

Non-Profit (Social Services) Sector**Human Resources Strategic Plan****FINAL - July 2010****Executive Summary**

The goal of this Human Resources (HR) Strategic Plan is to identify high-priority projects that would 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.

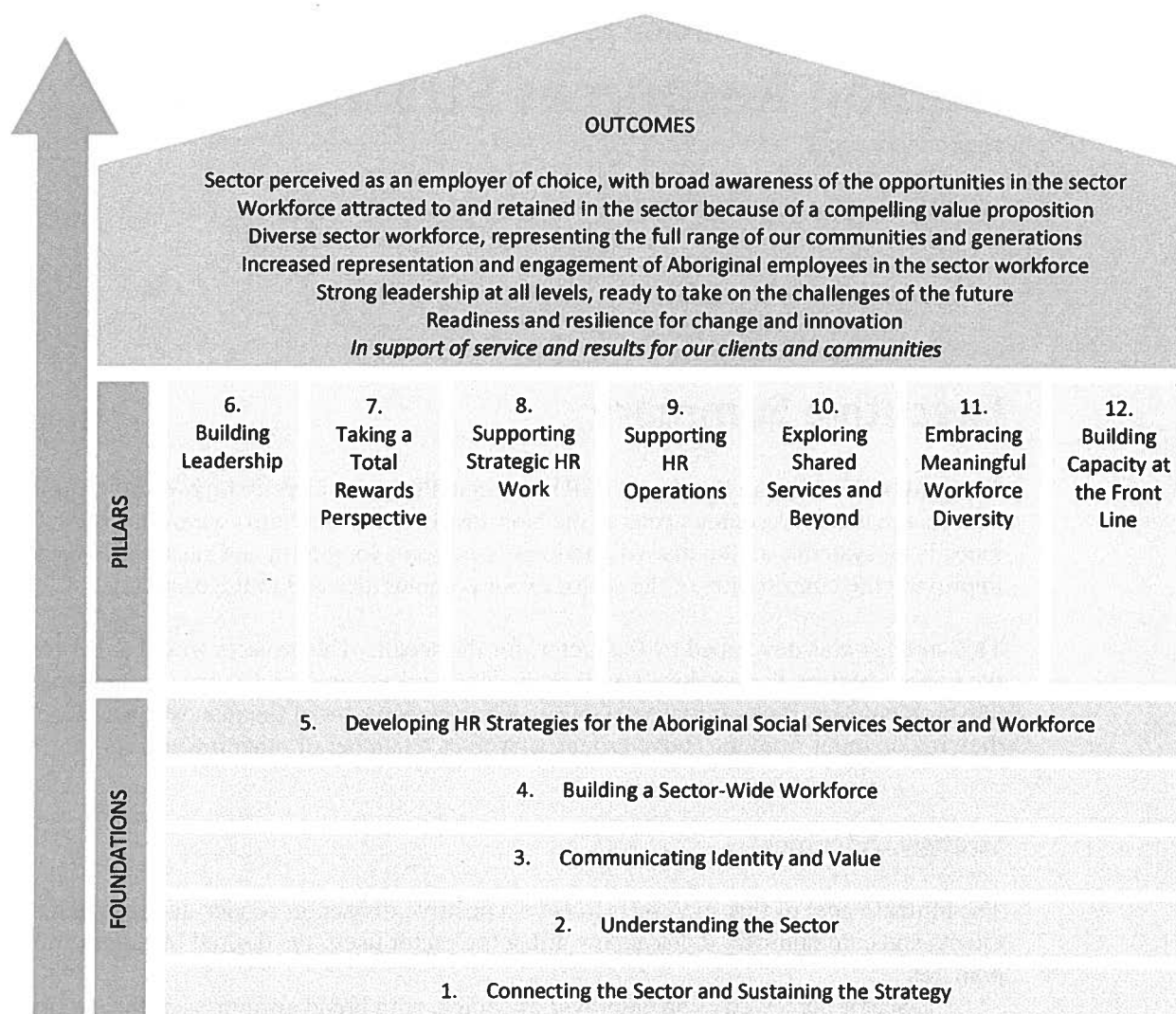
Strategy Outcomes

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, twelve 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. A full list of projects is included as an Appendix, but the focus is on a selected set of projects that together create an actionable and worthwhile portfolio of actions. 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

Priority Strategic and Tactical Projects

The portfolio of strategic and tactical projects that have been selected as the priorities from the action streams is illustrated in the chart on the next page. More detailed description of the substreams and these specific projects within the substreams is provided in this document.

