
HUMAN RESOURCE PLANNING

March 7, 2005

TABLE OF CONTENTS

HR Staffing & Recruitment.....	3
Human Resources Recruitment Plan.....	4
Training Plan.....	5
Mapping and Employee Impacts.....	12

HR STAFFING & RECRUITMENT

The process for acquiring staff is two fold: retention of current staff; and recruitment for vacancies.

The stages of filling positions are as follows:

1. Selection of senior management
2. Selection of directors
3. Selection of managers
4. Offers to included field staff
5. Recruitment to vacancies

The HR group will be interviewing all of the current CLS staff starting in April. At the time of interview employees will be provided with the proposed organizational structure, the process for job offers, and the options for employees who do not want to work for CLBC.

There are almost 400 employees currently working in 45 offices throughout the province. The new organization is expected to have 47 locations where services are provided with 17 of these having community centres with facilitators and 9 operations centres with analysts.

Although the mapping of employees to the new organization structure is not yet complete a preliminary review indicates that the major employee impact is the location of some of the jobs. With employees being concentrated in nine cities there will need to be some movement to these centres for analyst and administration staff.

The job offer process is expected to be completed by the end of May and it includes the following factors:

- Employees current work location
- Seniority of employees (for included)
- Current work status (full-time, part-time or auxiliary)
- Availability of positions after devolution at their location (some children positions remaining in MCFD)
- Availability of positions at other locations

Employees will be offered a position based on what their job will be after transition to the new operating model. It is anticipated that the model will be implemented over an extended period after devolution. At the time of transfer employees will continue to work at their location and performing the duties that they currently perform.

Human Resources Recruitment Plan

Mar 2005	Mapping of employee impacts
	Determination of job offer process for included employees
	Complete job descriptions for Director of Policy, Field Managers and Regional Financial Managers
	Post Director and Manager jobs
Apr 2005	Select Director
	Interview all employees
	Select Managers
May 2005	Employees receive employment offers
	Shortfalls identified
Jun 2005	Recruit and second to vacancies
Jul – Ongoing	Recruit for vacancies

TRAINING PLAN

PHASE ONE (Present – July 2005): Priority training for start-up

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
1. Org Culture Change, & Orientation	Module One: Orientation to CLBC (for Managers, Team Leaders and Line Staff) <ul style="list-style-type: none"> • Historical context for move to Community Governance • New Service Delivery Model • Vision, Values and Principles • Organisational Structure, admin procedures and policies • Key practice themes: <ul style="list-style-type: none"> • Facilitator and Analyst roles • IF • Relationships with individuals, families & communities • Crisis response • Building community capacity • Safeguards • Fiscal accountability 	CLS Managers, Team Leaders and Line Staff	Brian Salisbury Dan Collins (Trainers) Avril Harkness (coord)	15 one-day sessions i.e., Small groups of staff will be trained in their own communities	March - April 15, 2005
	CLS Conference Session on 'Leading and Thriving during Change'			Andrea Jacques Avril Harkness	2 x 1.5 hour Workshop sessions

PHASE ONE (Present – July 2005): Priority training for start-up

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
2. Job-Specific Skills: Planning and Community Development	Module Two: Person-Centered Thinking	All CLS Staff	Brian Salisbury Dan Collins (Trainers) Avril Harkness (coord)	15 one-day sessions i.e., Small groups of staff will be trained in their own communities	April 15 - May 15, 2005
	Module Three: Engaging Community	All CLS Staff	Brian Salisbury Dan Collins (Trainers) Avril Harkness (coord)	15 one-day sessions i.e., Small groups of staff will be trained in their own communities	May 15 - June 1, 2005
3. Job-Specific Skills: Community Operations	Encourage staff to access Public Service Agency Training, e.g.: <ul style="list-style-type: none"> • Contracting / Procurement • Financial Management • Project Management • Team Working • Negotiation Skills 	CLS staff who are interested in Community Operations	Public Service Agency	PSA could provide: Procurement, Project Management, Finance Management, Team working, Negotiation Skills	Present - July 2005
	Specialist modules may be required on how to assess the quality and viability of submitted plans.	CLS staff who are interested in Community Operations	TBD	15 one-day sessions i.e., Small groups of staff to be trained in their own communities	May-June 2005

PHASE ONE (Present – July 2005): Priority training for start-up

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
<p>4. Computer Training</p>	<p>a) RAP training (to support data gathering required for monthly reports)</p> <p>b) Develop an inventory of computer skill requirements and then establish staff training needs.</p> <p>c) CLBC Technology introduction</p> <p>d) Full day intro to SharePoint (Lan) & PARIS System</p> <p>e) Provide training in MS Office software and specialist software as required (e.g., Window's XP)</p>	<p>CLBC staff who have requested it</p>	<p>Don Cummings Alan Pollock</p> <p>Brian Berglund Joyce MacDonald</p>	<p>MCF Systems</p> <p>Will make off the shelf products available to staff for upgrading skills and technical specialties. e.g. On-Track available through <i>PSA suite of computer training courses</i></p> <p>Joyce MacDonald to provide 2-3 session on Office 2003 & XP for facilitators when they get their laptops.</p>	<p>March 2005</p> <p>July 2005 – July 2006</p>

PHASE TWO (July 2005-July 2006): Longer-term requirements for continuous learning and development

