

OUR PASSION, OUR FUTURE

The Values Project:



An Analysis of Organizational Values and their Impact on Succession

submitted to
Board of Directors
Family Violence Prevention Society

April 20, 2006

by
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ACKNOWLEDGMENTS

I wish to thank the staff and Board of the Family Violence Project for their tireless support, patience and genuine caring. Their honesty, openness and good humor has been greatly appreciated. Alayne Hamilton recognized my strengths and abilities, and has continued to nurture them. John Cossom provided ongoing guidance. Michele Murphy has been a cheerleader at every turn. And the entire Board has generously put in overtime to accommodate my project during their monthly meetings. I would also like to acknowledge Janet Henly and Mike Timney for making time for me during their busy workdays. And finally, I wish to give a special thanks to Melanie Beernick and Ruth Oakley, who believe in me no matter what.

To all of the staff, Board, clients and community partners who participated in the interview process, I thank you for your time. It is evident to me that these are people who are truly committed to making our community a safer place for everyone.

TABLE OF CONTENTS

HEADING	PAGE
EXECUTIVE SUMMARY.....	3
PURPOSE.....	4
PROCEDURE.....	5
RESULTS.....	5
Values	
Organizational Strengths/Limitations	
Areas for Improvement/Future Growth	
Human Resource Issues	
DISCUSSION.....	12
RECCOMENDATIONS	15
CONCLUSION.....	16
APPENDICES.....	18

EXECUTIVE SUMMARY OF THE REPORT
THE VALUES PROJECT:
AN ANALYSIS OF ORGANIZATIONAL VALUES
AND THEIR IMPACT ON SUCCESSION

by

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The Values Project was undertaken primarily to discover the core values of the Family Violence Project so that the succession process could be tailored to reinforce and support those values. With the imminent retirement of FVP's long-term Executive Director, the research project is especially critical. Stakeholders responded to open ended questions regarding values, agency strengths and limitations, visions for the future and human resource issues. It was discovered that the core organizational values are widely known in the community and that there is considerable consensus amongst all stakeholders about what they are. The central organizational value identified by respondents is safety and given that the FVP is primarily a violence prevention agency this result is not surprising. Furthermore, according to respondents, the top strength of the organization is the staff's in-depth understanding of relationship violence. The greatest organizational limitation cited was funding and in the current political climate this limitation is shared by many small agencies. With these results, it seems fitting that respondents believe that the succeeding ED needs to be rooted in the knowledge and values of the organization, a skilled clinician and leader, and most especially, capable of creative and tireless fundraising strategies.

PURPOSE

The Values Project was conducted to capture the essential values of the Family Violence Project (FVP), in order to assist the Board in planning for and implementing an effective succession process. FVP believes that there is inherent worth in discovering the values that are essential to the organization. Values are also a key component of effective succession planning which should determine and reinforce the agency's central values. Succession planning is especially relevant to the FVP at present, due to the upcoming retirement of Alayne Hamilton, its co-founder and long-time Executive Director. Alayne's leadership has been integral to the FVP's structure and operations, making it necessary to plan carefully for her succession.

The Values Project reflects our commitment to effective planning, which will ensure continuity of service and loyalty to key stakeholders. Whereas the literature suggests that traditional succession planning is focused mainly on human resource issues, at the FVP we are much more concerned about the identification and preservation of key organizational values. Consensus on these values amongst the major stakeholders makes it possible to articulate the culture clearly, facilitating the search for a successor who fits this culture. A successor who possesses comparable skills, educational and work experience may nonetheless have very different values than the staff member they are replacing. This could result in a lack of continuity in service delivery, necessitate changes to the daily duties of existing staff, and in some cases it may also have a negative impact on the overall health of the organization.

The information gleaned from this research will be used to anticipate and effectively plan for a smooth transition process, thus ensuring both the continued excellence of service delivery and the long-term stability of the organization. Since the FVP functions in a network of community partners on which we rely on for funding, referrals and public support, succession planning is not simply a human resource issue, but extends into all areas of good governance, including the organizational structure, fiscal responsibility, and the Board's accountability to its staff, stakeholders and community partners, as well as to the public at large.

PROCEDURE

From February 1-April 3, 2006, 42 participants were interviewed, including past and present staff, Board members, male and female clients, and community representatives from Citizens Counselling, the Cridge Centre for the Family, Victoria Women's Transition House, Pacific Centre Family Services Association, Goldstream Neighbourhood House, the United Way of Greater Victoria, the Military Family Resource Centre, Mental Health and Addiction Services, the Law Centre, Crown Counsel, Probation Services, Victim Services, and the Ministry of Children and Family Development (for a breakdown of respondents by group and gender refer to Appendix A).

Interviews were conducted by the researcher at various locations, and ranged from 15 minutes to 1 hour and 45 minutes, with the average length being approximately 40 minutes. Participants were asked a range of questions regarding their association with the FVP, the skills and values they believe are essential to an effective FVP Executive Director, as well as their perception of the values of the organization, its strengths and limitations and any visions they have for the future of the agency. Staff members were also asked to review their job descriptions in order to accurately catalogue them, and also to give advice to their hypothetical successors (this information has been reported in an internal document "Family Violence Project: Catalogue of Job Descriptions").

All questions were open ended, and with the obtained consent of participants most of them were audio taped in addition to being recorded in note form. The tapes have since been erased. Excluding the questions posed to current staff related to their job descriptions, the interviews were entirely confidential. Throughout the report, participant responses are presented in a manner that respects the speaker's confidentiality.

RESULTS

The results of the Values Project have been organized into four key areas, namely Values, Organizational Strengths and Limitations, Future Vision and Human Resource Issues.

