

Executive Limitations

Policy E -3 Treatment of Human Resources

The Executive Director shall not:

- 1. Operate without written personnel policies and procedures which clarify working conditions and expectations for staff, provide for effective handling of grievances, and protect against wrongful conditions.**

There is an employment policy manual and a Collective Agreement in place. All employment policies are in accordance with the Saskatchewan Human Rights Code and the Saskatchewan Employment Act and align with the collective bargaining agreement in place with CUPE Local 5316. The employment policy manual is reviewed regularly and adheres to accreditation standards. An Employment Lawyer recently completed a review of our policies to ensure all policies adhere to provincial employment standards. Additionally, the internal policy review committee comprised of FSS employees reviews the policy manual and counselling policies on an ongoing basis and the Executive Director does the final review and distribution to employees. All human resource decisions made are guided by these policies, applicable legislation, and the collective agreement. The Employment Policy Manual was reviewed and revised this year in preparation for Accreditation.

- 2. Discriminate against staff members for expressing, in a reasonable manner, an ethical dissent including but not limited to religious, moral, cultural, or professional issues.**

There is a zero-tolerance policy of discrimination for the agency, employees, volunteers, and managers and relevant policies are in place. The Discrimination, Harassment and Abuse Prevention Policy and Violence Prevention Policy and Plan were recently updated. The Diversity, Equity and Inclusion Policy was also recently updated.

- 3. Fail to ensure and adhere to a process of two-way communication with staff.**

Meetings are structured to ensure a constant feedback loop with employees (i.e., the structure for meetings incorporates staff items onto meeting agendas; planning is done jointly with all relevant employees). The collective agreement contains mechanisms to ensure two-way communication with employees and management (joint union management committee).

- 4. Prevent staff from grieving to the Board when, (a) the grievance alleges that Board policy has been violated to the staff member's detriment or that Board policy does not adequately protect the staff member's human rights, and (b) internal grievance procedures have been exhausted.**

The grievance procedure is articulated in the collective agreement and the policy manual, and staff are advised to follow this policy. The leadership style of the current management team encourages open and supportive supervisory relationships with clearly articulated expectations; it is anticipated that this leadership style will ensure

most matters are resolved internally.

5. Operate without written confidentiality and conflict of interest policies for staff that are consistent with the principles of the board's policies.

The agency has written conflict of interest and confidentiality policies in place. Every new employee is required to sign these policies as a condition of employment. All professional staff belong to a professional registration body, all of which have strict ethical guidelines regarding conflict of interest.

6. Fail to acquaint staff with their rights and responsibilities under this policy.

The policy manual is accessible and available to all staff in printed and electronic formats. Each new employee is provided with the policies and given time to review them; additionally, each person is required to sign off that they have reviewed and understood all FSS policies. New policies are distributed to all employees and as applicable are signed off as having been reviewed and understood.

7. Operate without clear job descriptions and the establishment of an appraisal process based on mutually agreed upon performance objectives.

Job descriptions are in place for each position and each employee has a copy of their job description. There is a performance evaluation system in place and regular performance reviews are conducted. A HR consultant recently completed a review of the performance management system and recommended changes were reviewed and incorporated.

8. Fail to have policies and procedures for the continuing education and development of staff and volunteers.

There is a clearly defined policy for staff to access continuing education and development and this is also addressed in the collective agreement. There are additional educational and professional development opportunities that are offered to employees throughout the year.

While there are policies and procedures for a volunteer program, the program itself is currently not being offered as programming needs have changed.

9. Operate without an employee and family assistance program.

Access to counselling is provided in the staff benefits package. Additional resources for the employee and family assistance program continue to be reviewed.

10. Operate without a good faith reporting process that encourages disclosure with full confidence of confidentiality and assurance of no reprisal or retaliation to a staff member who is making a disclosure in good faith from direct knowledge and who is alleging illegal practices, professional misconduct, or violations of organizational policies or procedures. This process shall additionally ensure a thorough and unbiased investigation.

The results of disclosures from the good faith reporting process are to be reported to the Board.

There is a Good Faith Reporting Policy in place that details the process to ensure a thorough and unbiased investigation. There have not been any reports of this nature disclosed to me.

Policy E – 3.1 Recruitment of Staff

The Executive Director shall not:

- 1. Cause or allow conditions or practices for recruitment of staff which fail to provide for fairness and equity.**

The employment policies and collective agreement detail the processes to be used to ensure staff recruitment is fair and equitable. These processes are followed to ensure fairness and equity.

- 2. Fail to recruit and build, within the limits of employment and human rights legislation, a staff, which reflects the diversity of the community we serve.**

Principles of inclusion and equity are incorporated into the hiring process and deliberately followed.

Policy E – 4 Staff Compensation and Benefits

The Executive Director shall not:

- 1. Change their compensation and benefits.**

The payroll administrator and Operations Manager are aware they are not to make changes related to the Executive Director's compensation or benefits unless directed by the Board Chair.

- 2. Operate without an annual compensation and benefits plan for all staff positions.**

A compensation and benefits plan is in place for all staff positions and is reviewed on a regular basis.

