

To:

CA – Senior Management 2019

Subject:

“You can’t pour from an empty cup.”

Body:



A Message From:

Human Resources

Dear Leaders,

Over the past several months, we have been challenged in extraordinary ways as we continue to adapt and adjust to our “new normal.” Change can often bring anxiety, uncertainty and stress which can negatively impact our associates both at home and in the workplace.

“You can’t pour from an empty cup.”

The health (particularly mental health) and wellbeing of our associates must continue to remain top of mind. If we wish for our associates to continue to live our Core Values and be at their best, then we must encourage them to take breaks to take care of themselves. And despite our current circumstances (shelter-in-place, physical distancing, etc.), associates should be taking vacation time to rest, reenergize and restore.

At FirstService Residential, we have seen a decline in associate vacation usage. This worries me, as our associates are not taking the necessary mental and physical breaks that we know are vital to a healthy and productive workplace (especially in our current environment).

As leaders, I am asking for your support in communicating to our associates the value and importance of taking time off from work to disconnect and recharge. We will also need your help to effectively balance time off requests with our business activities for the remainder of 2020. Your leadership will ensure we continue to provide top level service with the least amount of interruption to both our associates and our clients.

Additional communications regarding our vacation guidelines and best practices will be sent to all our associates. In the meantime, **please begin to meet with your non-billable team members by the end of June to map out time off requests for the remainder of 2020.** Please submit your completed plan for your team to your EVP by **July 15** to ensure we have a solid and workable plan for everyone to take time off.

Remember, vacation timing is always subject to approval of a supervisor, and as leaders, we need to ensure all associates are accommodated in the most equitable fashion. At your discretion (and if possible), you may loosen vacation restraints around holidays, allowing more

associates to take time off as long as we do not sacrifice our quality of service and we ensure we meet all contractual obligations.

Here are some helpful resources and reminders to share with your associates:

- Educate your teams on the importance of disconnecting from work.
 - Article: [Why it's important to take days off while in lockdown](#)
- Remind team members that travel and vacation are not the same. Associates may use their vacation time to take a “staycation.”
 - Article: [How 5 people spent their vacation days during the coronavirus pandemic](#)

As leaders, I hope you will lead by example and take vacation time for yourselves as well. Our associates look to you for guidance and direction.

***“The most powerful leadership tool you have
is your own personal example.”***

I urge you to look at the 2020 calendar and map out your own vacation time for the rest of the year. Your support is greatly appreciated, particularly during these trying times.

Be well,

Samantha Sullivan
VP, Human Resources, West Region