



# Benchmark survey of HR capacity and practices

## Introduction

You are invited to participate in a study of human resource management practices in Ontario's developmental services sector. This survey is part of a larger study by researchers at Queen's University into the role and practices of staff in promoting greater social inclusion, choice and independence for people with developmental disabilities.

The purpose of the research is to develop a better understanding of the current state of HR practices and organizational capacity in the developmental services sector. Researchers at Queen's are working in partnership with the Provincial Network HR Sub-Committee in support of the initiatives by the Developmental Services Human Resource Strategy.

**Who should complete this survey?** This survey is designed for organizations that provide developmental services in Ontario. The person with primary responsibilities for human resource management in the organization should complete the survey.

**How long will the survey take?** Participation in the survey is strictly voluntary. On average, completing the survey will take 45 minutes. The information gathered from the survey will be kept strictly private and will not be used for any purpose other than the objectives of this research project.

**What are the benefits of participation?** These surveys will establish an important benchmark of human resource practices. While you may not benefit directly from participating, results from this study will help improve human resource practices in the sector. Improvements in these areas will lead to enhanced

quality of work-life for agency staff, and ultimately, a better quality of life for people supported.

**What will happen to my information?** All information provided through this survey will be kept confidential and secure by the researchers at Queen's University. The original responses and data will not be shared with any third party. The research will result in accessible reports made freely available to all key stakeholders and participants.

**Confidentiality.** Survey responses are strictly confidential. The researchers will protect the identity of all participants and organizations. The identities of individuals and organizations will not be disclosed in any way in articles, presentations or other reports stemming from this research.

Your participation is very important to this study. If for any reason you do not feel comfortable answering a particular question, you can leave it blank.

**What happens if you choose to withdraw from the study?** Participants have the unconditional right to withdraw from the study at any time. Should you choose to withdraw, any information that you have provided will be destroyed and excluded from the study.

**Who can I contact for more information?** Should you have questions about this project, please contact Robert Hickey (613-533-6485) with questions. For questions, concerns or complaints about the research ethics of this study, contact the chair of Queen's University General Research Ethics Board, (chair. GREB@queensu.ca) (613) 533-6081.

## Provincial Network HR Sub-Committee & Queen's University - A Research Partnership

For the past four years, the Provincial Network HR Sub-Committee and researchers in the School of Policy Studies at Queen's University have had a working partnership to advance our mutual interests in the field of human resource practices in the developmental services sector. The Benchmark survey of HR capacity and practices continues the work of this partnership.

We plan to publish results of this survey in April, 2013 and it will be available to all stakeholders for free.

### Key terms

**Primary employee group:** This survey uses the term "direct support employee" or "direct support professional" to reference the primary employee group responsible for the delivery of services and supports by organizations. Please refer to your own organization's primary employee group in response to these questions.

For example, agencies which focus on family supports should consider the classification of employees who provide direct family supports. Likewise, agencies which specialize in clinical supports should focus on clinical employees in reference to primary employee group providing direct supports and services.

**Subjective measures:** The survey is designed to collect information from the perspective of the person with primary responsibility for human resource management at developmental service agencies. Please respond to questions as you currently see them,

not how you would like them to be.

**Estimates:** You may not know the exact figure for some questions. Please provide your best estimate. If you are uncomfortable making an estimate, you may leave the answer blank. Reviewing agency records to get the exact answer would require too much time and is not necessary.

**Consent:** Completion and submission of this survey assumes consent on the part of the participants. The front cover of the survey packet outlines your rights as a survey participant and the responsibilities of researchers in this study to protect the confidentiality of survey participants.

The General Research Ethics Board at Queen's University has reviewed and approved the research protocols for studying human resource and labour relations practices in the developmental services sector, including this survey.

### Acknowledgements

This research is supported by a grant from the Social Sciences and Humanities Research Council (SSHRC). Additional research support was provided by the Multidimensional Assessment of Providers and Systems (MAPS). MAPS is a research program to inform the assessment of services and supports for adults with intellectual/developmental disabilities in Ontario, Canada. MAPS ([www.mapsresearch.ca](http://www.mapsresearch.ca)) is supported by a research grant from the Policy and Research Analysis Branch in the Government of Ontario's Ministry of Community and Social Services.



