PANDEMIC RESPONSE SURVEY RESULTS (SEPT. 2020-SEPT. 2021) TCRI AGENCY MANAGEMENT

Research Report

By

Jayesh D'Souza (BMRC-IRMU)
Valerie Preston (York University)
John Shields (Ryerson University)
Jill Hanley (McGill University)
Moussa Seck (SHERPA Learning Institute)

YORK UNIVERSITÉ UNIVERSITY

Executive Summary

This technical report documents responses to a survey of managers from member agencies of TCRI, la Table de concertation des organismes au service des personnes réfugiées et immigrantes that finished on August 31,2022. A separate survey of frontline workers has its own report. The survey was undertaken in collaboration with TCRI by Building Migrant Resilience in Cities / Immigration et résilience en milieu urbain (BMRC-IRMU), a SSHRC-funded partnership. A *Settlement Services Working Group* of community-based and academic members from BMRC-IRMU guided the research. The survey instrument was approved by the Human Participants Review Committee at York University. From the perspective of managers from TCRI member agencies, the survey investigates the impacts of COVID-19 on agency activities and other dimensions of agency operations during the twelve-month period following the pandemic's first wave.

The web-based survey in French was sent to the Director of each TCRI member agency with a request that a senior member of management complete it. Most surveys were completed by the Director or Associate Director. The number of completed responses varied from question to question with a maximum of 27. The number of responses is just satisfactoryfor analysis purposes.

The report is descriptive, presenting the frequencies of responses for each question and a brief summary of the main responses for each question. The questions focus on four topics:

1) Demographics / Organization Characteristics (position of the respondent; revenues of agency; regional location of agency).

2) Client services (types of services offered; client groups served; changes in service levels; changes in location and number of clients served).

3) Pandemic impacts on the organization over past 12 months (shifts in planning, priorities programing, revenue and staff; communications and information confidentiality; organizational culture; staff management relations; collaborations).

4) Looking to the future (building organizational capacity; performance metrics; funding changes and post-pandemic government funding expectations; competition for clients).

The survey provides insights into the experience and reflections of managers in Quebec settlement agencies beyond the first wave of the pandemic. Gaining insight into the agencies' experiences is critical for agencies themselves, and policymakers at all levels of government. The assessment of the health and capacities of the sector's agencies is invaluable. The data reveal Quebec settlement agencie have continued to adapt to the pandemic even in its second year.

Q1 By participating in the following survey, I indicate my consent.

In total, 27 organizations responded to the survey. TCRI has over 140 member organizations making the return rate is about 19.2%. For most questions the completion rate was 27.

Q3[1] What is your current position?

ANSWER CHOICES	RESPONSES	
CEO / Executive Director	51.9%	14
Associate/Deputy Executive Director	0.0%	0
Director	25.9%	7
Manager	11.1%	3
Other	11.1%	3
Total Respondents		27

Over 51% of surveys were completed by someone who identified as CEOs or Executive Directors (the most senior positions in the organization). Of the 27 completed surveys, all respondents identified their position

Q4 What region does your organization operate in?

ANSWER CHOICES	RESPONSES	
Montreal	48.2%	13
Sherbrooke	0.0%	0
Quebec City	7.4%	2
Rest of Quebec	44.4%	12
TOTAL		27

[1] To maintain anonymity, the second question has been removed.

The largest number of responding organizations come from Montreal (48,2%). Organizations located in the rest of Quebec outside Montreal, Quebec City and Sherbrooke followed (44.4%). Only 7.4% of surveys were completed by managers at organizations in Quebec City, reflecting the much lower density of immigrants and organizations in this urban region compared to the Montreal urban region.