Values:

What is most remarkable about the results of the questions about the values of the organization is the high degree of convergence among the responses of the stakeholders. The

initial prediction was that community partners would vary more widely in their responses than would staff or past clients, however, this was not supported by the findings. Respondents were asked, “*What do you think are the core values of the Family Violence Project*” and of the groups interviewed (past and present staff, Board members, community partners and clients), the staff respondents actually had the widest degree of divergence in their answers. At the same time, the staff members were clearly the most confident respondents to the question, all of whom identified more than four organizational values. All groups of respondents named at least three values except for past clients. Past clients were the most concise respondents in this section and all five of them identified one, two or all three, of the following values: there is no excuse for abuse, everyone deserves respect and men can change.

Community partners tended to be less confident in their answers and often commented that they wished they had a copy of the FVP’s mission statement to refer to. It was explained to respondents that what was of interest to the researcher was their subjective impression of the organizational values, a clarification which generated the identification of at least three values for each community partner. In fact, no community partners responded “*No comment*” or “*Not sure*” to this values question, despite the fact that several of them responded as such for questions regarding FVP’s limitations or the ways the organization could improve its services. Thus, it may be concluded that the values of the FVP are one of the strongest messages the agency sends out into the community. The top fifteen values identified by respondents are displayed in Figure 1 and are ranked according to the number of times they were identified (for a complete data table refer to Appendix B).

The second values question, “*What do you think is the single most important value of the Family Violence Project*” also indicated a high degree of convergence among all groups of stakeholders. The most commonly identified value was Safety, which was stated as “the safety of women,” “the safety of women and children,” “safety for all” or “making the community safer.” The top five “*single most important values*” identified by respondents are displayed in Figure 2 (for a complete data table refer to Appendix B).

Figure 1 - Top 15 Values Identified

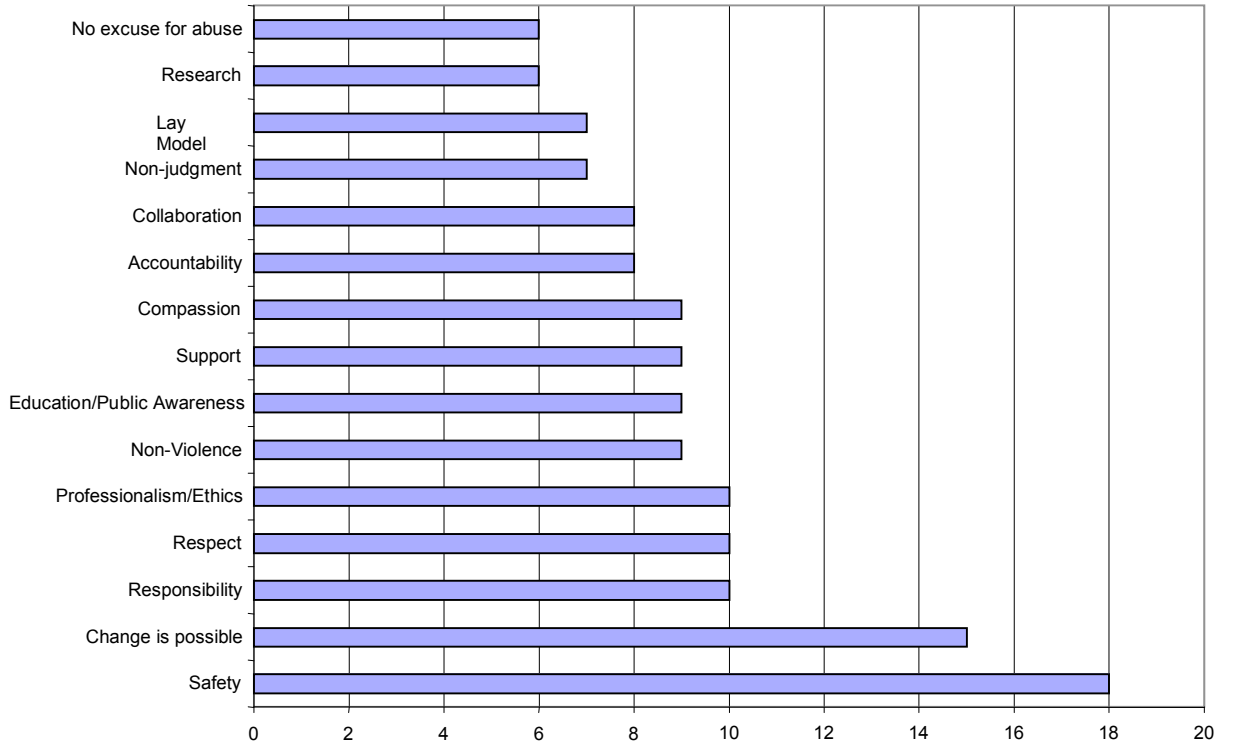
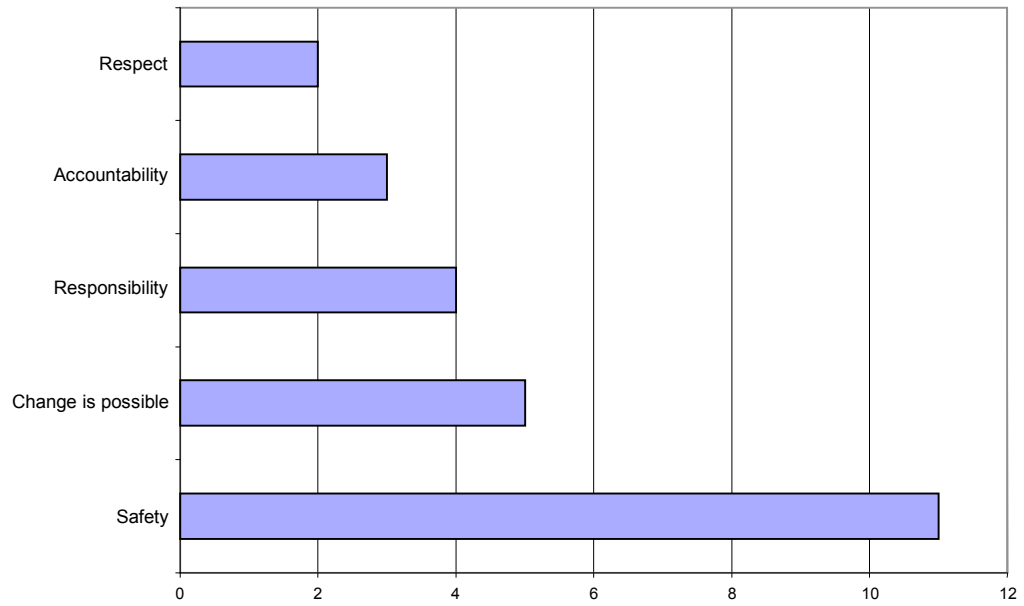


