

Leadership Bursary Report

2007 - 2011

**Alberta Association of Services for Children
and Families**



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of Services for
Children and Families

Leadership Bursary

Request: Commit to extend the leadership bursary grant until all funds have been used.

Background: In June 2007, the Government of Alberta provided a three year grant for 2 million dollars to the Alberta Association of Services for Children and Families (AASCF). The purpose of the grant was to provide leadership bursaries to existing and potential leaders within agencies that have contracts with the Ministry for Child & Youth Services, the Ministry for Senior & Community Supports and, at that time, AADAC. In June 2010, another grant was provided extending the bursary program one more year.

When the Bursary was originally conceived a Bursary Committee was developed to determine eligibility criteria suitable to the Ministry and to vet all applications and determine who would receive a bursary. As the AASCF was the recipient of the grant, the Board of Directors for AASCF has determined the annual amount to be allocated. For the last 3 years the amount has ranged between \$150,000.00 and \$170,000.00. Two years ago the AASCF requested that some of the funds be allocated for non-accredited leadership training or programs. That request was granted. Approximately \$20,000.00 per year is allocated for non-accredited programs and \$150,000.00 is allocated for accredited degree or certificate granting programs. This expenditure rate seems to be reasonable as we do not have to turn appropriate applicants away because of over requests.

Currently, the AASCF is responsible for the administration, payment and oversight of the bursary. The Bursary committee determines who is eligible, and ensures applications are appropriate. That committee has members from Alberta Council of Disability Society (ACDS), Alberta Home Visitation Network (AHNA), AASCF, GoA (Children's Services), and until recently a members from the Senior Advisory Council of Alberta.

Applications are received throughout the year for the non-accredited training courses and program. The accredited degree/certificate applications are reviewed twice per year. The application process includes the application form, letters of reference, evidence of support from agency, proof that the applicant is considered an emerging leader. All applicants are screened based on the identified eligibility criteria and approved or not. The eligibility criteria are attached as appendix A.

Training and professional development opportunities contribute to the successful recruitment and retention of staff, which is often a challenge in the NFP sector.

It is difficult, without additional funding to support staff to attend training. In particular, leadership training tends to be some of the most expensive. Leadership training also helps the sector with succession planning and growing our next generation of leaders

Statistics:

Since 2007 there have been a total of 104 bursaries allocated.

- 3 were returned as the recipients moved or were not able to take their course of study
- Of the remaining 101 bursaries, allocations were made to 92 people (8 have had 2 or more bursaries)
- Of those 92 people
 - 1 moved out of the sector and is working for Children's Services
 - 2 moved out of the province
 - 1 moved to the Early Mapping Project at the University of Alberta
 - 2 moved to other agencies within the sector
 - 88 remain within the sector
 - 86 in their same agency
 - All of these recipients are in senior leadership positions within their agency
 - Many have been promoted or have received increasing responsibility within their agency
 - One person has begun teaching and consulting in addition to his work within the agency
 - One began a small agency

Survey Summary:

A survey of bursary recipients between 2007 and 2009 was conducted with a 57% response rate. Of the 44 completed surveys, recipients had used bursary funding to support their involvement in a Masters degree (36%), leadership courses at the Banff Centre (29%), other certificates for organizational or leadership development (20%), and a Bachelors degree (13%). More than 68% of recipients had completed the course for which the bursary was awarded while 32% were still in progress. The bursaries were used to support senior agency staff members, specifically managers (47%), CEO's or Executive Directors (27%) and Directors (22%). Recipients primarily worked in agencies with funding from Child and Youth Services, or with joint funding with Senior and Community Support Services. Bursaries were provided to recipients in all regions of the province however this was more heavily weighted in the Edmonton (47%) and Calgary (31%) regions. More than 95% of all respondents reported that they were still employed in the same agency.

Bursaries were reported to have made an overwhelming impact upon recipients, their agencies as well as the larger sector. All respondents reported that the bursary had benefited them personally, specifically with respect to their own leadership and personal development. Ninety-five percent of respondents identified specific ways that the bursary provided benefit to the agency in which they were employed, including

leadership skills, human resource development and organizational change management. The respondents indicated that this sector benefited from the bursary awards, primarily with respect to agency collaborations, networking and education. Almost all respondents (97%) identified that their leadership skills had been enhanced as a result of their award and more than 90% had recommended this bursary to other colleagues. While all respondents are committed to their own professional development, 81% reported that they could not have completed their education without the support of the bursary. It is clear that these senior managers are committed to remaining in this sector. In a discussion of multiple future goals, more than 81% reported that they wanted to remain in the same agency with increased leadership, while 29% identified they would consider seeking the role of executive director in either their existing or another agency. Only 6% of respondents identified the goal of leaving this sector for another career.

