="list-style-type: none"> • ☼ Dependant on many factors such as schedules, difficulty of working with high needs individuals. Working with difficult parents/guardians • ☼ Depends on the job and staffing situation • ☼ Employees are supported in this area • ☼ In some positions it is high in others it isn't • casual time--low stress • it depends on the clients. I'm working with but most of the time they are good 	<ul style="list-style-type: none"> • ☼ Client needs are more complex, staffing supports are limited, ability to do own job well is compromised • ☼ Depending on what position it can be very stressful • Because of the verbal, emotional, and physical strain and not being able to sleep right because of shift work. Even when it isn't "back to back". • because we work lots of shifts with not a day off, the stress is high • client demands, consistent behavioral needs, daily needs, and having to clean up after other staff makes things stressful • depends on clients I am working with • Have had to learn to manage stress. • I always feel responsible for increasing staff morale • I feel responsible to make the group home a great place to live and work • 🎵 Its a stressful industry and time and care should be taken to recognize good staff • most times you learn to just deal with it for the sake of clients • my house had major health and handicap issues • my job is stressful. Due to my supervisor's lack of money and organizational issues. She doesn't create a team environment • my stress level is high because it is confidential, that leaves me to deal with things on my own • 🎵 not always but often • 🎵 not supported by senior staff • office politics • Some days its just about over the roof--the next may be relaxed • sometimes there is stress and pressed for time • stress caused by financial reasons of working so much and pay being low • The level of demanding is high because we need more people to work • there are days when demands are great and stress is high. I see a lot of service delivery issues with other service provides and how it effects demands • there are times when I am unable to finish my workload. As I am the only permanent staff at a program I have no one to depend on. • varies from day to day • we need more staff coverage for sick days and vacation days • when clients are stressed it naturally adds stress to staff 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(13) AT MY JOB, MY OPINION COUNTS TOWARDS WORK-RELATED DECISIONS



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	7.9%	28.6%		9.4%
SLIGHTLY DISAGREE	6.8%	19.0%	9.1%	8.1%
NEITHER DISAGREE OR AGREE	7.3%	4.8%	18.2%	7.6%
SLIGHTLY AGREE	30.4%	42.9%	36.4%	31.8%
STRONGLY AGREE	44.5%	4.8%	36.4%	40.4%
DON'T KNOW OR NOT APPLICABLE	2.1%			1.8%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

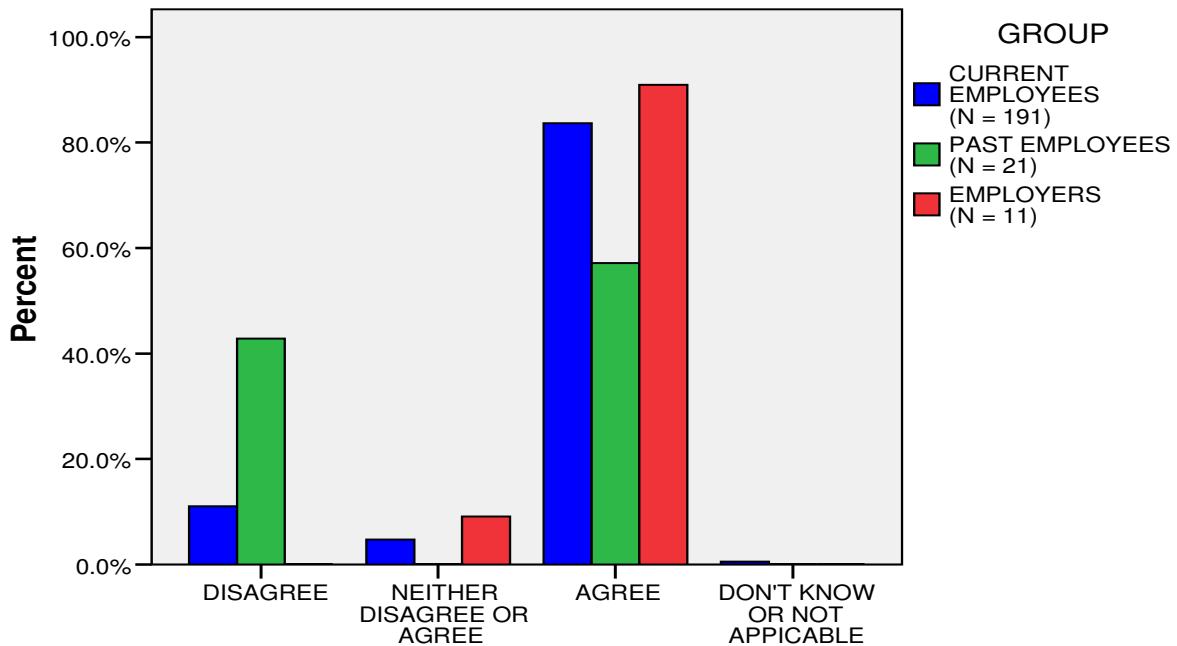
- Past employees were equally likely to agree and disagree with this statement.
- A large majority of current employees agreed with this statement, with some employees mentioning that communication is good and that opinions are sought and other employees stating that whether that are consulted depends on the issue.
- Of the employees who disagreed with the statement, most stated that they are not heard at all
- Employers stated that whether opinions are taken depends on the issue.

13: AT MY JOB, MY OPINION COUNTS TOWARDS WORK-RELATED DECISIONS

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ That depends on the decisions mostly upper management makes the decisions and we need to follow through with them • agency ran under a dictatorship rule, so my opinions are not wanted • all decisions are made by management without consulting workers • Although I am middle management I feel as though I am given directions and have little say on what is considered in the big picture. • I am not involved in even meetings. I am locked out of the office to stay with clients. • my opinions don't get heard • 🎵 none of my suggestions were taken at all • not hard in this agency--not valued • regulations and rules are in place • Sometimes it depends on who is making the final decision • they ask our opinion, but when we give it they go ahead and do what they please • unless you are in the main office, your opinion means nothing 	<ul style="list-style-type: none"> • ☼ Staff have been able to express concerns. No direct influence • 🎵 for some situations 	<ul style="list-style-type: none"> • ☼ Contractual limitations compromise ability to act on • ☼ Employees are in constant contact with supervisors. They are encouraged to participate in team meetings • ☼ Employees opinions are always listened to--They may not always feel they have been heard though if a final decision doesn't support • ☼ Seek to have staff input at staff meetings regarding specific situations and smooth running of the programs • ☼ They have the opportunity to bring and issues forward at staff meetings, supervisors, etc • again, this is a great team to be part of • as a team leader, I usually had the final say--unless management was called • communication is great in my work place • depends on issue • generally speaking yes • I am listened to and given good feedback • in my position we sure need to be more involved in decisions • In some matters yes, some no • most times it does but higher ups don't think so • My opinions are heard but not necessarily counted in decision making • sometimes • Sometimes yes, sometimes no • They're good about this but lately they aren't listening to our ideas • they ask for my opinion • they listen to my opinion, its just a matter if its worth following through on it. • yes I have a good place to work • yes we work as a team everyone's opinion matters 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(14) MY SUPERVISORS GIVE ME CONSTRUCTIVE FEEDBACK THAT IS USEFUL TO MY JOB



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	5.8%	19.0%		6.7%
SLIGHTLY DISAGREE	5.2%	23.8%		6.7%
NEITHER DISAGREE OR AGREE	4.7%		9.1%	4.5%
SLIGHTLY AGREE	24.6%	42.9%	72.7%	28.7%
STRONGLY AGREE	58.6%	14.3%	18.2%	52.5%
DON'T KNOW OR NOT APPLICABLE	.5%			.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

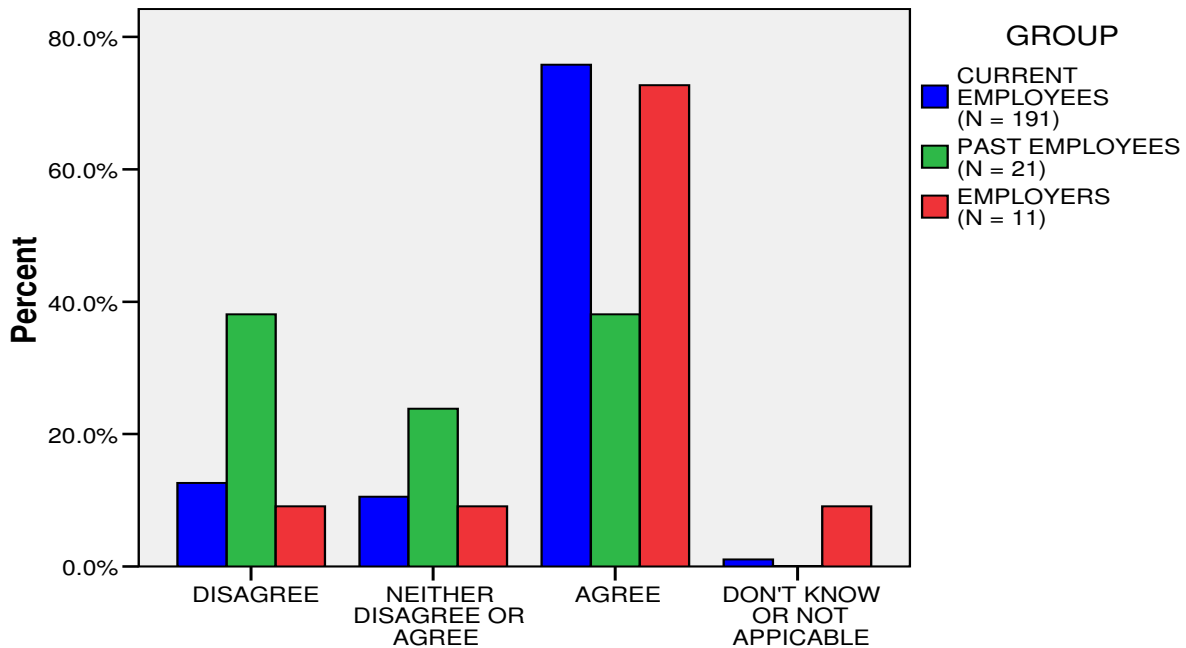
- A large majority of employers and current employees agreed with this statement; currently employees were more likely to choose “strongly agree” while employers chose “slightly agree”. Past-employees were less inclined to agree
- Of the respondents who disagreed with the statement, some mentioned that they only get negative feedback

14: MY SUPERVISORS GIVE ME CONSTRUCTIVE FEEDBACK THAT IS USEFUL TO MY JOB

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ♪ I was only ever told that I did something wrong, but not told what else I should have done • most times supervisors find it hard to find time to go over work • no constructive feedback. Has no patience, needs to learn communication skills and not blame others and not stomp her feet • ♪ one supervisor did the other (head supervisor) didn't at all • ♪ one supervisor was very good at this. The heard supervisor had some personal issues and made it difficult for the people s • ♪ only one! most never acknowledged a good job but were quick to judge nor dud the company • Only receive negative feedback • Supervisor didn't even talk with me, she is being ruled by one of the other workers • we currently don't have a manager • we have very non-caring supervisors and coordinators 	<ul style="list-style-type: none"> • ☼ Depends • don't have much contact with my supervisor 	<ul style="list-style-type: none"> • ☼ Employees have reported that feedback is useful. It is not always taken • ☼ I believe supervisors do try to give constructive feedback and inspire their employees however I am sure that not all o • ☼ I try to do this for my staff and mostly get good results • ☼ Often depends on the dynamics of the team members in each supported resident and the skills of the supervisor • ☼ Probably not as often as desired • ☼ Supervisors and program coordinator assist whenever possible • all levels of supervisory staff are constructive and proactive. • At times my supervisor has given me ideas to be more efficient. • done well • I rarely see my supervisor as I work off site in the day and she is gone when I come to the home in the evening • if I ask • in this particular situation, we have a terrific supervisor • my floor supervisor does • My supervisor is great. She is extremely understanding • My supervisor is very good at directing in issues that work best for my job • not a problem • ♪ one acted as a supervisor to give proper guidance and correction. One was very rude and degrading when given constructive • ♪ Subjective feedback and inconsistent programming made positive feedback rare • the feedback was excellent--a rare occasion was unnecessary • very good supervisor • we are comfortable with each other • we have a great supervisor • When I'm doing something wrong I'm told how to correct it 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(15) MY SUPERVISORS INSPIRE ME TO DO MY JOB TO THE BEST OF MY ABILITY



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	8.9%	23.8%		9.9%
SLIGHTLY DISAGREE	3.7%	14.3%	9.1%	4.9%
NEITHER DISAGREE OR AGREE	10.5%	23.8%	9.1%	11.7%
SLIGHTLY AGREE	16.8%	28.6%	45.5%	19.3%
STRONGLY AGREE	58.6%	9.5%	27.3%	52.5%
DON'T KNOW OR NOT APPLICABLE	1.0%		9.1%	1.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

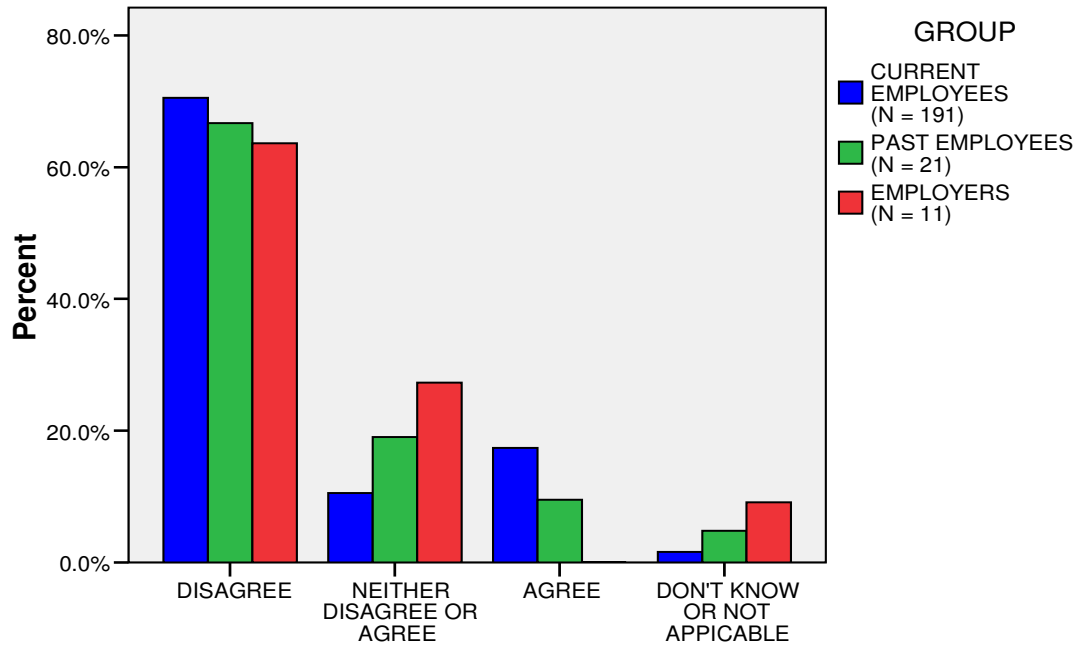
- Current employees and employers tended to agree with this statement, again with current employees choosing 'strongly agree' more often than employers. Past employees split their responses fairly equally between "agree" and "disagree"

15: MY SUPERVISORS INSPIRE ME TO DO MY JOB TO THE BEST OF MY ABILITY

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ My supervisor mostly does not inspire me. I hope I inspire my staff. I let them know I appreciate all they do • Doesn't talk with me. "Don't call me I don't want to talk to you about anything" this is what I get from my supervisor • Its a dictatorship • my supervisor doesn't really care as long as we work our shifts • My supervisor is not inspirational at all. • not at all, I like my job very much • ♪ only one! • she tells and orders you • supervisors don't care as long as they get better pay and all their time off • ♪ they were never around • we have representatives from head office that visit once a month. They are seldom helpful 	<ul style="list-style-type: none"> • ☼ Some supervisors are more capable • Need to hear more positive feedback, rather than negative at times • The clients are who inspire me • ♪ varied from house to house 	<ul style="list-style-type: none"> • ☼ Have had some feedback to this effect. Often depends on the ability of supervisor to inspire • ☼ I believe supervisors do try to give constructive feedback and inspire their employees however I am sure that not all o • ☼ Try to use solution focused approach to dilemmas, new issues • ♪ Abilities vary with each staff member. My strengths were not utilized • again very supportive • I always give my best. I would like to see more daily role modeling bad lead by example for the new staff and younger ones • I think they are giving the best they can offer • most of the time • My CEO especially sees me a lot and shows appreciation and encouragement • My direct supervisor is awesome and being that she has worked frontline before she knows and understands the job. • my floor supervisor is excellent in this area • ♪ not all of them • there is always help offered and people willing to spend extra time when needed • There is always positive inspiration • we have awesome supervisors • yes my supervisors are doing a great job 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(16) I FIND MY JOB BORING



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	57.6%	52.4%	27.3%	55.6%
SLIGHTLY DISAGREE	12.6%	14.3%	36.4%	13.9%
NEITHER DISAGREE OR AGREE	10.5%	19.0%	27.3%	12.1%
SLIGHTLY AGREE	11.5%	9.5%		10.8%
STRONGLY AGREE	5.8%			4.9%
DON'T KNOW OR NOT APPLICABLE	1.6%	4.8%	9.1%	2.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

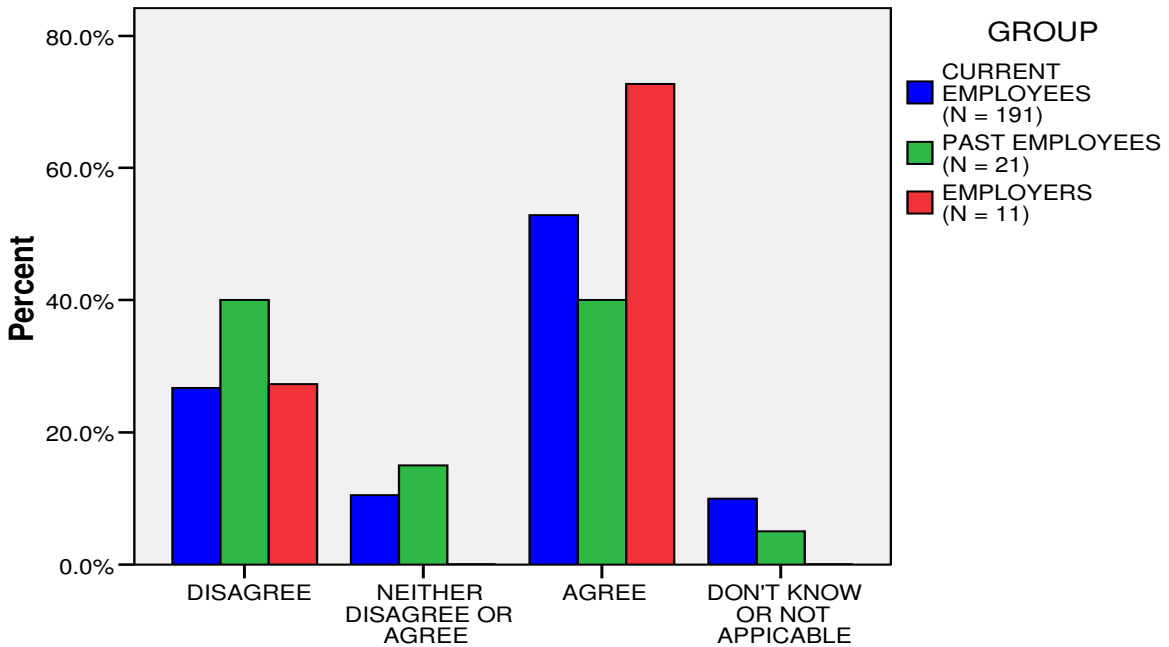
- The majority of respondents disagreed with this statement, often indicating that their job is fun and that they love their job.
- Those who agreed with the statement stated that the routines were sometimes boring or that they were not challenged.

16: I FIND MY JOB BORING

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • anything but! • Boring is not a term for this job • can be • I enjoy my job--lots to do, never boring • I enjoy what I do and feel I do it well • ♪ I enjoyed the variety of shifts and responsibilities for the most part. Sometimes the routine was tiring • I have no time to be bored • I love my job • I love my job I just wish wit paid more so I wouldn't have to work so many hours • I love the job, clients, and coworkers • I love working with PDD clients • I make my job a successful challenge despite my supervisor • Its not boring • My job is fun • never a dull moment • Never a dull moment, job is always full of challenges • never boring • never, clients are always challenging. staff are pleasant and require constant teaching • no time to be bored • not at all, I love my job • Not at all, lots of work and not enough time to finish • not boring at all! • overworked and stressful! • sometimes but rarely • there is the odd day, but overall I love my job • we are very busy scheduling events • we do need a relaxed atmosphere for the client's sake, I appreciate it • work is exciting, I love it 	<ul style="list-style-type: none"> • ☼ Generally most workers are very challenged to fulfill the many and varied tasks of a front line worker • ☼ You get out of your job what you put into it, some care more than others • have no time to get bored • I love it, but it is repetitive • never thought about it • ♪ sometimes but not often • This is too difficult to answer--sometimes it is very interesting sometimes it is boring 	<ul style="list-style-type: none"> • ♪ Abilities vary with each staff member. My strengths were not utilized • at times it becomes very routine • can be at times • Frustration when you can't coax clients to go out or participate. A lot of times there is nothing to do. Other times too much (if there is paper work) • I sometimes find it slow paced • not enough of a challenge • repetition of simple tasks over time can lead to boredom and frustration • some days are better then others • sometimes • Too much routine. Not enough staff to take clients out in the community. • underutilized • very stressful at times as we have no on call workers. Staff are burning out 	<ul style="list-style-type: none"> • ☼ My job isn't boring but some jobs in day programs are repetitive and unfulfilling for many

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(17) OPPORTUNITIES FOR DEVELOPMENT AND ADVANCEMENT (PROMOTIONS) AT THIS AGENCY ARE AVAILABLE TO ME



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	16.2%	28.6%	18.2%	17.5%
SLIGHTLY DISAGREE	10.5%	9.5%	9.1%	10.3%
NEITHER DISAGREE OR AGREE	10.5%	14.3%	0.0%	10.3%
SLIGHTLY AGREE	25.1%	19.0%	45.5%	25.6%
STRONGLY AGREE	27.7%	19.0%	27.3%	26.9%
DON'T KNOW OR NOT APPLICABLE	9.9%	4.8%	0.0%	9.0%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- Employers are more likely to agree with this statement; the 2 employers who disagreed mentioned that there is a lack of advanced positions available
- A little over half of current employees agreed with the statement, but a number of them stated that they are not interested in advancing
- Respondents who disagreed most often mentioned the lack of advanced positions; a few stated that employees get advanced if they 'know the right people'

17: OPPORTUNITIES FOR DEVELOPMENT AND ADVANCEMENT (PROMOTIONS) AT THIS AGENCY ARE AVAILABLE TO ME

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

DISAGREE

- Can somewhat be difficult, management befriend each other and this turns into favoritism towards certain staff
- definitely not, most co-coordinators have been hand picked prior to letting current staff know
- Due to politics U have not been able to get a supervisor position. I have applied a few times but I feel that they cannot replace me, therefore I don't get the position. Therefore I am considering leaving
- highly unlikely!
- I am residence staff, I like 100% of my work to be with clients
- I know that I haven't been informed of any opportunities
- It appears they want to keep staff on a gag order--no advancement
- it depends who you are in this agency. I have seen good people passed over for various reasons that I don't understand
- lots of available positions, but none for advancement
- 🎵 never given a chance
- no hope with our agency
- no positions for advancement available at this time
- not at all
- once you reach your pay scale, that's it. No more incentives!
- 🎵 others seemed to meet criteria, but I didn't
- people in the coordinator positions and management stay for years--not much turn over.
- team leader/supervisor is the "highest" position can make at the agency
- the only advancing to a support worker was if a new team leader was needed.
- there are not enough jobs available for advancement
- this agency demeans their employees and makes the part time employees who work the hardest feel stupid
- Unless the program manager leaves, I am at the highest level
- You are not able to advance because you feel obligated to stay behind due to the lack of staff and money

NEITHER DISAGREE OR AGREE

- 🎵 I had no desire to advance, too close to retirement
- not much opportunity for promotion but educational opportunities are offered
- not sure
- not sure maybe when I am here longer

AGREE

- Due to turnover positions come available
- I'm not sure exactly what advancements are available. Currently I am happy where I am at
- I am aware that opportunities exist but sometimes I don't know what they are or where they are
- I have advanced and developed my skills these past 6 years
- I have to do courses that I don't want to take. It is good to do them I just don't have time to study and spend time with my family
- I suppose if you want to advance its possible
- Not interested at this time. I enjoy my job since I do both frontline and supervisory duties
- Not looking for promotion at this time but I would welcome the training
- not sure--this position is new to the agency
- Only if you know the right people
- seem to manipulate and choose who they want where, not enough notice, certain people are chosen, not open to everyone
- sometimes "outsiders" are chosen over current workers for positions.
- there is advancement to team leader
- training is very slack but they promote just to fill the position
- Training opportunities always come up

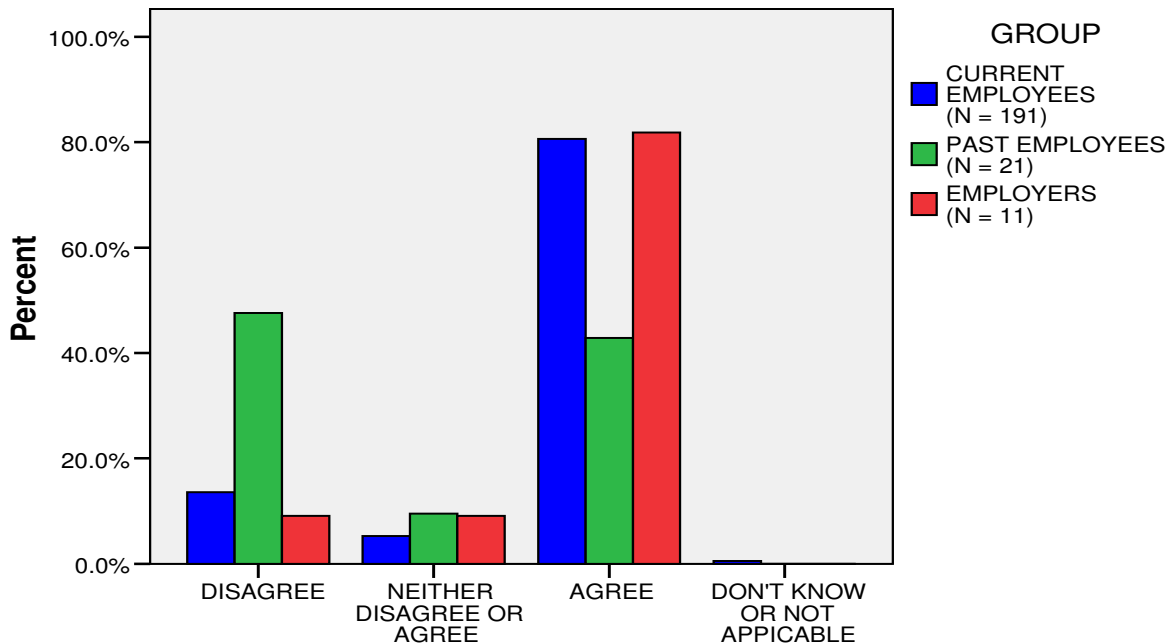
DON'T KNOW OR NOT APPLICABLE

- I am looking to retire soon, not for advancement
- not aware of any
- not interested in promotions, I like working hands on with clients

EMPLOYERS WERE ASKED "WHAT OPPORTUNITIES FOR DEVELOPMENT AND ADVANCEMENT ARE AVAILABLE AT YOUR AGENCY?"

- ☼ Not much for advancement as there are only 2 supervisor positions
- ☼ Positions remain relatively static, training ongoing
- ☼ As team leader/management positions become available they are advertised internally before external advertisement is done
- ☼ Limited advancement since we are a smaller agency
- ☼ Sources for development and district head office positions for advancement
- ☼ Supervisory training with flexible eligibility requirements is offered regularly. High turnover rate leads itself to advancement
- ☼ Team leader, manager, executive director
- ☼ There is some opportunity for advancement as positions become available. We try to provide training to help prepare people to advance
- ☼ Workshops, support in related courses etc is available. Employees who work hard and are noticed for their achievements many have opportunities come their way

(18) THE WORK ENVIRONMENT IS FRIENDLY AND POSITIVE



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	6.8%	23.8%		8.1%
SLIGHTLY DISAGREE	6.8%	23.8%	9.1%	8.5%
NEITHER DISAGREE OR AGREE	5.2%	9.5%	9.1%	5.8%
SLIGHTLY AGREE	30.4%	28.6%	27.3%	30.0%
STRONGLY AGREE	50.3%	14.3%	54.5%	47.1%
DON'T KNOW OR NOT APPLICABLE	.5%			.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

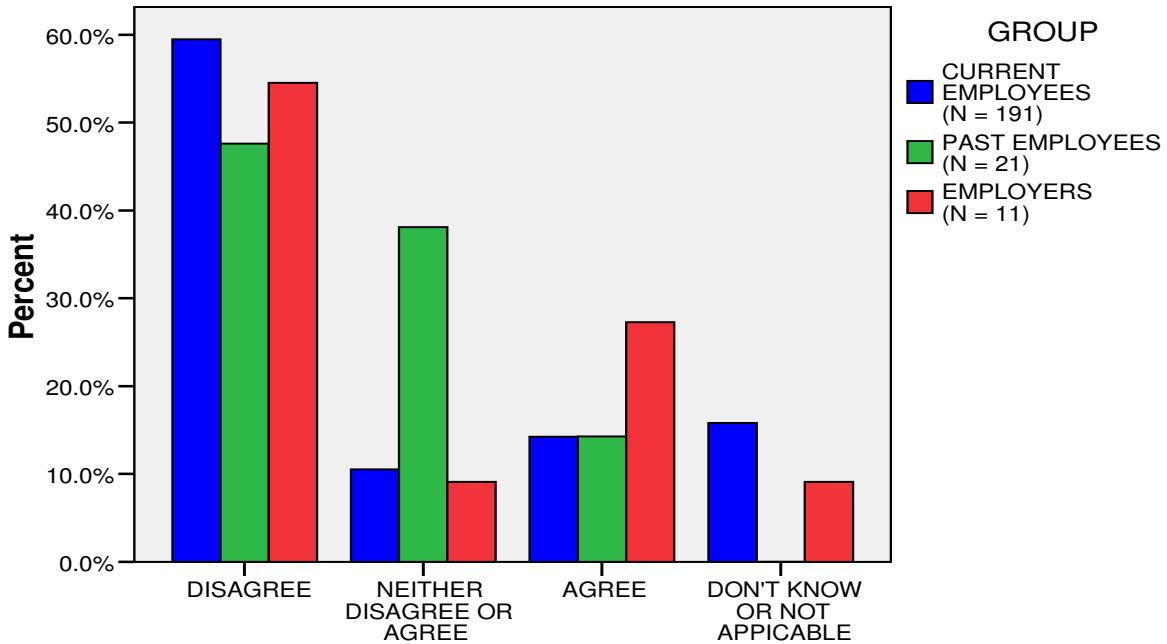
- A large majority of current employees and employers agreed with this statement, with a number of employees stating that they find their coworkers very friendly, enjoyable, etc.
- Past employees split between 'agree and 'disagree'.
- A number of respondents mentioned that friendly/positive work environments depended on the residential/work site and on the level of stress being experienced by the workers

18: THE WORK ENVIRONMENT IS FRIENDLY AND POSITIVE

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Depends on what worksite-- some aren't some are • 🎵 co-workers often upset regarding poor wages • great team • I have a supervisor who doesn't have the same philosophies as I do which causes tension. • I make the area I work in friendly-- too much tension elsewhere • if we all work as professionals • in our home it is • not a healthy environment • people get stressed and burnt out and this causes problems • some staff conflicts • 🎵 staff were always bad mouthing other staff behind their backs • 🎵 stress and inconsistent programming for clients added little to a positive environment • stuck up rude people • XXXXX is like the weather, it blows both hot and cold • there are some people that don't like one another and can become stressful 	<ul style="list-style-type: none"> • ☼ Depends on location • at times yes • I am usually alone 	<ul style="list-style-type: none"> • ☼ Everyone is stressed but trying to be collegial • ☼ Often depends on the dynamics of each residence and the staff and supervisor • ☼ Small company enhance positive relationships between employees and clients. Overworked staff can make worksites • 🎵 Again, with the head supervisor it depended what kind of mood she was in that day • at my home yes, but I've heard that not all homes have welcoming staff. • at the home yes • Because we are a separate division we don't get caught up in politics • besides the politics • clear job duties are written out for each shift • everyone has days off • everyone is friendly and use positive communication • except for documentation in ones homes' logbooks--lots of innuendoes • great team • I have awesome co-workers! • I love the work environment is always pleasant • I love working with the staff and clients • improving • in my house it a policy to be friendly and positive at all times • individuals are pleasant but not effective as a team • it has been hard with all the staffing transitions and issues related with these • it is a very good environment my co-workers are great • it used to be great but all staff are too frustrated and stressed to be themselves • most of the time • Most of the time • most people in this field are kind and helpful • mostly • people are over worked and under paid they seem more frustrated then anything • 🎵 some houses yes, some no • Sometimes due to short staffing everyone works lots of hours then are stressed and take it out on other staff • the staff clients and families are very friendly • very friendly, I love it! • we all get along • we are a very good team, but sometimes there are disagreements • while relationships between coworkers are good, because there is no manager there is no one to deal with concerns • with staffing issues we are having, people are stressed and are grumpy and negative. • within own group home 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(19) THE SHIFT REQUIREMENTS ARE UNCLEAR (E.G., THE SITE MANUAL DOES NOT EXIST OR IS OUT-OF-DATE)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	46.6%	28.6%	36.4%	44.4%
SLIGHTLY DISAGREE	12.6%	19.0%	18.2%	13.5%
NEITHER DISAGREE OR AGREE	10.5%	38.1%	9.1%	13.0%
SLIGHTLY AGREE	6.8%	9.5%	27.3%	8.1%
STRONGLY AGREE	7.3%	4.8%		6.7%
DON'T KNOW OR NOT APPLICABLE	15.7%		9.1%	13.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