Figure 2 - Single Most Important Value



Organizational Strengths and Limitations:

The most notable finding in the area of organizational strengths and limitations is that on a number of occasions, respondents remarked that a strength they identified could also be or at times has been a limitation for the agency as well. Acknowledging such a paradox may prove helpful during the succession process, in that fine-tuning or adjusting limitations may be far more productive than seeking to altogether eliminate them.

Due to the fact that self-evaluation is important to the staff at FVP, it is not surprising that they were the most vocal respondents in terms of the organizational limitations. Several staff members were concerned about the relatively low pay, significant hours of unpaid overtime and the fact that staff members with professional qualifications have the same rate of pay as lay counselors. Community respondents were more confident discussing FVP's strengths than its limitations, however the more aligned they were with feminist principles, the more vocal they were about organizational limitations. Specifically, they expressed concern about the accountability and training of lay counselors and commented that they would like to know more about how past clients who become staff are held accountable in order to ensure their continued growth and ability to effectively mentor and lead men's treatment groups. By contrast, many staff, Board members and past clients identified the lay model as a strength, explaining that it lends credibility to the program in the eyes of the clients. Several of them, however, did acknowledge that the community perception of the agency is often negatively impacted due to the use of a lay counseling model, and could perhaps be improved if there were greater transparency, so that professionals at other organizations could glean a more detailed understanding of "*what we do at FVP and why*".

It is interesting that of the past clients, only one female interviewed commented about the agencies limitations or ways that it could improve its service. The male clients all felt that the programming was completely effective and should not be changed, one of whom stated that "Everything I have in my life that is positive, myself, my partner and my new baby, is a result of the Family Violence Project."

The overwhelming strength identified by all groups is the knowledge, understanding and experience that the staff possesses in terms of the dynamics of relationship abuse. Figure 3

shows the top twelve strengths as identified by respondents (for further details see Appendix C). It is also noteworthy that the Values/Ethics of the organization were amongst the top twelve strengths identified by respondents, lending further credibility and importance to the Values Project. The top limitation identified by all groups was funding, a limitation it shares with other small agencies. Figure 4 displays the top ten organizational limitations (for complete data refer to Appendix C).