The blue shading indicates the approximate timing, based on the project phases. Dark blue shading indicates the periods of most intense effort, fading to lighter blue for reduced effort. The phases and shading are intended to indicate the timing for initiating and focusing resources and effort on the work, not to indicate deadlines for completion. Projects may in practice go longer than the phases indicated.

- Phase 1: Immediate, to December 31, 2010
- Phase 2: Mid-term, from January 1, 2011 to December 31, 2011
- Phase 3: Long-term and on-going, beyond January 1, 2012

The height of each row indicates the estimated magnitude of the project, in very broad terms.

The projects have been clustered with those where there is the most interdependence, but there are additional cross-connections and dependencies between projects.

Substream	Project	Phase 1	Phase 2	Phase 3
2.1	Sector definition			
2.2	Sector mapping			
1.2	Structure to continue work (links to sustainability plan)			
1.2	Redefining and strengthening relationship with government			
5.3	Aboriginal sector and workforce plan			
5.1/5.2	Review of Aboriginal sector and workforce reflection in HR strategy			
3.1	Communications strategy development			
3.1	Communications strategy delivery			
3.2	Communicating to the sector			
3.3	Communicating to the workforce			
4.1	Reinforcing the "sector-wide workforce" perspective			
4.2	Benchmarking human capital investments			
7.5	Engaging employers in addressing wage and benefit gaps			
4.6	Networking those leaving the sector			
4.3/4.7	Profiling generations, windows and non-traditional workforces			
4.5/4.7	Developing talent management strategy and tools for each group			
6.1	Leadership role definitions			
6.2	Executive Director programs			
6.5	Board leadership test piece for Executive Director program			
6.5	Board leadership partnerships			
6.3	Succession planning partnerships			
6.4	Professional and leadership certification and programs			
7.2	Core compensation benchmarking survey			
7.1	Value proposition definition and tools			
7.2	Moderated community for sharing practice information			
8.1	HR strategy partnership			
9.1	HR operations support exploration			
9.1	HR practice roundtable pilot			
10.1	Building on shared services experiences			
10.2	Partnerships process, modelling and resources			
10.2	Government programs resource guide			
4.4	Cultural awareness resources - Aboriginal workforce			
7.3	Culturally aware total rewards pilots - Aboriginal and immigrant			
11.1/11.2	Diversity exploration and mobilization			
12.1	Front-line competencies			
12.2	Front-line supply and demand gaps			
12.3	Front-line talent strategies			

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1. Introduction

The goal of this Human Resources (HR) Strategic Plan (“the strategy”) is to identify high-priority projects that would address the human resource needs of the Non-Profit (social services) sector in British Columbia. These 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). Ownership of this strategy and the resources of the LMP lies with the sector.

The Non-Profit (social services) sector in BC (“the sector”) is large and diverse. It provides substantial value to British Columbians both through its work and through its contributions to our economy. The diversity of the sector, the nature and complexity of its work, and the history and context in which it operates all contribute to substantial human resource challenges. Labour market trends and forecasts suggest that unless action is taken these challenges will continue to grow. The focus of this strategy is on the long-term human resources needs of the sector.

