



2024 Employee Satisfaction Survey Findings & Leadership Engagement Feedback

Human Resources

Date: Oct 2, 2025

Leadership Engagement Sessions

What We Heard: May – August 2025 (connecting with nearly 300 staff across Karis)

Alignment with Vision and Advocacy

- In every community visited, employees express a strong alignment with Karis' mission and values.
- Direct support workers, families, and advocates show deep respect and commitment to the people they support, highlighting a purpose-driven and advocacy-focused culture.

Supervision and Team Dynamics

- Staff appreciate supportive team environments and managers, though some express the need for more consistent, structured supervision and guidance to address day-to-day challenges.
- Better support and more equitable workloads for front-line managers are frequently requested.

Leadership Development/Career Progression

- Employees want clearer professional growth and career progression pathways and desire more mentoring from their managers to build confidence and clarity for advancement.



Leadership Engagement Sessions

What We Heard: May – August 2025 (connecting with nearly 300 staff across Karis)

Technology and System Changes

- There is feedback that recent technology or system rollouts (such as record-keeping or payroll) have increased administrative demands, sometimes at the expense of time spent supporting people.
- Some regions cite gaps in training related to new systems.

Communication and Change Management

- Employees indicate it is difficult to keep up with all the information shared across many communication channels.
- Rapid and frequent organizational changes can feel overwhelming, and there is a need to rebuild trust and ensure consistent process implementation.

Service-Specific Concerns

- Feedback includes a call for greater transparency in service delivery (such as in Passport services or support matching), and a need for better preparation and training to meet the needs of those with more complex support or mental health concerns



Staff Participation

Employee Satisfaction Survey

- 504 Participants - approximately a 50% reduction in responses from the 2019 survey to the 2024 survey
- 16% Participation Rate across all Karis staff
- Over 50% were DSPs
- 72% were full-time staff



Employee Comments – Strengths

“As an employee working with Karis for more than a year, I believe Karis treats its employees so good.”

“The company follows its values as a Christian company that cares for people in a way that honours God.”

“Karis provides an excellent opportunity to operate within your professional scope while also giving you the opportunity to attend training to develop new skills.”



Employee Comments – Opportunities

“I feel like there could be more transparency between the upper management and front line staff. It feels like the sharing of information about the organization, or any changes don't always get brought up and front line staff find out last.”

“Front line staff suffer with the inability to remain updated on new policies or updates as there is no time on shift to be able to look it up or listen to it with actual attention”

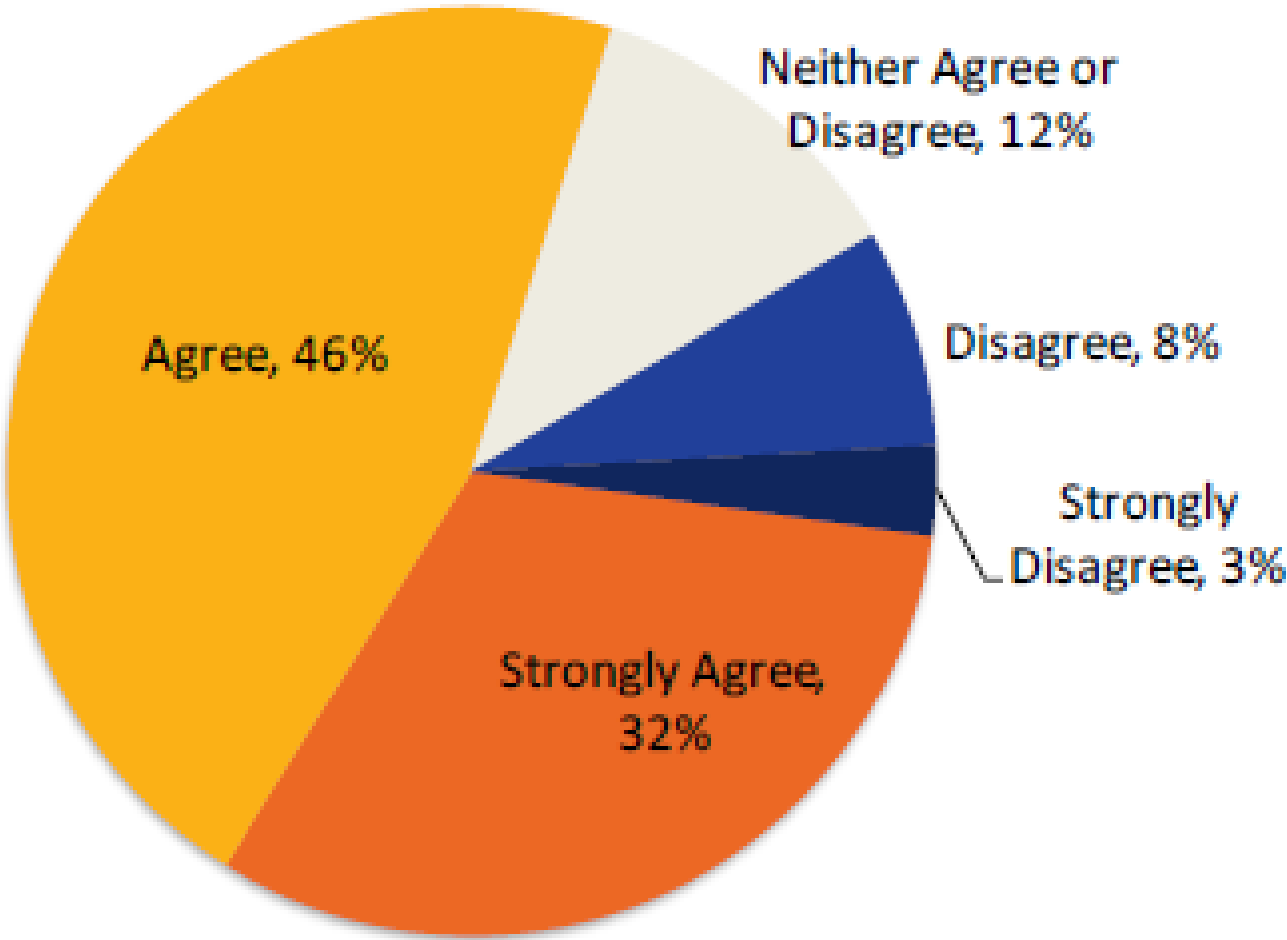
“Employees are mostly satisfied with their type of benefits and less satisfied with their salary and the level of benefits.”