Figure 3 - Strengths

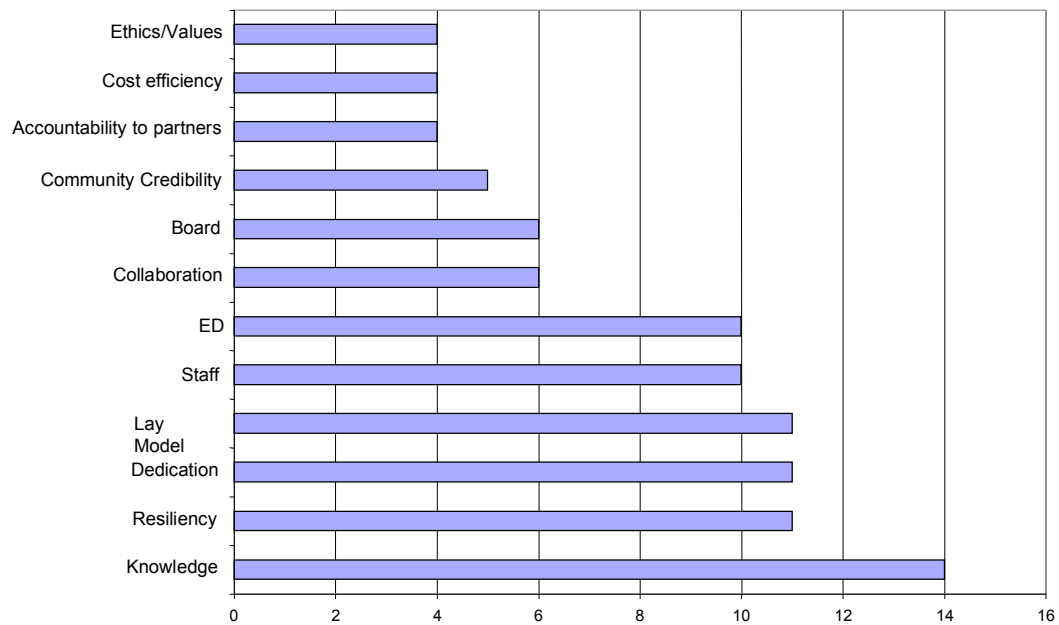
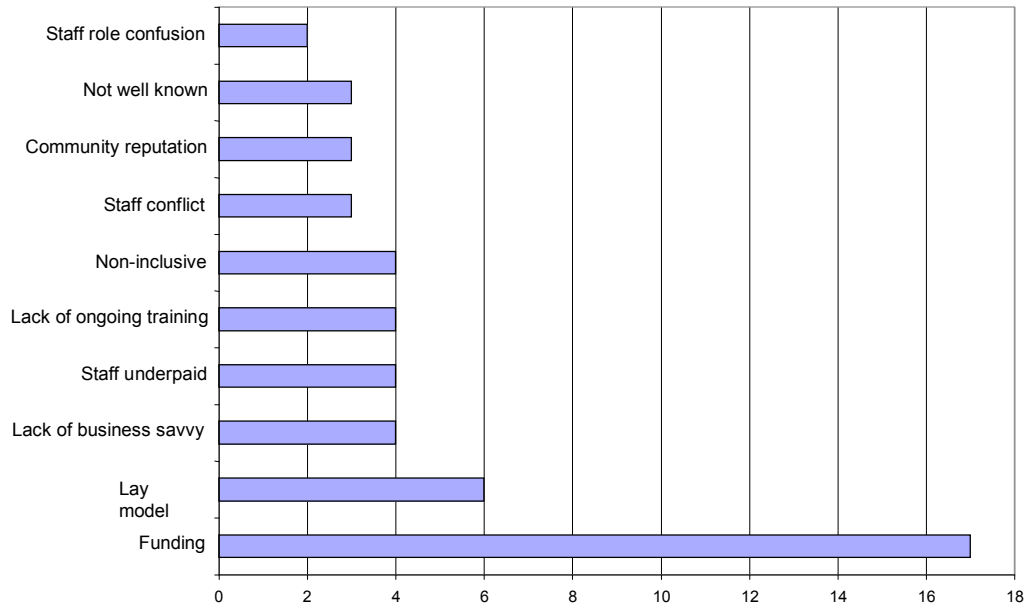


Figure 4 - Limitations



Future Vision:

All groups of respondents were asked “*In your opinion, how could the FVP improve its overall service delivery?*” Staff members had some very practical suggestions for improvements in the communication structure between group leaders and day staff, in order to improve the delivery of referral and follow-up services to clients. Furthermore, several of them suggested that if they had more paid hours allotted for follow-up with female partners, it would increase the men’s accountability. There were also concerns brought forward by staff and Board members about the “archaic” data base system, as well as the “confusing” filing system.

All groups (excluding clients) agreed that public relations needs to be a top priority for FVP, particularly that other professional organizations need to be given more explicit information about how groups run and the approach that is used in both the men’s and women’s groups. Community partners stressed that this would increase the confidence of other professionals when making referrals to FVP. The need for increased public relations was in fact, the most popular response to the question (refer to Appendix D for a detailed list). All groups (excluding clients) also agreed that FVP’s relationship with women-serving agencies, MCFD and the criminal justice system, needs to be fostered with greater attention and resources. These responses were framed with comments about the importance of FVP developing its potential as an “equal partner” or “leader/advocate” with these agencies. Many respondents, including professionals

working within the justice system feel that the quality of FVP's previous contract work with government agencies exceeded the quality of the current services that replaced FVP.

The second most popular vision, identified almost entirely by staff and Board members, is to increase the accessibility of services to diverse groups of people such as same sex couples and multicultural groups like First Nations, Korean and South Asian individuals. The third most popular vision is to expand services into other communities including the Saanich Peninsula, Sooke and Duncan areas. It is noteworthy that more than half of the respondents who identified this need were community partners. Another area of expansion identified is to offer prevention services to youth in the area of dating violence. Two respondents (one staff, one community partner) suggested that FVP should offer individual counseling on a limited basis.

Human Resource Issues:

Staff members were asked "*What is important to you in the work you do for FVP?*" Respondents identified similar values as those they named as organizational values. These values also seem to be an integral part of staff and Board member's personal ethics. Taking action to eliminate violence, keeping women and children safe, and making the world a better place, were common responses by both male and female staff members. Empowering men was also important to them. Collaboration, in the form of teamwork both in groups, at the agency and in the community, was another strong theme in response to this question. Doing ethical and effective work, based on compassion and respect is another central theme. Staff also talked about remaining accountable for their own behavior and personal growth, which may explain why the lay model has apparently been so successful at FVP. For a complete list of staff responses in this section refer to Appendix E.

Staff members were also asked if they feel their work is understood by others (staff, clients, community) and if they feel their work is recognized by others. All respondents feel that other staff understand and recognize them for the work they do. Most feel that clients understand and recognize them. Some respondents were unsure about whether the community understands or recognizes their work and most felt that aside from select anti-violence professionals, the community neither understands nor recognizes the work they do.

Board members have remarkably similar responses as staff to the question, “*What is important to you in the work that you do for the Board?*” Collectively, the Board identified six primary objectives in their work:

- Working to eliminate relationship violence in the world
- Contributing to the well-being of families
- Keeping women and children safe
- Supporting the growth/longevity of the Family Violence Project
- Being of service in a practical way to an important organization
- Learning from and sharing community with the staff

It is evident that the work done by the Board and staff at FVP is guided primarily by a commitment to making the community a safer place for everyone.