The issues faced by the sector are documented in the report entitled “Human Resources Issues in BC’s Non-Profit Sector”¹ (“issues report”), which emerged from the GNPI and was published in September 2009. This issues report highlights the work of 13 organizations and two collaborative initiatives to identify the primary human resources issues facing the Non-profit sector. The research and consultation results of the following organizations are highlighted in the issues paper:

- Aboriginal Human Resource Development Council of Canada
- The Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA)
- BC Association for Community Living
- BC Non-profit Housing Association
- Child Care Human Resources Sector Council
- Community Social Services Employers’ Association
- Cultural Human Resources Council
- The Federation of Community Social Services of BC
- HR Council for the Non-Profit Sector
- Imagine Canada
- Stewardship Centre for BC
- Training Resources for the Environmental Community
- United Community Services Co-op

In May 2009, two collaborative consultations were conducted to gain input from the larger Non-profit sector on the key human resources issues facing non-profit organizations:

- Social Service Sector Human Resource Summit (co-hosted by the Federation of Community Social Services and the Government Non-Profit Initiative)
- The British Columbia Regional Forum (co-hosted by the HR Council for the Non-Profit Sector and the Vancouver Foundation)

This project builds on that work to move the conversation from understanding the issues to identifying the action to be taken. In parallel, the strategy was informed by the emerging results from the Labour Market Information (LMI) project for the sector², commissioned in parallel.

¹ Government Non Profit Initiative. (2009). Human Resources Issues in BC’s Non-Profit Sector. Available at: http://www.nonprofitinitiative.gov.bc.ca/docs/hr_issues_0910.pdf

² Roslyn Kunin & Associates. (2010). Non-Profit Sector - Social Services Sector – Labour Market Information.

The project itself was a true collaboration, with input and insight provided by many individuals from a broad range of organizations across the province. Their efforts and contributions to this project, to the sector and to British Columbians are much appreciated.