Table 1: Survey on Use of Bursary

Type of Educational Program	
<i>Masters Degree</i>	36.4%
<i>Bachelors Degree</i>	13.6%
<i>Banff Centre - Leadership</i>	29.5%
<i>Other Certificate - Organizational or Leadership</i>	20.5%
Educational Program Status	
<i>Educational Program Completed</i>	68.2%
<i>Program Still in Progress</i>	31.8%
Ministry Funding for Agency	
<i>Child and Youth Services</i>	56.8%
<i>Senior and Community Supports</i>	6.8%
<i>Both Ministries</i>	29.5%
Still Employed in Same Agency	95.5%
Promoted to Leadership in Agency	
<i>Promoted</i>	34.1%
<i>Currently CEO or ED - Not Promoted</i>	18.2%
<i>Not Promoted</i>	47.7%
Current Role in Agency	
<i>CEO or Executive Director</i>	27.3%
<i>Director</i>	22.7%
<i>Manager</i>	47.7%
<i>Front-line</i>	2.3%
Recipient Received Personal Benefit from Bursary	100.0%
Agency Received Benefit From Bursary	95.5%
Sector Received Benefit From Bursary	77.3%
Recipient's Leadership Has Been Enhanced	97.7%
Recipient Has Recommended Bursary to Other	90.9%

Colleagues	
Recipient Could Not Complete Education Without Bursary	81.8%
Recipient's Future Plans	
<i>Same agency - increased leadership</i>	81.8%
<i>Executive Director - this or other agency</i>	29.5%
<i>Move to other agency in sector</i>	22.7%
 <i>Leaving sector for other career</i>	6.8%
Service Region Where Recipient is Employed	
<i>Southern regions</i>	4.5%
<i>Calgary regions</i>	31.8%
<i>Central regions</i>	6.8%
<i>Edmonton regions</i>	47.7%
<i>Northern regions</i>	2.3%
<i>Multiple Regions</i>	6.8%
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	n=44

Thank you for your commitment and investment into the ongoing development and cultivation of leadership capacity within our sector. Effective leadership is precisely what is needed to revitalize an organization and to facilitate a healthy change process... the only real constant within any sector.

This bursary allows smaller agencies to compete with larger agencies in attracting better qualified staff and being able to keep them. Such incentives are a huge support. It is also a big boost to rural areas that often do not have the same opportunities as our urban counterparts to take additional education.

If not for the financial support of the AASCF bursary program I would not have been able to attend this valuable course. With the shift to Outcomes Based Services Delivery and my work with AHS, Young Adult treatment, effective collaboration is critical. Collaboration as required within OBSD and AHS however, is a significant paradigm shift. What this leadership course taught me is that true collaboration takes respect, openness, patience, shared vision and a forum that is safe to have potentially fierce conversations that result in moving forward to shared goals.

Financials:

101 Bursaries = \$730,838.74 invested

- ✓ 39 Degrees or certificates;
- ✓ 10 Banff School of Leadership Courses;
- ✓ 41 Leadership/coaching courses and workshops;
- ✓ 11 CPEF/Banff leadership project.

Yearly cost to administer program = \$33,301.58

Remaining Funds: \$1,286,597.09

(With 3 pending requests)

Analyses (as reported in surveys):

1. Staff working at the senior manager, ED/CEO level are staying within the agencies that they work or within the sector;
2. The Bursary is seen as essential as a tool to retain people in the sector;
3. There are significant number of well educated leaders in the sector, who will remain there over time;
4. Leaders are networking and developing resources amongst themselves;
5. Financial tools and accountability measures being utilized more effectively;
6. More creativity and problem solving in and among agencies;
7. Increased confidence at the senior manager level;
8. Overall improvement in management practices; board governance; policy development; professionalism; innovation; and
9. Overall better service delivery.

Appendix A: Eligibility Criteria/application process

The Alberta Association of Services for Children and Families Leadership Bursary

Supported by Alberta Children and Youth Support Services

Purpose

The purpose of the Leadership Bursary is to foster future leadership capacity by enabling senior organizational leaders to participate in formal education and professional development programs that enhance their ability to lead their organization and the field. The focus will be to develop or enhance leadership skills and innovation in service delivery and development, human resource management, organizational excellence and fiscal management.

Amount of Bursary

Bursary amounts will range up to \$10,000 per year for a maximum of two years. Bursary amounts will vary depending on the length of the program and the education level sought and the amount of money available for disbursement.

