

Vancouver Foundation
Non-Profit Sector Labour Market Partnership

Strategy and Sustainability Plan: Partial for Employers' Council Candidates

Submitted by Kathleen Speakman & Lynn DuFort

December 2010

Table of Contents

Part 1

Strategy and Sustainability Plan.....	1
The Non Profit Sector Labour Market Partnership Agreement	1
The Opportunity	2
The BC Non-Profit Employers’ Council	3
Environment.....	5
Evolution.....	6
Composition	8

Part 2

Priority Issues of the LMPA Funding Strategy	11
NPS LMPA Strategy	14
NPS LMPA Strategy Three Year Goals.....	15
Suggested Strategies.....	16

Part 3

LMP Funding Plan: Eligible/Ineligible Activities	21
Appendix A. Alignment of HR Strategy and LMPA Strategy Goals.....	25

The Non Profit Sector Labour Market Partnership Agreement

Labour Market Partnerships (LMP) is a program used by the Province of BC to encourage, support and facilitate labour force adjustments and human resource planning and activities which are in the public interest. LMPs are funded under the Canada/BC Labour Market Development Agreement (LMDA). The LMDA transfers responsibility to the province for design and delivery of active labour market programming under Part II of the Employment Insurance Act. The source of funding for these programs is the Employment Insurance (EI) Account. The funding in the account is generated through EI contributions of employers and employees.

Non Profit Sector Labour Market Partnership

During the first year (2007) of the Government Non Profit Initiative (GNPI) through the work of the three joint task forces, (Working Together, Capacity Building, Contracting and Procurement) a clear need was identified for employers in the non profit sector (NPS) to address labour market and labour force issues – issues such as recruitment and retention, succession planning and diversity.

Following from this work the Province determined that a Labour Market Partnership was an appropriate vehicle to support NPS employers to address their labour market issues. The NPS in BC is made up of many organizations, large and small, working in various areas such as community social services, environmental stewardship, arts and culture and Aboriginal services. No single group represents the entire NPS in BC.

An LMP requires an entity with which the Province can enter into an agreement. In the absence of a single representative organization it was determined that Vancouver Foundation would serve as the signatory to the agreement on behalf of the NPS. In the spring of 2009, the Province signed the Non Profit Sector Labour Market Partnership Agreement (NPS LMPA) with Vancouver Foundation.

NPS LMPA Roles

Vancouver Foundation: Signatory to the agreement, provides administrative and management services to support the agreement.

LMP Branch, Ministry of Regional Economic and Skills Development: Funder and administrator of the agreement, including monitoring agreement activities and objectives, authorizing payments and monitoring the agreement budget.

NPS Employers' Council: Provides overall direction for the agreement, including goals, objectives and activities.

LMPA Advisory Committee: Provides transparency and technical direction by approving the Annual Funding Plan and Supporting Budgets.

The Opportunity

We encourage all readers to consider the opportunity offered by the Non Profit Labour Market Partnership Agreement:

For the Province of BC, this is an opportunity to achieve labour market impact across a large and diverse sector.

For Vancouver Foundation, the Agreement provides an opportunity to incubate what could become a 'go-to' organization for BC's non-profit employers.

For the sector's employers, it represents an unprecedented investment in strengthening and building the workforce, along with an exceptional opportunity to build sectoral leadership capacity.

Rising to the Opportunity

BC's NPS employers must therefore set their sights on achieving some very significant results via this funding, over the next three years. Further, NPS employers must seize the opportunity to sustain these results by becoming the owners of the initiative.

Our research and analysis to date has convinced us that BC's social services employers are highly motivated to invest in becoming choice employers in the BC labour market. In recent years, many have invested in researching the dynamics of their labour supply and/or in developing their human resources.

Therefore we recommend the creation of the BC Non-Profit Employers' Council (The Employers' Council), with the function of directing the LMP Sustainability and Strategy Plan over the next three years and the goal of becoming BC's non-profit labour market sectoral council within five years.

The BC Non-Profit Employers' Council

Role of the Employers' Council

The primary role of the Employers' Council must be to build its own and the capacity of all non-profit employers to work together to achieve significant growth and development of the sector's workforce.