# MAPS

MULTIDIMENSIONAL ASSESSMENT  
OF PROVIDERS AND SYSTEMS

## Section 1: Agency characteristics

1. Agency name: \_\_\_\_\_.

2. Is this organization primarily involved in providing developmental services to people in Ontario?

Yes  No

(If no, primary sector: \_\_\_\_\_)

3. Is your (the person completing the survey) primary responsibility (>70 percent of your time) human resource management (HRM)?

No  Yes

4. How many staff have a primary assignment (>50 percent of their time) in HRM?

\_\_\_\_\_

5. Is HRM treated as a distinct function in the agency (for example, HR constitutes a department or formal managerial designation)?

No  Yes

6. Does your agency use a computerized HR information system, HRIS (for example, PeopleSoft)?

No  Yes

(If yes, software name: \_\_\_\_\_)

7. Does your agency participate in a regional HR network among developmental service providers?

No  Yes

8. Please provide the following information for full-time and part-time employees at your agency.

	Regular	Casual / relief	Number of separations in past year	Turnover rate	Current vacancies	Direct support starting pay/hr	Direct support average pay/hr
Full-time				%		\$	\$
Part-time				%		\$	\$

9. Does your agency use a computer-based system for internal communication and data management?

No  Yes

10. Do direct support employees use computers in the performance of their duties?

No  Yes

11. Please indicate whether your organization uses technology to manage the following HR functions.

	Yes	No
Recruitment	<input type="radio"/>	<input type="radio"/>
Selection (applicant tracking)	<input type="radio"/>	<input type="radio"/>
Attendance	<input type="radio"/>	<input type="radio"/>
Discipline	<input type="radio"/>	<input type="radio"/>
Training and development	<input type="radio"/>	<input type="radio"/>
Job evaluation	<input type="radio"/>	<input type="radio"/>
Employee performance	<input type="radio"/>	<input type="radio"/>
Grievance handling	<input type="radio"/>	<input type="radio"/>
Benefits administration	<input type="radio"/>	<input type="radio"/>
Scheduling	<input type="radio"/>	<input type="radio"/>
Leave entitlement (vacation, sick...)	<input type="radio"/>	<input type="radio"/>
Employee recognition	<input type="radio"/>	<input type="radio"/>
Talent management	<input type="radio"/>	<input type="radio"/>
Succession planning	<input type="radio"/>	<input type="radio"/>
Quality assurance measures	<input type="radio"/>	<input type="radio"/>

## Section 2: Human resource practices

12. Please indicate your agreement or disagreement with each statement about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The agency has a comprehensive set of formal written policies (e.g. abuse reporting, job evaluation procedures, attendance, civility in the workplace, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most employees are very familiar with the agency's mission and vision statements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization uses multiple channels to communicate with employees (e.g. newsletter, staff meetings).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency has a formal program of peer supports for direct support employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization has a very effective system for communicating with employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency provides training in active listening.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Widely dispersed work locations is a serious challenge for communicating with employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of employees have participated in an agency sponsored social event in the past year?					%
What percentage of the workforce receives a strategic communication from management on a weekly basis?					%

13. Please indicate your agreement or disagreement with each statement about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The agency does a good job matching direct support workers with people supported.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Filling vacant shifts is often more urgent than matching employees with the people they support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The collective agreement (or established practices in a non-union agency) prevents individualized matching.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency has a formal procedure for assessing compatible interests and personalities when matching.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of the people receiving supports are involved in the selection of their direct support worker?					%

## Section 3: Recruitment

14. Please indicate the frequency of recruitment from the following sources.

Use of recruitment sources	Used frequently	Used sometimes	Never used
Newspaper advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-line sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College DSW or equivalent program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Referrals from current staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please indicate the effectiveness of the recruitment sources. ('Effective' means the agency successfully recruits qualified candidates from this source.)

Effectiveness of recruitment sources	Not at all	A little	Moderate	A lot	A great deal
Newspaper advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-line sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College DSW or equivalent program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Referrals from current staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Does your agency have an annual budget for recruitment?