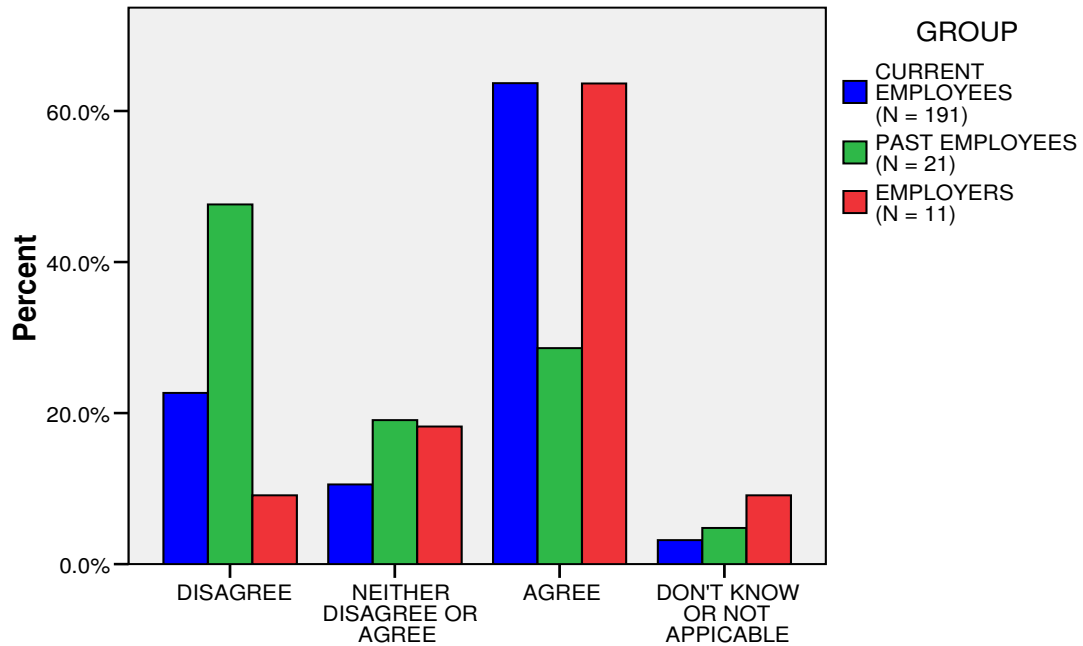
- Relatively few respondents agreed with this statement; employers agreed slightly more than employees
- Some employees who agreed with the statement said that the worksite lacks a manual

19. THE SHIFT REQUIREMENTS ARE UNCLEAR (E.G., THE SITE MANUAL DOES NOT EXIST OR IS OUT-OF-DATE)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ All manuals are up to date, staff checklists in place • ☼ Shifts are clearly outlined in my department • ☼ Staff schedule is provided a minimum of 6 months in advance • all are updates and current • ♪ all information was clear and available • all manuals are up to date and kept that way • all manuals were usually up to date • all responsibilities are listed • I've worked this field for 2.5 years, I know my position • I am on salary and work set shifts, my causal ones are also clear • in process • manual is up to date and are clear to me • some homes it is visible, but some are very unclear • Some new staff are not orientated properly and are unclear what is required. Supervisors change requirements constantly which is frustrating • the office changes the rules as they see fit • there is no policy manual for the residential home • They could be updated • we are in the process of updating the manuals • we have a manual of our job requirements and a list of chores 	<ul style="list-style-type: none"> • I don't think we have a site manual. We do have other documents and chore charts that help us know what is expected of us. • not sure how many number of hours we are allowed per day and I really want to know 	<ul style="list-style-type: none"> • ☼ Currently revised. Personnel policy updated. • ☼ Often depend on the dynamics of each residence need to be kept up to date. Staff often tend to be trained but other staff with the "hands on" • for this site is almost non-existent or not applicable. • have no manual here for residential area • no manual procedure in place • ♪ Some shifts would be changed because of respite for another without any notice to me • true if they want to cut hours, they just do it without giving a convincing reason 	<ul style="list-style-type: none"> • ☼ Day programs doesn't have shift work • I don't do shifts • no shifts here • not a problem for me

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(20) THE LEADERSHIP AT THIS AGENCY IS STRONG



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	13.1%	42.9%		15.2%
SLIGHTLY DISAGREE	9.4%	4.8%	9.1%	9.0%
NEITHER DISAGREE OR AGREE	10.5%	19.0%	18.2%	11.7%
SLIGHTLY AGREE	23.0%	19.0%	36.4%	23.3%
STRONGLY AGREE	40.3%	9.5%	27.3%	36.8%
DON'T KNOW OR NOT APPLICABLE	3.1%	4.8%	9.1%	3.6%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

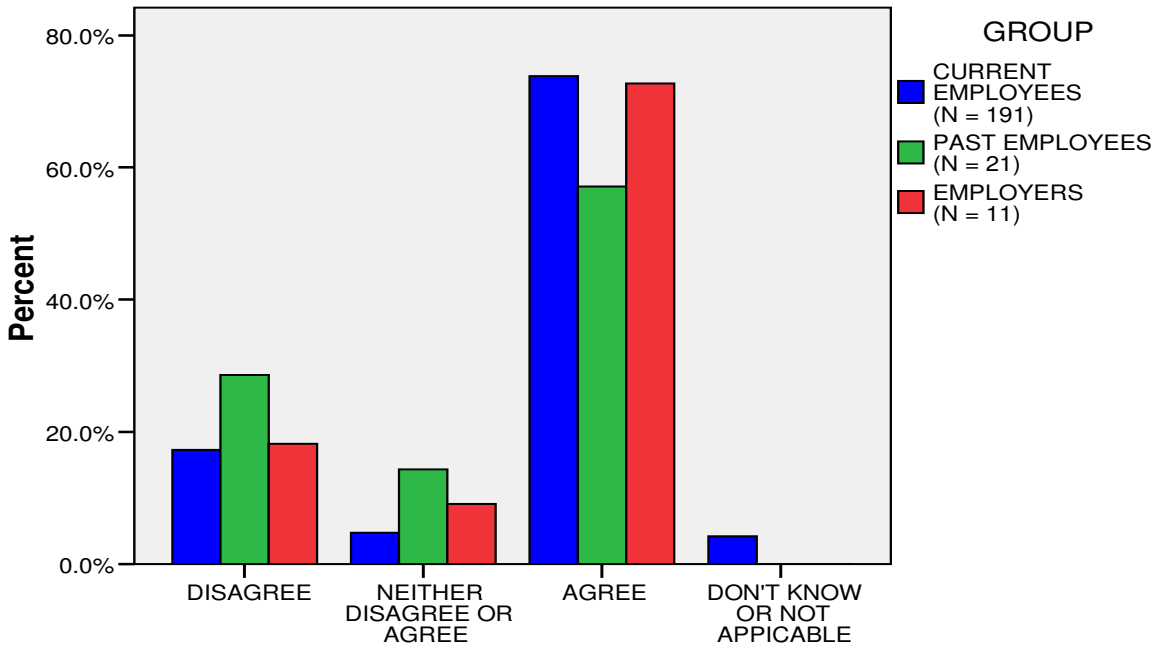
- About half of past-employees disagreed with this statement while approximately two thirds of current employees and employers agreed. Respondents who disagreed mentioned that some leaders are effective, some are not.

20: THE LEADERSHIP AT THIS AGENCY IS STRONG

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Turnover in office staff presently have no manger • a leader listens to staff, but doesn't ask how we feel. • again no manager • dictatorship--everything secret, cold unclear and "do as I say" • for the most part yes, but with all the changes I feel many people are being left out. This is not a good quality of leadership--not communicating well with the staff. • I'm not sure, they can be very head strong • Its a dictatorship • Leadership--head office?? Don't see much of it! • ♪ made to figure out things on your own • My supervisor is very forgetful which affects her performance and adds stress amongst the staff. • our top management is strong but Program Coordinator and supervisor is not • refer to the definition of "Peter Principle" • ♪ staff turnover was so high the leadership was too busy scrambling to cover shifts • strongly no • stuck in the old days, not always open to new ideas at board level and director • the workers rule the supervisor • The workers should be allowed their input • there is no leadership • ♪ there is some strong who lead, and some that have little leadership skills • they are learning • they keep changing their mind about what to do and when to do it • they may be strong but we don't know what they do! They don't back you up • wishy-washy 	<ul style="list-style-type: none"> • ☼ Relatively getting better • ☼ That remains to be seen • certain staff are great, some lack interest • It is, however viewpoints need to be detailed • they have good intentions and do the best they can 	<ul style="list-style-type: none"> • ☼ Employees are generally happy with the leadership • ☼ Reports provided at team meetings of all advocacy efforts • CEO is fighting for us • I have wise strong leadership • improving • In Edmonton yes, but in GP we gave not had a manager for months • Just with our house residential supervisor the new CEO is not the right person for this job! • not always depending on what emergencies arise that day • should return phone calls quicker • the CEO is very close to our worksite, visits a lot and keeps in touch and is very approachable • very fair and competent supervisor, very approachable • very team orientated • we have good leaders they are there to help when needed 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(21) THE SHIFT REQUIREMENTS ARE REASONABLE (E.G., I CAN USUALLY FINISH ALL OF MY TASKS DURING MY SHIFT)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	9.9%	19.0%	9.1%	10.8%
SLIGHTLY DISAGREE	7.3%	9.5%	9.1%	7.6%
NEITHER DISAGREE OR AGREE	4.7%	14.3%	9.1%	5.8%
SLIGHTLY AGREE	23.6%	14.3%	36.4%	23.3%
STRONGLY AGREE	50.3%	42.9%	36.4%	48.9%
DON'T KNOW OR NOT APPLICABLE	4.2%			3.6%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

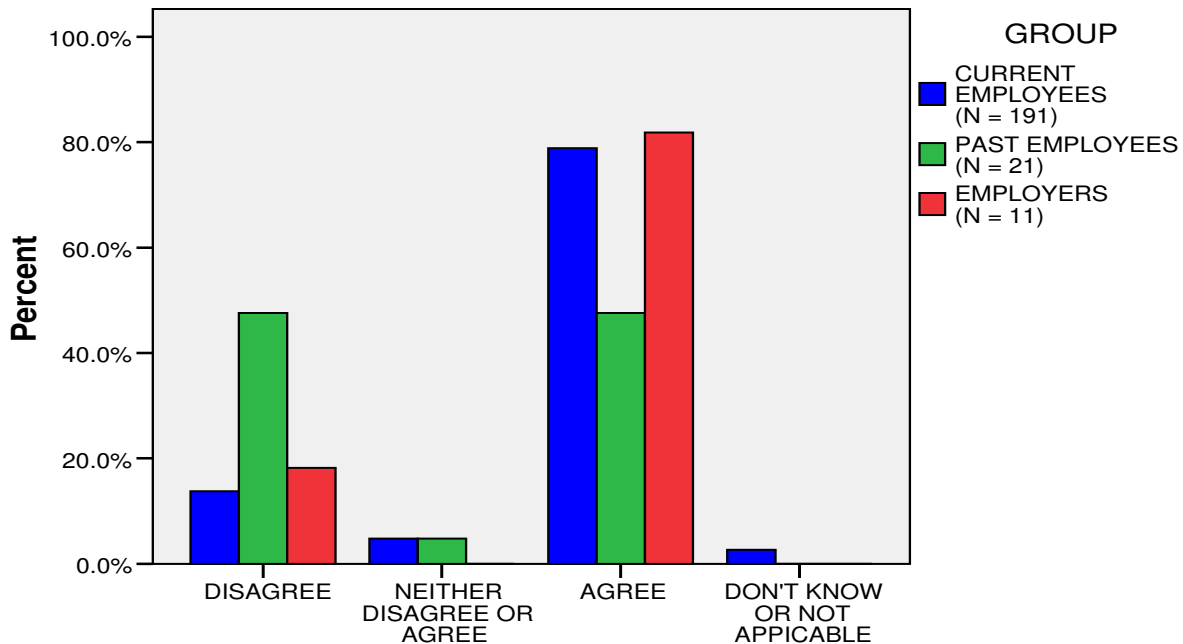
- Few respondents disagreed with this statement. Of the respondents who disagreed, the inability to complete paperwork was frequently mentioned.
- Approximately three quarters of current employees and employers agreed with the statement, although some respondents indicated that duties cannot always be completed (paperwork also cited)

21: THE SHIFT REQUIREMENTS ARE REASONABLE (E.G., I CAN USUALLY FINISH ALL OF MY TASKS DURING MY SHIFT)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ More and more is required of us. The workload has become longer and unstable (staff turnover etc) • contact notes and files get behind quickly. My caseload varies each month. • Contact notes to be done on a daily basis are hard to complete • depends how the day is, so we may finish or not • I cannot finish paperwork and come in after to finish it • I end up bringing home a lot of paperwork • I never leave on time could work more hours if I wanted to • 🎵 I would finish all tasks but then was expected to know extras without anyone telling me. e.g. wash walls, light fixtures etc. • my paperwork is always behind • My supervisor at times has unrealistic expectations and doesn't realize that clients have to go out for social occasions, and expects all tasks to get done. This can get stressful and frustrating • never an end to appointments and paperwork • not always • not enough to complete tasks • not in our agency • other staff are lazy and do not care • overtime is essential to ensure paperwork doesn't take away from client time • sometimes we run out of time to do everything e.g.: documentation • sometimes you can when you have no behaviors. Clients are top priority • too many expectations per shift, can't ever catch up • too much to do! • 🎵 Unreasonable due to having to work alone when there was supposed to be 2-3 people working with you • with fewer staff, those on shift have more tasks and responsibilities to carry out within a time frame. Very difficult 	<ul style="list-style-type: none"> • ☼ Depends on position and staff shortage has caused difficulties • depending how many individuals you are working with • 🎵 some days were busier then others. The focus of our work should be client care and less cleaning 	<ul style="list-style-type: none"> • ☼ In most cases employees should be able to finishes all tasks • ☼ Some exceptions seen in situations working with people with severe physical challenges and require a high level of care which becomes time consuming • as a worker I agree, as a supervisor I disagree • depends on client involvement • it us down time where my paper work can be done • not enough office time • not to often that I have work left when my shift is done • sometimes shifts have too much of a load. e.g.: morning shifts with 1 person are very difficult. • things are evenly distributed • this depends solely on the willingness of the staff whose shift you are following. For the most part yes • unless overloaded with documentation when there has been a lot of behaviors • usually • you learn to manage time! 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(22) WORKPLACE HEALTH AND SAFETY IS TAKEN SERIOUSLY AT THE SITE WHERE I WORK



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.8%
STRONGLY DISAGREE	6.8%	19.0%	9.1%	8.1%
SLIGHTLY DISAGREE	6.8%	28.6%	9.1%	9.0%
NEITHER DISAGREE OR AGREE	4.7%	4.8%		4.5%
SLIGHTLY AGREE	21.5%	4.8%	36.4%	20.6%
STRONGLY AGREE	56.5%	42.9%	45.5%	54.7%
DON'T KNOW OR NOT APPLICABLE	2.6%			2.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

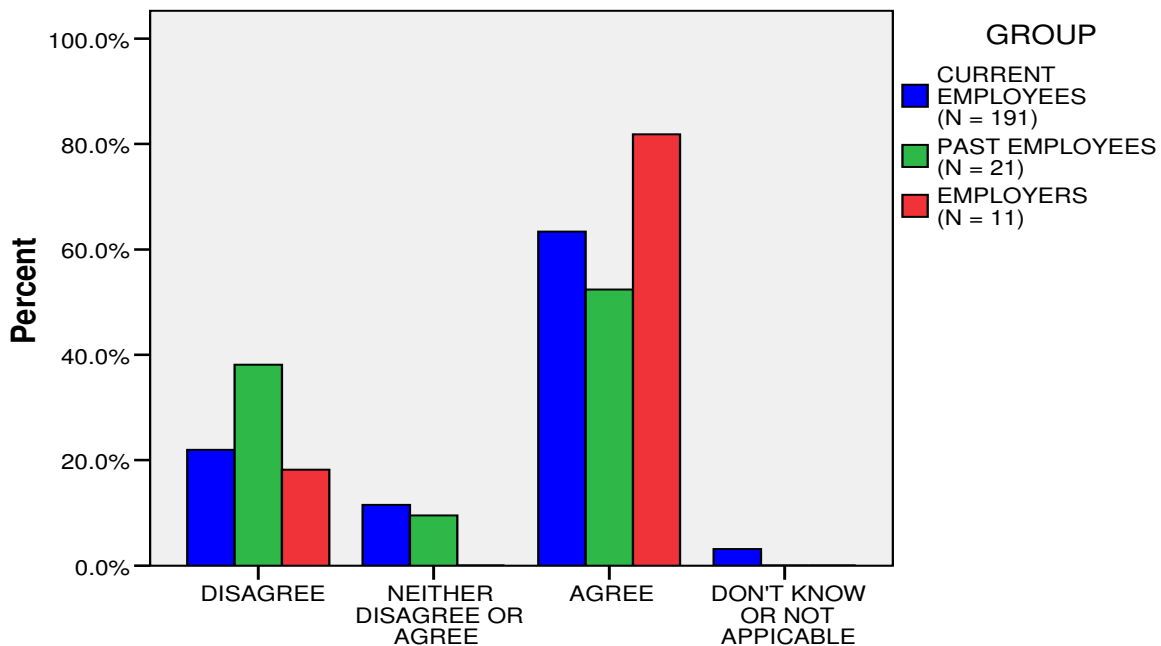
- Just under half of past employees disagreed with this statement. Of all respondents who disagreed, clients were mentioned (violent, contagious). Other issues mentioned include security problems (broken windows/locks) or cleanliness issues.
- Approximately 80% of current employees and employers agreed with this statement, referring to updated safety manuals, hazard plans, and ongoing safety training. A few of these respondents also mentioned that some coworkers do not adhere to health and safety standards, however.

22: WORKPLACE HEALTH AND SAFETY IS TAKEN SERIOUSLY AT THE SITE WHERE I WORK

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ All work have Neguard Assesement Elimination Control Plans in place • again, dependant on the quality and willingness of staff • fewer staff, less coverage of some situations is-- sleepovers or wake-overs • ♪ I expressed concerns about safety issues both verbally and in writing, but things always ran very slowly • ♪ I was inadequately trained to work with the violent individuals in my care • I wasn't informed that a client had hepatitis until after 6 months of working • just as long as the agency passes, no follow threw or staffs valued opinion • locks on windows have been broken for years • no, they don't update heath and safety manuals • not proper cleaners, dirty houses, unsafe work environments • we need updating in heath requirements. need dishwasher, fire drills etc • we wait and wait for things to be done and usually they aren't ever accomplished • ♪ when dealing with physically violent clients more care could be taken to protect staff • yes it is 	<ul style="list-style-type: none"> • it did at one time, somewhat slacking 	<ul style="list-style-type: none"> • ☼ I believe so • ☼ Lack of direct supervision. Work environment contribute to relaxed attitudes surrounding heath and safety • ☼ Often unclear but present • ☼ OHS manual in place, OHS checklists completed regularly • a lot of heath and safety updates • any heath and safety concerns MUST be documented every time • At one of the homes I felt very strongly that safety wasn't taken seriously. The other homes were ok • few people attend safety meetings • ♪ first aid course given to all staff • lack of responsibility from the Board to address • our clients and staff were constantly taking care. Occasionally staff slipped or got lazy but were usually very good. • our safety is taken very seriously • safety comes first • safety first is stressed in training and ongoing. Heath concerns are incorporated into decisions regarding schedules and duties etc. • Something's are, something's not so much. • taken seriously by the agency less by some staff • we have hazard plans for each website • within my group home 	<ul style="list-style-type: none"> • in office reasonably unfamiliar with practices at other offices and residences

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(23) I AM ALLOWED TO TAKE SOME TIME TO RELAX DURING MY SHIFT (THERE IS DOWN-TIME)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	12.0%	33.3%	18.2%	14.3%
SLIGHTLY DISAGREE	9.9%	4.8%		9.0%
NEITHER DISAGREE OR AGREE	11.5%	9.5%		10.8%
SLIGHTLY AGREE	27.7%	33.3%	18.2%	27.8%
STRONGLY AGREE	35.6%	19.0%	63.6%	35.4%
DON'T KNOW OR NOT APPLICABLE	3.1%			2.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

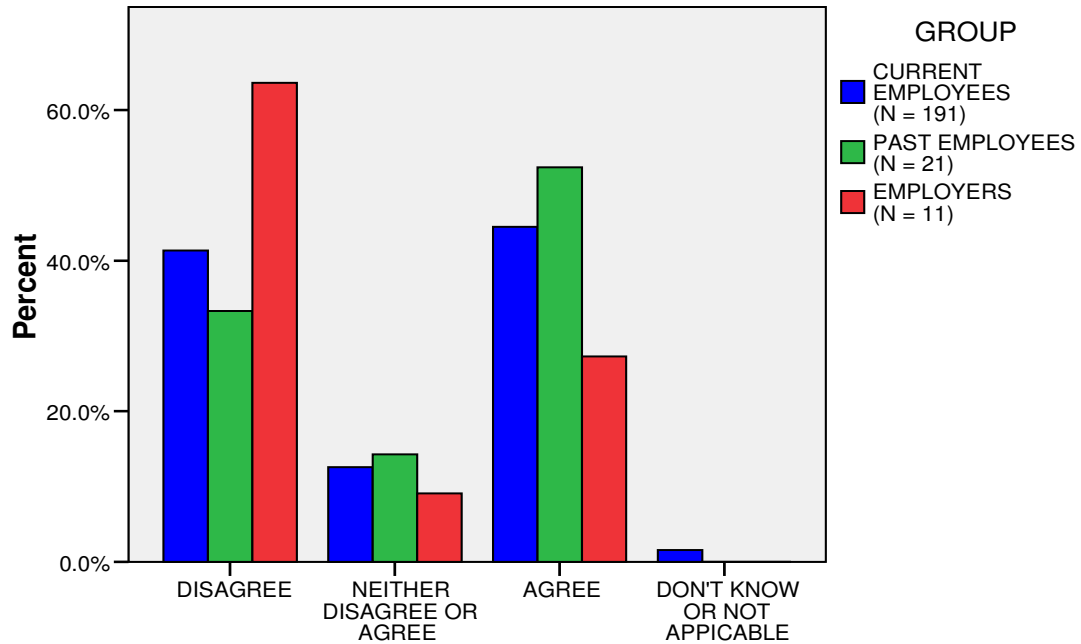
- Employers were more likely to agree with this statement than employees, with the majority of these respondents choosing 'strongly agree'.
- Respondents who agreed with the statement said that lunch and coffee breaks are provided, but being able to relax depended on the shift.
- Of the respondents who disagreed, some also said being able to relax depended with the shift. Others stated that there is no downtime or that their time to relax is done with clients.

23: I AM ALLOWED TO TAKE SOME TIME TO RELAX DURING MY SHIFT (THERE IS DOWN-TIME)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ If you smoke--many take more then enough time! For us non-smokers less breaks are taken • 🎵 1 smoke break 10 min, if residents were content and all other work was done • day programs--your with your client all day. Yes we eat lunch and have coffee breaks but someday it would be nice to do this alone • depends on day. Some days we work 8hrs straight without a break • I just can't because I am steady working with clients • no breaks whatsoever! • no downtime when you have clients--24 hrs • no scheduled breaks but we have some time to ourselves • 🎵 no, communication between staff while on duty was discouraged • not always • not likely. the only time we sat was when we ate with the clients • not much downtime • not really allowed to, but I take some time during my workday • Some days are better then others, but generally no. One staff to a shift means you are always "on" • there is 3 days that I don't get time to relax during my shifts--but that is ok • too many behaviors to deal with • too much to do and not enough time • We do get breaks. It just depends on the clients activities • you always have that underlying stress of someone coming out of their room in a rage. 	<ul style="list-style-type: none"> • depends on how many and how bad the behaviors are per shift • no specific break times however often we can relax with the clients • no time • we try to make time 	<ul style="list-style-type: none"> • "how much" is the contentious point, some staff's whole shift is down time. • ☼ Depends on shift • ☼ Lunch breaks, walks encouraged but not always taken--again pace of work has increased • ☼ On most days staff should be able to do this • ☼ They are provided with coffee breaks and lunch. If needed they can take breaks if they feel stressed • ☼ Unless the physical demands are very high or behavioural issues are constant • 1 hour paid lunch break • 15 min break • depends on the shift and program • I am allowed to only because I have RA and my doctor send a letter to office • I can take breaks when needed • I don't have much time to relax at my job. I have a lot of responsibilities and tasks to get accomplished • It is not consistent down time or coffee breaks. It depends on clients preferred activity that day. • meal breaks and coffee breaks • relaxing with a cup of tea with the clients is something I really enjoy • some days there is none and some days there is lots • sometimes there is but usually not • technically but not practically speaking • there is a relaxed home atmosphere at the home • there is down time but nonsmokers cover smokers at this time as well as during several smoke breaks on one shift • This is often true--there is often 1 hour of down time • very slightly as we always need to be ready to go • we are encouraged to take our lunch break. There are days when we can't due to client appointments • when available • work both sides alone 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(24) MY HEALTH AND SAFETY IS SOMETIMES COMPROMISED AT WORK



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	25.7%	19.0%	36.4%	25.6%
SLIGHTLY DISAGREE	15.7%	14.3%	27.3%	16.1%
NEITHER DISAGREE OR AGREE	12.6%	14.3%	9.1%	12.6%
SLIGHTLY AGREE	21.5%	28.6%	18.2%	22.0%
STRONGLY AGREE	23.0%	23.8%	9.1%	22.4%
DON'T KNOW OR NOT APPLICABLE	1.6%			1.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

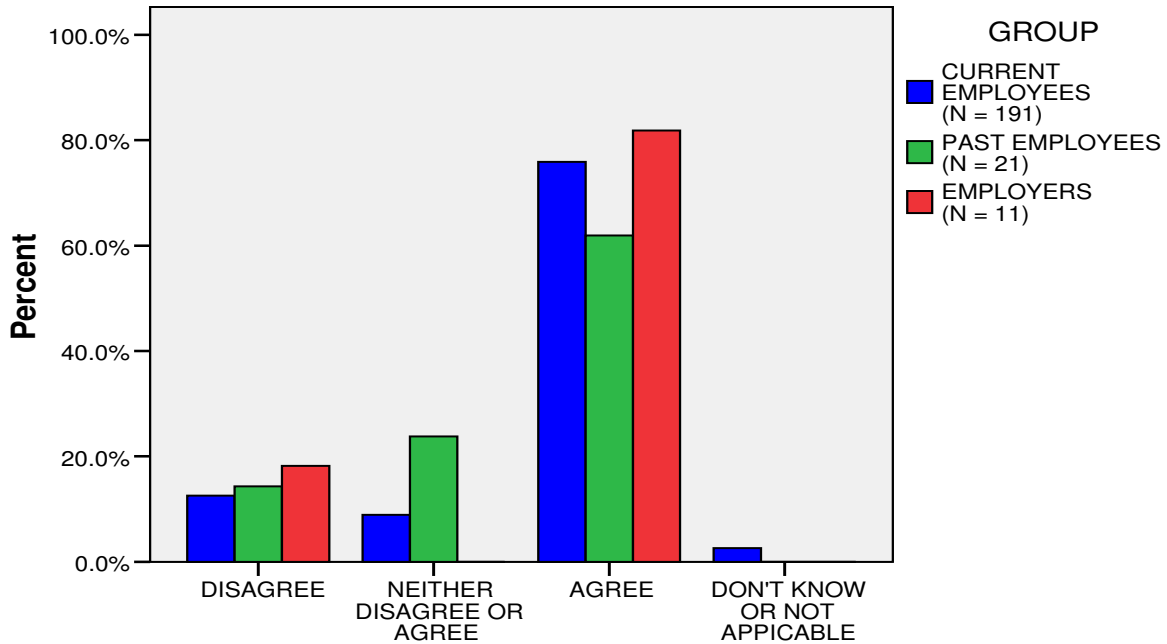
- Employers were more likely to disagree with this statement, whereas almost half of employees agreed.
- Of the respondents who agreed, the most commonly cited reason was client-behaviors. Sometimes mentioned was the fact that staff sometimes work when overly-tired or ill, or become ill because they are over-worked.

24: MY HEALTH AND SAFETY IS SOMETIMES COMPROMISED AT WORK

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Personal safety is repeatedly encouraged • ☼ Stress can be unhealthy but that can't be measured we try to ensure "safety first" • ☼ Their safety should not be compromised. If it ever is it needs to be brought forward so corrective measures can be taken • because of snow shoveling and yard work--us older staff find it hard • 🎵 due to lack of resources within the community for clients with issues around violence • heath sometimes because we have little sick time • I work in a safe environment • my workplace/home is kept safe. Just overworking is an issue • never • precautions are taken--hand washing, and gloves etc. • some shifts don't allow for much sleep. Heath concern of getting down and sick • sometimes when I am sick I still have to come in because there is no one to cover • We sometimes have to lift and this could harm us • yes they can be due to higher up decisions that pertain to me 	<ul style="list-style-type: none"> • ☼ Can be with stress and burnout • It depends on what you are doing. Lifting a client that's too heavy for you, or just trying to change a depend can hurt you--back pain 	<ul style="list-style-type: none"> • ☼ This can be a training issue, sometimes it requires that appropriate equipment is in place • ☼ Training is provided but there are incidents of behaviours that can compromise heath and safety • a community member was aghast that staff have to shovel snow. • Again, one of the 2 homes was bad, the other is very safe • because of client behaviors • Because of staffing issues individuals are often sent to work sick causing others to become sick. • behaviors are part of the job • clients with behaviors always make it unsafe • Depending on who you are working with • 🎵 depends on how you maintain and establish resident/staff and where you place then and yourself • especially when clients are in a rage • I get over tired and make mistakes • lack of knowledge on Board • no one cares if you get run down or sick all you hear is can you still work? • no serious behavioral problems at my home • One individual depending on her mood will go after staff • policy is unrealistic • situations arise when 2 staff are needed • 🎵 some clients in group home were safely risks. • some individuals behavior lead to this • sometimes • Sometimes a client hits people • sometimes clients become violent • sometimes we end up having to work in situations that could be potentially unsafe. ex: alone in clients homes etc. • the driving is on icy roads sometimes • 🎵 was hit and threatened many times with weapons and body parts • when I am sick I have to come in when I can't get coverage. • yes, some clients are volatile, aggressive, and destructive • You can injure your back easily. Clients cough in your face 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(25) MAKING MISTAKES AT MY JOB COULD HARM THE INDIVIDUALS WHOM I SUPPORT



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	5.2%	9.5%		5.4%
SLIGHTLY DISAGREE	7.3%	4.8%	18.2%	7.6%
NEITHER DISAGREE OR AGREE	8.9%	23.8%		9.9%
SLIGHTLY AGREE	21.5%	23.8%	9.1%	21.1%
STRONGLY AGREE	54.5%	38.1%	72.7%	53.8%
DON'T KNOW OR NOT APPLICABLE	2.6%			2.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

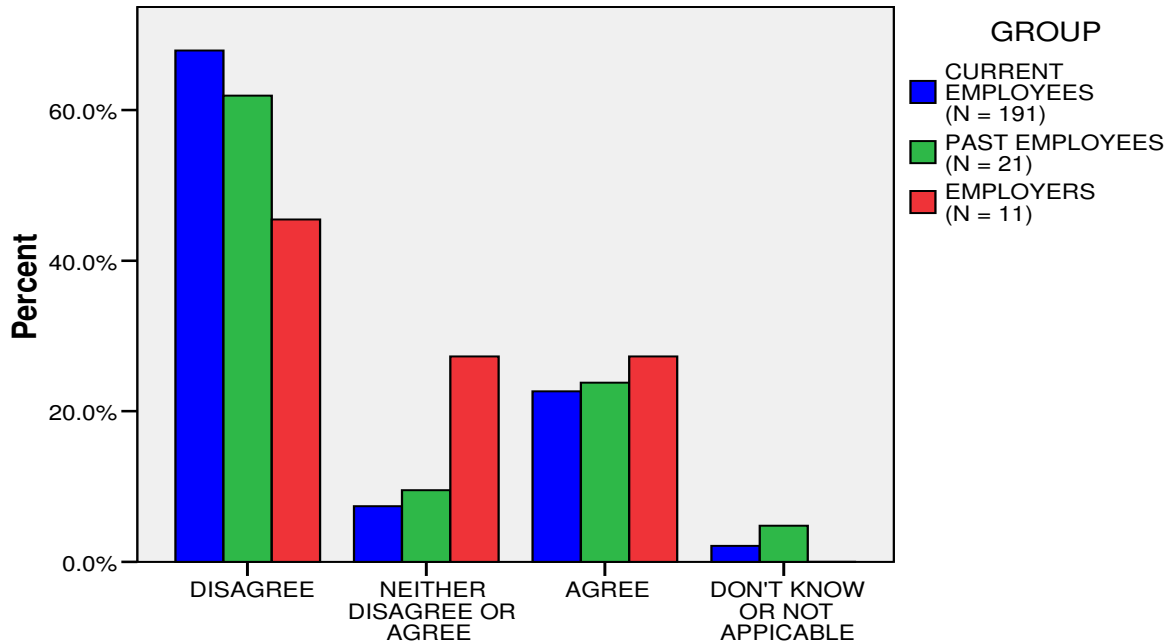
- Few respondents disagreed with this statement. Employers and employees both stated that errors in medication delivery can harm the clients.
- Also mentioned was the possibility of vehicle accidents while transporting clients, falls, problems with transfer equipment, and lack of support plans

