



BOARD OF DIRECTORS DECISION RECORD

Agenda Item 5.2

June 4, 2024

Title: New Board Member Approval

Recommendation:

The Governance Committee recommends to the Board approval of the following individuals as Directors of EJHS effective June 25, 2024:

Melissa Santoro
Brad Weiland

Background:

- The Governance Committee reviewed nine applications.
- The Committee agreed to proceed with three in-person interviews between the applicant, GC Chair and CEO.
- The GC Chair was also able to complete telephone pre-screens on two of the three applicants prior to the interviews.
- The Governance Committee is prepared to recommend the above two individuals to the Board for approval and their resumes are attached
 - Brad brings business and financial background as well as community volunteerism
 - Melissa brings governance, HR and strategic planning expertise as well as knowledge of the community sector

- One other individual, Brandon Makowecki, is meeting with the GC Chair and CEO on May 31, 2024. Pending the outcome of that meeting, The GC may recommend a third new Board member.
 - Brandon does not have strong governance experience and does have IT expertise

Brad Weiland, CA, CPA

Edmonton, Alberta • (780) 231-4167
bweiland@shaw.ca • [LinkedIn](#)

Chartered Accountant and Chartered Professional Accountant with extensive experience with multiple government, private, and equity-backed businesses

Track-record of data driven decision making by conceptualising and implementing leading-edge financial reporting solutions in collaboration with senior management. Creative problem solver and analytical professional; skilled at leading, managing, and monitoring all aspects of finance and accounting operations. Solid history of streamlining business operations and mitigating financial risks.

Areas of Expertise

- Financial Analysis & Modelling
- IFRS reporting
- Cross-Functional Collaboration
- Budgeting & Forecasting
- Strategic Planning & Execution
- Risk Assessment & Mitigation
- Financial Management
- Regulatory Compliance
- System implementations

Career Experience

Controller, Anderson Liquor Inc, Edmonton, Alberta

2024 – Present

Responsible for the quarterly and annual reporting, forecasting and budgeting, reports to the Board, cash flow management, and implementation and monitoring of internal controls.

Senior Manager Finance, ATB Financial, Edmonton, Alberta

2011 – 2024

Responsible for the design and implementation of reporting solutions to achieve organizational objectives and strategies, improve end-user reporting experience, reduce costs, and increase efficiency.

- Implemented various financial system improvement and processes to streamline financial operations.
- Deliver exceptional guidance and recommendations for reporting in Big Query to improve end-user reporting experience.
- Oversaw deployment of multiple version upgrades for SAP general ledger and SAP Financial sub-ledger to reduce month-end close from ten to five days.

Consultant/Contractor, Various Organisations

2008 – 2011

Performed in capacity of Director of Finance in a not-for-profit to ensure smooth flow of operations. Examined and documented internal controls pertaining to financial reporting for two ministries of government of Alberta.

- Performed monthly reporting, budgeting, forecasting, cash flow management, and managed payroll, payables, and receivables processes.
- Implemented compliance reporting process for large provincial health care provider.

Corporate Accountant, ATCO Electric

2004 – 2008

Performed monthly reporting, budgeting, forecasting, cash flow management, return on investment analysis, and regulatory compliance for two companies.

Education

Bachelor of Commerce Degree (Concentration in Accounting)

University Of Alberta, Alberta, Canada

Certifications

Member, Institute of Chartered Accountants of Alberta

Technical Proficiencies

SAP, SQL, BigQuery, Oracle Financials

Dear Selection Committee:

I would like to express my enthusiasm for being considered for the Board of Director opportunity with the Board of Directors of the John Howard Society of Edmonton.

Over the last nine months with Civida, I have had the opportunity to experience being an active member of the Executive team reporting to the CEO. In this position, I regularly provide strategic oversight and influence on decision making related to input of our strategic plan, talent management strategy and programs, and enterprise risk management. I acknowledge the unique role the position a Board Member plays in providing strategic advice to the CEO and working alongside an organization in guiding it to success and excellence. As a member of the Executive Team, I regularly present various strategic work initiatives for the Governance and Human Resource committee, Audit and Finance and the Board of Directors. These initiatives include CEO Succession, CEO Performance Evaluation, CEO Compensation, Culture and Engagement strategies, Equity Diversity and Inclusion framework, HR Metrics, Occupational Health and Safety, Board Education and Development, and HR Forecasting and budgets. These integral initiatives are critical in presenting the successes and opportunities within the organization and guiding its overall strategic direction.

