**St. John Ambulance**

**2021 Employee Survey Results**

Assessment and Report Prepared by:

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Executive Summary

Civility Partners was contacted by St John Ambulance because of some markers pointing to a negative work environment. The survey was created after interviews with several leaders to gain background on St John Ambulance (SJA) and built using measures from our library. In addition to the online survey our team interviewed members of the workforce who were selected at random. There were 83 respondents to the survey and 10 interviewees.

Identified Strengths

The survey revealed that 95% of your workforce enjoys the work they do, believe their work is meaningful and the organization is making a difference, and are satisfied with their job tasks and responsibilities. Flexibility and autonomy also received high marks.

You are doing well with new hires; they rate SJA very positively. This is also an opportunity for improvement, as they rate SJA much more positively than all other lengths of service across the board. Employees appear to become disenchanted at the one-year mark, and progressively become so over time.

Supervisors and managers received high marks and were also cited as one of the top three reasons people stay at SJA. They are doing well at listening to their employees, communicating about department goals, providing guidance to overcome challenges, creating a positive and collaborative atmosphere, and are trusted to respond to concerns about equity and inclusion.

Interestingly, while Operations received many negative comments in the open-ended questions, they are significantly more positive about feeling safe to be their whole selves at work than other departments. They are also most satisfied with the work they see from others and with the flow of communication in their department.

Identified Opportunities for Improvement

**1. SJA is lacking in a culture of respect, trust, and collaboration.**

These items received significantly lower scores than all other items in the engagement and relationships measures. Almost 60% of your workforce, for example, disagreed with the statement, “The organization's culture is collaborative.” When asked about how long respondents intend to stay, 20% plan to leave in the next 6 months or are already looking for another job.

Roughly 77% of your workforce is “satisfied” or “very satisfied” with SJA and would recommend it as a good place to work. While this isn’t awful, we consider 85% to be the minimum goal for positive responses so you can build into the 90% range from there.

Teams seem to do well internally, but departments are siloed and there is a lack of collaboration between departments. This causes inefficient communication and roadblocks when trying to complete work. In addition, employees called out specific departments that were challenging to work with, including

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**2. There is a lack of trust between the employee level and management/leadership level.**

Respondents seek more information from leadership about how and why decisions are made, future goals for the organization, how to get raises and promotions, and hiring. They do not feel comfortable raising concerns to Sr Management/HR/CEO. However, the number of open-ended comments and feedback received is a good sign that employees are willing to trust - they’re putting it all on the table and waiting to see what happens. Addressing the survey results will certainly increase trust.

**3. There are disparities between genders.**

While 94% of your workforce “strongly agreed” or “agreed” that they feel physically safe at work, when controlled for gender only 30% of women perceive themselves to be safe compared to 80% of males. This is an issue to dig into, as the open-ended questions and interviews did not reveal additional insight.

Women are also significantly less likely to report feeling inspired, feeling part of the organization’s goals, and clarity on SJA’s vision and mission. Only 36% of women “strongly agreed” that SJA cultivates a welcoming environment where all are valued, compared to 63% of men.

**4. There are disparities among tenure.**

Those with 5+ years rate SJA the lowest in engagement and internal communication, and significantly lower in relationships. In addition, none of them “strongly agree” that they trust leadership’s decisions and only 10% of them “strongly agree” that coworkers get along well.

Those employed between 2-5 years rate SJA the lowest in job satisfaction and diversity & inclusion, and none of them “strongly agree” SJA encourages differences of opinion. Overall, this group is the least inspired, as they rated the lowest on questions related to inspiration within the engagement measure.

No employees between 1 and 2 years “strongly agree” that they have a part in accomplishing SJA’s goals. **5. Performance management is lacking.**

Where supervisors and managers are doing well at creating collaborative teams, they rated low on conversations about professional growth and how to improve performance. Supervisors may not have the tools to have those conversations, given that roughly half of your workforce is “dissatisfied” or “very dissatisfied” with the process for evaluating performance or possibilities for career progression.

**6. Bullying is an issue at SJA.**

46% of respondents reported personally experiencing or witnessing this behavior within the last year. There are also multiple comments about it, some mentioning being on the receiving end of this behavior from the manager/leadership level. There is also a perception that the behavior is not addressed appropriately if all.

7. **More than half of employees are not satisfied with the total compensation package.**

Employees perceive compensation inequity externally and internally. They perceive their pay lower than the market, and also that it’s not allocated fairly across your workforce.

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**8. Job satisfaction is generally low.**

This measure received low marks across it and only one item received an 85% positive response (job tasks and responsibilities). SJA is perceived as inefficient, and employees cite that the inefficiencies slow down productivity and hinder collaboration.

9. **Internal communication is not flowing.**

This area also received low marks across the measure, and none of the items received an 85% positive response rate. Employees seek much more information flow between departments, and about the company itself. They also seek more information about job expectations and opportunities to grow. Employees are also vying for training.

Recommendations

Below are just a few ideas to help you make positive change; because we’re working with you to develop a strategic plan, we did not take too much a deep dive. Other, and more specific, recommendations will manifest during the strategic planning sessions. The options are virtually endless, and it’s our job to help you determine highest impact action items and organize them into a digestible plan.

**1. Leadership must focus specifically on building confidence in their leadership and communicating about the company’s successes/failures and financial standing**. By actively communicating about the survey results, the action team, and engaging in the action items this area will naturally improve. One “low-hanging fruit” is to share the company’s successes, failures, and finances at the very next all-staff meeting and leave it as a rolling agenda item moving forward.

**2. A key recommendation that will address many issues is a comprehensive performance management system (PMS). It will increase communication, trust, engagement and loyalty, relationships, and more.** A comprehensive program includes ongoing feedback, defining growth opportunities, career mapping, clarity on skills needed to move through the map (competencies), manager/supervisor training on coaching, recognition programs, and quarterly performance check-ins.

Our team has much experience creating these programs using best practices and ensuring maximum impact. Our assistance will help you avoid common pitfalls, such as not utilizing up to date job descriptions, not including company core values, and not tying performance to organizational goals.

Whatever you do, **managers and supervisors need training on collaborative conversations, coaching, and employee recognition**.

**3. Establish programs to break the departmental silos and increase communication.** Department heads might consider meeting once per week, or every other week, to get on the same page and share information that can be disseminated to the lower levels. One of our clients breaks silos by holding 15 min GROW meetings each Monday morning, where one assigned individual shares a *g*oal, the *r*eality (where they are in accomplishing the goal), *o*bstacles, and their *w*ay forward or *w*ins. They also include an open forum for shout-outs and thank yous.

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**4. Create core values, create actions to bring them to life, and hold people accountable to living them by engraining them into your culture.** As we discussed previously, we can assist you in bringing the entire workforce into the process of writing core values to create buy-in. We’ve already got a long list of ideas from the survey results. Once created the core values should appear as objectives on your strategic plan with goals and actions, so that building them into the culture becomes part of the process.

**5. Implement training for your entire workforce in areas such as communication, civility, unconscious bias, and allyship. Managers should receive an additional training** on proactively engaging in building a positive and inclusive work environment. Civility Partners provides training programs in these areas.

**6. Implement a leadership and management training for your managers and supervisors.** Managers are doing well maintaining collaborative work environments; however they need additional skills in proactively building employee engagement, communicating across departments, inclusivity, managing behavior and performance, coaching employees engaging in toxic behavior, holding one-on-one’s to understand employee needs and goals, and much more.

**7. Develop and offer training in the topics your employees have identified.** Employees identified they’d like more training on procedures, sales, communication, collaboration, management and leadership, work-life balance, diversity and inclusion, and business management. Many of these topics are offered by Civility Partners.

**8. Implement a way for employees to anonymously file complaints and share grievances.** Employees are witnessing bad behavior regularly, and coupled with not feeling comfortable to share concerns with leadership or HR, this situation will continue to fester. We wholeheartedly recommend Speakfully, an online platform that provides a place for anonymous grievances, but also provides analytics related to company culture.

**9.** The Operations Department and specific staff members in that department were called out for toxic behavior. In that Maureen is a director we recommend that **Maureen go through our Abrasive Leader coaching program**. See here for more information.

**10. Conduct focus groups with women to understand why they’re less likely to feel physically safe at work, and what they need to address it.**

**11. Update your total compensation and rewards package.** While you already had a sense that employees were unhappy about pay, it might be important to conduct a formal compensation analysis to see just how below the market you are. If you are not able to increase compensation due to budget restrictions, there are many other budget friendly ways to show employees you value them (e.g., additional PTO, low cost add on’s to insurance, allowing employees to select two extra holidays of their choice – which also assists in inclusion).

**12. Hold focus groups to uncover inefficiencies in processes and how to overcome them.** The action team may do some of this work, but it may also be useful to have a team focused specifically on making your internal processes more efficient.

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Survey Analysis

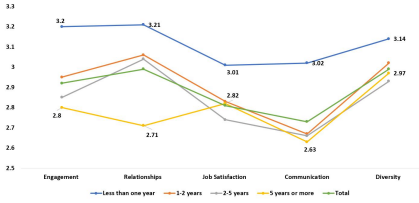
Participant Demographics

24.7% of respondents were male (n=19), 61.0% female (n=47), and 14.3% (n=11) decline to state.

| **33.3%**  **35.0%**  **30.0%**  **24.0%**  **25.0%**  **21.3% 21.3%**  **20.0%**  **15.0%**  **10.0%**  **5.0%**  **0.0%**  **Less than one year 1-2 years 2-5 years 5 years or more** | **60.0%**  **55.8%**  **50.0%**  **40.0%**  **30.0%**  **20.8%23.4%**  **20.0%**  **10.0%**  **0.0%**  **Operations Marketing or BD Learning** |
| --- | --- |

On average, employees who’ve worked for SJA for less than one year perceive SJA in a more positive light than all other groups. Further, employees who’ve worked at SJA for five+ years perceive their relationships as less positive than all other groups.

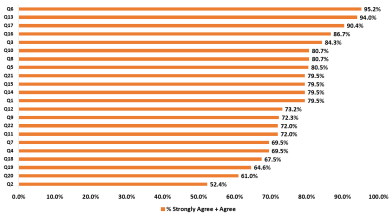
Employees who've worked for less than one year have higher *engagement* scores than those who’ve worked for 2 to 5 years, and for more than 5 years. Employees who've worked for less than one year have higher *relationship* scores than those who’ve worked for more than 5 years.

There are no statistically significant differences for gender or department at this global level. 

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Employee Engagement

We consider both “strongly agree” and “agree” to be positive responses. Below are all items on the employee engagement scale, ranked in order from largest positive response to lowest. (See the strengths and opportunities for improvement sections below for the items.)



*Strengths*

An 85% positive response (“strongly agree” or “agree”) was received on the following items: • *Q6: I enjoy the work I do.*

• *Q13: I feel physically safe at work.*

• *Q17: I have the right amount of flexibility in my work schedule.*

• *Q16: I have the right amount of autonomy in my work.*

• *Q3: I can openly communicate with my immediate supervisor even if things are going wrong.*

*Opportunities for Improvement*

More than 25% of your workforce “strongly disagreed” or “disagreed” with the following items: • *Q2: There is an atmosphere of respect and trust within the company as a whole.*

• *Q20: This organization encourages differences of opinion.*

• *Q19: I trust the decisions top leadership makes, even if I don't understand "the why" behind them.* • *Q18: I have a clear understanding of my organization’s vision/mission.*

• *Q4: I have confidence in the leadership of this organization.*

• *Q7: I receive recognition or praise for doing good work often enough to suit me.*

• *Q11: I am provided the resources I need to perform my work properly.*

• *Q22: This organization inspired me to do my best work every day.*

• *Q9: We quickly adapt to challenging or crisis situations.*

• *Q12: I receive information to do my job in a timely manner.*

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Workplace Engagement by Gender

Females are significantly less likely to report “strongly agree” than males on the below statements. The biggest gap is a 49% difference in response to, “I feel physically safe at work”. While 79% of males marked “strongly agree,” less than 30% of female employees marked “strongly agree.”

• *Q22: This organization inspires me to do my best work every day.*

• *Q21: I feel as though I have a part in accomplishing this organization’s goals.*

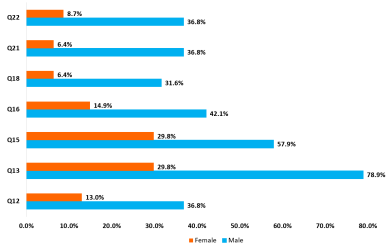
• *Q18: I have a clear understanding of my organization’s vision/mission.*

• *Q16: I have the right amount of autonomy in my work.*

• *Q15: I have the right amount of work-life balance.*

• *Q13: I feel physically safe at work.*

• *Q12: I receive information to do my job in a timely manner.*

**

Workplace Engagement by Tenure

There are significant differences between at least two levels of tenure on 14 of the 22 items on the workplace engagement scale (see the addendum for a list of all questions). In short, new employees are more likely than 5+ employees to report “strongly agree” on most workplace engagement questions. Of note:

• *Q15: I have the right amount of work-life balance* received a 69% “strongly agree” from those employed for less than one year.

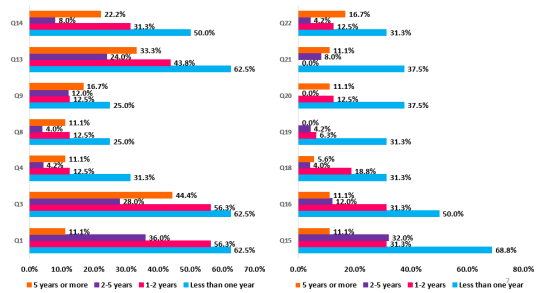
• *Q1: There is an atmosphere of respect and trust within my department* received a 63% “strongly agree” from those employed for less than one year and only 11% “strongly agree” from those employed 5+ years. • None of your employees between 1 and 2 years strongly agree with the statement, *Q21: I feel as though I have a part in accomplishing this organization’s goals.*

• None of your employees with 5+ years tenure strongly agree with the statement, *Q19: I trust the decisions top leadership makes, even if I don't understand ‘the why’ behind them”.*

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• None of your employees with 2-5 years tenure strongly agree with the statement, *Q20: This organization encourages differences of opinion.*

• Overall, employees with 2-5 years tenure are least inspired than other groups. Approximately 4% of them marked “strongly agree” on *Q4: I have confidence in the leadership of this organization, Q8: I believe the future outlook for our organization is bright, Q18: I have a clear understanding of my organization’s vision/mission, Q19: I trust the decisions top leadership makes, even if I don't understand "the why" behind them,* and, *Q22: This organization inspires me to do my best every day.*

**

Workplace Engagement by Department

Employees in operations had statistically significant different responses from other departments on the following four items. Employees from Operations department are more likely to strongly agree with four engagement statements compared with employees from other departments. While 28% employees from Operations department strongly agree with ‘I am provided the resources I need to perform my work properly’, few employees from other departments reported so. None of employees from Marketing/HR/Business Development/Corporate Service/Finance department strongly agree with the statement “We quickly adapt to challenging or crisis situations”.