Q5 What are the primary/main services provided by your agency? (Please select up to 5)

ANSWER CHOICES	RESPONSES	
Education/Literacy Programs	14.8%	4
Employment Services	33.3%	9
Gender Based Violence	7.4%	2
Health / Mental Health	3.7%	1
Housing / Shelters	33.3%	9
LGBTQIA+ Specific Programming	3.7%	1
Legal Services	3.7%	1
Language Training	33.3%	9
Poverty Reduction	25.9%	7
Recreational Activities	51.9%	14
Refugee Resettlement	51.9%	14
Seniors Services	11.1%	3
Services for People with Invisible Disabilities	3.7%	1
Skills Training	14.8%	4
Social Support Services	63.0%	17
Settlement Services	51.9%	14
Translation / Interpretation Services	30.0%	8

Women's Services	37.0%	10
Youth Services	37.0%	10
Total Respondents		27

A very broad range of services is provided by responding organizations, with many offering multiple services. The leading services offered are: Social Support Services (63.0% of agencies), Recreational Services, Refugee Resettlement, and Settlement Services (59.1%); Women's and Youth Services (37.0% each); and Language Training, Employment Services, and Housing/Shelter Services, each offered by 33.3% of agencies.

Q6 What are the groups mainly served by your agency? Please select all that apply.

ANSWER CHOICES	RESPONSES	
All immigrant communities	88.9%	24
Children	7.4%	2
Ethno-Specific groups	14.8%	4
LGBTQ2S+	3.7%	1
Low Income Individuals and Families	48.2%	13
Individuals with precarious immigration status	37.0%	10
Newcomers	66.7%	18
People with In/visible disabilities	3.7%	1
Refugees	66.7%	18
Refugee claimants	74.1%	20
Seniors	22.2%	6
Survivors of violence	18.5%	5
Underhoused individuals	7.4%	2
Unemployed	11.1%	3
Youth & Children	25.9%	7
Women	37.0%	10
Total Respondents:		27

A very broad range of groups is served by the surveyed agencies. The four leading categories identified are: All Immigrant Communities, (88.9%); Refugee Claimants (74.1%); Newcomers and Refugees tied at (66.7%). A third

or more of surveyed agencies offer services to Low Income Individuals and Families (48.2%); Women (37.0%) and Individuals with Precarious Immigration Status (37.0%).

Q7 Number of employees

ANSWER CHOICES	RESPONSES	
Full-time	100%	27
Part-time	74.1%	20
Total respondents		27

All organizations employ full-time employees and the majority, 74.1%, employ part-time employees.

Q8 Organization’s revenue in fiscal year 2020/2021?

Annual revenue ranges from $250,000 to $5,000,000.

The responses represent the range of TCRI member organizations in terms of revenues.

Q9 How has your agency been impacted during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
All non-essential appointments, services, and programs were suspended until further notice	0.0%	0
Moved programs and service delivery online	22.2%	6
Remained open - Our services were deemed essential	70.4%	19
Had to increase staff work hours due to increased demand for programs and services	0.0%	0
Had to reduce staff work hours	0.0%	0
Had to lay off staff due to financial constraints (temporary or permanent)	0.0%	0
Hired additional staff	0.0%	0
Had to re-deploy staff to essential services and/or had rotational staffing options	0.0%	0
Implemented a hiring freeze (except for critical roles)	0.0%	0
Had to adjust staffing due to closing and re-opening of your organization	0.0%	0
Lost funding from funders, program partners or donors	0.0%	0
Experienced lost revenue from user fees and fundraising	3.7%	1
Had staff that contracted COVID-19	0.0	0
Had clients that contracted COVID-19	0.0%	0
Developed new partnerships to continue to deliver programs and services	3.7%	1
Had to apply to the Canada Emergency Wage Subsidy (CEWS) to maintain staffing levels	0.0%	0
Ineligible for federal or provincial supports (e.g. Canada Emergency Wage Subsidy, Canada Emergency Business Account)	0.0	0
Lost most volunteers	0.0%	0
Total Respondents		27

The respondents identified the following impacts on agencies during the pandemic: Remained open (70.4%); Moved programs and service delivery online (22.2%); Developed new partnerships to continue to deliver programs and services (3.7%).

