



StoryCraft, Inc.

FRIENDSHIP SHELTER

2023 Employee Engagement Survey

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I. Introduction

This is a brief summary of the findings from the 2023 Friendship Shelter engagement survey. The survey was created by StoryCraft, Inc., an independent consulting company that works with leaders and organizations around the nation. StoryCraft, Inc. utilizes standard proxy statements to assess employee engagement. Other parts of the survey were tailored to assess issues that may be unique to Friendship Shelter.

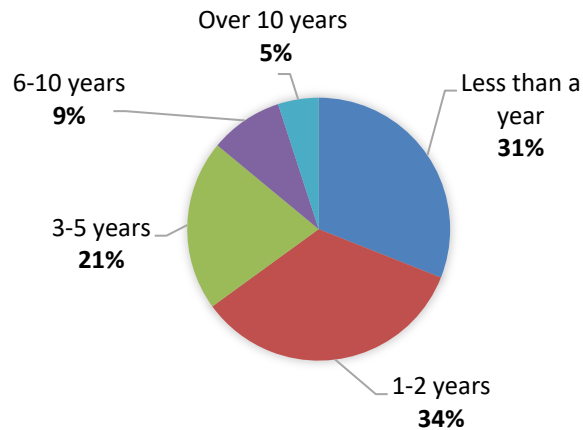
The survey was delivered online. Responses were anonymous, and the leadership team did not have access to individual survey responses. Findings were presented to the leadership team in a manner that protects the identity of respondents.

II. Participation

Participation in the 2023 survey was high. 82 of 100 possible employees participated in the survey. Participation breakdown is as follows:

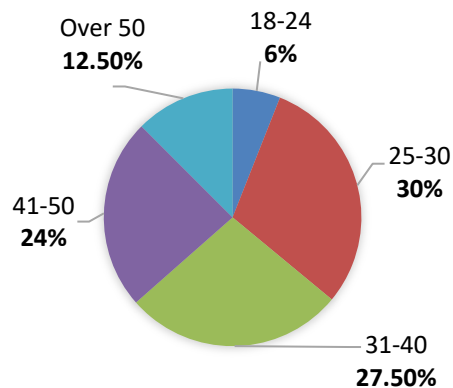
Length of Employment at Friendship Shelter

Less than a year	31%
1-2 years	34%
3-5 years	21%
6-10 years	9%
Over 10 years	5%



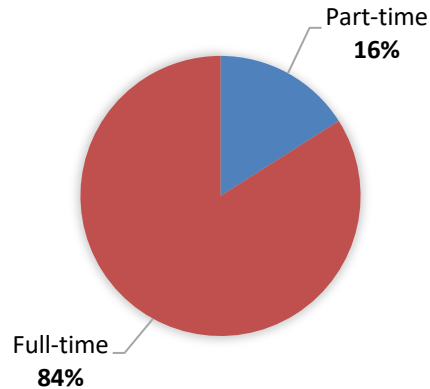
Age of Respondent

18-24	6%
25-30	30%
31-40	27.5%
41-50	24%
Over 50	12.5%



Employment Status of Respondent

Part-time	16%
Full-time	84%



III. Major Themes

An analysis of the survey data suggests the following major themes:

High employee engagement

Survey participants are highly engaged and view Friendship Shelter as a great place to work. More than 80 percent participated in the survey, and 80 percent of participants are engaged. Engagement scores over 50 percent are generally viewed as positive with target scores desired to be between 60 and 90 percent. In practical terms this suggests that most employees are enthused about working at Friendship Shelter and committed to helping their organization succeed.

Strong match between mission and intrinsic rewards

Engaging in the mission of ending homelessness is one of the most compelling aspects of the Friendship Shelter employee experience. When asked why they continue to work at Friendship Shelter and what they value and enjoy, participants were effusive about the mission, their teams, the challenge, helping clients and the working environment. Many spoke to how the mission, work and challenges all promote professional and personal growth. Some spoke about the deep pride they have witnessing changed lives and knowing that they are investing in a cause they feel adds to the betterment of the world. Many used strong positive descriptors (love, enjoy, like, dream-job, best, meaningful and fulfilling) to describe their jobs.

A perceived mismatch between mission and extrinsic rewards

In both closed- and open-ended questions many participants indicate that pay continues to be an issue. Participants expressed appreciation for recent attempts to address pay issues but indicated more needs to be done. Some clearly expressed frustration with a perceived mismatch between the importance and value of their work to the organization and society and current pay rates. Schedule flexibility is an important and appreciated extrinsic reward for some, but others expressed a desire for other extrinsic rewards such as additional paid sick time.