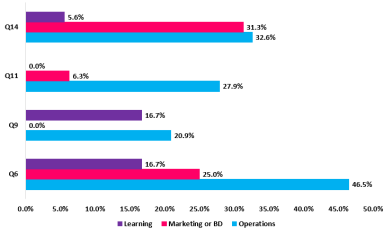
*Q14: I feel safe to be my whole self at work*

*Q11: I am provided the resources I need to perform my work properly.*

*Q9: We quickly adapt to challenging or crisis situations.*

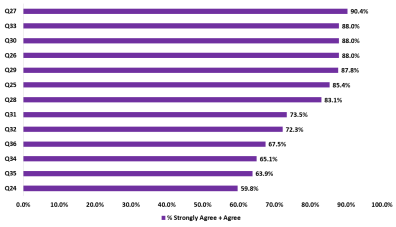
*Q6: I enjoy the work I do.*

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Relationships

We consider both “strongly agree” and “agree” to be positive responses. Below are all items on the relationships scale, ranked in order from largest positive response to lowest.



*Strengths*

An 85% positive response (“strongly agree” or “agree”) was received on the following items: • *Q27: My supervisor actively listens to my suggestions.*

• *Q33: When I have questions or concerns, my supervisor is able to address them.*

• *Q30: It is clear to me what my supervisor expects of me regarding my job performance.* • *Q26: Overall, my supervisor does a good job.*

• *Q29: My supervisor promotes an atmosphere of teamwork.*

• *Q25: My coworkers get along with each other.*

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*Opportunities for Improvement*

More than 25% of your workforce “strongly disagreed” or “disagreed” with the following items: • *Q24: The organization’s culture is collaborative.*

• *Q35: Top leadership is sincere in efforts to communicate with employees.*

• *Q34: I feel comfortable raising questions or concerns to Sr. Management/HR/CEO.*

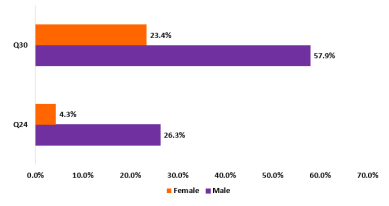
• *Q36: I have a say in decisions that affect my job.*

• *Q32: My supervisor and I collaborate on my professional growth.*

• *Q31: My supervisor provides me with actionable suggestions on what I can do to improve.*

Workplace Relationships by Gender

Approximately 60% of male employees strongly agree with *Q30: It’s clear to me what my supervisor expects of me regarding my job performance*, but less than 1/4th of female employees strongly agree. Males are also significantly more likely to strongly agree with *Q24: The organization’s culture is collaborative,* than female employees (26% vs. 4%).



Workplace Relationships by Tenure

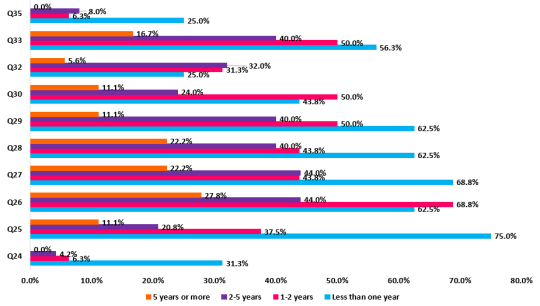
There are significant differences between tenure on 10 of the 13 items on the relationships scale (see the addendum for a list of all questions). In short, new employees are more likely than 5+ employees to report “strongly agree” on most questions. Of note:

• *Q25: My coworkers get along with each other* received a 75% “strongly agree” from those employed for less than one year. The rate of “strongly agree” decreases as tenure increases, and only 10% of employees at 5+ years strongly agree.

• *Q30: It is clear to me what my supervisor expects of me regarding my job performance* received a 50% “strongly agree” from employees at 1-2 years.

• None of the employees with 5+ years of tenure strongly agree with *Q24: The organization’s culture is collaborative,* and *Q35: Top leadership is sincere in efforts to communicate with employees.* • Overall, employees at 5+ years perceive the least positive relationships than other tenures.

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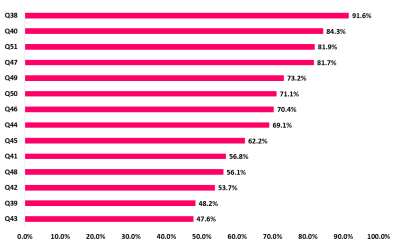
Workplace Relationships by Department

There is no statistically significant data for this category.

Job Satisfaction

We consider both “very satisfied” and “somewhat satisfied” to be positive responses. Below are all items on the job satisfaction scale, ranked in order from largest positive response to lowest.

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*Strengths*

An 85% positive response (“very satisfied” and “somewhat satisfied”) was received on *Q38: My job tasks and responsibilities.*

*Opportunities for Improvement*

More than 25% of your workforce “strongly disagreed” or “disagreed” with the following items: • *Q43: The organization’s overall efficiency of operation.*

• *Q39: My total compensation package.*

• *Q42: The process for evaluating my job performance.*

• *Q48: The organization’s system for taking staff complaints/hearing out problems.*

• *Q41: My possibilities for career progression within this organization.*

• *Q45: Our marketing and messaging to the community/customers.*

• *Q44: The overall quality of the organization’s services.*

• *Q46: The way that work is delegated among employees.*

• *Q50: The onboarding process (if you were hired within the last 18 months).*

• *Q49: The quality of work I see from others I work with.*

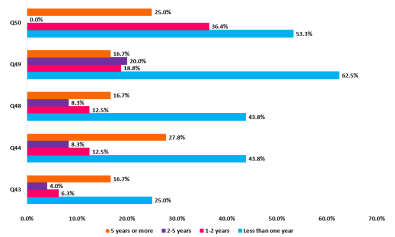
Job Satisfaction by Gender

There are no statistically significant differences in this category.

Job Satisfaction by Tenure

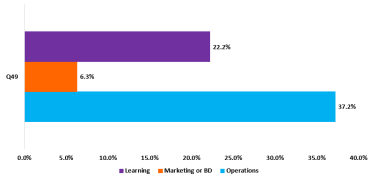
There are significant differences between tenure on 5 of the 14 items on the job satisfaction scale (see the addendum for a list of all questions). In short, new employees are very satisfied with onboarding (Q50), the quality of work they see from others (Q49), your system for taking complaints (Q48), the overall quality of your services (Q44), and your overall efficiency of operations (Q43).

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Job Satisfaction by Department

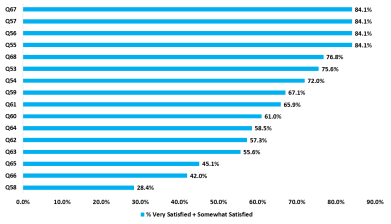
37.% of employees from Operations department are significantly more likely to be “very satisfied” with *Q49: The quality of work I see from others I work with*, compared with employees from Marketing/HR/Business Development/Corporate Service/Finance department.



Internal Communication

We consider both “very satisfied” and “somewhat satisfied” to be positive responses. Below are all items on the job satisfaction scale, ranked in order from largest positive response to lowest.

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*Strengths*

An 85% positive response (“very satisfied” and “somewhat satisfied”) was not received on any item.

*Opportunities for Improvement*

More than 25% of your workforce is “very dissatisfied” or “dissatisfied” with communication about the following items: • *Q58: Information about how to get a bonus or promotion.*

• *Q66: Quality of communication/relationships between teams or departments.*

• *Q65: Extent of communication between teams or departments.*

• *Q63: Information about the company’s successes and failures.*

• *Q62: Information about changes in the organization.*

• *Q64: Information about profits and/or financial standing.*

• *Q60: Amount of job training.*

• *Q61: Topics covered in job training.*

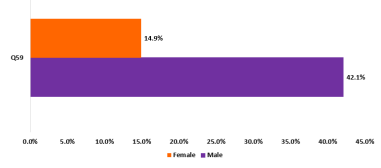
• *Q59: Extent to which directives are clear and concise.*

• *Q54: Information about company vision and goals.*

Internal Communication by Gender

Only one item was statistically significant; 42% of male employees are “very satisfied” with *Q59: Extent to which directives are clear and concise*, while only 15% of female employees are very satisfied.

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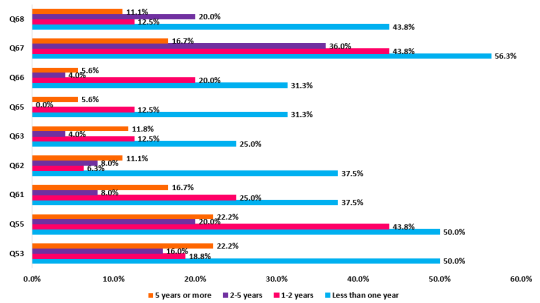
Internal Communication by Tenure

There are significant differences between tenure on 9 of the 16 items on the internal communication scale (see the addendum for a list of all questions). Employees who’ve worked 2 years or more (2-5 years or 5+ years) are the least satisfied with internal communication. Of note:

• 50% or more of new hired employees are “very satisfied” with *Q53: Information about company policies, Q55: Information about my department’s goals,* and *Q67: Extent to which my supervisor offers guidance for solving job-related problems*, compared to more tenured employees.

• 44% of new hired employees are “very satisfied” with *Q68: Extent to which communication with other employees at my level is accurate and free-flowing*, which is significantly higher than those who’ve worked 1-2 years or 5+ years.

• None of employees who’ve worked 2-5 years are “very satisfied” with *Q65: Extent of communication between teams or departments.*

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 19 of 61

Internal Communication by Department

37% of employees from Operations are “very satisfied” with *Q68: Extent to which communication with other employees at my level is accurate and free-flowing*, which is significantly higher than employees from other departments.

None of the employees from Learning, Development & Standards/Distribution Centre/Community Services & Fund Development is “very satisfied” with this statement.



Diversity & Inclusion

We consider both “strongly agree” and “agree” to be positive responses. Below are all items on the D&I scale, ranked in order from largest positive response to lowest.



*Strengths*

Two of the four items received an 85% positive response (“strongly agree” and “agree”):

• *Q73: I have confidence that my manager will handle concerns about equality and inclusion appropriately.* • *Q70: This organization cultivates an environment where people of many backgrounds are welcomed and valued.*

*Opportunities for Improvement*

• Almost half of your workforce (46%) “strongly agreed” or “agreed” that they have, *within the last year, personally experienced or witnessed discriminatory or bullying comments or behaviors at work (Q72).*

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• Almost a third of your workforce (27%) “strongly disagreed” or “disagreed” that, *Q71: Negative or exclusive behavior (e.g., inappropriate jokes, incivility, bullying) is not tolerated.*

D&I by Gender

Only one item was statistically significant. Female employees are significantly less likely than males to report “strongly agree” on *Q70: This organization cultivates an environment where people of many backgrounds are welcomed and valued* (36.2% vs. 63.2%).



D&I by Tenure

As tenure increases, the *confidence that a manager will handle concerns about equality and inclusion appropriately (Q73)* and that *SJA cultivates an environment where people of many backgrounds are welcomed and valued (Q70)* decreases significantly.

However, those who’ve worked for 2-5 years are the least likely to “strongly agree” that SJA cultivates a welcoming environment (Q70).



D&I by Department

There are no statistically significant differences in this category.

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Retention and Turnover

One fifth of respondents reported intending to stay with SJA less than a year, with 11% reporting that they are looking for another job, and 9% reporting they intend to stay for 6 more months.

**35.0% 30.0% 25.0% 20.0% 15.0% 10.0%**

**5.0% 0.0%**

**11.3%**

**8.8%**

**20.0%**

**27.5%**

**32.5%**

**I'm already looking for another job**

**6 more months 1 more year 3 more year 5 or more year**

The top three reasons employees would leave SJA are pay/compensation, career advancement opportunity, and opportunity for professional growth.

The top three reasons employees would stay at SJA are work/life balance, for peers and coworkers, and for supervisors and managers.