No       Yes (\$ \_\_\_\_\_)

17. How much does it cost to recruit, screen, and train a new direct support employee? (Please estimate.)

\$ \_\_\_\_\_ per new employee

18. Does your agency have a formal (written) succession plan for the following positions?

Executive director       No       Yes

Senior managers       No       Yes

19. Does your agency have a formal mentorship program?

No       Yes

20. Please rate the current labour market pool for direct support professionals in your area.

No qualified candidates	<input type="radio"/>
Few qualified candidates	<input type="radio"/>
A sufficient pool of qualified candidates	<input type="radio"/>
A good pool of qualified candidates	<input type="radio"/>
Many qualified candidates	<input type="radio"/>

## Section 4: Selection

21. Please indicate your agreement or disagreement with each statement about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The agency selects the best all around candidates when recruiting employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency places priority on a candidate's potential to learn when recruiting employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selection emphasizes traits and abilities required for providing high quality supports and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal candidates have priority for job openings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Qualified employees have good opportunities for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The values and beliefs of this organization are discussed in interviews with potential employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees of this organization are involved in the hiring of their peers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selection process uses behavioural-based interviews to identify the competencies of the applicant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of job applicants does your agency eventually hire?					%
What percentage of job applicants undergo more than one interview before being hired?					%
What percentage of the workforce is administered an employment test prior to hiring?					%
What percentage of job applicants are interviewed by people receiving supports?					%
What percentage of employees hired successfully complete probation?					%

22. Which of the following promotion decision rule does your agency follow most often?

- merit or performance rating alone
- seniority only if merit is equal
- seniority among employees who meet a minimum merit requirement
- seniority
- management determines best match with person supported
- person supported decides

## Section 5: Benefits

23. Please indicate whether the following benefits are offered to employees

	Full-time regular		Part-time regular	
	No	Yes	No	Yes
Supplemental health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prescription drug	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee assistance program (EAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RRSP or defined contribution pension	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defined benefit pension plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Child care assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary premium in lieu of benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Do employees share the costs of benefit premium payments?       No       Yes

(If yes, what percent on average: \_\_\_\_\_%)

## Section 6: Measurement practices

25. Please indicate your agreement or disagreement with the following statements about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The measurement of an employee's performance on the job is a priority for this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The measurement of occupational safety is a priority in this agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization makes a point of keeping track of factors that it considers critical for success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The measurement of turnover and absenteeism is a priority in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency measures the personal outcomes of people supported.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of your workforce is in a job that has undergone a formal job analysis?					%
What percentage of the workforce completes surveys measuring employee morale (i.e. satisfaction, trust in management, loyalty)?					%

## Section 7: Team-based HR practices

26. Please indicate your agreement or disagreement with the following statements about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The development of teams is an important element of this organization's human resource strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This agency supports team development and training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee suggestions are implemented in full or in part within this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision-making by non-managerial employees is encouraged in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering involvement in decision-making at all levels of this organization is an important element of HR strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a decision might affect employees, the agency asks them for opinions in advance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of employees in your organization work in semi-autonomous groups (i.e. groups with a high level of responsibility)?					%
What percentage of employees in your organization work in problem-solving teams (i.e. teams with responsibility over a narrow range of issues)?					%

27. Please indicate your agreement or disagreement with the following statements about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The findings from employee surveys are communicated to members of this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization keeps secrets from employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about how well the organization is performing financially is shared with employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Government knows more about this organization than our employees themselves do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees share ideas and information about how the organization can improve services and supports.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of the workforce is included in a formal information sharing program (e.g. internal newsletter)?					%
What percentage of the workforce is formally notified about how the organization is doing?					%



## Section 8: Work organization

28. Please indicate your agreement or disagreement with the following statements about your agency.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Supervisors and direct support discuss ways to help build social capital of the people supported by the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct support workers are more familiar with the disabilities of the people they support than their social roles and interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisals are primarily focused on compliance with safety regulations and personal care tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct support workers are trained to recognize opportunities for community connections.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most direct support workers are primarily concerned with keeping people safe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New employee training primarily focuses on compliance with safety regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct support workers see the people the organization supports in their valued social roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most experienced direct support employees know how to balance the right of self-determination with the safety and protection of the people supported.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In agency-based trainings, we talk about community organizing and community development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliance with Quality Assurance Measures has resulted in a focus on safety and security and less on soical roles and community development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency is very active in advocating for the rights of people with developmental disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The agency does not staff community development programs due to lack of funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Please answer the following questions regarding work organization at your agency. (Best estimates.)

What percentage of work time for a typical direct support employee is spent on personal care tasks?	%
What percentage of time for a typical direct support employee is spent on helping people build relationships and social roles in the community?	%
What is the average number of hours of training for direct support workers in health, safety, and personal care tasks in the last 12 months?	hours
What is the average number of hours of training for direct support workers in community development, choice making, and social inclusion?	hours

## Section 9: Employment structure

30. In the past three years, has the reliance on part-time, casual, or relief employees changed?

Decreased a lot	Decreased slightly	Remained the same	Increased slightly	Increased a lot
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Please indicate how much the following factors have influenced the decision to use casual or relief employee as opposed to regular, full-time employees?