The Council will initially have two functions:

1. LMPA Strategy and Sustainability Plan Direction
 - The Employers' Council must take the lead in setting, communicating and fostering implementation of the LMPA strategic goals and priorities.
 - The Plan is intended to provide the basis of an ongoing process of analysis by the Employers' Council, of LMPA project results and labour market information; reframing of issues in light of these analyses; and re-focusing of goals and strategies to better address current and emerging issues.
 - The resulting revised LMPA Strategy and Sustainability Plan should always focus on a limited number of compelling goals that can be realized over a specific time frame.
 - The Employers' Council must also be disciplined in focusing solely on accomplishing human resources improvements and workforce adjustments¹.
 - The Employers' Council must at all times be guided by and be loyal to the terms of the NPS LMPA Charter.

¹ We acknowledge that proposed strategies will address conditions that have arisen in part, out of broader public policy issues; to ensure a focus on workforce results, we recommend that policy issues of relevant and substantial concern be referred to the GNPI.

2. Communications

The Council's goal must be to attract widespread support for the Non Profit LMP initiatives and projects. The Council must:

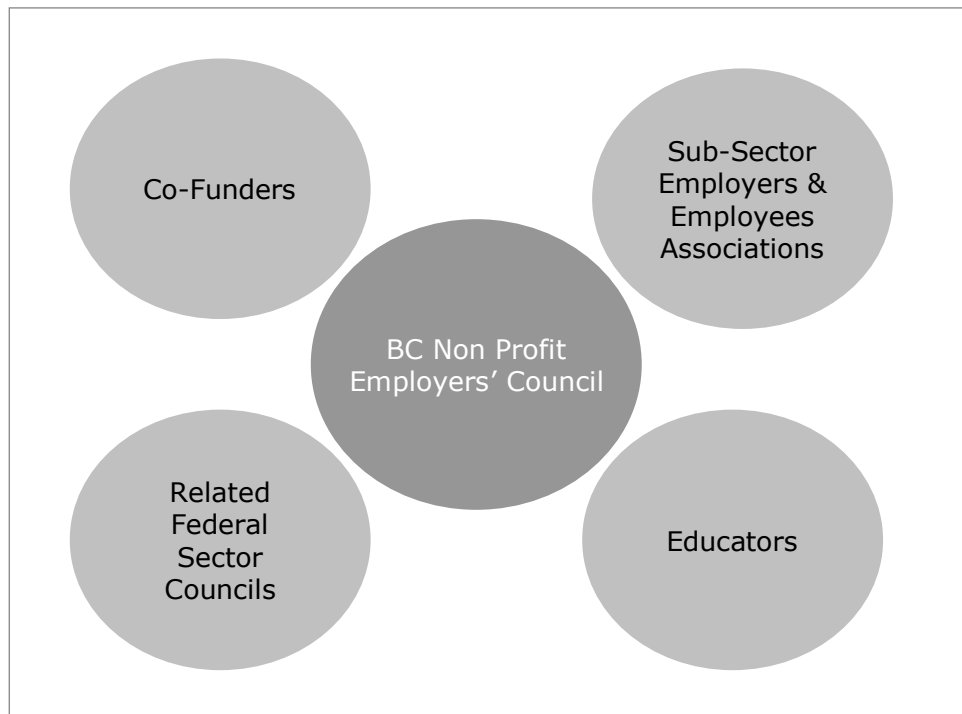
- Engage the sector in active, outcome-oriented participation in the LMPA's projects. This will include making the sector aware of the LMPA.
- Develop the capability of cultivating strategic partnerships with related organizations in its environment.
- Ensure regular communications with the GNPI Leadership Council to ensure that the learnings will inform both government and NPS decisions via the GNPI.
- Act as Advisors to Vancouver Foundation and LMDA representatives on strategic priorities, changes in policy direction and/or operational issues related to the LMPA.

Environment of the BC Non Profit Employers' Council

The new Employers' Council will be entering into an environment that already offers relevant human, financial and knowledge resources to NPS employers and their workforces; the Council must position itself appropriately in relation to these resources in order to advance and sustain its mandate.

Figure 1 shows the types of partners that the BC Non Profit Employers' Council must relate to and coordinate efforts with, to build a sustainable labour force strategy.

Figure 1: Non-profit Employers' Council Strategic Partners and Supporters



Co-Funders include: Federal agencies such as Human Resources and Skills Development Canada and Service Canada; Federally funded agencies such as Aboriginal Human Resources Development Associations; Provincial employment support programs such as Job Creation Partnerships, Targeted Initiatives for Older Workers, Skills Connect, Targeted Wage Subsidies and Employer Sponsored Training; Crown Corporations such as BC Housing and Community Living BC; and Regional Trusts.