- 3. Establish a compensation and benefits plan which: a) deviates materially from the professional market for the skills employed; b) creates obligations over a longer term than revenues can safely be projected; c) is discriminatory.**

The existing and any proposed compensation structure is aligned with funding agreements and the agreed-to salary grid in the collective agreement. The agency participates in compensation reviews as opportunities present and the ED uses that information and other research to assess the professional market for the skills employed. The ED ensures that any compensation and benefits plan does not create

obligations over a longer term than revenues can safely be projected and is not discriminatory.

4. Fail to obtain Board approval for any such compensation and benefits plan.

Board approval is obtained annually (via the budget approval process) for the compensation plan and benefits plan for employees. As needed, further approval is sought from the Board of Directors regarding employee compensation and benefits.

Policy E – 5 Working Conditions/Agency Environment

The Executive Director shall not allow working conditions which do not meet the following criteria:

Environment

- 1. A workplace that is supportive, flexible, collaborative, inclusive and collegial.**
- 2. A family friendly workplace that supports work-life balance.**

The ED is committed to engaging staff in planning and decision-making as much as possible and strives to work from principles and best practices rather than rules in a manner that provides flexibility and enables a work-life balance, all while following the collective agreement. The management team of FSS also incorporates these criteria in their leadership style.

Professionalism

- 3. Professionalism and the high ethical standards it embodies.**
- 4. A commitment to the professional development of staff, student placements.**

To provide the highest level of accountability to the people who access the services of FSS, staff and students are expected to maintain high professional standards. As ED, I hold a commitment to maintaining the professional integrity of service, including high ethical standards in all clinical and support services provided. This is achieved by providing immediate feedback when services do not maintain high standards, and by providing immediate feedback when they do. The accreditation process helps us all to ensure professionalism is maintained. Regular peer supervision meetings are facilitated with professional staff for skill development around complex cases; clinical supervision is provided on a regular basis and professional development opportunities are provided throughout the year as budget allows.

Safety

- 5. All reasonable steps are taken to protect all staff and volunteers from unsafe or unhealthy working conditions in accordance with the provisions of the OHSA.**
- 6. A workplace free of discrimination, racism and harassment of any kind.**
- 7. A workplace that adheres to the principles of psychological safety and health.**

There is an active Occupational Health and Safety committee that meets regularly and follows OH&S practices; policies that address discrimination, racism and harassment are in place as is a policy and plan for violence prevention. The principles that I follow as a leader are deliberate in the goal of maintaining psychological safety and health (e.g.: addressing triangulation; ensuring the space for voice/difference; clarity of expectations).

Communication

- 8. Lines of communication between staff are open and clear.**
- 9. Relevant information is communicated to staff in a timely and appropriate manner.**

As ED I strive to ensure the lines of communication between staff are open and clear. Monthly staff meetings are structured so that each staff member has a chance to speak; emails are regularly sent regarding updates to staffing, services, or the agency; and policies are developed and followed to ensure communication is open and transparent.

Volunteers

- 10. The role of volunteers in the organization is clearly articulated and supported through a commitment to their recruitment, coordination, training, and supervision.**

While the volunteer program is currently on hold, there is a policy in place that addresses recruitment, coordination, training and supervision. This program, including the policies, will be reviewed and revised accordingly if/once reinstated.

Recognition

- 11. There is a process for recognizing staff and volunteers for their service.**

There are informal processes in place for recognizing staff for their service, for example through emailing “kudos” that have been received about a staff member or service provision. Staff members are formally recognized at the Annual General Meeting for long service. Informal processes are in place for recognizing life transitions such as retirement.

Risks

Operational risks: Preparations are being finalized for the on-site Accreditation visit. Efforts are underway to implement new programming – Youth Empowered and Early Intervention to Prevent Violence. May require additional office space for these programs. The following positions have been filled: IPV Outreach Workers and Executive Assistant. Staff recruitment remains an on-going need to fill vacant and new positions. Currently navigating various leaves and return-to-work plans.

External risks: Researching and applying for grant funding continues to be a priority as does implementation of plans to continue to raise community awareness of the agency. Construction sites surrounding the building remain as on-going concerns.

Financial risks: Donor marketing campaign planning and implementation continues. Fund development and revenue diversification continues to be a priority for the agency. Efforts continue to secure sponsorship for Radiothon being held January 30 and 31, 2025. We are requesting Board Members to reach out to potential sponsors to secure more funding for this event. Raffle ticket sales are underway – please purchase tickets and spread the word to your networks about the raffle. There is slippage due to vacant positions – it is not likely these monies will be spent this fiscal year.

Reputation: Family Service Saskatoon continues to change and adapt to the needs of the community and continues to raise awareness of the services available to address family violence and mental health.

Executive Director Report

The following is a summary of **recent activities** in relation to Board Ends Statements:

1. Solving problems without violence

a. Families, intimate partners and youth solve problems without violence.