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**Other**

**Customer relationships**

**Transparent communication processes Trust in top leadership**

**2.8%**

**0.7%**

**1.4%**

**1.4%**

**4.2%**

**4.9%**

**4.9%**

**5.6%**

**Feeling valued**

**Having a sense of wellbeing Opportunity for professional growth Benefits package**

**4.5%**

**3.5%**

**2.8%**

**3.8%**

**6.3%**

**6.3%**

**7.3%**

**11.5%**

**Culture**

**Career advancement opportunity Job security**

**1.0%**

**3.5% 3.5%**

**4.2%**

**7.0%**

**14.6%**

**Work/life balance**

**Meaningful work**

**My supervisor/manager My peers/coworkers Pay/compensation**

**4.5%**

**4.5%**

**3.8%**

**1.7%**

**2.4%**

**15.7%**

**12.5%**

**13.2%**

**14.3%**

**21.6%**

**0.0% 5.0% 10.0% 15.0% 20.0% 25.0%**

**Main reasons continue working at SJA Main reasons looking for jobs outside of SJA**

Satisfaction with SJA

Roughly 77% of your workforce positively responded to, “Overall, how satisfied are you with SJA?” and that same number stated they would refer SJA has a good place to work.

| **70.0%**  **57.3%**  **60.0%**  **50.0%**  **40.0%**  **30.0%**  **19.5%**  **17.1%**  **20.0%**  **10.0%**  **6.1%**  **0.0%**  **Very**  **Somewhat**  **Somewhat**  **Very satisfied**  **dissatisfied**  **dissatisfied**  **ssatisfied** | **90.0%**  **77.8%**  **80.0%**  **70.0%**  **60.0%**  **50.0%**  **40.0%**  **30.0%**  **22.2%**  **20.0%**  **10.0%**  **0.0%**  **Yes No** |
| --- | --- |

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Predictors/Drivers

*For recommending SJA as a good place to work*

When controlling for gender, tenure, and department, significant drivers for recommending SJA as a good place to work emerge. For example, increasing one’s perception that an atmosphere of respect and trust exist within their department significantly increases the likelihood they will recommend SJA as a good place to work (the odds of them doing so increase by almost 17%). In other words, improving in the areas below will have a significant positive impact on your workforce’s recommending SJA as a good place to work, no matter their gender, tenure or department.

| Variable | Label | P-value | Exp (B) |
| --- | --- | --- | --- |
| Engagement | | | |
| Q1 | There is an atmosphere of respect and trust within my department. | 0.005 | 16.885 |
| Q4 | I have confidence in the leadership of this organization. | 0.012 | 12.915 |
| Q10 | Work assignments are delegated appropriately within my team. | 0.02 | 41.567 |
| Q21 | I feel as though I have a part in accomplishing this organization’s goals. | 0.009 | 14.222 |
| Relationships | | | |
| Q30 | It is clear to me what my supervisor expects of me regarding my job performance. | 0.014 | 28.459 |
| Job satisfaction | | | |
| Q41 | My possibilities for career progression within this organization | 0.009 | 22.973 |
| Q44 | The overall quality of the organization’s services | 0.004 | 12.238 |
| Internal communication | | | |
| Q55 | Information about my department’s goals. | 0.007 | 15.903 |
| Q58 | Information about how to get a bonus or promotion. | 0.015 | 10.795 |
| Q60 | Amount of job training. | 0.002 | 9.638 |
| Q61 | Topics covered in job training. | 0.003 | 10.081 |
| Q63 | Information about the company’s successes and failures. | 0.004 | 26.707 |

*For reporting “very satisfied” with SJA*

Improving in the areas below will have a significant positive impact on your workforce’s reporting they are “very satisfied” with SJA, no matter their gender, tenure or department.

| Variable | Label | P-value | Exp (B) |
| --- | --- | --- | --- |
| Engagement | | | |
| Q8 | I believe the future outlook for our organization is bright. | 0.006 | 9.05 |
| Relationships | | | |
| Q25 | My coworkers get along with each other. | 0.005 | 10.603 |
| Job satisfaction | | | |
| Q50 | The onboarding process (if you were hired within the last 18 months) | 0.044 | 9.19 |
| Internal communication | | | |
| Q63 | Information about the company’s successes and failures. | 0 | 19.32 |
| Q64 | Information about profits and/or financial standing. | 0.003 | 24.222 |
| Diversity & Inclusion | | | |
| Q70 | This organization cultivates an environment where people of many backgrounds are welcomed and valued. | 0.003 | 9.842 |

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Qualitative Data

Strengths

Positive relationships

1. It’s not toxic. Everyone is nice and pretty patient.

2. I love SJA and the people I work with.

3. I think everyone is really nice.

4. Everyone seems to get along pretty well.

5. I take the time to build a relationship and provide direct constructive feedback when required(not blame them for ...)Having been here for a number of years I really enjoy getting together with my peers sharing our successes, our pride in our corner of SJA and lifting each other up in our roles.

6. There are definitely a lot of places to go to reach out for help with other branches, there are several people Christie, Steven, Anita, and Chris who are all kind and very helpful with questions who do not belittle you for asking as others may do.

7. The provincial staff in other departments for the most part are very easy to work with and extremely helpful when things arise and I have built some great friendships and I really do see the potential this organization has and where it can be in the next 2-5 years.

Work itself meaningful/enjoyable

8. It's meaningful work.

9. I love my job and the work I do

10. I like that we give back. Community minded culture.

11. SJA has and always will have my heart. I believe in this company.

12. I enjoy what St. John Ambulance stands for and the volunteer side of it. There is a lot of people who want to come together for the better.

13. I enjoy seeing people succeed and attain their goals -develop into better instructors.

14. I am satisfied with MY job in that I present a professional/knowledgeable persona for staff/instructors and clients. 15. I signed on with SJA to serve the community, to build relationships with people and companies and to be a part of what supports and drives our therapy dog program and our MFR's to do what they do best. 16. We have a group of people in different departments that are trying to achieve something. We are all here to work and make the community better.

17. SJA stands for a good cause. We do community work. The trainings we offer are great. 18. The org as a whole is great, our mission to help the community is awesome. It comes down to certain individuals. 19. There needs to be more collaborative decision making at the top. Things are starting to get more collaborative. 20. St. John has a very rich history. It’s a not for profit organization and it’s doing something good for the community. We take the perception that we work for the organization and not the people.

21. With the experience I have , I could be working somewhere else with better pay. I liked the people I worked with, so I stayed. That’s worth alot.

22. When it comes to my role and my duties alone, I enjoy being able to coordinate vendors, or instructors, being a part of organizing private classes, and being able especially to build relationships with organizations and their team to get to know their needs and serve them.

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Positive cultures inside depts/branches/teams

23. My team inspires me to do my best work

24. My experience has been great, my team is great.

25. I think my team has grown a very great culture.

26. Morale in the organization – for myself it’s high because I mostly deal with my team.

27. I believe my department and team cultivates an inclusive and diverse environment.

28. In my branch, we are a solid team. Morale is good. I feel supported, I can do what I need to do to run the business. 29. My department, I feel like if I am overwhelmed I can talk to someone about it or take a break. 30. The culture in my department is great. Everyone works together and trust each other. On a bigger scale, I don’t think the organization is there yet.

31. In operations we are a team, & most of the time can connect with anyone for help or anything we need. 32. Overall everyone is quite positive. It’s still working okay at this point. Our dept. Is quite open. If my staff has issues they can come to me and address their concerns.

33. In my Branch there has never been an issues with bullying or harassment. I have great confidence in my Branch Manager that if it were to happen that person would deal with it appropriately and quickly to get the situation under control.

Employees have positive relationship w/ their direct managers

34. My supervisor is easy-going and fun to work with though.

35. People get along with their managers.

36. I think for the most part people get along with their managers.

37. My manager is amazing and passionate about her position and what we do in our community. 38. I think my branch manager is doing great, is very respectful to his instructors and employees. 39. My direct manager has always supported me in my work and promotes a great environment everyday. 40. I love my boss, he’s super friendly and nice. He has great communication with me.

41. My boss now, we can have fun and be honest with each other. It’s not a scary thing to talk with my boss. 42. My department’s morale is high. I enjoyed the work. It’s interesting. We interact with people taking the courses. 43. I would really appreciate that my supervisor and I talk about my career growth. My supervisor is great in supporting us when questions and issues arise.

44. #34- only comfortable if my direct supervisor knows I am communicating with people on their level, or above their level. Respect for Chain of Command.

45. My relationship with my manager is great. If I need something from other teams, she will step in and help me get the resources I need.

46. My manager is great, we are transparent with each other. If he sees anything of concern he will let me know. I think it’s equal across the board.

47. My Management has always made sure that we get what we need and if we have an issue or need time off she makes sure we get it. She balances life and work very well for her employees.

48. I'd like to Thank our leadership team to keep this organization afloat during a very difficult year of financial crunch. I'd personally like to Thank my direct supervisor for being patient, understanding and helpful. 49. I feel that the collaboration within my department is good

Ty’s leadership has been well received

50. Ty’s communication is miles ahead of our previous CEO

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51. It's refreshing how the CEO is trying to engage with employees.

52. I felt positive when we had the Interim CEO and continue to feel positive with the current CEO. So far Ty has been alot better from past CEO’s. I'd get info from my own boss, but not the CEO.

53. I do like what I have heard/seen so far from our new CEO.

54. I like the way Ty has messaged. It has had a huge positive impact on people. If that can continue that would be huge. He asks for peoples feedback

55. From CEO, its improved. The CEO before, she didn’t show much interest in making the org better. Ty has shown interest in making better as a whole, he reached out to the branches, he scheduled meetings to introduce himself and share his plan. It’s better. It’s awesome. People can really express how they are feeling through those questionnaires.

56. I think Ty is doing very well. This initiative of being open to get all the people participating in setting up our purpose is interesting. That is the glue to get all the departments together. It’s what our organization has been missing. 57. I am hopeful under a new board and CEO that we can grow into our potential.

58. I think we are headed in a good direction with the new CEO. It feels like there are good changes ahead. 59. With the new leadership team assembled on how to win, I feel we are headed in the right direction. That makes me feel inspired and motivated!

60. I am glad that we as an organization are working around building a good culture. It might seem like some work to do but at least we are headed in the right direction.

Culture has improved the last couple of years

61. Now I feel like it is more stable and each department is hiring the right people.

62. There needs to be more collaborative decision making at the top. Things are starting to get more collaborative. 63. It's changed a lot since I started. It's very welcoming, no judgement, we can share thoughts. Before covid, we did bbq’s and stuff.

64. I do think that the culture is getting better. People are more collaborative and open than they used to be. 65. It is better than before . The culture was bad . people used to get mad for no reason and blame people . my last manager made me sign a paper that if i make a mistake . I would lose my job . but he left his job for a better job and wage .

66. Since the departure of Karen MacPherson, the previous CEO, the culture in the provincial offices did almost a full 180 overnight. Staff were happier, would smile and talk more, started to enjoy lunches together and overall be more collaborative.

Employees appreciate the opportunity to provide feedback

67. It’s a make it or break it moment, please help SJA get it right. Thank you for listening.

68. I am looking forward to the changes to come. This survey is a good start. Thank you.

69. Thank you for caring enough to put this survey out here and giving us a voice

70. Thank you for listening to us! I know I/we appreciate this and is a first step to improve BCY SJA. The next part is important! Follow through with action!

Miscellaneous

71. Our company culture is a good one

72. HR is doing a pretty good job though.

73. I feel operations are making an effort to become more collaborative.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 27 of 61

74. Community service department has been very good to cooperate with Finance. They get things done quite efficient right now.

75. I feel folks like Christie Kiers are very valuable to the company. She is technically strong and is very organized. I believe she set the great Quick Links for OPS and PHQ.

76. I think some departments get along better than others due to the leadership style. For example the comm service department is very approachable and efficient and so is her staff. When things get done well it helps my team want to work with them.

77. Instructors come here knowing they will be treated fairly and compensated appropriately as well as being treated as important

Areas for Improvement

Mistrust

78. Trust and collaboration is missing.

79. I don’t think anyone has worked hard to earn anybody’s trust.

80. Trust is earned and when tested may need to be re earned. To come to work feeling inadequate or 'scared' to come do your job.

81. I do my best work everyday because I enjoy the clients, the co-workers but do I feel that those that should have my back do - NO.

82. The culture in my department is great. Everyone works together and trusts each other. On a bigger scale, I don’t think the organization is there yet.

83. There is mistrust between the non-management people and management. Most of the branch managers are fine. The people that some of the managers report to, there is that mistrust.

84. It seems to be a little messy. Kind of around trust. It’s messy. Some have something to say but feel like they can’t. They don;t feel comfortable, not enough power in HR or something like that.

85. Unfortunately, even though this is anonymous, I still don't feel comfortable speaking to some of the reasons why. I feels as though if I speak to some of these things that it will come back to bite me.

86. I feel that my department has a great team atmosphere that allows each member to thrive and I trust my department's leadership members. However, I cannot fully say the same for leadership in other departments or leadership in SJA as a whole.

87. At one point I told private information to my supervisor and later found out they shared this information with a co worker.

88. I understand there will be a certain amount of office politics in any organization, but the amount of gossip and secret conversations here is shocking to me.

89. These questions make you really think, I find not only with work but personal growth. As well as a little anxious, because change isn't exactly comfortable. And a little concerned with job security.

90. The organization’s culture is collaborative. with a few people yes (B.M level) but in general speaking a strong no. HR & CEO yes i feel comfortable raising concerns no to anyone else. We were told for years not to go to the HR or CEO as the director makes all the decisions HR and CEO do not know what they are doing

Departments are siloed

91. we are still very siloed between departmentsSilo between departments. Silo comes from department heads.

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92. The segregation of the different departments is not conducive to teamwork. Though many of us try to bridge the gap.

93. We are a bit siloed. The mentality is that you stick to your own thing and we aren’t always connecting as we should be.

94. A lot of people don’t know what our department does. There needs to be more understanding as to why things get delayed.

95. Each department appears to be a bubble unto themselves and when policy or change occurs it appears that it happens at different time frames therefore the lagging dept affects the performance of the others. 96. I think a lot of people have their own groups. Each department has their own thing, they do their roles the way they do it and there isn’t collaboration amongst teams.

97. I find that our culture shifted, we used to be more family oriented and less siloed. People were more open to sharing ideas and talking to each other across teams.

98. Culture wise, there are silos between the departments. The communication flow could be better. 99. We work in silos. The competition is there. We don’t talk to the other departments because they might steal our idea. You just don’t spend your time working with other departments.

100.It would be nice for there to be more surveys that are fine tuned to improving each branch so that instructors and staff feel heard and seen.

Departments do not collaborate

101. I don’t mind putting in extra hours to help other departments, but sometimes it feels like why do it? 102.A lot of the times departments need to work together, but we don’t talk enough.

103.We have been told not to contact other branches and instead to put it on general chat in teams. 104.There is also a lack of a team atmosphere between instructors and staff

105.most projects have tight timelines due to a lack of collaboration and pre-planning with the appropriate departments until the very last minute, which is stressful.

106.There is competition fostered between the lower mainland branches because of the way revenue is evaluated. The way it is done now leaves branches without instructors and a lack of willingness to support other branches with students etc. Though recommendations have been made to Maureen to limit this, nothing has changed.

107.We have been in an environment where departments were siloed off from each other for so long, that collaborating in a meaningful and productive way is a bit like waking up from a deep sleep.

108.We are still adjusting our eyes and vision. In order for collaboration to be effective, I think all departments need a re-introduction to each other that includes 'what we do' and 'how we do it for you', and 'what we need from you' in order to do it discussion.

109.it seems that other departments have no inclination of collaborating until the last minute after decisions that impact the organization have already been made, despite having to be executed by other departments. This results in a lot of wasted time and resources to fix errors and omissions.

110.Some departments never bring any issues to our attention which makes it feel like there isn’t collaboration. 111.Before Ty, every director was allowed to build their own kingdom, I don’t find that there is a lot of collaboration between departments. Everyone does there own thing. There’s silos there.

112.There is so much wasted time trying to pull information from other departments and fixing things at the last minute due to the lack of proper planning and collaboration between departments that are affected in advance. 113.There needs to be someone to pull everyone together. Sometimes I feel like one department is headed one way and the other is going another. There is nobody trying to foster collaboration with the departments.