Related Federal Sector Councils include: The Human Resources Council for the Voluntary Sector, the Child Care Human Resources Sector Council and, eventually, the Cultural Human Resources Council

Educators include colleges and universities and institutes of technology.

Sub-sector Employers and Employees Councils include: the Immigrant Employment Council of BC, the BC Internationally Trained Professionals Network, the BC Association of Clinical Counsellors and the BC Association of Social Workers

Evolution of the Employers' Council

As stated earlier, it is our conviction that the key success factor for sustaining the results of the NPS LMPA beyond the time frame of current funding is an Employers' Council that will become an effective and respected participant in BC's economy within five years.

To accomplish this we are recommending an intentional program of development for the Council, led by an independent Chair, supported where necessary by external facilitation.

We see the following competencies being acquired and jointly applied by Council members over a five-year period:

1. Consistently strategic outlook
2. Equipped with objective evidence
3. Reflecting a majority of NPS employers
4. Effective communicator

Each of these will need separate investments of both time and funds.

Figure 2 sets out a suggested timeline and activities to guide and support this evolution.

Figure 2: Development of the Employers' Council²

FY 2011	Apr-11 Focus: the environment of the Employers' Council. Understanding the system Where the EC is functioning in this system The EC's key partners and related organizations Focus: the LMP Sustainability Plan and FY 2012 Funding Plan How the Sustainability strategy is playing out on the ground this year
FY 2012	Jun-11 Focus: the LMP Sustainability Plan and FY 2012 Funding Plan <i>continued</i> How the Sustainability strategy is relevant to the sector's priorities The limits of the strategies in terms of impact Appropriate scale of impact for future strategies Oct-11 Focus: Plan EC communications activity for 2012, with emphasis on: Enlisting a broader membership from across the NPS Cultivating partnerships in the broader environment Dec-11 Focus: Plan EC communications activity for 2012, with emphasis on: Design and launch a communications strategy to accomplish broader memberships and cultivate supportive partnerships. Feb-12 Focus: Track progress on Sustainability Plan and make course corrections Re-align the Sustainability Plan in light of results with particular attention to LMI strategies and communications.
FY 2013	Strategic Focus: Launch a labour market information hub for BC's NPS Employers. Strategic Focus: Begin the process of leveraging broad membership, partnerships and funding initiative results into a platform for sustaining an independent non-profit sector Employers' Council.
FY 2014	Strategic Focus: Launch the independent organization.

² FY 2011 refers to the fiscal year ending March 31, 2011; correspondingly, FY 2012 refers to the fiscal year ending March 31, 2012 – and so on for all subsequent FY's.

BC Non Profit Employers' Council: Composition

Membership

The Employers' Council requires a membership of approximately 15 that reflects the interests of both large and small employers, and that balances urban and rural non-profit labour market perspectives.

Regardless of which of the above is represented, all applicants for membership in the Council must have a senior role either in:

- A non-profit organization that has invested in research of workforce issues and development and delivery of human resources strategies, *or in*
- An individual non-profit service provider whose mandate is significantly focused on, or whose practices are significantly invested in, addressing workforce and human resources issues.

Application for Membership

We recommend that the Council be chosen by Vancouver Foundation based on an application process, which should be open to the sector's leaders, employers, and constituents.

Members of the Employers' Council will be chosen based on their:

- Knowledge and expertise about the conditions underlying the priority issues of the LMPA Strategy Plan.
- Ability to:
 - Transfer learning and experience from their specific segment of the non-profit sector to the broader field of non-profit human resources and labour market development.
 - Interpret data and information about the labour market.
 - Stay grounded in the understanding that the field of non-profit organizations will actually be doing the work, not the Employers' Council.
 - See patterns, trends, similarities, and differences across a variety of issues and strategies.
 - Synthesize data and analysis and develop new approaches to addressing the issues.
- Commitment to performance based funding; this means that the Council is expected to focus on results, while maintaining an attitude of flexibility toward the means of achieving the results.

Application for Membership cont.

- Committee or board experience
- Understanding of meeting procedures/protocol
- Good communication skills
- Ability to use commonly shared software applications
- Willingness to consider the opinions of others
- Analytical and evaluation skills

Selection (FY 2011)³: Steps

1. Vancouver Foundation will appoint a Chair of the Employers' Council.
2. A call will be broadcast to the social services sector, for prospective members to apply. The application form should include the key questions that confirm their suitability for Council membership.
3. Applications will be vetted by the LMP Manager and VF staff Director
4. Short-listed candidates will be reviewed by the Employers' Council Chair in conjunction with the Director.
5. Interviews will be conducted by the Director and as appropriate by the Employers' Council Chair.
6. Reference checks will be completed by LMP Manager.
7. VF staff Director and the Employers' Council Chair will make the final selection of the inaugural Employers' Council.
8. Final approval of the recommended Council will be made by the Board of Vancouver Foundation.