Previous to my position at Civida, I spent the majority of my career in the post-secondary sector in various senior Human Resources positions. With over fourteen years working at NorQuest College, I demonstrated the credibility, skillset, and leadership to be successful in a Board position. I have worked directly with and advised senior management and executive teams on best practices regarding human resources related initiatives and have led in the development of human resources strategies for NorQuest College. In the position of Senior Manager, Talent I was responsible for providing leadership over the execution of the human resources operations and strategies for the organization. I was responsible for leading the human resources business partner functions for NorQuest College – which included but was not limited to – talent acquisition, workforce planning, organizational design, job evaluation, employee and labour relations, performance management, succession planning, investigations, and terminations.

As a Senior Human Resources Consultant with NorQuest College, I provided human resources consultative services and support to staff and management in interpreting and implementing HR policies in support of the College's strategic goals. Furthermore, in alignment with Alberta legislation and College policies and procedures, I supported the organization by managing a variety of HR related issues including recruitment, retention, compensation, classification, performance management, onboarding and employee and labour relations. In addition, I have supported supervisors, managers, senior leaders, and executive with day-to-day performance management issues which include implementing performance improvement plans, monitoring progress and providing input, progressive discipline, and up to and including termination. I have been successful at creating a variety of performance-based solutions for my clients to utilize with their staff members which monitored performance in an action based and engaging manner.

I currently hold a Senior Human Resources Management Professional designation (SHRM), Certified Professional in Human Resources designation (CPHR) and regularly participate in learning and development opportunities through the CPHR Alberta and other well-established Human Resources training organizations. Recently, I have completed a leadership certification with Keith Ferrazzi – related to “Transforming Teams to Transform the World.” This online certification included excellent learning and development related to leading with authority and working with your team in new and innovative ways.

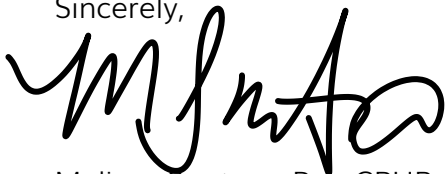
I have taken several labour relations and employee engagement courses through my degree and continuing education programs. These include the following: Public Sector Negotiation Training, Human Resources and Organizational Design, Winning Grievances and Arbitrations, Sexual Violence Investigation Training, Formal Investigation Training for HR professionals, Anti-Racism Training, and Indigenous Awareness Training.

I feel that my skills and competencies are well matched to the opportunity as detailed in the Board opportunity. I can assure you that I will provide value-added strategic advice and will bring a strong vision, and leadership to the Board of Directors.

In regard to my professional development interests, I plan on pursuing a graduate level diploma or degree to gain further development in strategic development in order to contribute to the growth and development of my own development as well as the organizations that I work with.

I look forward to the opportunity to discuss this exciting opportunity with you and the interview panel.

Sincerely,

A handwritten signature in black ink, appearing to read 'M Santoro', with a stylized, flowing script.

Melissa Santoro, B.A, CPHR, SHRM

KEY ACCOMPLISHMENTS AS DIRECTOR, PEOPLE AND CULTURE

- Board Initiatives: CEO Succession Planning, CEO Compensation, CEO Performance Planning, Human Resources Metrics, Culture and Engagement Strategy, Board Education and Development, and HR Forecasting
- Successfully led the organization Employee Engagement strategy which included: initiation of the Employee Engagement survey, results analysis, and organizational action planning.
- Successfully led the Learning and Development Strategy program and implementation for the organization.
- Successfully initiated a Flexible Work Pilot program across the organization with regular measurement and refinement
- Reimagined the onboarding program for the organization and successfully enhanced the candidate and employee experience.
- Created a new service delivery model for the People and Culture team which included service level commitments and accountabilities to the employees we serve.