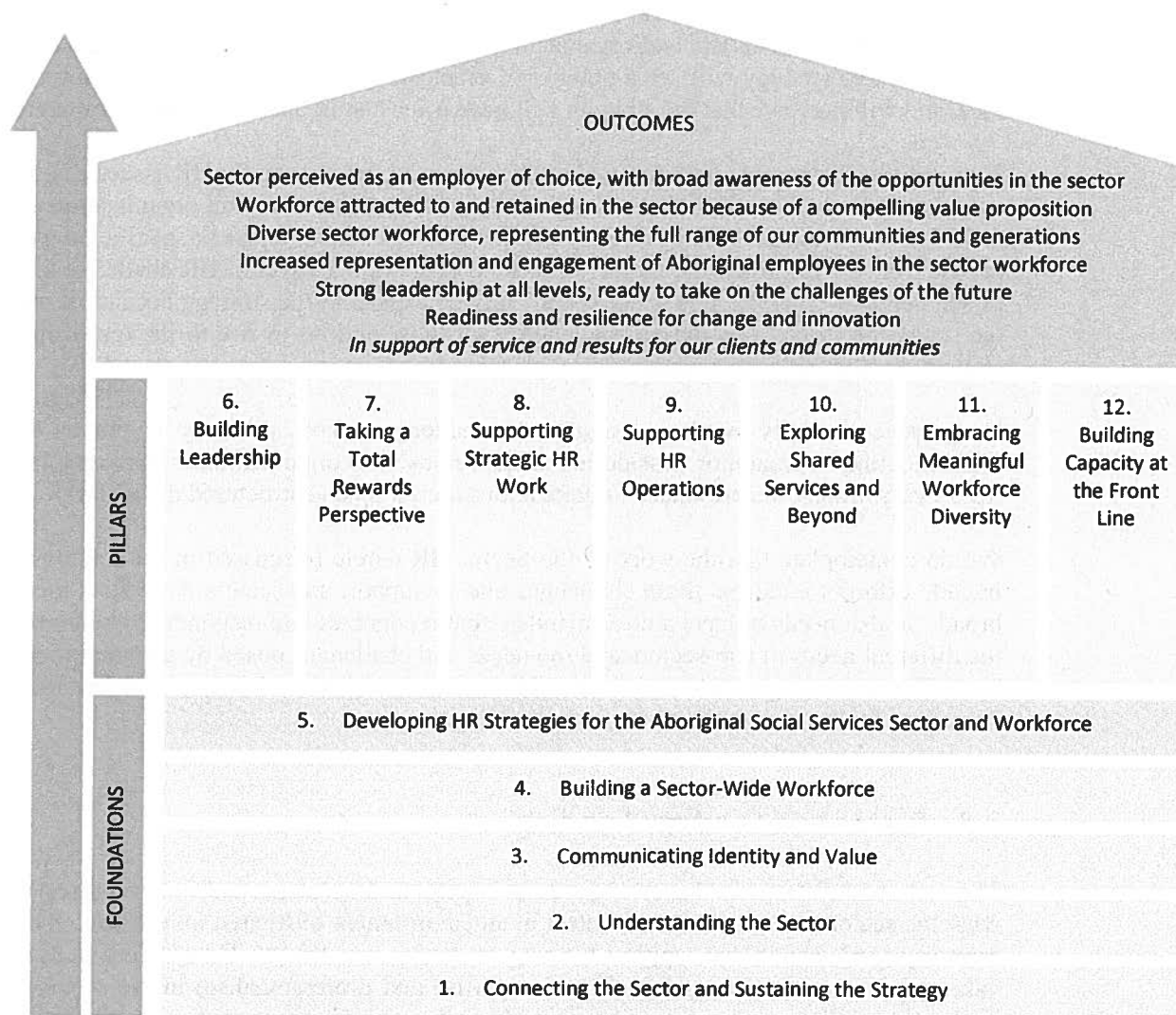
2. Strategy Overview and Framework

2.1 Strategy Overview

The focus of the strategic plan is on action to support HR development and address HR issues on a sector-wide basis. There are few recommendations that are about specific sub-sectors, specific resources or program content. The emphasis is on strategic, structural work that responds to the long-term needs of the sector.

The strategy has been organized into twelve action streams, as illustrated in the graphic below. Together, these Action Streams support the desired outcomes.

At the same time, in order to create momentum and demonstrate more immediate value, a number of recommendations include initial smaller-scope actions such as pilot programs. The intent is to use these to begin to build resources, experience momentum, and to seed change.



The action streams are clusters of related actions. They are not ordered by priority but rather move from more broad foundational streams (such as understanding and connecting the sector) to more specific pillars (such as building leadership or increasing diversity). As such the graphic reads best from the bottom (foundations) to the top (outcomes).

In the sections that follow, the outcomes and action streams are described in more detail, and the priorities within each are outlined.

2.2 Sector Diversity: Challenges and Limitations

The diversity of the sector is a source of strength and value for the sector, but also a source of challenge. There is a broad variety of client groups, services, organization types and sizes, jobs and employee

demographics represented in the sector^{3,4}. As a result, not all elements of this strategy will resonate equally with all individuals and organizations. The overall goal is that any organization or individual looking at this strategy will see a number of elements that will assist in addressing the HR issues they face, and will perceive that the strategy will have a substantial impact in the sector overall.

Some of the sub-sectors within the overall sector have quite specific HR issues that add challenge and complexity to their work. One example is that of immigrant-serving organizations that not only need front-line workers that have specific skills, but also need them to speak specific languages and relate to people from a wide array of cultures. This kind of additional layer of HR challenge faced by sub-sectors or segments of organizations is not specifically addressed in the strategy because it would simply make the scope too large; it would be challenging for those actions to rise to the top of the priority list in a strategy for the sector as a whole.

Geographic diversity is also a significant challenge. That diversity is not as straightforward as differentiating by region or considering urban versus rural organizations. Demographics and population trends vary around the province. Organizations are set up and structured differently.

We do contemplate that the work of the Sector HR Circle (discussed in the sections to follow) would include efforts to address these challenges and to support sub-sectors as well as the sector at its most broad. It also needs to have a clear mandate that recognizes and responds to the diversity of the sector, the different needs of sub-sectors and the needs and challenges posed by geographic diversity as well as by differences in organization size. In addition, as described in Section 5, projects need to consider the diversity of the sector during their formative stages.