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114.Our department needs a lot of marketing help. If they are busy with everything else and can’t meet the request, then we can’t do what we need to do. They will say they will see if they can fit our request in our schedule, but then there is no follow up.

115.In the organization since last year, we see more collaboration between different departments, however still feel not enough in decision making, etc.

Poor communication between departments

116.There are miscommunications with the different departments in terms of new policies 117.For the most part the communication within departments seems to be fine, it is just the communication between departments that needs improvement.

118.I feel very content in my branch level situation; however, I feel once it goes beyond my branch manager there is a lot of miscommunications.

119.I think the communication across departments is poor. I don't know much about what's going on in other departments.

120.For questions 9 & 12 the results are different depending on the department or team member. Example, Chris Chan is very responsive to inquiries, yet general inquiries sent to bcy.training@sja.ca can go unanswered for weeks or months.

121.There is no inter department communication. There is not a clear understanding of what each department is responsible for. Ask 10 staff members what Training/L&D does and you will get a variety of answers and probably none will match how Training/L&D would answer the same question.

122.Quality of communication/relationships between teams or departments - I believe if every department knew a little about each department they can understand where others are coming from when asked a simple question maybe to them but it is not simple on the others end. then frustration sets in and no one listens. They dictate to us that others have a difficult job but do not understand the person they are talking to has one as well.

123.A lot of requests get lost in the pipeline because things we do involve other teams, but those teams say that’s not how they do things and so the request gets lost.

124.I have to talk to operations and a lot of emails are not addressed. If I need information, more than once I have gotten no response back or it’s just passed around to different people. It’s “I don’t handle that, it’s this person,” so you get passed around and then never get the information you need.

125.We have to follow different policies and branches can go against these policies eg. refunds, requests. They don’t let us know in customer care. We have no idea if an exception was made. Can often be confrontational, customers can be irate. All it takes is a note in the file. It takes more time for us to reach out to the branch manager and customer. It takes a lot more time and it's frustrating.

126.Communication between Depts. needs improvement.

127.Very frustrating when information is requested via email and no response is received - a simple acknowledgement would be appreciated so that a person knows that the email has been read and that action is being taken. 128.Management and instructors do not get along. I’m being told by instructors that they feel that there is a lack of leadership.

129.Most frustrating is getting a response from our Training Dept. and sometimes takes multiple follow-up emails to get an answer to a question.

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Compensation

*Perceived external unfairness around compensation*

130.From what I've seen/heard, pay rate doesn't meet market value.

131.Also other agencies are paying more than SJA, if you want to keep instructors you need to address this. 132.There is a disconnect between the skills I need in hiring people and the compensation I can hire them at. 133.Very low compensation for all the work that we are doing. Even after receiving raises my salary is still under the market value.

134.Even though we are nonprofit, I think about salary expectations - I don't think we are on par with the salaries in the market.

135.39)The compensation package is severely lacking, especially for long term employees. The median salary in Canada for my position is approximately $13,000 more a year than I am currently making.

136.We could allot more pay if we are burning out our staff. In the past, staff are more than happy burning out if the pay is slightly above industry average. Inflation is a big de-motivator as I hear staff always talking about x, y and z inflating, except their wage.

137.Vacation time max’s out at 4 weeks after the 7th year of employment and there are no further increases. Many other companies have vacation packages with 10 year = 5 weeks, 15 years = 6 weeks, 20 years = 7 weeks and some even have where after the 10th year it goes up 1 day for every additional year completed. Expectation to put in the extra time to get the job done with no compensation.

138.More flexibility in the type of work schedule, option for 4 days 10 hours, or 5 days 8 hours. Taking sick days before they have been accrued. Since sick days re-set every year and you are not able to control if you get sick in the beginning of the year, it encourages employees to come to work sick if they are unable to use their sick days at the start of the year.

*Perceived internal unfairness around compensation*

139.The pay is painfully low for the expectations.

140.For the salary we pay people the treatment isn’t worth it.

141.I’d like to see a structured bonus program and promotion criteria

142.Zero mention of the possibility of a raise. Feeling disappointed that I didn't get one. I feel as though it's fair to say that I should've at least gone up from $18 to $20. I have many reasons for why I feel this is more than a reasonable request.

143.Accrue vacation days and sick days? Why not give all the time off and sick days at once for the employee. If the employee is sick in January, that's too bad for them because they haven't accrued enough hours to take a sick day. 144.There is a discrepancy in the pay rate for men and women. Example: a new (male) director was appointed earlier this year who is being paid substantially more than other (female) directors. Also this individual does not have the same level of responsibility and it is clear to many that he has an exceptionally "comfortable" work life balance while others are working hard and long hours.

145.Despite the branches being forced to shut down, they were still open 9 months and should have been measured by that and paid out a portion of their bonus rather than being slapped in the face because of something they had no control over.

146.At one-point employees received some SJA swag in recognition of years of service (i.e. 5, 10, 15, 20 years) and some were even compensated quite significantly monetarily ($1500) while others have received nothing at all for recognition.

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147.Employees who have departed (retirement or quitting) where it has depended on whether your supervisor or the HR department liked you as to whether anything was done. The retirement/farewell rates for full-time employees were 0-5 years = $200, 5-10 years = $60/year of service, 10-20 years = $1500 and 20+ years = gift reflecting service.

148.We’ve hired some very competent people. The quality is such a big change, however, these people worked very hard in the past year or two and the manager will promote them from a staff to a manager there isn’t a substantial change in compensation.

149.We can’t change salary but then we say we will give people a bonus. Then it turns out that it’s COVID and nobody gets a bonus, but they were promised that. And there is nobody to tell them why. I can sense that the enthusiasm in these staff is gone now. That’s a problem.

150.I find the bonus structure to be questionable since if you meet 85% of the KPIs you are only eligible for 50% which means that you need to meet 170% of your KPIs in order to be eligible for the full bonus which is impossible. It seems like it has been set up in a manner that ensures employees will never attain their full bonus potential.

151.Myself and a coworker have been spearheading everything in the department to keep us moving forward. We waste time arguing for items and then having to do work arounds. Once this is completed (lots of unpaid/compensated overtime) we get a beaming " this really makes my team look good" from the director - insert eye roll.

*Compensation not based on work product/performance*

152.We do get verbal recognition, but our compensation doesn't change in years.

153.There is no pay raise after a year which is strange. Your rate is based on your job description/role and not on performance.

154.Some managers receive bonuses quarterly while others receive them yearly, that is if they are given out at all. Getting a raise is pretty much impossible regardless of the quality and quantity of work you produce, and you are lucky if you get a cost-of-living increases once in 5 years.

155.There needs to be instructor pay accessed, its been near 10 years since there has been a pay increase, with the rapid cost of living this needs major attention.

156.I’m very satisfied with how i do my job - i am dissatisfied with how i am treated and i was promised bonuses and raises my budget each quarter each year is always exceeding what the actual is. I sell products like candy and nothing.. I have not received any bonuses for 2020 and 2021...

157.Also - salaries are NOT consistent for type of work and responsibilities. This will change under Ty's leadership - but I know that there are some hires (over the past 18 months) who received very rich packages but provide little to no results. This - along with the gender lines - is unfair and needs to be fixed. Pay for output and work/responsibilities.

*Compensation & turnover*

158.I have heard that compensation is an issue. People find jobs where they get paid more and don’t work as hard. 159.If you don't get a raise just to at least meet the rise in inflation then most people will find another job where they know they will continue to make more money and not stay at the same pay rate after a year or 2 years. 160.I think we are far behind in compensation when compared to other companies/organizations. It's probably one of the reasons there seems to be a high turn over.

161.Being a not for profit, salary is a big thing too. The attrition is high because people need to make a living and second there’s only so much negative behavior a person can take.

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162.Very unclear on what policies are with regards to raises in income and future possibilities. Should be a salary raise once in awhile. Putting $ back into salaries. This probably has something to do with turnover. 163.As an individual person within my own job I am very happy. Not so much with the company itself though. They need to look at the reasons that employees do not hang around for longer periods of time.

164.I am still consistently wearing a mask and am being very careful. If I am forced to come back into the office - I will leave the organization.

165.In the past several years, the senior positions have not been advertised to anyone on staff. I feel part of the attrition could be because of this.

166.I do hear a lot about people being treated badly and leaving because of what it’s done to them 167.I don’t look at SJA as my forever job.

168.Don't get me wrong - I love my job and am very happy here. I'm finding some things very lacking though 169.If you have access to them read the exit letters from Jaswant Gandham, Jessica Harder, and Gift Pattenden.

Employee recognition is lacking

170.Ideal culture would be recognition for everyone.

171.Personal recognition goes a long way. Well monetary as well but we all know that is not the case at SJA. 172.Employees should be more frequently appreciated for their hard work and efforts.

173.Recognition for the extra efforts put in and not scolded/dismissed for asking a question (you should know this already).

174.Overall, the company seems more interested in scolding employees for any shortfalls and ignoring the successes. 175.I felt as though I was never recognized in my accomplishments and contributions I have done in my department. Although I have a great team, I felt I wasn't supported by the higher management.

176.The Operations department is the main revenue generating source for the company and seems to continue taking hits for never doing good enough. On the flip side, it does not appear that the other departments are taking any hits for all the unnecessary expenses that they are incurring.

177.Staff don't get recognized enough for the work they do. Operations should not have to do AR listing as there is a whole department for this work. And we don't get compensated for doing another department's job. 178.7) Recognition and/or praise for doing a good job is practically non-existent within the company. Our HR department can’t even be bothered to send out an email recognizing milestone work anniversaries (i.e. 5, 10, 15, 20, 25, etc.).

179.Make it a more friendly and exciting environment by putting up some games or raffles or anything that builds excitement going to work or make your work even better.

180.I’ve noticed people from other branches leaving this past year. I heard a branch manager leave because he was not appreciated. I think that’s why my previous branch manager also left. He wasn’t being appreciated. 181.I think there needs to be a better way that they can show all the staff that they appreciate them. Sometimes there is just an expectation to deliver because we need it to keep the company going, but there isn’t a level of “we are taking care of you too so you can do this for us.

182. I miss the interactions with other branches, finding out what little things they do for the classrooms, successes, failures and how they run things to make life grand.

183.I just hope this is really meant and that this will make a difference. SJA means so much but I am, frankly, at the end of my rope. Middle of last year I put up a post it( hidden because that is my comfort level with my supervisor) that states "I have value" because if I don't say it, nobody else will.

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Unclear job expectations and performance measurements

184.There are no job evaluations done.

185.Job requirements are unclear and can be difficult to understand how they are measured. 186.There is an expectation for deadlines to be met however for some job tasks it is unclear how they are measured for a level of success.

187.However, the team needs more performance reviews and feedback from what they can improve both for the organization and their own career improvements.

188.Do a better job on defining job description and follow through in performance review. Implement annual performance review to address accountability. Our policy manual needs to be update

189.Performance reviews do not occur regularly and the process of how performance is measured is unclear. Having regular 6 month and/or yearly reviews would be helpful to ensure that performance expectations are known and can be adjusted should the expectations change.

190.Staff requires career developments. I haven't received a performance review in many years since I worked in the company.

191.The process for evaluating job performance is not very clear to me. I am unsure what the process is other than management speaks to HR I believe - I liked that I got asked questions - however there wasn't much explaining done on what the process was exactly.

192.In my time at SJA (approx. 4 years) there has been no staff evaluation process in place that I've been aware of. We need one.

193.There is currently no way to know if you are doing well, how well you are doing, or what concrete steps you can take to further your career path, or what is needed - if anything - to ensure your success.

194.We need clear job roles & responsibilities because they are blurred at the moment (example: CFO seems to be in operations and CS and sales and marketing - but not so much in finance (???) while the only sales person is not selling and is not being held accountable but seems to be everywhere else while Branch Managers are being asked to sell, manage a branch, run training, manage people, build community etc. (again - pay equity here)

195.I think we need to do performance management. I’ve been with the company for a few years and I’ve never done a performance review. I try to do it with my team, but there is no complete performance review document. 196.We’ve been working on KPI’s for years and it’s never come through. I don’t know where I stand - am I a good fit for the organization? - What feedback does my supervisor have for improvements? It needs to be more frequent and more formal.

Processes are inefficient

197.Company's internal processes are not efficient.

198.I think overall, the organization is inefficient in how it operates.

199.A lot of processes have the ability to become automated, which in-turn, creates an efficient, accurate, and an atmosphere where talented individuals can focus on higher level tasks, for the given department(s) - this may be wishful thinking…

200.Everything is well, but still we need to improve on some of the points like, manual work dependency, which should be less to avoid mistakes and we should rely more on technology.

201.The lack of investigating to obtain the facts before coming to a decision and/or overturning decisions that were made within policy is also highly problematic as it is costing the company unnecessarily and creating double standards.

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202.We use very manual systems and everything has to be manually dealt with. The company is very full of ideas as a business which is a good thing, that’s how you keep an organization a live, but at the same time you have to have a system to follow.

203.The system has to be able to sustain the ideas that come through.

Inefficient communication

204.Information (WWD) is just too much.

205.I think my supervisor is mostly unavailable due to the number of meetings (ineffective communications) he has to attend.

206.People say there are too many meetings for things that could be an email and that eats into their time. 207.Communication is a big problem. A Lot has to do with people relying on others to relay messages, team chat. 208.People are saying there are too many meetings for things that could be an email and that eats into their time. 209.Communication within the area that I collectively work is always good. It's with the company itself that it falters. 210.I do think the morale is low. A lot of the time, I feel things come up at the last minute and then we are always in a rush to fix them. The wage is also a factor.

211.HR - can’t reach through teams and it's the easiest way and we should. So there's a better understanding of how things can be run.

212.Every time I tell people that I work for SJA I get the response “oh, you’re a paramedic”. It is clear that what is being done is not getting the message out there about who we are and what we do.

213.WayWeDo has simplified the internal communication of company policies and procedures, however most of the departments do not appear to be adopting and/or utilizing it.

214.When I came to SJA I enjoyed working for the organization. With the newer management at the branch level this has changed. My expectations of a manager would be to communicate effectively, and this does not happen as only half of the information is given, ending up with me doing work redundantly.

215.The overall communication stream does not encourage reaching out to each other -for the most part we have not all met therefore have not connected with each other to find out the strengths and our communication mate. 216.Communication is sort of not too good, because everything is disjointed. For ex instead of sending things through emails, it's done through individual chats and we often hear through individual chats and sometimes we don't hear at all until after the fact.