	Not at all	A little	Moderate	A lot	A great deal
To save costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To screen for a full-time position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To fill in for absences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To accommodate preferences of people supported	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To fulfill employee wishes for flexible hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To buffer the full-time workforce from layoffs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 10: Health and Safety

32. Does this agency use WSIB or a private carrier for workers' compensation insurance?

- WSIB                       Private insurance carrier

33. How many lost-time injuries occurred in the past twelve (12) months?

\_\_\_\_\_

34. Has the agency calculated the average total cost of a lost-time injury claim?

- No                       Yes

35. If yes, what is the average total cost of a lost-time injury claim?

\$ \_\_\_\_\_

36. Does the agency have a formal system for tracking health and safety performance indicators?

- No                       Yes

37. Does the agency provide more health and safety training for employees than required by law?

- No                       Yes

38. Are health and safety policies at this agency developed jointly between managers and employees?

- No                       Yes

## Section 11: Performance management

39. Please indicate your agreement or disagreement with the following statements.

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
Performance appraisals provide employees feedback for personal development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisals are based on multiple sources (supervisors, people supported, self, coworkers, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisals are based on objective, quantifiable results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors do not meet with employees to set employees' personal goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfying people supported is the most important work guideline.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors conduct performance appraisals in the way intended by HR policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting the individual plans of people supported is emphasized in performance appraisals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What percentage of the workforce receives formal performance appraisals?					%

40. How often does a direct support employee receive formal feedback or coaching from a supervisor?

Never	Once a year	Every few months	Monthly	Every few weeks	Weekly
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. How would you rate your agency's performance over the past three years to other organizations in the developmental services sector?

	<b>Much worse</b>	<b>Worse</b>	<b>About the same</b>	<b>Better</b>	<b>Much better</b>
Quality of support, services or programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of new supports, services or programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to attract essential employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain essential employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction of people supported.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engagement with people / families on wait lists.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relations between management and other employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relations among employees in general.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 12: Performance management

42. Please indicate the frequency of use for the following performance appraisal methods:

Method	Used frequently	Used sometimes	Never used
Essay evaluation method	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behaviourally anchored rating scales (BARS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance ranking method	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management by Objectives (MBO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
360 degree performance appraisal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behavioural observation scales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balanced scorecard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peer evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feedback from person supported	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Please indicate the purpose and effectiveness of the performance appraisal methods used at your agency.

Use of performance appraisal data	Not at all	A little	Moderate	A lot	A great deal
Determine compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify training needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Validate procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Effectiveness of performance appraisal data	Not at all	A little	Moderate	A lot	A great deal
Determine compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify training needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Validate procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 13: Employee relations

44. Are any employees at your agency represented by a union?

- No       Yes

45. What percentage of the workforce is represented by a labour union?

\_\_\_\_\_ %

46. For direct support workers not represented by a union, is there an employee representation committee (ERC) or equivalent association?

- Yes       No (Skip to # 48 on next page)

- Not applicable (Unionized as noted in #44.)

47. Indicate your agreement or disagreement with the following statements about employee relations.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Non-union ERC/union representatives at this agency can be relied upon to live up to the commitments they have made to management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives at this agency are strong advocates for the people we support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives at this agency can be trusted to act with honesty and integrity in their dealing with management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives at this agency are respected by their fellow employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives are sincere in their attempts to understand management's point of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives have an "us versus them" attitude towards management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives here help find ways to improve services for the people we support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives here act in ways that are not in the best interests of the people we support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-union ERC/union representatives at this agency use problem solving techniques to address workplace issues with management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the non-union ERC/union has a positive impact on the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the non-union ERC/union has a positive impact on the employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the non-union ERC/union has a positive impact on the people we support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, management has a constructive working relationship with the non-union ERC/union.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 14: Training

48. Please indicate your agreement or disagreement with the following statements.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Providing employees with training beyond that mandated by government regulations is a priority.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization subsidizes, assists or reimburses employees for training or courses taken outside of the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in this organization receive additional compensation for training they get outside the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This agency has a strong relationship with local college-based DSW program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Please provide your best estimates for the following questions about training.

