EXECUTIVE DIRECTOR REPORT:

January 2014

Following the organizational restructuring from being a Charity to a Not-for-profit organization in September of 2012, the next few months were taken up with legal and administrative work to bring the organization into compliance with government regulation, membership transfers, staffing contracts, educational material updates, website changes, amendments to leases and contracts, and banking authorities. By March of 2013, a draft Strategic Plan introducing a new business model was prepared for Board approval. The following is a chronological sequence of events after March 2013:

APRIL

- Strategic Plan – approved by the Board of Directors
- Operational Plan and Budget finalized
- Membership Coordinator resigned
- Temp was hired on short-term
- Search for new office space, successful discussions with Concordia University

MAY

- Preparation started for AGM and Conference (Committee support, Calgary)
- Speakers were finalized
- Both Executive Directors, Membership and Education, terminated employment per May 31 (new business structure calls for one ED)
- Search Committee interviewed potential candidates for sole Executive Director position
- Office Move preparation - weekly meetings with Project Coordinator (volunteer)
- Office clean-up including excess furniture and equipment disposal
- New office inspected and necessary repairs/clean-up undertaken
- New equipment researched and purchased (telephone system, photocopier)

JUNE

- Executive Director Education rehired as sole Executive Director on contract
- AGM and Conference - target of 100 attendees was reached
- Office move by staff and professional movers (office was closed for 2 days)
- Internet and Telephone Service disruptions by service providers
  (Shaw unable to locate cable for 2 weeks; Telus waiting for Allstream to release telephone lines – delay incurred despite our request for these services 6 weeks in advance)

JULY

- Classroom: Electronic equipment, tables and chairs, from old location dismantled and moved into storage
- Education Coordinator resigned, following a workplace incident (and after mediation was held)

AUGUST

- New Membership Director was introduced in early August, started in late August
- Temp failed to report to work while ED away for 2 weeks
- New Professional Development Manager started mid August
- New Executive Assistant was hired on contract (cross-training for CAMVAP)
- Unable to process course registrations and membership renewals (no revenue for 2 weeks)
- Organizing Instructor and Coaches Retreat and In-service in Sylvan Lake

SEPTEMBER

- CAMVAP Coordinator on 2 week vacation
- All-day Instructor and Coaches Retreat incl. professional development workshops
- Deadline for Designation applications (received 39 applications)

- Ongoing troubleshooting with web service provider over membership and course registration errors
- New Registration Coordinator hired on contract
- Volunteers helping with backlog (certificates, filing, newsletter editing, etc.)
- Open House planning with help from external contractor

OCTOBER

- Designing and printing brochures to be ready for Open House
- Open House mid October with guest speakers from Concordia University
- Preparation for Strategic Planning Session
- Meetings with bookkeeper to build a draft 2014 Budget

NOVEMBER

- Preparing and organizing Board of Directors meeting (on the job training for Executive Assistant)
- Finalizing documentation for Strategic Planning Session
- Presenting draft Budget

DECEMBER

- Completing year end Success Indicators for 2013 Strategic/Operational Plan
- (Team) work started on draft Operational Plan for 2014

ADRIA is now in a strong position to capture the marketplace as it is the regional representative of a larger enterprise and, therefore, can offer added value. It is important to capitalize on this opportunity, having a captive audience, and to act upon opportunities in a timely fashion.

In recognizing the opportunity of a change in business structure, we want to capitalize on becoming *the* Alberta ADR Membership Society, a unique feature of our organization that creates a niche in the marketplace. Emphasizing the value of professional designations in mediation and arbitration and ADRIA's role as the gate-keeper is unique and different from other (ADR) organizations in Alberta and has strengthened our relationship with ADR Canada over the past few years.

The ADRIA Executive Director's job description dated April 23, 2013 lays out areas of responsibility and I am basing my report for the past 6 months (as Executive Director) on these areas, notwithstanding the above summary of activities from March to December 2013:

Board Support:

- Initiated a document system that is reliable and easily accessible. This has required staffing with the appropriate level of computer skills as well as researching new technologies that will support easy access to distance communication and to Board minutes, bylaws, and other important records.