217.One internal communication platform either emails, teams, Way We Do, Weebly, sharepoint or meetings that are not set at lunch times. (or if they are at lunch times then branches should also be provided with coffee/lunch/snacks the same as head office

218.A bit of filtering going on. Manager gets info through chat and perhaps emails. Not an efficient way to get info. Manager may not see it as important and someone else may know it is but doesnt get that info. 219. I am very dissatisfied with how upper management gives us tasks supposedly for a different department. This causes miscommunication among us. With the added tasks and responsibilities, we are not even compensated enough for this. This takes time away from us providing service to our customers in the branch. 220.Like learning types we have those who do better reaching out and touching and those that just need words on a screen. Communication is the same. When sending out a message -how is it being read, disseminated and applied.

221.Communication is better in a crowd- when you are in a group reading/delivering the same message you will find differing views on the interpretation and with discussion the message will be received with more clarity.

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More transparency from leadership needed

222.There is zero leadership or communication.

223.Communication has always been an issue within this company.

224.I used to be part of the "bonus program" but for some reason have been removed.

225.I have some definite concerns about senior leaderships efforts to communicate

226.#19 - Ty is doing well in communicating since he came on board. But his leadership team is in question. 227.I think communication from the very top could be better. I'd like to be updated on everything that's going on in the organization and where we're going.

228.Communication in my team is perfect. However, with the rest of the organization, it can be very challenging. 229.I believe that we have the right to know the "why" behind the decisions that top leadership makes. 230.If managers ask us to do something without explaining why, it is difficult for us to follow properly. Company's goals change all the time. This needs to be clear and more transparent.

231.62) There is little communication about changes within the organization and/or changes to expectations. Quite frequently this also applies to staff departures in which notification of someone’s departure is not announced until their last day and sometimes not even until after they have already departed, which does not allow for people to say goodbye.

232.Communication is generally lacking, we don’t know when people leave the company or when people are hired. I’ll try to get in contact with people in different departments and that’s how I find out they aren’t here anymore. 233.Communication does not seem very good from top down. Ty seems to be doing better. It is from the manager down that is the only information we usually get.

234.There could be more transparency. There have been some high level decisions at the top that took everyone by surprise. We had no warning or anything.

235.I think the culture is “upstairs, downstairs”. Managers do their thing and nothing gets filtered down. Our Director position was never open to anyone.

236.There’s no chance to even consider positions that come available.

237.We need to be more transparent. Anytime there is a position that is opening; we used to tell everyone that the position is open and how to apply, and we let the internal have a chance at it before releasing externally. That helped build morale and perception of ability to progress in the organization. This doesn’t happen anymore.

238.An ideal company culture to me would be a company that is inclusive and shares information. SJA is not good at this at all.

239.Information is not transparent. It is on a need to know basis. I feel with more teamwork across the entire company that we would get further faster.

240.I don't think much more needs to be said to get the picture, overall more honesty, transparency and a clear picture of what needs to be done to move forward would be great.

241.Much is said about the company's successes but hardly anything is mentioned about its failures. 242.Information flowing up and down the change of command, and across department is so secretive. Not many people know about the AGM that happened last month, which is another example of "padding the information". 243.It would be nice if there was a hub where I could go to get information about company policies/HR information, etc.

244.Would love to see a regular (quarterly?) town hall type meeting where senior management updates us on everything going on.

245.We are never informed of big changes at national level, people leaving the organization or financial status. I have been working for SJA for more than 2 years now and the previous CEO always stated that financially we were very good which obviously was not the case at all.

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246.One of our community programs got shut down and we revived it during the pandemic. We worked hard in the last 8 months to get that program up and running. Then we were told it was being shut down out of the blue. I was confused when they shut it down because many people worked so hard on it. It was frustrating and disappointing for people on the ground working on it.

247.Recently I had an issue that was resolved by HR but could have affected multiple employees. While the issue was fixed on my end, I find it disheartening that there was no communication to employees especially since this had a financial impact on employees. It is not unreasonable for one to expect that our HR department would first investigate if changes were required and if so, communicate them to the employees prior to changes being made. I honestly hope that HR got a hold of all employees this affected and corrected it.

Employees seek more info on organizational standing/goals

248.I would like to see an organization-wide dashboard of some sort for sharing the goals, progress, OKR/KPI for each department for contributing to a common goal.

249.We don’t really know what the company goals are. We don’t know what the objectives of Leadership are. We don’t know what they want to do.

250.54) The company’s vision and goals are not clearly communicated to staff nor are there any announcements when there are changes to them.

251.When we know what the goal is, we can work towards it. When we don’t know, we make stuff up because the messaging wasn’t clear. It would transform our organization.

252.There could be a more clear mission and target that we know we are heading towards as an organization. 253.Financials have not been consistently provided for at least the past 5 years which makes it hard for staff to know whether they are hitting their targets or not. This can be very defeating especially if there happens to be a big gap as it then seems impossible to make it up.

Growth opportunities seem limited

254.Career progression might seem limited within a small team.

255.Sometimes I feel it's a little difficult to move up when there are favorites.

256.Very unclear on what policies are with regards to raises in income and future possibilities. 257.There’s no chance to even consider positions that come available.

258.Hoping for more money and more career advancement with a beautiful TEAM all working TOGETHER making this branch super amazing to work for. This is so very possible. I can see it in lots of ways.

259.41) Career progression is not something that is ever talked about, it is like it never occurs to head office that people might want to move up in the organization.

260.41) There is no internal information provided to staff about the different jobs and requirements should they want to switch departments, which makes any kind of career progression seem bleak. We have the $1000/year available for staff development for courses related to our current role but there is nothing communicated about whether it can be used for courses that are required for other roles should we want to switch departments.

261.Information about how to obtain bonuses and/or promotions are not readily available or communicated to staff 262. I wish I could learn more from my supervisor, should he be available. He talks about professional growth a lot but never actually does anything about it such as schedule time to discuss the matter or providing opportunities to do so, now I feel it may be just for show or he doesn't have time.

263.Would like to see AMFR be equivalent to EMA FR 3, as in AMFR will allow for FR provincial licencing. Got discouraged when I got FR first, but had to take AMFR as it wasn't a licenced course.

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Management/leadership do not set a good example for behavior

264.I think senior management can be rude to the admin employees

265.Confidence in Leadership- who are the leaders? We have many who like to be in charge and make it hard to ask for help.

266.There are procedures and processes in place. In many instances, senior leadership are not aware or choose not to follow (sometimes both).

267.There are concerns that managers are too aggressive in the way they speak and the way they treat others. This can be seen with the instructors too.

268.I don't see the leadership team work well together. There are too many hidden agendas and a lack of trust within that team.

269. There is definitely a bullying atmosphere from "higher ups"- not a lot of willingness to help - but definitely no hesitation to point out errors.

270. Directors could not complain when an issue arises. As a leader, when the staff is telling you a problem, a leader has to be in the other department's shoes and be transparent.

271.I don't feel safe/comfortable asking upper management for questions as some of the them have been bullying staff 272.I'm glad I’m not in politics at the top because there seems to be a lot of head butting. With Ty, I don’t know yet. I get the feeling from Ty his trying to work out those issues.

273.Upper management needs to be better at communication. Their bedside manner is very aggressive and I was told to deal with it. It is who they are...

274.It has been a looooonnnnggg 2 years. I have never been afraid of my superior or boss before. I have never felt insecure in my objectives and questioning how I know if I am doing a good or bad job before. 275.My boss says rude or unnecessary comments.

276.On that final note, there is also a habit of management speaking publicly in a disrespectful way, or even harmful way about their co-workers and/or their superiors. This actively tears down the positive that we are trying to build, including the unity we need to understand and believe in our mission and purpose.

Culture of bullying/incivility exists

277.I would enjoy more of a positive work atmosphere.

278.I have not witnessed bullying in the last 12 months but had prior to that.

279.Communication is important but also how it is delivered. Sometimes I do feel slightly intimidated. 280.Current culture is negative. Don't feel like you can trust anyone. The grapevine is the worst for negativity and spreading rumours.

281.We have what we need to succeed. We just need to relearn how to speak and deal with each other in a professional, courteous, positive and elevating way.

282.Very bossy and toxic behavior from a volunteer last year. I have never experienced harassments or bullying from any employees at SJA.

283.I've seen this verbally. People calling people out in front of others, in emails. I heard it in the office. I think it goes on between customer care and the branches, because it's a disconnect. It fuels it.

284.I recently watched Anita Lui speak extremely poorly about another department and individual behind their back on a call in front of the entire operations department.

285.Then there are people who staff BC SJA, who don't care, other than the power they can wield, who only cater to upper management no matter the expense to those in their care. Good ideas/positive actions are conveniently

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appropriated by them, no transparency in communication, constantly changing goals and work allocation, ad nauseum.

286.I have gotten a couple of comments from instructors and expressed a few comments that they noticed some unprofessional behavior.

287.Management (and all staff for that matter. INCLUDING instructors.) should be required to take a course that teaches them how to apply understanding mental health challenges to their position and their position of authority over staff and customers.

288.I see quite a bit of shaming students for being late and I hear a lot of judgemental comments made about students. This is not ok.

289.This I have to say has not been addressed very well. Bullying still occurs and those that have been bullied have been asked to meet with HR and the bullier. I do not feel comfortable in this forum. I presented my facts and to be asked to 'talk' it out is not a comfortable scenario. I know the responses will be 'that is not how I meant it' or deny the actions they took.

290.That coupled with an end to the harassment, bullying, micromanaging, and fear based leadership would start us off on the right foot for change. I am tired of watching my coworkers be blamed, or put down for things which they were left hanging out to dry on and should have had support of the leadership in the operations department.

291.I recently overheard Anita from Customer Care speak disparagingly about a fellow manager, in a public, non-private meeting. She chose to tear him down and advise the meeting group that he can't do his job properly, is not the right person for the job, can't be trusted to do his job etc. Specifics were not needed. She could have said, 'we are having some issues but are working on resolving them' and leave it at that.

292.There is a little bit of bullying on Maureen because of some of the culture. She was overworked. Things were falling through the cracks. I just want to throw out a good word for her. Investigation came back, it was a toxic culture. 293.For some reason, some current staff feel the need to turn discussions around issues into a bullying session or an opportunity to throw someone under the bus. This not only degrades working relationships, but has a residual effect of causing further disrespect and doubt about your job.

294.1-2) There are a handful of employees throughout the company who I would say exhibit trust and respect. Unfortunately, there are more employees who participate in gossiping, talking down to others (i.e. current employees about past/present employees), acting like they are “superior to” or that the policies/procedures “do not apply to me”, or that job tasks are beneath them, which has created a very toxic environment throughout the company.

295.An instance of negative, discriminatory comments from a snr. member of our staff - who was himself responsible for the early work being done to prevent this behavior - was reported to HR. Naturally he denied and downplayed it - and so at best he got a slap on the wrist.

296.Yikes. Not sure how to answer this. There has been a lot of toxicity over the years within this company.

Discriminatory/exclusive behavior exists

297.Pay equity (work / output / role / responsibility / # people reporting / gender / ethnic background etc.); 298.We have a diverse workplace but that does not automatically mean we are inclusive. These are important if the company wants to create a safe and inclusive place to work and for staff to know that they are supported. 299.The org has been very inclusive on racial and lgbtq+ justice in hiring and day-to-day work but seems to assume that's enough. Once hired, there have been no efforts in this regard, not even some for show.

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300.I feel very excluded when other employees talk in other languages, especially when they do it right in front of me. Other places I've worked have had employees sign notes that they will always speak English at all times so everyone feels included.

301.When speaking about students, I cannot stress how important it is to refer to them by their names or the company they work for rather than their race. Eg: When waiting for students to arrive for class: correct way: 'We are still waiting for 3 people from XXX Company to arrive and Jane Doe. INCORRECT wording: 'We are still waiting for the 3 East Indians and the Chinese girl.' This absolutely happens and it is really embarrassing to me and so completely inappropriate.

302.I have been embarrassed more than once with the wording that my supervisor has used in front of other students. EG: While there was a student sitting in the foyer filling out forms before class, we were speaking about who we were still waiting for and she said, 'we're still waiting for THE EAST INDIANS'. I cannot stress how inappropriate this is.

303.I'm pretty sure people don’t think they’re racist or there’s anything wrong with what they say. They are not hateful comments..just highly inappropriate wording...fairly regular too.

304. I asked to have someone hired (admin) who can speak Punjabi & English as we have a very high Punjabi speaking clientele here. They did not listen. it would have helped the students and brought more of that culture here. I enjoy my admin but this was not right.

305.One person has on many occasions said inappropriate and outrageous things to me and many other people - about the organization, the people we serve and others at SJA - but it appears nothing has been done. For now I avoid that person as much as possible and only interact if I absolutely have to.

306.One person is (in my opinion) sexist, racist and a bully.

307.SJA wants to move into the present and keep up with modern times but there was no communications or resources given at the height of the Black Lives Matter movement last year, nor was there anything about the #StopAsianHate movement.

Operations is known for bullying/toxic behavior

308.There is definitely conflict in the operations area.

309. I have been victim to having rumors spread about me by Maureen, Lindsay, Christie and Melissa, as well as hearing rumors about others from those 4.

310.[Example of issues in Operations] There are bills and invoices that get denied or are refused to be signed even though she (Maureen) approved the service that was needed, whether building maintenance related or classroom. 311. I have watched Lindsay and Maureen speak ill of other departments and even their superiors behind their back and drag their names, abilities and job performance through the mud.

312. Additionally we have been told directly by these 4 individuals (who call their group ServiceBC) not to go to HR or other departments because we only need them and shouldn't need their help because it can be handled internally to the department.

313.One department however that has not been impacted by these positive changes is the operations department. It is led by a director (Maureen Borsoi) who leads with fear, judgement, and forces you to explain yourself or justify any decision or action taken even if her approvals were given.

314.There is a toxicity that overlaps from the Operations department, one that is residual and has an effect on whether or not staff enjoy their work at SJA. While we preach anti-bullying and anti-harassment in our policies, the optics are different.

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315.We have had staff turnover which Lindsay, Maureen, Christie and Melissa are specifically mentioned as reasons for quitting. The bullying and harassment stems deep. While training a new administrative staff in New West, Melissa, who knew I was there said on a call in front of this person about them "they are a bit slow but it's a long term project so be patient". That person left 4 weeks later.

