



# Supporting IA Case Managers & Administrators

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# SK IA Advisory Committee & SFNFCI IA Project Staff

## **Advisory Committee comprised of Elders, 14 Nations, FSIN & ISC:**

Elder Wally Awasis Thunderchild First Nation

Elder Cecile Smith Fishing Lake First Nation

Fran Oksasikewiyin & Sandra Tootosis Battlefords Agency Tribal Chiefs, Lorraine Cameron Beardy's and Okemasis' Cree Nation, Alice Bear, Bev Dreaver, Norma Johnstone & Rose Morin Big River First Nation, Janice Scott Kinistin Saulteaux Nation, Cynthia Cook Lac La Ronge Indian Band, Millie Thunder Little Pine First Nation, Calla Moore & Rose-Ann Iron Meadow Lake Tribal Council, Peggy Daniels Mistawasis Nêhiyawak, Elaine Moosomin Mosquito Grizzly Bear's Head Lean Man First Nation, Roxanne Quwezance Muskowpetung Saulteaux Nation, Pamela Anderson Nekaneet First Nation, Claudine Shingoose Peepeekisis First Nation Godfrey Bear Shoal Lake Cree Nation, Paula Settee Sturgeon Lake Cree Nation

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### **SFNFCI Staff**

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# Activity 1

To shed light on the diverse job titles and positions within IA unit

Outcome

INFORMATION GATHERING

## Activity 01 Report

Aimed to shed light on the diverse tasks and job titles / positions within IA

Income Assistance Officer, IA Manager ,  
IA supervisor , Director IA



IA Administrator , IA Case Worker, PES Worker,  
Client Services Representative



Intake Application Coordinator, Administrative  
Assistant, PES Coordinator



SUPPORT

# Challenges

## 1. Job Title

- Wide range of job titles & diverse responsibilities within the Income Assistance (IA) Unit.
- Job titles often do not clearly reflect the associated tasks, especially when multiple responsibilities are combined within a single role.
- PES (Pre-Employment Support) workers & intake application coordinators are required to handle additional duties during staffing shortage / crises.

## 1. Job Title

- Clarification of job titles to better depict the roles & tasks within the IA Unit.
- Training to address the skill gaps caused by overlapping responsibilities during staff shortages
- A strategy to optimize workforce distribution & ensure proper support during crisis situations.

# Questions

## 1. Job Title

- How can we redefine job roles & titles to better reflect the diverse responsibilities within IA Unit?
- What criteria should be used to ensure role clarity, especially for positions with overlapping duties?
- What structural changes can be made to address staffing shortages & prevent the need for employees to take on multiple roles during crises?