Selection (FY 2012⁴):

As called for in the NPS LMPA Charter, the initiative must eventually begin to address workforce development and labour market issues across a broader NPS constituency.

We recommend an open call for applicants to the Council from across BC's non-profit sector, advertising the key membership criteria as outlined above, i.e.

“All applicants must have a senior role either in:

- *A non-profit organization that has invested in research of workforce issues and development and delivery of human resources strategies, or in*

³ FY 2011 refers to the fiscal year ending March 31, 2011.

⁴ FY 2012 refers to the fiscal year ending March 31, 2012

-
- *An individual non-profit service provider whose mandate is significantly focused on, or whose practices are significantly invested in, addressing workforce and human resources issue.”*

This approach will:

- 1) Attract only employers that are both motivated and ready to participate.
- 2) Be an early test of the relevance of a sectoral council to the wider BC non-profit sector.

Orientation

- Each approved member of the Council receives:
 - A “welcome” letter from the Chair
 - An orientation package including the LMPA Charter, the LMP Sustainability Plan and the Year One Funding Plan.
- Each member signs appropriate documentation (i.e. Confidentiality and Conflict of Interest).
- Each Member reviews a Mutual Expectation document with the LMP Manager and the VF staff Director.

Performance Management

- The first task of the Employers Council will be to review, revise and adopt Terms of Reference that ensure their adherence to a high standard of decision-making and a commitment to advancing the goals of the LMP Sustainability Plan.
- It is recommended that these terms be revisited on an annual basis and that the Council self-assess their collective performance on these dimensions. This discussion should include reflection on the strengths and weaknesses of the current composition and consideration of nominations of new members, to address the weaknesses.

Priority Issues of the LMPA Funding Strategy

Out of the information and research captured in the LMPA Project Charter, HR Issues in BC's NFP Sector, the HR Strategy, the LMI Report, and our own scans and interviews, we have distilled and aligned the following as the highest priority issues to be addressed by the LMPA's Sustainability Plan. We consider that these will have the widest resonance for key stakeholders.

Issues

Recruitment and retention of skilled staff is hindered by wages and benefits that are not commensurate with required post-secondary qualifications, job duties and responsibilities.⁵

In addition, similar skills, competencies and post-secondary qualifications command higher wages, more career longevity, and higher respect in other sectors such as government, business, education and health.

With respect to the lack of competitive wages, the general consensus is that this issue is linked to the lack of parity between unionized and non-unionized workers as well as to the dynamics of government procurement processes. These issues are out of scope for the current LMPA funding agenda; therefore we recommend they be referred to the attention of the HRAC and/or GNPI.

What is in scope for LMPA funding, in our view, is the issue of lack of benefits, both monetary and non-monetary.

Perceptions of the sector limit its ability to attract prospective employees⁶.

Prospective employees see the sector as bringing challenge with few rewards. Early career employees see it as a stepping stone rather than a professional career alternative; there is a view that the sector is not sufficiently professionalized.

The LMPA funding encourages activities that will result in attracting workers, therefore addressing this issue is partially within scope. However we recommend that the GNPI and/or HRAC take it on more directly, as awareness building through these strategic relationships will have a significant impact on the perceptions of government policy-makers and others.

⁵ Non-Profit (Social Services) Sector, Human Resources Strategic Plan, The Hay Group, July 2010

⁶ ditto

Like many other sectors of Canadian business, whether for profit or not-for-profit, the social services sector has not fully tapped its human capital resources with strategic human resource planning and management approaches.

Further, in light of the fact that the majority of organizations in BC's not-for-profit social services sector are comprised of small-scale operations, there is a simple lack of management time and organizational resources to develop and install a basic set of standard human resources tools and practices.

There is a lack of new workers (both frontline and managerial) entering the social services workforce, there is a lack of new leaders preparing to succeed a generation expected to retire in the next decade and there is a higher than average turnover rate among workers who have already entered the sector.

With respect to the lack of new workers, the demographics of BC's long-term workforce require a focus on Aboriginal and immigrant workforce recruitment and retention efforts.