*

All respondents (excluding past clients) were asked to comment on the essential skills and values of the succeeding FVP Executive Director. The results support the notion that Alayne Hamilton, the current ED, has a truly extraordinary blend of academic, clinical, community development, leadership and fundraising skills. Roughly 90% of respondents expressed the sentiment that “It will be a challenge to replace the energy and dedication of the current ED.” Alayne Hamilton is well respected by staff, Board members and community partners alike and many people have been touched by her diplomacy and remarkable ability to “bring people (in the community) to the table to talk about some very tough issues.” Alayne has played a key role in the creation of various community collaborative efforts that have materialized into important anti-violence serving agencies.

One of Alayne’s many strengths is her ability to “sell a men’s treatment program to a very skeptical audience.” After 20 years of dedicated service, it is Alayne’s turn to play in the sun and hike in the hills, and clearly, everyone wishes her well, but she will be missed. There is hope among staff and within the community that a new ED capable of a fresh perspective and hard work will step in and carry the agency to new heights. Respondents identified a blend of Academic/Theoretical skills, Community Development experience, Clinical and Supervisory skills, and Fundraising skills, as essential for the successor. The new ED should also have personal values that are

closely aligned with the existing organizational values. There are several staff and community members who feel that a woman in the role, if qualified, lends to community credibility and that “if a male candidate is chosen, he must have a solid feminist approach.” Some respondents feel that it is not possible to replace Alayne and that the agency needs to create a new role for the successor. For detailed data on the essential skills and values of the succeeding ED, please refer to Appendix F.

Discussion

At the outset, it was predicted that the degree of convergence among responses to the values questions would be influenced by the degree of association between a particular stakeholder and the organization. For example, it was believed that since community partners have more of a peripheral relationship with FVP that their responses would diverge more dramatically from those of the internal stakeholders (staff, Board, clients). This was not the case. It was discovered that the values of the organization are remarkably well known, not only by internal stakeholders, but also by community partners. This finding validates the Board’s certainty that the agency’s core values, despite being abstract principles, are indeed discoverable in the context of a research project.

The researcher noticed an objective truth or wisdom that began to surface during the first few interviews and was consistently reinforced throughout the interview process. The notion that the FVP possesses its own energy, values and life force may contribute to the resiliency and longevity of this small organization. While every community respondent could speak to the organizational values, many of them refrained from commenting on our limitations or the way we could improve our service delivery stating that they were not familiar enough with the organization to comment, thus the values of the FVP constitute the face of the agency in the public eye and it is therefore essential to respect and reinforce them during the succession process.

It is important to note that respondents were selected according to their familiarity and working relationship with the organization. In other words, respondents who do not know FVP were obviously not selected because they would be unable to respond to the questions. However, candidates were not selected according to any preconceived understanding of their affection for the agency. Some respondents were

chosen in spite of and because of the fact that it was known that there had been a history of contention regarding certain philosophical or programming objectives, and it was believed that it was especially important to include the ideas of such respondents in the study.

It was found that the more aligned a particular community agency is with feminist principles, the more concerns they had with our programming. After all, FVP is a men's treatment model and there is a belief that the funding we receive takes away from women's services. It is our belief however, that in actively working to prevent relationship violence, we are providing a service to women and are also aligned with feminist principles. We recognize that in order for women and children to truly be safe, men need to be held accountable for their behavior and be given the opportunity to learn new tools and make changes.

Staff members were the most vocal group in their responses to agency limitations and ways to improve service delivery. It is important to recognize that in some cases, community partners may not have been comfortable to express their beliefs about our limitations or to provide suggestions on how we could improve our services, however, several of them did provide this kind of feedback. It is no surprise that funding was the most commonly identified limitation as this is an issue facing many private organizations in our current political climate. It will therefore be important for the new Executive Director to be especially knowledgeable with regard to seeking and developing funding opportunities.

The most popular strength identified by all respondents was the depth of knowledge the staff possesses in terms of the dynamics of relationship violence. Given that FVP follows a model of lay leadership, which has been both heavily praised and criticized by respondents, it is important to note that this was the top strength according to respondents. The criticism for the lay model was both internal and external. It has been suggested by both groups that FVP focus its public relations resources on educating professionals and referral agencies about our programming in a more detailed and transparent way than has been done in the past; including promoting the fact that

every lay leader in the men's groups is paired with a woman with professional qualifications.

Increasing the understanding of how the FVP programming operates and promoting our successful outcomes measures may also contribute to staff retention in that staff do not feel understood or recognized by the community for the work they do. They do feel that their work is understood and recognized by other staff and clients, which may be of more critical importance to staff retention, however building the agency's reputation in the community seems important on all fronts: to increase funding and referrals, raise awareness of family violence in the community, and to promote our services to those in need.

In the future, many respondents would like to see a major public relations push, as well as expanding FVP's services to reach a more diverse clientele, including individuals in outlying communities as well as youth, people from the gay and lesbian community, and multicultural individuals. Community partners also stress that they would like to see FVP focus on becoming equal partners with the court and corrections systems as well as the Ministry of Child and Family Development.

Despite the fact that there are a number of people concerned about the current Executive Director's retirement, there is an openness to change in the organization. In addition, with the values of the organization clarified and the ongoing commitment, hard work and collaboration of all stakeholders, it is increasingly possible that a suitable candidate, whose energy, skills and values are a good fit for the agency, will carry the FVP through a gentle, successful transition.

Recommendations

- Major investment in public relations in order to increase the confidence of referral agencies and promote a greater understanding and recognition of FVP's services.
- Maintain and promote to community partners the current mandatory pairing of lay leaders with professional counselors.
- Hire and mentor younger and more diverse individuals, for example, multicultural individuals who could design programs that would meet the needs of individuals from specific ethnic communities.

