

Introduction to Sample Survey for Staff

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This survey been designed by Community Organizational Health (COHI) as a sample staff survey for voluntary use by not-for-profit organizations for their own learning and development, and for Building Healthier Organizations (BHO) preparation. It includes items related to BHO and additional items of the type generally found on employee opinion surveys. Surveys from community health centres (CHC) and the Association of Ontario Health Centres contributed to the creation of this survey.

The survey appears long but we are assured that it would take 10-12 minutes to complete. If the organization arranged to administer the survey on-line, analysis would be quick and relatively painless.

The survey is a sample; organizations are free to modify it as they choose. We suggest that if organizations do not plan to analyze the results of open-ended questions or any other questions that they delete them from the survey.

NOTES to Survey Preparers:

- The staffing categories on page 11, question 67 need to be modified to reflect this principle as well as the category names that are appropriate to the organization.
- In the Introduction, information should be provided about how the results will be used, and when and how they will be shared with staff.]
- Organizations may want to add to the Introduction in the survey some information about whether all staff are being asked to complete the survey and if not, how they were chosen.

Note: This survey contributes to achievement of the following BHO Standard of Good Practice and related indicator:

Standard 1.6.8.

The organization monitors and reflects on its working environment in order to continually improve it.

Indicator: 1.6.8.3.

The organization conducts staff surveys or focus groups to assess the quality of the work environment.

The following chart lists the survey questions and the related standards and indicators. Questions without specific related standards are not listed below

Sample Staff Survey Question	Related BHO Standard(s)	Related BHO Indicator(s)
1. The work I do clearly fits with the mission and values of our organization	Standard 1.3.2 The organization's beliefs and principles or values guide how staff and board work with each other, with community partners and with the community(ies) it strives to serve.	Indicator 1.3.2.6 The organization operates in a manner consistent with its beliefs and principles or values.
2. I am very clear about our organization's lines of accountability and responsibility	Standard 1.4.1 There are clear lines of accountability and responsibility.	Indicator 1.4.1.4 Board and staff are able to describe clear lines of accountability and responsibility.
3. I am very clear about the expectations of my job.	Standard 1.4.1 There are clear lines of accountability and responsibility.	Indicator 1.4.1.2. Staff job descriptions clearly identify responsibilities, accountability and qualifications.
4. Communication throughout the organization is open.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.3 There are timely and open lines of communication.
5. Communication throughout the organization is timely.	Standard 1.6.5 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.3 There are timely and open lines of communication.
6. Our organization encourages sharing information and ideas across the organization.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.3 There are timely and open lines of communication.
7. I feel free to voice my concerns openly, regardless of the issue.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.4 Staff are comfortable raising and addressing issues where differences of opinion or conflict are expected.
8. This organization does a good job of seeking the opinions and suggestions of staff.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration. Standard 1.6.8. The organization monitors and reflects on its working	Indicator 1.6.4.3 There are timely and open lines of communication. Indicator 1.6.8.2 Staff encouraged to offer ideas for improving the work environment. Indicator 1.6.8.4

	environment in order to continually improve it.	The organization has made changes based on feedback from groups of staff members obtained via staff surveys and/or other mechanisms.
9. I feel comfortable raising and addressing issues where differences of opinion or conflict are expected.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.4 Staff are comfortable raising and addressing issues where differences of opinion or conflict are expected.
10. I meet regularly with my manager for supervision and support.	Standard 1.6.6. Staff receive guidance and support to carry out their jobs.	Indicator 1.6.6.1 Managers regularly meet with staff to provide supervision and support.
11. I receive recognition for the work I do.	Standard 1.6.6. Staff receive guidance and support to carry out their jobs.	Indicator 1.6.6.3 Staff are recognized for their work.
12. Responsibilities are delegated to me in a clear and supportive manner, with the authority I need.	Standard 1.6.6 Staff receive guidance and support to carry out their jobs.	Indicator 1.6.6.2 Management delegates authority and responsibility in a clear and supportive manner.
13. Our organization implements changes based on staff feedback.	Standard 1.6.8 The organization monitors and reflect on its working environment in order to continually improve it:	Indicator 1.6.8.4 The organization has made changes based on feedback from groups of staff members obtained via staff surveys and/or other mechanisms.
14. I know where to find our human resources policies and who to ask if I have questions.	Standard 1.6.2 Staff are oriented to their position and to human resource policies and procedures, including rights of staff, and have access to them for reference.	Indicator 1.6.2.2 Human resources policies are accessible to staff.
15. I was oriented to the organization's human resources policies.	Standard 1.6.2 Staff are oriented to their position and to human resource policies and procedures, including rights of staff, and have access to them for reference.	Indicator 1.6.2.2 Human resources policies are accessible to staff.
16. I know what my rights are and how to make a formal complaint or grievance.	Standard 1.6.2 Staff are oriented to their position and to human resource policies and procedures, including rights of	Indicator 1.6.2.2 Human resources policies are accessible to staff.

