

Psychological Health & Safety

in the Caring and Non-Profit Workforce

Staff Perspective



Workforce Planning Board
of Waterloo Wellington Dufferin

March 2026

Our Vision: We envision the continuous development of a leading-edge workforce.
Our Mission: Engage partners to find solutions to local workforce development needs.

We would like to express our sincere thank you to all those who took the time to take part in the development of this report, sharing their insight into the caring and non-profit sectors.

The material contained in this report has been prepared by the Workforce Planning Board of Waterloo Wellington Dufferin (WPBWWD) and draws from a variety of sources considered to be reliable. We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, WPBWWD does not assume any responsibility for liability.

The research staff used AI software to do the initial organization of ideas and themes from the survey's customized questions. The researcher then reviewed the organization of these comments to ensure the sector can easily use the data. AI was also used for initial text editing to improve clarity.

Canada 



Ontario 

This project is funded in part by the Government of Canada and the Government of Ontario.

The views expressed in this document do not reflect those of the Government of Canada or the Government of Ontario.

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Using This Report

The data in this report comes directly from our Caring Workforce Survey of staff in the caring and non-profit sectors, conducted in November 2025. Quotes are straight from participants and reflect their perspectives about working in the sector.

The definition of psychological health and safety can be found at the [Canadian Mental Health Association](#) and [Mental Health Commission of Canada](#) web sites. These indicators help workplaces create environments where staff feel safe and confident to engage in work. Managers and HR professionals can use this knowledge to evaluate their own workplaces and create better environments for attracting, retaining and strengthening their staff.

Who Provided Input?

This is what we know about the 160 people who provided feedback.

Where they work

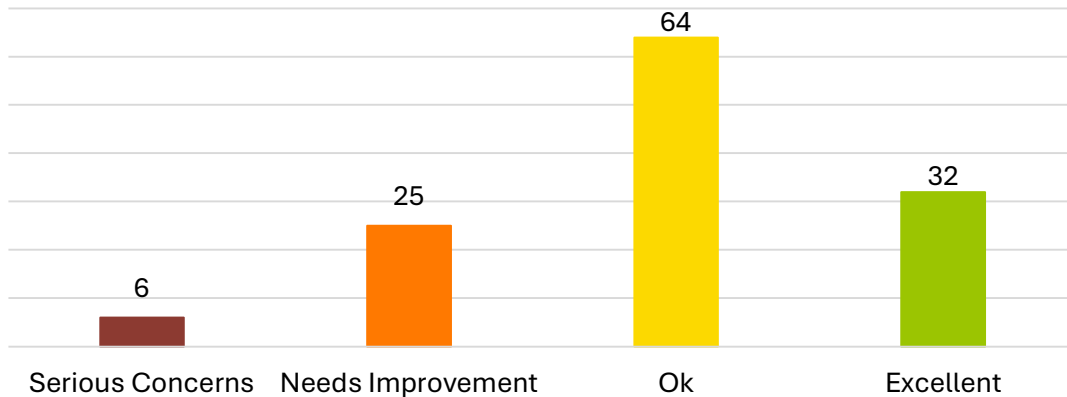
- Waterloo Region (83 people), Guelph-Wellington (68) and Dufferin County (18). Some worked in more than one geography
- Social & Community Services (68), Childcare (55) and 38 in other caring sectors.
- Almost 80% worked in non-profit companies with 20% in for-profit care.
- 52% worked in companies with fewer than 50 people. Large organizations tended to be in Childcare, Social & Community Services, and Health organizations.
- 84% reported being non-unionized.
- Most staff knew how their organization was funded. The most identified program funding came from the provincial and federal governments.

About their job

- 57% reported being a front-line worker who delivered service, support or programming.
- 43% were managerial/supervisory, human resources, support or another role.
- 86% of respondents were full-time and 79% were permanent employees.
- Contract employees were almost evenly split between having a likely renewal and planned end dates.
- 49 respondents had less than 4 years in the sector. 102 reported having 5+ years. Many of the responses come from staff with more experience. 47 people had 15+ years in the sector.

Rating Workplace Psychological Health & Safety

Overall, how would you rate the psychological health and safety in your workplace?



Most respondents report a psychologically safe and healthy workplace. It is somewhat concerning that 31 respondents felt their organization needed improvement since most of the respondents are in people-focussed industries.