316.To elaborate on being listened to and having a collaborative team, Maureen, Lindsay, Melissa and Christie do not foster this at all. Maureen is the direct superior however the other 3 individuals seem to forget their job titles as branch managers or operations manager and seem to think they too have the right to boss their colleagues and coworkers around as if they were the director of the department.

317.I have never seen people get away with as much inappropriate behavior as Melissa, Christie, Lindsay, and Maureen do without actually being made to be accountable for their actions. I have seen people walk out of offices for less than what they seem to constantly be allowed to get away with.

318.Most of the attrition is coming from operations in the front line staff - at the branch level. I think this could be attributed to what I’m hearing about people being treated poorly.

HR does not address issues

319.HR is only one person. It’s not always easy for her to address all the things going on.

320.From what I've heard, once you even get through to them (HR), there's not much done, no action being taken. 321.The current HR department has had a history of coddling staff who put in bullying/harassment complaints when their supervisor is holding them accountable to their job. This has caused problems and makes it practically impossible to manage staff, especially with the grape vine we have where things are spread throughout the organization, not just kept within those involved.

322.I don’t feel the HR department is as strong as she needs to be in certain situations. I like her as a person. In my case, we never went through a resolution process. Nothing. I just got a letter that said I needed to work on fixing a toxic situation. We never had conflict resolution.

Lack of accountability when negative behavior occurs

323.Staff need to see consequences to bad behaviour.

324.Fix the culture. We need to separate people management from bullying, and fact from hearsay, and hold people accountable for their actions - including false (inflated) claims of harassment.

325.Above all, moving forward I need to see change. I have seen multiple times now people get away with termination level offences and being told something will be done and yet the behavior continues.

326.Some are reprimanded for inappropriate behaviour while others are not. This is another area where double standards exist.

327.Unfortunately, the punishment does not always fit the crime, nor is everyone held to the same standard when it comes to complaints about bullying/harassment/inappropriate behaviour.

328.The appearance is that those who bully and harrass are merely given a hand slap, and allowed to not only keep their jobs, but to eventually slide back into their negative behaviours.

329.Respect & Trust- when a problem is brought to the table it should be recognized and dealt with. I have several incidents where my concerns were brushed aside or to be fair not dealt with in a manner I expected. 330.Lies and half truths have been revealed and no discernable action taken from my perspective. 331.Actually I feel that I am being seen as a trouble maker and a "snitch" for bringing it (the bullying) forward. It will take a LOT for me to speak up again. We say we don't/won't tolerate it, but apparently we do.

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332.I believe that both sides of a situation should be seen/heard before action is taken. As it is, the first person to bring forward a complaint has the stronger case.

333.Staff need to see that all SJA members practice accountability. In my experience, my co-workers all have at least one thing in common, and that is that we are eager to get to work, be productive, enjoy what we do and enjoy working with our teams, and have a work environment where we elevate each other as opposed to tearing each other down.

334.When I’ve reached out to ask a question it was dismissed and comments of 'you should know this already and look it up' were not helpful. I do not reach out to leadership if I am going to be slapped instead of helped. 335.Hero to Zero in a flash and it appears that this stemmed from the opinion of one person in particular who revels in taking people down to make herself look good.

336.Working with Community Services, esp. Jane Short is super challenging. She doesn't care about doing quality work and is only interested in self-promoting and sabotaging/stealing other department's work so that she can claim them as her own and look good in front of the board. Her incompetence at what she does only makes this worse. During my entire work, she's showed up twice in her office and nothing has been done to prepare for SJA's post covid restarting plan. As someone who cares about our commitment to our community, this is extremely frustrating. She would come to our department and require everything to be changed immediately without consulting anyone. Holding her personally accountable will not address all SJA's problems, but it would be a good start.

Lack of accountability at management/leadership level

337.Management doesn't always seem to practice what we preach.

338.Zero trust to the B.M and Zero accountability with upper management.

339.In general, and specifically our director, they don’t really understand St. John Ambulance. 340.No one seems to manage the managers. There has been so much turnover in admin, I don’t know if others are feeling the same way.

341.Leaders/Managers and departments demand workers to follow the rules, and they don't even totally follow them either.

342.With change, leadership does not even give frontline staff suggestions that would streamline work. Quite a few people in the higher roles are interested in the title and job description but aren’t interested in the responsibilities. 343.A lot of us have ideas, but it always stalls once we have to go through senior leadership or the board. If that could change it would help.

344.It would be good if the Senior Leadership Staff were held accountable to their roles and responsibilities. So many of them have been in their positions for so long and are set in their own ways.

345.There is a 50/50 mix of comfortability in raising questions or concerns to senior management/HR/CEO. Most have no problem working through things on a regular basis, while others pick and choose when they want to converse versus when they want to ignore you.

346.I am not afraid to speak or address issues or suggest issues with leaders/managers. But it doesn't go anywhere, it doesn't get address appropriately. (I don't need my way as a solution; but, there never is a proper solution). 347.There is a lack of leadership from senior management. In my department, I’m really the one who is saying what we need to do. My director just doesn’t really say much of anything. My coworker will say we need to meet xy regulations and there isn’t any direction from the director.

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348.The organization struggles to promote work-life balance and holding key leadership accountable. There's a sense that "let's just do nothing to improve because it's been this way and we can get away as long as we appear to be effective.

349.I have little faith in the Director of Learning, Development & Standards as emails and Teams messages are frequently ignored for days, if answered at all. The hand gesture that he has been using since he was first hired (i.e. washing hands of the situation) in conjunction with not bringing anything to the table in management meetings and passing off work, has done little to earn any respect or confidence in his leadership.

350.Branch managers are supposed to do sales, but I don’t see mine doing anything. If I have the contact/fill in the form, she will move into hers like it’s something she has done. It’s lack of transparency, I don’t need the notice for the work.

351.My direct supervisor is ineffectual. He doesn't have the background or the skills to make appropriate decisions. He makes decisions on what makes himself look good ie coming in under budget, having his staff cover presentations or develop spreadsheets for meetings.

352. Before my director was a director he was a manager. He really doesn’t know what’s going on. If you ask him about courses, he probably can’t tell you or give you details. He’s not on the ground floor and doesn’t know too much about what the projects are. It seems like he just wanted the title and position and not the responsibilities.

Lack of accountability for work

353.Staff need to be held accountable.

354.The quality of work from others is very wide ranging.

355. I think a lot of the people that took on new positions are unqualified for them.

356.There could be more clear expectations set for each department. It’d be easier to see if we can reach our goals that way.

357.Workloads are imbalanced. Some staff are working extended hours just to keep up while others are wandering around the building chatting about their personal lives or walking their dog.

358. In addition to neglected tasks that someone else (who is no longer here) was doing as their occupation responsibility, important tasks should be followed up, instead of ignored or being ignorant about it. 359.I am concerned about the future of the organization as it has become very clear that hard work, dedication, and performance is overlooked and those who do the bare minimum get promoted and praised despite lack of performance.

360.There is a distinct lack of communication from some, who appear not to know the value of sending a reply in a timely manner. As one example, Lindsay in Operations has not replied to an urgent query directed by the CEO that was sent over 10 days ago, despite follow ups. This is a repeat offense.

361.All business units were requested to provide our team with their post-covid restart plans, and the responses were either way too late to be included in the overall plan, or were filled with incorrect information. 362.We have employees who; take credit for other people’s work, cannot be bothered to complete tasks and/or meet deadlines, refuse to do any more than the bare minimum, provide the information requested and then some and finally there are a small handful who go above and beyond and spend hours upon hours of their own personal time to help the organization.

363.A Lot of finger pointing.

364.A Lot of passing the buck.

365.People blame others and lash out through emails.

366.There is a blame game in upper management, some of the directors, not all.

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367.Sometimes some responsibilities get pushed around. It’s , ‘well that’s not my job.” it’s siloed sometimes. 368.There is too much finger pointing across the whole company. We all need to accept our own areas of responsibility and support each other as a team.

369.Information about profits and/or financial standing- i have not yet received a budget correctly and every time i need it corrected it is a blame game - i just want it fixed (so and so is not doing their job) that should be embarrassing sending out important info that is incorrect..

370.It feels as though sometimes staff can be thrown under the bus quite easily by management if they are needing to save their own bum. I believe it is important for EVERYONE to be accountable for themselves and their conduct.

Micromanagement

371.Autonomy= positive work climate

372.There is a lot of micromanaging. We’d like to feel trusted doing our job.

373.A lot of micromanagement from the upper management.

374.Micromanaging from branch managers seems to be a general problem, it is with me.

375.It cannot be restated enough that the fear based micromanagement has caused 5 managers and over 5 administrative staff to quit.

376.When I am asked to do something, if I have not completed it the way my manager seems to envision it, they redo it anyway (there is nothing wrong with the way it was done, it was simply not done their way). 377.The organization itself is AMAZING but change the micro management you will see it thrive and prosper with all your staff..

378.On top of this, the amount of time spent on micromanaging others is a waste of time, energy and money. At times it is no wonder that SJA struggles with being progressive.

379.My immediate supervisor is awesome - pretty much the reason I am still coming to this job. I feel that SJA micromanages everything.

380.I had more responsibilities with a previous manager. Once the new manager came in, processes were changed (nothing was wrong with the processes, they were just not the newer manager's way of doing things) and many of the extra responsibilities that I was/am capable of/am, were taken away.

381.I feel VERY micromanaged and feel that my manager spends time making sure I'm occupied with things as opposed to SJA manager accountabilities. I am proactive with my workload and additionally seek to assist other areas/branches as time permits.

382.The atmosphere in our office is great. However, there is a huge amount of stress/anxiety initiated by sr. management that seems excessive - mico-managing. Too many levels of authority

383.Christie and Melissa made a Microsoft forms survey which the administrative staff are supposed to fill out daily, which goes all the way down to making them 'sign off' on whether or not they "turned on the lights", and "unlocked the door", and "logged into their computer". It's insulting.

384.Not allowed to make decisions based on what is best for our reputation -how we look to the outside. Being micromanaged in your job.

385.We are also not given the ability to approve or facilitate basic instructor expense or facility needs and often you get questioned or have things denied regularly until you justify why you had to pay your instructor mileage when they travelled from the island to teach for you.

Employees don’t feel heard

386.Maureen will listen to your advice but it rarely if ever gets implemented.

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387.Hoping to have more of a voice in the future .

388. It always has to be the manager's way even if it's not the SJA way.

389.When it comes to upper management, I felt I was never heard and there is always fear based leadership. 390.In regards to Question 24. SJA in no way maximizes an employee's knowledge and capabilities within the organization.

391.For a long time overall as an organization our feedback and complaints were not heard. They were brushed aside as well; you didn't know whom you could trust.

392.Questions are focused on paid staff. Would like more opportunities to provide feedback on the volunteer side. 393.Common sense and listening skills are not what upper management has, they have a dictation mind set.. then ask why it's not done..

394.The CEO doesn't appear to have the same level of effort to listen to volunteers from the provincial commissioner. I feel disconnected to that level of leadership in the volunteer/brigade side.

395.Due to the number of meetings he has to attend, I have given up on seeking help from my supervisor in order to do my part. I do what I can to the best of my ability so that we as an organization can have some work done. 396.Ty has been sending emails and surveys out and I think we could actually do more surveys so people could voice feelings. Before Ty came on, I was never asked.

397.I personally feel that DM's need to be getting them selves out there to EVERY single Branch on a regular basis. Not just the ones that need fires to be put out. Yes you can rely on your BM's but are they all on board with everything that a DM asks of them? Are they doing them as requested?

398.Current CEO wants to listen to employees. However, I'm not sure if that will apply to volunteers, who make up most of the people at SJA, especially when it's a volunteer organization.

399.I’m not listened to, it's not always the best feeling going to work. If I say something, even there's traffic outside, I don’t even need an answer, I’m just noticing something.

Employees don’t feel supported

400.I don't feel supported by the organization.

401.Job description is understood, expectation is high, support is low.

402.It feels like something is missing. Let’s say we have a sales target, sometimes we don’t know how to meet that target. There’s a goal and there is higher level guidance but there is no in between steps.

403.Upper management does not want relationships with Volunteers and instructors... I cannot run my branch like that and I will not and have not ever.

404.My manager is not supportive when I ask questions and either says nothing or tells me about the answer with a sarcastic undertone, or just says "I don't know the answer to that". I find it interesting that after working together for a while now, I am still often referred to as "the admin" to customers.

405.I have felt disappointed at times with lack of leadership and lack of understanding when dealing with hard times for staff and clients. Given that we teach about mental health, I feel that there is a bit of a disconnect here. 406.My immediate supervisor appears to be there for me in my growth and direction however events in the last 2 yrs do not support this (the last 2 months maybe). The lack of faith and support was very lacking. 407.Support in problem solving is a tough one to address. It depends on whom I am trying to get help from. 408.I am a strong problem solver (think outside the box) and get it done with little disruption to the operations or our clients. There are those in this organization that are very good at this and those that could use some work. 409.The branch manager is also derailing my confidence with changes that are not always fully shared so I am constantly second guessing my decisions.

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410.I always thought managers were there to support staff to be successful but that’s not the case. 411.There’s a feeling where leadership says, ‘we care about you,’ but then don’t give you what you need to be successful. It feels like things they say are all talk and not backed up by action

412.Lindsay sent me communication about how I’m doing month end incorrectly and I explained why I do not make it a priority. I replied with what I’m doing and where I’m saving documents and never got a follow up. If I was being supported she would have responded with tips and ideas or steps I’m missing.

413.Course being programmed without being consulted. Having departments questioning why you are signing off when it was not 'approved'. To have to get approvals for instructors to travel branch to branch.

414. With my manager I try to ask if I have a question that I need her answer to, I usually have to wait. She will pretend to do something else. She won’t even look at me. She will then say I wasn't listening, I was doing something else. It's not in a supportive way. It makes me not want to ask questions.

415.We are set up on the back foot from Day 1 and have no chance to move forward or progress. 416.We are set up for failure and not enabled to perform our best when it comes to annual budgets. 417.I do not feel safe with my job security as it is threatened by upper management even when we are above budgets

and doing our job according to my Job description and going above and beyond to make SJA succeed in the community and at Branch level.

418.No respect for any Branch Managers unless you are in their group

419.I am a long time employee and have always thought I was supported however this was tested and found extremely lacking.

420.We are expected to annually produce a class schedule that facilitates hitting specific revenue targets. This is supposed to be done in October at the latest so that people can start registering for classes. However, we do not receive our budget or the revenue that we need to base our classes on until February or March of the year in question (i.e. for 2021 goals I received my revenue goals in february of 2021).