Continue to create a compelling and inclusive culture

Friendship Shelter's culture is clearly a vital part of the employment experience. Participants are generally positive about the culture and spoke to the connection, support and encouragement they experience. Recent work in making the culture more inclusive and diverse is viewed as needed and welcome. However, employees would like to see more work on culture, including: more clarity about the culture being created; more awareness and support for

inclusion, diversity and equity; more diversity within the leadership team; and more accountability for performance.

Strengthen communication and feedback

Employees indicate a desire for better/more communication throughout the organization, between the various parts of the organization and about organizational finances. In addition, participants indicated that helpful performance feedback is not always occurring, and they would like to see/hear more from organizational leaders.

IV. Employee Engagement

Engagement is the way organizations assess the relationship between the employee and the organization. When the relationship between the employee and the organization is warm and positive, employees exhibit enthusiasm, commitment, loyalty and willingness to do-more-than-required. Employee engagement has become recognized as a leading predictor of organizational success. Engagement is measured using proxy statements asking employees to agree or disagree with a series of statements.

Engagement is broken down into three categories: Engaged; Not engaged; Actively disengaged. The image below illustrates these categories. The people paddling the canoe are *Engaged*. The people not paddling are *Disengaged*. The people facing the wrong way, rocking the canoe, are *Actively disengaged*.

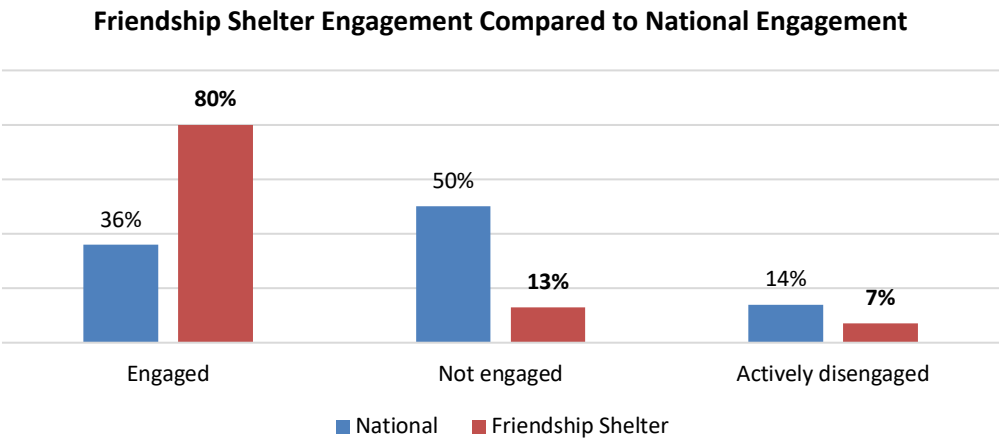


In the United States, in most companies, employee engagement is low. According to Gallup in 2021:

- 36% of employees in companies nationwide are engaged
- 50% are not engaged
- 14% are actively disengaged

Engagement at Friendship Shelter is well above the national average. In 2023, engagement is as follows:

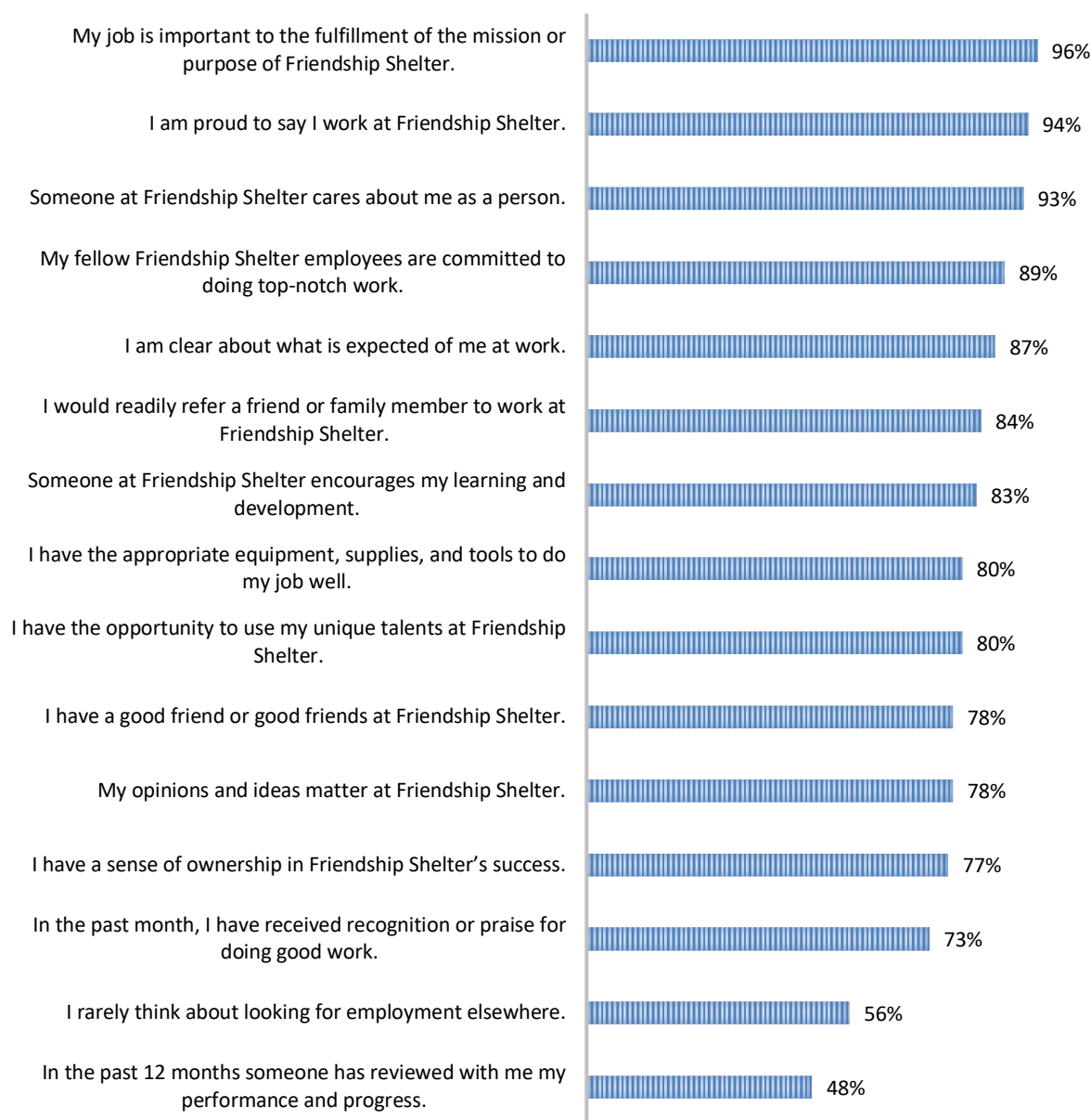
- 80% of Friendship Shelter’s employees are engaged
- 13% are not engaged
- 7% are actively disengaged



Statement	% “Strongly agreed” or “Agreed”
Overall engagement score (100% = full engagement)	80%
I am proud to say I work at Friendship Shelter.	94%
I would readily refer a friend or family member to work at Friendship Shelter.	84%
I rarely think about looking for employment elsewhere.	56%
I have the opportunity to use my unique talents at Friendship Shelter.	80%
In the past month, I have received recognition or praise for doing good work.	73%
My fellow Friendship Shelter employees are committed to doing top-notch work.	89%
Someone at Friendship Shelter cares about me as a person.	93%
I have a sense of ownership in Friendship Shelter’s success.	77%
My opinions and ideas matter at Friendship Shelter.	78%
I am clear about what is expected of me at work.	87%
I have a good friend or good friends at Friendship Shelter.	78%
My job is important to the fulfillment of the mission or purpose of Friendship Shelter.	96%
I have the appropriate equipment, supplies, and tools to do my job well.	80%
Someone at Friendship Shelter encourages my learning and development.	83%
In the past 12 months someone has reviewed with me my performance and progress.	48%

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Employee Engagement at Friendship Shelter