Q10 Which of the following workforce priorities has your organization reviewed during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Cross-functional training and knowledge transfer	7.4%	2
Flexible working hours	7.4%	2
Privacy/confidentiality obligations during the pandemic	7.4%	2
Hiring to accommodate increased service demand	18.5%	5
Offering qualifying staff severance packages	0.0%	0
Mental health and well-being of individuals working remotely	11.1%	3
Re-skilling or upskilling employees on new ways of working	14.8%	4
Restoring employee engagement	7.4%	2
Hiring a consultant to advise on hybrid models of work	0.0%	0
Restructuring or reorganization	22.2%	6
Succession planning	3.7%	1
Allocation of budget to crisis management	0.0%	0
Team-building activities	0.0%	0
Total Respondents		27

The leading workforce priorities reviewed by the organizations were: 'Restructuring or reorganizaation' (22.2%); 'Hiring to accommodate increased service demand' (18.5%); Re-skilling or upskilling employees on new ways of working (14.8%); and 'Mental health and well-being of individuals working remotely' (11.1%). Numerous other priorities were reviewed by only one or two organizations.

Q11 How much has the range of services offered by your organization changed during the past 12 months of the pandemic?

ANSWER CHOICES	RESPONSES	
A great deal	11.1%	3
A lot	51.9%	14
A moderate amount	22.2%	6
A little	11.1%	3
No change	3.7%	1
TOTAL		27

Services offered by each organization changed in almost every instance. A majority of respondents said that the range of services during the past 12 months for their organization had changed ‘a lot’ (51.9%) or ‘a great deal’ (11.1%). Only one organization reported no change (3.7%).

Q12 What services provided by your agency were dropped or affected during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Education/Literacy Programs	3.9%	1
Employment Services	3.9%	1
Gender Based Violence	0.0%	0
Health / Mental Health	7.7%	2
Housing / Shelters	3.9%	1
LGBTQIA+ Specific Programming	0.0%	0
Legal Services	3.9%	1
Language Training	0.0%	0
Poverty Reduction	0.0%	0
Recreational Activities	30.8%	8
Refugee Resettlement Research	3.9%	1
Seniors Services	0.0%	0
Services for People with In/visible Disabilities	0.0%	0
Skills Training	3.9%	1
Social Support Services	15.4%	4
Settlement Services	3.9%	1
Translation / Interpretation Services	0.0%	0
Women's Services	0.0	0
Youth Services	3.9%	1
No Changes	15.4%	4
Total Respondents		26

When asked which services were dropped by their agency or affected in the past 12 months the largest number of identified services were Recreational Activities (30.8%), Social Support Services (15.4%). and Health and Mental Health Services (7.7%). Another 15.4% of agencies reported no changes in services suggesting that service changes occurred in the first wave, rather than later in the pandemic.

Q13 During the past 12 months of the pandemic, how did the number of your clients who live outside your local area change:

ANSWER CHOICES	RESPONSES	
Increase	29.6%	8
Stay the same	37.0%	10
Decrease	33.3%	9
TOTAL	29.6%	27

More than one third of organizations, (37.0%) had no change in the number of clients living outside their local area. For the remaining organizations, the number reporting more clients who live outside their local area (29.6%) is almost the same as the number reporting that they now serve fewer clients living outside their local area (33.3%).

Q14 During the past 12 months of the pandemic, did the number of clients served by your organization:

ANSWER CHOICES		
Increase	RESPONSES	
Decrease	40.7%	11
Stay the same	51.9%	14
TOTAL	7.4%	2
		27

Over half of responding organizations (51.9%) reported client numbers declined between September 2020 and September 2021. Another 40.7% saw increases in their client numbers. Only a few organizations reported no change in the number of clients (7.4%).

Q15 Has your organization experienced a drop in revenue during the past 12 months of the pandemic compared to the pandemic's 1st wave (March 2020 - May 2020)?

ANSWER CHOICES	RESPONSES	
Up to 5%	7.7%	2
Up to 10%	15.4%	4
Up to 15%	3.9%	1
Up to 20%	3.9%	1
Up to 25%	0.0%	0
More than 25%	3.9%	1
No drop in revenue	65.4%	17
TOTAL		27

A large majority of surveyed organizations (64.5%) reported no drop in revenue during Waves 2,3, and 4 compared to the first wave of the pandemic.