2.3 Sector and Strategy Funding

The recommendations in this strategy do not speak to investment and funding directly. They focus on what the sector can do within its control in an environment of limited investment. They also attempt to create systemic action that supports the case for future investment. The idea is that by demonstrating the value of work, the value and quality of expertise and professionalism in the sector and the economic payback for HR investments and benchmarking the case for appropriate and supportive investment will be made. Fundamentally, however, HR development work takes investment, and the sector should be able to expect and plan on being able to attract more investment.

Agencies and funders together need to consider the following as they work towards a sustainable funding base:

- Moving funding from project-based to more long-term and stable, so that organizations and individuals can think longer term about development and career paths;
- Funding through models that allow for spending on developing capacity and building leadership, rather than focusing on shorter term delivery;
- Funding that is tied to outcomes rather than dictating delivery, so that organizations can take ownership for process and HR decisions;

³ “Diversity” is used here (and in Section 7) in its broadest sense including geography, sub-sectors, demographics and other forms of diversity. The more specific issues of workforce demographics and cultural diversity are the focus of Action Stream 11.

⁴ This is well-illustrated by the LMI work referenced above.

- Master agreements for funding and service delivery rather than multiple agreements, so that resources are not trapped in silos and can be optimized, and to reduce overhead and administration; and
- Scaled reporting requirements, so that they are lowered when the resources and risks are lower
- Innovative partnerships, business models and ways of working together⁵.

2.4 Underlying Risks and Challenges

The very issues that challenge the sector overall with respect to HR are also the sources of risk and challenge for this strategy. They are summarized below, and supported by content in both the issues report and LMI.

Nature of Funding	<ul style="list-style-type: none"> ▪ Most organizations are dependent on external agencies for operational and project funding ▪ Funding is often structured in ways that make it challenging for organizations to invest in people or innovation (short-term, project-specific, etc.) ▪ There is limited focus on investment funding to build capacity for the long-term ▪ Funding is sometimes prescriptive and inflexible, limiting innovation in service delivery ▪ The short-term focus of some funding can make it difficult to provide job security, especially for entry-level positions, leading to people leaving the sector ▪ Some funding programs emphasize a need for partnerships that may not be well-defined and may be difficult for organizations to fulfill ▪ Small organizations may not meet government procurement criteria
Wages and Compensation	<ul style="list-style-type: none"> ▪ Organizations are challenged to provide competitive rewards, making it difficult to attract, retain and recognize employees, and increasing the cost of turnover and training ▪ Fewer organizations than in other sectors provide benefits and retirement plans
Volunteer Boards	<ul style="list-style-type: none"> ▪ The volunteer nature of most Boards means that levels of engagement in key areas (such as fundraising and policy development), experience and skill all vary ▪ Boards do not always have clear selection criteria, expectations or terms of reference ▪ Organizations often have limited resources to train their Boards ▪ Expectations (and uses) of Boards vary widely
Diversity of Sector	<ul style="list-style-type: none"> ▪ As discussed in 2.2, the diversity of the sector is a significant source of challenge and complexity
Size of	<ul style="list-style-type: none"> ▪ Many organizations in the sector are small and economies of scale are difficult

⁵ We heard from some organizations in the sector that where there was an appetite to consider innovative ways of working together (whether for financial performance or service delivery), one of the barriers to moving ahead was the risk of discontinuities or disruptions in funding through the transition.