421.I enjoy my job or at least the idea of my job. Again, in spite of people rather than because of them. 422.The management that we have right now? I achieve in spite of them not because of them. 423. strongly believe that each branch should be seen on a branch to branch basis, the communities surrounding each

branch have different needs which will require we book different types of classes or keep stock of different products. To centralize the whole province and compare as a whole does not do justice.

Resources are lacking

424.Investment is needed in the short term to secure the long term.

425.I wouldn’t want to spend 8 hours in a classroom without resources.

426.We need marketing materials and instructors with more availability

427.Its not Ty related, but all of us don’t have the pertinent information we need.

428.Information is provided and the expectation is to read it once, apply it and then you should know it. 429.There have been numerous situations where projects are given with minimal information and short timelines. 430.We could shell out a bit more to show that we are current and it might instill a bit more confidence in people that come. Equipment is old.

431.I’ve heard people in other departments say that instructors don’t seem into training and stuff like that, but I don’t blame them. If you don’t have the resources to be doing your job effectively, then I wouldn’t be happy either. 432.It used to be we were all involved in the same information through emails or some form of communication, but in

the last year or so, there’s a Town Hall, but the admins aren’t invited to that. It might not be mandatory for Branch mgrs, but admins are not asked to attend. So they are in the dark.

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433.Vancouver branches can run the Emergency First Aid for Industry BLENDED classes, as some smaller city branch budgets are being greatly affected as we cannot find students to facilitate this course and it should not come down on us that we cannot facilitate the course.

434.Marketing and messaging -for the larger centers this is working however the smaller communities do not function in the same capacity-everything online. We are unable to meet our clients needs if we do not have the product this being classes or first aid kits or supplies.

435.The smaller communities have survived by meeting the need of the little guy as the big guys that land here are not here for the long haul.

436.Our clients tend to do things last minute or need product now. They will walk in to purchase supplies or kits and need to walk out now -we cannot meet this demand as we have to purchase from DC or they have to order online and wait several weeks.

437.The little guys are in abundance and have kept us afloat.

438.Needing support when you do not have the resources -instructors- to do the job. And then having to answer for not meeting the budget.

439.Right now I feel we are missing a sales department. They say we all need to do sales together, but we don't know how. The revenue generated would be put back into the community so it’d be good to have a sales team or option that’s more focused. That could bring us to the new level product wise.

Change is not welcomed

440.Organization feels split between employees who want to change processes and change the company vs. employees who are fine with current processes.

441.My department can push something out and we have a system and then people still stick to the old ways. 442.It would be beneficial if they [Senior Leadership] were more open to change. I’ve gotten the feeling that not everyone is open to change.

443.We are going through a transition right now. Overall, I think some people are very active and interested in helping the organization, some people are quite silent.

444.There is perhaps an issue with change. It's an old org and then there are new people and some people that have been around have a hard time with change.

445.We have a lengthy history and there's a balance between honoring that and moving forward. We may need to look at that.

Employees are stressed/burned out

446.They need more hands in some of the departments.

447.People are complaining that they are overworked. Maybe hiring more people could be a good idea. 448.Currently the morale in my department is very stressed because of the volume of the work and the issues dealing with systems we have.

449.Hearing that financially SJA is not doing well, a lot of corner cutting is forcing more workload on staff. 450.We are too concerned over our budget - could require more bodies - my observation is that this leads to individuals burning out - perhaps I do not understand.

451.It seems like everyone I talk to is overworked. I think the finance team could use some more staff, they are always staying late and coming in on the weekend. Marketing is also overworked, and they weren’t before COVID.

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Inconsistency throughout the organization

452.SJA has been through many challenging years. I feel though that there has never been any consistency in the leadership of the company.

453.#48 & #49 - I have seen staff work long hours, and some other supporting department staff members work flexible hours outside the business hours. Supporting staff needs to work the same hours as business hours. If not available during business hours, out of office policy needs to be implemented.

454.The company's expectation for SJA as a brand does not match with what we can actually offer and the problem is that I do not see anyone from leadership addressing this or attempting to come up with a plan to fix it. There has been a clear positive shift in Community Services but I don't see the same in Operations yet.

455.I think St John Ambulance has great potential to make a mark in the world but it needs to be brought up to date with the times to get there.

Physical work environment is outdated

456.Our office environment is not so exciting, it's gloomy. Working from home with work/life balance as helped with that perspective.

457.Air ventilation is on and off. I did discuss that with HR and suggested it get fixed. It sort of got fixed, still breaks down.

458.I do not think people will want to do first aid training in classrooms that clearly need an upgrade or can be seen as unsafe due to aging rooms.

459.This facility doesn't allow for good air circulation or any natural light. We aren't visible in the community - the size is nice for the class rooms though. And it would be nice to have more frequent cleaning of the washrooms. 460.Branches are old and deteriorating and there are no plans on upgrading or fixing these issues and yet the company expects us to be a brand that people will trust and want to go to.

461.Employee parking is completely full underground. Hard to find a place with all the construction. Ever ending parking problem - designate own spot. Haven't talked with HR about that. Sort of gave up after I called the manager. I couldn't park. Manager did a work around. I may bring this up again.

More training needed

462.Training: received little to none. What I did get was so convoluted and confusing I gave up! 463.Manager means well and is nice - great in some areas and needs more training in others. 464.Training department is also poorly managed/run/ organized with haphazard (if any) results and outcomes. Not too much in the way of service either. Seem to push a lot onto others.

465.If we were trained in our actual system properly (each B.M) we would have the confidence to do our job, this continuous asking how's, what's and where's are becoming a deterrence to our job performance. 466.The 'trainer' is not at all doing there job and the B.M have to train due to the 'trainers' not understanding how to train or connect with different types of people and understanding how others learn. So I see others reaching out to other B.M's due to differences of learning.

467.I was pushed into a position and not trained in anything and I got a write up that I was not doing my job - WHAT WAS MY JOB LOL..

468.I had to figure it out on my own and initiate meetings myself to get trained. A New B.M should never be put in that situation and they still are.

469.Training consisted of getting access to the Way We Do. This needs to be addressed. Training needs to be one-on one with a current employee who is tasked with training the new candidate/employee

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470.I have been here within the last 18 months and in my second week another branch manager who is involved with the training/service bc made me feel very uncomfortable. If it wasn't for my coworker i would have been completely on my own to left to read procedures and learn how to due my role by reading and watching a video, no hands on from upper management

471.I do not feel there is not enough training corporately.

472.It would be great to see a corporate training plan created that both new and old staff could benefit from. Sending out links to relevant YouTube videos, setting up lunch and learn webinars, online training or having a section on SharePoint where staff can go to learn new skills or brush up on old ones would be an asset.

473.Use your B.M to train - have the strong or the willing go to Branches and take time helping New Admins and B.M. 474.In many cases the training needs to be updated. For example, people in sales and marketing have not taken their first aid training and they have little or no product training that are available.

*Ideas for training topics*

**\*Note a number in parenthesis next to a statement indicates the exact statement was made by multiple employees**

*COMMUNICATION SKILLS*

475.Communication (3)

476.Communication styles

477.Communication skills (3)

478.Effective & Positive Communication Skills

479.How to communicate effectively

480.Effective relationships and communications strategies

*CONFLICT RESOLUTION*

481.conflict resolution (3)

482.Workplace conflict management and resolution

*COLLABORATION*

483.How to work a team

484.Interpersonal Skills

485.teamwork / collaboration

486.How to get along better with others

487.how to work with other staff/departments effectively

488.How colleges can work more effective and efficiently together

489.How to better understand my peers

490.Effective relationships and communications strategies teamwork (Fioregroup.org) - in person seminars with leaders and staff, in building a better dynamic.

491.We need to work on clear communication. Being aware of everyone's communication. I’d love for managers to take a course on clear communication. We can work on that.

*ACTIVE LISTENING*

492.active listening

493.How to listen in group settings and why this is important.

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*MANAGEMENT/LEADERSHIP*

494.Leadership.

495.emergency management

496.heart led leadership

497.Leadership skill development,

498.Managing under difficult times

499.Management/leadership style

500.Performance Management Training

501.How To Manage (without the Micro)

502.More Leadership and creativity.

503.How to manage and lead a team? How to deal with non-performers as a leader or manager. 504.Leadership training for all managers and high-potential team members

505.Volunteer management! Training on how to work with volunteers, it is so important!

*WORK/LIFE BALANCE & MENTAL HEALTH*

506.Health & wellness

507.Exercise/meditation

508.Work/life balance topics

509.Mental health at work

510.Mental health and well being

511.Work life balance management

512.Everybody suffers from mental health in one way or another

513.Mental Health. I really enjoyed when the brought a guess speaker who talked about how to deal with stress/anxiety/self care.

514.support peoples mental health and practice of self worth.in todays world it is so hard to make the time to do that but if the company made the time for you then there is no excuse to not care for you.

515.These days I feel that wellness training is a really important part of any work place.

516.We are in the Heath & Safety industry after all and our staff’s mental health and wellbeing should be of interest to us as employees who are healthy and happy, on and off the job, are more productive.

JOB RELATED TRAINING

517.It would be nice to understand our systems - so training that is relevant to the role and please not "online". I can't follow and ask questions so I just give up.

518.It would be great to have job related books, courses and/or videos available to all staff regardless of whether it relates to their role or not. This could help with succession planning as it would allow the ability for all staff to learn relevant information and could promote inter departmental transfers.

519.I think there needs to be more hands on training at the start of peoples job's here. Showing you how to do your day to day task, what if someone comes in to order something, definitely need more product training for new employees. There needs to be clearer instructions when things change.

*ALLYSHIP/BULLYING PREVENTION*

520.Professional communication

521.bullying and harassment.

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522.Anti-Bullying / Anti-Harrassment (with practical scenarios

523.how to have a respectful workplace

*DIVERSITY & INCLUSION*

524.Diversity and Inclusion Training.

525.DIVERSITY - inclusive of race and LGBT MENTAL HEALTH: How to be mindful about how it may play out in work environments with other staff and customers and how to be sensitive to it

526.I feel very strongly that all staff, ESPECIALLY management and instructors should have to go through training on diversity.

527. I think it is really important for all staff, management and instructors especially, to be very informed with regards to social justice.

*TECHNOLOGY*

528.Different computer programs

529.Project management tools example agile

530.Computer software training outside of the workplace

531.program training such as advance word, excel.

532.Computer - Excel, Outlook, PowerPoint, Word, Adobe (Beginners, Intermediate, Expert)

PUBLIC SPEAKING

533. public speaking

534.Public speaking and negotiating workshops.

535. presentation skills

TIME MANAGEMENT

536.Time management

537.Time management tools.

STRESS MANAGEMENT

538.Stress management.

539.Stress management, Like the sessions we had with Scott earlier in the year. Very helpful. Brings awareness on how to react, think and have patience.

540.Managing grief

FIRST AID

541.Standard first-aid training.

542.Advanced first aid levels,

543.Our bread and butter on home first aid;

544.For Admins - Time management skills would be helpful

545.First aid training (but first of all, we need to have the time to do it)

546.Advance first aid/medical online courses

SALES/MARKETING

547.Sales program

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548.Sales & Marketing – sales pitches,, closing a deaL

549.How to sell product: Help identify what the customer is looking for. How to up sale product. 550.Sales;

551.Marketing (2)

552.Marketing for each B.M

FINANCE

553.Purchasing

554.Budget development

555.Financial – Budgeting, RFP writing, Grant writing

BUSINESS MANAGEMENT

556.Changing business culture.

557.Creative side of business

558.business to business training .

559.Management, Business planning

560.Business - Project l -

561.OH&S - committee requirements

562.AP/AR a understanding what they see on there end

563.Complete knowledge of our D365 made for SJA

564.Invite some innovative contents/ guest speaker to talk about tech X healthcare; business culture for leaders; 565.Law, accounting, behavioral psychology

566.Basic training programs on different departments (eg. effective marketing messaging, basic bookkeeping), 567. HR policies

568. Strategic Management; - Human Resource Management; - Forecasting Techniques; - SJA in relation to International Business; - Ethics and Corporate Social Responsibility;

PERSONAL/PROFESSIONAL DEVELOPMENT

569.It would be nice to see additional self help type of things available/promoted.

570.Something that will align with personal goals

571.ongoing training to upgrade skills and any new training materials

572.Webinar/seminars on professional development topics catered to a person's role in the organization 573.Growth Development. Allocate some funds for people to pursue their own interests outside the ones hosted by the company

574.Support more on our own career development (such as reimbursement on courses we would like to take that are related to our work).

575.Anything. We should have a suite of courses that are not just work related but also give people the chance to expand their learning and development horizons to help prepare them to move up in the organization/add value to their current position. Eg. LinkedIn learning.

MONEY MANAGEMENT

576.Money management,Retirement planning

577.Filing your taxes (great for contract instructors too especially if it has stuff about write-offs)

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SAFETY

578.Training Programs like safety at home, travel and sports safety (i.e hiking, camping, skiing, moreover safety in forest)

IDEAL COMPANY CULTURE (starting point for core values)

Below are the responses to the question, “Describe what you like about the current culture and/or what an ideal company culture would look like to you.”

EMPLOYEE’S COLLABORATING/TEAMWORK

579.Kind, caring team environment.

580.Team Team Team work. Never feel alone .

581.A culture that values respect and teamwork.

582.Reach out to other regions go see other regions.

583.Current culture is collaborative but there is always room for improvement.

584.I like that my team always has time to hear my thoughts and see how I am dealing with work. 585.where everyone gets along and not feel like upper management just power trips over other staff 586.A collaborate culture and one where all individuals are respected for their contributions 587.Team work with all - Admins , instructors, Volunteers and other staff.

588. Maybe we could also benefit from some events at a different venue (outdoor?) Many of us haven't met much staff since joining the company and nobody told us what they do.

589.Where I am, my Branches have a collective shared goal, attitudes and practices. We feel great about our little team as a whole. Do I feel that we have the same culture as a whole? No I do not.

590.Ideal company culture would be more collaborative between departments/teams. Many members don't know each other.

591. Teamwork, mentoring and inclusiveness. I feel that within my branch but not within the organization 592.Current Culture: Team for the most part. Very Supportive - having the TEAMS keeps everyone connected; love the facetime calls - very connective

593.Its great to be able to immerse myself with different views and leadership. No point of view is the same and to be able to learn from a variety of people i've came across has really helped me both work and personal growth. 594.Team work. Cross functional teams where everyone is accountable and invested in their piece of the puzzle - working together for the common good of SJA and the communities we serve. A culture that is not "competing" with itself and bullies have no place to hide.