Respondents were also asked to share what their organization does well and where there is a need for improvement around psychological health and safety.

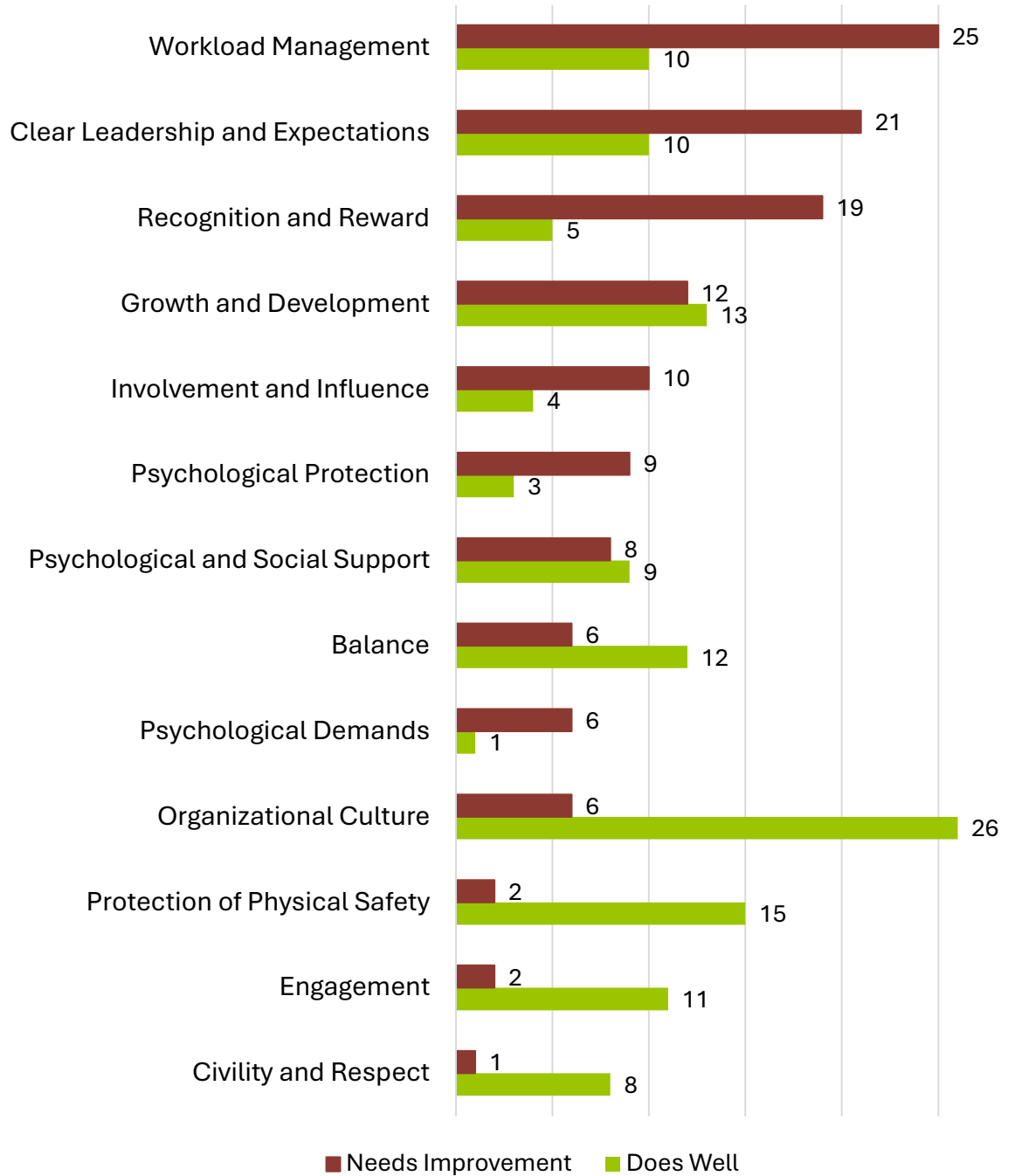
Top 4 areas that are done well	Top 4 areas for improvement
Organizational culture	Workload management
Protection of physical safety	Clear leadership and expectations
Growth and development	Recognition and reward
Balance	Growth and development

It is interesting that Growth and Development is seen as an area for improvement while also being an area that is done well. This most likely is connected to sub-sectors and individual organizations. There is room to develop programs for training and recognition with the sector. The other two areas for improvement are training and, potentially, resource challenges that require more time and effort to resolve.