What percentage of this agency's <b>direct support</b> employees received training beyond that mandated by government regulations in the last 12 months?	%
What percentage of this agency's <b>supervisory</b> or <b>managerial</b> employees received training beyond that mandated by government regulations in the last 12 months?	%
What is the average number of hours of training beyond that mandated by government regulations received by a <b>direct support</b> employee in the last 12 months?	hours
What is the average number of hours of training beyond that mandated by government regulations received by a <b>supervisory</b> or <b>managerial</b> employee in the last 12 months?	hours

50. Please answer the following questions regarding training and development.

Is there a formal on-boarding program for new employees?	<input type="radio"/> No <input type="radio"/> Yes
How many days of orientation does a new direct support employee receive?	days
How many weeks does it take for a full-time direct support employee to become fully competent on the job?	weeks
What percentage of employees have an annual personal learning plan?	%
What percentage of your workforce participates in a formal mentoring program?	%
What percentage of new hires have a DSW or equivalent educational qualifications?	%

51. How much did the agency spend on training in the past year? (Please estimate)

\$ \_\_\_\_\_

52. Over the past 3 years, has the training budget...

Decreased     Remained the same     Increased

## Section 15: HR Professionals

This section asks questions about your personal background and training as an HR professional. Your answers are strictly confidential and will be used to provide an overall profile of HR professionals in the sector.

53. Please indicate your gender

Female     Male

54. How many years you have worked in the sector?

\_\_\_\_\_ years.

55. How many years you have worked at this agency?

\_\_\_\_\_ years.

56. Have you worked as a direct support employee?

No     Yes

57. How many years have you worked in HR?

\_\_\_\_\_ years.

58. Do you plan to retire in the next five (5) years?

No     Yes

59. How often do you communicate with other HR professionals in the developmental services sector?

Very rarely or not at all	<input type="radio"/>
A few times a year	<input type="radio"/>
Once a month	<input type="radio"/>
Once a week	<input type="radio"/>
Several times a week	<input type="radio"/>

60. What is the most **challenging** aspect of your job?

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61. Do you hold a CHRP designation?

No     Yes

62. Do you hold a college diploma in HR?

No     Yes

63. Do you hold a university degree in HR?

No     Yes

64. Do you hold a graduate degree in HR?

No     Yes

65. How many hours of training / professional development did you attend in the last twelve (12) months?

\_\_\_\_\_ Hours

66. Overall, please rate your job satisfaction?

Very dissatisfied	<input type="radio"/>
Dissatisfied	<input type="radio"/>
Neutral	<input type="radio"/>
Satisfied	<input type="radio"/>
Very satisfied	<input type="radio"/>

67. What is the most **rewarding** aspect of your job?

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Thank you! Your participation in this survey is greatly appreciated. The information you have provided will help us understand the current state of human resource capacity and practices in Ontario's developmental services sector. The research team is working with officials from the Ministry of Community and Social Services, families, people supported, executive directors, HR managers, and other stakeholders on this project.



The goal of this research project is to get a better understanding of current HR practices and of the organizational capacity of HR functions. Results of this survey will be published in the Spring of 2013.

To submit your completed survey, please follow any of the following methods depending whether you have completed a paper copy or electronic version of the HR manager survey.

If you have completed the survey using a **paper copy format**, please send the completed survey to Queen's:

Mail to: Robert Hickey  
School of Policy Studies  
138 Union Street  
Queen's University  
Kingston, ON K7L 3N6

If you have completed an **electronic version** with the fillable PDF form, you can email the completed form directly to Robert Hickey at Queen's University;

1. If you use a computer based e-mail software such as Microsoft Outlook, you can electronically submit this form by clicking on the submit button below. Doing so automatically attaches this form to an e-mail and sends it to the research team at Queen's University.
2. You can also submit the survey electronically as an attachment to an e-mail manually. First, save the completed form to your computer. Attach the file to an e-mail using a computer or web-based e-mail system. Please send the e-mail to [hickeyr@queensu.ca](mailto:hickeyr@queensu.ca). Please put "HR Manager Survey" in the subject line.

The information you provide will remain strictly confidential. Researchers at Queen's University do not allow any third parties to access the original survey responses. Researchers will analyze the responses from all HR managers across the province to better understand the current state of HR capacity and practices in Ontario's developmental services sector. The reports will not include any information which could identify individual HR managers or organizations. Survey participants will receive a copy of the report. If you have any questions or concerns, please do not hesitate to contact the principal investigator, Robert Hickey.

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