Area of Strength

“My Work” Summary

ESS Organization wide 2024: Section 'My Work' Summary



Most employees enjoy their work (89.14%) and find it both interesting and challenging (86.27%).

A strong 89.35% understand how their job aligns with Karis’ vision, mission, and values, and 84.22% have opportunities to use their skills.

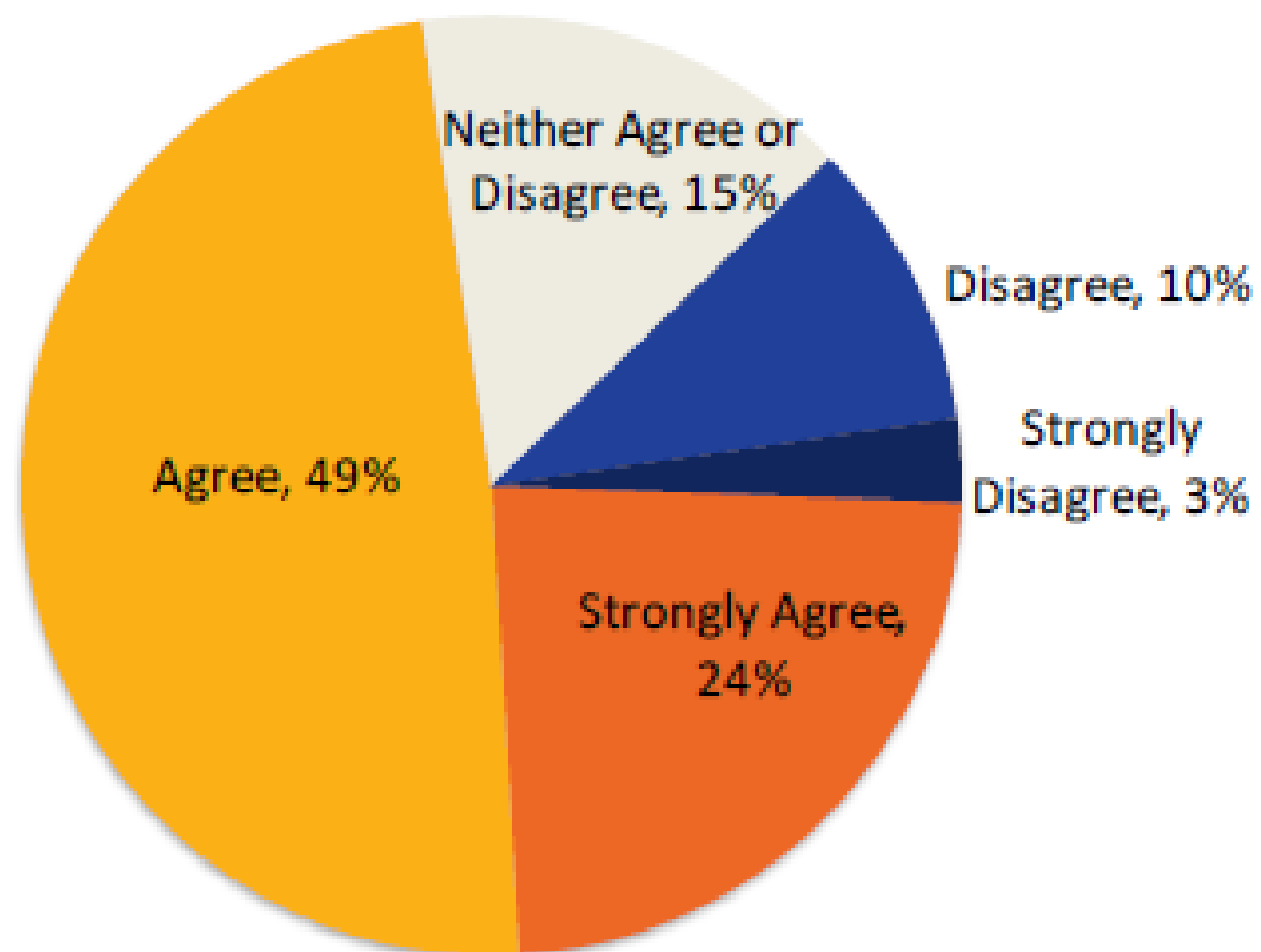
Employees also feel challenged in ability to complete all work duties in their scheduled shift. A common comment is that employees feel too busy with new technology systems and are not adjusted to the increased administrative responsibilities.



Area of Strength

“Orientation, Training, and Feedback” Summary

ESS Organization wide 2024: Section 'Orientation, training and feedback' Summary



Employees generally feel well-oriented (88.05%) on Karis’ values, vision and mission, and 79.83% find training courses helpful.