Strengths & Priorities for Improvement

Represented in the chart below, survey respondents were asked:

1. Which of these 13 factors does your workplace support best? (in green)
2. Which of these 13 factors should your workplace focus most on improving? (in red)



Workload Management

Definition: Assigned tasks can be accomplished in the time allotted - impossible goals are not set. In addition, workers are given the necessary resources.

What is Good: Workload Management

Respondents who rated this 'Excellent' wrote:

- Regular/ timely team meeting.
- Peer support as and when needed.
- Load sharing during tough times.

- Check-ins with staff
- Divide tasks between all shifts. Added a second staff to shifts to that staff can conquer tasks together
- Set the tasks to be done each day/week and that are easy to ensure completion. If not able to complete, it is normal to pass it along to another staff if needed or do it the next shift if not time sensitive. Extra tasks given by management on shifts are generally given with a timeframe and not expected to be done immediately. If there is a time constraint, it is told in advance to ensure it can be done
- Clear and realistic expectations
- Allow for input and planning from program coordinators, to be able to manage responsibilities and demands
- Allow opportunities to be flexible, not micromanage, and not have a set of expectations to be met
- Support workload management, and help coach individuals by suggesting strategies to improve their stress and wellbeing while also maintaining organizational efficiency
- We are a not for profit with a small management structure, we have the ability to hire more staff

How to Improve: Workload Management

Primary Work

- It could improve by creating more balance between administrative tasks and client-facing work. Better communication about priorities, clearer timelines, and continued flexibility when things get busy would also help manage workloads more effectively
- Not have too many things going on, or to change the expectation that more activities will make us sustainable
- Have a good look at our curriculum, many parts of it are outdated, require too much time away from the children, too much paperwork
- There is too much work coming at us every day - difficult to finish. Sometimes Board gets into “the weeds”
- There is often a last-minute urgency with a lot of work year after year, despite best efforts to constantly improve and evaluate.
- Workload is unfairly critiqued across departments and is not given equal wait. Everyone needs to respect the variety of contributions across the organization and also make an effort to give adequate time for others to plan and prepare.

Staffing

- More support staff for behavioural children
- We need WAY more staff, funding, and resources to achieve our best performance and provide quality service and support to our clients
- We need more competent staff that are able to do the job. People that will show up for their shift, allowing us to do our job and not have to be the support or ratio in programs as often
- We need staff to be accountable for their actions, and we need to get back a space that we are putting actions in place where they are unable to do their jobs
- Hire staff equivalent to targets
- It's tough because most of it is controlled by our funder. They are doing a good job of hiring extra casual staff to help to contact clients and with certain projects. They were slow to react and not proactive which was the issue though
- More staff to cover so we have more time for planning
- more resources and staff
- Not overloading staff who perform more efficiently than others.
- Realizing the workload is becoming more and more difficult and hiring more staff and structure to accommodate
- sharing the workload with every staff member
- Understand we can't do it all without the correct amount of human resources

Targets

- Ministry set targets are quantity over quality. Leads to perpetual over-promise and under-delivery.

Administrative Work Beyond the Primary Work

- Designate specific time in each day or a few times during the week for staff to plan and rotate materials in the classroom while being out of ratio. Staff sometimes feel strain to get these things done and end up staying late or trying to come in early without pay to accomplish the things that make their workday less stressful and run smoother.
- We need better processes and workflow automation to drive accountability into timelines.
- We see opportunities to simplify internal processes, reduce administrative repetition, and make better use of shared tools or templates. Even small efficiencies meaningfully lighten the load and we are working to address this...it is ongoing and takes time.