	staff, and have access to them for reference.	
17. In my experience, the human resources policies are fair and consistently applied.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.2 Policies and procedures are fair and consistently applied.
18. The organization operates with integrity in dealing with its employees.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.2 Policies and procedures are fair and consistently applied.
19. I have input into policies and decisions that directly impact my work and working environment.	Standard 1.4.3 All policies and procedures of the organization are reviewed regularly.	Indicator 1.4.3.3 Board and staff have been consulted on policies and procedures that affect them.
20. I have input into policies and decisions that affect my working environment.	Standard 1.4.3 All policies and procedures of the organization are reviewed regularly.	Indicator 1.4.3.3 Board and staff have been consulted on policies and procedures that affect them.
21. In my experience, employee concerns are dealt with effectively in our organization.	Standard 1.6.4 The organization promotes a working environment where staff are treated with respect and consideration.	Indicator 1.6.4.4 Staff are comfortable raising and addressing issues where differences of opinion or conflict are expected.
22. I have access to training when required to effectively do my job.	Standard 1.6.7 Staff have opportunities for professional development.	All Indicators.
23. Our organization encourages professional development.	Standard 1.6.7 Staff have opportunities for professional development.	All Indicators.
24. In my experience, our organization does an effective job in orienting new employees.	Standard 1.6.2 Staff are oriented to their position and to human resource policies and procedures, including rights of staff, and have access to them for reference.	Indicator 1.6.2.2 Human resources policies are accessible to staff.
25. Our organization does an effective job in orienting	Standard 3.3.2 Volunteers are oriented to the organization, to their position	3.3.2.1 Volunteers have been oriented to the organization, to their

volunteers.	and to volunteer policies and procedures, including the rights of volunteers, and they have access to them for reference.	positions, to the boundaries of the volunteer role, to their position, and to relevant volunteer policies and procedures, including their rights.
26. Our organization does an effective job in orienting students.	Standard 3.4.2 Students are oriented to the organization, to their position and to student policies and procedures, and they have access to them for reference.	3.4.2.1 Students have been oriented to the organization, to the boundaries of the student role, to their positions and to relevant student policies and procedures.
27. I have sufficient information to enable me to do my job safely.	Standard 1.5.4 Staff know how to reduce risks, prevent injuries, handle emergencies and high-risk service situations.	All Indicators.
28. I know where to get information on work-related safety.	Standard 1.5.4 Staff know how to reduce risks, prevent injuries, handle emergencies and high-risk service situations.	All Indicators.
29. I am familiar with our process to address staff desire for involvement in community action beyond that described in job responsibilities.	Standard 1.4.2 There is a process for involving the executive director and the board of directors in a timely fashion if staff wish to become involved in community initiatives or actions beyond what is within their agreed job scope.	Indicator 1.4.2.2 Staff are oriented to the policy (e.g., a part of orientation checklist, reviewed at staff/team meetings).

Note: There is indirect relationship between the questions in the last three sections and the following standard:

Standard 1.6.8 The organization monitors and reflects on its working environment in order to continually improve it. GP To achieve this standard, the organization must meet three of the four indicators.
1.6.8.1 The organization identifies various staffing indicators, monitors and reflects upon them, and strives for improvements (e.g., staff turnover, absenteeism, number of grievances).
1.6.8.2 Staff are encouraged to offer ideas for improving the work environment.
1.6.8.3 The organization conducts staff surveys or focus groups to assess the quality of the work environment.
1.6.8.4 The organization has made changes based on feedback from groups of staff members obtained via staff surveys and/or other mechanisms.

Survey for Staff

Hello Everyone!

We are asking your help in examining our organization's working environment. We would like to get input from staff about various aspects our organization's health.

We want to know what you think and what we could do better. We want your honest opinions.

Please note:

- Your name does not appear on the questionnaire
- Your answers are kept confidential.
- Your specific answers will not be shared with anyone, except ____ [name(s) or position(s)] who will be compiling the results.

We will group your responses with those of others. To avoid any possibility of identifying individual responses, for items where there are fewer than eight responses, the results will be grouped with a larger number of responses.

[NOTE to Survey Preparers: The staffing categories on page 11 question 67 need to be modified to reflect the above principle as well as the category names that are appropriate to the organization.]

In answering these questions, please keep in mind your experience in the organization over the past year. Your answers will help us to make ____ a more effective organization and improve our working environment.

[Note: Organizations may want to add to this introduction some information about whether all staff are being asked to complete the survey and if not, how they were chosen.]

In addition, information should be provided about how the results will be used, and when and how they will be shared with staff.]

Overall, General Satisfaction

	Strongly Agree	Agree	Neutral— neither agree or disagree	Disagree	Strongly Disagree
1. Overall, I consider our organization a good place to work.					
2. I am proud to say I work for this organization.					
3. If you are proud to work for this organization, please explain why. If not, why not?					

Organization Mission, Values

	Strongly Agree	Agree	Neutral— neither agree or disagree	Disagree	Strongly Disagree
4. The work I do clearly fits with the mission and values of our organization.					