Q16 Have you laid off employees during the past 12 months of the pandemic, if so, how many?

ANSWER CHOICES	RESPONSES	
Full-time employees	33.3%	9
Part-time employees	29.6%	8
Total Respondents		27

The workforce in Quebec agencies stabilized between September 2020 and September 2021. Only 9 organizaations laid off full-time employees between September 2020 and September 2021 and eight laid off part-time employees.

Of the 27 organizations, 16 did not answer this question indicating that no one was laid off in these organizations during the time period under study.

Q17 After the past 12 months of the pandemic, what was the long-term impact on your organization's planning? How much have your plans changed:

ANSWER CHOICES	RESPONSES	
A great deal	7.4%	2
A lot	51.9%	14
A moderate amount	25.9%	7
A little	11.1%	3
None at all	3.7%	1
TOTAL		27

Q18 What is the long-term impact on the size of your workforce after the past 12 months of the pandemic? Will it:

ANSWER CHOICES

Increase	RESPONSES	
Stays the same	48.2%	13
Decrease	33.3%	9
TOTAL	18.5%	5
		27

In terms of the long-term impact on the organization's workforce, one third of organizations, 33.3%, reported that the organization's workforce would stay the same size, while 48.2% believed the pandemic would increase their workforce. Onoy a small number of organizations, 18.5% reported that the workforce had shrunk. By the time people completed the survey, provincial funding allocations and provincial immigration targets and policies that affect hiring were already known.

Q19 Which of the following actions has your organization prioritized during the past 12 months of the pandemic? Please select all that apply.

ANSWER CHOICES	RESPONSES	
Proactively communicating your COVID-19 recovery measures to staff and clients	77.9%	21
Continuing to protect the health and safety of staff members and clients by providing adequate information, training, sanitation, and personal protective equipment	70.4%	19
Re-evaluating how to adapt the closing and reopening of your organization based on provincial government orders	55.6%	15
Equipping your staff team with communication tools	63.0%	17
Facilitating communications across teams and departments	44.4%	12
Considering a phased-in approach when recalling staff members	22.2%	6
Sharing tools and strategies with other organizations	40.7%	11
Creating/providing additional resources for at-risk populations	33.3%	9
Identifying tasks and positions essential to the organization	33.3%	9
Rebuilding low financial reserves	0.0%	0
Evaluating the impacts of online services on workforce needs	29.6%	8
Total Respondents:		27

The top three actions prioritized by organizations were: 'Proactively communicating your COVID-19 recovery measures to staff and clients' (77.9%). 'Continuing to protect the health and safety of staff members and clients by providing adequate information, training, sanitation, and personal protective equipment' (70.4%); and in third spot, 'Equippiing your staff team with communication tools' (63.0%). 'Re-evaluating how to adapt the closing and reopening of your organization based on provincial government orders' (55.69%) is a priority in a majority of organizations.

Q20 What is required to make your workplace safe? Select all that apply.

ANSWER CHOICES	RESPONSES	
Mandatory vaccinations (2 doses)	19.2%	5
Inspections to ensure adherence to occupational health and safety policies	30.8%	8
Work-from-home/ hybrid model	53.8%	14
Daily health screenings	23.1%	6
Follow-up care for workers who become sick	46.2%	12
Total Respondents		26

Regarding what is needed to make the workplace safe, more than half of the respondents (53.8%) identified working from home and almost half, 46.2% mentioned follow-up care for workers who become sick. Individually, inspections for health and safety (30.8%), mandatory vaccinations (19.2%), and daily health screenings (23.1%) were less popular requirements, chosen by less than one in three managers.

Q21 Which of the following areas of a Pandemic Management Plan have you reviewed during the past 12 months of the pandemic or intend to review in the next three to six months to ensure future preparedness? First response.