Leadership

- Workload management is an ongoing area of growth for us. Like many small organizations, we work with limited resources, so it can be challenging to balance day-to-day operations with emerging opportunities and strategic work.
- Assess workload of leadership team members with less of a focus on what gets done and more on the extra time leaders are putting in.
- Leadership does not respect or understand the workload that staff has, and rejects appeals for assistance or not to take on other workloads.
- Delegate the work.
- Maybe checking in more that the workload is manageable, that all employees are meeting expectations and extra work isn't repeatedly falling to the same one or two staff.
- Be more intentional about discussing capacity, clarifying what is manageable, and ensuring expectations match our staffing and resources help us maintain a sustainable pace.
- Exploring shared or collaborative roles with other organizations. There is strong potential to alleviate workload by sharing specialized tasks, roles, or responsibilities with partner organizations—especially when we have overlapping needs. More structured opportunities for organizations to come together, explore shared challenges, and focus on identifying where collaboration makes sense might help build these opportunities. If convening partners with this purpose in mind became more common, it could open doors to creative workload-sharing solutions that benefit everyone involved.

Clear Leadership and Expectations

Definition: Your organization clearly communicates expectations to workers, and supervisors inspire their workers.

What is Good: Clear Leadership and Expectations

- Expectations are communicated clearly
- Expectations are set right at the onset to protect and safeguard the children in care

Written Communication

- Provides job descriptions and contracts
- Clear job descriptions, processes and procedures, written policies, written communication
- They send out weekly memos reminding staff of policies and reasons for policies.
- We have a good silo of leadership and job descriptions are clear and specific
- Communications sent out

Support from Leadership

- Supervisors very supportive
- Provides training support and peer mentoring - weekly meetings and 1:1 mentorship
- Management listens to staff and supports them in tough decisions. Such as supporting staff when trying to make connections with families. Especially when families have unrealistic expectations.
- Supervisors recognize staff efforts and are easy to talk to when seeking ideas and collaboration.

How to Improve: Clear Leadership and Expectations

Respondents who rated this 'Serious Concerns' wrote:

- communicate with employees
- integrate employee feedback
- better leaders or training for leaders
- train leaders so they better understand frontline and service delivery to reduce burden on frontline employees having to explain their jobs and dealing with impossible goals or red tape that hinders service delivery
- transparent employee evaluation process

- Provide more context and process steps when new policies are sent out, update HR docs to reflect that as well, can be hard to find information and then it's not written in a clear manner
- Thorough communication is important, provide clear expectations
- Standardized policies and procedures
- Better planning
- Increased and clear communication [expressed in various ways]
- Clear communication from upper management and executive director to front line staff. Them being open to feedback and input from front line staff member of decisions being made.
- There is a disconnect between supervisor and staff as there is a lack of communication. Supervisor prefers to communicate via text versus in person contact
- Visit Centre more often [in-person] and speak with front line workers
- Consistency amongst leadership
- Honestly, just to block some time to go over roles and responsibilities. But time is not something we have a lot of.
- Very beneficial if management and supervisors worked to inspire staff. We are seeing really high unemployment rates combined with complex clients
- [Supervisors] more present and not in office. [They should be] leaving personal discussions for outside work time
- We currently have no CEO and can't seem to keep one
- Our leadership team has no clear ideas, relationship between management and team is not that good, they are in a place and rest of staff in different place
- Some divisions do not have Managers that trust the employees which lowers staff morale and affects the other staff members. Different Managers have different expectations
- We are actively training our leaders on communication and coaching.

Recognition and Reward

Definition: Your organization recognizes the effort of its employees, and rewards both success and effort.

What is Good: Recognition and Reward

Respondents who rated this 'Excellent' wrote:

- Recognition Awards once a year
- Praise is always being given. Rewards are handed out a lot
- They do monthly awards for employees who have been nominated by other employees. We do monthly awards that all staff can put forward a name



How to Improve: Recognition and Reward

- Allow more team building / collaboration events that bring unity between the multiple different teams, give more than just a "lunch box" as an appreciation gift
- According to me, they should set some awards for every center and classroom according to monthly and yearly work performances
- Gift cards
- More formal recognition (lots of informal). And more rewards/gifts
- Recognizing milestones for staff with gifts, cards. Noticing individual hard work
- Give out kudos more. Tell about the good things that have happened with a client coming from management not just coworkers.
- Give personalized praise that highlights individual contributions to all members of the team
- More than just an email that says thanks. I would like to clarify that I feel appreciated at my specific centre, it is the organization I work for in general that I am having issues with
- Recognize the work that is being done and appreciate the staff more
- They don't fire people who aren't doing a good job. The people who are going above and beyond aren't being rewarded
- In a big organization offering different services, sometimes the childcare parts seem to be treated as less important and newsworthy
- We need to find ways to be able to reward people more - either through salary or if that is not realistic - we have to find other ways to do this. As a supervisor, taking this survey has reminded me that I could be doing more to thank and acknowledge staff through one off notes and words of appreciation. Also, I should probably give the topic of recognition and reward greater energy, since we have not been able to offer much in terms of salary increases in recent years, I need to get more creative about this. There are ways to do it, and I need to investigate it and get the Board's support with it
- We suggested different way, but they could not accept them coz of the policy