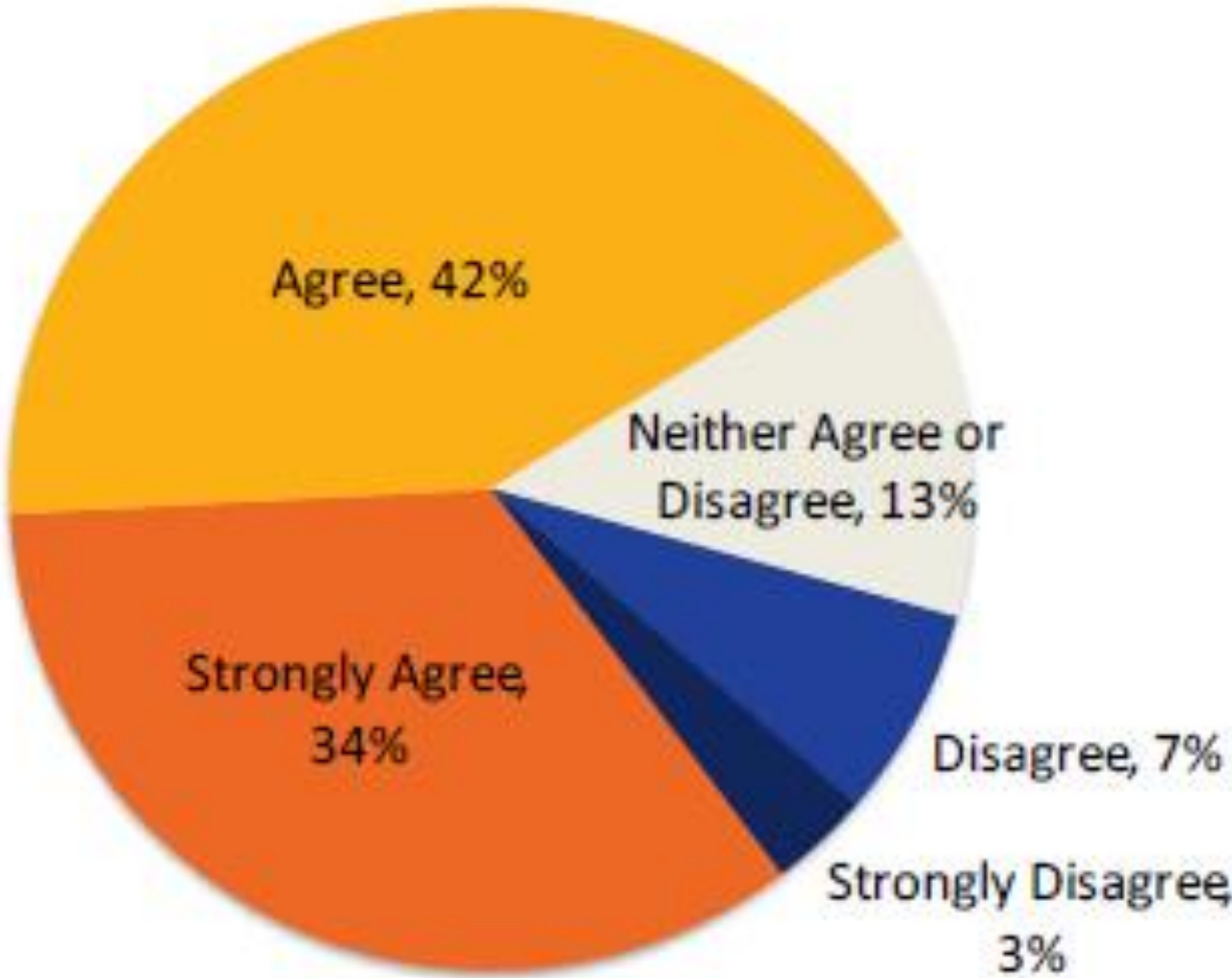
While opportunities for skill development are noted by 66.18%, 61.81% appreciate the feedback and evaluation received on their performance.



Area of Strength

“My Supervisor” Summary

ESS Organization wide 2024: Section 'My Supervisor' Summary



Most employees (82.18%) have positive relationships with their supervisors, and 78.71% feel their supervisors are knowledgeable and effective. 73.87% express feeling appreciated when being included in decisions, and 69.03% find the support adequate.

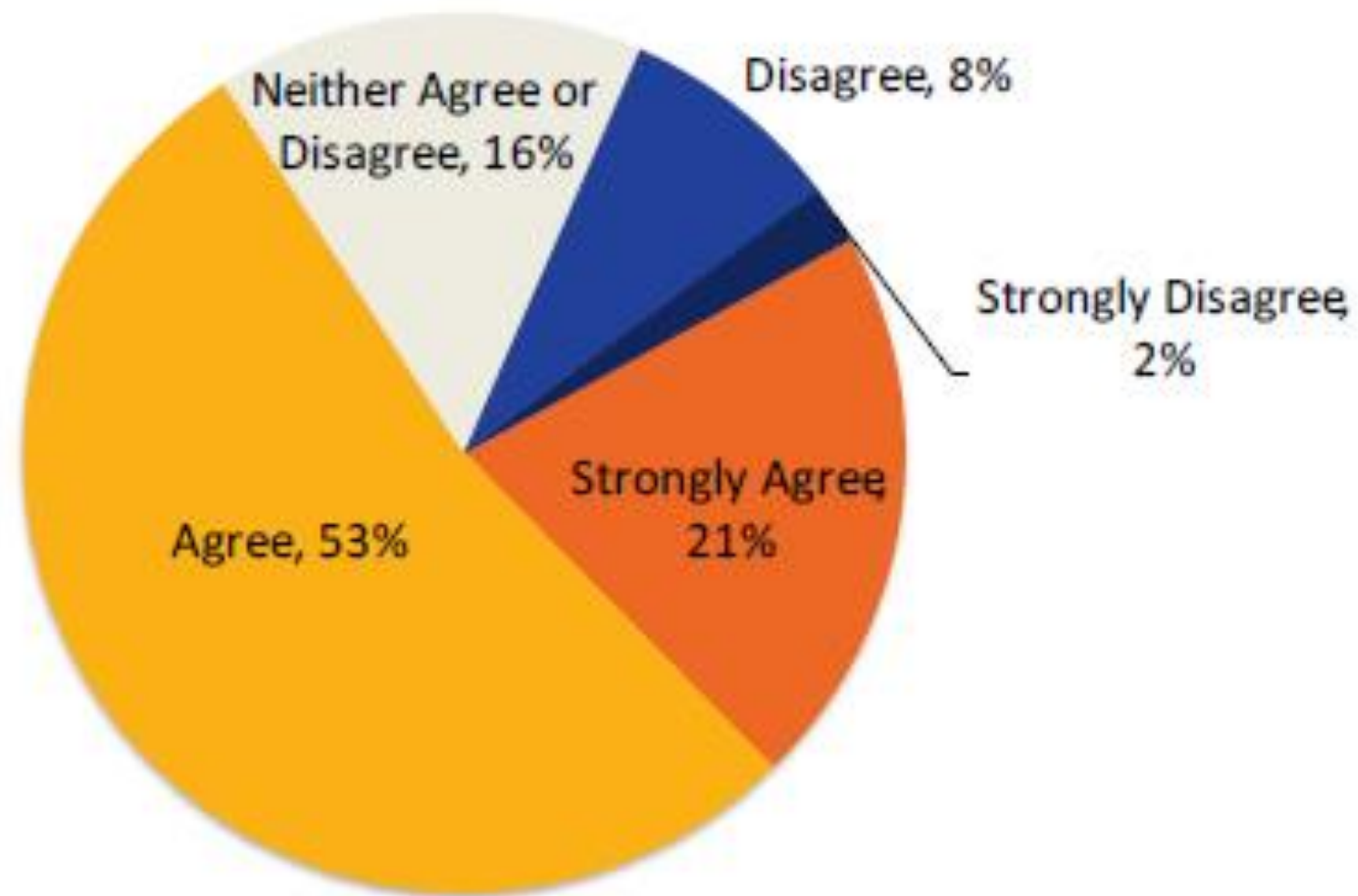
Employees in the district office non-management and Waterloo shared services management had significantly more positive sentiments about their supervisors compared to DSPs and Relief Support group.