Organizations	<ul style="list-style-type: none"> to achieve Many organizations have limited resources for management
Relationship with Government	<ul style="list-style-type: none"> Organizations experience varying degrees of collaboration with government While government and the sector depend on each other and need strong partnerships, the power imbalance in the relationship adds challenge
Increasing Demand for Services	<ul style="list-style-type: none"> The sector is experiencing increased demand due to changes in government's role in service delivery and the demographics of the overall population Some of the same forces that act to increase demand also decrease the ability to deliver service, by impacting funding and labour supply
Challenging Economic Conditions	<ul style="list-style-type: none"> The recent economic downturn has brought a combination of increased demand for services and reductions in corporate and individual giving The labour shortage experienced prior to the downturn has eased, but the shortage of specific skills remains, and the labour shortage will certainly return The current economic conditions may mean that some organizations need to merge or close, affecting service delivery
Leadership Deficit	<ul style="list-style-type: none"> A large number of experienced workers in the sector, especially at the leadership level, are approaching retirement Fewer of the next generation of leaders are ready because organizations may not have good internal career ladders (because of size or structure) and many not have the resources for leadership development or succession planning, fewer of the next generation of workers seem to be motivated to move into leadership roles, and organizations are challenged to compete for and retain those with leadership skills or specialized high-demand skills
Perception of the Sector	<ul style="list-style-type: none"> There is a sense that the sector is undervalued by funders and the general public The general public is not fully aware of the breadth of the sector and its contribution Prospective employees perceive the sector as bringing challenge with little rewards Early career employees may see it as a stepping-stone to other careers rather than a professional career alternative
Skills Shortages	<ul style="list-style-type: none"> There is a shortage of skilled labour supply for some critical roles in the sector Where a shortage exists, the sector is limited in its ability to compete for talent because of many of the other risks and challenges identified here, such as wages and compensation, perception and working conditions Sector organizations find themselves not only competing outside the sector but within it as well, creating turnover in the sector, using valuable resources and straining relationships
Stressful Working Conditions	<ul style="list-style-type: none"> The combination of the HR challenges in organizations and the inherent nature of the work in many roles in the sector can cause burnout and fatigue, leading to turnover and reduced engagement
Predominance of Female	<ul style="list-style-type: none"> The majority (approximately 75%) of the workforce is women, many of whom carry primary responsibility for child and eldercare, and require

Employees	flexibility to achieve balance
Technical Capacity	<ul style="list-style-type: none"> ▪ Many organizations lack the resources to invest in technologies or in developing employees to leverage technology ▪ These organizations therefore do not get the benefits of those technologies in terms of streamlining work, adding productivity tools, providing new channels to reach current or prospective employees, etc.

2.5 Sector Assets and Strengths

The sector has a broad range of strengths acting in its favour as it undertakes this challenging work.

- The sector is characteristically driven by values, purpose and commitment. Individuals and organizations consistently demonstrate the ability to accomplish challenging work in the face of challenge and adversity, when there is alignment with values and mandate.
- The same diversity that creates challenge for the sector (diversity of organization mandate, type, size and geography coupled with a diverse workforce) is also a strength in that it produces a range of ideas, perspectives and ways to accomplish goals.
- The sector can accomplish much with few resources, both because it leverages volunteers well and because it has deep experience in making things happen with limited resources.
- Organizations and individuals in the sector are true leaders in engaging stakeholders and communities.
- The organizations in the sector know how to mobilize their peer organizations, volunteers, clients and communities when there is a powerful call to action.
- There are many examples of innovative practices and partnerships that illustrate the creativity and resourcefulness of the sector.
- The organizations in the sector have demonstrated resilience and adaptability.
- Many assets and resources exist within the sector and can be leveraged.

There are also strengths specific to this project that will enable its success. There is funding dedicated to this work through the LMP, a sustainability plan is in development that will create a long-term vehicle for this work, and the momentum and partnerships required are continually strengthening as work progresses.

2.6 Aboriginal Social Services Sector and Workforce

The Aboriginal social services sector is an essential part of the sector overall, with growing profile and importance. It experiences the challenges and the strengths of the sector overall as described above, but it also has unique needs and challenges that need consideration.

In addition, the Aboriginal workforce both within the Aboriginal social services sector and in the broader sector needs to be specifically considered when we seek to increase diversity in the sector and to attract and retain talented Aboriginal employees.

We acknowledge that other subsectors and segments of the workforce face unique needs and challenges as well. A notable example is the immigrant-serving subsector. As this strategy moves into implementation, we must be mindful of the differences and opportunities that arise from the diversity of the sector.