Leadership and Accountability

	Strongly Agree	Agree	Neutral— neither agree or disagree	Disagree	Strongly Disagree
5. This organization's leadership inspires the very best of me in my job. (Leadership includes the executive director, senior managers and the board of directors.)					
6. Our leadership motivates staff to provide excellent service and programs.					
7. I am very clear about our organization's lines of accountability and responsibility.					
8. I am very clear about the expectations of my job.					
9. Any other comments about leadership and accountability in our organization?					

Communication

	Strongly Agree	Agree	Neutral— neither agree or disagree	Disagree	Strongly Disagree
10. Communication throughout the organization is open.					

11. Communication throughout the organization is timely.					
12. Our organization encourages sharing information and ideas across the organization.					
13. I feel free to voice my concerns openly, regardless of the issue.					
14. This organization does a good job of seeking the opinions and suggestions of staff.					
15. I feel comfortable raising and addressing issues where differences of opinion or conflict are expected.					
16. I feel conflict is addressed constructively throughout the organization.					
17. Please explain why or why not.					
18. Any other comments about communication in our organization?					

Feedback, Support and Recognition

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree	
19. I meet regularly with my manager for supervision and support.						
20. I receive recognition for the work I do.						
21. I feel supported by my colleagues in the work I do.						
						N/A
22. Responsibilities are delegated to me in a clear and supportive manner, with the authority I need.						
23. Our organization implements changes based on staff feedback.						
24. Any other comments about feedback, support and recognition in our organization?						

Fair, Respectful Treatment

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree
25. I know where to find our human resources policies and who to ask if I have questions					
26. I was oriented to the organization’s human resources policies.					
27. I know what my rights are and how to make a formal complaint or grievance.					
28. In my experience, the human resources policies are fair and consistently applied.					
29. The organization operates with integrity in dealing with its employees.					
30. I have input into policies and decisions that directly impact my work with clients.					
31. I have input into policies and decisions that affect my working environment.					
32. In my experience, employee					

concerns are dealt with effectively in our organization.					
33. Any other comments about fair, respectful treatment in our organization?					

Orientation and Training/ Development

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree
34. I have access to training when required to effectively do my job.					
35. Our organization encourages professional development.					
36. In my experience, our organization does an effective job in orienting new employees.					
37. Our organization does an effective job in orienting volunteers.					
38. Our organization does an effective job in orienting students.					
39. Any other comments about orientation and training/ development in our organization?					

Health, Safety and Risks

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree
40. I have sufficient information to enable me to do my job safely.					
41. I know where to get information on work-related safety.					
42. I am familiar with our process to address staff desire for involvement in community action beyond that described in job responsibilities.					
43. Any other comments about health, safety and risks in our organization?					

Organization-provided Benefits and Compensation

Please rate your satisfaction with the following:

	Very satisfied	Satisfied	Partly satisfied/partly dissatisfied	Dissatisfied	Very dissatisfied
44. Policy regarding sick/vacation leave available to staff.					
45. Benefits related to extended health and dental care plans.					

46. Retirement plans (pension, retirement savings plans).					
47. Compensation for the job I perform.					
48. Employee assistance (e.g., employee assistance program, conflict resolution, mediation).					
49. In my experience, benefits in this organization are equitably applied.					
50. Any other comments about organization-provided benefits and compensation in our organization?					

Job Satisfaction

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree
51. I get a sense of personal satisfaction from doing my job well.					
52. My work stirs up real enthusiasm.					
53. I feel I accomplish something					

really worthwhile in my job.					
54. I feel our organization provides good programs and services.					
55. Any other comments about job satisfactions?					

Work Environment

	Strongly Agree	Agree	Neutral—neither agree or disagree	Disagree	Strongly Disagree
56. In my experience, the anti-discrimination policies of the organization are applied consistently and effectively.					
57. I have adequate resources (equipment, information and space) to do my job.					
58. I have the flexibility I need at work to manage my home and work life.					
59. Workload is shared fairly among staff in the organization.					
60. I feel my workload is reasonable overall.					

61. Any other comments about work environment in our organization?	
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General Questions

62. What are some aspects of your work life in the organization that contribute to your overall satisfaction with your job?

63. What are some aspects of your work life that contribute to any dissatisfaction with your job?

64. If it were in your power to change one thing in the organization, what would it be?

65. Do you have anything else you would like to add?

66. Please check the category that most closely represents your position:

- Management/supervisory
- Administrative/support
- Program delivery
- Other

(Note: Organizations with very few staff in one category will need to modify the above categories. A good general rule is that no category should have fewer than eight staff to ensure anonymity. Use categories of positions that make sense for your organization.)

	Strongly Agree	Agree	Neutral— neither agree or disagree	Disagree	Strongly Disagree
67. The survey was easy to understand.					
68. The survey gave me the chance to express my opinions about _____ [name of organization].					
69. The survey was about the right length.					
70. Do you have any other comments about the survey?					

THANK YOU!