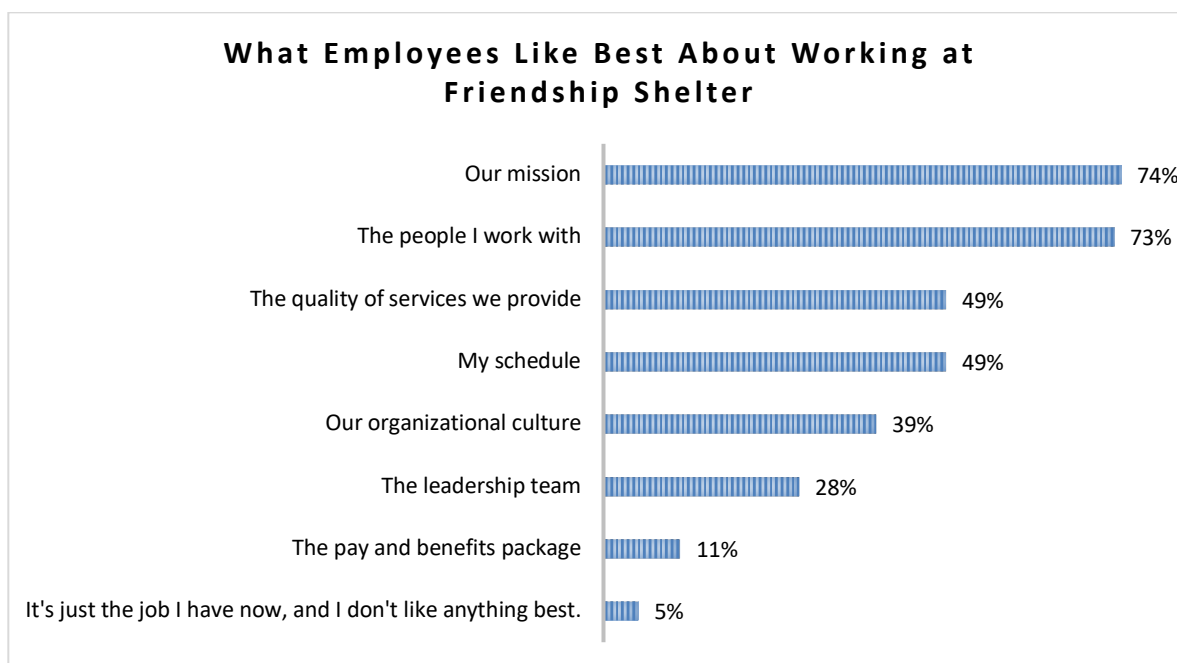
V. Respondents' Views of their Jobs and Working at Friendship Shelter

The survey asked participants a number of questions about work life at Friendship Shelter and how they feel about themselves and the organization.

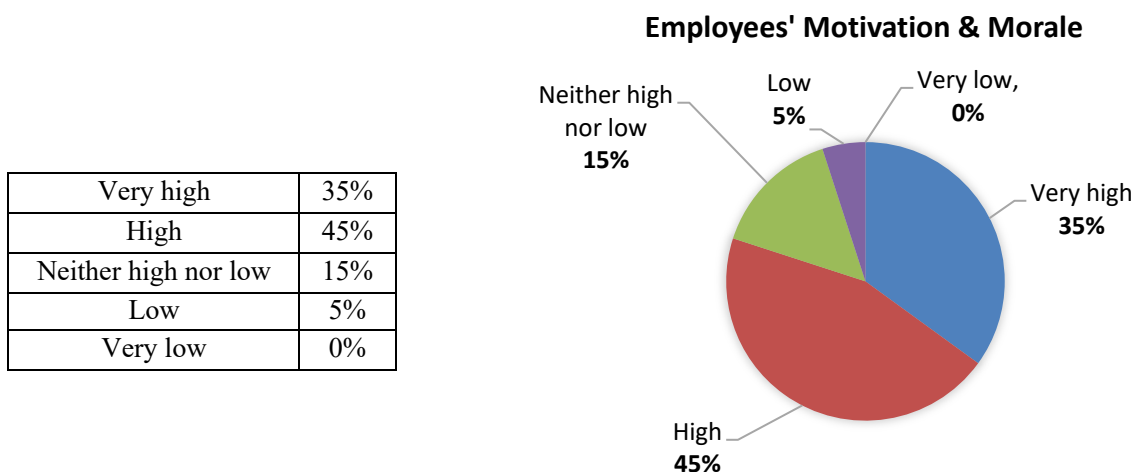
Participants were asked to identify the three things they like best about working at Friendship Shelter. People's top three choices are:

- Our mission
 - The people I work with
 - The quality of services we provide
- and*
- My schedule

Answer choices	% selecting
Our mission	74%
The people I work with	73%
The quality of services we provide	49%
My schedule	49%
Our organizational culture	39%
The leadership team	28%
The pay and benefits package	11%
It's just the job I have now, and I don't really like anything best.	5%