ANSWER CHOICES	RESPONSES	
Ensuring critical roles are covered by a succession plan	3.7%	1
Ensuring staff can be quickly reassigned to essential services	7.4%	2
Improving the effectiveness of mental health and wellbeing programs	7.4%	2
Recruiting and retaining qualified staff	14.8%	4
Maintaining levels of service delivery and engagement with clients	33.3%	9
Updating and implementing comprehensive working from home policies	22.2%	6
Implementing a flexible staff rotation model	7.4%	2
We still do not have a crisis management plan	3.7%	1
Total Respondents:		27

The two top areas identified for pandemic management review in the next 6 months were: Maintaining levels of service delivery and engagement with clients (33.3%) and Updating and implementing comprehensive working from home policies (22.2%). In third spot, plans for recruiting and retaining qualified staff had been reviewed by 14.8% of agencies. Of the specified areas, ensuring staff can be quickly reassigned, improving the effectiveness of mental health and wellbeing programs, and implementing a flexible staff rotation model were tied at 7.4%.

Q22 Did you change the level of services that you offer during the past 12 months of the pandemic? Please select all that apply.

ANSWER CHOICES	RESPONSES	
Increased services	59.3%	16
Decreased services	18.5%	5
Shifted services online	37.0%	10
Returned services to in-person delivery	37.0%	10
No changes	3.70%	1
Total Respondents		27

Regarding changes in the levels of service offered in the past 12 months: 59.3% increased services; 37.0% shifted services online; and 37.0% returned to in-person delivery of services. A minority decreased services or made no changes.

Q23 As a result of the past 12 months of the pandemic, what are the most pressing actions needed to support the workforce at this moment? (Select up to 7)

ANSWER CHOICES	RESPONSES	
Monitoring financial resources	11.1%	3
Monitoring the effectiveness, challenges and benefits of implemented organizational measures	33.3%	9
Providing employees with adequate support for online working	55.6%	15
Providing information to staff on worker's rights	18.5%	5
Assessing and adopting a phased-in approach for recalling staff	14.8%	4
Providing means for staff to identify high-risk situations as they return to the office	22.2%	6
Allowing staff to continue to work from home	33.3%	9
Continuing to provide flexible working schedules	48.2%	13
Introducing a hybrid model with staff members working both in the office and at home	70.4%	19
Offering emergency assistance and additional coverages to staff members	11.1%	3
Making screening checklist for clients available in multiple languages	11.1%	3
Offering staff members living with immunocompromising health conditions or who live with individuals who are immunocompromised to continue to work remotely	11.1%	3
Train staff members on how to enhance their safety using PPE and pandemic protocols in the office and on their commutes	14.8%	4
Paying attention to staff turnover	29.6%	8
Total Respondents		27

The most pressing actions to support the workforce were: Introducing a hybrid model with staff members working both in the office and at home (70.4%); Providing employees with adequate support for online working (55.6%); and Continuing to provide flexible working schedules (48.2%).

Q24 Did your organization introduce any policies or change expectations regarding workload for staff working remotely during the past 12 months of the pandemic?

ANSWER CHOICES	RESPONSES	
Yes, our organization has communicated changed expectations of workload management	40.7%	11
No, workload management expectations have not changed	25.9%	7
The organization has communicated an understanding of flexibility but has not put in place clearly communicated policies/expectations	33.3%	9
TOTAL		27

When asked if their organization had introduced any policies or changed its expectations regarding workload for staff working remotely during the past 12 months of the pandemic: a plurality (40.7%) said that the organization had communicated changed expectations concerning workload management. Another third had not put in place clearly communicated policies/expectations; and a further 25.9% indicated that, 'workload management expectations have not changed'.

Q25 How much did your organization modify its plan for a return to the workplace during the past 12 months of the pandemic?

ANSWER CHOICES	RESPONSES	
A lot	33.3%	9
Somewhat	22.2%	6
A little	18.5%	5
Not at all	11.1%	3
Not applicable/Don't have a return to workplace plan	14.8%	4
TOTAL		27

With regards to how much the organization had modified plans for the return to work in the past 12 months one third (33.3%) indicated the plan for return to the workplace had changed a lot, and 22.2% said the plan had changed somewhat. Only 11.1 percent of organizations had made no changes to their return to the workplace plans. Another 14.8% of the organizations responding to the survey did not have a return to the workplace plan.