Policy Management:

- Engaged staff in specific areas to assist in the development of procedures as needed, for example the service provision of the National Arbitration Rules, application process for new coaches, redefining membership categories, creating course calendars, online registration process for instructors and coaches, design and implementation of a roster process and a new online credit card payment process.

Strategic Planning:

- Stayed informed of events and occurrences effecting ADRIA's business, for instance the national task force working on accreditation of education programs and instructors, Bow Valley College

and Grant MacEwan University's interest in future partnership with ADRIA to deliver the new national Mediation program, Mediation Inter-Agency Network (MIAN) meetings, etc. Attended major events that are identified as strategic business opportunities, for instance the Joint Action Forum on Civil and Family Justice, Intermunicipal Advisory Committee meetings, HRIA and ADR Canada Conferences.

Operational Planning and Budget Development:

- Oversaw the implementation of the operational plan based on identified activities and timelines.
- Worked with new membership director and professional development manager to evaluate priorities and report budgetary variances to the Board.
- Involved staff in creating the new budget for 2014 based on the Board's strategic targets.
- Evaluated staffing needs to match the strategic direction and budget for 2014 in consultation with membership director and professional development manager.

Risk Analysis:

- Initiated new online feedback and measurement tool (SurveyMonkey) for input from learners/members.
- Worked with Media Marketing Technology Consultant to support internal efforts, for instance statistical data from reader interest in ADRIA's newsletter articles; conversion of directory to smartphone app; course scheduling, etc.
- Consulted with membership director on creating a reporting structure that provides quarterly progress reports and financial projections, such as Dashboard charts.
- Informed the Board of threats to the image of the organization, i.e. transition of members from AAMS to ADRIA; changes in staff; roles and responsibilities as perceived by membership (i.e. complaints policy, designations applications).

Financial Management:

- Reviewed monthly reporting practices with the bookkeeper.
- Stayed on budget and incurred a profit greater than predicted (150%) in the budget
- Monitored expenses and their rationale
- Kept track of depreciation of equipment and recorded future needs for upgrades of computers and office equipment to be included in future planning and budget.

Program Management:

- Systematically hired new staff allowing for training and downtime, with consideration of existing staff and their work load.
- Assisted new management team in understanding their individual areas of responsibility; was a resource for the team in successful task completion.
- Created a supportive work environment (i.e. appropriate IT equipment support and office space, flexible hours and tele-commuting, parking stalls, use of gym equipment).
- Ensured that staff operated at all times within the parameters of ADRIA's vision, mission and values.
- Maintained and grew personal contacts with current and future partners while
- Introducing new staff (i.e., Grant MacEwan University personnel, Red Deer College contacts, Bridging The Distance Committee [rural task force], Alberta Business Family Institute, Mediation Inter-Agency Network (MIAN), AAMS, private contract clients [Alberta Health Services, Stantec,

University of Lethbridge], instructors, coaches, ADRIA members, etc.) while new initiatives were being rolled out.

Human Resource Management:

- Hiring for the new staffing structure: prepared three job applications for management team members and (systematically) placed advertising on recruitment websites; compiled and wrote individual job descriptions based on the Operational Plan.
- Was an overall resource for staff on all matters pertaining to their employment. Cancelled Blue Cross benefit package as only 1 employee (CAMVAP contract) on payroll. In lieu of Blue Cross employee will receive a portion of the bonus payment received from CAMVAP.
- Filled the position of Executive Assistant, transferring duties and administrative support pertaining to the Board of Directors; provided cross-training for vacation coverage for CAMVAP employee.
- Hired Registration Coordinator (education assistant) on part-time contract basis to support learners, instructors and coaches.
- Hired IT Helpdesk support on part-time contract basis to initiate electronic conversion of various office procedures and provide overall IT support. Contract ended December 2013.
- Identified opportunities and recruited volunteers to support organizational tasks where appropriate, i.e. editing newsletter articles, printing certificates, photocopying and filing; recruited various project coordinators for office move, open house, AGM/Conference.
- Monitored and provided contractors with project parameters, timelines and associated remuneration, in form of written contracts.