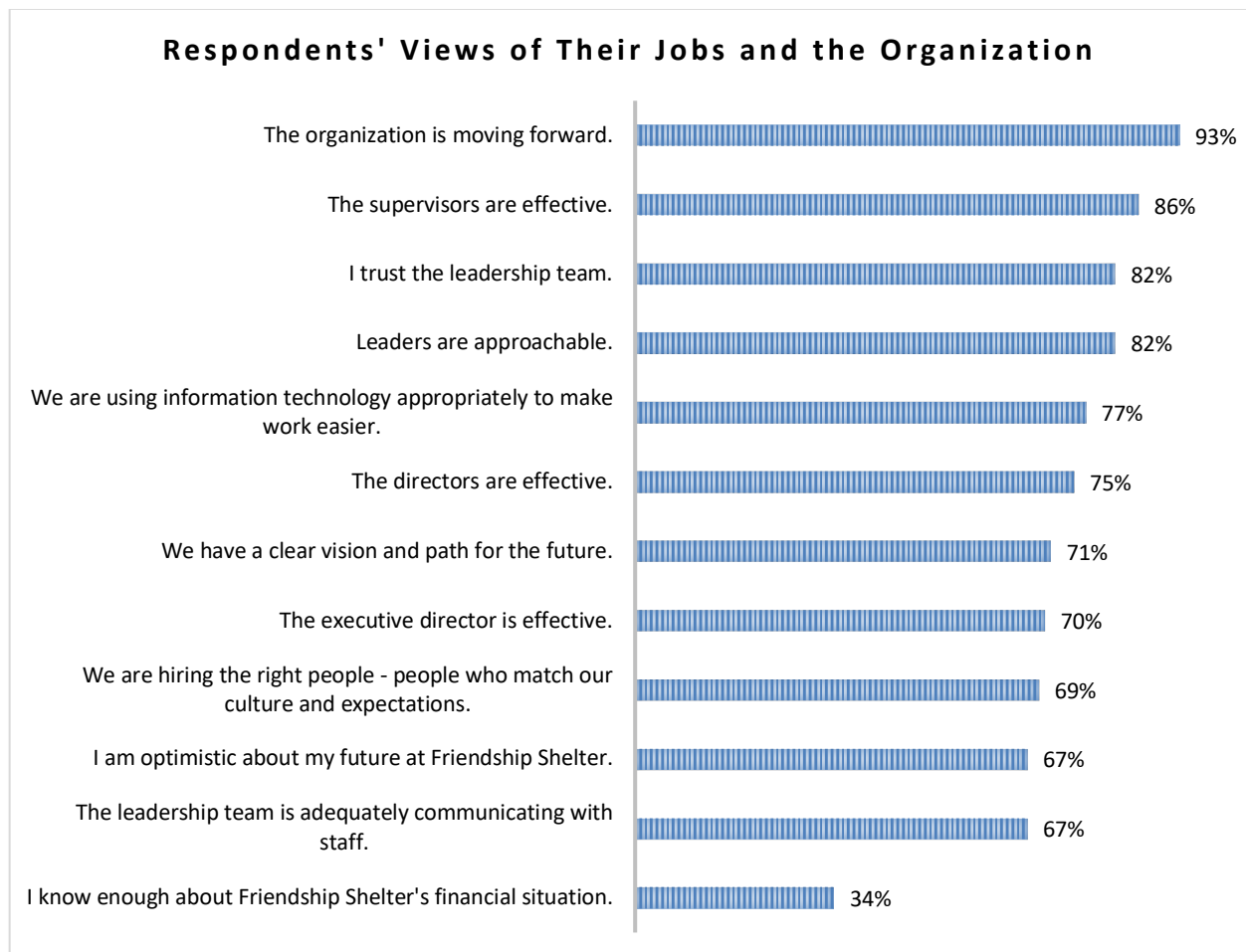


Participants were asked to rate their personal motivation and morale related to working at Friendship Shelter.



Participants were asked to agree or disagree with other statements relating to their relationship with Friendship Shelter.