Addressing these issues for the Aboriginal subsector and workforce requires a different approach because of the broader systemic challenges that play a role; meeting the HR needs here requires a broader look. Therefore, this strategy includes two threads specific to the Aboriginal sub-sector and workforce. The first is to ensure that specific thought is given to the needs of the Aboriginal sub-sector and workforce within this strategy. The second is to develop a second strategic plan focused specifically on the Aboriginal sub-sector and workforce, so that the challenges and opportunities can be looked at holistically and with focus.

2.7 Linkage to Labour Market Information

In addition to consultation (interviews, focus groups and committee consultation) and the issues report, this strategic plan was informed by the LMI project undertaken in parallel. The LMI project, conducted by Roslyn Kunin & Associates Inc., provided valuable data consistent with and supportive of the issues identified in the issues report and the strategies proposed in this plan⁶. This data will provide valuable support to the implementation of this strategy.

2.8 Linkage to Sustainability Plan

In parallel with this project work has begun on a Sustainability Plan⁷ with the desired outcome being “a recommended model for a provincial body that will sustain and advance the results of the Non-Profit Labour Market Partnership in a collaborative fashion.”⁸

As the Sustainability Plan develops, it may be evident that some elements of this strategy, particularly in the foundational streams, need to be adjusted to align with the Sustainability Plan. Overall, however, the need for some form of provincial body to move the strategy forward seems clear, and this strategy would not be complete without that cornerstone.

⁶ Roslyn Kunin & Associates. (2010). Non-Profit Sector - Social Services Sector – Labour Market Information

⁷ K Speakman and Associates are developing the Sustainability Plan.

⁸ K Speakman and Associates presentations to LMP and HRAC, May 2010

3. 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

The goal is to see these outcomes in evidence when we look across the sector as a whole, at a broad selection of individual organizations within the sector, and within subsectors such as the immigrant-serving subsector and the Aboriginal social services subsector.

Further detail on outcomes and sources of value is included for action streams and priorities in the sections that follow. The table below cross-references the outcomes and the action streams. It focuses on those action streams with the greatest impact on the outcome, but in many cases additional action streams will have some impact on any given outcome.

The table also includes some possible measures that could be used to see progress against the outcomes. The measures included are illustrative only, and many would require additional research or projects to provide.

Outcomes	Action Streams	Possible Measures
Sector perceived as an employer of choice, with broad awareness of the opportunities in the sector	1. Connecting the Network and Sustaining the Strategy 2. Understanding the Sector 3. Communicating Identity and Value	<ul style="list-style-type: none"> ▪ Employers report decreased recruitment challenges * ▪ Sector employees report a high level of job satisfaction*
Workforce attracted to and retained in the sector because of a compelling value proposition ⁹	3. Communicating Identity and Value 4. Building a Sector-Wide Workforce 5. Developing HR Strategies for the Aboriginal Social Services Sector and Workforce 7. Taking a Total Rewards Perspective 8. Supporting Strategic HR Work	<ul style="list-style-type: none"> ▪ Employers report decreased recruitment challenges* ▪ Higher retention and engagement of staff* ▪ Standards for wages are understood and benchmarked*

⁹ By "value proposition" for employees we mean the rewards and benefits that employees receive in return for their work and that attract them to and keep them at organizations or within a sector. These include wages and compensation and also intangibles, such as inherent interest and challenge in the work, a sense of making a difference, a positive and flexible work environment or other factors.