Some staff equated wages and compensation pieces with recognition and reward:

- The only complaint I have is the low wages
- Pay what the county run home pays employees and better pension plan
- More opportunity for raises for long tenured workers
- More holiday time for long tenured works 15 years of service and more
- Getting paid according to performance and attendance

Growth and Development

Definition: Workers receive encouragement and support. Your organization provides opportunities for workers to increase their skills and abilities and pursue interests.

What is Good: Growth and Development

- I have been able to grow in my role quite a lot in two years between taking on new responsibilities and PD
- Not many roles that an employee could grow into
- Great opportunities for professional development
- Lots of training
- Online workshops, in-person workshops. Staff mentoring each other
- Opportunities for all staff for further growth in the way of networking, workshops, trainings
- Plenty of conferences and opportunity to gain skills
- There seems to be regular learning sessions
- Offers paid training to staff and paid time to do it
- Paid funding is available for staff to attend professional training
- Staff are encouraged to seek out training, courses, workshops, webinars that are of interest to them - the cost of the course is covered and often times, I've been given work time to complete the course or training
- Communicating opportunities for advancement within the [organization]
- Answering the demand needs of the community

How to Improve: Growth and Development

- Give more opportunity for people who wants to get trained and explore different positions
- Helping employees build skill, knowledgeable competencies to advance careers and benefit the organization. On the job learning on employer and employee collaboration effort.
- Find ways to fully utilize the skillsets of every employee there and offer opportunities for employees to create new programs/initiatives
- Adding soft skills and technical skills with wage rewards for accomplishing
- Fund it
- Time/money investment in learning is very low
- Was the worst of the best as no N/A option was available. However, due to lack of budget, not all training opportunities are always available
- Make time for professional development
- Offer more PD and restructure to allow for more internal promotion
- More support from upper management and supervisors

Involvement and Influence

Definition: Workers are included in the discussion about how their work is done; workers are able to inform upon changes in the work environment.

What is Good: Involvement and Influence

Respondents who rated this 'Excellent' wrote:

- They [organization] work hard to be involved in many agencies throughout the city to best support our clients individually.
- Empowerment to make decisions based on the clients needs. Ability to solve and then communicate
- Management consistently checks in with staff to see if they need help or if something needs to change internally
- Team meetings. Staff meetings. Focus groups. Surveys
- ...I feel that they do okay at this too. If we have an idea for changing a process, they are open to listening, discussing and considering it

How to Improve: Involvement and Influence

- Ensure everyone is getting the same messaging
- Some managers involve in other departmental concerns which are not necessarily needed or helpful
- Provide more transparency about bigger decisions
- Regularly ask for employment insight, and feedback
- Upper management could be more transparent with future plans and goals for the agency. More staff could be involved in networking and community building opportunities
- Take staff's input when asked for it. Involve staff in any changes. Discuss changes prior to implementing them. Get information from staff about how they are impacted by changes or current policies/procedures
- I think we are working in this space more. Rapid growth has us still working out how process and feedback work so it is a work in progress. We need to free up minimal staff to develop feedback and input mechanisms that are more formal than one off meetings

Psychological Protection

Definition: Psychological safety is ensured for staff. Your workspace promotes emotional wellbeing, and stress management, while mitigating risk.