25: MAKING MISTAKES AT MY JOB COULD HARM THE INDIVIDUALS WHOM I SUPPORT

<p>DISAGREE</p>	<p>NEITHER DISAGREE OR AGREE</p>	<p>AGREE</p>	<p>DON'T KNOW OR NOT APPLICABLE</p>
<ul style="list-style-type: none"> • depending on the mistake • personal safety is an issue sometimes • yes, a mediation mistake is very serious 	<ul style="list-style-type: none"> • depends on the mistake • I do the best I can but everyone makes mistakes 	<ul style="list-style-type: none"> • ☼ Absolutely. We deal with human lives • ☼ Medication admin • ☼ Medication errors, failure to follow support plans, bad driving skills • ☼ Residential support is crucial to individual served • 5 • 🎵 A car accident, medication error, not cooking food properly, not using equipment safely etc. • definitely • depending on the mistake • depends on the mistakes • e.g.: medication errors, not lifting properly • especially mediation errors • especially since I drive and work with wheelchairs • giving medication • giving meds • I administer meds on a daily basis • I suppose it would depend on the severity of the mistake • I work with clients unable to move or speak for themselves. e.g.--if I dropped someone they could break bones. • I work with high behaviors • If behavior support plans are not developed well they could seriously harm a client's emotional health • if not careful staff could make medication errors • If things are not done right with our clients they could be hurt • mediation error could mean death to the clients • medication • medication administration • medication errors • medication errors could cause issues • Mistakes in medication and mechanical supports can be life-threatening • one falls moved • our clients had major physical issues. • possibly • the safety for my client comes first. we need to be careful • Those who become overworked can make mistakes. example: medications • we are responsible for people who are not able to make decisions for themselves • we work with valuable people • when it comes to medication delivery. 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(26) I AM AFRAID TO MAKE A MISTAKE AT MY JOB OR ADMIT TO A MAKING A MISTAKE BECAUSE OF PERSONAL CONSEQUENCES



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	45.0%	42.9%	18.2%	43.5%
SLIGHTLY DISAGREE	22.5%	19.0%	27.3%	22.4%
NEITHER DISAGREE OR AGREE	7.3%	9.5%	27.3%	8.5%
SLIGHTLY AGREE	13.6%	23.8%	27.3%	15.2%
STRONGLY AGREE	8.9%			7.6%
DON'T KNOW OR NOT APPLICABLE	2.1%	4.8%		2.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

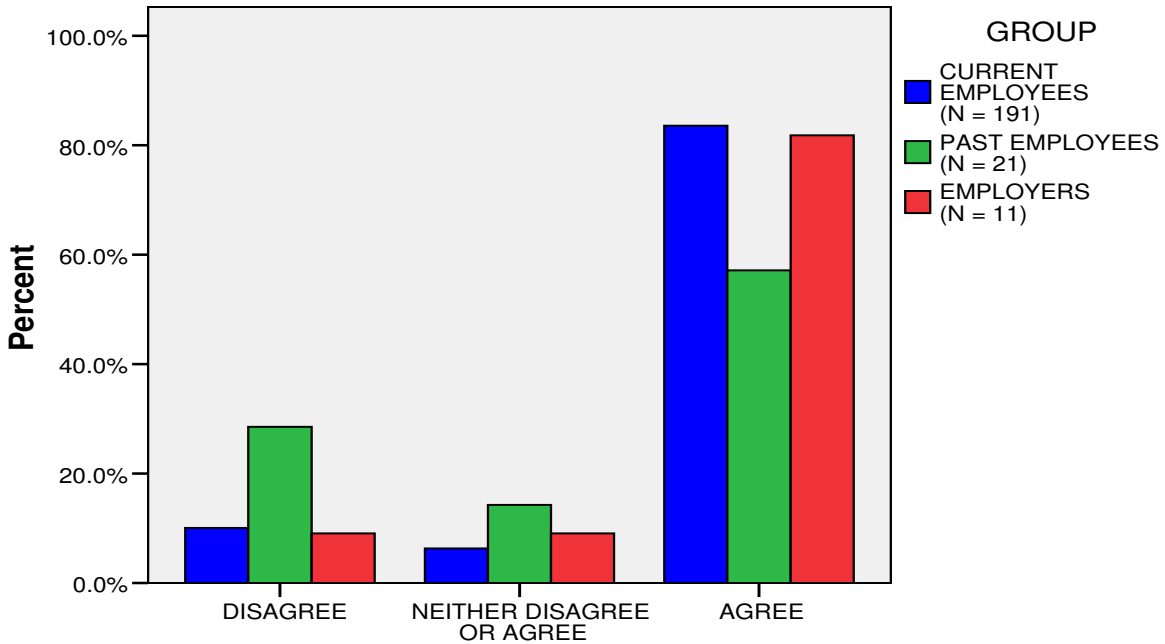
- Few respondents agreed with this statement. Individuals who agreed said that disclosure depended on the supervisor to whom employees report and on the individual who made the mistake.
- Employees were more likely to disagree with this statement than employers. They stated that mistakes are opportunities for learning and that coworkers/employees are understanding. Some also mentioned the importance about being honest about a mistake.

26: I AM AFRAID TO MAKE A MISTAKE AT MY JOB OR ADMIT TO A MAKING A MISTAKE BECAUSE OF PERSONAL CONSEQUENCES

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Depends on employee • At this point, I don't care about informing my supervisor. I am taking a course and looking at other career choices where I can earn more money • everyone is approachable at my place of work • have made mistakes and there have been fair consequences • honesty is prized and as staff we are encouraged to always speak up. Not admitting is far worse-- you could get let go • I'd hate to make mistake but I feel comfortable saying if I do • I'm not afraid to make mistakes, if I make a mistake I'm happy to change and accept the consequences • I don't mind making mistakes-- we report and learn from them • I hold myself accountable if and when I make mistakes • I learn from my mistakes and admitting to them usually gets you the extra help needed. • ♪ If I did something wrong I would admit to it • If I tell my supervisor if I felt that I did something wrong • If you make a mistake, there is great understanding • mistakes are sometimes how we learn and grow • Mistakes were corrected but not held against us. • my coworkers are understanding and offer constructive feedback • no--we learn from our mistakes • No one is perfect • no, my concern is the clients, not myself • only being open and honest will help an individual get ahead • ♪ only with one supervisor • People learn from their mistakes • tell the truth and be honest to be trusted by employer • To make a mistake on meds • Usually I will owe up to my mistakes and learn from them • Yes this is a big problem in X • you need to be honest! 	<ul style="list-style-type: none"> • ☼ Communication--ESL challenges. Supervisors fear reprimanding too severely in case of losing staff • ☼ Options available to bring issues to board or executive director • I try my best and if I make a mistake and discover that I have, I admit to it. • sometimes an error (e.g.: not initializing a medication) is treated equal to a serious error (forgetting to give a meal) 	<ul style="list-style-type: none"> • ☼ Depends on the maturity of employee • ☼ The potential is there to cover up mistakes (i.e. med error) or change a behaviour incident report to be less negative if the staff are dealing with something difficult • ♪ Again, depended on which supervisor was on • But I'm pretty honest anyway • Depending on the supervisor, you can do something so trivial and the consequences are so harsh yet-- someone else many have made a huge mistake and there are no consequences- , this is frustrating • dictatorship--no fair grievance • due to parent dynamics • ♪ I was afraid to make a mistake, I may get fired • It never used to be like this but people are now working their own agendas to get through their shifts and handle volatile situations with no guide lines • ♪ mistakes happen but focusing on the positives can lessen mistakes and increase staff well being. A lot of pressure to do things one way • not sure? of question • ♪ People would rip you down and gossip about what you did. Or would use it against you during staff meetings! People would use it to their benefit themselves and tear down the individual. • Seems to depend on your job title and status as to what consequences you receive. • This is a job where we understand that staff are supposed to be highly responsible. Staff are supposed to be aware and cautious • yes, I have been through the PDD investigation. It isn't impartial. There is no such thing as "not guilty" and you are forever stigmatized. Actual preparatory go scot free. 	<ul style="list-style-type: none"> • there is always a consequence for wrongful doings

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(27) I AM ALLOWED TO MAKE DECISIONS ABOUT HOW TO HANDLE PROBLEMS AS THEY ARISE DURING A SHIFT



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	3.1%	4.8%		3.1%
SLIGHTLY DISAGREE	6.8%	23.8%	9.1%	8.5%
NEITHER DISAGREE OR AGREE	6.3%	14.3%	9.1%	7.2%
SLIGHTLY AGREE	29.3%	28.6%	45.5%	30.0%
STRONGLY AGREE	53.4%	28.6%	36.4%	50.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

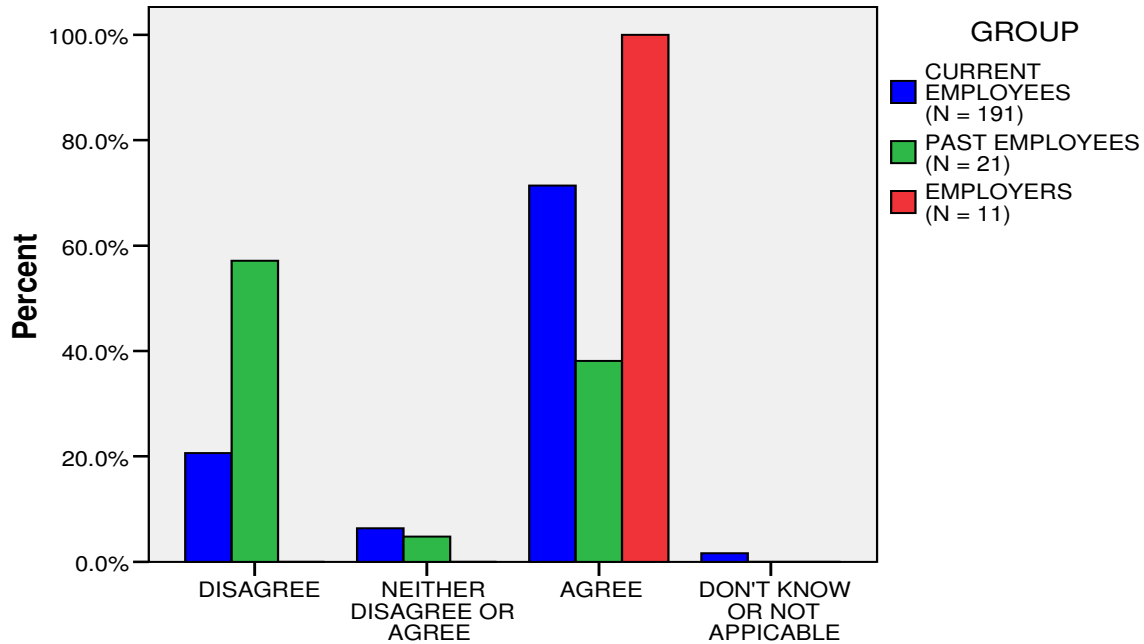
- Respondents tended to agree with this statement. Employers and employees stated that policies are in place, but that employees use their own discretion when needed, or consult with their supervisor.
- Some employees who agreed with the statement stated that they are required to make decisions independently, as they often work alone.
- Of the respondents who disagreed with the statement, some mentioned that indepent decision making is determined by the nature of the problem; others mentioned that their supervisor disallows independent decision making or that there is a manual in place that dictates procedures.

27: I AM ALLOWED TO MAKE DECISIONS ABOUT HOW TO HANDLE PROBLEMS AS THEY ARISE DURING A SHIFT

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Staff have the ability to handle most situations, generally. • as long as CEO approves the decisions • decisions are not valued-- follow the leader is the value. • depending on the situation • depending what it is • depends what the problem is. Again, management likes to make most of the decisions • For the most part, how to handle situations/problems is provided in manuals. • My supervisor doesn't like me making decisions without consulting her, she's very controlling. • team leaders and management made the decisions. we had company values and policies to be followed. 	<ul style="list-style-type: none"> • ☼ Yes, with follow ups and discussion • depends on what kind of problems • It depends on who your working with. Some co-workers can be controlling. • not all the time, sometimes supervisor will try to embarrass you during your shift 	<ul style="list-style-type: none"> • ☼ Consultation of peers supervisors encouraged if unsure • ☼ Mostly this is true in day programs • ☼ The agency has Policy/Procedures for staff to follow for many situations. Employees are able to make decisions where policy doesn't cover up. • Although there are written recommendations for certain situations, sometimes you have to rely on your own best judgment • always open to suggestions • as a team leader it depends on the severity of the problem • at work sites we are independent but can converse with others for advise • But if I do have any questions I can always call my supervisor • client's input helps as well • due to lack of manager, staff have to make decisions • I am by myself at night and handle problems on my own • ♪ I had no choice, I was alone • I work alone it's a must to make to make decisions on my own • If not sure contact supervisors if not sure • If the decisions are not too big to handle, help is always available when needed • in some cases we are tough to act and handle a certain situation • Part of job. Supervisor is available if I need input • particularly as the supervisor I make many decisions and decision making is part of every shift for every one • primarily independent work some restrictions apply. Need to follow process • sometimes too many • Staff use their own "personal preference" when handling problems as quite often we have no set protocol, the "bosses" each say something different • this is my job as supervisor • We are supposed to call the office and follow their protocol • we do decisions mostly as a team • with the approval of your supervisor • you are allowed to but get told you made a poor decision 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(28) I AM GIVEN RECOGNITION FOR MY CONTRIBUTIONS AND ACHIEVEMENTS IN MY JOB (I FEEL VALUED AT MY JOB)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	10.5%	28.6%		11.7%
SLIGHTLY DISAGREE	9.9%	28.6%		11.3%
NEITHER DISAGREE OR AGREE	6.3%	4.8%		5.9%
SLIGHTLY AGREE	27.2%	28.6%	40.0%	27.9%
STRONGLY AGREE	43.5%	9.5%	60.0%	41.0%
DON'T KNOW OR NOT APPLICABLE	1.6%			1.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- Past employees were most likely to disagree with this statement, while all employers agreed with this statement. Approximately two-thirds of current employees agreed.
- Of the respondents who agreed with the statement, many stated that they are given thanks from co-workers, supervisors, and the clients

28: I AM GIVEN RECOGNITION FOR MY CONTRIBUTIONS AND ACHIEVEMENTS IN MY JOB (I FEEL VALUED AT MY JOB)

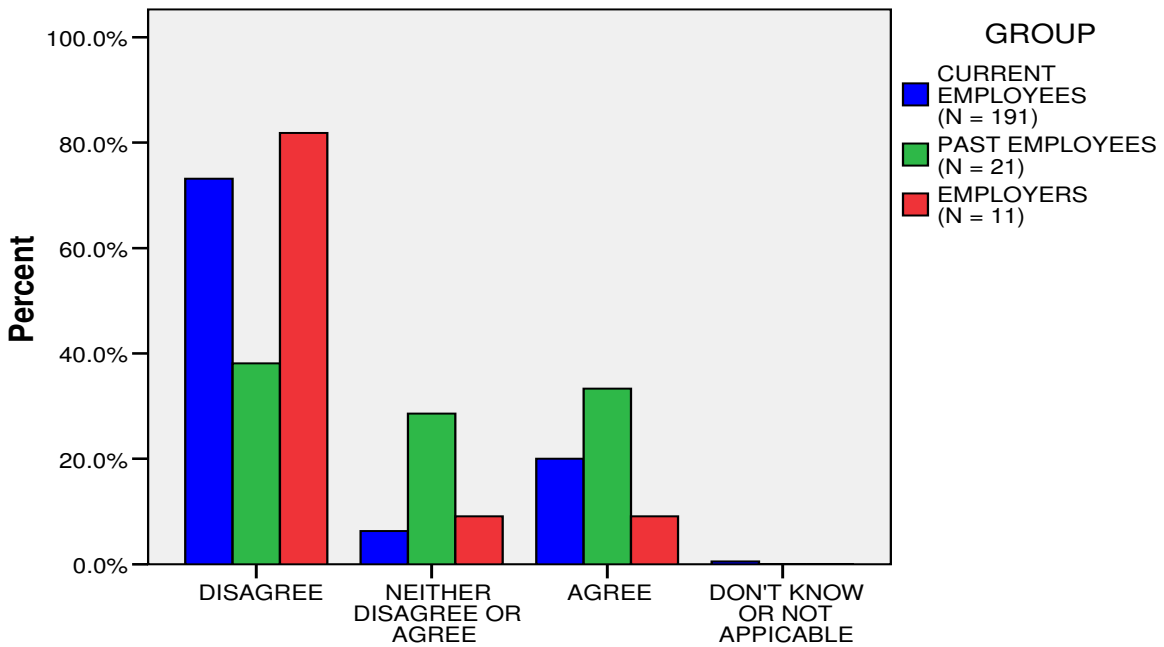
DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ♪ Everyone gets praise of 1 or 2 peoples hard work. the individuals themselves received nothing • feeling valued is a big problem. Most of the time the guy at the bottom are forgotten • from other front liners but not as much from office staff (management) • I am currently on maternity leave and employees received recognition bonuses for 6 moths of employment. I have work 11 years here and received nothing • ♪ I didn't feel valued and was given no recognition, except from the residents • Just by the residential supervisor--not the agency • never appreciated • not at all • not yet happened • please! • sometimes • Very rarely does my supervisor recognize the work I do. • we need positive feedback consistently to reach our potential 	<ul style="list-style-type: none"> • a few recognize--most don't • Board attempting to throw money at staff rather than look at issues • not really at my age, experience, demand some respect. However, beyond that very little 	<ul style="list-style-type: none"> • ♪ Again, depended on which supervisor was on • evaluations are usually very positive • For the most part incentives are good but a thank you goes a long way • I am thanked for my work but the rate of pay does not reflect what I do, quality of work, etc • I have been told that I am a valuable employee and receive thank you cards • In the past I have been given recognition. I don't feel valued as a person. • more so by the individuals I serve and their guardians • my coworkers value me, I feel that head office doesn't • my recognition comes from my supervisors and bosses from head office • not enough, lots go unnoticed • Sometimes I don't always feel appreciated. • sometimes they say yes thank you and sometimes they don't • staff and supervisor quite often tell me I am doing a good job. • There is always something said about my work • there is recognition, but sometimes don't feel valued. • usually 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

EMPLOYERS WERE ASKED "HOW ARE EMPLOYEES RECOGNIZED AT YOUR AGENCY?"

- ☼ Bonus: one time % increases. Staff recognition awards
- ☼ Employees are recognized within their teams or by their supervisors. We also have long service recognition awards
- ☼ Incentive draw monthly made with thank you cards that are written by supervisors
- ☼ It varies--sometimes, just positive comments/recognition--flowers, notes etc when funding allows
- ☼ Long service awards, bonus when funds are available
- ☼ Raises, increase in wage but only recently
- ☼ Rewards such as gift certificates are available
- ☼ Years of employment receive specific certificates and rewards (now considered a taxable benefit!)

(29) THERE IS NO OR LITTLE TEAMWORK AT THE SITE AT WHICH I WORK



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	47.6%	9.5%	72.7%	45.3%
SLIGHTLY DISAGREE	25.1%	28.6%	9.1%	24.7%
NEITHER DISAGREE OR AGREE	6.3%	28.6%	9.1%	8.5%
SLIGHTLY AGREE	14.1%	14.3%		13.5%
STRONGLY AGREE	5.8%	19.0%	9.1%	7.2%
DON'T KNOW OR NOT APPLICABLE	.5%			.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

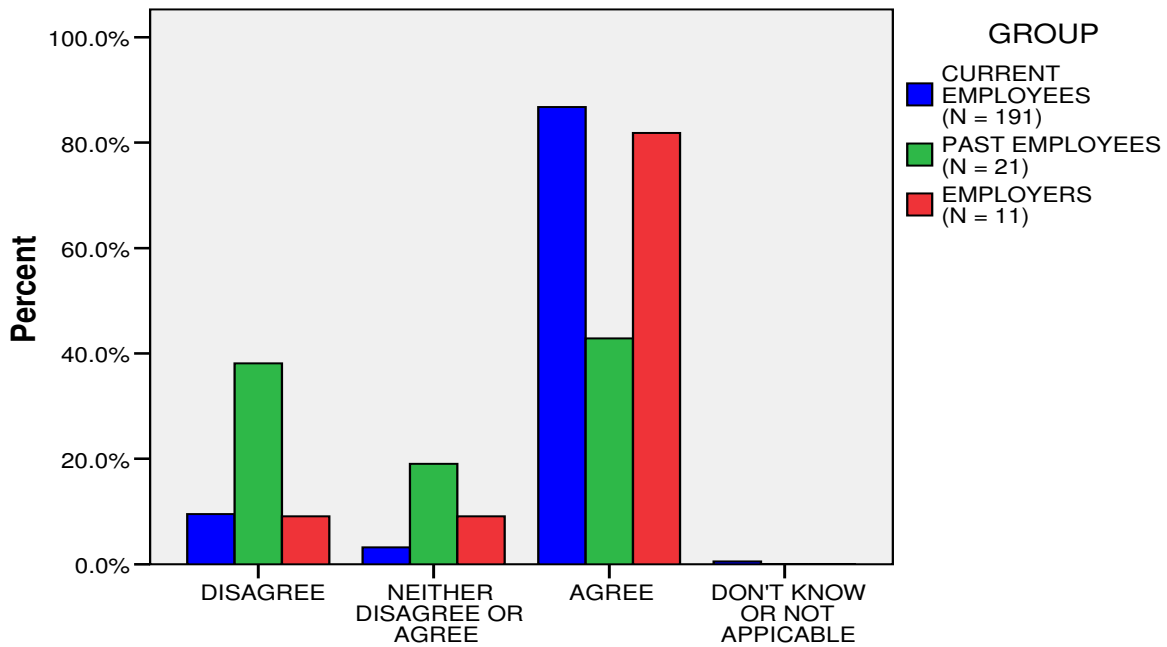
- Past employees were split in their responses across “disagree”, “neither disagree or agree” and “agree”. A large majority of employers and current employees agreed with the statement.
- Respondents who agreed mentioned that their teams are good, but occasionally one or two people do not work well with the team
- Of the respondents who agreed with the statement, some mentioned that teamwork is variable, depending on the people working during a shift

29: THERE IS NO OR LITTLE TEAMWORK AT THE SITE AT WHICH I WORK

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☀ On the whole the teamwork is good and the staff care about each other • ☀ Some strong teams in day programs • ☀ We try to work as a team, its not always a success but the focus is there • 🎵 Again, depended on which supervisor was on • have good team coworkers • I feel like the clan mother • I work hard to be a team leader • most of the time I have good teams • most of the time there is good teamwork • most of the time we are a good team • my team is great and try their hardest even though they work so much • one employee does not, but the rest are fine • Sometimes I feel higher up is stuck in "the times" and don't want to move forward. • teamwork a must! • Teamwork is lacking at times • teamwork was a priority and unwilling staff affected the clients • Terrific teamwork in this residence! • There are a few people who don't work as a team • very team orientated between my 4 members • we have a good team at the home I work at • we have great teamwork and rely on each other for support • we need it to service we have some very good teams • We tend to help each other • we work as a team • we work very hard to be a team. Without it, morale and performance fall and people leave • within the house 	<ul style="list-style-type: none"> • ☀ Depends on houses and dynamics of staffing within houses • at time there is • 🎵 at times it seemed so • 🎵 I worked in 3 different homes it varied • we need to work on it 	<ul style="list-style-type: none"> • ☀ Staffing issues • Absolutely no team work at the house I work in. • 🎵 always alone • at times there is a problem with team work • depends which co-worker your with, you may be supported or set up • I would be lost without my team • improving, but its a struggle • its catty and friendly at the same time • 🎵 no time was made for the team. Team discussion and interaction was discouraged • not at the house I work in • people are now doing whatever works to deal with the stresses at our job. • 🎵 People who had same ideas would group together, and do things their way. Not always thin • some people don't pull their weight 	

☀ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(30) THE COMMUNICATION BETWEEN MY SUPERVISORS AND ME IS GOOD



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	3.7%	14.3%		4.5%
SLIGHTLY DISAGREE	5.8%	23.8%	9.1%	7.6%
NEITHER DISAGREE OR AGREE	3.1%	19.0%	9.1%	4.9%
SLIGHTLY AGREE	27.2%	38.1%	27.3%	28.3%
STRONGLY AGREE	58.6%	4.8%	54.5%	53.4%
DON'T KNOW OR NOT APPLICABLE	.5%			.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

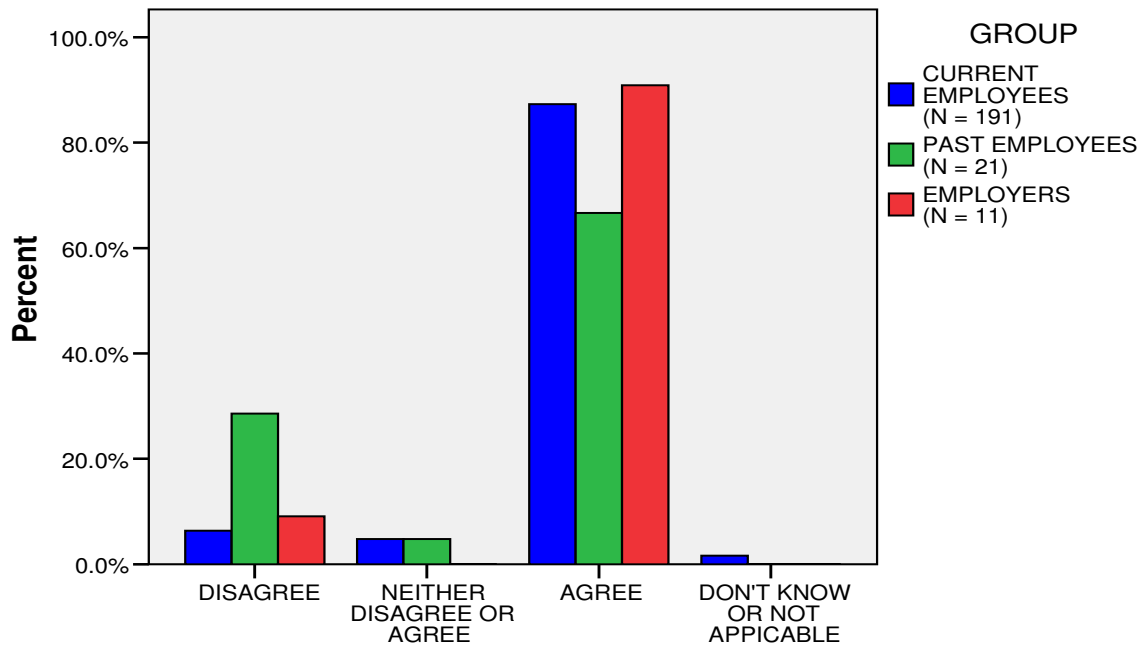
- A large majority of current employees and employers agreed with this statement, while the responses of past-employees were fairly evenly distributed
- Although some respondents stated that lines of communication are open, a few commented that supervisors do not promptly return phone calls, partially due to being busy.

30: THE COMMUNICATION BETWEEN MY SUPERVISORS AND ME IS GOOD

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ It depends on what area and some are better than others • 🎵 communication came too late • It takes a long time before I hear personal problems • My supervisor and I don't see eye to eye. The team is built from the superiors which can break down communication if supervisor has issues. • needs to be more communication to night staff • no communication • not always, cannot reach her by phoning • not heard • our supervisor doesn't want input from staff • supervisors do not listen • They don't "stop to listen" or "don't have time" • 🎵 they were always too busy or told me that "I needed to handle things myself" • 🎵 with one supervisor, she was awesome! 	<ul style="list-style-type: none"> • ☼ Depends on supervisor • supervisor is overloaded with paperwork leaving little staff interaction time 	<ul style="list-style-type: none"> • ☼ Open door policy • ☼ Supervisor's time limited by increased paperwork demands • ☼ The agency has an open door practise where employees are free to bring questions and concerns to supervisor • 🎵 Again, depended on which supervisor was on • 🎵 Decisions were made at times without consultation with from line staff • fairly good with immediate supervisor • floor supervisor is always open to me to discuss anything • have trouble talking to head office • I always talk to the supervisor • I made a point of being open and honest--even when errors occurred • I meet with my supervisor regularly is very supportive. • I meet with my supervisor weekly • it is hard when they are stuck in their own ways. • its limited but good • phone calls not returned ASAP • quite good • she is also on the floor and works at the other house • 🎵 some were very good • sometimes I feel that I am not "in the loop" due to my night shifts • Supervisor at this residence is always approachable • supervisor is not available 50% of the time, due to staff shortage • supervisors are so busy all the time • they help me with any concerns \I have are needed answered 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(31) THE COMMUNICATION BETWEEN MY COWORKERS AND ME IS GOOD



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	3.1%	19.0%	9.1%	4.9%
SLIGHTLY DISAGREE	3.1%	9.5%		3.6%
NEITHER DISAGREE OR AGREE	4.7%	4.8%		4.5%
SLIGHTLY AGREE	20.9%	52.4%	45.5%	25.1%
STRONGLY AGREE	65.4%	14.3%	45.5%	59.6%
DON'T KNOW OR NOT APPLICABLE	1.6%			1.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

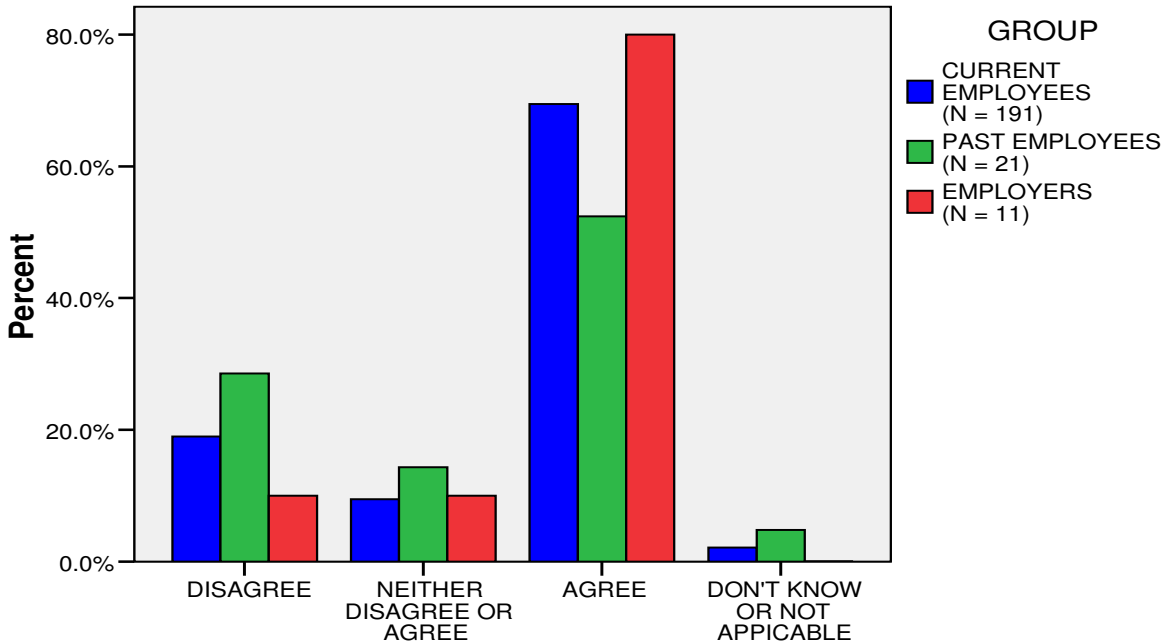
- The responses to this statement were similar to those given to the previous question, except that more past employees agreed with this statement than the previous statement
- Some respondents indicated that exceptions exist for particular staff members.

31: THE COMMUNICATION BETWEEN MY COWORKERS AND ME IS GOOD

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ There has always seemed to be a decision between res and day program services • communication is important for this job but people are stressed now and defensive • hard to get staff to talk openly • needs to be more communication to night staff • ♪ we all did our own thing 	<ul style="list-style-type: none"> • for the most part yes • some were excellent, some not • yes, if hearing everyone's complaints is communication. Yes in that I discuss with then the pros and cons of various issues 	<ul style="list-style-type: none"> • ☼ Depends on staffing team • ☼ Each team functions differently. In some communication is good others need improving • ☼ Log notes and discussions • expect some staff • fabulous people at this residence • however, I do have a difficult staff member who is defensive when I address with her • I am direct and confront issues • I don't know some, many are new • I love working with my coworkers • most of them • most times it is fine • mostly • my coworkers are the only people I can help in a situation • sometimes are difficult to deal with coworkers but we are professionals right? • ♪ usually 90% • we all talk • we keep in contact and help each other 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(32) THE PERSONAL FINANCIAL COSTS OF DOING MY JOB ARE HIGH (E.G., GAS, CAR INSURANCE TO TRANSPORT INDIVIDUALS, CLOTHING REQUIREMENTS)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.5%
STRONGLY DISAGREE	13.1%	28.6%		14.0%
SLIGHTLY DISAGREE	5.8%		10.0%	5.4%
NEITHER DISAGREE OR AGREE	9.4%	14.3%	10.0%	9.9%
SLIGHTLY AGREE	20.4%	23.8%	40.0%	21.6%
STRONGLY AGREE	48.7%	28.6%	40.0%	46.4%
DON'T KNOW OR NOT APPLICABLE	2.1%	4.8%		2.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- Approximately half of past employees agreed with this statement; current employees and employers were more likely to agree.
- Respondents who agreed most often mentioned costs associated with using their own vehicle (gas, insurance) and stated that they are not receiving sufficient compensation. Some employees mentioned that their vehicles have been damaged as a result of work-related travel.