Advocacy Management:

- Defined key stakeholders and concentrated on projects pertaining to these areas, for example: started action plan for a provincial neighborhood mediation program involving the Bridging the Distance Committee, Municipal Affairs, AUMA, AAMDC, etc., prior to planning and organizing presentations at rural municipal council meetings across the province.

PROFESSIONAL DEVELOPMENT AND MEMBER SERVICES UPDATE

Activities by the in August 2013 newly appointed Professional Development Manager and Member Services Director for September / October 2013 were reported at the November 22 Board of Directors meeting. Activities for the remainder of 2013 (November / December) are listed as follows:

<u>Education & Professional Development</u> by Tammy Borowiecki

<u>Enrollment</u>
November/ December
We had a grand total of 55 students:
33 students in our classes
22 students as part of private contracts

Edmonton:
November – total 9
9 – Restorative Practices (ELA – Specialty)
December – total 19
19 – NEG 250 (ADRIA)

Calgary:

November – total 0
December – total 5
5– NEG 250 (ADRIA)

Lethbridge:
December – total 22
22 – MTI course Private Contract (University of Lethbridge)

Courses cancelled - No course cancelled
Student cancellations - No student cancellations

Notes

- A lot of focus in November and December was on administrative tasks such as getting the class schedule complete for the first half of 2014, organizing specialty courses, managing student requests, & updating website content.
- The following specialty classes have been booked for the next term
  - Conflict Coaching
  - Non-violent Communications
  - Mediation Boot-camp
  - Mediation Case Development
  - Language and Behavior Profile
  - Multi-Party Conflict Resolution
  - Court & Community Mediation
  - Conflict Resolution for the Oil & Gas sector
  - Co-Mediation training
  - Advocacy Techniques for Disciplined Negotiators
  - Restorative Practices
- The new 40-hour ADRIC Gold Standard Arbitration course will be offered in February/April in both Edmonton and Calgary. This program is replacing our 11-day program.
- Four classes (ADR 110, COM 150, NEG 250 & MED 350) were re-scheduled for Red Deer with the first course being offered February 13
- There has been some renewed interest in the Consensus Decision Making certificate requiring some research into adjusting the program to bring it in line with our current courses. This work is ongoing.

Membership Report by Paul Conway

Year-end stats 2013:
328 Full Members
151 Associate Members
479 Members (total)

Since late November, ADRIA's membership numbers have risen slowly but steadily, reaching 490 in recent weeks (up from under 450 earlier in 2013. Note that this includes five (5) unpaid Associate memberships extended to ADRIA's administrative and support staff as a "benefit" in 2014 to enhance communications and employee engagement). Staff has worked hard throughout November/December

to individually contact those with 2013 expired membership and attract them back to ADRIA. Admin fees for expired renewals were waived and gaps in membership were approved (unless designated). December also saw a significant surge in early renewals, as 2013 prices were made available to everyone who acted before our offices re-opened in January. This does not reflect new money, but money "early in the bank" for ADRIA. There have been zero complaints regarding the Full membership price increase from $270 to $285 + GST, and we have seen both renewals and new applications online since the price increase was introduced. ADRIC fees for 2014 have risen by $1 to $86 annually, so the ADRIA portion for 2014 is $199. ADRIC is compiling a matrix of membership categories and fees from each affiliate, and this will be shared with the Board as soon as possible.

Maintaining a trend towards higher membership numbers represents both a challenge and an opportunity for the months ahead. A heavy proportion of ADRIA membership is up for renewal in January and February, so attrition could potentially be high. Conversely, new learning and professional development opportunities are being posted or developed, providing both core and advanced training that will attract and retain membership. Designation applications are on the rise, suggesting that many learners will ultimately upgrade their memberships from Associate to Full as an essential element of the application process. Finally, it goes without saying that any strategy for growing ADRIA's membership base will require two key thrusts: (A) Attracting new members (both professionals and learners), and (B) retaining our existing members. A focus on providing quality membership services and professional development opportunities will assist in retaining our current membership. Other strategies involve contacting expired members, practitioners who have never sought membership – notably Champions and Leaders in the community, expanding our community in Calgary and Southern Alberta, and collaboration with educational institutes and ADR education service providers.