Q26 What approach did your organization take to pay staff who remain employed but were not able to work or work remotely due to illness or caregiving needs during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Applying existing leave policy/benefit	41.7%	10
Applying new leave policy/benefit	16.7%	4
Providing full salary continuation	33.3%	8
Providing partial salary continuation	0.0%	0
Laid off so they can collect CERB or EI	8.3%	2
Total Respondents:		24

Regarding the organization's approach to paying staff who were unable to work remotely due to illness or care giving needs 41.7% said that existing leave policy/benefits were applied, and another 33.3% continued full salaries another 16.7% applied a new leave policy/benefit. A total of 24 respondents answered this question.

Q27 How did your organization support (beyond pay initiatives), those in caregiving roles during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Allowing those in caregiving roles to continue working remotely	20.0%	4
Offering rotational staffing shifts	5.0%	1
Access or subsidy for daycare needs	0.0%	0
Assessing staff requests on a one-to-one basis and providing alternative working accommodations based on individual needs	45.0%	9
We are not offering additional support to those in caregiving roles	30.0%	6
Total Respondents:		20

Beyond pay, organizations indicated they supported staff in caregiving roles by: Assessing staff requests on a one-to-one basis and providing alternative working accommodations based on individual needs (45.0%), and by, 'allowing those in caregiving roles to continue working remotely' (20.0%). Of the twenty organizations that responded, fully 30.0% said they were not offering additional support to caregivers.

Q28 How have staff-management relations changed during the past 12 months of the pandemic?

ANSWER CHOICES	RESPONSES	
Greatly improved	14.8%	4
Moderately improved	14.8%	4
Remained relatively the same	55.6%	15
Slightly deteriorated	14.8%	4
Greatly deteriorated	0.0%	0

With respect to staff-management relations, a majority of respondents indicated that they remained relatively the same (55.6%). Almost 3 in 10 organizations reported improvements in staff-management relations. Only

14.8% of organizations said that staff-management relations had deteriorated slightly and none felt there had been a large deterioration.

Q29 How was your organization's culture been sustained during the past 12 months of the pandemic? First response

ANSWER CHOICES	RESPONSES	
Maintaining the focus on the mission and core values of the organization	37.0%	10
Remaining accountable to board, staff, clients and community stakeholders	22.2%	6
Maintaining strong collaborations with other organizations	7.4%	2
The health and safety of staff members and their families, clients and the community is the first priority of the organization.	22.2%	6
Ensuring communication with community stakeholders is maintained	7.4%	2
Supporting staff morale through team-building activities	14.8%	4
Continuing regular virtual staff/team meetings	37.0%	10
Board meetings continue to be held on a regular basis	11.1%	3
We have struggled to maintain the organizational culture	11.1%	3
Total Respondents:		27

Regarding how organizational culture was maintained during the past 12 months of the pandemic, the leading responses were: Continuing regular virtual staff/team meetings (37.0%); Maintaining the focus on the mission and core values of the organization (37.0%); Remaining accountable to board, staff, clients and community stakeholders (22.2%); and, the health and safety of staff members was the first priority (22.2%). External relations in the form of borad meetings (11.1%), strong collaborations with other organizations (7.4%) and communication with community stakeholders (7.4%) were mentioned by three or fewer organizations. Three organizations (11.1%) admitted that maintaining organizational culture was a struggle.

Q30 During the past 12 months of the pandemic, did the organization's support for workers who had transitioned to online service delivery change

ANSWER CHOICES		RESPONSES
Increase	46.2%	12
Remain the same	26.9%	7
Decrease	0.00%	0
Unble to Assess	26.9%	7
TOTAL		27

Did the organization's support for workers as they moved online change during the past 12 months: 46.2% said support had increased, and 26.9% said it had stayed the same or they were unable to assess support for workers, perhaps because some Quebec organizations did not move services online. No one indicated a decline in support for workers trasitioning to online service delivery.