Area of Strength & Opportunity

“Health and Safety” Summary

ESS Organization wide 2024: Section 'Health and Safety' Summary



Most employees (77.82%) agree that Karis is committed to health and safety, with 70% feeling their concerns are taken seriously.

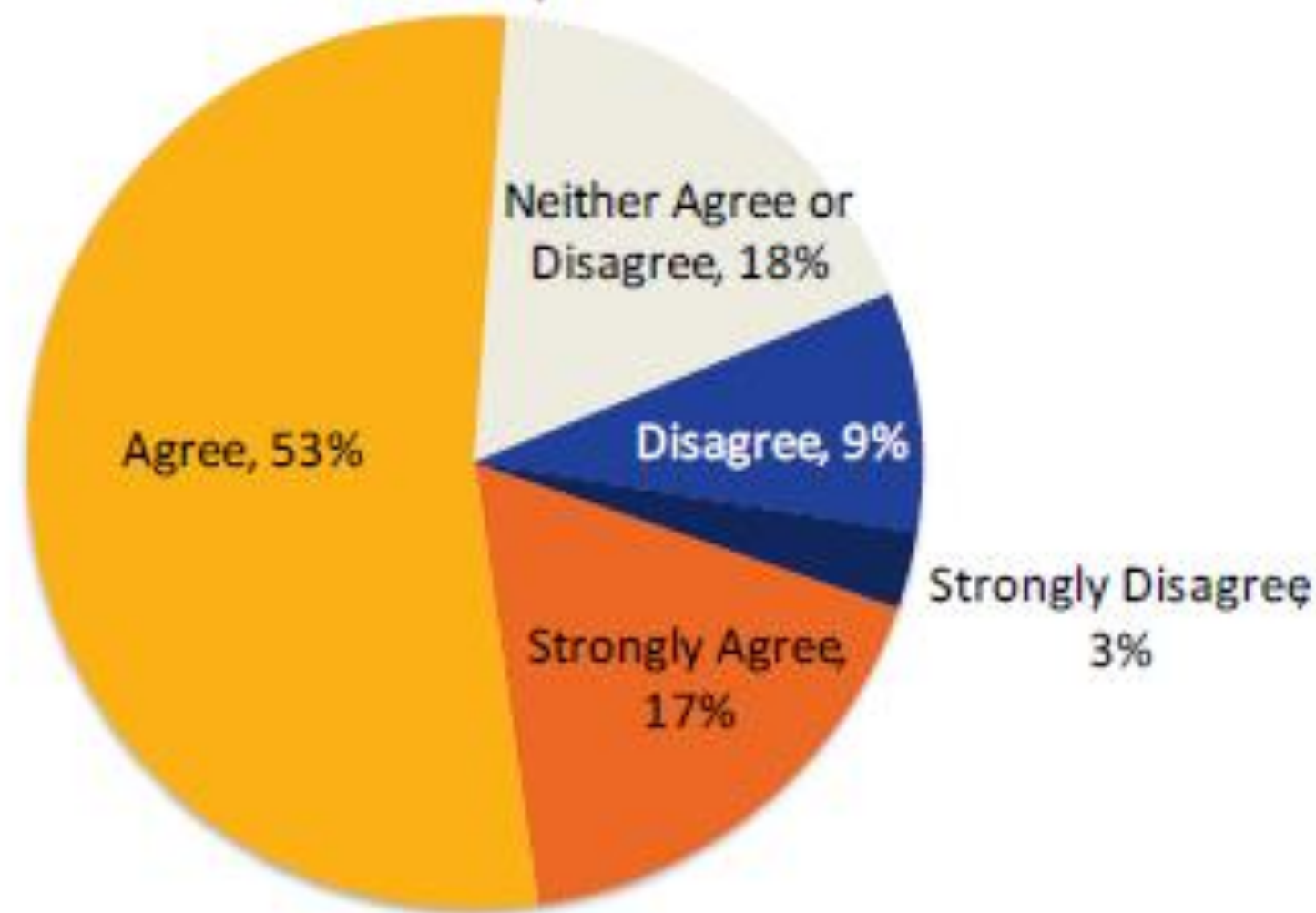
Additionally, 78.37% received proper training, and 69.44% believe safety mechanisms are adequate.