KEY ACCOMPLISHMENTS AS SENIOR MANAGER, TALENT

- Successfully led and participated in arbitration cases which led to positive outcomes for NorQuest College and unions (Faculty Association and AUPE) which further enhanced our relationship as labour relations partners.
- Built an annual succession planning framework for senior leaders which is utilized for high potential development opportunities for leadership positions.
Member of Faculty Association bargaining committee – where I contributed to main advancements and changes to the following articles – Faculty Professional Responsibilities, Policy Consultation, Discipline, and Grievance and Arbitration
- Managed the development and implementation of the Performance.
- Development and Growth Planning Framework and Faculty Evaluation and Growth Planning framework
- Chair of the Employee Advisory and Management Committee stakeholder group with AUPE and management members
- Lead a team of cross functional experts for the Equity, Diversity, and Inclusion strategy work – which includes- re-imagining the grid placement process, recruitment and hiring and promotions.
- Managed the development and implementation of the Disability Management and Employee Accommodations program.
- Led the revision and cross institutional stakeholder consultation for the Sexual Violence Policy and adjoining procedures in response to the Courage to Act: Call to Action
- Managed and facilitated the organizational redesign in February 2022 – partnering with the Executive team on the workforce plan, organizational design, financial and budget planning, communications and change management plan.
- Award Nominations – Employee Recognized Rewards Program
 - Finding Ways Forward – 2019,2022
 - Having Honest Conversations – 2019, 2020,2022
 - Lead from Where You Are – 2021
 - Start Small and Think Big – 2021

KEY ACCOMPLISHMENTS AS SENIOR HUMAN RESOURCES CONSULTANT

- Lead HR consultant and project manager on a project which harmonized two classification frameworks into one used by the entire organization (including unionized employees and out of scope employees)
- Lead HR consultant who worked on a cross functional team to develop the organization's first Sexual Violence Policy and Procedure
- Lead HR consultant who led the development of performance management framework for faculty association and unionized team members
- Lead HR consultant on a number of automation projects which included – Onboarding, Policy Acknowledgements, Position Management and Authorization
- Q Award Nominations – Employee Recognized Rewards Program
 - Impact Award Nomination – 2017
 - Customer Service Nomination – 2018
 - Impact Award Nomination – 2019
- On several occasions, successfully acted in absence of the senior leadership:
- Performance management, coaching, and accountable senior leadership decision making.

DIRECTOR, PEOPLE AND CULTURE

JUNE 2023 - PRESENT

Civida: Life Starts with a Home

- Provides strategic oversight and management to the People and Culture team which includes Human Resources Business Partners, Human Resources Coordinators, Payroll and Benefits Administration, Employee Wellness, HR Analytics, and Occupational Health and Safety.
- Provide strategic oversight of the performance management program and its appropriate implementation across the organization.
- Develop and implement a learning and development strategy that meets the needs of the diverse workforce of Civida.
- Ensure the implementation of HR best practices to maximize employee engagement.
- Develop, and revise all HR related policies, procedures and guidelines that are required for the efficient and effective operation of the organization.
- Facilitate resolution and mediation of Human Resource concerns as they arise, including rendering decisions as required related to conduct, performance, discipline, dismissal, promotion, transfers, etc.
- Conduct investigations and mediation sessions to manage employee relations as required.
- Lead the development of strategic human resources, occupational health and safety, culture and learning and development.
- Lead effective implementation of change strategies across the organization.
- Ensure the successful execution of talent planning, organizational effectiveness initiatives and strategies, employee relations, training, and leadership development.
- Partner with the executive in creating, evaluating, and implementing organizational goals and the strategic plan.
- Oversee an annual operating budget of approximately \$18M including legal, salary, benefits, training and development, and consulting.
- Manage workforce management practices for the organization related to all operational areas.
- Develop and implement organizational design and manage change management processes accordingly.
- Develop and implement succession planning within the organization identifying high potential, career development plans and programs as appropriate.

ACTING DIRECTOR, PEOPLE AND TALENT OPERATIONS

NorQuest College: From Class to Career

MAY – SEPT 2022

- Worked with the NorQuest Leadership team to understand the human resource needs of the organization and help support the business through the development of strategic and integrated human resource strategies.
- Developed and implemented the People and Talent Operations Strategic and Business Plan for 2022-2023 which aligns with strategic direction of NorQuest College and the People and Culture strategic plan.
- Developed regular processes for workforce planning which help make positive changes to the competence and abilities of the workforce through development planning and performance management. Recommend effective approaches for improving workplace productivity and quality.
- Oversight of the organizational wellness program including coordination and leadership of the Joint Health, Safety and Wellness Committee, and Mental Health strategy.
- Provided leadership to the entire Human Resources function including strategic human resources consulting, recruitment and retention strategies, labour relations, employee relations, compensation, benefit administration, workforce planning and development, succession planning program, quality improvement initiatives.
- Provided effective communication, collaboration, and liaison with internal, external and within People and Talent operations division.