Q31 During the past 12 months of the pandemic, how did collaborationwith other organizations change:

ANSWER CHOICES	RESPONSES
Increase	44.4%

Stay the same

Decrease

TOTAL

Equal numbers of organizations (44.4%) reported that collaborations had increased or stayed the same in the past 12 months. Only 11.1% said collaboration had decreased.

Q32 During the past 12 months of the pandemic, did competition for clients with other organizations:

ANSWER CHOICES	RESPONSES
Increase	33.3%
Stay the same	66.7%
Decrease	0.0%
TOTAL	

Competition with other organizations was largely unchanged during Waves 2, 3, and 4 of the pandemic. Two-thirds of respondents, 66.7% said that competition for clients with other organizations had stayed the same. The remaining one-third, 33.3%, said competition increased. No organization reported that competition for clients had decreased.

Q33 During the past 12 months of the pandemic, did your organization have well-coordinated and standardized communication systems and protocols to ensure clear and

transparent communication with all stakeholders while meeting and working online? First response.

ANSWER CHOICES	RESPONSES	
Yes, with internal staff and volunteers	51.9%	14
Yes, with external clients/communities	14.8%	4
Yes, with board members and other stakeholders	14.8%	4
Communication with internal staff and volunteers has been fragmented	11.1%	3
Communication with external clients/communities has been fragmented	0.0%	0
Communication with board members and other stakeholders has been fragmented	7.4%	2
Communication with funders has been fragmented	0.0%	0
Total Respondents:		27

In response to the question: During the past 12 months of the pandemic, did your organization have well-coordinated and standardized communication systems and protocols to ensure clear and transparent communication with all stakeholders while meeting and working online? a majority of respondents said yes for internal staff and volunteers, 51.9%. A minority reported that communications with external clients and board members were well-coordinated (14.8% each). A small minority 11.1% and 7.4% reported that communication had been fragmented with internal staff and volunteers and board members and other stakeholders, respectively.

Q34 How comfortable have you been about the security and confidentiality of your proprietary information being accessed or stored remotely, including through employee personal devices during the past 12 months of the pandemic?

ANSWER CHOICES	RESPONSES	
Very Comfortable	46.2%	12
Somewhat Comfortable	30.8%	8
A bit uncomfortable	23.1%	6
Not at all comfortable. We will be revising our security tools and protocols shortly	0.0%	0
TOTAL		26

In terms of comfort about the security and confidentiality of information storied and accessed, a plurality of organizations, 46.2% indicated they were very comfortable. Another 30.8% were somewhat comfortable and less than a quarter, 23.1% were 'a bit uncomfortable' about information security. No organization is uncomfortable enough to revise its security tools or protocols.

Q35 What actions has your organization taken for the collection and storage of information accessed remotely by staff during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Requiring sensitive data to be encrypted	4.0%	1
Requiring cybersecurity training for staff	0.0%	0
Updating programs and systems regularly	4.0%	1
Changing and using stronger passwords	8.0%	2
Reinforcing control access	20%	5
Raising awareness on security and confidentiality concerns	36.0%	9
Prohibiting or limiting work-related data on personal devices	8%	2
Introducing new cybersecurity software as part of operations	0.0%	0
Hiring I.T. consultants to evaluate the security of software used remotely	0.0%	0
No actions taken yet	20%	5

Total Respondents	25

With respect to the actions of organizions regarding safe access to and storage of information, the three leading responses were: Raising awareness on security and confidentiality concerns (36.0%); Reinforcing control access (20.0%) and No actions taken yet (20.0%).

Q36 In what areas is your organization currently building capacity as a result of the past 12 months of the pandemic? Please select all that apply.