Area of Opportunity

“Policies & Procedures” Summary

ESS Organization wide 2024: Section 'Policies & Procedures'
Summary



Most employees are satisfied with Karis policies and procedures for person's supported, but some express confusion when interpreting policies or procedures.

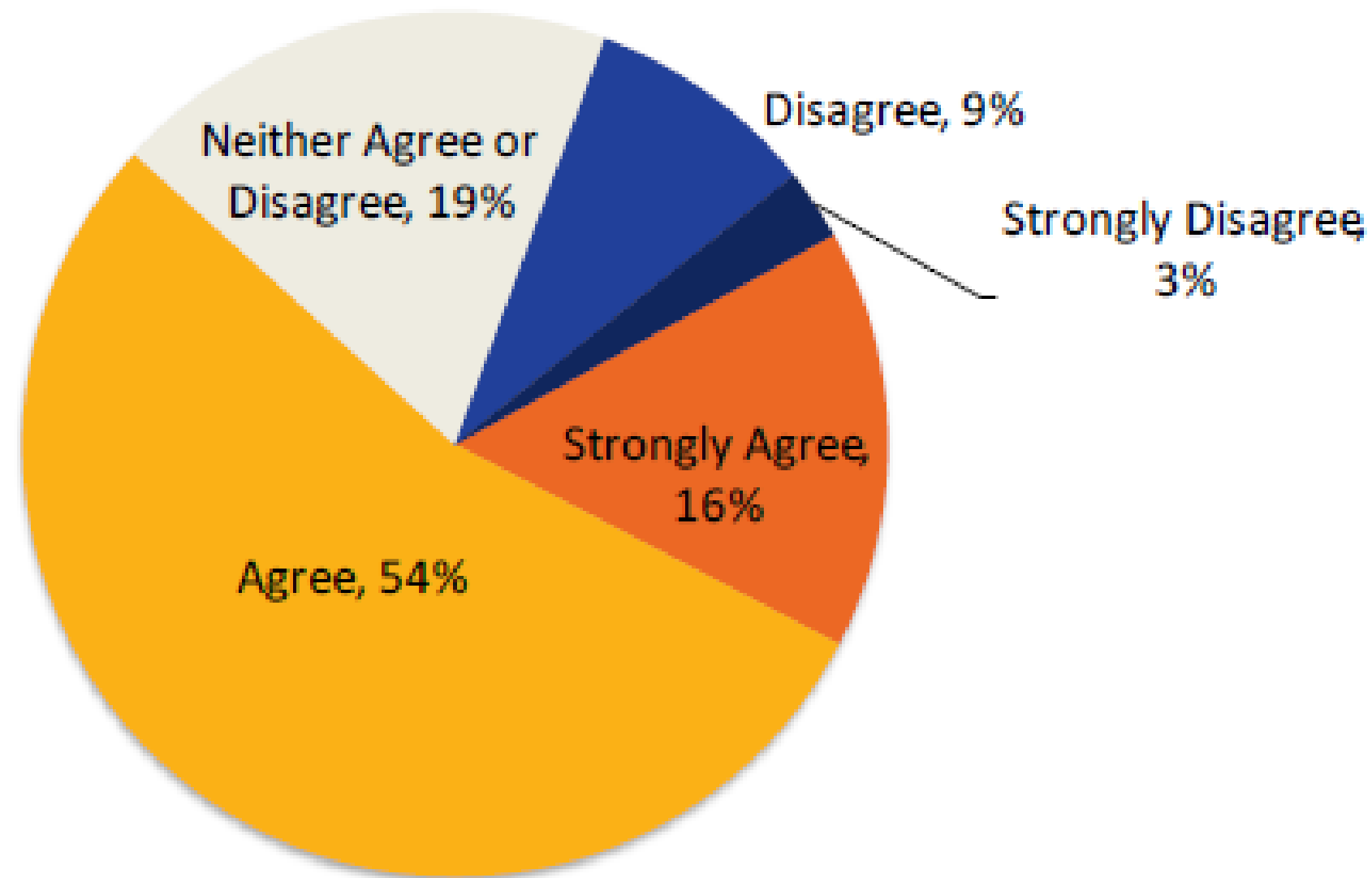
For employees, some feel that there is less policies and procedures that support them in their role. It has been identified that there is a need to update resources in-house to be aligned with online resources as well as a need to promote and maintain continuous efforts to educate all on new policies and procedures.



Area of Opportunity

“Information and Communication in Karis” Summary

ESS Organization wide 2024: Section 'Information and Communication in Karis' Summary



Employees feel well-informed, with 73.52% agreeing they stay up to date on organizational matters. 66.60% believe changes are communicated clearly, and 69.23% find the information presented in a clear and understandable way.