\$10,000 per year has been allocated for non-accredited programs

Eligibility Requirements

Applicants must:

- Currently work as a senior staff member in a supervisory leadership role
- Work in a Non-Government Organization (NGO) whose primary responsibility is to serve clients through the service delivery system
- Have worked in this organization two years at an organization or three to five years in the field.
- Be employed by an organization/agency that is **contracted** to provide services in the Human Services Sector by the Government of Alberta through Alberta Children & Youth Support Services, Senior's and Community Services and AADAC.
- Have submitted the bursary application before starting a program or course of study along with provisional acceptance. Final approval to be provided upon receipt of confirmation of acceptance into selected course of studies
- Demonstrate a prior interest in undertaking **credentialed or professional leadership training**
- Provide information on other financial support that is being sought or has been approved for the course/program being applied for in this grant
- Provide two written professional references
- **Prepare a personal letter detailing:**
 1. Education and experience
 2. Type of leadership training already obtained
 3. Occupational goals
 4. A description of your personal leadership style

5. A description of how the training requested relates to your career aspirations and to your leadership goals
6. Disclosure of other funding sources applied for
7. The kind of commitment you are willing to make to your agency/organization and the field as a whole
8. Personal financial contribution
9. A financial breakdown of how the bursary amount will be utilized

The Executive Director/CEO or Board President of your agency must:

- **Provide a personal letter detailing the following information**
 1. The organization's mandate
 2. The applicant's leadership potential and where they fit within the organization's succession plan
 3. A description of how the training requested will strengthen the applicant's abilities as a leader and the overall benefit to the organization
 4. The organization's commitment to supporting the learning and career goals of the applicant
 5. The organization's support (financial or non financial) of the applicant
 6. The name and number of a Ministry contact who can confirm program funding
- **Attach an updated organization chart if available or briefly describe where the applicant's position fits within the organization**

Organization must:

- Have primary **contracted** funding from the Government of Alberta through Alberta Children & Youth Support Services, Seniors and Community Supports or AADAC.
- Be responsible for providing services to clients of the above Ministries through their service delivery system

The institution program or course must:

- Be credentialed based on the approved list (attached)
- Provide professional leadership training that will enhance the candidate's ability to plan, lead, organize or direct resources
- Be focused on leadership not practice

Eligibility Limitations and General Information:

- The committee will strive to ensure the equitable distribution of bursary dollars that allows for inclusivity, while addressing the high demand and specific needs of organizations and regions
- Proof of completion and/or attendance of previous semester is required prior to the payments being made for the next term or level of education
- Tuition costs will be paid directly to the educational institute with other eligible costs reimbursed to the candidate or organization upon receipt of proof of payment

- Maximum amount per bursary will be \$10,000.00 per fiscal reporting period (July 1 to June 30), per person, and per organization
- Only one employee per organization will be considered on any given Bursary selection round. Additional applications from organizations that have offices in a number of regions may be considered.
- If the funding exists to support the training requests of all applicants who meet the basic application criteria i.e. both the applicant and Executive Director, CEO or Board President have provided a personal letter, organizational requirements are met; an organization chart or equivalent is provided, and the type of training requested meets criteria for eligibility, bursaries will be allocated without the requirement for a further detailed analysis of the overall applications
- If the eligible bursary requests exceed the available bursary allotments, further analysis of the applications will be carried out

Exclusions

Those eligible for bursaries provided by Family and Community Support Services, The Alberta Council of Women's Shelters or the Child Care Network cannot apply for an AASCF Bursary. Only one employee per organization per region will qualify on any given Bursary round.

Selection Procedure

A selection committee will meet twice yearly to review applications and to select successful candidates. All applicants will be informed of the committee's decision.

AASCF Bursary Checklist

All information **must** accompany application

Personal letter detailing the following:

Education & experience

Type of leadership training already obtained

Occupational goals

A description of your personal leadership style

A description of how the training request relates to your career aspirations and to your leadership goals

Disclosure of other funds applied for

Commitment you are willing to make to your agency/organization and the field as a whole

Personal financial contribution

Financial breakdown of how the bursary amount will be utilized

Personal letter from Executive Director/CEO or Board President detailing the following:

The organization's mandate

The applicant's leadership potential

Where the applicant fits within the organization's succession plan

How will the training strengthen the applicant's abilities as a leader

How will the training benefit the organization

The organizations commitment to supporting the goals of the applicant

The organization's support (financial or non financial)

Name and number of Ministry contact

References - two professional references

Organization chart or description of where the applicant's positions fits in the organization

Institution program must:

- Be accredited based on approved list
- Provide professional leadership training
- Conditional acceptance
- Cost breakdown

COMMITTEE TO ADMINISTER THE BURSARY

A Committee has been formed and includes the following:

- 1) Rhonda Barraclough, Executive Director of the Alberta Association of Services for Children and Families (AASCF) or designate (Chair)
- 2) Gus Rozycki, AASCF Board Member, Executive Director, Bosco Foundation
- 3) Cathy Cloughton, Manager Workforce Planning, Alberta Children’s Services
- 4) Ann Nicol, CEO Alberta Council of Disability Services
- 5) Lavonne Roloff, Provincial Director, Alberta Home Visitation Network Association

The Committee will meet twice yearly to review applicants for the Bursary.