32: THE PERSONAL FINANCIAL COSTS OF DOING MY JOB ARE HIGH (E.G.,GAS, CAR INSURANCE TO TRANSPORT INDIVIDUALS, CLOTHING REQUIREMENTS)

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

DISAGREE

- for the price of gas and what the agency gives per km (30 cents) is ridiculous
- Gas is expensive. We are paid for mileage but it isn't enough to pay for interior cleaning due to clients putting mud on the rugs. Nor does it pay for the wear and tear.
- It doesn't cost much, we don't need uniforms
- mileage rates doesn't match the current cost of gas.
- we are reimbursed for mileage and expenses

AGREE

- 36 cents a km-- give me a break!
- agency uses employees for their benefit
- do not get paid mileage for most of my clients
- especially the driving costs
- extra insurance, gas has gone up but mileage hasn't
- financial costs are very high and I don't think management understands or cares about this area
- gas-maintenance and mileage
- gas and car maintenance
- gas is a rip off!
- gas keeps going up and more expensive insurance is required
- 🎵 gas not covered and I was required to drive a car
- gas prices are high
- I agree, if we could get a raise according to the cost of living we wouldn't have to work so many hours or have a second job
- I have to pay extra to insure my van for my job. My expense check doesn't cover depreciation of my van.
- I receive \$50 a month for transportation. I drive a truck and average 80 km a week for work related duties
- I think expenses for driving clients could be better compensated. Gas prices have increased
- I transport my clients everywhere--shopping, recreation, medical appointments etc. with my own car. Money given for mileage isn't enough regarding the price of gas
- I use my car for clients. Gas is getting higher, shampoo, car wash and additional insurance. Proper clothing and shoes for work
- In terms of car/gas expenses. Lots of wear and tear.
- in the winter is a bit hard
- mileage given does not cover cost
- My car has taken a real beating at this job.
- my car takes a beating
- need more money for gas and mileage
- no supplies provided for emergency for the clothing issues
- Spend more than \$1200 in gas and car
- The cost of gas is high we do not get sufficiently reimbursed of our gas cost of for our car depreciation and insurance cost
- the personal trauma from stress is high
- 🎵 the prices were almost 25% of my cheque, without re-imburement it was unbelievable
- These costs are very high. Can insurance has to be classified as a work vehicle. Repair costs on the car can be high especially after a rough winter
- 🎵 transporting clients in our own cars is costly.
- vehicle and gas expense is high
- vehicle expenses
- we have to provide our own food also
- we used our own truck for travel. Cost of gas is high. The mileage we get doesn't always cover all the expenses
- you are required to take clients and assist them in all daily needs we are not paid enough for km or expenses

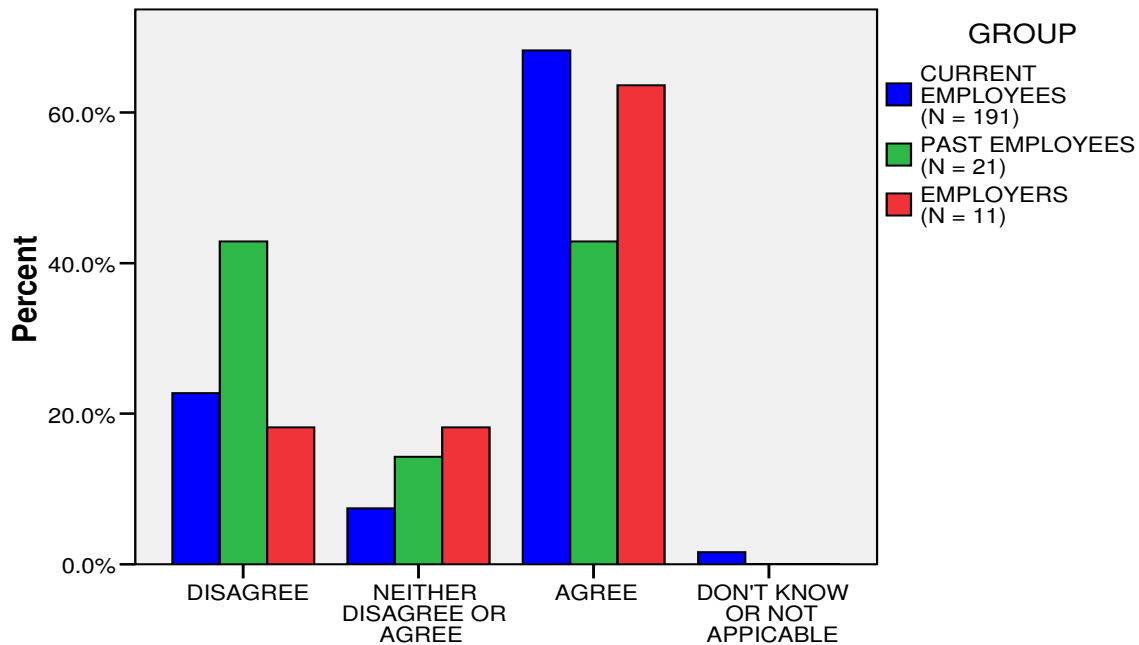
DON'T KNOW OR NOT APPLICABLE

- I am not allowed to drive because I am epileptic
- I don't have to purchase anything that I would not already have to
- not required to transport individuals, no specific work costs

EMPLOYERS WERE ASKED "WHAT ARE THE COSTS INCURRED BY EMPLOYEES AT YOUR AGENCY, IF ANY?; DOES YOUR AGENCY PAY MILEAGE—HOW MUCH?"

- ☼ don't have to transport clients, no special clothing or supplies needed
- ☼ Agency pays mileage 40 cents a km for employment agency only
- ☼ 40 cents a km is given for mileage
- ☼ Vehicle purchase/maintenance. childcare. agency pays mileage 40 cents a km
- ☼ Car costs, clothing, client activities and holiday costs. no mileage paid by agency
- ☼ Gas, car maintained safety equipment, steel toed boots. agency pays 35 cents a km
- ☼ None, mileage paid 35 cents per km
- ☼ Passenger insurance, in town travel, wear and tear on vehicles. mileages paid 47 cents for out of town travel only
- ☼ Transportation insurance. pays mileage--35 cents
- ☼ Transportation in some cases, gas and cost of running a car. mileage is paid 38 cents a km
- ☼ Vehicle expenses--wear and tear on cars. mileage pd is 35 cents a km

(33) MY EMPLOYERS' DECISIONS CONCERNING THE INDIVIDUALS SERVED BY THE AGENCY ARE BASED PRIMARILY ON WHAT IS IN THE BEST INTERESTS OF THE INDIVIDUALS



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	13.1%	28.6%	18.2%	14.8%
SLIGHTLY DISAGREE	9.4%	14.3%		9.4%
NEITHER DISAGREE OR AGREE	7.3%	14.3%	18.2%	8.5%
SLIGHTLY AGREE	16.8%	33.3%	18.2%	18.4%
STRONGLY AGREE	50.8%	9.5%	45.5%	46.6%
DON'T KNOW OR NOT APPLICABLE	1.6%			1.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

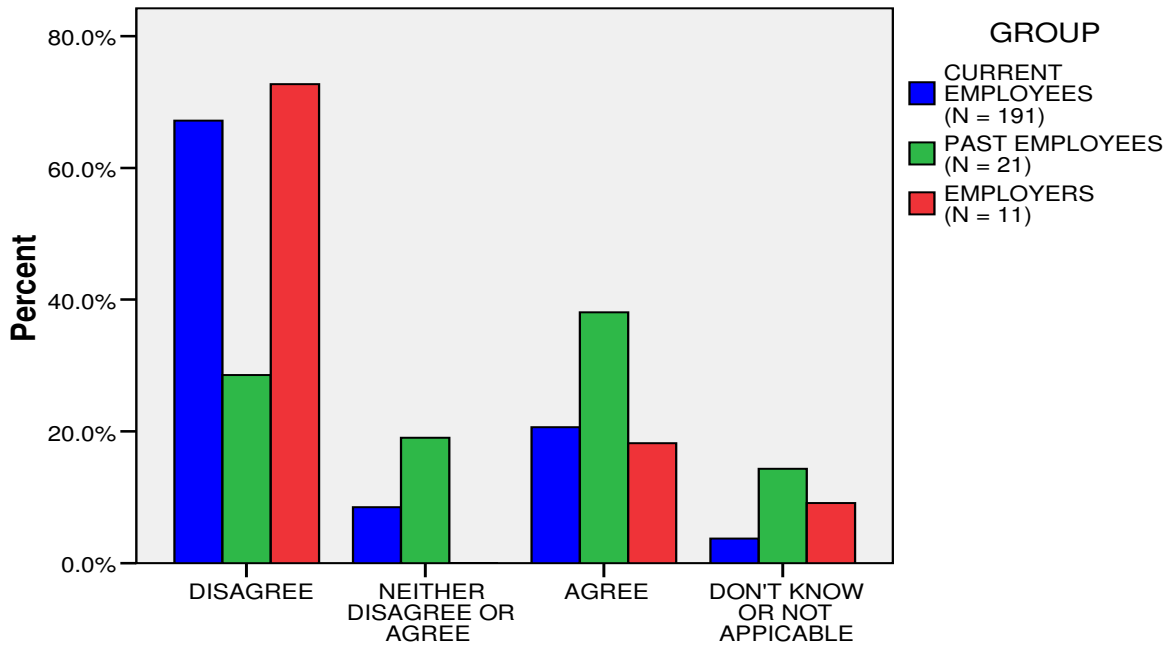
- Past-employees were split between “agree” and “disagree” for this statement, while approximately two-thirds of current employees and employers agreed.
- Some respondents who disagreed stated that financial reasons drive decisions (budget, economy)
- Respondents who agreed stated that employers make an effort to meet the needs of clients

33: MY EMPLOYERS' DECISIONS CONCERNING THE INDIVIDUALS SERVED BY THE AGENCY ARE BASED PRIMARILY ON WHAT IS IN THE BEST INTERESTS OF THE INDIVIDUALS

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Due to staffing issue no staff--client needs cannot be addressed • ☼ Sometimes this is definitely questionable • a lot of employees take the easy way out • At one house the safety of the clients and staff so below par. At meetings, certain renovations to the house were agreed as necessary for all safety. Its been almost a year and its no where near completed. Its barely started! • decisions are mainly based on budget not on the best interest of individuals • I believe as long as you are breathing they will hire you. Because the pay sucks and training isn't contusive for this work • I believe we have lost what is important. I feel that they should be out doing jobs yet they are doing meaningless jobs over and over. • I feel there is favoritism as some staff are scared of certain clients and so therefore give in and spoil them so a situation doesn't escalate • I really don't think they care about the their best interests • I think they have lost touch with the front line and why they have a business • individuals have been pressured into certain living arrangements • lack of funds and staffing are interfering with this principle • meets the agency's needs, not the clients • not always • not always, especially when it comes to X • office staff only care about how they look and how much they are paid • Recently due to funding decisions have been made that are in no one's best interest. • 🎵 staff made choices about certain according to their personal preferences • The agency takes client's interests by heart but sometimes the economy of the decision is considered • the home supervisor's decisions are in the best interest--but not the agency's. • The issue of "nothing else available" has led to very strained relations. Clients are not compatible and don't enhance each others quality of life at all • there are some decisions that are debatable • Transferring staff and clients to the other group homes without consulting either has caused stress, resignation of staff • Unfortunately it has come to the point that the decisions are based on what can be done with what little funding to run the program is available 	<ul style="list-style-type: none"> • based on staff available • 🎵 decisions were made solely by the guardians • 🎵 depends on individual clients resources and need • 🎵 The availability of public heath professionals and consistent programming direction was impossible. Sp programs may not always have served the client's best interests 	<ul style="list-style-type: none"> • ☼ Not sure that employees recognize all limitations placed on employers by public policy, contracts • I honestly believe my employers are doing their best but with 2 full time clients who need to be in 2 different places a lot of time I feel my 1 client losses out. • most if the time, when no staff is available the client suffers for it • my employers are sensitive to the needs of the clients • seems to be more a matter of balancing the budget lately, although they still try to keep the client's best interests in focus. • sometime, but when it comes to hiring qualified staff no. • sometimes the decision has to be made • 🎵 The employer didn't always get all the information. Just from a couple people. Everyone was usually asked for opinion. • They don't take into consideration what is best for the client. Due to the staff shortage, they have had to make decisions based on what is best for the company. • we try to find jobs for clients based on their skills, likes, dreams, and abilities 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(34) SOMETIMES, I AM ASKED TO DO THINGS THAT I FEEL ARE NOT “RIGHT OR ETHICAL”



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	56.0%	23.8%	72.7%	53.8%
SLIGHTLY DISAGREE	10.5%	4.8%		9.4%
NEITHER DISAGREE OR AGREE	8.4%	19.0%		9.0%
SLIGHTLY AGREE	15.2%	19.0%	9.1%	15.2%
STRONGLY AGREE	5.2%	19.0%	9.1%	6.7%
DON'T KNOW OR NOT APPLICABLE	3.7%	14.3%	9.1%	4.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

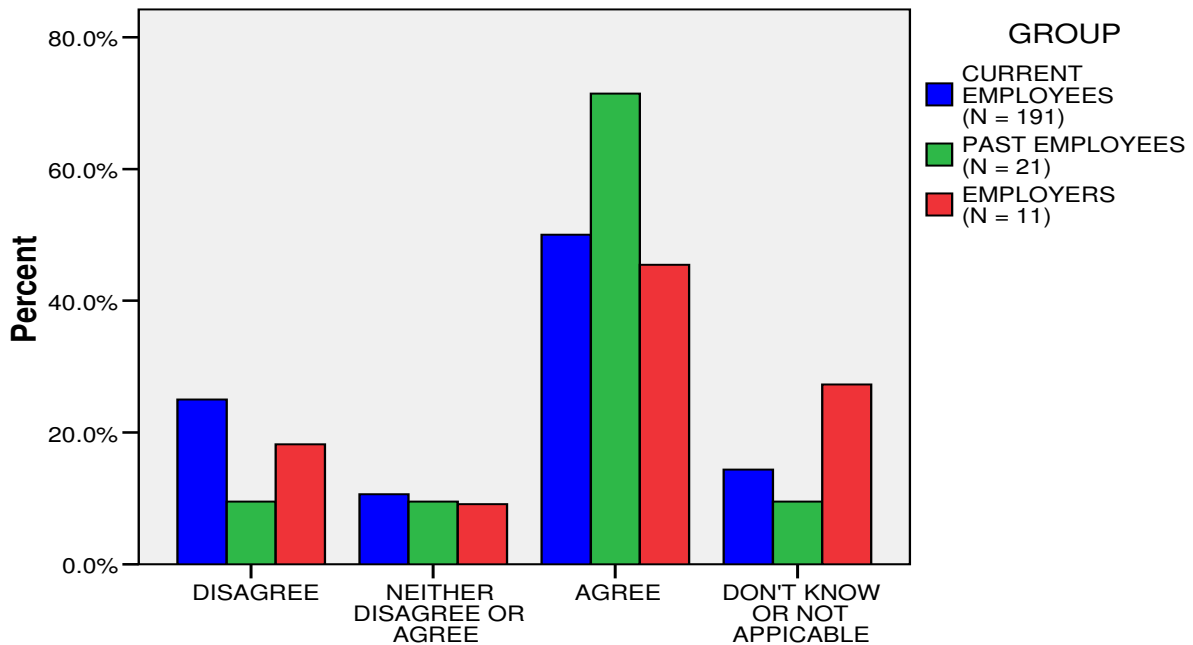
- Current employees and employers tended to disagree with this statement, choosing “strongly” disagree” most often.
- Some respondents who agreed mentioned the use of restrictive procedures or interference with clients’ rights to self-advocacy

34: SOMETIMES, I AM ASKED TO DO THINGS THAT I FEEL ARE NOT “RIGHT OR ETHICAL”

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Employees should never be asked to do things that are not right or unethical. • ☼ In rare cases this occurs with parent requests • ☼ Not to my knowledge • because of short staffing we are required to work long hours but not get overtime, this is unethical • I don't think anyone would ask me because the answer would be "no"! • If I feel that something isn't right or unethical I am able to bring it to my supervisor with no problem • Never--I would rather leave my position than do anything not right or unethical • never has happened to me • never! • never, I would refuse. • no • not asked this • not yet • we are never asked to do anything unethical 		<ul style="list-style-type: none"> • ☼ However, not by our own agency, but by others in the field • ☼ Maybe their own ethics • by guardians • ♪ Client's independence and self-advocacy was compromised to keep a scrambled, chaotic, and understaffed a • ♪ Many restrictive procedures which we were told to word a special way in logs so it didn't look or sound • My personal feelings may disagree with their's • My supervisor at times asks me to drive her places since she doesn't drive. • safety issues • sometimes • we are encouraged to pressure clients to go along with bad decisions. 	<ul style="list-style-type: none"> • ☼ Not aware of any unethical practices

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(35) I AM SOMETIMES REQUIRED TO STAY LONGER AT MY SHIFT BECAUSE THE ONCOMING STAFF DID NOT MAKE IT IN TO WORK (E.G., CALLED IN SICK DURING MY SHIFT, WAS A NO-SHOW)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.6%			1.3%
STRONGLY DISAGREE	17.8%	4.8%	9.1%	16.1%
SLIGHTLY DISAGREE	6.8%	4.8%	9.1%	6.7%
NEITHER DISAGREE OR AGREE	10.5%	9.5%	9.1%	10.3%
SLIGHTLY AGREE	22.0%	38.1%	9.1%	22.9%
STRONGLY AGREE	27.2%	33.3%	36.4%	28.3%
DON'T KNOW OR NOT APPLICABLE	14.1%	9.5%	27.3%	14.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

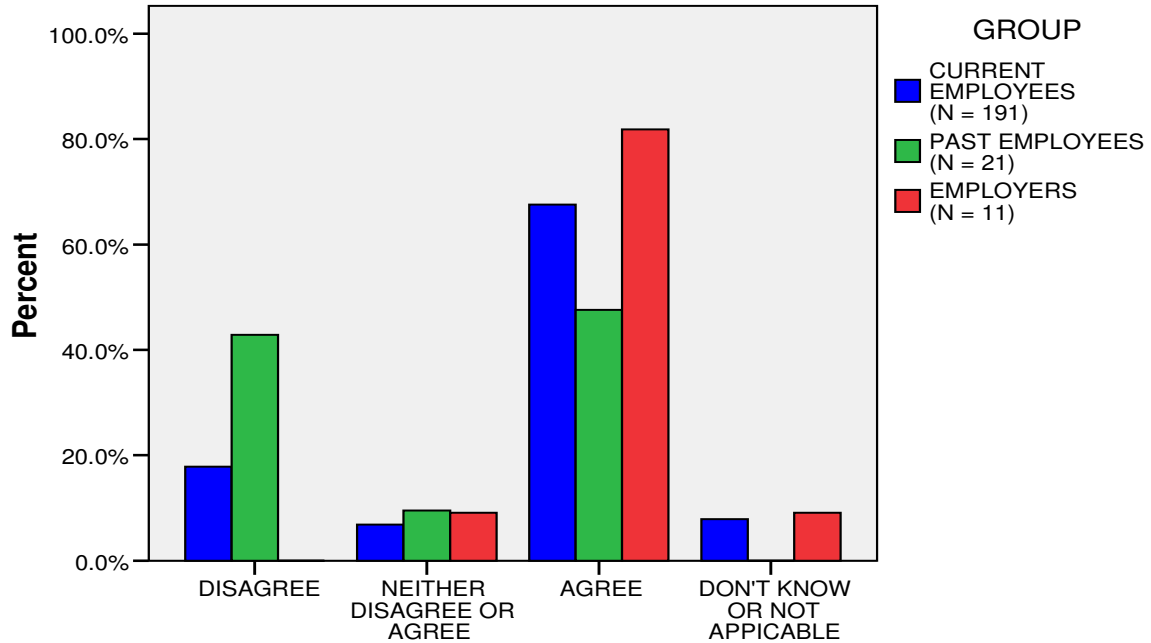
- Past employees were more likely to agree with this statement than current employees or employers; approximately half of the latter groups agreed.
- Some individuals who agreed with the statement mentioned the staffing crisis as a contributing factors. Regularity of the problem varies with individuals and worksites.

35: I AM SOMETIMES REQUIRED TO STAY LONGER AT MY SHIFT BECAUSE THE ONCOMING STAFF DID NOT MAKE IT IN TO WORK (E.G., CALLED IN SICK DURING MY SHIFT, WAS A NO-SHOW)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ In day programs no but in residential it does happen • extremely rare • happens very seldom • have been fortunate lately • my clients--that I work with are able to be at home independently. • my staff are great • sometimes I am required to stay longer to finish paperwork 	<ul style="list-style-type: none"> • ☼ At this time this does not happen often • Has happened less than 6 times over 6 years • 🎵 it happens e very day in every industry • many staff are dependable, the odd one comes in late • not happened to me yet. • only for some staff. • There are some days 	<ul style="list-style-type: none"> • ☼ On a regular basis • ☼ Rare cases only • ☼ Residential support face this problem more frequently • all the time! • 🎵 At least on a weekly basis • But I don't mind. A lot of people have kids and 2-3 jobs. We all get sick or are late sometimes • does not apply to the position I currently work in • happens a lot with X • I am flexible and always do • I don't mind at all • I have stayed late many times and have come in early due to staff issues • 🎵 I worked night shift and the day shift person often slept in so I had to stay until she came • it does happen • It happens in all workplaces • it has happened • 🎵 Just being late to be late no punctuality. People not being responsible for covering their shift if unable to work • lack of trained on call staff • 🎵 not a problem for me • 🎵 not often • on a regular basis • only until there arrives another replacement • Only when I do casual group home shifts on evenings and weekends5 • our supervisor usually handles this aspect although it is stressful phoning everyone and trying to find replacements while taking care of clients • running late. we are ask humans and are not perfect. • too few staff • turn over rate is too high • we do not leave until our replacement comes, unless there is sufficient staff to work. • We have tried asking for doctors notes but staff do not bring them. due to staffing issues, we cannot enforce consequences • Yes this happens. Weather sometimes makes staff late. You can't just leave client in wheelchairs just because your shift is over 	<ul style="list-style-type: none"> • ☼ This isn't applicable in day programs • no shift work

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(36) THE AGENCY MAKES A STRONG EFFORT TO GET STAFF COVERAGE WHEN STAFF CANNOT MAKE IT INTO WORK.



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	9.9%	28.6%		11.2%
SLIGHTLY DISAGREE	7.9%	14.3%		8.1%
NEITHER DISAGREE OR AGREE	6.8%	9.5%	9.1%	7.2%
SLIGHTLY AGREE	18.8%	38.1%	27.3%	21.1%
STRONGLY AGREE	48.7%	9.5%	54.5%	45.3%
DON'T KNOW OR NOT APPLICABLE	7.9%		9.1%	7.2%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

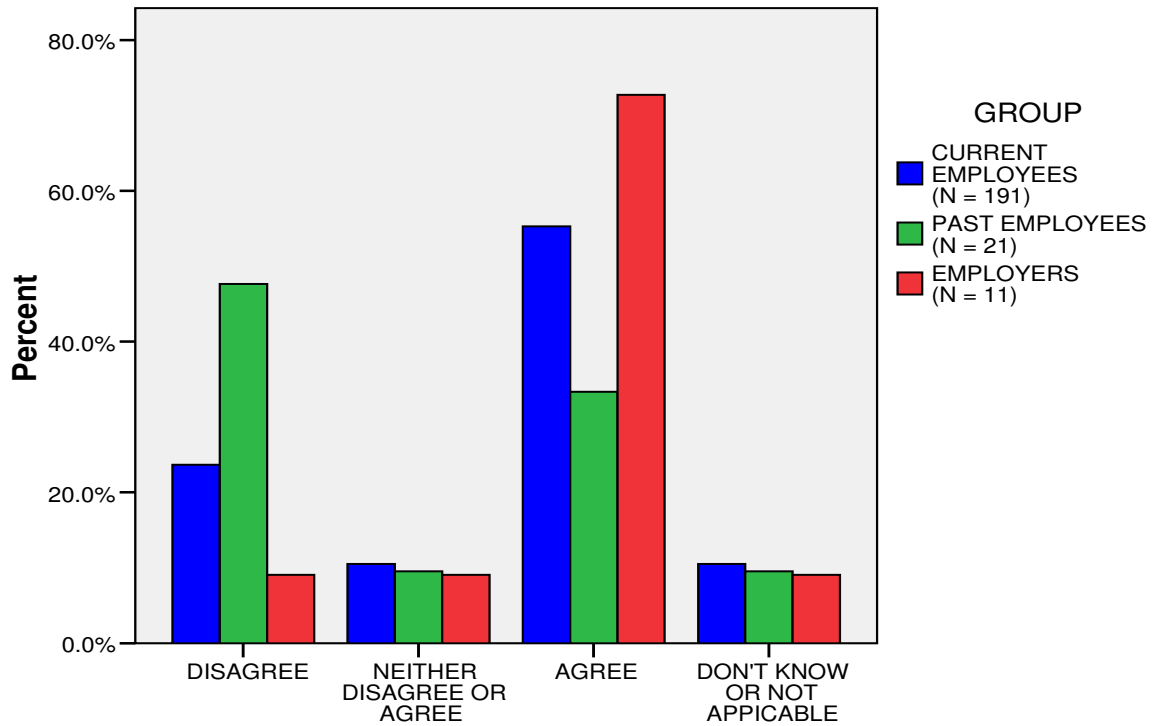
- Few current employees and employers agreed with the statement. Past employees were split between 'agree' and 'disagree'
- A number of respondents stated that staff or supervisors are held responsible for finding coverage for their shifts

36: THE AGENCY MAKES A STRONG EFFORT TO GET STAFF COVERAGE WHEN STAFF CANNOT MAKE IT INTO WORK.

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • co-workers help each other out • Completely left up to supervisors even when supervisor is sick • coverage is the responsibility of the supervisor • find someone to cover yourself • ♪ I always had to do it myself even when I didn't know half the stuff • I cover the shift if there is no coverage its never the agency • I usually do all this arrangement because agency is too far away • If you are ill, but if its for anything else your responsible to find your replacement • ♪ impossible at times • It is the individuals responsibility to find a cover if they want time off. Sick coverage is the res worker or supervisor's responsibility. No shows? Good luck! • Its very hard to find staff coverage • no I have to call for a replacement when I need it • not always • our responsibility • sometimes seems like they try to make you feel guilty, although could be due to shortage of staff • ♪ staff were required to get their own coverage • supervisors don't want to be bothered to cover shifts • Supervisors/coordinator on call always said that it's your problem--deal with it. • the agency says that its the staff's responsibility to get coverage even if you are sick • usually done on site by co-workers • We are currently going through a huge staff shortage, day programs are especially difficult to find any staff to cover • we as a house usually fill it and not the agency 	<ul style="list-style-type: none"> • ☼ Difficult with staff shortage and lack of staff commitment • each group home has own staff and share/some not interested in other houses • In our office we cover each other. We have been looking for a casual person. • In the present economy it is difficult to find people who want to work in this field • ♪ mostly left to the staff on shift to deal with if supervisors could not get coverage • Part of my job is supervision of nine staff members, I try! • the team leader or other staff got their own coverage--agency was rarely called • we are short staffed, so we cover the best we can for each other • We have no casual at this time so we have to cover for each other 	<ul style="list-style-type: none"> • ☼ Do we have a choice? Group homes need 24/7 coverage • ☼ We try all available options, supervisors also cover • ☼ Yes but we are not always successful. The client then loses out on a planned outing or activity • At time they will in emergency situations, otherwise staff have to find coverage. • currently have a good list of casuals who are willing to come work on short notice • good this way, considering we have a staff shortage • I am usually the coverage in the evenings for the group home, I am called often • its necessary • often supervisor coordinators end up working. Even coordinators refuse to go in • staff always get coverage • that is generally me due to proximity • The agency doesn't but my supervisor does • ♪ The effort was made--there was simply no one to cover shifts • when there's no staff to call • yes they do try • yes, they call me for the most part 	<ul style="list-style-type: none"> • I am the one who gets staff coverage, and it is usually me! • Its company policy to find somebody to replace my shift

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(37) I HAVE NOT BEEN EXPECTED OR PRESSURED TO WORK AT A WORK SITE WITH WHICH I AM UNFAMILIAR



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	11.0%	38.1%		13.0%
SLIGHTLY DISAGREE	12.6%	9.5%	9.1%	12.1%
NEITHER DISAGREE OR AGREE	10.5%	9.5%	9.1%	10.3%
SLIGHTLY AGREE	16.8%	28.6%	45.5%	19.3%
STRONGLY AGREE	38.2%	4.8%	27.3%	34.5%
DON'T KNOW OR NOT APPLICABLE	10.5%	9.5%	9.1%	10.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

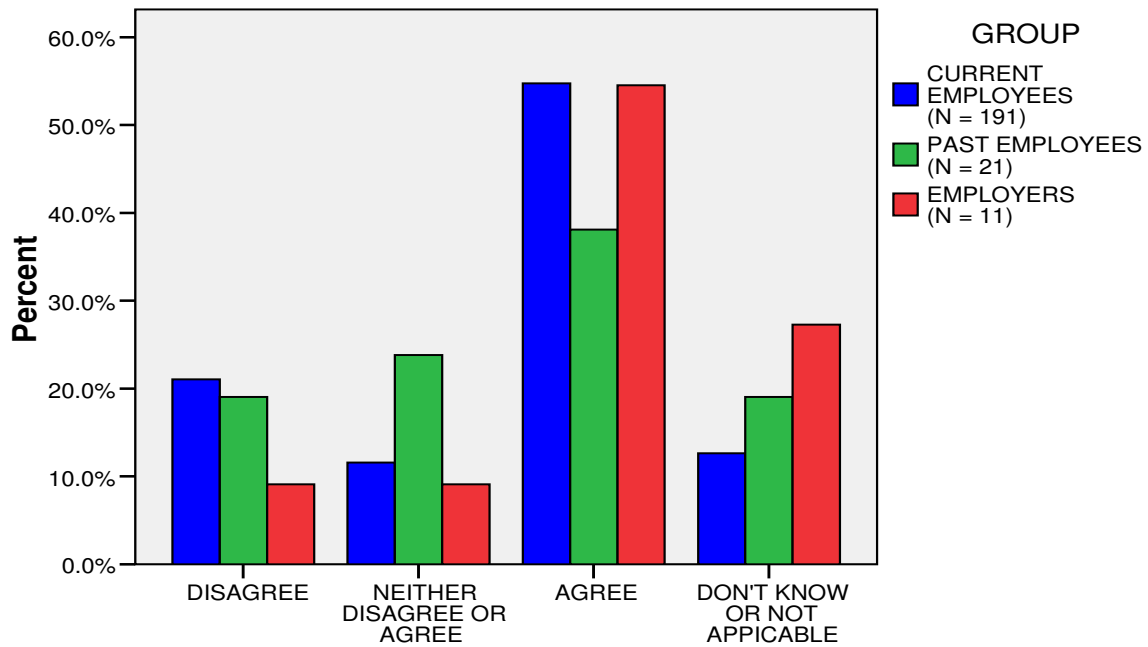
- Past employees were more likely to disagree with the statement, with the majority of these individuals choosing “strongly disagree”. A large majority of employers agreed with the statement
- Employers stated that orientation is provided at worksites.
- Of respondents who disagreed with the statement, some stated that staff shortages has created a higher expectation to work at different sites.

37: I HAVE NOT BEEN EXPECTED OR PRESSURED TO WORK AT A WORK SITE WITH WHICH I AM UNFAMILIAR

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • As a coordinator when I cannot provide staff for a client I have spent the day working in IF programs. • due to staff shortages, over past years I had to work with 2 individuals which I knew nothing about--I did not have a choice to say NO! • Due to the shortage of staff we were once told that we may have to work a shift with one severe individual. That's when I told them they would get my resignation. • Have been sent to work at another house where I knew nothing about the individuals at all. • high transferable status makes training less of a prerogative for emergency purposes • I am orientated to all work sites even though I prefer certain ones. I am sometimes expected to work at ones that I am uncomfortable with • I have been willing with helping out at other houses within my agency • I have received training so I can cover for co-workers if necessary • I was told that I MUST work at 2 other homes--or else... • its vice-versa • only by other supervisors who don't want to work their program and I'm on call • only if an emergency comes • sometimes I am asked to work at other houses due to short staffing. • They made me work with a client I had no idea about behaviors, personality etc • ♪ Wasn't ever asked about anything, just thrown into it • We are so short staffed that you are asked to did a short orientation so you can supposedly work that program • when covering for other staff you are sent to work with unfamiliar clients 	<ul style="list-style-type: none"> • ☼ Unless relatively new, orientation provided • there's a certain expectation that new houses and clients will be unfamiliar and one is expected to be professional 	<ul style="list-style-type: none"> • ☼ Due to high volume of vacancies it becomes challenging for the agency when staff choose not to work in several homes • ☼ Mostly this is true • ☼ Staff only work at sites they have been orientated • I have felt pressured to work in a new site because there was no staff • my first day, I was thrown in with NO orientation, or on the job training • never experienced this request. I know some have though • there have been 1 or 2 times when staff was not able to orientate • to date • We are trained for 4-8 shifts, depending on how you catch on. 	<ul style="list-style-type: none"> • doesn't apply to me

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(38) I FIND IT STRESSFUL TO WORK AT A WORK SITE WITH WHICH I AM UNFAMILIAR



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	12.6%	9.5%		11.7%
SLIGHTLY DISAGREE	8.4%	9.5%	9.1%	8.5%
NEITHER DISAGREE OR AGREE	11.5%	23.8%	9.1%	12.6%
SLIGHTLY AGREE	21.5%	14.3%	27.3%	21.1%
STRONGLY AGREE	33.0%	23.8%	27.3%	31.8%
DON'T KNOW OR NOT APPLICABLE	12.6%	19.0%	27.3%	13.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

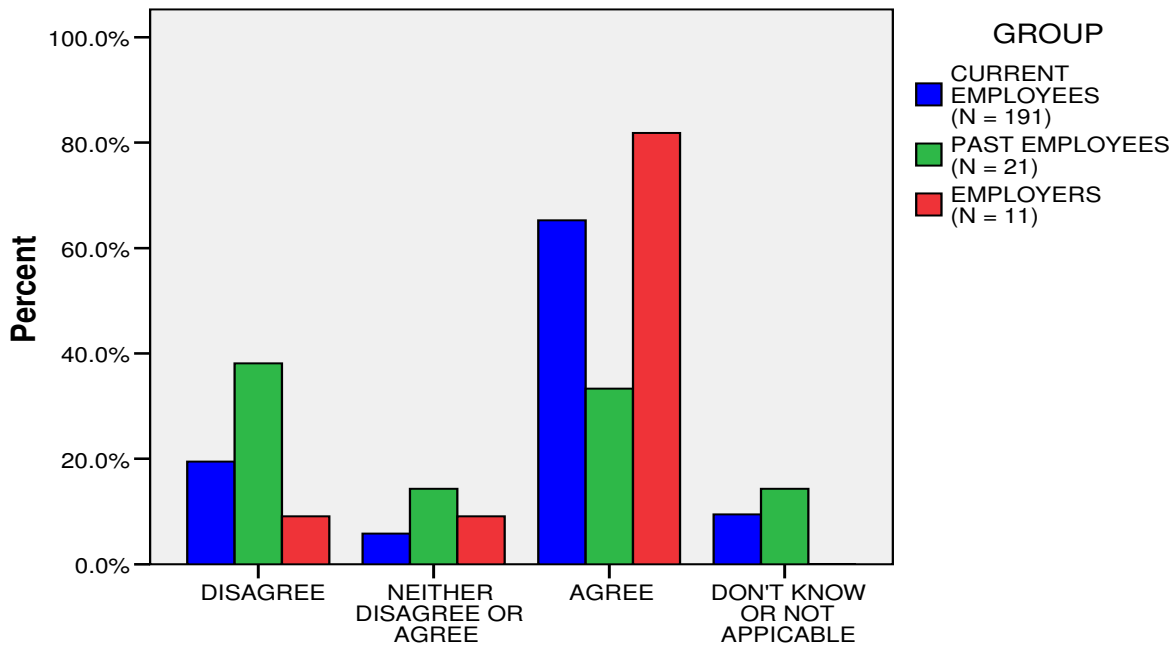
- Approximately half of current employees and employers agreed with this statement. Individuals who agreed stated that stress level varied with the clients and coworkers. Others who agreed stated that unfamiliarity with the routines is stressful.