Statement	% “Strongly agreed” or “Agreed”
The organization is moving forward.	93%
The supervisors are effective.	86%
I trust the leadership team.	82%
Leaders are approachable.	82%
We are using information technology appropriately to make work easier.	77%
The directors are effective.	75%
We have a clear vision and path for the future.	71%
The executive director is effective.	70%
We are hiring the right people – people who match our culture and expectations.	69%
I am optimistic about my future at Friendship Shelter.	67%
The leadership team is adequately communicating with the staff.	67%
I know enough about Friendship Shelter’s financial situation.	34%

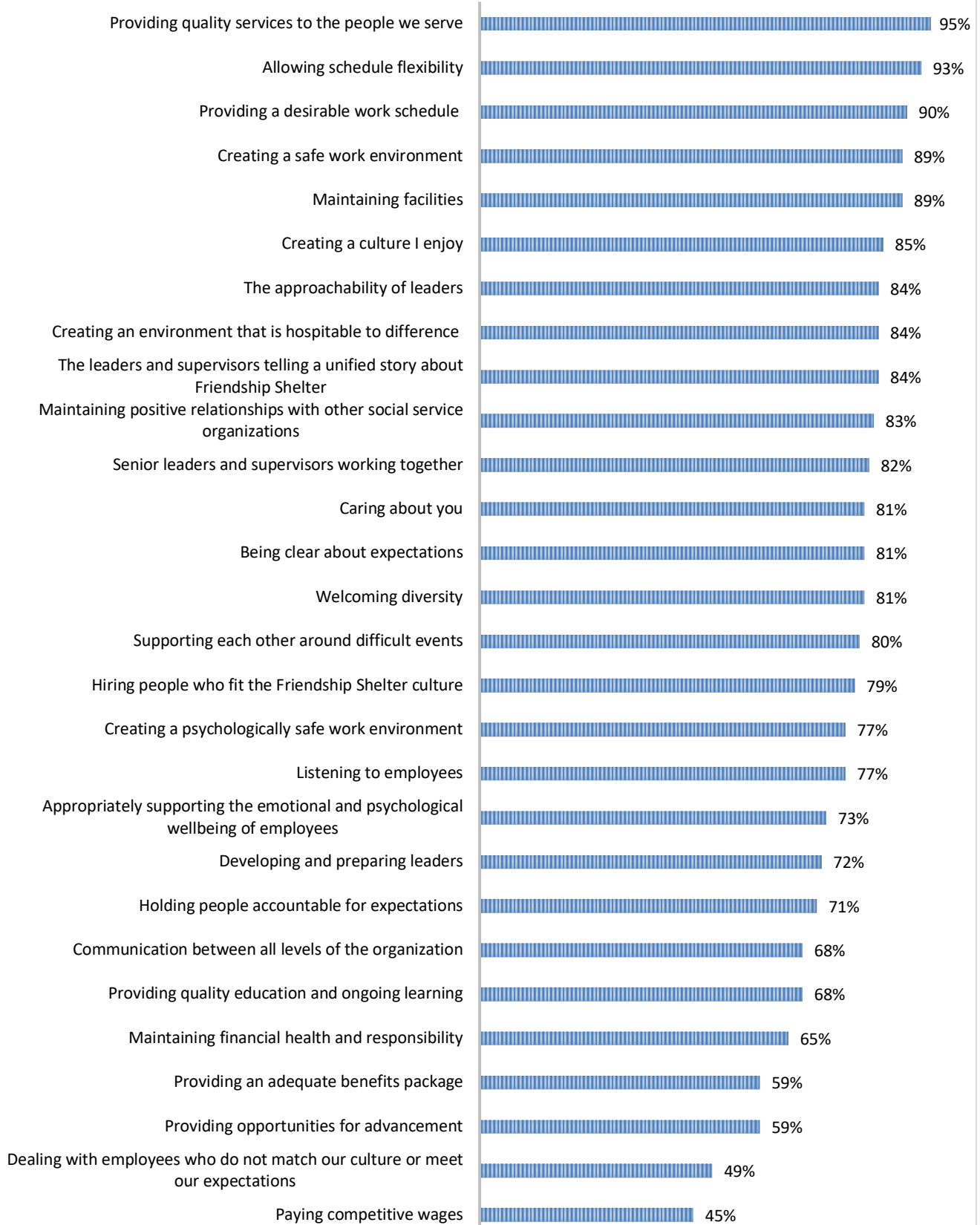


Participants were asked to rate Friendship Shelter in several areas.