The sector needs to become better at attracting workers of diverse cultures and values and better able to design productive jobs that also provide the scope for individuals to live within their cultural norms.

The specifics of the leadership deficit need to be better understood through an analysis of each demographic workforce segment. For example, an understanding of what would attract the current generation of younger managers, is required before they can be effectively cultivated. Similarly, the motivations and needs of older, second-career workers, needs to be very clear to social services employers looking to engage this group.

The turnover problem is not yet well enough understood to identify where the strategic levers might be. However, one segment that is identified as currently causing significant losses to the ranks of social services employees consists of workers who leave the workforce within five years of completing their university degrees. A well-defined and methodologically valid study of the reasons for this group's movement would inform a labour market adjustment strategy targeting this group.

Similarly the timing, volume and location of frontline skills gaps need to be mapped in detail before action is taken.

Government service contracts limit investments in building human resources and workforce capacity.

Funding is often structured in ways that make it challenging for organizations to invest in people.⁷ The general consensus is that this issue is also out of scope of the LMPA funding and is further in the process of being addressed via the GNPI. Per the recommendation of the referenced Human Resources Strategic Plan, we also recommend that the HRAC consider whether broader discussion with other parties (rather than a pure bilateral discussion) should be undertaken.

The sector lacks an adequate and continuously responsive labour market information flow that can reliably support ongoing decision-making on where and how to make workforce investments.

This issue is disarmed somewhat if it is viewed rather as a question of coordination: of the national efforts being carried out by the HR Council for the Nonprofit Sector, by the Canadian Childcare Resource Association, by provincial organizations such as the Community Social Services Employers Associations and the BC Human Resources Management Association, and by provincial sector service associations such as the Federation of Community Social Services and the BC Non Profit Housing Association.

The ongoing labour market research and analysis being undertaken by these and many other groups constitutes a significant body of information and represents well-developed and high standards of data gathering and interpretation. The sector and its LMPA funding strategy would be well advised to engage and leverage these resources to create a long-term source of reliable information to support workforce investment decision-making.

⁷ Non-Profit (Social Services) Sector, Human Resources Strategic Plan, The Hay Group, July 2010

NPS LMPA Strategy

The purpose of the LMPA funding is twofold:

- To address a finite group of current and emerging human resources issues that affect the development of the nonprofit workforce.
- To facilitate labour market adjustments that will fill some of the current gaps in this workforce over the long term.

The HR Strategic Plan⁸ sets out a lengthy and comprehensive list of possible activities to be funded. We felt this plan, in order to be sustainable, required a focusing exercise; we carried this out as follows:

1. Prioritized actions, removing those that were out of scope, insufficiently close to the beneficiaries of the strategy to be meaningful, or insufficiently practical to achieve measurable results.
2. Identified different levels at which actions should take place in order to maximize their impact, and indicated the types of organizations that could be responsible for the actions.
3. Integrated the objectives of the labour market information work also commissioned by the LMP Secretariat.

The proposed Three Year Goals and Strategies therefore comprise a selection of the actions recommended in the HR Strategic Plan.

See Appendix A for a table providing a line of sight between the two frameworks.

As mentioned earlier, LMPA funding for Fy 2011 is limited to the social services sector.

⁸ Non-Profit (Social Services) Sector , Human Resources Strategic Plan, The Hay Group, July 2010

NPS LMPA Strategy Three Year Goals

Human Resources Goals

1. Organizations will be actively investing in acquiring and establishing strategic human resources (HR) management capabilities.
2. Organizations will be actively investing in acquiring and establishing strong operational HR practices.
3. NPS workers will have access to a system of select monetary and non-monetary benefits.

Workforce Goals

4. NPS employers will report a reduction in labour shortages due to increased participation by groups under-represented in the workforce, including Aboriginal, immigrant, mature, disabled and/or youth workers.
5. Organizations forecasting leadership transitions will be embarking on a proven executive leadership succession process.
6. The turnover rate among experienced management and frontline workers will be materially reduced and the supply of frontline workers will be more stable.
7. Current and potential workers will perceive the sector as a choice employer.

LMI Goal

8. The Employers' Council will be able to make informed decisions regarding strategies for strengthening HR practices and supporting workforce adjustments based on a timely and useful ongoing stream of labour market information.

Suggested Strategies

We offer the following as examples of strategies that could be funded by the LMPA in order to achieve the above goals. It will be essential for the Employers Council to review the proposed strategies and goals annually, and adjust them in the light of new findings and emergent issues.