38: I FIND IT STRESSFUL TO WORK AT A WORK SITE WITH WHICH I AM UNFAMILIAR

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • I like change and challenges • I like the challenge of scenery • I never had to • Most of our houses are set up the same and there is information to go over when you get there • Nothing unfamiliar at our site 	<ul style="list-style-type: none"> • I can handle most things 	<ul style="list-style-type: none"> • ☼ Depends on employee • ☼ Supervisors would only ask employees they feel are competent and experienced in the field to • again, client safety is compromised when staff are unfamiliar • 🎵 depending on the behaviour of residents • depends on other staff working and how helpful they are • depends who you are working with • each client is unique and a couple had anger issues but usually only with staff they dislike. • I am uneasy myself • I feel numerous about making mistakes because I don't know routines • I might • It is especially stressful when you have had minimum or no orientation with a person • Its bad not knowing the clients, their needs, behaviors, and meds etc. • like to be in my comfort zone • need time to become familiar at new site • somewhat stressful • yes it is very unfair to clients and staff 	<ul style="list-style-type: none"> • doesn't apply

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(39) WHEN I HAVE EXPRESSED MY PROBLEMS CONCERNING THE STRESS I EXPERIENCE ON THE JOB, THE SUPERVISORS RESPOND BY SHOWING CONCERN AND/OR BY FINDING WAYS TO REDUCE THE STRESS LEVEL



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	10.5%	19.0%	9.1%	11.2%
SLIGHTLY DISAGREE	8.9%	19.0%		9.4%
NEITHER DISAGREE OR AGREE	5.8%	14.3%	9.1%	6.7%
SLIGHTLY AGREE	22.0%	23.8%	18.2%	22.0%
STRONGLY AGREE	42.9%	9.5%	63.6%	40.8%
DON'T KNOW OR NOT APPLICABLE	9.4%	14.3%		9.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

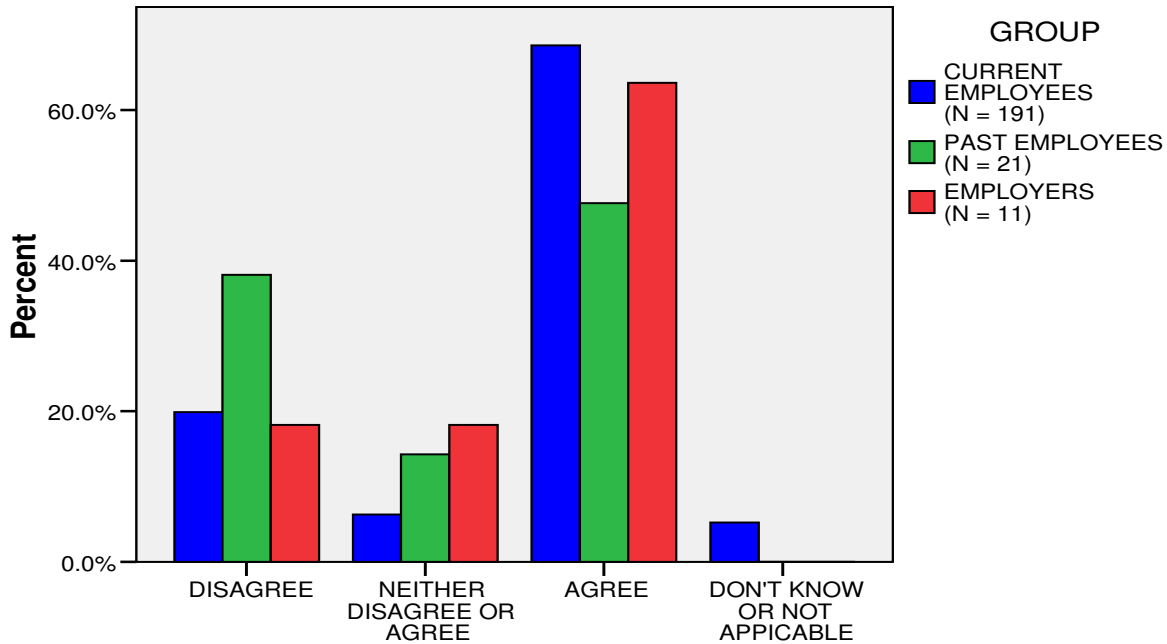
- Current employees and employers were more likely to agree, with most choosing “strongly agree” Past employees were split between ‘agree’ and ‘disagree’
- Some respondents indicated that they were told that the stress is “part of the job”
- Respondents who agreed stated that they have very understanding supervisors

39: WHEN I HAVE EXPRESSED MY PROBLEMS CONCERNING THE STRESS I EXPERIENCE ON THE JOB, THE SUPERVISORS RESPOND BY SHOWING CONCERN AND/OR BY FINDING WAYS TO REDUCE THE STRESS LEVEL

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ My superiors at times show little concern but at other times are helpful. For my staff I try to do problem solving with them to help ease the stress level • has no concern • head office has no idea what stresses and issues are in the region • is not interested in issues at all • ♪ nobody cared, its part of the job get used to it or quit" • Not around, I usually solve problems • supervisor says if you don't like it quit. when I talked to the coordinator--same thing • ♪ Supervisors were just as stressed as those of us working front line • they are stressed also--they feel that we need to deal with problems ourselves. • They show concern but then tell you perhaps you should "move on" and find another job • we are told that an action plan is in place and that most agencies are in the same position • When asked to work with individuals with behaviors. I wasn't given a choice. It was stated in no uncertain terms that I had to fill in. 	<ul style="list-style-type: none"> • ☼ Depends on supervisor • ♪ I didn't bitch much • When I approached this issue to my supervisor she kept changing the subject. Recently she had stated that she wants me to find ways to be more "efficient" in my work place to decrease work stress 	<ul style="list-style-type: none"> • ☼ Listen sensibly, open door policy for all employees, encourage team to discover solutions for issues creating stress • ☼ To the extent that staff reveal the stress many do not disclose until at a critical point. • ☼ We seek to support employees and reduce stress levels • ☼ We will do what we can to reduce the stress, but can never guarantee there will be no stress • ♪ all but one • group home supervisor yes. Agency no, they have stuck up attitudes. • have had illness in family, and for the most part are very understanding and allow me to have time off when needed • I have an aggressive client who self-inflicts so my days can be very stressful. We have a behavioral specialist working with us. • I have been helped by a supervisor in subtle ways • if needed the program manager encourages us to take time off due to the rate of burnout. • only staff shortage seemed to be the greatest concern and management showed concern • ♪ Some do, some give the response "Its a part of the job, you have o learn to deal with it". • supervisor hits a road block with CEO so cannot do much. Whatever the CEO wants that's what is implemented • Supervisor of this residence is very understanding of issues • supervisor tries to find ways to reduce stress • the coordinator has always been there for me when needed • The supervisors are always looking out for the health of their employees • They are understanding • they show care and concern but often there is no way to do this • they show concern and try to help • within my group home 	<ul style="list-style-type: none"> • have not been stressed yet • haven't expressed my concerns • I live will in stress between work and school

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(40) MY COWORKERS HAVE A GOOD WORK ETHIC AND PULL THEIR OWN WEIGHT (E.G., THEY FINISH THEIR SHIFT RESPONSIBILITIES RATHER THAN LEAVE THE UNFINISHED WORK FOR THE ON-COMING SHIFT TO COMPLETE)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
STRONGLY DISAGREE	6.3%	23.8%	9.1%	8.1%
SLIGHTLY DISAGREE	13.6%	14.3%	9.1%	13.5%
NEITHER DISAGREE OR AGREE	6.3%	14.3%	18.2%	7.6%
SLIGHTLY AGREE	25.7%	23.8%	9.1%	24.7%
STRONGLY AGREE	42.9%	23.8%	54.5%	41.7%
DON'T KNOW OR NOT APPLICABLE	5.2%			4.5%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

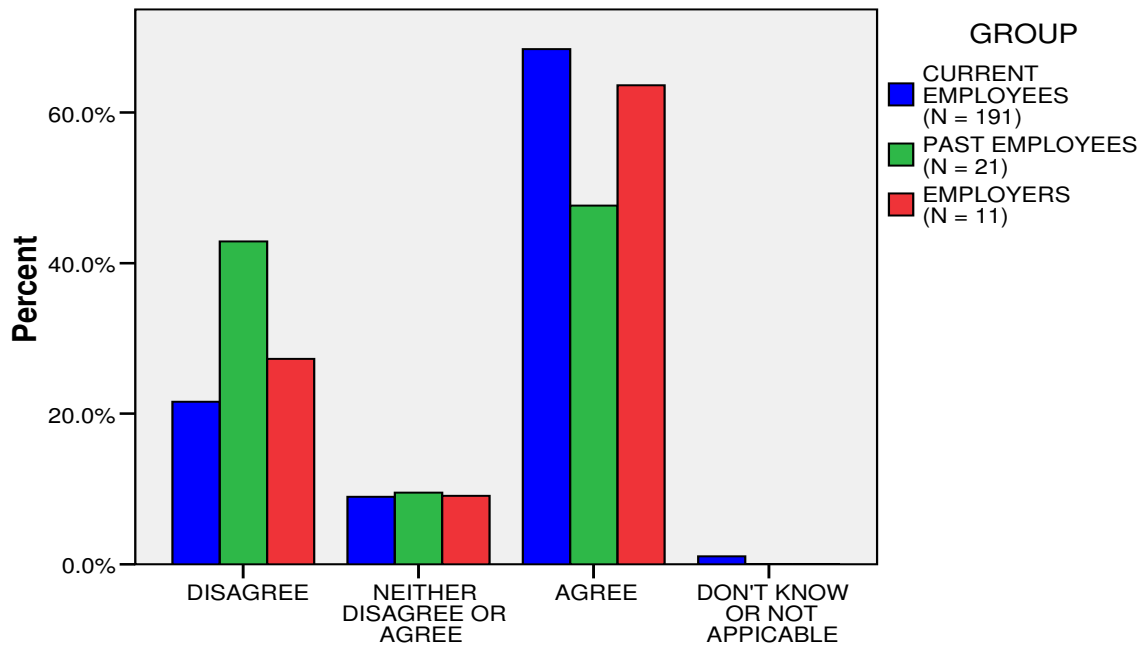
- Respondents often stated that work ethic varied across staff, but that many/most have a good work ethic.
- Some respondents stated that work ethic is related to the labor shortage; as shortages increase, more unqualified workers are hired and/or more hard working staff burn out and do less.

40: MY COWORKERS HAVE A GOOD WORK ETHIC AND PULL THEIR OWN WEIGHT (E.G., THEY FINISH THEIR SHIFT RESPONSIBILITIES RATHER THAN LEAVE THE UNFINISHED WORK FOR THE ON-COMING SHIFT TO COMPLETE)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Complaint often heard from staff • 🎵 a lot of irresponsible staff. Short staffed so they were given many extra chances when really they should have been let go • At times staff expect me to do things on my days off, and they are working. i.e.--take a client to a medical appointment. At times staff doesn't realize how much I have to deal with and expect me to do their work for them as well. • don't pull their own weight • each person is different, there are staff that don't care about details and often work isn't completed • for the most part they are pretty good. However, there are those who do only what is necessary and then leave a mess behind • many staff are not interested in cleaning then caring for the clients. Clean is good--but our clients are not objects they are people. • My co-workers are usually young women who have other priorities • not always but depends on how many behaviors and how much documentation • 🎵 Once burnout set in, many workers would start to neglect their tasks • some are very lazy • some programs, I work in and end up doing all their chores plus mine. • there are few that don't • 🎵 Too much conversation and socialization. Not enough focus on teaching the residents, helping them be independent. • we are starting to notice a shift in people's attitudes. I believe this is due to burn out, rate of pay, and job expectations 	<ul style="list-style-type: none"> • ☼ It depends on the employee. We have staff who go above and beyond and staff that do the bare minimum • ☼ Some employees have good work ethic, others do not. Depends on people's personal goals i.e.: is this a second job? Is this a career choice? • depends, most times it is fairly good • most of them do--a few struggle in this area • sometimes things are left to do from the previous shift. 	<ul style="list-style-type: none"> • ☼ Most are great • ☼ Most have good work ethics • depends on the worker. We have a few who need reprimanding • everyone has skills that complement each other • 🎵 excellent co-workers • for the most part, with exception to a few workers • have a good team • I have never worked with others who are more supportive, passionate, and such team play as much as the co-workers I work with. • I take pride in the staff I supervise • mostly • really depends on an individual basis • some of my co-workers gets away with bad things. She can leave early, call in sick whenever she wants and will leave her work for others to do. The supervisor feels sorry for this worker because her personal life is messed up. This isn't fair • 🎵 some staff did their jobs, some not • Sometimes good work ethic is hard to teach as common sense • sometimes not • the staff at my worksite are great! The old timers who have worked here for several years show the new staff their standards • there is the odd member who doesn't pull her weight. • They certainly pull their weight but under the stress lately they aren't as client focused • they wouldn't be working there if they didn't. I don't hesitate to reprimand people who are unethical or not team players • very good in this area • What I feel is done might not be how they feel. I leave nothing for the next shift • with guidance and expectations being met by staff 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(41) I FEEL THAT MY COWORKERS ARE QUALIFIED OR WELL SUITED FOR THE JOB



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	5.8%	19.0%	18.2%	7.6%
SLIGHTLY DISAGREE	15.7%	23.8%	9.1%	16.1%
NEITHER DISAGREE OR AGREE	8.9%	9.5%	9.1%	9.0%
SLIGHTLY AGREE	25.7%	42.9%	45.5%	28.3%
STRONGLY AGREE	42.4%	4.8%	18.2%	37.7%
DON'T KNOW OR NOT APPLICABLE	1.0%			.9%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

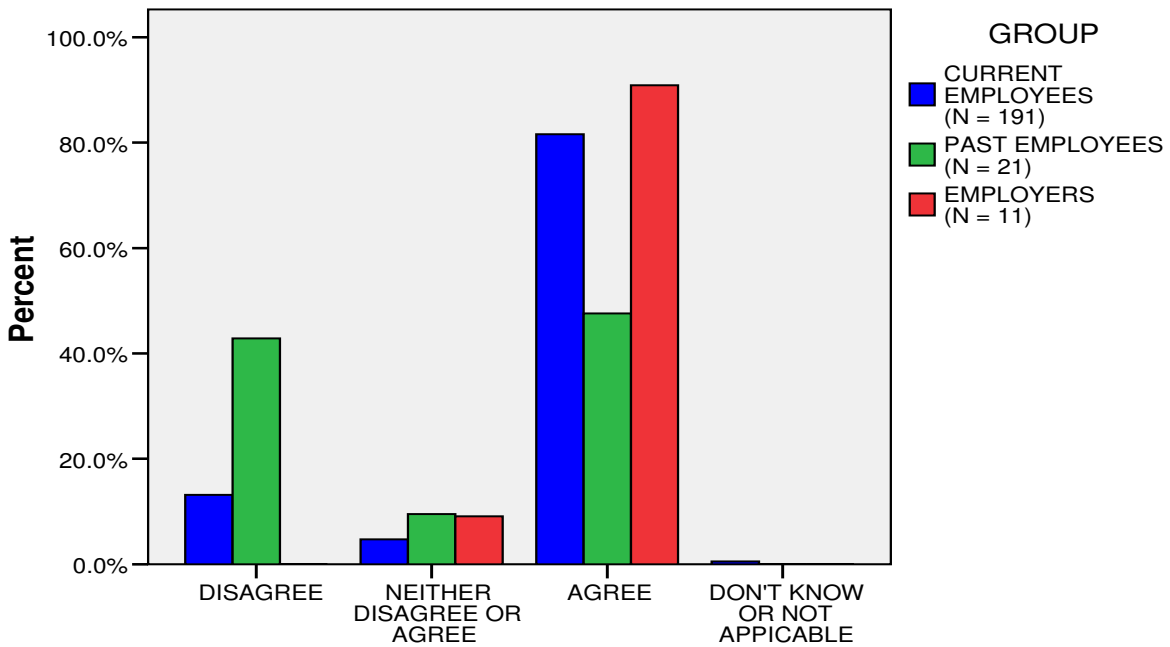
- Response patterns to this question is very similar to those of the previous question.
- Employers stated that finding qualified staff has been difficult due to the labor shortage; standards have been lowered, but attempts are made to either hire qualified staff or train staff.
- Employees who agreed and disagreed with the statement stated that qualifications of staff are somewhat variable.
- Problems mentioned include hiring very young staff who lack experience or hiring individuals who do not have the education or personality to do the job well.

41: I FEEL THAT MY COWORKERS ARE QUALIFIED OR WELL SUITED FOR THE JOB

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Are trained once hired • ☼ Difficult to find qualified staff • ☼ We are finding less qualified people applying. We have had to lower our standards considerably due to staff shortages • 40% were qualified and well suited, 60% not • ♪ Anyone who could breathe could get a job at this agency • depends on position • ♪ half of them don't speak English • I think the lack of education interferes with the people doing the best for our clients • many are not fit to work here • Many have no experience including the Board's director • most are not. Even though they were trained the same way--most seemed ill-suited cleaners/babysitters--no • not able to find trained staff. New staff need a lot of post secondary as well as on the job training • Not all of them, lower education creates more work for me to ensure documents and logs are completed • qualified, educated in this field workers don't work for 14\$ and hour • some are very unprofessional • some are, some aren't • ♪ some not • some of them don't act as professionals • some people aren't cut out for this job • They are good but needs more training in this kind of work • with the exception of X the rest are well suited for the job. 	<ul style="list-style-type: none"> • ☼ Many staff have some qualifications. This changes often. Some of our employees face cultural challenges • qualifications have been an issue in the past but are being addressed at this time • some are--some are trouble makers and close to bosses or supervisors • some yes, some shouldn't be there. 	<ul style="list-style-type: none"> • ☼ Desired qualifications have been substituted by related degrees/experience and more probationary training • ☼ We seem to hire staff with the most experience and qualifications and best fit • ☼ We try to hire qualified people for the jobs--however the current job market makes this hard • at present, this group has training and experience. However, young people today generally don't know how to cook, menu plan, and do housework • everyone has clients as their number one priority • except the new staff • had trouble with coworkers in the past but seem to be getting along better with them now • I help pick them and train them! • just need to be more open • most are • ♪ most are well suited • most were well trained and experienced, some not • our house has seasoned staff • require more training and additional direction regarding equipment and disabilities • some are hired right out of high school and that are the hardest to work with. • some are qualified but others should not be working in this field • some I wonder about though • strengths and skills are used and built on • there are a few young ones that should not be there but there is a staff shortage • this particular staff member isn't qualified, the rest are • with training they do well • yes 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(42) SUPERVISORS ARE RESPECTFUL WHEN I ASK QUESTIONS OR DON'T AGREE WITH THEIR OPINIONS



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.4%
STRONGLY DISAGREE	6.3%	23.8%		7.6%
SLIGHTLY DISAGREE	6.8%	19.0%		7.6%
NEITHER DISAGREE OR AGREE	4.7%	9.5%	9.1%	5.4%
SLIGHTLY AGREE	19.9%	33.3%	27.3%	21.5%
STRONGLY AGREE	61.3%	14.3%	63.6%	57.0%
DON'T KNOW OR NOT APPLICABLE	.5%			.4%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

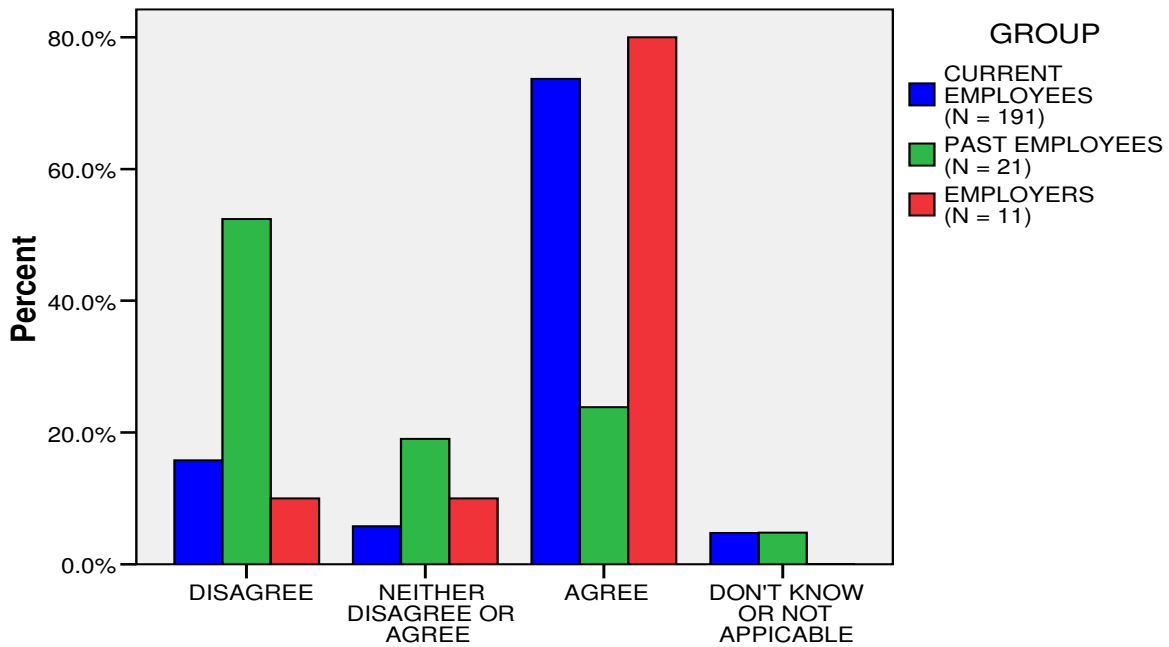
- A large majority of current employees and employers agreed with this statement (mostly choosing “strongly agree”), whereas approximately half of past employees agreed. Individuals who disagreed with this statement appears to have had bad experiences with particular supervisors.

42: SUPERVISORS ARE RESPECTFUL WHEN I ASK QUESTIONS OR DON'T AGREE WITH THEIR OPINIONS

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • at times they don't care what is going on, this can be a bad area • ♪ brushed aside or told what you would know • conflict between supervisors sometimes is evident • group home supervisor is, agency is too defensive. • not heard and ignored often • ♪ sometimes people would be short with others and expected too much • Supervisor has no respect or ways to communicate or solve problems. Has issues of her own--stomps and yells • supervisors way is the only way • They don't ask me • you can state your opinions as much as you want but you rarely change anyone's mind. 	<ul style="list-style-type: none"> • my immediate supervisor is 	<ul style="list-style-type: none"> • ☼ Certainly try! • ☼ Depends on supervisor • ☼ In my experience yes • ☼ Most supervisors and most situations • ☼ Supervisors seek to create an open relationship with front line workers • coordinators are somewhat helpful • good rapport with supervisors • I don't feel that I am allowed to disagree with my supervisor • I have caring and concerned supervisors who care about their employees. • I really appreciate my supervisors. If they don't have the answers they get them for me. • issues in the past--but not lately • ok with me, but not as respectful to all staff • there's opposition, but its not unfriendly • usually--unless they are tired to • we have a good team • yes at all levels 	

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

(43) THIS AGENCY RESPECTS MY NEED TO HAVE A BALANCED LIFE (E.G., I GET REGULARLY SCHEDULED SHIFTS WHICH ENABLE ME TO MAKE PLANS OUTSIDE OF WORK)



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	.5%			.5%
STRONGLY DISAGREE	9.9%	23.8%		10.8%
SLIGHTLY DISAGREE	5.8%	28.6%	10.0%	8.1%
NEITHER DISAGREE OR AGREE	5.8%	19.0%	10.0%	7.2%
SLIGHTLY AGREE	19.4%	14.3%	10.0%	18.5%
STRONGLY AGREE	53.9%	9.5%	70.0%	50.5%
DON'T KNOW OR NOT APPLICABLE	4.7%	4.8%		4.5%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

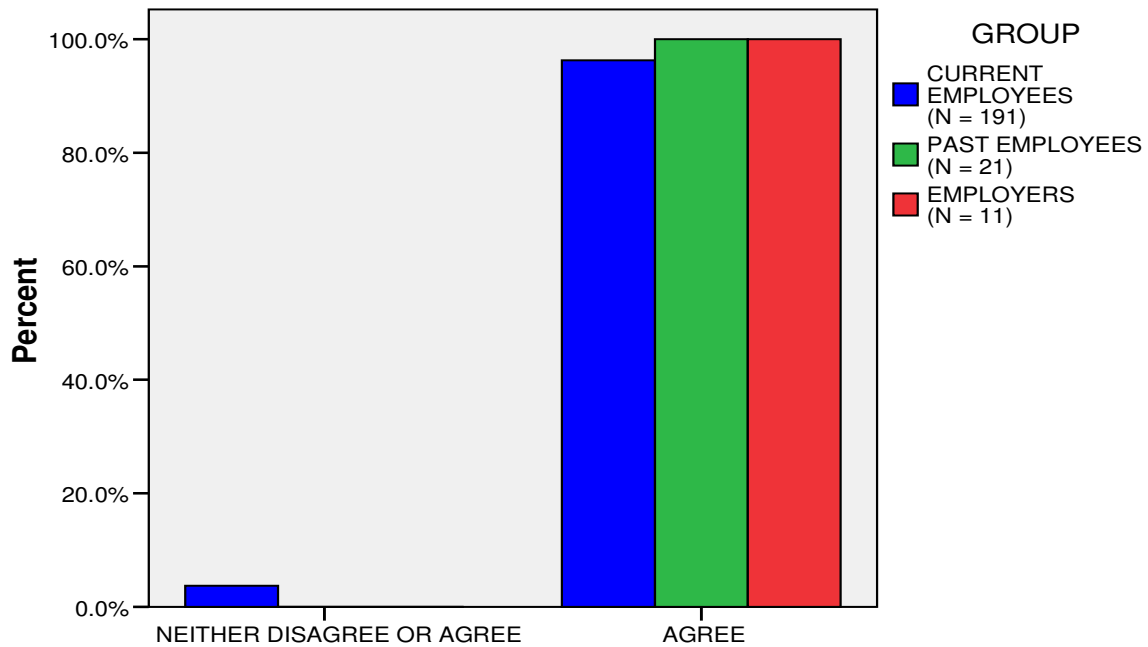
- Few past employees agreed with this statement, whereas a large majority of current employees and employers agreed with the statement (most choosing “strongly agree”)
- Employers stated that staff shortages make it more difficult to enable staff to live a balanced life.
- Some employees stated that staff shortages and the cost of living causes them to work more. Also mentioned was that the schedule would frequently change or that they were called more often.

43: THIS AGENCY RESPECTS MY NEED TO HAVE A BALANCED LIFE (E.G., I GET REGULARLY SCHEDULED SHIFTS WHICH ENABLE ME TO MAKE PLANS OUTSIDE OF WORK)

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☀ Depends on staffing availability • 🎵 after 2.5 years I found others more irresponsible and or therefore far less time were able to get the shifts that I co • 🎵 agency didn't have a choice, not enough staff • 🎵 extra hours were expected with little or no notice • lack of staffing is creating problems • many times getting off work I get calls if I can cover either day or overnight shifts • never interested in changing the rotation • Personal Policy states one thing--management states another unwritten • shameful because management doesn't care as long as they get big profits • the agency uses their staff too much, they don't care about whether you have a personal life or not • 🎵 The experience was so chaotic, on one had the luxury (not the agency's fault) • The schedule changes every 2 days (literally) • they call me every day for extra shifts4 • they don't care • they fit more towards supervisors • think they are #1, not our own lives • 🎵 was sent home with more work to do all the time • with the new changes at the agency--they revealed that they don't care. 	<ul style="list-style-type: none"> • ☀ Sometimes balance is difficult when there are the issues of staffing shortages • but could be cause I have to wore more to make more money • 🎵 casual work • 🎵 Given I request a month. Too many requests by some take days away from others. Others end up having to work all week • I'm on salary so I only work my scheduled shifts • I do the scheduling its more of an issue of there not being casual staff to cover extras (holidays, appointments, etc) 	<ul style="list-style-type: none"> • ☀ we emphasize scheduled shifts however vacancies require that we ask staff to do relief shifts often • ☀ We make real efforts to promote this • agency respects my need to attend church on Sundays • As best as we can we do this as we have the staff • as long as we are full staffed. no staff--no plans • day programs • Even though the agency knows I have plans, I am still asked to work • for the most part • good agency • I requested to work nights only. • If I need a day off my co-workers pull together to make it work! • usually, when we have staff shortages everyone must pull extra shifts and this can be hard • very flexible and fair • when I first started it was great, but with staff shortage its been harder • yes but I work more than normal because of cost of living • yes, all requests are considered and the opinion is there to exchange a shift with another staff member 	

☀ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(44) I ENJOY WORKING WITH THE INDIVIDUALS SERVED BY THIS AGENCY



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
NEITHER DISAGREE OR AGREE	3.7%			3.1%
SLIGHTLY AGREE	14.1%	23.8%	18.2%	15.2%
STRONGLY AGREE	81.2%	76.2%	81.8%	80.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

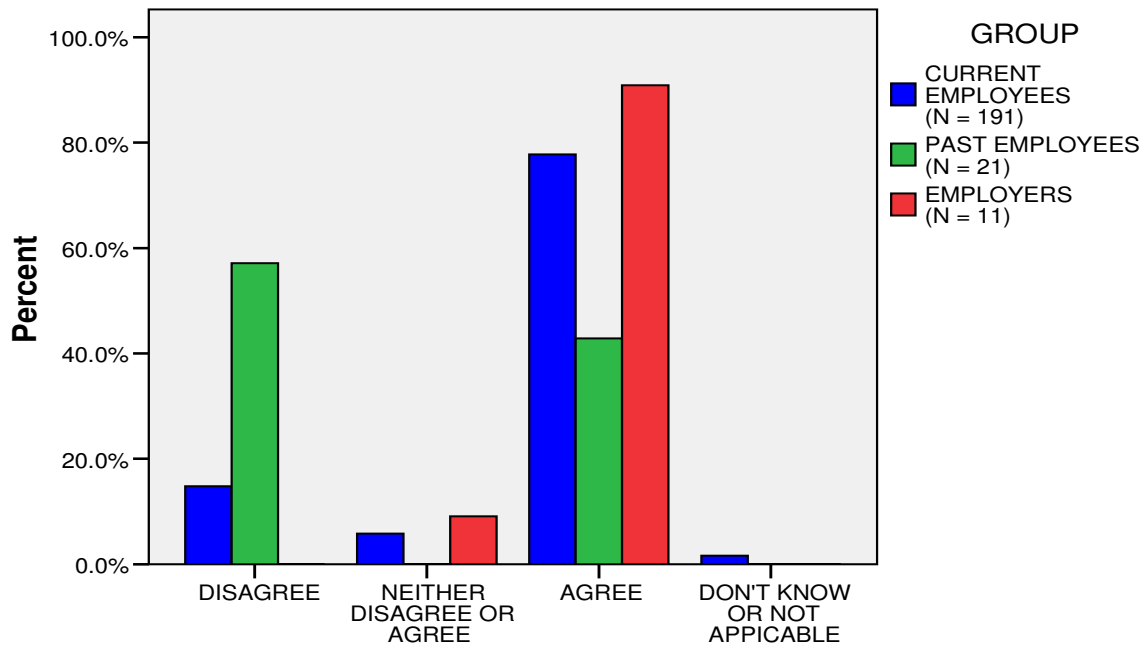
- None of the respondents disagreed with this statement; most respondents chose “strongly agree”
- Respondents frequently stated that they love working with the clients and that the clients are the reason for remaining in their position (although there are some exceptions).