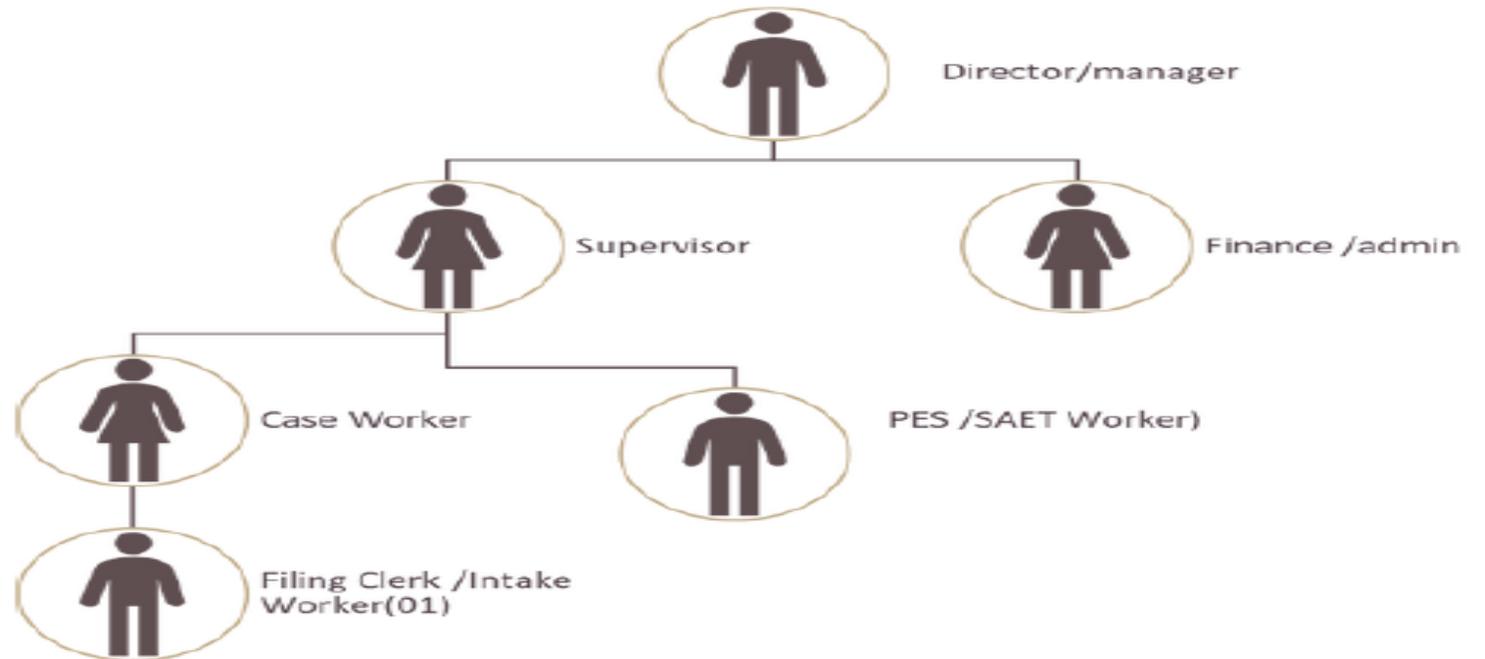
# Activity 2

To develop a comprehensive understanding of the organization's structure and reporting lines

Outcome

## Activity 02 Report

Depicts the typical organization and reporting lines for Income Assistance (IA) units within communities.



# Challenges

## 2. Organizational Structure

- Variations in organizational structure due to community-specific factors like population, funding, staffing and needs.
- Inconsistent resource allocation impacts IA unit support and capacity.
- High demand for adaptability and problem-solving skills in resource-limited situations.

## Recommendation

### 2. Organizational Structure Recommendation

- Standardize core competencies for Intake Application Coordinators and Case workers across all IA units.
- Develop training programs focused on adaptability, problem-solving, and professional boundaries
- Implement resource allocation strategies to address disparities in Job roles

## Questions

## 2. Organizational Structure

Is it possible to create a more consistent organizational structure across IA Units with for full time equivalent positions that are more defined with less overlap?

# Activity 3

Analyze caseloads and caseworker ratios to gain insights into workload dynamics & resource allocation within IA.

## Outcome

INFORMATION  
GATHERING

### Activity 03 Report



# Challenges

## 3. Caseloads & Caseworker ratios

- Significant variation in workload distribution, with case workers managing 50-150 cases individually or 300-600 cases as a team of two
- Increasing demand for Income Assistance, complicating the ability to provide adequate support.
- Excessive forms and checklists required for case approvals.

## Recommendation

### 3.Caseloads & Caseworker ratios

- Provide training on social policy programs to improve case management skills.
- Implement a staff retention policy and reassess salary structures to enhance stability within IA units
- Incorporate more technology, such as AIS, Ferus, 360 Admis, and Xyntax, TAS, SITAG to streamline reporting and case management.

## Questions

### 3.Caseloads & Caseworker ratios Questions

- How can we optimize workload distribution among case workers to ensure balanced caseloads?
- What steps can be taken to reduce the administrative burden of forms and checklists during case approvals?
- How can technology be more effectively integrated into IA processes to improve efficiency and reporting?

# Activity 4

Assess staff's proficiency with social program policy manual, ensuring clarity on IA policies, regulations, and their practical application, identifying areas for enhancement.