Area	% rating “Excellent” or “Good”
Providing quality services to the people we serve	95%
Allowing schedule flexibility	93%
Providing a desirable work schedule	90%
Creating a safe work environment	89%
Maintaining facilities	89%
Creating a culture I enjoy	85%
The approachability of leaders	84%
Creating an environment that is hospitable to difference	84%
The leaders and supervisors telling a unified story about Friendship Shelter	84%
Maintaining positive relationships with other social service organizations	83%
Senior leaders and supervisors working together	82%
Caring about you	81%
Being clear about expectations	81%
Welcoming diversity	81%
Supporting each other around difficult events	80%
Hiring people who fit the Friendship Shelter culture	79%
Creating a psychologically safe work environment	77%
Listening to employees	77%
Appropriately supporting the emotional and psychological wellbeing of employees	73%
Developing and preparing leaders	72%
Holding people accountable for expectations	71%
Communication between all levels of the organization	68%
Providing quality education and ongoing learning	68%
Maintaining financial health and responsibility	65%
Providing an adequate benefits package	59%
Providing opportunities for advancement	59%
Dealing with employees who do not match our culture or meet our expectations	49%
Paying competitive wages	45%

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Respondents' Ratings of Friendship Shelter in Key Areas

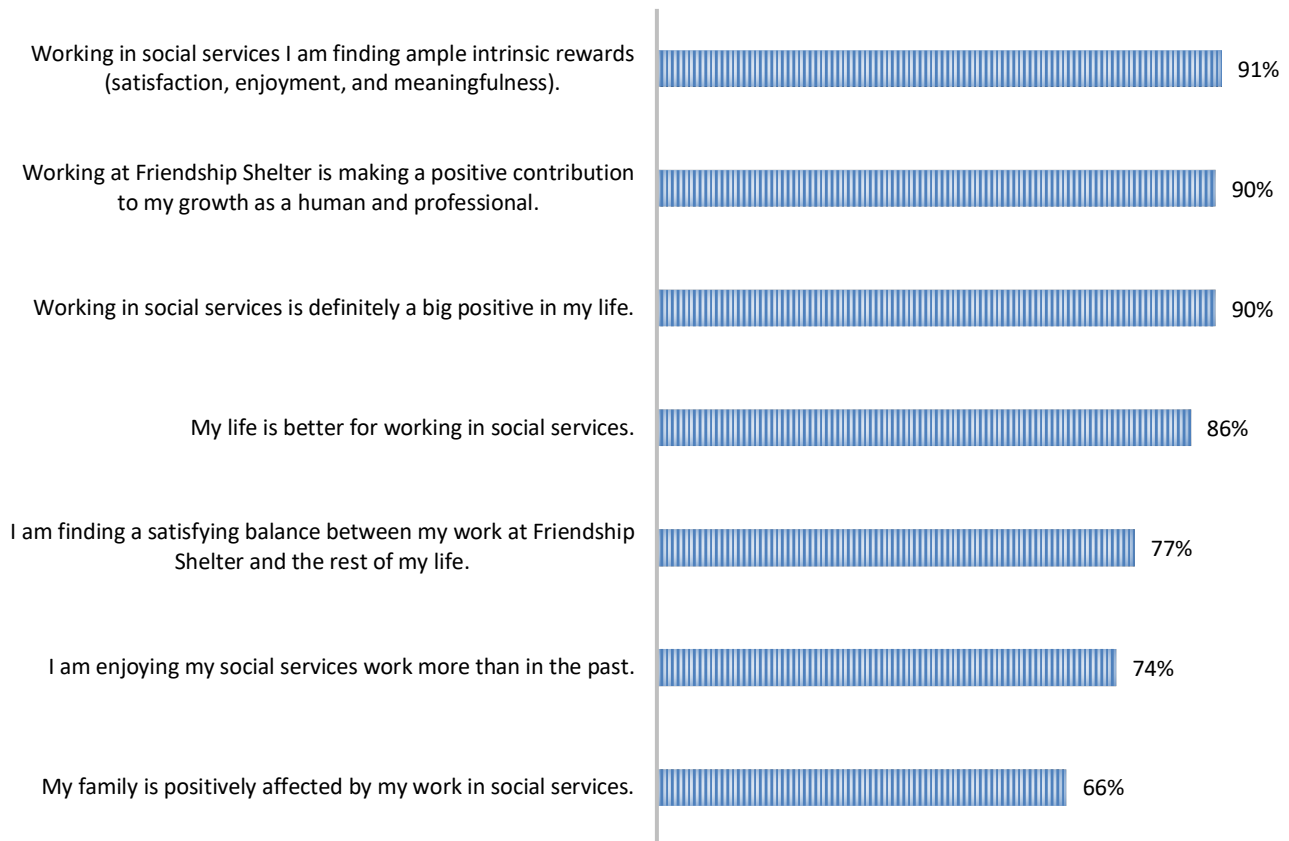


VI. Working in Social Services and at Friendship Shelter

Participants were asked to share their experience of working in Social Services and working at Friendship Shelter.