44: I ENJOY WORKING WITH THE INDIVIDUALS SERVED BY THIS AGENCY

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
	<ul style="list-style-type: none"> • I enjoy working with the clients. Staff environment is not great 	<ul style="list-style-type: none"> • ☼ Most staff do • ☼ Mostly this is true • ☼ Our staff demonstrate satisfaction from working and supporting the individuals • ☼ Some don't • ☼ Staff have spent many years in this field; their clients are the reason they stay • ☼ There is usually good attendance at social functions by staff and clients. • agency lacks support for the individuals • depending which house you work at • I am a big fan of them all • 🎵 I care very much for all the individuals. Good days or bad, they are all amazing • I enjoy being able to help those that need help. I find it rewarding • I enjoy it but I find opportunities are limited • I enjoy working with individuals • I have been here at the same job for 14 years and still enjoy coming to work • I love it and that's why I have stayed almost 7 years in the same spot! • I love my clients • I love the individuals I work with • I love them • I love them, they are like a second family. • I love to • immensely. They are a constant behavioral challenge and a delight to interact with • It is so rewarding to know that I can make a difference • 🎵 It was a student agency--very flexible • Its challenging but when results are gained can be very interesting • most days yes! We have one individual who can be very difficult yet is high functioning • most of them • most of them, I consider them an extended family • Most of them. We get some who really don't care about the client's needs. • my main reason for working here • Respect for clients • sometimes yes, sometimes no • the clients are the reason who I go to work each day! • the clients that I work with are what keeps me here • the individuals, they are the reason why I am still working here • This is what keeps us there we like it and I feel the agency plays on this. (as well as PDD) • We have created many different relationships and have connected in so many ways. there is trust in me and it feels great • wonderful people • yes I do 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(45) I WOULD RECOMMEND A JOB AT THIS AGENCY TO OTHER PEOPLE



RATING	GROUP			TOTAL (N = 223)
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	
NO ANSWER	1.0%			.9%
STRONGLY DISAGREE	7.9%	38.1%		10.3%
SLIGHTLY DISAGREE	6.8%	19.0%		7.6%
NEITHER DISAGREE OR AGREE	5.8%		9.1%	5.4%
SLIGHTLY AGREE	18.8%	23.8%	18.2%	19.3%
STRONGLY AGREE	58.1%	19.0%	72.7%	55.2%
DON'T KNOW OR NOT APPLICABLE	1.6%			1.3%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

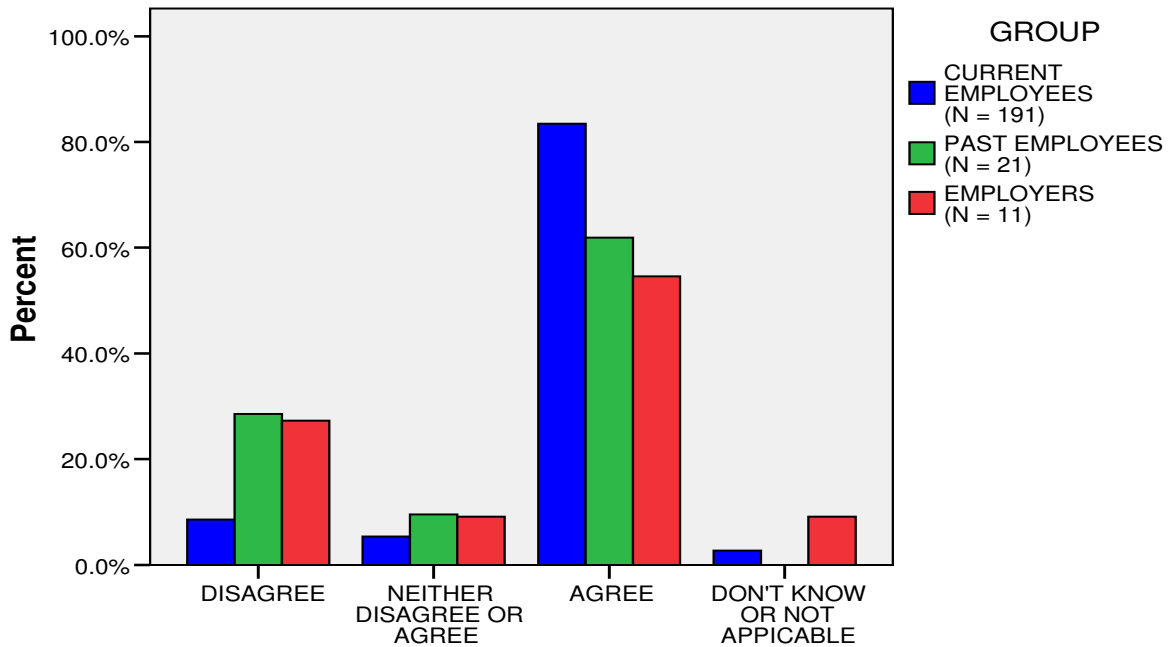
- A little over half of past employees disagreed with this statement, while a large majority of current employees agreed.
- Respondents who disagreed stated that current conditions (wage, current management) reduces the likelihood of them recommending the agency

45: I WOULD RECOMMEND A JOB AT THIS AGENCY TO OTHER PEOPLE

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • 🎵 I would if one of the supervisors and her little side kick quit • 🎵 it is too expensive-- transportation and the pay is awful/ When people can work • Because of the problem with X • low pay, lack of appreciation from management • never! • No, I wouldn't recommend people • not now, the agency doesn't care for clients or staff. • not under present conditions • Not with this management • the wage is too low, considering the stress level • this job--different place and different staff • well known in the community • with all the stress and work we don't get paid enough 	<ul style="list-style-type: none"> • many people cannot handle our job descriptions • no benefits, low wage • no job is perfect and when leadership is weak disaster follows 	<ul style="list-style-type: none"> • ☼ Depends on goals of individual. Some like our open door policy • ☼ I hope this would be the case I know I do • ☼ Some staff recruitment happens when employees recruit others to work with • depending which house you work at • depends on person • 🎵 great job--terrible pay • has it's ups and downs. • However the wage for 3-11 shift is frowned upon and it takes people from family? • I do because I know they entire agency is in a staffing crisis • I do recommend the company. I don't mention the rate of pay • I have been told by employees who have left their jobs that they hated to go • I have but they say there is better money elsewhere • I have recommended people • I would not encourage someone to enter this field • I would want higher wages before I would recommend it. • if they are trained and are told exactly what they will be doing. • If they ensured this type of work and were financially able • If they were interested in a challenging yet rewarding job • only is staffing in office was changed • unless they had a car, mortgage, and kids • we need caring people to work with clients • when they ask the pay, they run away • yes, they are reasonably good, they consider the needs of clients and staff 	

☼ Indicates responses provided by Employers; 🎵 Indicates responses provided by Past Employees

(46) I WOULD RECOMMEND A JOB IN THIS FIELD TO OTHER PEOPLE



RATING	GROUP			
	CURRENT EMPLOYEES (N = 191)	PAST EMPLOYEES (N = 21)	EMPLOYERS (N = 11)	TOTAL (N = 223)
NO ANSWER	2.1%			1.8%
STRONGLY DISAGREE	4.7%	19.0%	9.1%	6.3%
SLIGHTLY DISAGREE	3.7%	9.5%	18.2%	4.9%
NEITHER DISAGREE OR AGREE	5.2%	9.5%	9.1%	5.8%
SLIGHTLY AGREE	18.8%	47.6%	18.2%	21.5%
STRONGLY AGREE	62.8%	14.3%	36.4%	57.0%
DON'T KNOW OR NOT APPLICABLE	2.6%		9.1%	2.7%
Total	100.0%	100.0%	100.0%	100.0%

Synopsis of Comments

- A large majority of current employees agreed with this statement. Agreement for past employees increased compared to the previous statement. Interestingly, employers agreed with this statement less frequently than the previous statement. They stated that the current wage and staffing shortage is the reason why they may not recommend a job in the field.

46: I WOULD RECOMMEND A JOB IN THIS FIELD TO OTHER PEOPLE

DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	DON'T KNOW OR NOT APPLICABLE
<ul style="list-style-type: none"> • ☼ Not with current wage and economy • ☼ Too low wage for amount of work and type of work • ♪ Given current circumstances--unfortunately no. • ♪ it is too expensive-- transportation and the pay is awful/ When people can work in fast food and make a lot more • no pay • only if they are here for the clients • rate of pay is low for job expectations. I love what I do, however I would not necessarily recommend this field to others • yes somewhere else • you cannot make enough money to support yourself. If I wasn't married, I wouldn't work in this field 	<ul style="list-style-type: none"> • ☼ A single person or a one income family cannot survive working in this field. The working with people is good but a person • ♪ great job--terrible pay • this is not for everyone • would depend on the person and whether this would be their main source of income 	<ul style="list-style-type: none"> • ☼ Employees who stay and have a long term commitment will often do this • ☼ Student employees tend to recommend a job in this field to other students • absolutely! • ♪ as long as it was organized and more supportive probably somewhere else • depending which house you work at • depends on person • ♪ depends on personality • depends on the agency • If I thought they were caring, its a real burnout job • if they were interested • It is a great job, I love working with clients • it is my passion, however has never completely afforded me a living • it is rewarding but you don't work here for the money! • Lots of gratification if you look • No, I am currently seeking another career • only if these people are able to work in this field. not just any Joe blow can do this work • only if they are worked with people with disabilities at some time before • PCA stay where you are because BST support workers make \$5 less an hr for same services • The field is very satisfying and lots of fun • the job isn't for everyone, but would encourage people to try it if interested • The pay isn't good. But this is my opinion, it is a good place to work with benefits • This is a great field. • wages are what stop most people when they find out the expectations • When the wages increase 	<ul style="list-style-type: none"> • ☼ Unsure, due to wages in the field • only if caring people was such a strong instinct that low pay and high stress would not be disagreeable to them

☼ Indicates responses provided by Employers; ♪ Indicates responses provided by Past Employees

HOW SERIOUS DO YOU THINK THE STAFFING CRISIS IS AT THE AGENCY WHERE YOU WORK(ED)?

Synopsis of Comments

- The most frequent response was “very serious” or “in crisis”, with 100% of employers stating that it is very serious
- Some respondents stated that staffing problems vary with work sites
- Approximately 10% of those who gave a response stated that they did not think that the issue is serious

CURRENT EMPLOYEES—COMMENTS

- a very serious problem
- agency where I work is doing ok with staffing
- At the agency I think it is very serious. Staff comes and goes, they work at several locations
- at times good but because of wages, staff can almost anywhere in worn for better wages so they are leaving.
- At times it is quite serious. They have trouble finding staff to come in to a facility that teaches special life skills
- Bad! Need more
- before it was very serious, not it seems ok
- critical
- don't know first hand, but have heard that there is re not enough people to cover shifts
- Due to the economical boom in Alberta, people prefer to go where they are not dealing with behaviors
- extremely serious
- Fairly serious--we really need a casual because we have to cover for each other of someone needs a day off. We can do it for a while but it means the service quality goes down and its more stressful.
- good staff are hard to find--many are immature, unwise, and forget how important the job is
- I believe it has gotten a lot worse. The turnover is way to high and individuals feel they aren't getting paid enough for what the position entails. A large portion of the funding goes to training new staff that leaves
- I believe that the quality of support/care available to the clients has been previously compromised due to the lack of qualified staff.
- I believe the staff is serious about their work and concerned for their clients
- I cannot express the seriousness of the problem. I am working on a regular basis. I feel like I cannot leave town in case I am needed
- I feel that it is virtually impossible to find staff that are qualified or want to work.
- I feel that sometimes we hire people just to have staff. They are unqualified and would not necessarily be hired if we had a larger pool to choose from
- I know they were work of workers when they hired me (3 positions) all of those are filled at the moment
- I think it is extremely serious
- I think it is pretty serious
- I think it is serious
- I think it is serious, many people are working double shifts
- I think it is very serious
- I think it is very serious to get dedicated staff
- I think that staffing is space--we need more staff
- I think there is a problem with staffing here but we always manage to find someone. I find the staffing problem is only with finding staff for one specific individual who has high behaviors, it is very hard to keep staff working with her.
- If it were any worse, some programs would have to be shut down and clients moved
- if someone is suck there is no causal staff to fill in. when a staff member leaves there is a long time before there is a replacement
- in crisis
- In my community we have a fair turn over of staff which puts a lot of pressure on existing staff to cover shifts because of shortages
- it comes and goes at times
- It has been very critical, but has improved
- It has reached epidemic levels. Partly, do to the high stress level and the obscenely low wages
- it is a serious issue, its enough to pull office people to work in the homes when no staff can be found
- it is getting better, weekends are the worst
- It is serious because they have decided to restructure the monies and use staff more efficiently
- it is serious enough that they are shifting clients around and closing houses
- it is serious, its really hard to find staff and keep them. There is nothing to keep new staff interested money wise.
- It is very critical to look at the big picture since the hourly wage is very difficult to live sufficiently on so people are on the look out for a job that pays more money
- It is very serious--we have no staff. The staff we do get are unqualified. The good staff leave for better paying jobs like Tim Horton's.
- It is very serious at the present time. there is a lack of staff to cover shifts
- It is very serious at this present time
- It is very serious, frontline workers often work double shifts. This puts the individuals we serve and staff at risk.

HOW SERIOUS DO YOU THINK THE STAFFING CRISIS IS AT THE AGENCY WHERE YOU WORK(ED)? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- It is very serious. Day programs have never really had any decent coverage. We had basically been getting by. There has never been anyone available to cover when someone is sick
- It is very serious. Staff are sometimes overworked and tired because they are working too much
- it seems ok right now we have enough staff and 1 casual
- It would be nice to have specific staff to work specific hours. Other than that our staffing is not too bad
- Its difficult to find someone to cover your shift if you cannot work due to illness or emergency
- its not that bad
- Major--we feel the effects even when I am in day programs. They get stressed also--and behaviors come out.
- minor
- moderately serious
- n/a
- no comment, I haven't been here long enough.
- none
- not an issue at my home
- not really serious
- not serious
- Not serious we have about 6 staff for 1 home
- not serious yet
- not so bad from my knowledge
- not so much
- not sure
- not too bad
- not very serious at all
- not very serious right now
- now it has been good, hard to find people to work at our group home
- on a scale of 1-10, I would say it is an 8
- only one person works out of my office
- our workplace with staff is very good
- quite serious
- quite serious and difficult to find staff
- quite serious, there isn't a lot of incentive for what staff has to put up with. e.g.: verbal, emotional and physical abuse
- right now its not too serious
- Right now we have full staff at this site.
- Right now, we are fully staffed. There has been quite a few staff leaving in the past though
- seems like staffing issue is always in crisis and there is no hope
- serious--no doubt
- serious
- Serious due to the booming economy and available wages vs. cost of living
- serious!
- serious, it was really bad before now its balancing out
- serious, some people are doing too many shifts cause they can't find coverage
- Serious, the agency is even shutting some homes down and making stupid decisions--the crisis is about to get worse.
- severe
- significant, if one person can't make it, there's pressure on the others
- somewhat serious
- Staffing crisis here in Slave Lake isn't too serious. The staff manage to cover the shifts the best we can, hen staff cannot show
- Staffing is always a serious issue in the agency. Staff turnover is high, sometimes less qualified staff are hired just to fill in. The position, and staff are expected to work more hours when there is a shortage.
- staffing is indeed a crisis
- the crisis is high. low wages and high stress in the field turn people off
- The staffing crisis at the agency is the worst I have ever seen. It is very serious.
- The staffing crisis is very serious as I feel that management makes decisions involving staff transfers as well as client transfers without consulting either for their input.
- there is a real shortage of workers, it is better now
- They have a lot of turnover because workers thought it would be easy--this is not a job for everyone, you need to have empathy with clients
- they seem to find new staff when required
- this is a very serious situation
- Very--put your life on hold so you can help someone else find quality of life.

**HOW SERIOUS DO YOU THINK THE STAFFING CRISIS IS AT THE
AGENCY WHERE YOU WORK(ED)? [CONTINUED]**

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- very
- Very bad
- very serious-- if someone can't make it to their shift our supervisor has to fill in for them
- very serious--I feel there are days when I should not be at work because I am tired and could make some serious mistakes
- very serious--our clients suffer because we have problems getting staff and maintaining
- very serious
- Very serious
- very serious as it affects the quality of life for the clients
- Very serious especially when needing shift changes. There are staff who work 21 days straight without a break
- very serious we are always in need of casuals
- Very serious! Existing staff trying to cover vacant positions creates prioritizing essential duties. This then creates a pile of duties on the "back burner". It becomes frustration and overwhelming
- Very serious! It is getting worse each day!
- Very serious! we are losing people like crazy which is stressful on staff that is left and the clients as well. Something needs to be done about it, or else it will only get worse.
- very serious! We cannot find qualified professionals to hire. Those that are applying don't have the skills or post-secondary education
- very serious, as it is in most industries in this area
- Very serious, but the office staff only cares about themselves
- very serious, especially during non-summer months
- very serious, houses are being shut down and combining with other houses, it is not fair to the clients who have to move to a new setting due to this
- Very serious, need salary increase to help problem
- very serious, on a scale of 1-10, I think its a 10
- Very serious, people are finding other jobs for more wages
- Very serious, there are people coming and going all the time
- very serious, this is why they closed some of the homes
- very serious, we are seriously short of staff
- Very serious, we are VERY short staffed
- very serious, we have just enough to cover the hours. If someone calls in sick and the person leaving cannot stay, we are screwed!
- very serious, when staff are off because of sickness, it puts none stress on remaining staff, then they get sick.
- Very serious, without the staff needed to do this job it makes it very hard to stay focused. You become overwhelmed with work load.
- Very serious, x is totally in control of our supervisor
- very serious. There are so many more people in need of our services but we do not have the manpower to deal with them.
- very serious. There has been a very high turnover rate in the last couple of years, even though things are stable at our site, staff wise.
- Very serious. Very hard on clients to get used to staff, for some we are their family
- we are always needing new staff, people do not want to work with the wages and circumstances in which you work. They think it should be a higher wage
- we are always short staffed in our residential programs and casual relief are almost non-existent
- We are definitely in a crisis with staff issues. Each home needs casual/sleep over/ and 3/4 time
- we are having to down size and let clients go as a result. Some homes have been shut down on weekends and some shifts let go
- we are VERY short staffed
- we don't get very many applications when we advertise a job opening
- We don't have a staffing problem. We have full staff
- we needed a part-time worker to fill in when I get sick or need time off
- we really need more staff
- Well trained staff are leaving due to new management style--untrained
- workers are needed but I wouldn't call it a crisis yet
- Yes, we need more staff because the shortage has caused current staff to have little time off

HOW SERIOUS DO YOU THINK THE STAFFING CRISIS IS AT THE AGENCY WHERE YOU WORK(ED)? [CONTINUED]

PAST EMPLOYEES—COMMENTS

- It is so bad that I chose to remain working there but greatly reduced my hours
- it was very bad when I left in July 06
- major concern
- MAJOR!!
- obviously not bad enough if they fire everyone who is doing well and following the rules and keep abusive staff because they were there longer
- profoundly serious. PDD clients are suffering because the people that re supposed to care for them and advocate for them are exchanged and burning out
- Quite serious--staff are burning out and clients aren't receiving quality care
- serious
- staff turn over is an ongoing issue
- very high
- very serious--group homes closing due to staffing crisis. Not enough workers which causes low staff morale and overworked co-workers
- very serious
- very serious and needs help
- Very serious, I feel the clients are not being treated fairly by other staff
- very serious, it affects the quality of employee training and demands put on employees and work atmosphere
- we need more people and allot of help but you get paid shit. You will not get good help due to the wage, getting people with low self-esteem, this isn't what these people need.

EMPLOYERS—COMMENTS

- any more serious and we should have to start closing houses and moving clients to other agencies
- at this time it is fairly serious, 30% low staffing level presently
- I have worked in the field for many years and have never seen the staffing issues we face today. The high turn over adds stress to the clients, teams, and management who are spending huge amounts of money recruiting and training new people
- I think it is a very serious issue. we have nearly constant staff turnover and often lose staff to government agencies due to the fact that our wages cannot compete
- I think we are in a huge crisis, Residential services is experiencing extreme shortages and in day programs we have had our share as well. Production works are very difficult to attain and maintain
- turnover rate in the last two years has been the highest ever in my 15 years if employment with this agency. Very few applicants in advertised positions, and economic climate prevents out of province recruitment. Continuous shortages com
- very--if not the dedication if current staff an increase in turn over would result in closing homes as new employees are hard to find
- very high especially in 24 hour care, high turn over for new staff, have several long term staff but difficult to replace staff, staff work long hours
- very serious especially in residential programs where the individuals have high needs and require a high level of care and supervision
- very serious, clients may be at risk if it continues, individual needed cannot be met without staff, wage needs to be increased for front line workers
- Very serious, especially with high need individual and the one's with little assistance needs. Difficult to keep staff when there is not enough hours to work, difficulty coordinating with other individuals as the preference is morning shift

WHAT QUALITIES DO YOU THINK EMPLOYEES NEED IN ORDER TO BE SUCCESSFUL AT THEIR JOB AT THIS AGENCY?

Synopsis of Comments

- Across the 3 groups, the most common qualities mentioned, in order of frequency included:
 - Patience
 - Caring, compassion, kindness, consideration
 - Knowledgeable, educated, trained, experienced
 - Understanding, empathetic
 - Flexible, willing to learn
 - Sense of humor
 - Good or positive attitude
- Also mentioned multiple times, in order of frequency:
 - Dependable, reliable, responsible
 - A team player
 - Good work ethic, hard working
 - Motivated, ambitious
 - Good communication skills
 - Honest, integrity, ethical
 - respectful
 - Calm—can handle stress or a crisis
 - Good people skills
 - Fast thinker
 - Likes the work
 - Organized
 - Creative
 - friendly
 - Outgoing
 - Doesn't take things personally
 - Good physical and mental health

CURRENT EMPLOYEES—COMMENTS

- a caring person who can work well with other staff
- a good attitude
- a good heart, kindness, ability to see the person--not the handicap
- a heart to view this as a way of life, not a job/wage
- A lot of patience, think before you speak, people skills, be a team player.
- a real concern for the people they work with--a people person
- a sense of understanding in all areas of PDD. You must learn proper and effective ways of dealing with situations as every client is different.
- A strong spirit, never give up, creativity, common sense, good people skills, and definitely the staffs need to truly care about the well-being of their clients
- an education in mental health
- any
- any training or education more knowledge is always good
- attitude, they need to want to be there
- being new to the field I do not wish to comment
- big heart
- caring, compassion, team work
- Caring, compassionate, patience, understanding of differences
- caring, confident, open minded, proactive
- caring, considerate and patient
- caring, funny, motivation
- caring, good work ethics, common sense, willingness to cooperate.

WHAT QUALITIES DO YOU THINK EMPLOYEES NEED IN ORDER TO BE SUCCESSFUL AT THEIR JOB AT THIS AGENCY? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- caring, training
- common sense
- common sense, caring, open minded, patient, kind, ability to handle stress
- common sense, flexible, empathetic, selfless, sense of humor
- common sense, open mind, caring, dependable, degree in social work or something
- communication, good role modeling
- compassion, caring, willingness to learn, to know how to deal with stress.
- compassion, empathy, patience
- Compassion, realistic expectations of client's abilities, being able to work as a team to give clients the best care possible.
- compassion, understanding
- compassion, understanding clients defects
- compassion, understanding, and knowledge about mentally disabled people and how to assist them
- compassion, willingness to go the extra step
- compassionate heart, understand that we are NOT a babysitting agency, willingness to help clients
- competency
- creative, good communication skills, reliable, good mental and physical health, and a partner with a good paying job to support you
- dedication, integrity, caring, sense of humor, patience
- dependability, follow through
- desperate for work
- education, experience, outgoing, healthy, friendly, organized, mature
- education, training, energy
- empathetic and flexible
- first aid course, work shops
- flexibility, creativity, patience.
- flexibility, empathy, patience
- flexible, fast thinking, problem solvers, able to work with little supervision
- foundations courses, first aid. suicide prevention
- full training and proper knowledge of disability needs
- good attitude and work ethic
- good communication skills, patience, and low for the job.
- good homemaking qualities, nurturing traits
- good patience, and the ability to listen to others
- good team spirit, patience, positive attitude
- Great sense of humor, patience, teamwork
- hard working and patience
- hardworking
- Have a sense of humor, not let many things bother you. Be flexible and caring
- have an even temper, forgiving, good with people
- having clients that like and respect you
- having first aid, good listener, flexible, team worker
- here for the clients caring, sense of humor
- honest and willing to learn, willing to care/interact with different people
- honest, mature, kind
- honest, respectful, trustworthy, not selfish, polite, hardworking
- honest, sense of humor, patient, trusting, open-minded
- honesty, caring
- honesty, trustworthy, good work ethic
- honesty, trustworthy, punctual, and have lots of patience
- human services diploma
- I can't put into words after all these years--its a certain set of values, sense of humor, dedication, and understanding of what our clients need.
- I think employees need to be aware of different disabilities so they do not become judgmental. I think employees need to have interest in helping clients achieve a good quality of life
- I think people need to truly believe that individuals with a disability deserve to have a life like yours and I. They need to care more about their work than their pay
- I think they need some extra courses to help them deal with an know how to deal with diff situations. Just like ATA at the school goes for courses and I think the casual needs these courses to.
- I would like to see more people educated in the human services field before they enter employment at this agency
- If you truly care about somebody besides yourself. patience, and love of life
- know what ethics are, be knowledgeable about the people they are working with, have respect for the clients--this is rare
- knowledge. good with pal, compassion, understanding
- laid back, fun, ambitious, caring, schooling would help people coming in be aware of obstacles they may face and appropriate ways of dealing.
- like the clients, and not take anything to personal-- its too stressful
- lots of patience, having a positive attitude, have a course relating to people with disabilities
- lots of patience, understanding and respect for others, compassion, and empathy
- love for people, team work
- love their work-- understanding, patience, loving and respect

WHAT QUALITIES DO YOU THINK EMPLOYEES NEED IN ORDER TO BE SUCCESSFUL AT THEIR JOB AT THIS AGENCY? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- love, kindness, respectful, understanding, reliable, compassion, sense of humor, honest, common sense
- more education and training
- more funding
- more training and education in field
- more workshops and seminars. Staff needs patience
- motivation, enjoy working with people
- need to care, patience, respect
- none
- not sure
- organization, patience, humor
- outgoing, assertive, good work skills, positive reinforcement thinking
- patience
- patience and caring
- patience and communication
- patience and knowledge
- patience and understanding
- patience towards clients, understanding of clients, motivation, responsibility, positive attitude, have chosen this job as a profession rather than "just a job"
- patience, assertiveness, motivation
- patience, care for the clients
- patience, common sense
- patience, flexibility, ethics, team spirit, honesty, creativity, self-motivated
- patience, good communication skills, desire to want to do a good job
- patience, good reader, friendly
- patience, hard working
- patience, honest, positive attitude
- patience, kindness, balanced individuals who can role model.
- patience, kindness, sensitive to other\
- patience, open mid to new things, energetic
- patience, outgoing
- patience, positive attitude, willingness to do activates and the clients level and communicate at the clients level.
- patience, positively, compassion
- patience, reliability
- patience, reliability, calm
- patience, some post-secondary would be good so you can know a little about developmental dishabilles
- patience, They need to believe in themselves in order to do this job. Need to be kind and caring
- patience, think fast on their feet, loving, wisdom, strong stomachs
- patience, understanding, compassionate, listening skills
- patience, understanding, flexibility
- patience, willingness to work and learn, positive attitude
- patient
- patient and not take things seriously
- patient, able to work under stress, caring
- patient, respectful, sense of humor, compassion, and friendliness
- people without training are being hired, hard to find qualified people
- personality, proper training and qualifications, some medical training, high stress leveled person
- positive, confident, optimistic
- respectful, joyful, helpful, multi-tasking, enjoy mentally challenged individuals
- responsibility, attentive, open-minded, not tardy, friendly, patient, multitasking, and be a happy person!
- Responsible in order to make decisions, knowledge on the reasons of disabled individuals. Patience and understanding.
- responsible, reliable
- Schooling I think is very important. Also they have to be understanding and non-judgmental
- Sense of humor. Someone who is physically able to help clients.
- should know how to take care of people, loving, and be cheerful to make the clients happy
- Staff need patience
- stamina, intelligence, compassion, endurance, the ability to not take most things personally
- strong belief in the value of all people, interest in teaching others how to do new things for themselves rather than us doing it for them
- strong stomach, good heath. No back or hip problems, patience, kindness, good sense of humor, team player, good imagination
- strong, organization skills, patience, education, training
- teamwork
- The ability to teach and role model appropriately. Individuals with disabilities are no different they have the ability to learn new skills if the teaching method matched their learning styles.
- They need a caring attitude towards individuals with disabilities but yet individuals be independent as much as possible
- They need to be willing to work at basically what ever comes up. They need to be able to work as a team
- They need to enjoy their job, not just do this for monetary reasons. They need patience, compassion and understanding towards the clients
- They need to for the clients--not the money

WHAT QUALITIES DO YOU THINK EMPLOYEES NEED IN ORDER TO BE SUCCESSFUL AT THEIR JOB AT THIS AGENCY? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- they need to have a heart.
- They need to take all work shops that are required
- Think on their feet--make decisions. Be realistic-- be compassionate. Understand their own value system
- to be a robot, do as you are told, no opinions necessary
- To be caring and loving people. They need to love doing this type of work.
- to be committed to their job
- to be positive
- trained for the job, patience
- Training on how to go about and get the clients to participate and how to handle some of the situations that come up. (anger, temper tantrums, or when they refuse)
- understanding and patience
- Understanding the person you work with... at their ability. Understanding in mental illness and or/physical. Need patience, communication skills, conflict resolution, reading and writing skills
- understanding, friendliness, happy, empathy
- understanding, wisdom, strength
- we need to have a willing heart and a desire to help others
- willing to work shifts and ambition
- wisdom, teachable spirit, work ethic, compassion, sense of humor, ability to work well with people
- You need a lot of patience and understanding

PAST EMPLOYEES--COMMENTS

- ability to put others ahead of themselves
- an open mind, integrity and a loving heart
- be organized, be patient, excellent people skills, be willing to work really hard for little pay
- caring personality, responsible, reliable
- competence
- flexible and creative thinking, patience
- have thick skin and don't get involved with staff clicks
- horrible management
- I think a person must have people skills
- laid back, patient, easy going but able to react quickly.
- motivation, ambition, ability to be taught and take back constructive feedback and apply it. Be thinking of new things and ways to work with clients on their own. Initiate tasks, keep a structure
- patience
- patience, compassion, ability to work well with others, strong stomach
- patience, multi-tasking, strong boundaries, ability to read minds, tonnes of self-esteem to deal with domineering people
- patience, willingness to learn from others
- Personal qualities such as compensation, empathy, patience, creativity. I also feel that education is the key. In my experience, front line staff with education are more effective
- They need to have some education or background in a health or psychology field.
- work as a team, not an individual, not enough money
- you need to be able to hold the world on your shoulders alone with only the residents and yourself to keep you strong

EMPLOYERS--COMMENTS

- commitment to the agency and people we serve, respect, multitasking, ability to work with little supervisor, like to teach
- common sense, caring, compassionate, open mind, team player, able to work undependably, good communication skills, flexibility
- compassion, empathy, honesty, work ethic, interest in working with people with developmental disabilities, common sense, problem solving skills, able to accept change, flexibility, sense of humor
- Employees need good interpersonal skills, good work ethics, want to help make a difference in people's lives
- flexible, dedicated, honest, reliable
- high school, English to communicate with clients
- Lots of training. Would like to see qualified staff but living in a small community it is not attractive for people to move to. Also, with low wages. Some potential applicant from Nova Scotia
- patience with individuals, adaptable, understanding, compassionate
- spouse with a secure, fairly compensated job, so that own compensation is less of an issue. good problem solving skills with positive focus. Training and experience with challenging individuals
- trustworthy, dedicated, flexible, loving, kind, caring, good common sense, practical, a thirst for knowledge, ability to take direction, creative forward thinking, love to teach
- willingness to learn, open minded, friendly, warm, caring

**48: WHY DID YOU CHOOSE TO ENTER THIS PROFESSION?
[ONLY CURRENT AND PAST EMPLOYEES ASKED]**

Synopsis of Comments

- the most common reason given by respondents is that they love working with people in general, and/or people with disabilities in particular
- another common reason given by respondents is that they “wanted to make a difference” and that they enjoy the work
- other reasons mentioned included
 - wanted a change or challenge
 - work is available
 - a family member has a disability
 - job was recommended by someone

CURRENT EMPLOYEES—COMMENTS

- a field of mine recommended it
- Advancement
- always wanted to make a difference for individuals.
- appears to be less stressful, exciting and rewarding
- At the time I entered the field I felt it was a good paying job that was respected throughout the community
- at the time I was looking for a second job and it suited my schedule
- at the time pay wasn't bad (3 yrs ago). This type of work interests me.
- because all my life I have wanted to help people.
- because I care about people
- because I have compassion for helping others
- because I like helping people
- Because I like to help others.
- because I love it and makes me feel useful
- because I love to work with people and help them
- Because I love working with people with disabilities
- Because I wanted to keep people with disabilities
- because people need to advocate for the minorities or lower priority population. people need to be educated
- care about people. Make a difference
- caring for people and community involvement.
- challenging, rewarding and flexible
- change of pace, and I felt that I could make a positive difference to clients
- completely enjoy working with special needs of all ages. They need to have full and rewarding lives, not stuck away in institutions
- curiosity
- desire to work with people that have disabilities
- earn money while helping others
- easy to get into if you can walk and talk--your hired
- enjoy enhancing other peoples lives
- enjoy helping people
- enjoy working with clients
- enjoy working with mentally challenged and helping them
- enjoy working with people also making a difference
- find it very rewarding, see a growth
- first I started as a temporary job, and I stayed
- for a change
- found it fascinating, wanted to help
- had experience, needed a job, was available
- having previous knowledge as a caregiver
- I am a caring person, clients need someone to give them a good quality of life
- I am a compulsive caregiver.
- I am a people person and enjoy working with others
- I am a people person and I couldn't see myself spending the rest of my life working in a store! I had a friend who talked me into it.
- I am a people person and like the idea of helping them
- I am very passionate in enhancing lives of persons with disabilities
- I became used to an individual with developmental