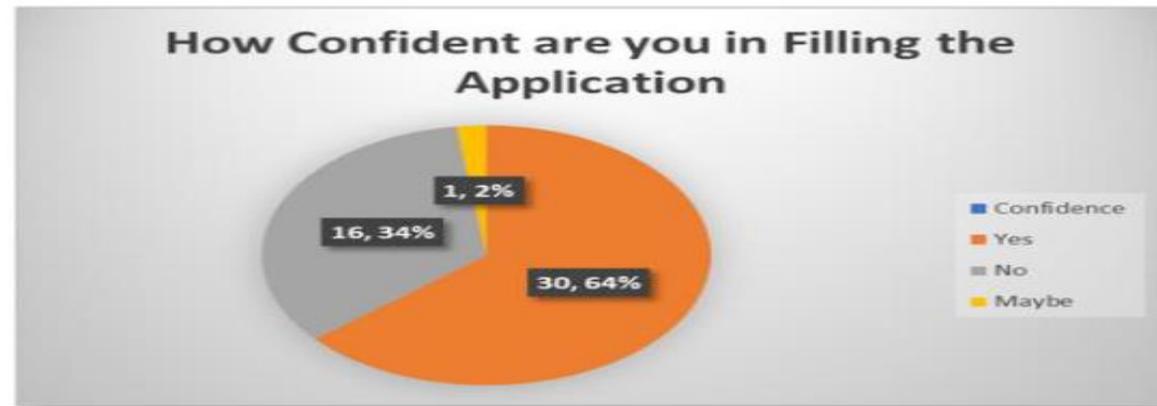
## Outcome

### 70% OF INCOME ASSISTANCE CASE WORKERS ARE CONFIDENT USING THE SOCIAL PROGRAM POLICY MANUAL

#### RATIONALE



### Confidence levels in filling out the Income Assistance Application



## Challenges

### 4. Staff's Proficiency With Social Program Policy Manual

- Although 70% of case workers are confident in using the social program policy manual, the large volume of forms and checklists required during case approval remains a significant challenge.
- Most programs generate reports but rely on email to send them to ISC instead of direct integration.

## Recommendation

### 4. Staff's Proficiency With Social Program Policy Manual

- Introduce more technology, such as AIS, Ferus, 360 Admis, and Xyntax, to streamline report generation and statistical analysis.
- Fully explore the use of TAS for the SITAG program to handle intake more efficiently.

## Questions

### **4. Staff's Proficiency With Social Program Policy Manual Questions**

- How can we reduce the burden of forms and checklists without compromising the quality of case approvals?
- What steps are needed to ensure seamless integration between reporting systems & ISC?

# Activity 5 & 6

The top five challenges in IA reform today, and the underlying causes for the challenges

## Activity 05 Report

### Top 05 IA Challenges



## Activity 06 Report

### Underlying Causes



## Outcome

## Challenges

### 5& 6 IA Reform Today

- Heavy case loads and high demand for services.
- Security concerns and funding limitations
- Lack of training and economic pressures.

## 5&6 IA Reform Today

### Recommendation

- Provide training on stress management and building resilience, including stress management techniques, self-care strategies, and coping methods.
- Foster a supportive work environment to help workers handle the challenges they face.

## Questions

### 5&6 IA Reform Today Questions

- How can we effectively manage heavy case loads & balance the high demand for services with limited human capital?
- What specific training & support mechanisms can be implemented to address security concerns?

# Activity 7

Suggest best Practices for IA reform.

STI  
CHALI  
POTEN

# Outcome

## Activity 07 Report

### Suggested IA Policy & Standards by Expert panel : Backed by Data



# Challenges

## 7. Best Practices For IA Reform

- To set optimal Case Loads – Case worker Ratio ( Ideal Ratio is 1: 50/100 )
- Establish a standard policy on organizational structure and develop competency framework for job roles
- Enhance more supervision & guidance for caseworkers on social program policy by senior managers

## 7. Best Practices For IA Reform Recommendation

- Standardize the caseworker-to-case-load ratio across all IA units for consistency.
- Identify training needs based on insights from the competency dictionary.
- Provide weekly/at-least monthly supervision & guidance to caseworkers on the social program policy manual.

## Questions

### 7. Best Practices For IA Reform Questions

- How can we best develop and implement a competency dictionary to clarify job roles and enhance training?
- What strategies can be employed to ensure consistent weekly supervision & guidance for caseworkers?

# Activity 8

Suggestions for optimal organizational structure and caseload ratios

IDENTIFY COMPETENCIES

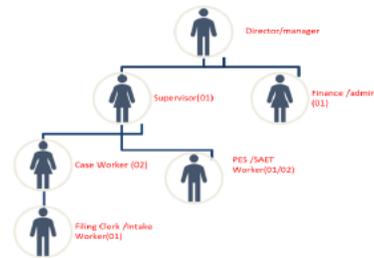
The displayed organizational structure shows the required number of employees for each job role. It is suggested that ensuring ongoing funding for PES workers in IA units would significantly influence productivity and effectiveness.

## Activity 08 Report

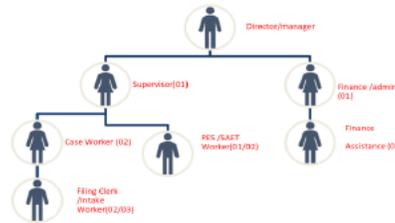
The best organizational structure depends on the population and available funding. There isn't one perfect structure; it can change based on things like human resources and money. The suggested structure is just a guide to help make the best use of people based on what the community can support.