Goal #1: Organizations will be actively investing in acquiring and establishing strategic human resources (HR) management capabilities.

Strategies

1. Request proposals for the design and delivery of a flagship strategic HR management program for non profit organizations.

This would entail developing a package of core concepts, as well as a series of action learning activities that could be applied by executive directors or senior managers, over a specified time frame. The program, once tested and refined, could help brand the NPS Employers' Council by being promoted as a 'flagship' program, accessible and widely applicable in non profit workplace settings.

Suggested Performance Measures⁹

- Employers report increased investments in HR management capacity.
 - Executive Directors demonstrate a high level of conversancy with strategic human resources concepts, based on a knowledge survey or other selected indicators.
-

Goal #2: Organizations will be actively investing in acquiring and establishing strong operational HR practices.

Strategies

1. Build on the recently funded shared services projects by funding some of the proposed next phases of these.

⁹ These descriptions are intended as broad ideas of what might be measured; more precise year over year measures should be added as part of the Employers' Council annual review and refinement of the Sustainability Plan.

2. Request proposals that will connect social services organizations to a standard knowledge base of workforce polices and human resource practice tools (customized where necessary for each sub-sector).
3. Once this is complete, leverage existing knowledge and information hubs, by requesting proposals from the sector's provincial service organizations to create a live response unit, providing real-time, on-call information and advice.

Suggested Performance Measures

- Organizations are regularly applying HR tools and engaging in informed HR practices.
 - Employees at all stages of development report higher levels of satisfaction with employers' support and development.
 - The designated online HR hub is reporting significant levels of usage by its target users.
-

Goal #3: NPS workers will have access to a system of select monetary and non-monetary benefits.

Strategies

1. Request proposals to design and fund a program to encourage the adoption of 'soft' benefit strategies, such as flexible workplaces and family leave. This could include, but not necessarily be limited to, requesting proposals from provincial social services associations to develop programs of non-monetary benefits for their member organizations; proposals would need to include the means of incentivizing individual member organizations to adopt practices and programs.
2. Request proposals from professional associations, working jointly with provincial social services associations, to design and fund a coordinated approach to a sector-wide, mobile pension plan.

Suggested Performance Measures

- Increases in flexible workplace programs and family leave opportunities.
- An increased number of employees have access to benefits programs.
- Employers report fewer instances of employees leaving organizations or the sector due to issues such as burnout or stress.

Goal #4: NPS employers will report a reduction in skills shortages due to increased participation by groups under-represented in the workforce, including Aboriginal, immigrant, mature, disabled and/or youth workers.

Strategies

1. Request proposals to design and fund programs for social services organizations to carry out targeted recruitment campaigns and retention initiatives focused on underrepresented groups/sources of labour including Aboriginal, immigrant, mature workers and others.

Suggested Performance Measures

- Material increases in the number of underrepresented employees in the sector.
 - Material decreases in the labour force shortage.
-

Goal #5: Organizations forecasting leadership transitions will be embarking on a proven executive leadership succession process.

Strategies

1. Request proposals to pilot delivery of an already researched and designed leadership program; fund one or more of these.
2. Evaluate, improve on and re-deliver the best leadership succession models as widely as demand requires.

Suggested Performance Measures

- Employers report decreased recruitment and succession challenges.
-

Goal #6: The turnover rate among experienced management and frontline workers will be materially reduced and the supply of frontline workers will be more stable.

Strategies

1. Request proposals from provincial services organizations to:
 - a. Design standardized exit interviews for departing employees. As a requirement of funding, proponents must identify how they will ensure individual member organizations carry out exit interviews over a specified time period and deposit the results in a shared knowledge base.
 - b. Track and gather information on the frontline skills gaps problem. As a requirement of funding, proponents must identify how they will ensure individual member organizations provide timely information to a central database.
2. Request proposals from provincial services organizations to design and carry out fundable actions within their memberships, based on their analysis of the above information, that will reduce the turnover rate and fill the skills gaps.

Suggested Performance Measures

- Employers report higher rates of staff retention
 - Employers report fewer frontline worker vacancies in year over year comparisons.
-

Goal #7: Current and potential workers will perceive the sector as a choice employer.