48: WHY DID YOU CHOOSE TO ENTER THIS PROFESSION? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- I believe that all people have the right to a quality life that is fulfilling and rewarding. I want to do my part to ensure this is available to people that have disabilities to
- I care for people
- I choose to get my diploma in Community Services first and then enter into nursing. I have worked at the same agency for 11 years and have yet to go on to nursing.
- I didn't choose it, it chose me!
- I enjoy being around these special people, they make me happy
- I enjoy it
- I enjoy the care giving profession
- I enjoy the challenge and also there individuals need to be cared for and to be able to be independent on day.
- I enjoy the people I work with
- I enjoy the psychological aspect of it
- I enjoy working with individuals.
- I enjoy working with my clients. I enjoy involvement with special Olympics
- I enjoy working with people
- I enjoy working with people who have special needs
- I enjoy working with people with disabilities
- I enjoy working with people with disabilities, I entered the field because two friends with physical challenges encouraged me to do so.
- I enjoy working with special needs people. I feel I can make a difference and make them have a more fulfilled life
- I feel I have something to offer to the individuals that I work with
- I feel that I was drawn to care for people
- I get to help other people feel good about themselves
- I had a friend in the field and they suggested I try it.
- I had a lot of heart to do this job.
- I had previously worked with these individuals and enjoyed it. It was not as stressful as it is today.
- I have 2 relatives with disabilities
- I have a handicapped cousin and was sick of the way people with disabilities are treated and wanted to make a difference
- I have a nephew with CP when I worked very closely with in Nova Scotia. When I left I wanted to stay in contact with the special people and help them
- I have a nephew with Downs Syndrome.
- I have always been interested working with people and disabilities since high school
- I have always liked working with people
- I have always worked in health care and I felt that I needed to get more of a challenge
- I have been doing this type of work for awhile. I enjoy working with people.
- I have the skills and abilities to support individuals to have independence in their being
- I have worked long term care for almost 30 years. I am a compassionate person and wanted to help others who are less fortunate
- I like a challenge and felt my experience working as a LPN would benefit me in this environment
- I like looking after people
- I like the people
- I like to help those special people (handicapped).
- I like to make people happy. I like to feel needed. If I can make someone's life better, that is life rewarding.
- I like to work in this profession since I'm young and like to take care of the individuals
- I like to work with people with disabilities, there challenges and its fun
- I like to work with special needs clients. It is really enjoyable to me.
- I like working with people
- I like working with people with disabilities
- I love caring for disabled people. It boots my self-worth, doing something that makes a difference
- I love helping out those who are in need of my help
- I love it and you don't do it for the money
- I love it, I have an uncle with developmental disabilities and have a soft spot for these people.
- I love the ability to teach and am respectful of persons with special needs
- I love to help people and enjoy learning new things
- I love working with people
- I love working with people and seeing their progress
- I love working with people with disabilities, there is challenges, but overall it is fun!
- I love working with people with disabilities. They are so special.
- I love working with the clients, and can't see myself doing any other profession. I have worked on and off in this profession since I was 16.
- I love working with the clients, they enrich my life.
- I love working with them and its a fun job

48: WHY DID YOU CHOOSE TO ENTER THIS PROFESSION? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- I loved working with people with disabilities and seeing them achieve their goals and increase their quality of life
- I needed a change in job/something different
- I really enjoy helping people
- I thought it would be a good profession to get into. At this point I am looking at changing my career due to the lack of funding by PDD for staff wages in Northwestern AB.
- I thought it would be interesting
- I wanted a change.
- I wanted a new job-- I had been offered a job with the agency twice before--I needed a change
- I wanted a profession that would challenge me, be meaningful, and involve working with people
- I wanted physio therapy but the school I applied to didn't have the program so I took this one.
- I wanted to be able to work one on one with people to make sure each person's needs were met
- I wanted to help people
- I wanted to help people with developmental disabilities
- I wanted to make a difference in someone's life
- I wanted to take care of people with disabilities
- I wanted to work in the human services field
- I was approached. I didn't know if I qualified and gave myself a time period. The individual I started with--I could help--no doubt--so I stayed
- I was looking for a job after my maternity leave
- I was looking for full-time work. This is the job that was advertised at the time. I applied not knowing if I could do the job but now I really like it.
- I was never raised by my parents and I feel comfortable helping children who go through the same whatever the reason. (parents unable due to handicap)
- I was unemployed. I was a single mom with 3 teenagers to support, a girlfriend recommended the job.
- I went to school with a girl with disabilities and it never stopped her from anything and I thought that was remarkable.
- it is related to my field of study
- It makes me feel good about myself
- its a local mission field
- its challenging and I like to help those less fortunate
- its my life
- its related to my profession as a social worker
- its satisfying
- Its what I like to do
- just stumbled upon it
- like working one on one with people
- Like working with people
- looking to advance to counseling through post grad study
- love and care of the less fortunate
- love to take care of people with disabilities
- love to work with the clients and help them
- my brother in law is mentally challenged
- My grade 12 English teacher felt I would excel and work well with people with disabilities.
- my love for working with challenging people
- necessity
- needed a challenging job
- needed a job, we have full staff
- passion to help people
- past experience in this field
- recommended by a friend
- right now it is a flexible schedule for my family
- Since I am passionate about helping others, I do enjoy the profession
- So that I could provide those that are unable to do things on their own, to get out and do things they enjoy.
- steady employment
- the need to help others achieve full and happy lives.
- The person managing is amazing. I like to take care of people.
- there is a large aspect of fun involved
- this is a job I have wanted from the time I was 10 years old
- this is an area that I can find employment in. There are aspects that I am able to cope with the stress in this field
- this is related to my course
- to be supportive to individuals who need the extra help
- to help individuals in need
- to improve quality of life for marginalized population
- To learn about the field and needs of people with developmental needs and then to put into practice the knowledge and help the clients
- to make a change
- to make a difference in disabled people's lives

48: WHY DID YOU CHOOSE TO ENTER THIS PROFESSION? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- to spend my time in a meaningful way
- used to be a well paying job
- very challenging
- Wanted a change, thought it would be interesting
- wanted to do something interesting and challenging
- wanted to help people
- wanted to try it
- went to school and realized where I wanted to be
- working with the people

PAST EMPLOYEES—COMMENTS

- because I like working with people
- Came out of high school looking for work. Enjoyed people with disabilities.
- enjoy helping people
- experience--I was in nursing when I took this job
- familiar with profession, scheduling worked with mine, never a dull moment
- god told me to
- I always wanted to help people in need
- I didn't choose, it came to me and I needed work
- I enjoy caring and working with people
- I had an interest in public service and health care. Behaviour programming and the clients themselves drew me into the industry
- I love helping people in need
- I wanted to help
- I was asked by my previous supervisor
- love working with the disabled
- new challenge
- personally rewarding profession, enjoy time with clients and working with them
- The profession is both challenging and rewarding. I chose to enter it because I enjoy interacting with people and value the relationships that are built
- wages, proximity to home
- working with people, seemed interesting

49: WHAT DO YOU LIKE BEST ABOUT YOUR JOB? [ONLY CURRENT AND PAST EMPLOYEES ASKED]

Synopsis of Comments

- the most common reason given by respondents is working with clients (e.g., seeing them grow, interacting with them, affection)
- also mentioned were coworkers
- Sometimes mentioned: flexibility, the challenge, variety

CURRENT EMPLOYEES—COMMENTS

- a couple of my co-workers and my residential supervisor
- Achieving a new goal with a client or doing something with a client that they have never done before
- Being a child again, playing and being here for these children is a wonderful feeling
- being able to help people
- Being able to work one on one and to be able to take the time needed to accomplish clients goals without being rushed or pressured by anyone.
- being out in the community
- being there with the clients
- challenging
- challenging, interesting, educational, despite the crisis that we are facing
- client interaction
- clients
- clients and staff are awesome
- clients, going to different sites to accompany their progress
- community/activities
- connection with clients and seeing results
- dealing with the clients
- developing and implementing teaching techniques you assist clients in developing and acquiring acceptable social and life skills
- different people I work with
- driving clients around
- everything
- everything... its a package deal
- fining resources, and helping accommodate clients with jobs they enjoy
- flexibility
- flexibility, helping others
- flexibility, no stress
- flexible, never boring, helping people
- get them to their daily routine and cook them good food
- getting to understand people's new ways of communication
- going on outings
- good daytime hours
- great supervisor and co-workers, get along great with clients
- hands on interaction with the clients
- Helping in anyway I can... its selfsatisfying to me, they need to be respected and appreciated as well.
- helping the disabled, good hours
- helping the individuals to achieve their needs and goals
- helping the individuals with everyday life
- helping those in need
- How they progress every day. These individuals experience new challenge in the work place and home
- I can make a difference in peoples lives
- I enjoy everything I do
- I enjoy learning, am a people person
- I enjoy the individuals I work with
- I enjoy the relationship I have with my clients. They always seem happy to see me. It is a joy to see them make progress in learning new things, and building relationships
- I enjoy working with my clients
- I enjoy working with the clients, it is very rewarding
- I guess I am happy when I help clients and support with their needs
- I had a friend in this field and they suggested I try it.
- I know I make a difference in lives if the clients and the staff
- I learned more knowledge and enjoyed working with my clients
- I like everything, especially the challenges
- I like the clients
- I like the fact that I feel flexible at home. They are very flexible with shifts and hours.
- I like the people I serve, the challenges, and learning about different disabilities
- I like when I meet certain clients who can make you laugh and see "their world"
- I like working with the clients and seeing them achieve their goals

49: WHAT DO YOU LIKE BEST ABOUT YOUR JOB? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- I love coming to work and seeing my clients they are the best part of my day.
- I love the clients
- I love working with the clients
- I wasn't sure at first about it. But as I am learning everyday its getting more rewarding
- I would like to see improvements of my client's in their everyday life as well as their long-term improvement
- Interacting and watching the client's progress
- interacting with my clients
- interacting with the clients
- interacting with the people
- interaction with clients
- interaction with the clients
- it feels good when an individual smirks at you after you have helped them.
- it is rewarding, being appreciated
- its comfortable at most times
- its relaxed and fun
- Its very challenging and well as being interesting and rewarding
- Knowing I am making a difference in a client's life
- learning, flexibility, responsibility-capacity for caring
- less stressful
- making a difference
- making the clients happy and putting a smile on their face
- most everything
- Most of the time I really enjoy the clients
- my relationships with the clients
- not physically stressful
- one on one rapport with clients
- pay
- people
- personalities and spiritual feedback
- quiet time
- same as above
- satisfaction, appreciation
- seeing how much the guys usually don't need us
- showing and teaching people their abilities and potentials
- socializing with my clients
- socializing with the clients
- sometimes we complain about what is happening in our lives. Working with these people makes you appreciate your life more
- Taking clients out to do activities that they enjoy and when they learn how to do new things
- taking them out for activities
- that I am making a difference hopefully for the better--to others lives
- the client's group home
- The client's sense of humor and their personalities are awesome
- The client interaction
- the clients
- The clients
- the clients achieving new things and the great team I work with
- the clients are all great people
- The clients I work with
- the clients, and my co-workers
- the clients, helping them achieve their goals
- the clients, the shift flexibility (casual), the staff, the supervisor
- The clients, they are all different, everyday is different
- The clients. That's why I'm still here. I'm not here for the money
- The clients. I have set hours that don't change
- the difference I can make in the individuals day to day life
- The expectations of the staff. That they have to use their own vehicle.
- the fact that my interests in heath and nutrition can enhance the well being of my clients
- The flexible schedule and company. Training opportunities I am being offered and ongoing professional development
- The hands on teaching
- the hours, when I do sleepovers I am done at 7am. no 24 hr shifts
- the individuals
- The individuals I serve
- the individuals I work with, the staff, and the supervisors
- the individuals we serve
- the individuals. I enjoy when they get a breakthrough moment--this makes everything worthwhile
- the pay
- the pay cheque
- the people I work with

49: WHAT DO YOU LIKE BEST ABOUT YOUR JOB? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- The people I work with. The management is also good
- the progress I see in my clients
- the responsibility
- The rewards, hugs, smiles from the individuals especially when they don't see you for a few days--they miss you.
- the satisfaction
- The smiles and happiness that I see in my client's eyes
- The stresses in the field are different from the stress in other fields. I find that I am able to cope with the stress in this field
- the time, length of shift
- The variety of each day and the clients
- they clients I work with
- they pay, no benefits, the hours
- time spent with clients
- to be able to say that I made a difference to an individual and help them with their everyday life
- To see each individual client reach a new goal.
- to see the individuals thrive
- to see them move forward and lots of changes in their behavior, health and lifestyle
- to support people with disabilities
- training them to be independent e.g.: showing them how to cook
- trying to find extra staff to fill in open shifts
- variety
- variety, I love watching the clients grow personally in relationships, community involvement etc. I like most of the people I work with.
- very interesting
- watching accomplishments being made by all the clients whether work related or special Olympics
- watching clients improve their skills and accomplish their goals
- watching clients mature and become independent
- watching the progress clients make
- when I make clients happy
- when the clients are responsive and supportive
- When the clients show you in their own special ways that they appreciate that things you do for them.
- when you make people happy
- working one on one with clients
- working with an individual who had many challenges and seeing this person do so well over the years
- Working with clients and cooking meals
- working with individuals at their job sites
- working with people seeing improvement in them
- Working with people, variety of work
- working with the clients
- working with the clients
- Working with the clients
- working with the individuals
- working with the people we serve
- You are always faced with new challenges, it is never the same day twice

PAST EMPLOYEES--COMMENTS

- being with clients and seeing them happy!
- clients in good moods
- I loved to work with the clients in the other homes
- interacting with residents
- Interactions and relationships with clients. Every day was exciting and different. I learned a lot from the people I worked with
- it was my clients that made me smile and why I went to work everyday
- It was very rewarding and learned a lot from the clients. I loved their different personalities and learning how to connect with them and help them gain independence
- loved working with outreach workers and clients (these co-workers were very positive unlike other staff)
- most individuals I worked with had 2 personalities. The sweet side usually outweighed the bad
- my clients
- seeing the clients make good choices
- teamwork and working with the clients. Being able to enjoy them as individuals and not persons in care
- The balance lifestyle work/fun. Having a variety of projects to do. Not always and/or side a house. Lots of physical exercise. Freedom to work alone with 2 residents
- the residents
- working with clients
- working with people
- working with people. Clients were great to be around, great job satisfaction
- working with the clients
- working with the clients was very fulfilling
- working with the residents and the hands on part

**50: WHAT DO YOU LIKE LEAST ABOUT YOUR JOB?
[ONLY CURRENT AND PAST EMPLOYEES ASKED]**

Synopsis of Comments

- the most common answer was “low wages”

- Also mentioned multiple times, in order of frequency:
 - Client-behaviors
 - Particular co-workers, supervisors
 - Agency/office politics
 - Paperwork
 - Particular duties (personal care, driving, cleaning)
 - Changes in the agency, staff shortages

CURRENT EMPLOYEES--COMMENTS

- after hours and sometimes out of town commitments
- agency has no hope and lacks support
- All the changes that have been happening.
- All the paperwork!
- all the stress and lack of time to get things done
- back stabbing--controlling people
- bathroom routines
- beurocracy
- boredom at job sites where clients just need prompts.
- caring, empathy, lots of training
- cleaning and cooking
- Client repetitiveness and having to go through so many other companies (BOS) to get a plan put in place.
- cold weather
- conflict
- Dealing with clients that don't understand you are trying to accomplish their goals and help and protect them. They think you are trying to take power and individuality away from them.
- dealing with staff conflict or letting someone go
- Dealing with supervisor and staff that aren't flexible or willing to put in a little more effort in their job.
- Dealing with the lack of knowledge some people have about those disabled
- dealing with the politics of the agency's administration
- dealing with uninterested staff and back-stabbing staff.
- Dealing with violent and erratic clients
- disagreements with clients
- driving on the icy roads
- during wintertime we are stuck in the house. No place to go especially wheel chaired clients
- employee conflicts and differences of opinions conflicting with job
- Failure to following through on things of issues that have been discussed
- getting hit by one of my clients
- getting other staff to do what is expected of them
- having so many responsibilities and not getting paid enough
- heavy lifting--back
- hectic schedule and lack of pay
- higher wages and get benefits
- housework
- I get too tired
- it is stressful at times and challenged
- lack of communication from management
- lack of qualified staff we hire.
- level of stress
- low pay, overworked, stress
- low wages and shift work
- meetings and paperwork
- meetings with office personnel regarding BRC
- Must respect clients, but clients don't always respect worker
- n/a
- never enough staff, not good money!
- none
- not enough money
- not enough pay for what we do
- not enough staff

50: WHAT DO YOU LIKE LEAST ABOUT YOUR JOB? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- not knowing what you are supposed to do since I am only casual
- not sleeping in my own bed
- nothing
- nothing that comes to mind
- occasionally, redundant paperwork
- office politics
- paper work and client defiance
- Paperwork and politics.
- paperwork! It seems that we spend more time writing about what we do to cover our butts then actually doing it. Also the lousy wages??
- pay more
- pay more money, more staff meetings, better benefits
- pay rate
- pay rate is crappy
- personal care
- politics
- politics, pay, and that the job seems so devalued over the past several years
- Probably time pressure
- Raise the wage! Some of the clients who work more then their caregivers
- rate of pay
- shoveling snow, low wages
- Some of my co-workers bring their personal life to work and more issues with others
- some of the unusual behaviors that clients perform
- sometimes are so stressful because of the behavior of the clients
- Sometimes it's frustrating and you feel like your not accomplishing anything
- staff shortage, and emphasis on paperwork
- staff shortages
- staff that aren't comment to do the job
- stress level
- Stress of dealing with staffing issues and client crisis
- taking care of the clients
- that we are underpaid
- the agency is ignorant, unethical decision making with regards to reorganizing homes.
- the agency problems
- the amount of driving I do
- The children don't get 1 on 1 time due to staffing which is due to crappy pay
- the distance from work to home (40 km)
- the early shift and lack of training
- the expectations I put on myself told o more and give more of myself
- The fact that everyone works so much and hard without time off
- the financial part. Where client doesn't have much money and the staff can't do much with them.
- the frustrations and attitude from the clients
- the lack of money
- the low wages
- the management style
- the many hours between activities that lead to boredom. Working on weekends. shift work.
- the office policies
- the paperwork
- The paperwork and red tape. There are so many people over seeing what we do that it's something hard. I try hard to record everything that needs recorded.
- the pay
- the pay and no perks ex: paid expenses, bonuses
- the pay and stress
- the pay is ridiculous someone in the same position in a different industry make double what I do what a joke!
- the pay is shitty
- the pay, paper work that is required.
- the pay, very stressful and danger to self and others
- the politics
- the sleepovers, its not my bed
- the staffing cattiness, it gets old fast
- the stress I am under due to number of hrs
- the stress of extra shifts
- the stressful situations/prompting clients in negative behavior
- the supervisors, office staff, and the cheap wages
- the wage
- The wages
- the wages received, due to the low funding the agency received from PDD
- The way supervisors treat staff. We are always encourages to "speak up" whenever there is a concern. As soon as you do so, you are judges and treated very badly and the supervisor's attitude totally changes towards you

50: WHAT DO YOU LIKE LEAST ABOUT YOUR JOB? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- their diapers
- There is nothing I dislike
- They pay and politics
- They pay and the politics
- they supervisor we have hat present time does not communicate with respect--yells and has put downs
- This particular job became routine--I didn't feel the activities I was doing with the clients was meaningful
- to do things that are not part of my job and have to do things like shoveling and lawn mowing
- too much documentation
- traveling with clients using your own vehicle
- trying to find extra staff to fill in open shifts
- Trying to maintain a high quality of service with fewer and fewer dollars
- trying to motivate clients to do things when they have no interest in them.
- wage
- wage increase, incentives
- wages, expectations of all the extra that is expected from you
- We seem to be frightening to get a wage increase and are always told by management that PDD is to blame. Also, why do co-coordinators and supervisors receive increases when there is supposedly "no money"?
- when a client doesn't want to do anything and you try everything you can to motivate them and they hang their head down, I would like some extra training for times like these.
- when a client is on a bad mood and wants to be left alone
- when behaviors occur
- when my co-workers assume that I will come in early the next day. Co-workers opening my personal belongings (pay rolls) without permission, when co-workers don't clean up!
- when some staff act like they are superior
- when the clients have an incident
- when there is no clear way to control or set limits for a client
- when they have outbursts and get aggressive
- when you are working hard but get a low pay rate
- working all weekends, don't enjoy shift work very much
- working outside in the winder
- working so many hours to survive
- working supervisor
- working two 24 hour shifts back to back
- working with behaviors
- working with certain behaviors that are hard to deal with. e.g.: outburst and anger
- working with certain coworkers
- working with the staff that treats to clients like objects.
- working with X

PAST EMPLOYEES--COMMENTS

- finding balance and consistency with high staff turn over
- going to work in the office
- How some people don't challenge people
- lack of teamwork. Lack of ambition and motivation by staff. Lack of punctuality. Some wage increase across the board. No recognition for individual tasks finished. No common goals
- Never knowing what kind of mood the head supervisor was in, and how it always affected the entire atmosphere for everyone
- not enough money!
- other more irresponsible staff
- pay
- rotation shifts--shortage of hours. You would either be overloaded or begging for hours
- staff clicks! with one of the supervisors being the ring leader
- staff not being responsible and back stabbing
- staffing problems
- stress level was very high at times, staff shortage
- stress, staff shortage, low wage
- the pay, hours, lack of days off. It was so frustrating to see my co-workers--good empathetic and warm people burn out and get sick or quit
- the pay, lack of resources--public health, psychologists and doctors for the clients and lack of support for staff
- the staff
- unclear and conflicting expectations too many people telling me what to do
- upper management in check!

**51: WHAT SUGGESTIONS DO YOU HAVE TO ATTRACT OR RETAIN
STAFF AT THE AGENCY WHERE YOU WORK?
[ONLY CURRENT AND PAST EMPLOYEES ASKED]**

Synopsis of Comments

- an overwhelming majority of respondents suggested better wages
- also mentioned frequently were better benefit packages
- a number of respondents suggested more bonuses/incentives
- some respondents recommended more flexible hours, more training, hiring more qualified people, listening to staff, adopting a better attitude

CURRENT EMPLOYEES--COMMENTS

- a better wage, bonus structure, pension plan
- a little increase
- a proper sleep accommodation
- A wage increase would be good. Wage increase should meet the cost of living in GP.
- Always more monetary value. More special training before you start work. Have benefits, team effort
- anything available
- benefits, better pay
- benefits, higher wage
- better higher wages (not for the supervisors or office staff) for employees who actually do all the work!
- Better pay--especially since cost of living is so high in GP
- better pay
- better pay and benefits
- better pay and incentives for loyal employees
- better pay especially for clients that deal with very difficult clients
- better pay, benefits, appreciation from management
- better pay, pension plan, a voice in direction of agency and decisions that are made
- better salary
- better salary and bonuses
- better screening process. higher wages
- better screening when hiring some people because they aren't meant to say
- Better wages and benefits that would attract enough people
- better wages, for the patience one has to have, also the understanding.
- better wages, incentives
- better wages, incentives, benefit plan improved
- better wages, personable, professional
- building relationships
- burnout is a big problem
- cheerful, confident, creative teams
- commitment and passionate
- common sense, honesty, willingness to go that extra mile, pride in job, need to enrich clients to improve their life
- communication, understanding, listening to suggestions
- compassionate upper management, respect for staff and clients. Increase wages
- competitive salaries to retain them
- creative advertising
- do your best
- Don't understand the question
- emphasize that: opinions matter, there is flexibility, great team work, and is free to suggestions
- Find more staff to cover shifts
- find people who actually like the people with disabilities--not are have because of the money, or think its any easy job.
- flexibility regarding hours
- flexible hours, increase wages
- focus on retention and those seasoned "happy staff" will attract new ones
- Get rid of X, she is very domineering and controlling. She has caused many problems.
- give more perks, higher wages
- good wages, free training, benefits
- have a good understanding, team work, listen to clients concerns.
- Have new management and board members
- Have regular hours like most other businesses. If staff have to work weekends they should be paid more.
- having good communication between staff and employers
- higher pay rate, more benefits, lesser work loads
- higher pay, flexible hours, reasonable hours
- higher pay, other incentives
- higher pay, pay increments which really go up the more years you stay in your job. We have experienced middle aged women with many years in rehab making only \$14/hr. This isn't much more than a 17 year old girl when starting with us making \$12.50/h
- higher rate of pay, better working conditions, better transportation for clients and realistic goals that reflect policy and mission statement.

51: WHAT SUGGESTIONS DO YOU HAVE TO ATTRACT OR RETAIN STAFF AT THE AGENCY WHERE YOU WORK? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- higher wage, benefits, clothing allowance, good team work, and proper staffing
- higher wage, bonuses, holidays, appreciation
- Higher wage, more flexibility in shifts
- higher wages--it is hard to make this job your sole income
- Higher wages--more more dispersed to agencies from the Regional PDD boards
- higher wages
- higher wages (very difficult to live on when you are single).
- higher wages, better benefits
- higher wages, educational opportunities, scheduling 2-3 days off in a row (alternate weekends), regular 8 hr shifts
- Higher wages, it is a competitive job market and I feel our agency can't keep up with it
- I don't really have any at the moment
- I think better benefits with pension plan and better pay, would make a difference
- I try to keep a positive attitude and refer people. Increasing wages would help attract workers
- in contrast to the other service providers. this agency has the better package
- increase pay by \$5 an hour, add a pension plan, pay overtime instead of lieu hours
- increase rate of pay! We need to review the demands of our caseloads, staff are burning out due to the demands.
- increase the wages
- increase wage, turnover decrease
- increase wages--better pay
- increase wages
- increase wages, have monthly get together
- increase wages, make them the same as a hospital worker
- increased wages, benefits, proper training, field experience, leadership
- increasing wages!
- it is a very rewarding job. It can be tough at times but at the end of the day it is very rewarding
- its a challenging job
- its about what you do, not how much you make
- Its actually a lot of fun
- its not about the money its about the clients
- Keep doing the jobs they are doing as it is a very good organization to work for , good workmanship, and appreciation for a job well done
- Let the staff give input with their suggestions and not just a few people in management. Why aren't the management/coordinators pay scales in the personal manual?
- maintaining ethics and morale
- Make safety more important. Environment and updates need to be done on all homes. Some homes are just old, others desprately7 need renovations
- make your wages comparable to the nursing field.
- money
- money to accompany job expectations. We have staff that are giving needles, physiotherapy, and dealing with violent behaviors daily.
- More education in public of what exactly we do at our agency
- More hours and increase rate of pay
- more money
- more money and qualified staff and benefits
- More money less politics more people getting along
- More money!
- more money, a union, and have upper level management listen
- more money, more benefits, less hours
- more pay
- more pay and better benefits
- more pay raises, incentives, benefits
- more training and have a better pay rate
- n/a
- none yet, haven't been here long enough to comment
- not sure
- offer a better wage
- offer benefits and pension
- offer good wages with no cut backs in hours
- patience, understanding
- pay more
- pay more!
- pay raise
- people need to know that it is work but it can be very fun at the same time
- put positive ads in the paper, speak of positive things you deal with everyday in your work to others
- raise in wages and benefits
- raise wages
- rate of pay, staff accommodation, flexible hours
- Redo a mission statement and get staff/supervisors to see we are here for the clients and that we want to teach them to be independent.
- remind staff off the client's rights and individuality. A happy client makes the job fun and easy to do.
- salary increase and competitive benefits

51: WHAT SUGGESTIONS DO YOU HAVE TO ATTRACT OR RETAIN STAFF AT THE AGENCY WHERE YOU WORK? [CONTINUED]

CURRENT EMPLOYEES—COMMENTS [CONTINUED]

- schedule is too short for job... not filled in... cutbacks are the worst
- see comment page
- signing bonuses
- take out the minimum salary sleep overs
- teach staff so they are confident with the skills needed. Be consistent with requirements, evaluate staff consistently you get a feel of their needs or where they need improvement.
- The bonuses we receive are great! So are the new medical benefits
- The status of being part time should be received cause they consider me part time cause I am a group home worker and I worked 40 hours or more a week and I consider that full time hours, but don't get full time benefits. And the pay is way too low
- the wage rate is very low
- The wages should be higher
- There is growth with this job. It can be used as a stepping stone to a career in social work or other related fields, hours of work are negotiable
- They are doing the best they can for the resources available
- they should have 1 staff working with X
- this agency has been creative and innovative--they have been generous financially especially within the past year
- this is a challenging and also nice job and it is fun working with people with disabilities.
- This is a field where people can pace themselves, everything doesn't have to be done immediately
- to have good working relationships--good team work
- treat them with respect, listen to them.
- wage increase, clear job description, training, autonomy in decision making
- wage increase, would be nice if our leader had some knowledge about people with developmental disabilities.
- Wages are a huge factor. Do not understand why living in GP make the wages so much lower than someone living in Red Deer or in BC.
- wages need a substantial increase
- wages need to be higher because of the availability of jobs in this area
- wages, benefits, paid workshops
- wages, flexible hours, a babysitting service would be awesome
- wages, more advertising of agency
- wages/benefits
- work as a team/help each other

PAST EMPLOYEES--COMMENTS

- active listening training courses
- better pay and better structure
- better wages would retain staff and lower stress level and attract better qualified staff. I am aware of the agency's restraints however
- bring in the new and send out the old
- change work atmosphere, make clear chain of command, train directors and staff about group dynamics, accountability of administration, work culture and climate
- currently I would say that there is the need to be able to pay competitively
- Definitely need a head supervisor who is professional, mature and support and respects her staff and does not have control and insecurity issues that interfere with her work
- empathy, innovation, respect
- fire head supervisor and her little side kick
- Give recognition and complements to staff where due. Give appropriate raises to those deserving it. Give staff more leeway for implementing and helping residents to fit into society.
- higher wage, better qualified staff, less hours
- I think a total new staff change would be great
- increase wages
- not sure
- offer better wages and advancement opportunities
- Pay them more now! Don't tell staff they will get a pay increase and then do nothing. Bring in resources from other cities (psychiatrists)
- PAY! This job isn't easy! In order to attract and retain caring and well educated staff you have to compensate them accordingly. Agencies need to advocate for their staff. For example labour laws must be changed (the 12 hour group home shift with seniority

WHAT FURTHER TRAINING/EDUCATION WOULD YOU BE WILLING TO TAKE TO ADVANCE YOUR SKILLS IN THIS FIELD? [ONLY CURRENT EMPLOYEES ASKED]

Synopsis of Comments

- respondents who answered this question most commonly said that they would be willing to take any course that would be available and helpful to their job
- a number of respondents indicated that they would like to pursue a diploma or degree (e.g., social work, community services, rehabilitation)
- occasionally mentioned were courses on specific disabilities, courses on dealing with difficult clients, first aid/medication courses, computer courses, stress/anger management courses

CURRENT EMPLOYEES—COMMENTS

- a course regarding culture
- anger and stress management
- any-- would like to take an FASD course
- any
- Any
- Any causes relating to people that have disabilities
- any course that related to my job. Like a non-violence intervention, first aid, health and safety
- any courses
- any courses that are offered
- any education needed to enhance my skills and make me a better worker
- any education that would allow me to do better in the work that I do, pertaining to my clients
- any necessary
- Any relative workshops
- any that is available
- any training as long as I am available
- any training offered
- any training or education would be nice
- any training that could advance my skills
- any training that would be available to me
- any training/education that would help me understand the complicated lives of the people we look after
- any workshops/training to further understand different disabilities
- any, I love training
- anything
- anything available
- Anything available. It never hurts to take more training
- anything I've enjoyed all past training
- anything that is available
- Anything that is brought to me but I would most like more training or information about autistic individuals
- anything that is offered
- anything that will further me in my job
- anything that will help me better understand disabilities better, stress management
- anything that would better my skills and qualifications
- anything to improve my skills
- anything to make progress and advance my skills
- anything what that is required
- ASIST training
- At this moment I can't say anything because I work only part time here in this agency
- bachelor of social work
- basic skills training, college diploma in field
- brain functions, mental and or physical, understanding how one thinks or may think as varies.
- BST course, workshop
- college, courses
- computer management courses
- courses how to handle clients, especially regarding their behavior problems
- degree
- depends on the client that you work with
- don't know
- finish degree in Human Services field (community studies)
- first aid course, mediation course
- foundation course
- foundations in Community Disability Studies. any course the agency gives to its workers
- great supervision levels 3 and 4. I would be interested in a course about epilepsy.
- I always enjoy learning new things--any available course

WHAT FURTHER TRAINING/EDUCATION WOULD YOU BE WILLING TO TAKE TO ADVANCE YOUR SKILLS IN THIS FIELD? [CONTINUED]

- I am always open to training
- I am currently in university
- I am currently taking an after degree in social work to address community inclusion issues
- I am currently working towards my degree in disability and community support.
- I am no longer in this field. I resigned to stay home to care for my elderly mother.
- I am thinking of going to college for community rehab.
- I believe I have good credentials but training every so often is good
- I have a diploma in child psych but I plan to do more
- I have always accept any opportunities to further my education, learn new skills and enhance existing skills
- I have just completed a certificate in supervision. I take any training offered to me by the agency
- I have taken community rehabilitation worker courses and have attended all workshops that are offered by my association
- I love learning more for this job. I prefer my learning to be in courses (a day a week) as opposed to a year. I would like some training as to the different disabilities and more specific ways to teach individuals better in regards to their problem
- I love to advance myself. I like the day courses that some of us have been sent to
- I take all or most of the workshops that the agency allows providing the fun is there and time off from other commitments
- I would be willing to take any training offered but it is difficult to attend courses due to staffing shortages
- I would be willing to take whatever training I need that comes up for each individual
- I would do any courses, workshops, or tele courses that came up and are within my agency's budget
- I would like to learn to write in the English language (I have gotten a friend to write this survey for me)
- I would love to get the Rehab Diploma.
- I would only further my education if I was compensated financially. There is no benefit in finishing a degree in this field
- If any information on further education comes to my attention and I really feel I want to forget it, I will try but for now I'm content with this job as it is
- If I was going to take training or further education I would consider changing jobs
- If it was worth it, I would love to finish my degree in rehab, combine it with psychology
- learn more about some of the illnesses that the clients have
- many classes: computer, self help, communication, basic French, and courses to help individuals find jobs.
- many courses that are available
- more coping strategies, dealing with situations
- more education on autism
- more on spinal cord injuries, FAS
- more workshops
- most of the training courses are a waste of money, not much is learned from most of them
- n/a
- need regular updates on crisis prevention, first aid, self-defense
- new training at the office
- none
- none, I have no money to pay for it
- not certain
- not enough wage, compensation for taking training
- Not sure--weekend classes, or college courses
- not sure
- Now planning to leave this field due to treatment in this agency
- nursing, psychological understanding
- open to all training
- original training in Ontario, will retire in 5 years
- possibly a diploma in rehabilitation if I could fit it into my schedule
- professional development, refresher course in dealing with difficult people
- professional/advanced safety course on defending yourself from or restraining violent persons.
- psychology
- Rehabilitation Practitioner program
- related training that is offered by agency
- safety and first aid course
- sign language, nurses aide type program
- skills on training regarding dealing with behavior
- social work course
- social work, personal care course
- something in the medical field
- supervisory management courses
- Take emotional classes--how to deal and teach clients and myself.
- take training/education to help me better understand clients
- taking the community and disability support college courses
- team building and any training that is available to help with individuals
- the training I mentioned above
- there is always room for learning--yes
- time, scheduling
- to have more staff development in order to attain more skills
- Training in dealing with behaviors such as hitting
- Training on taking care of ourselves so we can be better caregivers to our individuals
- Training would be welcome, such as regarding specific disabilities and health concerns
- what ever it takes that would help me with the job.