Outcome

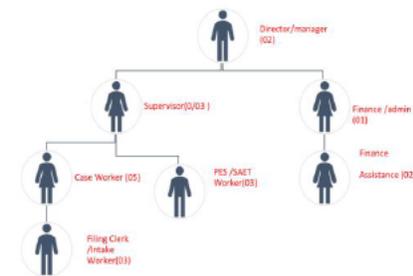
- Population : 0- 500 people**
- Minimum Expected Case Worker : - 02
  - Intake Worker :- 01(Assisting Case Worker)
  - Ideal Case Worker to Case Ratio : 1 : 100 (Includes Intake Worker)
  - PES/SAET Worker : 01 /02(Optional)
  - Total Employees: 07
- Recommendation : Funding for PES worker must be provided



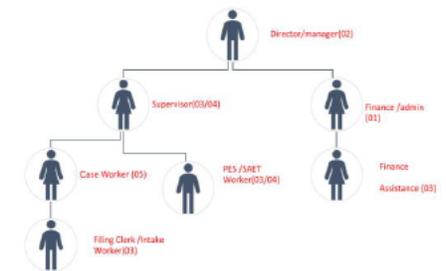
- Population : 500- 1000 people**
- Minimum Expected Case Worker : - 02
  - Intake Worker :- 02 (Assisting Case Worker)
  - PES/SAET Worker : 01 /02 (If Case loads are high PES Worker can be requested for support)
  - Case Worker to Case Ratio : 1: 100
  - Total Employees : 09 /10
- Recommendation : Funding for PES worker must be initiated



- Population : 1000- 2000 people**
- Minimum Expected Case Worker : - 04
  - Intake Worker :- 02(Assisting Case Worker)
  - Ideal Case Worker to Case Ratio : 1: 100 (Includes Intake Worker)
  - PES/SAET Worker: 02
  - Total Employees: 20
- Recommendation : Funding for PES worker must be initiated



- Population : 2000 - 2500 people**
- Minimum Expected Case Worker : - 02
  - Intake Worker :- 02 (Assisting Case Worker)
  - PES/SAET Worker : 01 (If Case loads are high PES Worker can be requested for support)
  - Case Worker to Case Ratio : 1: 100
  - Recommendation : Funding for PES worker must be initiated
  - Total Employees : 22/23



## Challenges

# 8. Optimal Organizational Structure And Caseload Ratios

- The need for a dynamic organizational structure that adapts to the capacity and needs of the community & resident population.

## Recommendation

### 8. Optimal Organizational Structure And Caseload Ratios Recommendation

- Use the 1:50/100 ratio as a guideline while addressing challenges in skill acquisition & funding.
- Implement a dynamic organizational structure adaptable to community needs.
- Prioritize training in pre-employment support skills, including resume writing, interview preparation etc.

