

Assessing Staffing Structure at Dalhousie Youth Support Services

Background

Dalhousie Youth Support Services provides a valuable service as a non-profit organization in the Peterborough area.

Youths involved in crime under the *Youth Criminal Justice Act* (1), aged 12 to 17, are referred through court diversion and after release from custody for:

- Emotional support, substance education and healthy relationship building
- Anger management
- Life skills
- Assist with future goals, employment and problem solving skills
- Educational support

Research Questions

1. Could the current staffing model at Dalhousie Youth Support Services be amended to benefit the organization's current and future at risk youths efficiently?
2. Is a new staffing model affordable and plausible?

Purpose

Examine staff positions in order to assess and compare current wages and establish an efficient staffing model

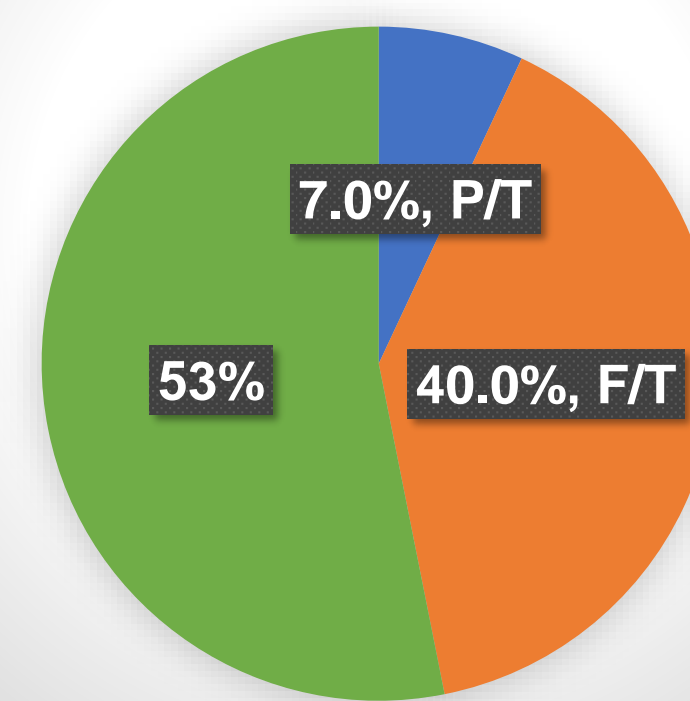
- Compare current and proposed effect of wage increase on budget
- Examine effect on budget of hiring additional staff
- Make recommendations

Method

- Literature review, evaluating factors affecting employees within the social services sector
- Market research analysis online: Investigate average local wages and compare to current staff earnings and prospective staff positions

Findings

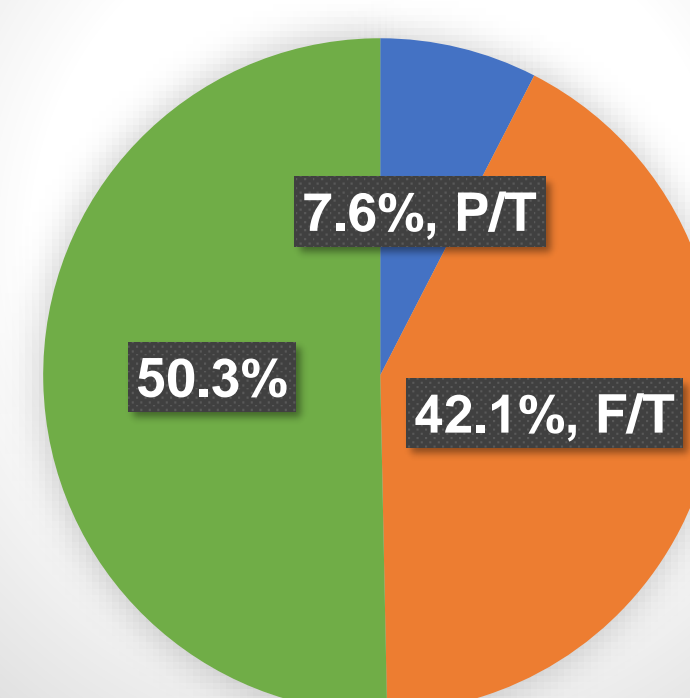
Current Division of Budget as Percentage



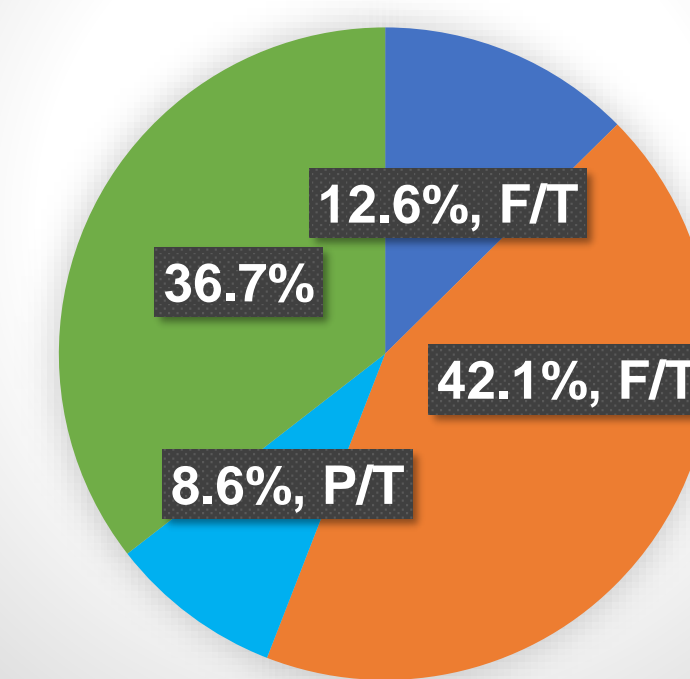
Legend

- Remaining budget & undisclosed executive director salary
- Administrative Assistant
- Educational Youth Counsellor

Amended Budget to Local Wages



Proposed Budget



Executive Director



Executive/
Administrative
Assistant



Educational Youth
Counsellors

Market Research

- Researching online data was restrictive due to current job postings and availability
- Online research included Canada Job Bank, Indeed.com and LinkedIn
- Only available positions for hire observed were educational youth counsellors
- Consulted local market research for additional data of other job positions from Workforce Development Board/ Local Employment Planning Council (WDB)
- Employment requires degree and experience
- Employment benefits: medical, dental and gym

Literature

Job satisfaction

- Increased wages and workplace advancement (3,11)
- Flexible hours and job security (3)
- Benefits (2,3,5)
- Co-worker, employer and community support, recognition, communication and achievement (3-5,7-10)
- Employee involvement, creativity and contribution (3)

Job dissatisfaction

- Limited funding resulting in low wages & increased costs (5,6)
- Increased workload leading to stress, burnout, negative impact on physical and mental health (2,4-7)
- Lack of employer support towards employees (3-5,7)
- Frequent restructuring (2,5,11)

Next Steps

- Implement 8.3% wage increase
- Combine executive assistant and administrative assistant into one full-time position
- Hire part-time educational youth counsellor
- Consider increased and alternative funding to compensate for wage increase (9)
- Alternative employee support: volunteers and university placement students to assist with daily operations and research

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