

Strategic Plan



vancouver
foundation

Non-Profit (Social Services) Sector

Human Resources Strategic Plan

Summary

Overview

The goal of our Human Resources (HR) Strategic Plan is to identify high-priority projects that will address the human resource needs of the Non-Profit (social services) sector in British Columbia. The focus is on systemic action that will address issues on a long-term and sustainable basis, supporting and improving the contribution of the sector to our communities and to the economy.

This strategy was developed by the sector, for the sector. The projects would either be undertaken by the Labour Market Partnership (LMP) or the Human Resources Advisory Committee (HRAC) of the Government Non-Profit Initiative (GNPI). The development of the plan was a collaborative process, drawing on input from the above groups as well as a number of other informants.

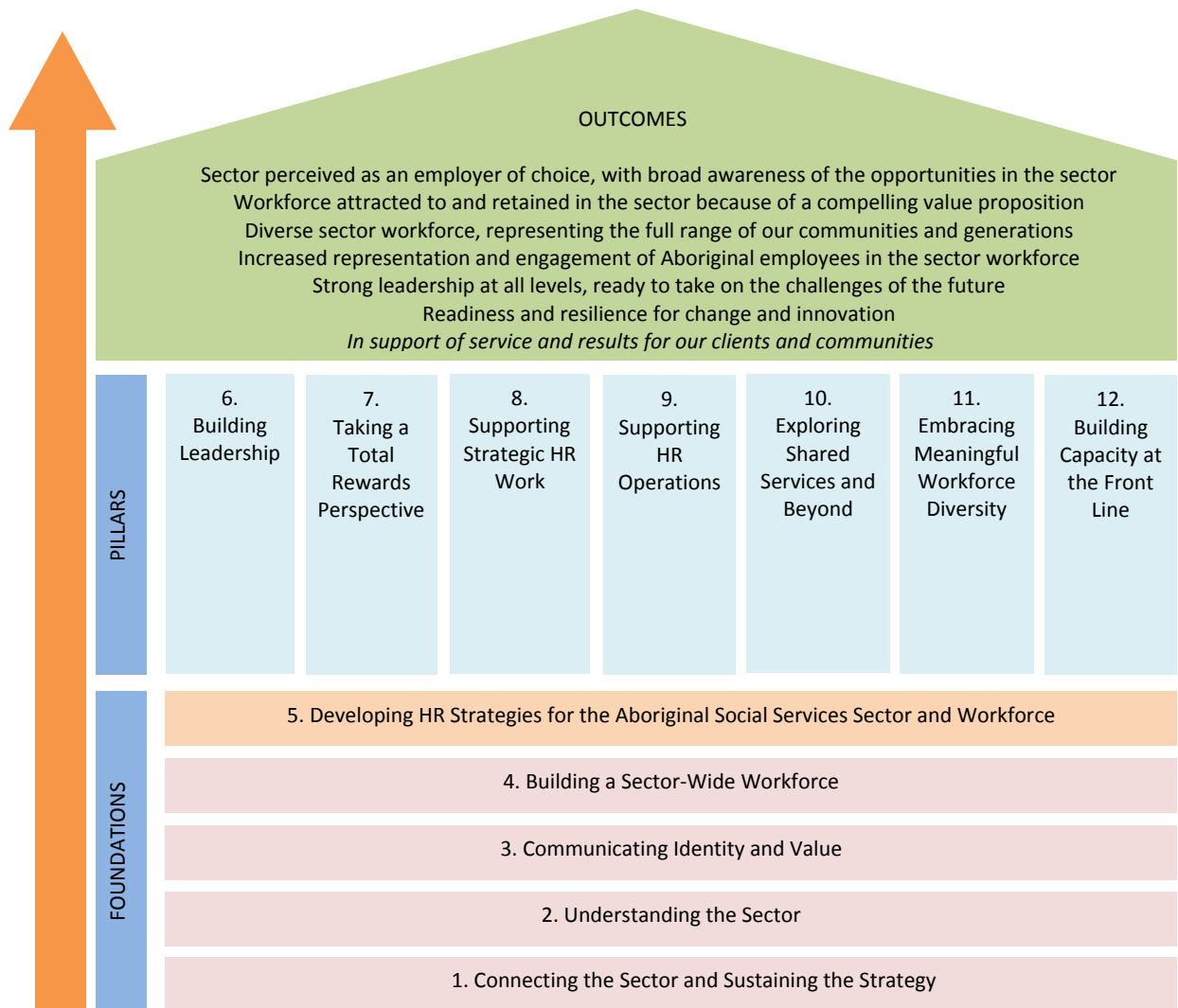
Strategy Outcomes

The ultimate goal of this strategy is to have a positive impact on service and results for the sector's clients and communities. Looking inward at the sector itself, the desired outcomes for the HR strategic plan are:

- Sector perceived as an employer of choice, with broad awareness of the opportunities in the sector
- Workforce attracted to and retained in the sector because of a compelling value proposition
- Diverse sector workforce, representing the full range of our communities and generations
- Increased representation and engagement of Aboriginal employees in the sector workforce
- Strong leadership at all levels, ready to take on the challenges of the future
- Readiness and resilience for change and innovation

Action Streams

To achieve these outcomes, 12 Action Streams have been developed, each including substreams and projects. The streams are represented in the graphic below.



The strategy itself includes a combination of sector-wide longer term projects and shorter term, more tactical action to build momentum, create immediate impact, and develop and test resources. Criteria for success are identified along with challenges and risks. This is intended to be a strategic plan rather than an implementation plan, so while it includes some comments on how individual projects might be approached, much will be determined by the committees when the projects are established.

Success Factors

Many of these ideas and actions in this strategy have been discussed before. What will make this strategy effective at addressing the outcomes, and what makes it different, is the emphasis on action and sustainability. There are resources and momentum in the hands of the sector, through the LMP, to put this strategy into action.

The critical factors for success in the implementation of this strategy will be:

- Engagement of the sector and clarity of ownership by the sector
- Leveraging of the assets already available
- Collaboration within the sector and between the sector and its partners and funders
- An effective sustainability plan with a structure that supports action and accountability
- Alignment of effort from the sector with interests and priorities
- Strong relationships with organizations that can have a long-term impact on environmental forces
- Creative implementation and delivery to retain resources within the sector
- Recognition of the diversity of the sector
- Involvement of the Aboriginal social services sector and workforce
- Evaluation, adaptation and evolution