ANSWER CHOICES	RESPONSES	
More mentorship and bridging services	21.1%	4
More assistance for clients moving from one place to another in Canada	0.0%	0
More connections with private sector employers	26.3%	5
More servoces for temporary workers	68.4%	13
More services for international students	42.1%	8
Settlement services for clients living in rural areas	15.8%	3
Enhancing clients' employment prospects by offering new skills programs post-pandemic	31.6%	6
Hybrid model for delivery of service	15.8%	3
Total Respondents:		19

Regarding areas where organizational capacities are being built, the three most frequent responses were: More services for temporary workers (68.4%), More services for international students (42.1%), and Enhancing clients' employment prospects by offering new skills programs post-pandemic (31.6%). There was a stong emphasis on responding to new mandates to serve temporary workers and international students.

Q37 Did you adjust performance metrics during the past 12 months of the pandemic in your annual performance plan(s) or plan to do so post-pandemic?

ANSWER CHOICES	RESPONSES	
We are still in the process of setting performance metrics	14.8%	4
Yes - we have lowered performance target(s) previously set	3.70	1
Yes - we've added new performance metrics	14.8%	4
We are currently considering, but have not yet decided	18.5%	5
We have decided not to adjust now, but plan to revisit later	29.6%	8
We considered and we will not adjust	11.1%	3

We want to adjust performance metrics to deal with crises but are unsure how	7.4%	2
TOTAL		27

Regarding performance metrics and performance plans, the leading responses were: ‘We have decided not to adjust now, but plan to revisit later’ (29.6%), ‘We are currently considering but have not yet decided’ (18.5%), and ‘We are still in the process of setting performance metrics’, and ‘Yes, we’ve added new performance metrics’ (tied for 14.8%).

Q38 How did your organization navigate funding changes during the past 12 months of the pandemic? First response.

ANSWER CHOICES	RESPONSES	
Received financial aid from external sources	33.3%	9
Needed expertise from in-house (board, staff, volunteers)	11.1%	3
Attended information webinars	14.8%	4
Self-researched financial advice	3.7%	1
Shared information with other organizations	29.6%	8
No changes	22.2%	6
Total Respondents:		27

In terms of how organizations navigated funding changes in the past 12 months, leading responses were: Received financial aid from external sources (33.3%), Shared information with other organizations (20.6%), and No changes (22.2%).

Q39 Based on your organization's experience in the past 12 months of the pandemic, do you expect that post-pandemic government funding will:

ANSWER CHOICES	RESPONSES	
Will increase sufficiently	25.9%	7
Will not increase enough to cover needs	37.0%	10
Will not change	25.9%	7
Will decline	7.4%	2
Don't know	3.7%	1
TOTAL		27

Concerning expectations regarding post-pandemic funding: the largest number expect that funding will not increase enough to cover needs (37.0%); will increase sufficiently and will not change (tied at 25.9%). A plurality indicated concerns about post-pandemic inadequacies in funding.

Q40 What initiatives has your organization undertaken in an effort to diversify your current revenue streams based on its experience in the past 12 months of the pandemic? Please select all that apply.

ANSWER CHOICES	RESPONSES

	25.9%	7
No initiatives		
Sales/fundraising/lottery	18.5%	5
Applied for new additional funding streams (COVID and others)	96.3%	26
Running special/external events	0.0%	0
Extending social enterprise	11.1%	3
Total Respondents		27

Regarding efforts in the past 12 months to diversify funding streams, 96.3% of respondents indicated their agencies had applied for new additional funding, 25.9% had undertaken no initiatives, and 18.5% had engaged in sales/and fundraising. Only 11.1% had extended social enterprise activities.

Q41 Given the challenges of returning to the workplace and the possibility of resuming normal operations after the past 12 months of the pandemic, do you expect that your funders will:

ANSWER CHOICES	RESPONSES	
Continue to fund current service levels	63.0%	17
Return to pre-pandemic expectations about service targets	29.6%	8

Reduce funding while expecting pre-pandemic service targets or it depends	7.4%	2
Total Respondents		27

Concerning their expectations about funders, 63.0% of respondents felt that they would ‘Continue to fund current service levels’, and 29.6% believed they would ‘Return to pre-pandemic expectations about service targets’. Only 7.4% of respondents felt that funders would ‘Reduce funding while expecting pre-pandemic service targets’ or ‘It depends.’