What is Good: Psychological Protection

Respondents who rated this 'Excellent' wrote:

- Able to take time off as needed
- Well-being check-ins for staff a few times a year- one-on-one conversations allowing the staff to be open and honest about what they need
- 12 paid well-being days for full-time staff
- Access to support for staff (counselling, financial aid, etc.)
- Manager debriefs regularly

How to Improve: Psychological Protection

Respondents who rated this 'Serious Concerns' wrote:

- They could ensure that all employees feel safe but also provide support when emergencies or crises arrive. Sometimes I feel absolutely alone, and it can get stressful.
- Promoting work-life balance
- Offer mental health days. Workshops related to the topic
- Mental health support, connecting self-care to our well-being, etc.
- I'm not sure, I think they do a good job on all aspects. Maybe sharing some wellness activities at staff meetings
- Developing clear policies
- Consider the front-line employee more than they do
- Acknowledge it and work with the employee when concerns arise. Listen!
- More one-on-one meetings with staff for them to be able to speak up about issues
- Encouraging open communication and be more inviting and friendly (Management)
- Accommodate staff's disabilities and [they can] feel safe/supported in the workplace. Feel comfortable bringing concerns forward. [I] Don't feel seen.

Psychological and Social Support

Definition: Social interactions at work are supportive. Your organization values your contribution.

What is Good: Psychological and Social Support

Respondents who rated this 'Excellent' wrote:

- Friendly and supportive co-workers, act like a team, always willing to help, happy environment.
- Many flexible care days
- Personal check-ins
- Encouraging balance, open communication and help-seeking
- Self-care and mindfulness practices into workdays

checking in around who needs diverse religious and cultural holidays off.

Supportive Team

- Management consistently offers to make time for check-ins for all staff
- Co-workers express appreciation for each other and their work
- Staff are friendly and helpful. Work chats are helpful with like-minded people
- Supervisors are supportive of their employees
- Camaraderie in the team
- I feel supported when I am dealing with personal or family issues.
- Non-judgemental management

Structural Support

- EAP program
- Well-being check ins, supports from supervisor
- They offer services that address our psychological and mental health – paid benefits.
- They have well-being support for all the staff, no matter casual, permanent, or temporary.
- Paid time off
- They accept to change schedule, according to their staff needs
- Schedule that supports work-life balance.

How to Improve: Psychological and Social Support

- Leadership development, coaching and mentoring, focus on people as humans not just employees
- Encouraging team-building activities outside of daily work could help staff connect on a more personal level and reduce stress.

Time

- Time to regenerate, more staff
- They are working hard on this already, but always more can be done. We have a health and wellness coordinator but with such a large organization there is always going to be room for growth. Encouragement to make sure staff are protecting their work-life balance (take breaks, lunches, vacation time) and the ability to have additional time as needed (mental health days might be beneficial)

Mental Health

- Creating more structured ways for employees to care for their mental well-being would build on the strong sense of community that already exists
- Higher benefits for counselling and mental health
- Maybe more mental health support in the benefits package, they honestly do a good job, it's hard to pick one

Balance

Definition: Your organization accepts the need for harmony between home and the office or work environment. Management encourages employees to take time for other interests and families.

What is Good: Balance

Respondents who rated this 'Excellent' wrote:

- Allows for flexibility, changes schedule work time
 - They give us a day off as we are part-time staff so we don't have to work 5 days a week
- 4-day work week, hybrid work Home/office, Understanding of family needs
 - Having a 1 day a work week that is dedicated to planning where I do not have to work onsite but can be used for any form of planning, organization, administrative tasks, and meetings
 - We are reminded and expected to keep boundaries between work hours and personal hours
 - Can understand that I won't be checking my email outside of hours. They will ask sometimes, but accept the answers for the most part
 - Turning on away emails when not working Encourages not answering emails or texts when not at work.
 - Flexible hours in administration
 - We are very good at assisting the team by offering flexible schedules for working mother's, working with team members when they require time off. I think we are empathic and understand that things happen outside of the workplace
 - Having 3 weeks vacation and 2 weeks of personal days
 - We provide a lot of paid time off and encourage staff to use it
 - Provide encouragement to take time off when we need it. Good paid time off package. Little or no expectation to work from home
 - They treat the staff fairly

How to Improve: Balance

- Offer work from home days, on training days or other days when you have independent work to do
- Stress is caused in many cases due to staff being inexperienced or lacking the knowledge to support high needs in their programs. Unfortunately, because we can not work from home, it is important to listen to staff and try to give them what they need for balance
- It is not like this is lacking in the workplace. It is something that is valued, however, it could be promoted more so that people are well aware of it
- Less meetings
- Paperwork could be streamlined



Psychological Demands

Definition: Your organization takes steps to guard against risks to a worker's mental health (emotional, cognitive or mental pressures). When a hazard is identified, the organization seeks to minimize it.