- Develop programs that reach diverse groups such as the gay and lesbian community, youth and multicultural communities including First Nation's.
- Create regular opportunities for evening and day staff to engage in team building activities. For example, regular monthly team meetings could be followed by a potluck at the agency or at a staff member's home on a rotating basis.
- Aim to increase staff wages to be in line with market value.
- Allocate more staff hours to follow-up and referrals.
- Create more opportunities for staff training and development and knowledge transference.
- Continue to create a culture of leadership, recognition, understanding, support and accountability amongst staff.
- Carefully select succeeding ED with particular emphasis given to candidates who possess a keen understanding of family violence, have excellent clinical and leadership skills, as well as strong business skills and personal values that are closely aligned with the organizational values.
- Design an interview model for potential EDs that does not merely require applicants to talk about their skills and values, but to adequately demonstrate them.
- Make note of strong potential candidates and invite them to apply for ED position.
- Consider the use of an interim ED, particularly if strong candidates are not forthcoming.
- Ensure that the departure of the current ED overlaps with the new ED by at least two fulltime weeks in order to facilitate mentoring and skills transference.
- Create reasonable workload for new ED – consider streamlining job and delegating some administrative duties to other staff.
- Ensure support and follow-up for new ED and staff during transition process.
- Ensure that during transition process staff has avenues of communication with the Board other than the new ED alone.
- Create a core group to sit down and do goal setting and long term organizational planning – take them on a yearly retreat to reflect on the agencies progress and future growth.

- Create a contingency plan for the sudden departure of key employees – ED, Women’s Counselor.
- Follow up research – redo the Values Project within 1-2 years of succeeding ED, using one time \$5000 Partners in Organizational Development (POD) grant for small agency succession planning.

Conclusion

The Values Project was conducted to capture the essential values of the FVP, in order to assist the Board in planning for and implementing an effective succession process. The research is especially relevant given that the retirement of the long-term ED and founding member is imminent. The succession process at FVP is especially focused on values because it is recognized that the values of the organization are as essential as human resource and organizational elements. FVP is committed to ensuring that the succession process respects the values that are central to the organization and its stakeholders and that continued excellence in service delivery and long-term organizational stability are maintained. Key stakeholders including past and present staff, Board members, clients and community partners have been interviewed so that their voices and ideas are included in the future planning of the organization.

It is evident that the work done by the staff and Board members at FVP is guided primarily by a commitment to making the community a safer place for everyone and that this value is also what links FVP with other professionals and community partners. Staff and Board members at FVP are passionate about their work. The foundation of the passion is the organizational values, which staff and Board members support in their daily efforts. This passion keeps the organization alive, as it attracts and retains employees, garners community support and keeps clients coming back. Thus, *“Our passion is our future.”*

FVP is known for having a deep understanding and critical knowledge of the dynamics of relationship violence while its most mammoth limitation is funding instability. Stakeholders see FVP existing into the future and evolving into a more expansive, inclusive organization that will continue to carry its message further a field and deeper into the community, tapping into outlying areas, and creating programming tailored to meet the needs of specific groups such as gay and lesbian partners, youth and

ethnic communities. It is also hoped that FVP will continue to be an advocate in the political sphere and will focus on becoming an equal partner with the criminal justice system as well as with MCFD.

A succeeding ED will have a huge role to play in the continued success and development of the organization and must have a blend of theoretical knowledge with a keen understanding of relationship violence, as well as effective clinical and leadership skills, fundraising and business savvy and values that are aligned with the core organizational values.

APPENDIX A

Breakdown of Respondents

Group	Number	Gender	Comments
Current Staff	13	7 female / 6 male	Includes 1 masters student
Past Staff	2	male	
Current Board Members	5	3 female / 2 male	
Past Board	2	male	
Community Partners	15	11 female/4 male	
Past Clients	5	2 female / 3 male	
TOTAL NUMBER OF RESPONDENTS	42	23 female/19 male	

Note: Categories are not mutually exclusive in that there are former clients in each category.

APPENDIX B

Values Scale – Part I

“What do you think are the core values of the Family Violence Project?”

NAME OF VALUE In order of popularity	Number who Identified it
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Safety (of women (and children))/ for all. Make community safer	18
Change is possible	15
Responsibility	10
Respect	10
Professionalism/Ethics/Clear treatment model based on research	10
Non-Violence / Non-Abusive Behavior	9
Education/Public Awareness/Policy Development	9
Support/help for victims and perpetrators	9
Compassion	9
Accountability	8
Team/collaborative approach (visible in community)	8
Acceptance / Non-judgment	7
Lay use of past clients as volunteers/staff.	7
Continuous Learning / Research at FVP	6
No Excuse for Abuse	6
Feminist values - understanding gender inequity	5
Men deserve support no matter what they have done in the past	5
Integrity	5
Honesty	5
Equality	4
Self determination. Empowering people to change	4
Transparency – agency continually evaluates self	4
Everyone is valuable	3
Prevention of violence	3
Challenge the behavior, not the person	3
Being challenged is a form of support	3
People are inherently good	3
Staff model healthy behavior	3
Client centered approach – valuing their voice/including in program development	3
Everyone is welcome	3
Family unit/relationships important to society	2
Advocacy for women/children around relationship violence	2
Understanding – men have been victims too	2
Confidentiality	2
Courage	2
Empathy	2

Values Scale – Part II

“What do you think is the single most important value of the Family Violence Project?”