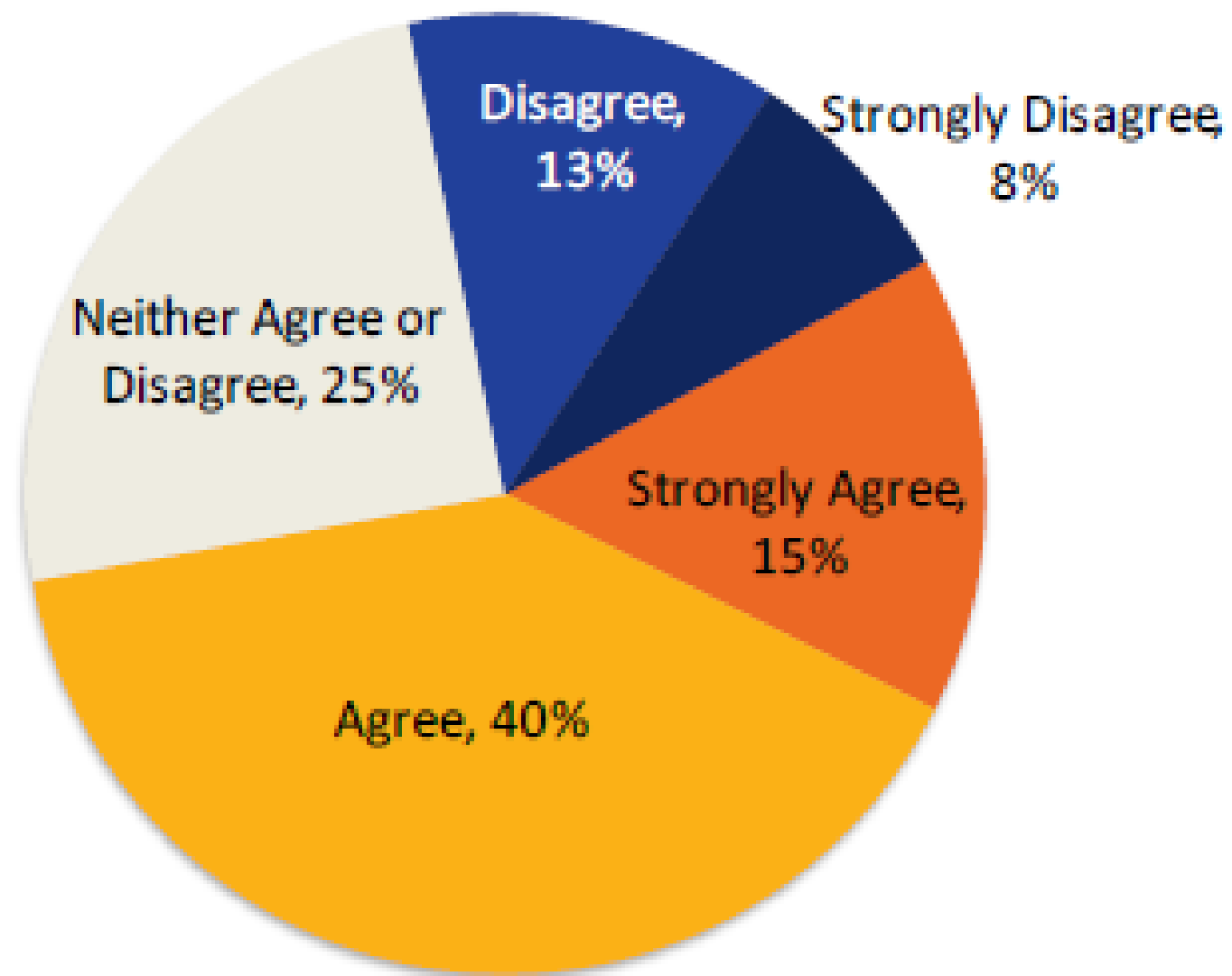
For front line staff like DSPs they responded with 64% satisfaction, showing a challenge in how information and communication is shared across all levels of the organization, and within each district.



Area of Opportunity

“Karis as an Employer” Summary

ESS Organization wide 2024: Section 'Karis as an Employer' Summary



(52.94%) trust Karis' management, and 46.62% feel their input is valued.

62.96% are comfortable raising concerns, and 53.28% believe issues can be brought up without fear of reprisal, although more can be done to address suggestion and input opportunities for employees.

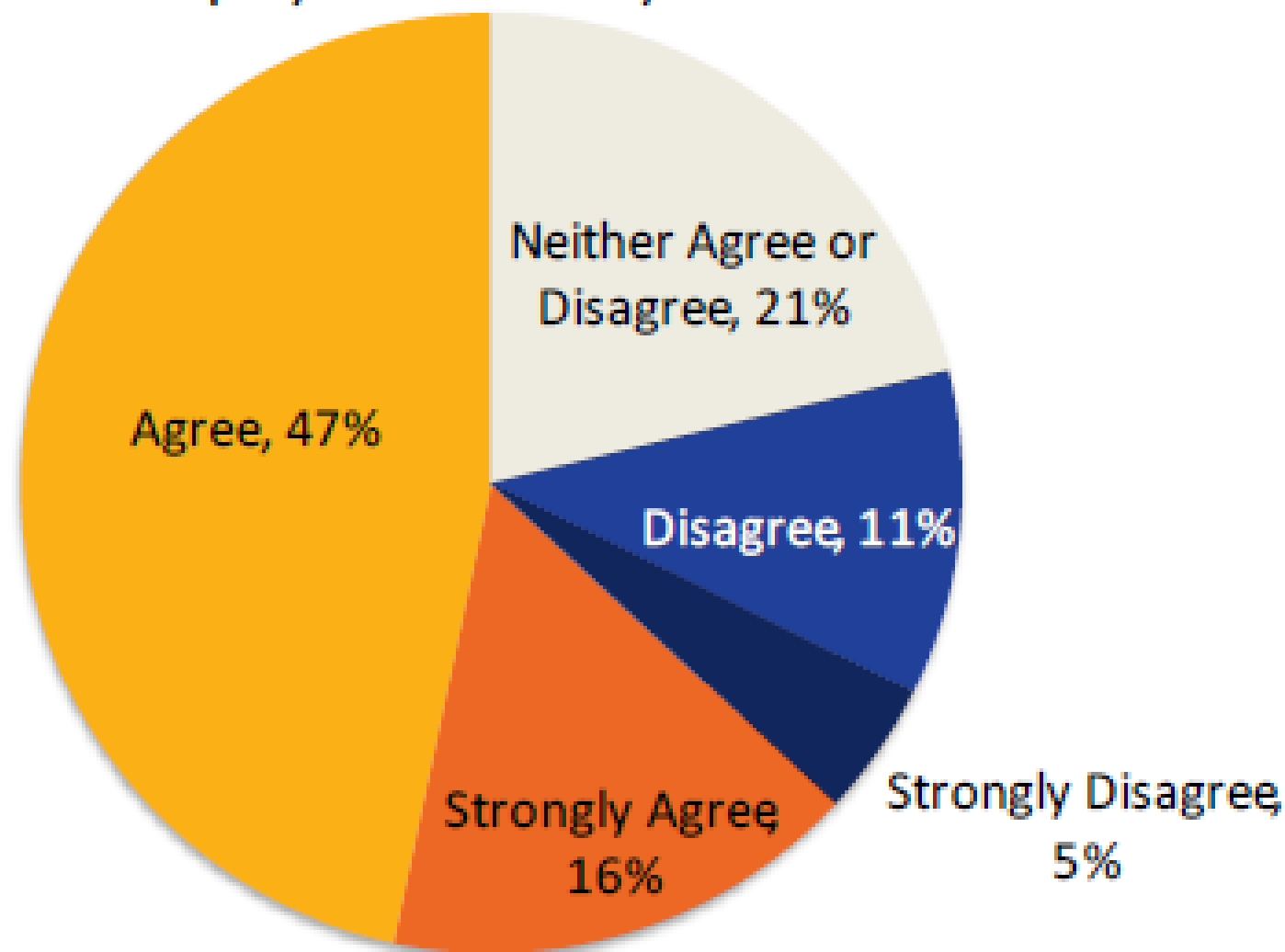
Employees feel that their relationship with management is distant, and trust could be deepened