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
<p>5. Leadership / Management</p> <p>Orientation & Development</p>	<p>Leadership and Management Development Program</p> <p>CEO and managers/supervisors will be supported to develop their leadership capabilities (in understanding complexity, clarifying vision, fostering openness and learning, inspiring staff) through learning programs encompassing skills training in:</p> <ul style="list-style-type: none"> • CLBC's Leadership competencies (e.g., facilitate teamwork, inspire, motivate & develop others, practice innovation creativity) • Change Management • Creating a healthy, learning organization • Managing mobile staff 	<p>CEO / Senior Managers / Advisors</p>	<p>TBD</p>	<p>2-day training for new CEO, VP's and management group, to cover all of these modules at once and hence summarize their role in creating CLBC.</p>	<p>July 2005</p>

PHASE TWO (July 2005-July 2006): Longer-term requirements for continuous learning and development

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
6. Organisational and Individual Development	Create or adopt an existing Performance Management System in government program (i.e., EPDP) . Feedback has been positive from other Ministries. The EPDP process is designed to support individual and organisational performance, align employee performance with the priorities and goals of CLBC and promote ongoing learning and development.	All CLBC staff	Avril Harkness	PSA , Private Contractor and/or CLBC's HR staff	Ongoing
	A Learning Management System (LMS) is required to assist HR with the administration of learning opportunities	All CLBC staff	Brian Berglund Avril Harkness	Currently utilizing MCFD's Learning Management System (Training Partner).	Ongoing
7. Mobile Working / OSH	a) Travel, Health and Safety b) Helpdesk for technical support c) Supervisory training (how to supervise a mobile worker)	Some Facilitators and CLC managers	Suneel Gokhale (Developing a manual)	Received some Consultancy advice from Expert - Bob Fortier.	July 2005 – July 2006

PHASE TWO (July 2005-July 2006): Longer-term requirements for continuous learning and development

Item	Training Strategy	Target Audience	Training Team	Method of Delivery	Timeframe
<p>8. Community Development / Education</p>	<p>Building relationships with the community will be a key to achieving the culture shift that is required for CLBC to become a responsive, community-focused organization. Furthermore, it is recognized that families do better with training, resource material and the opportunity to connect with other families.</p> <p>Hence, CLBC will develop learning opportunities for the community, and the Board including:</p> <ul style="list-style-type: none"> • Principles of Community Development • Orientation to CLBC (Vision, Values, Principles) and Role of CLBC / Policy • Family's role in the IF process • Safeguards in the community • Community Governance (Board member role, Service transition) • Inclusive education • Team building 	<p>Self-advocates, Families, Service Providers and Board Members</p>	<p>Brian Salisbury</p>	<p>Activities have included Kelowna Conference, Community Meetings and Safeguards Community Workshops, Crisis Response Community Workshops.</p> <p>CLBC staff will provide the orientation to CLBC; the families role in IF; safeguards and community governance.</p> <p>Some sessions could be led by community partners</p>	<p>Ongoing</p>
	<p>A fundamental task for CLBC staff will be to spend adequate time with service providers and to engage them in strategic planning and training.</p> <p>E.g.s, Best practices training</p>	<p>Service Providers CLBC Staff</p>			<p>Ongoing</p>

PHASE TWO: Longer-term requirements for continuous learning and development

Item	Training Strategy	Target Audience	Training Team	Method of Delivery (number of days)	Timeframe
9. Functional Skills Development (Structural Supports)	CLBC's functional support staff will require access to training in their discipline, which would be one of: <ul style="list-style-type: none"> • Human Resource Management • Information Technology • Finance Management 	HR Finance IT Supervisors and Managers	TBD	<i>Public Service Agency courses will be considered, e.g.,</i> "Labour Relations" Information Technology courses Finance Management courses	July 2005 onwards
10. Occupational Safety & Health (OSH)	To meet legislative requirements (WCB) and employer obligations, CLBC will be ensuring that at least one manager and one line worker in each Community Living Centre has OSH committee training, as provided by PSA. And training First Aid Attendants.	Appropriate CLBC staff HR staff	TBD	PSA St. John's Ambulance 1 day 10 day	July 2005 – July 2006
11. Links to Formal Education	Access to University and College programs will be supported and facilitated through development of a policy and associated budget to assist employees to obtain formal qualifications if the job requires it.	All CLBC staff	TBD	Local Universities & Colleges Dr. Susan Powell, Justice Institute	
12. Professional Development	To promote and support ongoing professional skills development for staff, for conferences and workshops, a policy and budget will be developed.	All CLBC staff	TBD	Conferences, workshops	Ongoing

MAPPING AND EMPLOYEE IMPACTS

Mapping is required to determine the impact on employees as a result of organizational changes that are planned. The process for mapping is as follows:

- Identification of what jobs employees currently hold
- Confirmation of the status of employees (full-time, part-time or auxiliary)
- Confirmation of where employees currently work
- Determination of what jobs are available after the organizational change
- Determination of the status of the jobs. Are they to be full-time or part-time? Are they permanent or temporary?
- Determination of where the jobs will be located (in what communities)
- Identification of when the organizational changes are to occur

With this information a comparison of the old and new can be made that determines the impact on employees. This comparison includes how employee skills match organizational needs (old jobs verses new jobs) and whether employees are in the right locations. This process provides an overview of the number of employees that are available for the work and whether or not they are in the right locations to perform the work.