WHAT FURTHER TRAINING/EDUCATION WOULD YOU BE WILLING TO TAKE TO ADVANCE YOUR SKILLS IN THIS FIELD? [CONTINUED]

- whatever I have the opportunity to attend and enroll in
- Whatever is available as long as it fits into my schedule
- whatever is necessary
- whatever is needed for further advancement
- whatever is offered
- whatever is related that has been offered
- whatever is required
- whatever necessary to help me perform more efficiently and effectively
- whatever training is needed to advance my skills in this field.
- whatever was needed to be taken
- whatever would help
- When there are work shops available I usually attend. I think more info about Down's syndrome would be nice
- would be willing to do short courses. Some refresher courses would be nice for old staff.
- yes, if I had a chance I would learn more

WHAT ARE THE LIMITATIONS TO TAKING THIS TRAINING? [ONLY CURRENT EMPLOYEES ASKED]

Synopsis of Comments

- The most common limitations cited, in order of frequency:
 - Cost
 - Lack of time
 - Staff shortages
 - Travel, other responsibilities (children, another job)
 - Lack of incentive (no pay increase associated with training)
- A few respondents (approximately 10%) stated that there are no limitations

COMMENTS

- agency that supports workers in receiving training. Which agency does not support
- as long as I can keep my income I would be able to take any training
- because of RA I don't have much physical strength.
- Busy life, schedule, work, school, practicum
- Busy with work. Balance for family, doesn't leave me with much time
- can't think of any at this time
- childcare, income
- children
- cost
- cost and time
- costs
- distance from home, expenses from courses, time off work etc.
- don't have any.
- don't know
- expense
- expenses
- finances and age for college
- finances and time, I am a single mom with 3 teens going to school. So I have 2 jobs to sustain the family, but I don't have enough money to go to school myself
- finding relief to cover my shifts
- I'm needed at the workplace
- I don't like to travel on icy roads
- I have another full time job
- I have no one to take my place at this time. I am on call all the time.
- I have small children that doesn't allow me to be away from home, and a husband that works shift work and runs a cattle farm.
- I take all the courses I can
- I work another job, so time
- I would like the instructors to do normal kicking, punching, etc. Not the slow, anticipated punching. We need to have our reflexes training to be fast and out action second nature
- if there was a cost not covered by agency
- Its hard to find staff to cover your shifts if taking training or you have to work a double shift.
- Just when the class runs and if people can just sit in.
- living with elderly mother so time
- mainly they are not offered in our area, money and time

WHAT ARE THE LIMITATIONS TO TAKING THIS TRAINING? [CONTINUED]

- money
- money!
- Money, I can't afford it!!
- money, I need to pay the rent.
- money, staff coverage in my absence
- moving to another city in order to study in this program
- my children. It would be good if they offered correspondence or on-line learning. Weekday courses don't work for me because my husband and I work out of the home on those days off. This makes training inconcontinent
- My company has the reputation of offering the most comprehensive training in town. Staff feel that much of the training is a joke so many skip it or not pay attention. This discourages my employer from offering it again
- My other job!
- n/a
- no drivers license, must stay in GP
- no limitations
- no limitations that I am aware of
- no limitations, I am always willing to learn new things
- no limitations, I would love to learn, I can speak English very well.
- none
- none, its all useful
- not enough funding, no pay while attending course.
- not many supervisor or manager positions that come available.
- not sure
- nothing
- Nothing I can say
- paid training days
- probably staffing shortage
- replacement staff/funding
- scheduling, cost without compensation
- staffing and funding
- the cost, unable to pay for it
- The fact that I never finished grade 12 may hold me back, I can't stop working to attend school--I need the money
- The limitations are: it is almost impossible to take time to attend a class do to staff shortages
- the need to earn a living to support my wife and future children since other places in GP pay more
- there are none
- There is really no incentive to take additional training at this agency for several years.
- time
- time and cost
- time and hours
- time and money
- time lost, on increase on wage
- time off from work
- time off from work and money
- time required
- time to take the courses
- time, finances
- time, money
- too expensive--I can't afford
- too far from home and have no clue where to stay if had to stay in the City of Grande Prairie
- training has been used as reason for not hiring over qualification for available work for study load
- traveling far away
- unsure probably interest
- usually to busy working, no time to take them
- wages
- we are quite far north so often involves travel. Thankfully our organization has always paid for all expenses.
- why bother? it won't change my rate of pay. I would have to take out student loans and the rate of pay is so low that it would take a longtime to pay off
- would not be able to do courses during the day after night shift is over.
- you cannot advance, you are paid the same

**WHY DID YOU LEAVE THIS JOB?
[ONLY PAST EMPLOYEES ASKED]**

- high stress due to lack of staff, lack of support and professionalism of head supervisor
- I was fired for something I never did. Just an excuse which I couldn't prove otherwise because a senior staff didn't like me because I reported them on abuse and everyone took their side
- I would have loved to stay at this job. It simply wasn't a viable option for me financially, and I could feel myself burning out and my health suffering. I decided to further pursue my education
- inability to get daytime hours--favoritism exists. Stress from constantly being short staffed and having to cover
- lack of money for me to pay my bills
- low wage, staff shortage, unqualified co-workers
- not enough money!
- school took up much of my time--career advancement
- started school
- stress started to affect family life, found a job that suited my college education better
- The agency could not offer me the hours I wanted
- very frustrated with hypocrisy present and backstabbing and too many bosses telling me what to do and not being in agreement with each other

**ARE YOU STILL WORKING WITH PEOPLE WITH DEVELOPMENTAL DISABILITIES
(AT A DIFFERENT AGENCY)? [ONLY PAST EMPLOYEES ASKED]**

- no-- continuing care centre with chronic
- no
- no I am now a house wife
- yes--as a TA in a high school
- yes--I am a nurse
- yes--sort of I am doing my masters in so

FINAL COMMENTS—CURRENT EMPLOYEES

- I can't really put into words how I feel about the state of the rehabilitation field in this area, except to say that it is sad when you are competing with fast food outlets for staff and loosing. When your standards have changed to the point that you no longer refuse a person on them having a criminal record but look at the record and see if you can work with it. We expect staff to stick around when the cost of living has gone up and we can't offer them more money.
- I do appreciate the man people who say "Hi" to my client, even though he doesn't often speak in public. I sometimes ask my client to "Give him five." And often this helps build positive interaction between client and public. A year ago, my client really enjoyed watching hockey at the arena. A guy who works there said "Hi X" a few times, and the next time I took him there my client was saying "Hi X" a few times, and the next time I took him there my client was saying "Hi X" to himself on the way in anticipating the greeting he was going to receive. It would be awesome if more people were comfortable with talking to him, and knew what a positive difference they make, but I fear that making too much public awareness would hinder client's privacy and confidentiality.
- I do believe that the PDD staff responsible for funding to the agency should be ashamed of themselves for their meager funding. How would you (PDD) individuals like to survive on those meager wages? Regardless of one's status we all need the basic necessities to survive. Our agency is not unionized does that disqualify the agency from better funding for wages for its employees? I would recommend that the PDD Department responsible for funding take a long deep look into their funding allocations. Better wages cannot stop staff turn over but would reduce the percentage dramatically. The hours or work do not appeal to the younger generation because the shifts are mainly 3 - 11 and the night shifts 11:P.M. - 7 A.M. (sleep shift)
- I enjoy my job but in the house I work there is no advancement to full-time status. You need to be a residential worker. Group home workers no matter the hours, are considered part time
- I enjoy the work that I do. But like everyone else I have expenses and the amount of money paid by the company to employees is ridiculous. We are looking after and caring for human beings--not products. The people that have stayed working here do so only because they care, but they're does come a point when even caring is not enough. Please take time to think this over and look at what is really happening!
- I feel that X is a good place to work, but with the lack of pay and staff it has become really stressful on staff and clients. Something needs to be done, I feel that right now we are not helping our clients. By closing houses and closing our doors to families who need our help we are not working for the best interest of our clients. Right now the cost of living is very high in GP and with the amount of physical and emotional work required in this field, staff choose to go elsewhere to work where there is less physical and emotional stress, and sometimes receive more pay or the same amount of pay for less work. I know that with myself, I work 3 jobs to make it by, this one is my full-time job, and with my other 2 part time jobs I make more than here.
- I feel that the majority of these questions are geared for Residential, not day programs.
- I feel that the staff don't have any rights as for being protected against being verbally and emotionally abused and bruised from clients.
- I feel that the team leaders need more training in this field. Some people just start with the company and become leaders 2 weeks after being hired. They don't even know what to do. The wages are terrible! Our job is stressful and since it is government owned we should be paid better. That way X would have honorable staff and stay for longer or even make it their career if wages were higher
- I feel that this field isn't given the professional credit it deserves. Many agencies are hiring just to fill vacancies and not in the best interests of the clients
- I feel that working in this service is a gift. It certainly isn't the wages that attract people. We have to be careful to take time off so the stress won't turn into burnout.
- I feel this field of work requires a certain type of individuals who is willing to face challenges, yet gain and treasure small rewards of triumph then individuals with disabilities achieve independence no matter how small. I think if we could obtain wage priority with other service jobs in this area it would be a step toward less turnover of staff.

FINAL COMMENTS—CURRENT EMPLOYEES [CONTINUED]

- I feel this job is one of the greatest, lots of opportunity to do many things, but staffing issues are difficult & hard to have all personalities be able to get along with everyone, we see so many people in our day or week. Some training to do with personalities might be beneficial, I enjoyed it in school. We often have people disagree with others, but to learn how to effectively deal with that, I think is important. People need to like their job in order to do it effectively. I think it does not matter how many qualifications a person has, if they are not a team player, they will bring down the team. Also the wages could be better, with everything else increasing, staff wanting to work, may get burnt out, just trying to make an extra dollar to survive now a days. Hiring staff should be more on suitability rather than desperate measures. It would be nice to see some sort of Staff "fun" days get to know them more, fun workshops, or just appreciation days, more time to laugh with each other.
- I feel very fortunate as I acquired this job with no experience and no training in the field and this job has inspired me to go back to school and learn more. However this is not the because for many people coming in to this line of work and the lack of training and education is apparent when doing and completing certain tasks. I would like to say that people should be able to work in this field with little or no training but I think that those caring individuals are few and far between and without education we cannot begin to ask for more money I don't know what the answer is but I know its not right that I HAVE to live with other people in order to stay in the city and work in a field and job/career that I love.
- I find it discouraging to see people who have worked for 10+ years and are still only making 15\$ an hour or have quit to find work that pays better even though they love their job. It is also discouraging when our clients are uprooted and shuffled around and stuck living with people due to staffing issues. It is also hard on them when staff turnover is such an issue. They begin to bond with the staff when they are gone in a few months.
- I find my job more stressful each year as there are more expectations such as more paper work, more expectations on staff to produce results with clients. Less funding and the threat/fear of loosing funding. It is hard to find qualified, motivated staff, therefore this puts more stress on supervisors to always oversee staff plus clients, make schedules and do more work everyday.
- I have been with the company for 5 years now and really enjoy working with my clients and coworkers. The worst thing is the pay, probably the lowest in Alberta for sure. And we live in a city with a very high cost of living, something has to be done. We have good training people here but we are training people only for them to go to a different province.
- I Have given my resignation because I was being forced to work at one of two other homes with much higher personal care requirements (not comfortable with the care level) As I handed my letter I was told I could stay at the home I was at but I feel it was too little too late. The individuals/staff are being moved around to other homes without being asked or consulted. They are not giving anyone a choice. I feel that staff are supposed to advocate on the individuals behalf when they are unable to do so themselves. The agency does not care about individuals or staffs feelings or choices. Because there are no choices. I could stay but feel at this time I cannot. I have been thinking of leaving for some time anyway because no matter how hard you work or how many extra hours (unpaid) are put in no one seems to appreciate your effort. They just keep putting more work and stress on already overworked, over stressed staff. I am fortunate to have been at a home that worked fairly well together. Their restructuring has totally messed that up. I will sorely miss working with the clients but unless things change I will never go back. Wages also are a huge issue. Can not even keep up with inflation. McDonalds pays more.
- I have to witness this agency move from an individuals trust basis to a budget trust basis. The board and director have limited knowledge and experience working with people with developmental disabilities and are in position of making decisions than expecting the supervisors to clean up or contain the mess. Budget is important but at this rate staff are leaving and being replaced with staff that have no experience where is the quality of service.
- I have worked in the care giving field for 47 years, 22 as an LPN, the rest with Foster Care, and PDD as a Support Home, as well as having developed a Residential Service which operated for 4 years. (The Service was C.E.T. approved, however closed along with the other Independent's so unfairly closed by P.D.D.) For the past apporx.2 yrs. I have been employed with this Service Agency. This due to proximity and skills with the client the house was established for. The objective: To work myself out of a job by maintaining consistency for the client during transition of dependence and others.

FINAL COMMENTS—CURRENT EMPLOYEES [CONTINUED]

- I have worked in this field for over 12 years now. Throughout this time the issues of money and lack of staffing have been the 2 basic problems within the field. Special needs folks are just that--special needs. It requires more time and money to care for them, but somehow, the monies are drained off but upper levels of management, and government programs that really reach down to the ground level etc. There is no easy fix. I expect to restore without seeing any great change.
- I like to work with them, they are innocent people.
- I love my job and enjoy working with the clients, they are like my family to.
- I love my job and the people we serve. I can't see myself leaving the field.
- I love the job, but it is not enough pay for the amount of hard work done
- I love the work and I love my clients. There are other companies and better jobs that pay better but because I love my clients and my work I stay. Although I love my work and clients I can feel unrewarded . I am the main contributor in my house and rent is expensive so I find it difficult to the money to go to doctors or car insurance
- I really enjoy this job. I am on call whenever they can't find someone to fill the shift. I say no if I have something planned. Usually I am asked several days ahead of time but sometimes I am called in at short notice
- I really like the perspective of the agency I work for. I feel that the clients have great opportunities (work and travel) and have an affordable cost of living. However, I am the only front line worker in this house who can afford to live on their own (although it is a struggle). Often the clients have better standards of living then the people providing their care.
- I really think we need a large pay increase in this profession. If this would occur I'm sure more youth people would be interested in going to college for a human services diploma or degree and then try to make a good living and have a great career.
- I think I love to do what I do I like and enjoy working with my clients but sometimes I don't have enough hours or the wages are not enough so I can make my living. I don't have any health benefits or Dental Care that costs me a lot of money.
- I think public awareness of our clients needs might be a big help. Let me explain. My client is very shy, and he doesn't like being stared at. He loves water, and we used to go swimming at Super 8 once a week. The Super 8 Motel offers free swimming to our clients, and we really appreciated this outing, as did our clients. One day, my client refused to get out of the car at the pool. A week or two later, he refused to leave the house if he knew we were going swimming. The staff that took him the last time he went tried to think of what might have happened to discourage him from going. They remembered that while in the pool, some motel staff had stared at him through the window of the eating area, and he had been quite uncomfortable. I don't know if X pays Super 8 something for the use of the pool for clients, or if it's good advertising for the motel. Whatever the case, I'm sure the staff that clean up after our clients and us don't get much appreciation for their efforts. A thank you card or gift along with a letter of encouragement and/or explanation as to the positive difference the pool makes in the lives of our clients would probably go a long way in preventing them from staring at clients in the future. (I'm sure most people don't like being stared at and my client is not alone in feeling uncomfortable when others stare) I do appreciate the man people who say "Hi" to my client, even though he doesn't often speak in public. I sometimes ask my client to "Give him five." And often this helps build positive interaction between client and public. A year ago, my client really enjoyed watching hockey at the arena. A guy who works there said "Hi X" a few times, and the next time I took him there my client was saying "Hi X" a few times, and the next time I took him there my client was saying "Hi X" to himself on the way in anticipating the greeting he was going to receive. It would be awesome if more people were comfortable with talking to him, and knew what a positive difference they make, bit I fear that making too much public awareness would hinder client's privacy and confidentiality. You had a question in the survey asking if the job was boring. I admit, in the beginning maybe it was, not so much boring as learning to be patient and working at the client's level. My life before that was quite fast-paced, and I always felt I had to accomplish as much as possible in a day. With this job, I have really appreciated doing some of the things with my client that I don't often take the time to enjoy for myself, like playing basketball, sledding, or sitting by the river enjoying the outdoors. I also appreciate the fact that my paycheck is always deposited into my account on time, always reliable and dependable. I also appreciate the different bonuses we have received. It seems the regular paycheques are always called for ahead of time, and the bonus helps you do a little extra one in a while. Thank you!

FINAL COMMENTS—CURRENT EMPLOYEES [CONTINUED]

- I think that if the pay gets better there would be a lot more people wanting to do this type of work. It also helps when the team works well together
- I think there has been a high turn over rate due to the nature of the business we are in. Unfortunately any position in the helping field receives low pay in relation to the responsibility. Northern Alberta's housing and living expenses are terrible. Many staff have quit and found higher paying jobs. There are those who have worked in this field to know that you will never get financially rich. We gain riches from being part of a system where people care and try to make a difference.
- I work a day program Mon-Fri 37.5 hours week. I work group home shifts on weeknights and weekends for extra money. If I was paid approximately for my job description I wouldn't have to work extra hours. On the average month I many have 2 days off and even then 2 days off and even then I may get a call available for a shift. As mentioned on the survey why are the higher ups receiving salary wages retroactively and we are constantly told by management that because of PDD, there is "no money"! We received a lump sum and that is to "tie us over for another year"? wow can management expect the front line worker to stay with the agency when most people have reached the top of their grid and can't move up anymore.
- I worked as a community living support worker for six moths. I enjoyed the time working in this position, however I am going to work in the social services field as I will graduate in June with my diploma
- I would like a pension plan to be started within the agency
- It frightens me that people who work in human services are so undervalued by society in general. We don't even bat an eyelash when a movie star or athlete is paid millions to entertain us, but we think professions like ours and other health and human service professionals are overpaid. Our own government perpetrates these beliefs by paying their support staff in government run group homes at a much higher rate than they will fund community agencies to pay their staff to do the same work. In a supposedly civilized society, there sure is a lot of inequity!
- It has been great working for this company! I strongly dislike working weekends and shift work is sometimes hard.
- Keep in mind that the wage competition is part of what keeps staff working. It is impossible to work and not be able to pay for bills. People prefer to work at McDonalds than this environment. The type of work we do here is very stressful. The other element is how to be more confident at what should be done at what time when it comes to dealing with clients behaviors.
- low wages; therefore staff shortage, stressed staff, stressed supervisors, CEOs that have lost touch. These thing are compromising client care! How can you expect people to do such an important, dangerous (a lot of times), stressful job at a low wage? This is bizarre! Perhaps the people that set the rates have forgotten who they are actually working for.... why they have jobs! That isn't advocating for persons with developmental disabilities, is it?
- Many of the clients in my house had major physical limitations. All were mentally handicapped but none were violent. The only time I dealt with a behavior problem a staff member had caused it. Hiring anyone just to have a worker in the house is unacceptable, yet this happens. When I first started working I made it my mission to make sure clients were given their rights. By the time I had to resign I was worn out.
- My schedule works very well for me, but I was hired with the agency understanding that I could not work outside the hours that I told them when being hired. I see the other ladies working very hard and many shifts to cover all the shifts. I hope a solution can be found
- One thing that would make our job less stressful in our community would be for our organization to have its own space. We are renting space in a client's home. She is a very capable individual who can make us so frustrated some days and tries to boss the other clients around!
- Our agency is one of the best I have worked for.

• **FINAL COMMENTS—CURRENT EMPLOYEES [CONTINUED]**

- Our field of work is definitely in crisis. It won't be solved immediately and will take more than extra money to solve although higher wages and bonuses would help attract new staff. I feel that front line workers are not being valued by government as they should be and maybe administration in all areas is somewhat top heavy. In the economy we have, it is very hard to attract new employees. The group homes provide as "normal" a situation as we can give. They deserve that, as our senior citizens and children do. All the groups need to be valued from the very top down to front line workers. It is our responsibility as a society to take care of our most vulnerable citizens in a respectful manner and provide the care they need.
- Supervisors need to be Professional in all areas. (Ours can't cook unless it can be "nuked"!)
- Survey is a good idea for feedback across the organization
- The agency has decided to shut down homes and move clients to other locations with new roommates and new staff. Why?
- The wage of the job needs to be seriously looked at. The wage at Tim Horton's is higher and your not working to take care of the needs of dependent people. It is a shame that a person serving coffee makes a higher income. The wage is a huge factor in the big turnover of staff. Please look at this factor. Thanks!
- There are serious incompatibilities with provincial funding which restricts client choices regarding level of independence at the same time the provincial & national standard talk about individual rights. Declaring a right and denying funding to this population creates high client to staff ratios and perpetuates poor levels of training and interagency networking. Social services has, in my experience, been part of family breakdowns as community support for clients have not been available due to finding shortages. The politics in the region are such that even if I wished to make a lateral move to another agency I doubt I would be welcomed. Unless I ere willing to work at significantly lower pay and to begin at entry level work. My experience has been that lateral moves are not acceptable in this field-agencies typically seek loyalty over qualified staff. Further that there are not funds available to attract qualified staff from outside agencies and therefore staff "coming up through the ranks" are given priority postings. Staff tend to not address ongoing issues with clients because there would be lack of follow through consequent to staff turnover & availability, time required to document and lack of interdisciplinary support. Access to physio / OT / speech therapists is very limited and restricted. Training staff to staff does not adequately meet issues raided by liability to clients or staff; nor dies it address changing needs of clients relative to poorly trained staff.
- This is a rewarding field to work in. Most of the people in this field are kind and cooperative. The stress present in most occupations (competition, time limits, . . .) is much less a part of this work (care work) If money is not highly important this type of work (care work) offers a person a change to work in a field where quality of life is important. It is unfortunate that the pay for a front line care worker is barely enough to live within a humble lifestyle. It is difficult to retain staff for wages lower than many restaurants, grocery stores . . . I have trouble getting/booking a day off because the group home I work in only has 3 full time staff. We also have 5 par time staff but those staff members have full time jobs in other agencies. Staff do not have the flexibility fro just book a day off. There is no one available to cover the shift. I don not know what the answer to this is.
- Wages are obviously a huge issue. We must find a way to increase wages on a regular basis to be able to recruit and retain staff. It is also extremely important to treat all staff equally. Unfortunately, there is a major problem in this area. There seems to be a different set of rules for certain staff. This is an extremely frustrating problem. Even when concerns are addressed directly to Supervisors, they are often taken out of context and you are named the "troublemaker". Supervisors are supposed to be specially trained to handle concerns and to listen. They take management seminars. Apparently, these seminars are not sufficient enough. This problem is one of the reasons why it is so difficult to retain staff. These issues are very important and need to be addressed. This is a serious on-going problem. It makes for very low moral within the agencies, which leads to high staff turnover.
- We don't need workshops that take our staff away. We need trainers who go into the homes and do Hands-On Training. On a Day-to-Day, as needs determines basis. Every house is different. Currently Supervisors are not equipped to do so. The field nee to be recognized as a Profession, and we need to make "Professional Caregivers" out of these people we have. And we need to begin with the Basics! Behaviorally does not solve the problem for a client who is malnourished, smelly and has not self-esteem, living in a filthy environment! Book learning is useless unless it can be applied! Thank you for the opportunity to Sound Off on my favorite subject!

FINAL COMMENTS—CURRENT EMPLOYEES [CONTINUED]

- We have become so politically correct and so involved in paperwork and documentation that we have lost sight of the real needs of our clients.
- we need a higher wage to attract people to do this and to be able to live in this city. The cost of living here is so much higher than what support makers make. I have a hard time making ends meet. If we had a higher wage we might be able to attract qualified staff. Benefits would also be nice.
- We should get a union to represent our rights as a group. To have benefits especially in this kind of job where stress is high. We need to have the same labor standards as the government. Honestly, our agency is among the worst in GP. 1. not getting paid overtime 2. takeovers don't get the same rate as regular 3. laying off shifts without any reason 4. we don't get our retro or bonuses on time, not until someone complains. 6 management philosophy is poor "business in money!"
- When I took college courses I was only able to take one year due to lack of being able to get a loan. Then I came to work for X, it was a joke . Everything I learned and spent money on I did not use any of it in the group homes. Then X hires any one anyways so I didn't need my education. That is part of the problem now, I believe. They hire anyone off the street who has no idea what this job entails or what people with disabilities are like. Now with the cost of living raising and our wages staying the same many are becoming homeless. If I didn't have my parents I would be homeless. Then I find out after nine years that a group home worker is making as much or of not more than I am.
- while I enjoy the work I do, its hard to make a good living. I have returned to school and will eventually leave this job for more pay.
- You burn out quickly in this field. On is consistently keeping an eye open for other employment although I have been in this field 10 years. I feel the time has come for me to move on and I am keeping my eyes open for the right opportunity.. Supervisors get overloaded and crabby at times. Team work would make things better, but it needs to be 100% effort at all times!
- You can make this kind of money serving coffee at Tim Horton's. They have a better benefits package. I have done sleep over and staff do not have a proper bed but we are expected to work at shifts after not having a good night's sleep.
- You had a question in the survey asking if the job was boring. I admit, in the beginning maybe it was, not so much boring as learning to be patient and working at the client's level. My life before that was quite fast-paced, and I always felt I had to accomplish as much as possible in a day. With this job, I have really appreciated doing some of the things with my client that I don't often take the time to enjoy for myself, like playing basketball, sledding, or sitting by the river enjoying the outdoors.
- I have worked in this industry for 15 years. My experience in northern Alberta coming from the east cost was shocking. The low pay, transportation issues and lack of funding for clients, limited medial resources and general disorganization within the system. The system in Northern Alberta is overtaxed. The need is greater than the resources available, this includes staffing. The unavailability of doctors and professionals in this area in programming compounds negative behaviour incidents within the group home. This adds to staff stress and staff injury. The pay is terrible--they cannot continue to work just because they love what they do, they need to be better compensated.

FINAL COMMENTS—PAST EMPLOYEES

- I was a very good employee and loved my job. Its too bad that senior staff are given such leeway on the rules and new staff are punished for following them. It is also sad that new ways of doing things are not accepted into consideration. I was well as other staff who were "let" could have brought this organization to much higher levels of happiness for residents and staff.
- Thank you for studying and addressing this issue. I believe that the solution to this problem is simple: PAY! FUNDING! Front line workers are paid less than the people pouring coffee at Tim Hortons. This job requires a lot of skill and patience, and has a high emotional and physical cost of front line workers. In a province so rich it can afford to offer massive corporate tax breaks and hand out \$400 cheques--it is horribly unethical that our marginalized and vulnerable are cared for by burn-out, uneducated, people. Where is the "Alberta Advantage" for people with developmental disabilities? Another key issue that must be addressed is the current labour law "exception" stating that group home workers can work up to 12 hours in a days before they are eligible for overtime. This practice is exploitative and abusive. Many of the individuals we work with have challenging behaviours and or physically violent. By the end of a 12 hour shift, you are expected to offer proper care. The answer to staff turnover in services for people with developmental disabilities is to begin valuing their care by offering competitive wages to staff and adhering to standard labour laws. The agencies need to begin advocating for their front line staff!! Or we need to unionize!
- The house supervisor resigned shortly before I left and was replaced by someone who had no training for her position. Although I was only casual, I felt I knew more about the company policies than she did. The new supervisor asked me questions about how to run the home. She also spoke right in front of the clients about how, although she had only been there for a couple of weeks, she wasn't sure if she was going to stay. She seemed afraid of the high behaviour clients. The coordinator never returned messages, or at least not for a few days if she did. My community access client moved to a respite home where several of the staff were observed sitting and visiting about their personal lives and not including the clients much in their conversation. Workshops were not run too often, or at convenient times. Because they couldn't be flexible, I had to take time off my other job to attend a full day workshop that could have been done in half a day. However, the clients were very enjoyable to work with and the original house supervisor was an incredibly dedicated and inspiring women.
- This job is very stressful due this people should always take breaks for themselves. There should be more structure. I understand that clients have rights but staff do also! Everyone must follow the same rules in their life. I felt that where I was the clients were always right and could never do any wrong, this caused more stress for the staff. Working as a team is very important--nobody should ever feel that they can't speak up when upset. Group sessions should be important. Be professional and deal with the problem rather then speaking with others who are not involved
- This survey brought back a lot of very negative memories. I very much regret ever working for this agency. I doubt I would ever be able to respect someone who works there or ever get over this experience. This was the worst job of my life. It was demoralizing and petty and had a negative working environment
- Very discouraging to work with people who don't respect their co-workers and residents (no shows and late) no phone calls or explanations. Some would come back because we were so short staffed but it was a guessing game from day to day was to if they would show. Some would disappear and return only to get their checks. Female dominated staff tried to keep and attract men they had by giving them 1st choice for shifts. It was unfair and it didn't keep them here anyway. Everyone was overworked and can be short tempered with one another
- There certainly should be paid sick days. Also it seems we were either begging for hours or days off depending on what the supervisors and office staff required for their convince. Very little genuine concern for the workers. Some supervisors were great but encouragement from co-coordinators was almost non-existent. I write not for myself but from watching long time with experienced staff give beyond the call of duty, receive no credit and at times even reprimanded.

FINAL COMMENTS—EMPLOYERS

- A high proportion of staff turnover in GP is due to the habit of people here when things are "booming" to gorge one another. Fuel prices, services, and utility, housing and rents are so inflated here with no reasonable explanation except GREED! I have lived here since 1973 and every time the economy booms, the same thing happens. SHAME!
- As an employer there is a lot of paperwork to make sure that we are in compliance with CET standards, facility standards, agency policies and procedures etc. I feel that the above have to be reviewed with all program supervisors in order for everyone to be on board. There is not enough time in a day to make sure that everyone is done. Since I've been here 7.5 years ago my work load has increased substantially, and try to delegate but everyone's work load is too much
- In Grande Prairie this field does not pay competitively. Therefore agencies are understaffed. many of the staff we do employ are inexperienced, and under qualified. The bar needs to be raised. expectations have to increase. If diplomas or social degrees and experience are required then we need to compensate fairly for this. In turn more highly qualified staff are attracted to this field and the quality of care increases
- Unless there is more money put into the field our current staffing crisis will only get worse. The high turnover rates mean we are spending huge amounts of money and time trying to recruit and train new people. In many cases the people we hire have no background in the field and require more training than staff we hired in the past. This puts added strain on the supervisors and co-workers who end up carrying the load while they (new employee) are brought up to speed. This also means that a
- More Money For House Renovations* Some, if not all, of the houses are old and a lot of them need not just maintenance, but also renovating. I have had the majority of my experience in two of he houses. The first house ins fairly new; however, because the clients in that house have behavioural issues (they're violent) there are a lot of things, that were agreed to be necessary for staff and client safety, that have not been done. It was agree almost a year ago (come July) that breakable things (like hanging lights, glass) should be either covered in a protective case or replaced. As the society does not have enough money to do these major renovations, all they can afford is to get a painter to paint over the dents in the walls. You have not idea how stressful it is when you go into a house for 8 hours knowing that despite your best efforts, at least one violent outbreak will occur, and that your safety is not an issue. That glass, china, and other object will be thrown at you. That things like the TV or radio will be broken and the other clients (and the client that broke it, after they calm down) will miss it so much. The clients can't be help what they do when they get angry, but when they've calmed down they sincerely regret it. Knowing that at least half the damage could have been prevented makes my heart ache. The other house is simply old and needs a lot of work to bring it up to scratch.

APPENDIX:
SURVEYS AND COVER LETTERS