- Programming continues and progress is as expected for the following services: Domestic Violence Court Caseworkers (DVCCW), Counselling, Youth Exposed to Violence, Men's Group: An Invitation to Responsibility
- 52 North programming will now be offered with funding from Public Health Agency of Canada and service delivery will begin in January 2025.
- IPV Coordinator remains on a leave of absence; two new IPV Outreach Counsellors have been hired and onboarding work continues.
- Main presenting issues: domestic violence, relationships, parent-teen conflict, abuse, trauma, anxiety, depression, self-harm, grief and loss, eating disorders, suicidality, parenting, dealing with anger

New Initiatives:

- Early Intervention for Prevention of Violence – program development is underway
- Intimate Partner Violence Response Team – program development is underway
- Youth Empowered – program development is underway
- Invisible Scars begins in October
- Domestic Violence Court Caseworker attended in-depth training in Regina

2. Building stronger families

a. Families manage separation and divorce in a healthy way

b. People in parenting roles are competent and confident in their parenting skills

c. Individuals and families receive supports to manage their mental health

d. Youth experiencing challenges develop resilience

- Programming continues and progress is as expected for the following services: Teen and Young Parent, ATTACH, Counselling, EFAP Counselling, Rapid

Access Counselling (RAC) for Adults and Children/Youth, Child and Youth Support program, Childcare, various groups

- Most Common Presenting Issues: Relationship Issues – Family, Relationship Issues – Couples, Parenting, Co-Parenting, Individual Coping - Mental Health, Anxiety, Depression, Grief, Loss, Trauma and Abuse, Addictions Issues, Children and Youth – Emotional Issues, Gender Identity and Expression, Bullying, Anxiety, Eating Disorders, Trauma
- Child and Youth Support Program Coordinator has returned from 1.5 year leave of absence – re-training is occurring

New Initiatives:

- Youth Empowered – ethics application is being completed, staff recruitment and program development are in progress
- RAC Child and Youth clinics are being offered at the following High Schools: Bethlehem, ED Feehan (2 days/week), Evan Hardy Collegiate, Mount Royal Collegiate, as well as Warman Primary Health Centre, Alice Turner Library, Family Service Saskatoon

3. Programming meets the unique needs of clients in minority groups

- Agency services are promoted and offered to minority groups. Counselling sessions focus on therapeutic alliance and meeting the needs of each individual
- Employees continue to attend various professional development opportunities related to cultural diversity
- Continue to work with Knowledge Keeper/Elder to facilitate sharing circles for IPV groups
- Prairie Prism Reimagined Work continues
- Teen Young Parent Counsellor attending Jacoby Centre and supporting parents from diverse cultural backgrounds

4. FSS is recognized and respected as a prominent organization serving the community

- Submitted funding applications for various projects
 - ♥ Nutrien Community Grant - \$2,500
 - ♥ Cameco Step Up for Mental Health - \$10,000
 - ♥ RBC Foundation - \$25,000
- **50/50 Raffle Campaign**
 - ♥ Raffle closes January 31, 2025
 - ♥ **Get your tickets and share the information with your contacts, our total is lower than where it was last year at this time**
 - ♥ <https://www.rafflebox.ca/raffle/fss>
- **Radio-thon**
 - ♥ January 30 and 31, 2025
 - ♥ Lawson Heights Mall
 - ♥ Donations and sponsorships currently total \$55,000, goal is to obtain \$80,000 prior to January 30th with an additional \$25,000 expected during the event

Corporate Sponsorship - Radio-thon

- ♥ Dakota Dunes CDC - \$15,000
- ♥ Masion Design +Build - \$5,000
- ♥ Mallard Wealth (Tanis & Brian) - \$5,000
- ♥ Penny Babbings - \$5,000
- ♥ Business Furnishings \$5,000
- ♥ Scotiabank \$5,000
- ♥ SIGA \$5,000

Donations for Radio-thon

- ♥ Amanda Anderson, Scotia Share the Wealth \$6,000
- ♥ Cherry Insurance \$2,500
- ♥ Cuelenaere LLP \$1,500

- Client Management database has grown to 2,263 contacts
- Continue to work on plans for Marketing, Fund Development, Donor Relationships
- Information booth at United Way Kick-Off Event
- Employees attend various meetings and conferences (i.e., Domestic Violence Court Small Group meeting, RESOLVE, PATHs, Family Service Saskatchewan)
- Newsletter being distributed every second month
- Monthly FSEAP newsletter distributed to FSEAP members

SOCIAL MEDIA (September 2024)

Facebook Followers: 2,959	Reach: 13,228
Facebook page visits: 1,500	
Instagram Followers: 1,514	Reach: 1,464
LinkedIn Followers: 255	

WEBSITE (September 2024)

New Users: 2,003
Total Users: 2,209
Page Views: 5,968
Pages per User: 2.34

Social Media Links:

www.facebook.com/familyservicesaskatoon/
www.instagram.com/familyservicestoon/
<https://twitter.com/FamilySaskatoon/>
<https://www.linkedin.com/company/family-service-saskatoon/>

WEBSITE: www.familyservice.sk.ca

Respectfully submitted,
Janine Baumann