## Questions

### 8. Optimal Organizational Structure & Caseload Ratios Questions

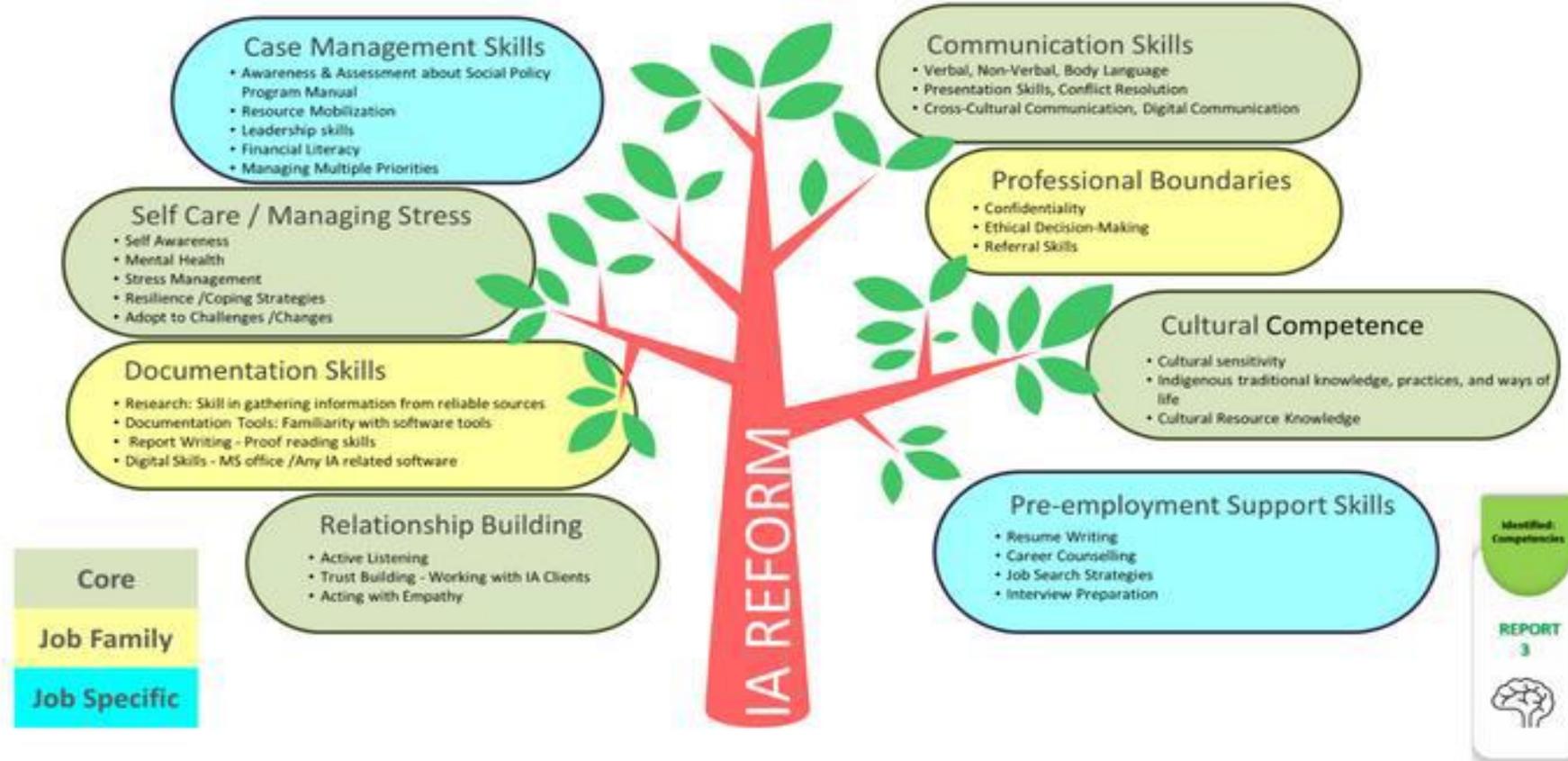
- What strategies can be employed to overcome the challenges of finding skilled individuals & secure funding to achieve the ideal caseworker-to-case-load ratio?
- How can we design an adaptable organizational structure that effectively meets varying community needs?

# Activity 9 & 10

Understanding core, job family, & job-specific competencies - skill gap analysis

Outcome

## COMPETENCIES IN PROGRESS



## Challenges

### 9&10. Understanding Core, Job Family, & Job-Specific Competencies

- Identifying and addressing skill gaps among managers, case workers, and administrative assistants, with a focus on self-care, mental health, & communication skills.
- Dynamic nature of skill gaps, influenced by individual skill levels