NAME OF VALUE In order of popularity	Number who Identified it
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Safety (of women (and children))/ for all. Make community safer	11
Change is possible	5
Responsibility	4
Accountability	3
Respect	2
Not sure / no response	2
Non-Violence / Non-Abusive Behavior	1
No excuse for abuse	1
Education/Public Awareness/Policy Development	1
Supporting people in change process	1
Prevention of violence	1
Everyone is valuable	1
Compassion	1
Honesty	1
Staff lead by example	1

APPENDIX C

Organizational Strengths/Limitations

STRENGTH In order of popularity	Number who Identified it
Knowledge/Understanding/Experience in dynamics of abuse; ongoing research / improvements; provision of quality service	14
Stability/Persistence/Resiliency – old traditions, longevity, long term staff/Board; survived funding cuts	11
Dedication/Commitment/Passion for stopping violence	11
Lay Model – many of the staff have been impacted by abuse; lends credibility to clients	11
Staff - critical / free thinkers – respectfully challenge each other to look at tough issues; relatively little conflict overall	10
Executive Director – continuity and excellence in leadership, nurturing, strong community reputation	10
Collaborative approach – within agency (close knit/family team) and within community	6
Board Members – skilled, devoted, diverse representation	6
Community credibility	5
Accountability – partner has a voice too	4
Cost Efficiency – run a quality program on limited resources	4
Values / Ethics – are strong; willingness to embrace them	4
Provable, successful outcomes; willingness to measure outcomes and self-evaluate	3
Client Focus – needs are constantly being taken into account	3

Accessible to clients – not long wait lists for service; groups available on evenings and weekends	3
Provide service to men and women	3
Groups run mainly with one of each male and female leaders; model effective/healthy partnership	3
Simple service – focused in one area	2
Unique - offers the only men’s treatment service in Victoria	2
Model what we stand for	2
Employment Equity – male and female representation	2
Mix of professional / lay staff	2
Non-judgmental, open	2
Challenge behavior but men still feel comfortable	2
Place of support and community	2
Educational focus	2
Student placements available	2
Committed to ensuring involvement of women’s serving agencies / principles; good relationship with transition houses	2
No comment	2

LIMITATIONS In order of popularity	Number who Identified it
Funding – loss of core funding past 5 years; agency is small and resources are limited	17
Lay Model – is less legitimate than use of “professional” services; life experience is deemed equivalent to a degree; lack of professional designation Unclear/unrealistic about the success of men and their ability to be lay counselors; contributes to withdrawal of community support	6
Does not strive to be financially viable and exist through itself; private sector resources have not been accessed; lack of business savvy	4
Staff underpaid or work a lot of unpaid hours; agency relies on unpaid work	4
Lack of ongoing training / staff development; need to increase the mentoring of younger men to train as counselors	4
Does not address related issues such as youth violence, same sex relationship violence, special cultural groups including First Nations	4
Conflict – staff is not always together	3
Reputation in community greatly impacted by slightest	3

Our Passion

conflict within agency; has been a lot of intimate relationships among staff	
Not well known or exposed enough in community	3
Lack of clarity around staff roles/ lack of leadership in absence of ED	2
Difficult to maintain core staff to guide agency growth / development; rely on small group of highly specialized professionals for survival	2
Facility needs improvement; not wheel chair accessible	2
Administrative inefficiency – old data base	2
Lack of commitment to feminist principles - not good at networking with women's groups and programming to find out what their needs are	2
No comment	2

APPENDIX D
Areas for Improvement / Future Growth

Future Vision In order of popularity	Number who Identified it
Public relations – serious focus on promoting our services in community – increased community presence/presentations; increased push to educate professionals about what we do; allay fears about use of lay counseling model; promoting outcomes measures; continuing community advocacy work	12
Increasing accessibility for diverse groups such as multicultural groups and same sex couples	10
Expand services into Saanich Peninsula, Sooke and Duncan and continue making services more accessible in other areas including Colwood/Langford	6
Increased involvement with women’s services, prison/justice system as well as MCFD – make referrals process easier	6
Ongoing clinical supervision/training for staff	6
Services for youth to prevent dating violence	3
Individual counseling – should be offered on a limited basis	3
Filing system and data base need an overhaul	3
More clarity/structure among staff duties	2
Staff needs to be given more hours to do follow-up; often their work is unpaid	2
Overhaul of education materials	2
Men’s OR should be more process oriented in order to spark more enthusiasm for change process – too dry	2
Fanfare/Promotion - expand and promote AGM to promote agency and build in passion for the work	2
Shift to becoming a movement rather than an organization	1
Develop a core group of professionals who are involved in long term vision and goal setting	1
Board members should make a personal statement explaining how their life has been affected by FVP	1
Redistribute administrative duties of ED to increase time for leadership	1
Entrepreneurial fundraising efforts	1
Run our program as part of a larger, umbrella organization	1
Become a centre for excellence in training professional family violence counselors in collaboration with degree granting institutions.	2
Focus on research and publishing out of FVP	1
Expanded services for couples attempting to stay together; focus services at Phase II level on parenting/marriage skills	1

Increased focus on parenting skills for men	1
Services for children	1
Individualized approach for men	1
More focus on emotional/psychological abuse issues in groups	1
Running more groups to decrease waitlists	1
Increased mentoring for younger men	1
Men's OR should be more multicultural – First Nation's men do not seem to go beyond Men's OR	1
Formalize attempts to find out why men do not continue in programming	1
Involve advanced clients in program development	1
Written guidelines for group members to take home/review	1
Clear policy around boundaries between staff/clients	1
Increase pay for staff / pay according to qualifications	1
Cross training among group leaders in case of illness or sudden departure	1
Any woman leader of a men's group should do follow up	1
Group leaders should submit receipts and attendance records electronically instead of submitting paper records.	1
Move some book keeping duties to volunteer position	1
Group leaders could start with a group of men and follow them through all levels of programming	1
Client follow up should be done on site after group not by day shift as current system results in delay and miscommunication	1
White board in front entrance with names/locations of groups that evening, to make clients feel more welcome when they come in late	1
Select one staff member to be granted leave to work in another men's program	1
24 hour crisis line run by volunteers	1

APPENDIX E

What is Important to Staff members in the Work they do?