Area of Opportunity

“Commitments to Employees” Summary

ESS Organization wide 2024: Section 'Commitments to Employees' Summary



Most employees (79.06%) feel respected, and 64.95% are engaged in conflict resolution. While 85.05% are clear on their duties, 44.84% feel their compensation aligns with their contributions, suggesting room for improvement.

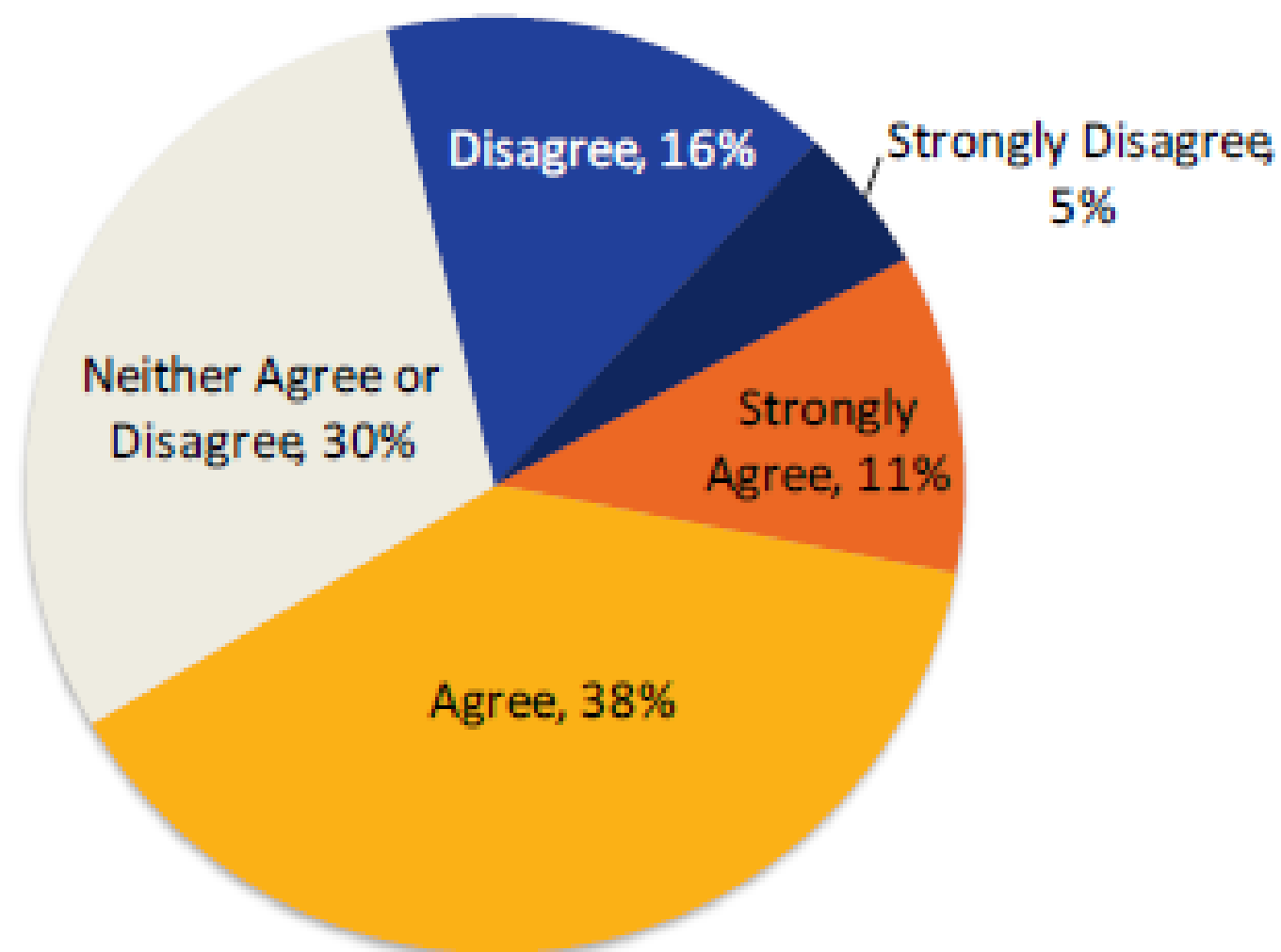
Per roles, DSPs responded 64% satisfied in this section, and District Office Management roles responded 77% satisfied.