Statement	% “Strongly agreed” or “Agreed”
Working in social services I am finding ample intrinsic rewards (satisfaction, enjoyment, and meaningfulness).	91%
Working at Friendship Shelter is making a positive contribution to my growth as a human and professional.	90%
Working in social services is definitely a big positive in my life.	90%
My life is better for working in social services.	86%
I am finding a satisfying balance between my work at Friendship Shelter and the rest of my life.	77%
I am enjoying my social services work more than in the past.	74%
My family is positively affected by my work in social services.	66%

Views of Working in Social Services & at Friendship Shelter



Participants were asked to share more about their experience of working at Friendship Shelter. The survey asked why they continue to work there and what they value and enjoy in their employment at Friendship Shelter. Responses are summarized below, grouped and ranked by commonly occurring theme.

- **Friendship Shelter’s mission.**

The most commonly cited reason respondents say they continue to work at Friendship Shelter is their commitment to the mission of the organization. Respondents are passionate about and proud of their work. As one respondent states, “I find my work very meaningful and am so proud of the work Friendship Shelter” does. Another respondent writes that they value “the commitment to the clients, quality services and the mission of ending homelessness.”

- **Caring and compassionate work environment**

Many respondents say they value the culture and positive work environment at Friendship Shelter. Survey participants use adjectives such as collaborative, compassionate, welcoming and supportive to describe Friendship Shelter’s culture and work environment. Employees describe feeling valued and cared for.

- **Co-workers**

Respondents are also overwhelmingly positive about their co-workers. Survey participants say they value working with “people who really care.” As one respondent writes, “My co-workers are great people and I enjoy their company.” Other respondents report feeling supported and motivated by co-workers. A few respondents cite instances of some co-workers not pulling their weight, creating conflict or not being held accountable. The vast majority of responses describe positive experiences of co-workers.

- **Flexibility**

Many respondents say they continue to work at Friendship Shelter because they value the flexible schedule. Respondents report that a flexible schedule helps them maintain work-life balance, supports their wellbeing and allows them to pursue opportunities for growth.

- **Opportunity for growth and learning**

Respondents say they value the challenging work and the opportunities for growth. As one respondent writes, “I am empowered to harness my skills and to learn new ones.” Another writes, “Friendship Shelter is definitely an environment where you can really grow and learn.”

- **Commitment to diversity**

Survey participants say they value the organization’s focus on diversity and inclusion. Meaningful commitment to diversity and social justice resonates with many survey respondents and is part of their reasons for continuing to work at Friendship Shelter.

Participants were asked what needs to change, be improved, be created or stopped at Friendship Shelter. Participants were also asked to weigh in on what Friendship Shelter should be focused on now. Responses are summarized below, grouped and ranked by theme.

- **Pay and benefits**

Respondents most frequently mention the need to improve the employee value proposition. Many survey participants note the rising cost of living and voice concern that their wages do not keep up. Many also call for improved benefits, including 401(k). Survey participants express frustration and concern trying to make ends meet, living paycheck-to-paycheck, and experiencing similar economic and resource insecurities as the clients they serve.

- **Communication**

Several respondents indicate they would welcome improvements in communication, specifically between and about all programs within Friendship Shelter. Respondents want to know more about what is going on throughout the organization and to understand the interconnections between programs. In addition, respondents want to know more about Friendship Shelter’s financial and leadership structures. “I would like to know more about Friendship Shelter overall,” writes one survey participant, “like what fundraisers are going on, board meetings, and new programs.” Respondents also suggest improvements such as more constructive feedback for staff and clearer communication of expectations and goals.

- **Training and education**

Several survey participants mention they would like more training opportunities to support skill enhancement, growth and advancement within the organization.

- **Accountability**

Some respondents say accountability for organizational rules and guidelines needs to improve or be more consistent.

- **Diversity in leadership**

Some respondents indicate a desire to see more diversity at the administrative level. Many express support for the organization’s recent focus on diversity and want to continue building it into the culture at all levels.

- **Community engagement**

Many respondents call for the creation or expansion of community partnerships. Respondents would like to create or continue to foster relationships with cities, communities and other community organizations.