- Take action to make the world a better place.
- Work to eliminate relationship violence in the world.
- Keep women and children safe.
- Help to empower men by teaching them healthy relationship skills.
- Do quality, ethical, caring, effective work.
- Be passionate about the work.
- Take a team approach.
- Be part of the FVP family.
- Be able to trust team members.
- Support the team and be supported by them.
- Respect others and be respected by them.
- Remain accountable for my own behavior and personal growth.
- Work in partnership with co-facilitators.
- Identify and nurture people's skills and abilities.
- Be open with my point of view and open to others ideas.
- Take every contact with clients and the public as an opportunity to build the agency's reputation.
- Have fun and express who I am at work.
- Think outside the box.
- Take part in a variety of tasks.
- Approach assessments with a curiosity about areas other than what is on the interview form.
- Make compassionate interpersonal connections.
- Help people to get to know themselves better.
- Be an advocate of the healing process.
- Be a part of the change process in people's lives.
- Respect the self determination of clients.

What is Important to Board members in the Work they do?

- Work to eliminate relationship violence in the world
- Contribute to the well-being of families
- Keep women and children safe
- Supporting the growth/longevity of the Family Violence Project
- Learning from and sharing community with the staff
- Being of service in a practical way to an important organization

APPENDIX F

Essential Skills/Values of Succeeding Executive Director

Skills:

Academic / Theoretical

- Minimum of a master's degree.
- Critical understanding of family violence/cycle of abuse, addictions, mental health, mediation and conflict resolution.
- Working perspective of family violence from a feminist point of view, including an understanding of why people use abuse in relationships.
- Thorough understanding of relationship violence from a male and female perspective.
-

Community Development

- Comprehensive understanding of practice and values of women's safety services, and community justice services.
- Understanding government agencies and political processes that affect FVP.
- Can effectively take a leadership role in community partnerships.
- Ability to work productively with a range of people having widely different backgrounds.
- Experienced social activist.

Clinical / Supervision

- Clinical skills particularly working with men.
- Ability to relate to clients.
- Advocacy skills.
- Clinical supervision skills – ability to deal with case management issues.
- A teacher - capable of assisting employees to expand their knowledge base and skills.
- Collaborative approach to work.
- Team building skills.
- Capacity to retain staff.
- Does not micro-manage; can delegate work and give people room to do it.
- Effective interpersonal skills to deal with staff conflict.
- Understands labor relations and is not afraid of taking disciplinary action.
- Communication skills – good public speaker; articulate; listens well.
- Administrative and general management skills – including good foresight, planning and organization.

Fundraising / Program Development

- Fundraising and financial skills – able to discover and develop resources.
- Takes initiative when new opportunities present themselves.
- Capable of preparing and controlling a budget.
- Proposal writing and grant application skills.

- Capable and creative in running a quality program on limited resources.
- Ability to facilitate change in the program structure.
- Capable of representing the organization in contentious circumstances.
- Capable of marketing the agency's unique contribution as a men's treatment program.
- Capable of listening to and being accountable to the Board.
- Clear boundaries of what a professional treatment program should look like.
- Balance creativity with accountability.
- Ability to multitask

Values:

- Strong belief that what FVP does and represents is vital, intrinsically worthwhile and needs to grow.
- Committed to program spending over facility spending.
- Have personal values that are consistent with the organizational values.
- Clearly represents values within the organization and community.
- Dedicated to eliminating relationship violence.
- Non-judgmental.
- Respect for male clients.
- Believes in worth of all human beings.
- Sees people as capable of change.
- Respects client self determination.
- Respects confidentiality.
- Recognizes and values unique contributions each person makes.
- Respects people's boundaries and limitations.
- Holds people accountable for the work they do.
- Zero tolerance for abuse.
- Personal accountability.
- True affection for staff.
- Open.
- Honest.
- Direct.
- Supportive.
- Caring.
- Empathetic.
- Respectful.
- Fair.
- Compassionate.
- Has integrity.

Other Qualities:

- Diverse social background.
- Not intimidated by violence or aggression.
- Established reputation and community connections.
- Visible and available in the community and at the agency.
- Has a balanced work and personal life.
- Good professional conduct.
- Good presentation – dresses well, speaks well.
- Strong ethics.
- Clear boundaries.
- Credible.
- Objective.
- Diplomatic.
- Cheerful and friendly.
- Good sense of humor / fun.
- Approachable.
- A cheerleader.
- Ideal parent.
- Flexible and willing to try new things.
- Open to learning.
- Humility – willingness to admit mistakes.
- Energy to support and care for staff.
- Fresh philosophical perspective.
- Strength to make organizational changes.
- Ability to keep things moving in the direction of the organizational goals.
- Has vision. Sees the big picture.
- Does not expect more of staff than they do of themselves.
- Pays careful attention to staff morale.
- Attentive to detail.

Other Comments:

- Qualified female applicants should get priority over male applicants.
- Huge benefit to have a woman as far as the community perception goes as a woman who speaks on the perspective of male perpetrators lends credibility.
- If new ED is a woman then she must be skilled at working with men; if it is a male he must have a solid feminist approach.
- Maturity - not of retirement age for another 7-12 years.
- Stable life / rooted in Victoria.