Area of Opportunity

“Recruitment and Promotion” Summary

ESS Organization wide 2024: Section 'Recruitment and Promotion' Summary



While 51.06% believe the recruitment process is fair, only 36.70% feel they have ample career advancement opportunities.

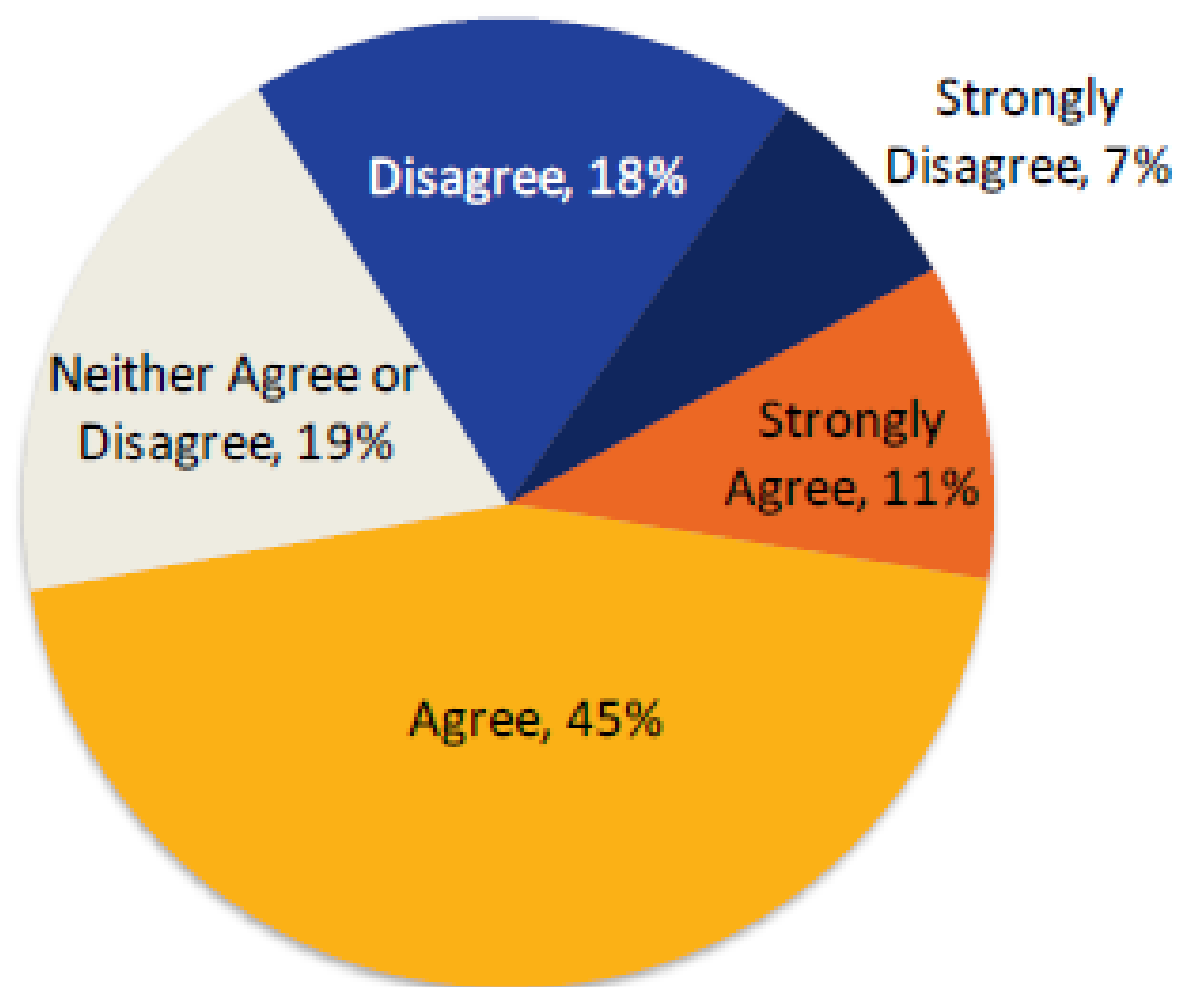
Employees that are engaged in recruitment and promotion believe that opportunities to advance into new roles can be limited due to one's time constraints to learn new skills, or fulfill the requirements of the role, like statement of faith.



Area of Opportunity

“Compensation and Benefits” Summary

ESS Organization wide 2024: Section 'Compensation and Benefits' Summary



While 45.19% feel that their salary is reasonable, there is a mixed response regarding benefits.

65.15% are satisfied with the benefits information provided, and 65.29% find the vacation time adequate, though satisfaction with level of benefit coverage (48.86%) could improve.



Your Feedback, Our Commitments

This past year, based on your feedback, we have identified and are actively working toward meaningful commitments as outlined in our [F2026 Operation Plan \(available by logging in to CH Connect\)](#).

We listen to your feedback and act on it. Your voice shapes our actions.

- Our focus areas include improving communication, fostering psychological safety, enhancing employee wellbeing, investing in leadership development and process improvements.
- We promise to provide ongoing updates.
- Together, we will continue to enhance our culture, so every employee feels heard, valued, and empowered to make a difference.



How Employees Can Get Involved

- Take time to understand organizational priorities, so expectations for your role are clear and meaningful.
- Participate in company-wide activities and initiatives to help shape a positive workplace culture.
- Share your thoughts and ideas with your manager—every voice has the power to make an impact.
- Communicate your career aspirations and development interests to your manager so future opportunities can be explored together.
- Stay curious, ask questions, and get involved in new projects or committees—active engagement is key to team success.



**Thank you for your continued
engagement, feedback, and
contributions!**