Strategies

1. Build communications about the sector from the grassroots up by requesting proposals from individual organizations, clusters or cohorts of organizations and/or larger networks of organizations across the sector, to develop social media recruitment campaigns over a specified period of time. Proposals should include the means of accessing professional technical assistance to help groups develop the sector's brand 'from the ground up' with enabling technologies and user-generated communications approaches and content.
2. Evaluate the results and fund the most effective communicators to scale up the communications network.

-
3. Request proposals from the most effective network drivers that emerge out of the above activity to develop and deliver an online public relations campaign focused on recruitment and retention.

Suggested Performance Measures

- Employers report larger pools of interested candidates for all types of jobs.
- Employee satisfaction surveys year over year show increases in the numbers of people planning to stay in the sector due to the quality of the workplace.

Goal #8: The Employers' Council will be able to make informed decisions regarding strategies for strengthening HR practices and supporting workforce adjustments based on a timely and useful ongoing stream of labour market information.

Strategies

Small scale, as a standard component of LMPA funding:

1. Require as a component of every proposed project, either the existing evidence that makes the case for funding, or if this does not exist, a research activity that will establish the evidence.
2. Require as a component of every funded project a summative evaluation activity that will produce comparable evidence against the starting point.

Medium scale, as an annual project of LMPA funding:

1. Request proposals from provincial services organizations to collaborate in carrying out an annual survey of the workforce. This should be kept simple and standardized year over year; and annually include a featured topic, for example, turnover rates and issues.

Longer term:

1. Seek a partner to coordinate and link the current mapping exercise to the above labour market information work.

Suggested Performance Measures

- By year three, a shared, accessible resource and feedback system of learnings gained and tools developed exists.

LMP Funding Plan: Eligible/Ineligible Activities

In preparing the FY 2011 funding plan (and subsequent plans) it is important to remain aware of eligible/ineligible activities. The LMP Program Policy (LMPP) of the Province of British Columbia advises the following.

Eligible Activities

A wide range of activities to address labour market imbalances may be supported under this program. Examples of eligible activities that may be implemented through the LMPP include, but are not limited to:

Facilitating Labour Market Adjustment

Proactively support the adjustment or skills development of workers facing a loss of employment, including employer-sponsored training.

Support HR activities to develop or expand new industries or technologies.

Supporting Labour Market & HR Research and Analysis

Support industry, communities, employers or employee associations to identify labour market issues and to develop and implement action plans to resolve the issue. This may include activities related to HR planning, training, recruitment, retention and demographics.

Where necessary, funding may be used to support HR planning for organizational long-term sustainability.

Building Labour Market Awareness

Increase stakeholder understanding of significant labour market issues.

Improve employer awareness of HR practices.

Promote and/or support retention of workers (such as encouraging increased investments in employee training and accommodation of needs of aging workers).

Share best practices related to HR planning and management.

Develop mechanisms designed to bring employers together with potential employees or those about to enter the labour force to share labour market information.

Sharing of Labour Market and HR information

Activities may be supported that allow for the sharing of labour market information, best practices and to improve coordination of activities within regions or across the province, e.g. website development that posts best practices.

Strengthening partnerships to improve the coordination of Labour Market and HR activities

Coordinate community-led, community-based approaches to addressing labour market issues.

Develop partnerships necessary to implement strategies.

Building organizational or community HR capacity

Improve community and organizational capacity to meet evolving employer and labour force needs and plan for effective utilization of local human resources.

Develop HR plans to ensure ongoing labour market needs are addressed.

Developing curriculum

Support the development of curriculum, based on sectoral HR needs analysis and plans. Curriculum developed through LMP must not be considered the property of one training institution.

Piloting of Labour Market and HR Strategies

Support the testing of new HR initiatives which are supported by LMI, analysis and an HR or Adjustment strategy which do not create dependencies or unfair competitive advantage.

Reports produced through LMPP are public information and due to the partnership nature of LMPs, they do not belong to any single organization. While the information can be used and shared publicly, it cannot be copyrighted or attributed to an individual organization and must reflect the public funding contribution to its development in perpetuity.

Inappropriate Uses

Subsidizing a community, organization, industry or business in any way other than to assist with planning for human resource requirements and/or assisting employees facing job-loss.

- Business set-up, operating costs or capital acquisitions.
- Research related to new products or product development.
- Research related to accessing new markets or marketing of their products and services.
- Obtaining ISO certification.
- Activities to address union-management collective bargaining issues.
- Activities that address business operational issues or business planning.
- Survival planning for a threatened company.
- Employee training costs, with the exception of the Employer Sponsored Training (EST) component, which provides funding to support employer, sponsored training of employees facing a loss of employment.