A contact list of Full members, designated and non-designated, who allowed their membership to expire in 2013 has been prepared for Board review. It is suggested that the Board review this list and consider reaching out to speak with these former members. Inviting them to return, and learning from their past experiences with ADRIA, will provide valuable insights to the Board and staff, and perhaps convince a few members to return.

As a continuation of our recent efforts to reconcile the membership data, a review of 2014 1st quarter Full members has revealed almost a dozen members who, through some combination of IT and/or human error, have benefitted from an extended ADRIA membership (up to 12 months) without being charged. In turn, ADRIC was also not paid for these memberships, and there will no doubt (A) be discussions between ADRIA and ADRIC to reconcile the difference, and (B) undertakings by ADRIA to ensure these errors are identified and resolved in a fashion that prevents further occurrence. Two principles are being applied: (1) ADRIA does NOT plan to retroactively bill these members (even if designated), and (2) ADRIA does NOT plan to forward ADRIC dues that were, in fact, never collected. January staff actions include, (A) contacting each identified member personally to explain and resolve the error, shortening some (unpaid) memberships by a few months where practical, (2) Review the remaining three Quarters to identify additional unpaid memberships (which will be of shorter duration and fewer in number), and contact them to rectify ADRIA records, (3) reconcile with ADRIC, and (4) add administrative and/or IT measures to prevent reoccurrence.

Work continues on marketing materials for the new approved Corporate membership strategy. Once ready, Board members will be approached to actively market these memberships within their contact community. Corporate membership prices range from $1000 to $5000 per year, depending on company size.

The December ADRIA newsletter was circulated, and achieved a 50% initial opening rate – a slight improvement over the Fall issue. The website archives were brought up to date (from May 2012), and a link was sent to all members in January referring them to the December newsletter in case they'd missed it in the holiday rush. As previously approved, we will circulate the new AAMS newsletter quarterly, starting with their inaugural issue mid-January. ADRIA will be a regular contributor, and the January article speaks to the importance of ADRIC designations. The next ADRIA newsletter will be end-Feb, with a focus on promoting Spring professional development schedule, promoting the Red Deer AGM and Conference, seek Award & Recognition nominations, seek designation submissions, and solicit for Board of Director elections, committees and volunteer opportunities.

Other collaborative activities with AAMS have included the production of ADR promotional materials, support for AAMS initiatives and a joint visit to Medicine Hat & Lethbridge in January. ADRIA also hosted the Mediation Inter-Agency Network (MIAN) meeting on December 10th, and is committed to supporting joint initiatives that highlight the potential for ADR in the Edmonton region. ADRIA participated in the Edmonton Business Diversity Network (EBDN) in January, and with the Alberta Municipal Affairs – Municipal Dispute Resolution Advisory Group in December & January. On this last point, there were 3 meetings that focussed on the recruitment and selection of new mediators and mentees for the Intermunicipal Dispute Resolution Initiative Roster, and the published selection criteria favoured ADRIA training, designations and membership.

The Third Quarter is a national enterprise dedicated to matching talent and employment opportunities for mature Canadians, and they recently added ADRIA training and professional services to its resource webpage.

Planning for the 2014 ADRIA AGM and Conference in Red Deer is underway, with local committee meetings initiated. There is considerable work to be done if this is to be a success, and sponsorship will soon be sought in support. Board members should already have the following dates noted:
May 22nd (evening) AGM and Networking function
May 23rd (8am-4pm) Annual Conference
May 23rd (4-6pm) Networking
May 24th Board meeting (am TBC)

The 2014 Directory of Arbitrators and Mediators is being launched this week. Details online.

ADRIA will host a Networking evening in Edmonton on Tuesday, February 11th at the Yellowhead Brewery to recognize those who achieved professional ADRIC designation in 2013. A similar event will be planned for Calgary before summer. There will be a minimal charge to attend, and tickets are available now online. The Honorable Allan Wachowich will attend, and offer a few words to recognize the designees. It is hoped that regular Networking and Professional Development activities will be sustainable in both cities.