What is Good: Psychological Demands

- The team generally supports one another. Constantly doing check-ins to see how you're doing or if you need anything. They generally care for each other, respect each other and are friendly.
- They don't stigmatize mental health, and do not treat it differently than any other sick day.

How to Improve: Psychological Demands

- More thorough planning that uses tools (Microsoft Planner, etc.) and includes multiple staff members
- Empathy and understanding days off that are just categorized as personal day without putting mental health day label on them
- Improve benefits package to spend more on mental health supports - increase PTO
- Letting teams know how to work through hard things. Allowing for people to help each other and not working separately, team support is the best support
- We need to work on not trying to do it all. We all want to help the community, but sometimes the demand is greater than what we have to give

Organizational Culture

Definition: A mix of norms, beliefs and expectations that staff hold in common. A good culture is built on trust, honesty and fairness.

What is Good: Organizational Culture

Respondents who rated this 'Excellent' wrote:

- We are a values-driven organization. We speak a lot about values that drive how we work. We speak a lot about putting the people we serve at the heart of what we do, and I think that this creates a lot of unity and clarity among staff
- Our internal culture is grounded in trust, collaboration and a strong shared purpose.

How Culture Shows Up

- Recognition of staff, birthday and work milestone celebrations, praise for team work done, listens to feedback
- Building a positive workplace environment by recognizing employees' contributions and years of service, wellness committee, staff advisory committee, fun days of recognition throughout the year (treats and swag), top-down and bottom-up positive interactions with each other
- Encourage fun. Enjoying what we can. Treats
- Respect what we do - have focused on code of conduct issues this year
- Staff meetings, monthly 1-1 meetings with direct supervisor to check in
- We know our expectations
- We feel we have a clear job and mission. Also, I believe that all staff value education, giving back to others and lifelong learning in their personal lives. The people we serve have enormous pressure and demands on them and so we feel very privileged to be able to support them in reaching their goals. I believe that we have a high trust among staff, and expectations are fair and fairly communicated in our workplace
- Understanding about personal matters and when crises arise in people's lives - relatively respectful and treated professionally
- Everyone knows how the organization chart works, can easily communicate with anyone at anytime regardless if in office or working from home
- I feel heard and that I can have input. They attempt to be transparent and fair. I feel mostly supported as a human being, not only as a worker
- Strong culture - belonging
- We have diversity in our staff that are employed at our workplace
- Very open communication, willing to take time to share ideas and engage others in conversations. I love that about it!

Connection and Team

- It feels like a team. Everyone is respected and their opinions are valued
- Supportive and collaborative environment
- Laid back and un-micromanaged. Allows workers to connect when needed but also proceed in their own way to help connect the team
- Not afraid to bring up difficult conversations, supportive of one another's projects and personal time, laughter. Understanding of our human limitations
- Open and inclusive. All staff are welcome to share their thoughts & opinions and everyone is respectful of those
- Everyone on our team is deeply committed to the mission of supporting our community, and that clarity of purpose helps keep us aligned and focused on what matters. We work with a collaborative, network-oriented mindset rather than in silos. We connect with many partners and stakeholders, share information openly, and lean on one another's strengths. Internally, this means we support each other, communicate openly, and approach challenges as a team
- It has a welcoming and collaborative culture that focuses on helping people and building community. The organization works to address unemployment and poverty through practical, hands-on projects. Staff share a common purpose and support each other in creating meaningful change in the community

Leadership

- Leadership needs to live this and protect this. When leaders advocate and act this way, it encourages the value of staff in supporting one another. Trusting that they can come to work authentically is a big part of this, and getting caught up in small irrelevant stuff will not help
- Organizational culture is supported by letting everyone have a voice and trying to apply their desires. Also allowing all of the staff to get to the end goal in their own way too
- While not every single leader or individual embodies our culture, I personally feel a strong tie to our values. As a non-profit, most of my colleagues care about giving back and helping the community. Certain leadership does prioritize good culture and is true to their words, values, lives them out, etc.