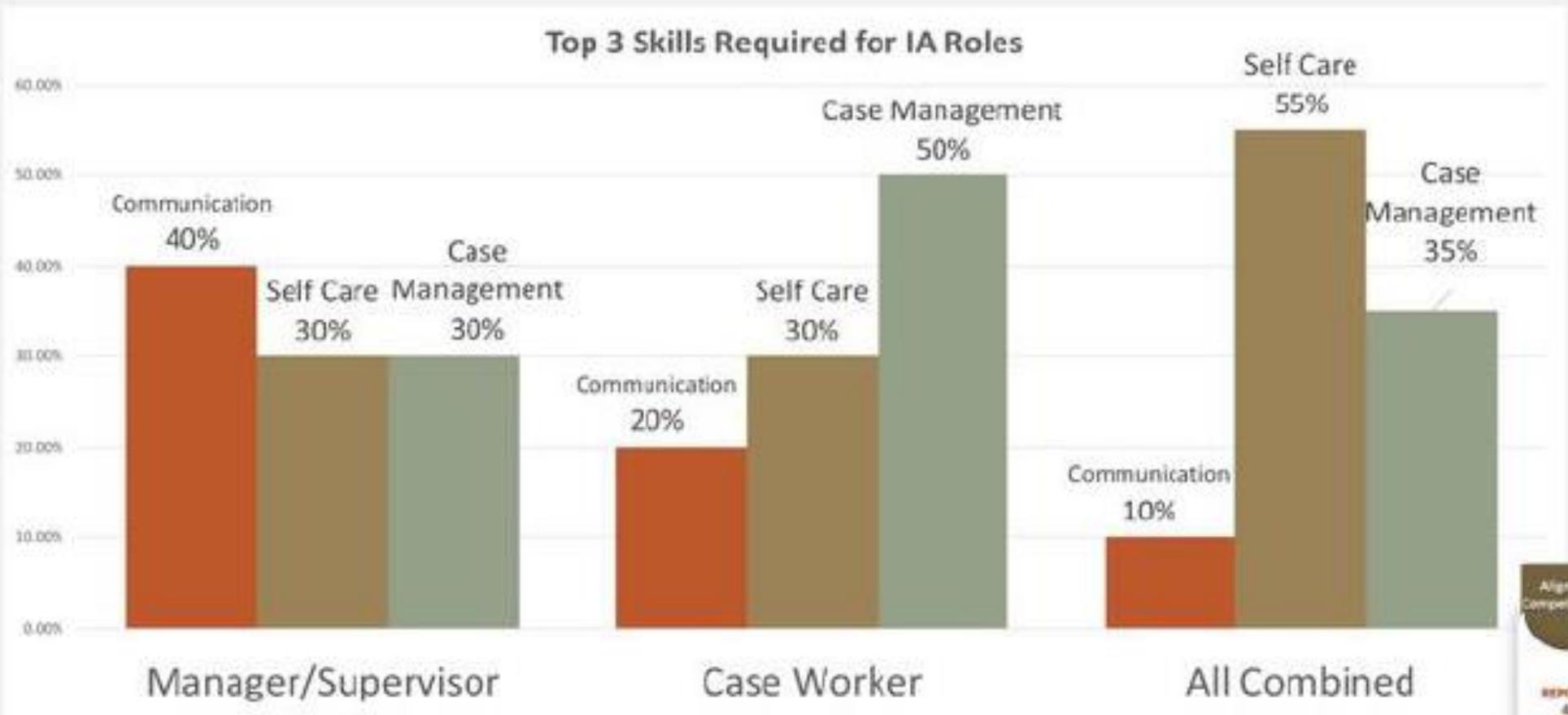
**9& 10. Report Analysis Samples**

<b>Skill Area</b>	<b>Level of Importance</b>	<b>Skill Gap</b>
<b>Case Management Skills – Assessment</b>	Proficient	Average
<b>Communication /Language Barriers</b>	Proficient	High
<b>Problem Solving &amp; Decision Making</b>	Expert	Average
<b>Resilience and Self Care/ Managing Stress</b>	Proficient	High
<b>Cultural Competence</b>	Proficient	Low
<b>Professional Boundaries -Acting with Empathy</b>	Basic	High
<b>Program Knowledge – Social Program Policy Manuals</b>	Expert	Average
<b>Managing Multiple Priorities</b>	Basic	High
<b>Financial Literacy</b>	Basic	High
<b>Documentation Skills</b>	Proficient	High

9& 10. Report Analysis Samples

Analysis Report

Top 3 Skills Required for IA Roles



## Recommendation

### **9&10. Understanding Core, Job Family, & Job-Specific Competencies Recommendation**

- Enhance financial literacy, resource mobilization, proofreading skills, and basic IT proficiency.
- Create a competency dictionary to assess and address training needs.
- Prioritize in creating a training calendar based on the learning framework & competency dictionary

## Questions

### **9&10. Understanding Core, Job Family, & Job-Specific Competencies Questions**

- How can we ensure the competency dictionary remains relevant & up-to-date with changing skill levels & community needs?
- How can we effectively address the dynamic skill gaps in communication self-care & mental health across different roles?

# Supporting IA Case Managers & Administrators

## **What areas are supports or strategies needed for IA Reform to support our IA Case Managers and Administrators?**

- Governance
- IA Service/Program Design
- Policy
- Procedures to support compliance to policy
- Infrastructure & Systems
- Training (Management, Case Worker, Administrative, Program Coordinators, Introductory vs. Advanced)
- Access to Information & Resources
- Formal, Informal, Peer Mentorship

Thank you

Breakout Session Discussions