595.Despite the leadership issue, my team do work well together. We do collaborate with each other in a positive way and we do achieve the goals we set out. So in a sense, we created our own island of tranquility in a sea of chaos. 596.For the most part everyone gets along, and I avoid those that don't get along with me. There's no sense of teamwork throughout the organization, just between some of the co-workers I work with, but sometimes not even that, so I end up going outside my department and pull on others' to help when I need help to carry out what I need to do.

POSITIVE RELATIONSHIPS

597.Friendship

598.People are friendly.

599.Feeling happy in work.

600.Fun in the workplace make a happy place to go to daily

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601.Friendly and open-minded co workers

602.Friendly culture, which leads to respect and create value for an individual.

603.I would like our culture to return to the pre-2000, where everyone was considered family 604.friendly and respect, ... all that I am experiencing in my department and with everyone working at PHQ. 605.I've met so many interesting people, and grown better relationships with people who've worked here for a long time.

606.In an ideal company culture, we would have more opportunities to get to know each other as a whole. 607.All in all , SJA was very welcoming when I started and I appreciate my team

608.An opportunity for all staff from various departments to participate in team building activities once in a while. 609.I enjoy seeing in PHQ the laughter and friendship and realizing that we are with each other for most of our waking day so lets enjoy each others company and teamwork.

INCLUSION

610.1. No bullying and discrimination to people from no matter what background.

611.The ideal culture for me is one that actively fosters diversity and inclusion, in addition to prioritizing staff well-being more than the work.

612.People from different background are hired without any discriminations. I really appreciate that. 613.An ideal company culture would have inclusivity, consistent communication, transparency and treating all staff members with respect.

INCREASED OPEN COMMUNICATION

614.Open communication with peers.

615.More communication and cooperation between departments

616.open communication

617.The organization would have open communication and would encourage team work and sharing of ideas 618.I like the fact that I can have a open conversation from our company CEO to a volunteer at anytime without upsetting anyone, it doesn't happen everywhere.

STRONG LEADERSHIP

619.I see there is strong leadership, positivity in all the workplace

620.New CEO and his philosophy.

621.Strong Leaders, especially my supervisor.

622. Manager and supervisor respect and listen to employees.

623.What I like about current culture: - Good Leadership (my current boss)

624. Not sure if there is a perfect workplace - good leadership and structure is good to have 625.Hire the right people for the roles that will align with outcomes desired. We require strong leadership and forward thinking leads in each dept.

626.Ideal culture would be one with clear communication and follow-up on action plans. Th alot of wavering on company direction in the past 5+ years and that creates confusion. We need to know that the people running the organization CEO/HR etc are competent and care.

DEPARTMENTAL COLLABORATION

627.Work as a team but not only within one department.

628.More inclusion of other departments.

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629.Ideal Company Culture: More communication and team atmosphere between instructors and operations dept; 630.I like the teamwork within my part of the organization. I would like to see more teamwork between departments. Not just Ops and finance etc but across the entire company.

RECOGNITION

631.I encourage a culture of appreciation and gratitude.

632.Recognition and opportunities for advancement would be appreciated.

633.For the future, organize activities for employees, the creation of an employee committee would-be great! 634.An ideal scenario would be recognizing the performers and base remuneration on results/contributions.

BETTER HIRING/PROMOTING PRACTICES

635.Ideal company culture is to listen to the staff and promote the performers and not the talkers. 636.When there are opportunities at PHQ for new projects or positions the people within the organization should be advised of them before finding them advertised on Indeed, etc.

637.There may be people who are interested or have the needed skills that are not already working in PHQ but unfortunately they never hear about the new offerings.

638.One instructor seems to be very vocal about disapproval of 'Provincial' - not sure what the issues are exactly but the instructor is holding very large resentments; better vetting processes put in place for the hiring of instructors - not all hired are people friendly.

GROWTH OPPORTUNITIES

639. Opportunity to grow your career within a reasonable time period

640.More employee engagement and a culture focused on employee growth in general.

SUPPORT

641.Supportive culture, service oriented, great people

642.An organization where everyone mattered.

643.Staff under management should be given more opportunities to be heard without fear of how it will affect their environment and relationships moving forward

644.Proper training - not over video let people go to other branches and see what's going on and help them on a path to success within there own branch. see it is to help it.

645.Open up ideas with in all staff you may find a gem of a good idea from anyone to help with others not making budget - connect with others whom are making a budget seeing if they can go to that branch and help out.. Physically being there makes people stronger..

646.A culture that provides you with resources to accomplish your work and succeed instead of just throwing work at you and expecting it to get done. This is what i currently love about my team, as we have created this culture in the last year. I hope to see the same in SJA as a whole.

AUTONOMY

647.Freedom to make improvement, no micro-management

648.There has been where branch managers had autonomy to handle their own branch and Instructors ie a branch manager who would put on extra classes so one of their contract Instructors could meet their rent. An organization were everyone mattered.

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649.Where branch managers had autonomy to handle their own branch and Instructors ie a branch manager who would put on extra classes so one of their contract Instructors could meet their rent.

ORGANIZATIONAL MISSION

650.Mission Driven (since there is no profit, we all share the fact that we are on a mission to make the world a better place with first aid benefits);

651.Currently I appreciate that collectively we are eager to go through the processes of finding and reclarifying our purpose and mission. There are enough people currently at SJA BC/Y that can make an amazing change. 652.I feel that more than 50% of the org doesn't know the history of St John Ambulance Internationally, nor SJA as priory of Canada.

653.An ideal company culture should know what the common goal or goals; as a team in supporting everyone achieving that goal.

FLEXIBILITY

654.Work-life balance

655.Currently the Hybrid work environment is great!

656.work-life balance, flexible hours when needed, wfh options for some roles,

657.I think being able to dress more casually (not so corporate business) makes people more comfortable to be themselves and make for better working relationships. Creates less of a divide and we can see each other as real people and not titles.

BETTER BUSINESS PRACTICES

658.Other things to include at SJA for better culture: - Sales (this will increase drive in those interested employees); - Innovation (make products or ideas come to life); - Customer Service Excellence (more consistent conversations in form of branch to CCC; and Branch to Branch).

UPDATED POLICIES/PROCEDURES

659.Salary enhancement to catch up with the inflation

660.IDEAL CULTURE WOULD BE , yearly job reviews, realization that branches operate differently than Head Office. 661.We could do some reno to the office space, the place is the opposite of a modern office and is not helping with productivity or creativity.

MISCELLANEOUS

662.Motivated

663. Current culture - Anything is possible

664.Task Oriented (in my branch, everyone is task oriented eg. instructors, one admin, etc..); - Empowerment (by supervisor) Ideal: efficient, fast-paced.

665.Culture encapsulates a philosophy of people over process I feel. Company values should include communication, innovation, inclusion, integrity, strong leadership, team equality and growth, the list can go on and on. 666.Ideal cultures come from focusing on each individual and their internal feelings. when you are confident in yourself, or love who you are without judgement, you can then share that with others and it fosters a great culture when you care about each person for who they are

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667.Blood drives at branches. This is not just a Red Cross thing. I have so many ideas for this and make this an actual SJA Event, be a part of as many events as possible, run booths as well as talk to other booths, have marketing there, physically take pictures and videos and connect it to the media..

Appendix: 2021 Survey Questions

**ENGAGEMENT**

**Please indicate the extent to which you agree or disagree with the following statements.**

**Strongly Disagree**

**Disagree**

**Agree**

**Strongly Agree**

1. There is an atmosphere of respect and trust within my department.

2. There is an atmosphere of respect and trust within the company as a whole.

3. I can openly communicate with my immediate supervisor even if things are going wrong. 4. I have confidence in the leadership of this organization.

5. My work is challenging in the right ways.

6. I enjoy the work I do.

7. I receive recognition or praise for doing good work often enough to suit me.

8. I believe the future outlook for our organization is bright.

9. We quickly adapt to challenging or crisis situations.

10. Work assignments are delegated appropriately within my team.

11. I am provided the resources I need to perform my work properly.

12. I receive information to do my job in a timely manner.

13. I feel physically safe at work.

14. I feel safe to be my whole self at work.

15. I have the right amount of work-life balance.

16. I have the right amount of autonomy in my work.

17. I have the right amount of flexibility in my work schedule.

18. I have a clear understanding of my organization’s vision/mission.

19. I trust the decisions top leadership makes, even if I don't understand "the why" behind them. 20. This organization encourages differences of opinion.

21. I feel as though I have a part in accomplishing this organization’s goals.

22. This organization inspires me to do my best work every day.

23. If you have them, please provide any additional comments or thoughts you have about the statements above. [Open-ended]

**RELATIONSHIPS**

**Please indicate the extent to which you agree or disagree with the following statements.**

**Strongly Disagree**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 57 of 61

**Disagree**

**Agree**

**Strongly Agree**

24. The organization’s culture is collaborative.

25. My coworkers get along with each other.

26. Overall, my supervisor does a good job.

27. My supervisor actively listens to my suggestions.

28. My supervisor enables me to perform at my best.

29. My supervisor promotes an atmosphere of teamwork.

30. It is clear to me what my supervisor expects of me regarding my job performance.

31. My supervisor provides me with actionable suggestions on what I can do to improve. 32. My supervisor and I collaborate on my professional growth.

33. When I have questions or concerns, my supervisor is able to address them.

34. I feel comfortable raising questions or concerns to Sr. Management/HR/CEO.

35. Top leadership is sincere in efforts to communicate with employees.

36. I have a say in decisions that affect my job.

37. If you have them, please provide any additional comments or thoughts you have about the statements above. [Open-ended]

**JOB SATISFACTION**

**Please mark the response that best describes how satisfied or dissatisfied you are with each of the following. Very dissatisfied**

**Somewhat dissatisfied**

**Somewhat satisfied**

**Very satisfied**

38. My job tasks and responsibilities

39. My total compensation package

40. My progress in the organization up to this point in time

41. My possibilities for career progression within this organization

42. The process for evaluating my job performance

43. The organization’s overall efficiency of operation

44. The overall quality of the organization’s services

45. Our marketing and messaging to the community/customers

46. The way that work is delegated among employees

47. My freedom to carry out my job responsibilities and tasks without micromanagement 48. The organization’s system for taking staff complaints/hearing out problems

49. The quality of work I see from others I work with

50. The onboarding process (if you were hired within the last 18 months)

51. Overall, I am \_\_\_\_\_\_\_\_\_\_\_\_ with my job.

52. If you have them, please provide any additional comments or thoughts you have about the statements above. [Open-ended]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 58 of 61

**INTERNAL COMMUNICATION**

**Please mark the response that best describes how satisfied or dissatisfied you are with each of the following. Very dissatisfied**

**Somewhat dissatisfied**

**Somewhat satisfied**

**Very satisfied**

53. Information about company policies.

54. Information about company vision and goals.

55. Information about my department’s goals.

56. Information about the requirements of my job.

57. Information about how my role here impacts other roles.

58. Information about how to get a bonus or promotion.

59. Extent to which directives are clear and concise.

60. Amount of job training.

61. Topics covered in job training.

62. Information about changes in the organization.

63. Information about the company’s successes and failures.

64. Information about profits and/or financial standing.

65. Extent of communication between teams or departments.

66. Quality of communication/relationships between teams or departments.

67. Extent to which my supervisor offers guidance for solving job-related problems.

68. Extent to which communication with other employees at my level is accurate and free-flowing. 69. If you have them, please provide any additional comments or thoughts you have about the statements above. [Open-ended]

**DIVERSITY & INCLUSION**

**Please indicate the extent to which you agree or disagree with the following statements. Strongly Disagree**

**Disagree**

**Agree**

**Strongly Agree**

70. This organization cultivates an environment where people of many backgrounds are welcomed and valued. 71. Negative or exclusive behavior (e.g., inappropriate jokes, incivility, bullying) is not tolerated here. 72. Within the last year, I have personally experienced or witnessed discriminatory or bullying comments or behaviors at work.

73. I have confidence that my manager will handle concerns about equality and inclusion appropriately. 74. If you have them, please provide any additional comments or thoughts you have about the statements above. [Open-ended]

**MOTIVATION**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 59 of 61

75. How long do you intend to stay with St John Ambulance?

a. I’m already looking for another job

b. 6 more months

c. 1 more year

d. 3 more years

e. 5 or more years

76. If you were going to look for a new job outside of St John Ambulance what would be your main reasons? Please select your top three.

a. Pay/compensation

b. My peers/coworkers

c. My supervisor/manager

d. Meaningful work

e. Work/life balance

f. Job security

g. Career advancement opportunities

h. Culture

i. Benefits package

j. Opportunity for professional growth

k. Having a sense of belonging

l. Feeling valued

m. Trust in top leadership

n. Transparent communication processes

o. Customer relationships

p. Other - please specify [comment box]

77. What are the main reasons you continue to work at St John Ambulance? Please select your top three. a. Pay/compensation

b. My peers/coworkers

c. My supervisor/manager

d. Meaningful work

e. Work/life balance

f. Job security

g. Career advancement opportunities

h. Culture

i. Benefits package

j. Opportunity for professional growth

k. Having a sense of belonging

l. Feeling valued

m. Trust in top leadership

n. Transparent communication processes

o. Customer relationships

p. Other - please specify [comment box]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 60 of 61

78. Overall, how satisfied are you with St John Ambulance?

a. Very satisfied

b. Somewhat satisfied

c. Somewhat dissatisfied

d. Very dissatisfied

79. Would you recommend St John Ambulance as a good place to work? Whatever your answer, please provide the reason.

a. Yes

b. No

c. [comment box]

**Open-Ended Questions**

80. Describe what you like about the current culture and/or what an ideal company culture would look like to you. 81. If the organization offered training programs, what topics would you like to see covered? 82. Aside from the issues you have already rated or commented on in this survey, are there any other comments you would like to share?

**Demographics**

**83. Gender**

Male

Female

Non-binary

Decline to state

**84. Tenure**

Less than one year

One year to less than two years

Two years to less than five years

Five years to less than ten years

Ten years or more

**85. Department**

Operations

Marketing/HR/Business Development/Corporate Services/Finance

Learning, Development & Standards/Distribution Centre/Community Services & Fund Development

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ St John Ambulance Survey Results, 2021 Prepared by Civility Partners, Inc Page 61 of 61