How to Improve: Organizational Culture

- Define and talk about 'efficiency' and workload expectations
- Be truthful, honest with employees regarding budgets. Hiring practices. Keep employees up to date through out the year
- Hold staff accountable to build trust
- More involvement encouraged, accepted from front-line staff. Promote from within.
- Provide more opportunities for staff to meet all together to develop this further.
- There is still a lot to learn about supporting each culture



Protection of Physical Safety

Definition: Your organization protects the physical health and safety of their employees. It recognizes the risks in the environment, and mitigates or eliminates them.

What is Good: Protection of Physical Safety

- Health and safety is top priority
- Health and Safety is the priority of the organization. Management works hard to mitigate any risks
- Building is fine for daycare

Processes

- First Aid training available to all staff.
- Ensuring all parties we will be alone with have vulnerable sector checks. Ensuring that clients and employees can visually recognize each other to ensure accountability
- Has solid policies and procedures to protect staff and clients
- Checklists, any injuries or incidents go to HR and are handled immediately and always have the workers best interest
- JAIDE [Justice, Access, Inclusion, Diversity, and Equity]
- Addresses concerns proactively and reactively, tools and strategies shared with others, regular safety audits, workplace information bundles
- My workplace provides all staff and families with a PIN needed to enter the building

Schedule

- Monthly health and safety audits.
- Monthly Health and Safety inspections.
- Provided a yearly check in

Staff

- We have dedicated Health and Safety representatives that really focus on creating a physically safe space.
- Health and Safety committee with representatives at each site.

Communication

- Ability to report concerns.
- Posters regarding respect towards employees

How to Improve: Protection of Physical Safety

No respondents had recommendations for 'Protection of Physical Safety' improvements.

Engagement

Definition: Workers feel connected to, and enjoy, their work. There is motivation to do the job, and they view work as an energizing experience.

What is Good: Engagement

- As far as I noticed to make staff engaged, we have several trainings, staff meetings, and also yearly formal survey with supervisors. Along with this, we have free access to discuss our concerns with supervisors and managers anytime
- The nature of the work - we run play-based activities that bring in children and families, and we get to do what we love while interacting with the public.

How to Improve: Engagement

- Give more chance and tasks to new employees and encourage them to engage and take more responsibility if they want
- Assess incoming job candidates for burnout and/or their desire to help others

Team interaction

- Staff outings, additional connection opportunities
- Team building to unify employees. Sense of community through social events. Celebrate milestones. Offer flexible schedules
- Tearing down silos, recognizing the value of each part of the organization
- Staff check-ins

Job has meaning

- Team members connect with the organization's mission and vision. They mostly enjoy working with each other and want to come to work each day with their teams
- Majority of staff are very mission driven which means they deeply care about the impact of their work. We see this across all levels. Their expertise, tenure, commitment, are acknowledged regularly by the leadership team. They are given opportunities to do things that "fill their cup" even if their role has evolved. For example, we have staff that started as Trainers and even though their roles are different, they are still Trainers. I volunteer in one of our programs every year, as another example
- Many opportunities to find more meaning in our work with the children
- We play a key role for an underserved population. Our work is both meaningful and at times enjoyable on a personal level

Civility and Respect

Definition: Your organization shows esteem and consideration for others; adopting a value of care for people who interact within the work environment, including the public.

What is Good: Civility and Respect

- The organization vocally supports social justice causes and respect for everyone in our community.
- Respectful to all who work here and always takes ideas into consideration
- Our team focuses on treating everyone with kindness and professionalism.
- Jaide initiative [Justice, Access, Inclusion, Diversity, and Equity]
- We really support staff and ensure all people using our services are respected. Clients are treated with care and respect and staff are supported when dealing with difficult situations either personally or professionally.
- Staff are amazing, respect is our main thing, we respect each other as staff, and we respect the clients we serve.
- Everyone, from colleagues to clients is treated with respect and kindness.
- Our workplace encourages open communication, collaboration, and kindness. We treat clients and coworkers with empathy and professionalism, and we have a supportive team culture where people are approachable and willing to help one another.

How to Improve: Civility and Respect

- [We're] working on it (training, support for staff) but it's the nature of the work that we do and the clients we serve, who might not always show civility and respect to our staff.



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