Creating new organizations or branches of organizations or providing funding for the core activities of organizations. The exception to this is sector partnerships and councils.

Delivering or purchasing training for employed (with the exception of Employer-sponsored Training (EST)) or unemployed individuals.

- The development, piloting or testing of new training approaches for the unemployed.
- The training of employment service delivery professionals or human resource management practitioners
- Assisting training institutions to develop their training capacity and infrastructure (e.g. facilities, equipment, and staff).
- Supporting an educational institution to develop its own curriculum. The LMPP may support curriculum development on a sectoral basis rather than for a single institution. Curriculum developed through the LMPP should not be considered the property of one training institution.

Inappropriate Uses cont.

Funding conferences, except where it is clearly demonstrated that the outcome will improve the capacity of employers/community to deal with human resource requirements and/or to implement labour force adjustments.

Supporting community development or community capacity-building other than that which is focused on an identified labour market issue.

Assisting communities to address community social issues such as addiction or mental health problems, parenting skills and child care problems.

Assisting communities to develop infrastructure such as buildings and tourist sites.

Assisting communities to develop services such as transportation systems, health services and policing services;

Assisting community interest groups and organizations to build their overall organizational capacity (e.g. to address their mandate and to increase membership).

Planning for economic development that is not in response to an identified labour market issue.

Offering financial incentives to attract new business.

Delivering employment services and interventions for unemployed clients (these activities should be provided through the Employment Assistance Services (EAS) support measure and the other employment benefits.)

Supporting the delivery of Employment and Labour Market Services.

Delivery of employment services to employed individuals unless they are being laid-off, in which case they can be assisted to adjust (e.g. finding a new job, determining a personal action plan to respond to the needs of an evolving industry or employer).

Carrying out any activities when the Government of Canada or the Province is the primary beneficiary or recipient of goods and services. For example, labour market information developed through an LMP agreement must be for the use of a funding recipient or others, but not the Government of Canada or the Province. (Government may be an incidental user of the information if it is developed primarily for the use of the recipient or others and may share the information for the benefit of all stakeholders.)

Developing a business plan for the delivery or effective use of Employment and Labour Market Services.

Carrying out evaluations that are primarily for the Province's use.

(Source: Labour Market Partnerships Program Policy, February 2010)

Scope of Current Project

The specific Charter developed for the Non Profit Labour Market Partnership emphasizes that the initiative will apply to the whole Non Profit and Volunteer Sector. However, participation of the entire sector is to be phased in over time.

During the first year of the Charter, initiatives/projects will be primarily focused on “human care services or human service organizations” given the level of related pre-work underway or completed. Over years two and three, broader NPS participation is expected as priorities envisioned under the Charter also broaden.

Not a Granting Program

The Non Profit Labour Market Partnership is not a granting program. While a call for proposals will characterize the development of many of the projects, it is feasible that a particular individual (s) or organization(s) will be identified and approached to develop a particular component of the LMP or to undertake necessary work. Everyone should therefore understand that the LMP Secretariat will engage in whatever business processes they and Vancouver Foundation deem appropriate and most effective, to implement individual components of the LMP Funding Plan

Appendix A. Alignment of HR Strategy and LMPA Strategy Goals

HR Strategy Foundations and Pillars	LMPA Strategy Three Year Goals
Supporting Strategic HR Work	Organizations will be actively investing in acquiring and establishing strategic human resources (HR) management capabilities.
Supporting HR Operations	Organizations will be actively investing in acquiring and establishing strong operational HR practices.
Building a Sector-Wide Workforce	NPS workers will have access to a system of select monetary and non-monetary benefits.
Developing HR Strategies for the Aboriginal Social Services Sector and Workforce Embracing Meaningful Workforce Diversity	NPS employers will report a reduction in labour shortages due to increased participation by groups under-represented in the workforce, including Aboriginal, immigrant, mature, disabled and/or youth workers.
Building Leadership	Organizations forecasting leadership transitions will be embarking on a proven executive leadership succession process.
Building Capacity at the Front Line	The turnover rate among experienced management and frontline workers will be materially reduced and the supply of frontline workers will be more stable.
Communicating Identity and Value	Current and potential workers perceive the sector as a choice employer.
Understanding the Sector	The Employers' Council will be able to make informed decisions regarding strategies for strengthening HR practices and supporting workforce adjustments based on a timely and useful ongoing stream of labour market information.