SENIOR MANAGER, TALENT

2018 – May 2023

NorQuest College: From Class to Career

- Proactive interpretation of the human resource needs of the College and helps enabled the business through the development of strategic and integrated human resource practices.
- Provided guidance in all areas of labour relations including grievances, investigations, negotiations, arbitrations, and the collective bargaining process.
- Provided leadership, guidance, and support to a team of HR professionals in all areas of employee relations to seek out win/win solutions.
- Managed the work of a team of Human Resource Business Partners (4), Talent Acquisition Lead (1) and Talent Acquisition Support Coordinator (1) to ensure work continues to be focused on ease and efficiency of processes.
- Led a team of highly qualified HR professionals who support division leaders to identify, develop and implement solutions across a range of HR functions for the college including, recruitment and staffing, workforce planning and organizational design, managing for performance, labor and employee relations, investigations and workplace health and wellness.

- Supported the Director and Vice President of People and Culture in a variety of areas including management reporting, research and analysis and strategic decision making.
- Collaborated with both internal and external stakeholders to ensure human resources systems and processes are planned for, developed, implemented, and streamlined.
- Managed and lead human resource related projects while ensuring best practices and emerging trends are recognized.
- Consistently remain current with human resource strategies and best practices.

SENIOR HUMAN RESOURCES CONSULTANT
NorQuest College: From Class to Career

2008-2019

- Proactively coached, collaborated with, and advised College leaders in the interpretation and implementation of HR practices, policies, and procedures.
- Provided advice and support to the executive team, senior management, supervisors, employees, and members of the HR team in matters pertaining to the resolution of conflicts and complaints.
- Provided advice and support to the executive team, senior leaders and management in matters pertaining to recruitment, integration, and retention of new employees (onboarding), interpreting HR policies and collective agreements classification, compensation, and employee and labour relations (performance management initiatives', progressive discipline and up to and including termination).
- Assisted in developing, implementing, and maintaining human resource practices and programs designed to enhance employee engagement.
- Partnered with clients and executive leaders in order to improve organization design and effectiveness.
- Chaired and/or led grievance hearings as required on behalf of the organization.
- Collaborated with the Talent Acquisition Specialist to provide recruitment for assigned business area as required, considering forecasted attrition, growth, and seasonal staffing requirements.
- Partnered with legal counsel for labour relations matters including – arbitrations, terminations, and grievances as required.
- Conducted research, analyzing data, and prepared reports/recommendations, as needed for employee and labour relations, compensation, and recruitment trends.
- Actively led and participated in HR process improvement initiatives including Termination guidelines, performance management processes, onboarding processes and recruitment strategies.
- Coached, monitored, and facilitated completion of performance reviews, probationary reports, and term expiries.
- Expert use of HRIS system including detailed reporting analysis and metrics.
- Consistently remained current with human resource strategies and best practices.

STAFFING SPECIALIST

2006-2008

Manpower: Workforce Solution Experts

- Client development based on immediate client lists, networking, outsourcing, and marketing.
- Utilization of Internet career search sites; creation and placement of various print advertisements; attended college campus events, and career fairs.
- Provided superior level of service and support to internal clients; deployed leading edge selection and recruiting systems, processes and procedures and became a business partner with each client and their office support staff to fulfill their needs quickly and successfully.
- Researched market compensation standards and made recommendations to maintain a company salary/bonus structure which was competitive.
- Conducted behavioral interviews, assessed applicants' responses against performance dimensions outlined by the client and provided in depth reports to management regarding strengths and development needs of the candidate to determine and select the most qualified candidate.
- Acted as the liaison between the client and the candidate.
- Developed strong rapport with all candidates and clients.
- Used strong negotiation techniques.

EDUCATION

BACHELOR OF ARTS	2006
UNIVERSITY OF ALBERTA	

CERTIFICATIONS

CERTIFIED PROFESSIONAL IN HUMAN RESOURCES	2016
REGISTERED PROFESSIONAL RECRUITER DESIGNATION (RPR)	2011
INVESTIGATION TRAINING CERTIFICATION	2017
INVESTIGATION TRAINING CERTIFICATION (EDI)	2019
SEXUAL VIOLENCE INVESTIGATION TRAINING CERTIFICATION (TRAUMA INFORMED)	2019, 2020
INDIGENOUS AWARENESS TRAINING	2020
ANTI – RACISM TRAINING & FACILITATOR	2021
PUBLIC SECTOR NEGOTIATION TRAINING	2023

REFERENCES

References will be made available upon request.