	<p>9. Supporting HR Operations</p> <p>11. Embracing Meaningful Workforce Diversity</p> <p>12. Building Capacity at the Front Line</p>	<ul style="list-style-type: none"> ▪ Prevalence of flexible workplace programs has increased ▪ Increased number of employees have access to benefits programs* ▪ Employees report awareness and understanding of value proposition ▪ Employers report fewer instances of employees leaving organizations or the sector due to issues such as burnout or stress
<p>Diverse sector workforce, representing the full range of our communities and generations</p>	<p>4. Building a Sector-Wide Workforce</p> <p>5. Developing HR Strategies for the Aboriginal Social Services Sector and Workforce</p> <p>7. Taking a Total Rewards Perspective</p> <p>8. Supporting Strategic HR Work</p> <p>11. Embracing Meaningful Workforce Diversity</p> <p>12. Building Capacity at the Front Line</p>	<ul style="list-style-type: none"> ▪ Number of second career seekers in the sector has increased ▪ Number of immigrant employees has increased ▪ Number of women, and immigrants holding board positions has increased ▪ Organizations report success in hiring front-line workers representative of their communities and mandates ▪ Representation of younger workers in the workforce has increased* (see also measures under next outcome)
<p>Increased representation and engagement of Aboriginal employees in the sector workforce</p>	<p>4. Building a Sector-Wide Workforce</p> <p>5. Developing HR Strategies for the Aboriginal Social Services Sector and Workforce</p> <p>7. Taking a Total Rewards Perspective</p> <p>8. Supporting Strategic HR Work</p> <p>11. Embracing Meaningful Workforce Diversity</p> <p>12. Building Capacity at the Front Line</p>	<ul style="list-style-type: none"> ▪ Number of Aboriginal employees in the sector has increased ▪ Number of Aboriginals holding board positions has increased
<p>Strong leadership at all levels, ready to take on the challenges of the future</p>	<p>4. Building a Sector-wide Workforce</p> <p>6. Building Leadership</p> <p>7. Taking a Total Rewards Perspective</p> <p>8. Supporting Strategic HR Work</p> <p>11. Embracing Meaningful Workforce Diversity</p> <p>12. Building Capacity at the Front Line</p>	<ul style="list-style-type: none"> ▪ Current and future skills gaps quantified* ▪ Current labour supply and demand quantified and gaps are decreasing ▪ Resource available for HR, skill, and leadership

		<ul style="list-style-type: none"> development have increased ▪ Employees at all stages of development report feeling engaged and developed ▪ Employers report increased HR skill and capacity ▪ Employers report better board governance
Readiness and resilience for change and innovation	4. Building a Sector-wide Workforce 6. Building Leadership 8. Supporting Strategic HR Work	<ul style="list-style-type: none"> ▪ Resources available for innovation and organizational development have increased ▪ Organizations have access to tools, resources and programs to support strategic initiatives ▪ Full cost of operating an effective non-profit organization is understood by organizations and funders ▪ Employers report stronger relationships within the sector and between the sector and government; government reports stronger relationships with the sector ▪ Employers report stronger relationships with partners

*Baseline data for these items is currently being collected in whole or part by the LMI project

4. Action Streams: Foundations and Pillars, Value and Relationships to Outcomes

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
1 Connecting the Sector and Sustaining the Strategy	1.1 Networking the sector	To have an impact on human resource capacity and capability across the sector, we need a vehicle for the sector to work together to drive common projects, share resources and build connections. This Action Stream is about those connections and also about creating a home for the strategy as the work involved will go beyond the timeframes of this initiative. It will support all of the identified outcomes but particularly the broad understanding of the sector and the strong relationships within and outside it.	What comes out of this Action Stream will be something along the lines of a Sector HR Circle ¹⁰ , undertaking projects on behalf of the sector and connecting the sector together. This is a fundamental foundational piece for the strategy and supports all of the work going forward. Organizations will have a central resource, a place for collaboration and a voice in the on-going work in HR capacity building.
	1.2 Sustaining the strategy		
2 Understanding the Sector	2.1 Defining the sector based on mission and outcomes	Before we can really address the human resource needs of the sector we need to understand it. This Action Stream will enable the work in the rest of the project by providing some common understanding of whom and what the sector is. It will also support the connections in Action Stream 1, as we need to know who needs to be connected and how. This Action Stream supports all of the identified outcomes but especially understanding the breadth of the sector, supporting the building of relationships and partnerships.	This Action Stream will provide definitions and maps describing and profiling the sector. It informs the work in the other substreams. Organizations will be able to connect to others in the sector, identify opportunities for collaboration and see where they fit.
	2.2 Mapping the sector to support understanding and networking		

¹⁰ We have used the term “Sector HR Circle” to describe an organization acting on behalf of the sector to further the work in this strategy. The nature of the organization will be more clearly defined in the Sustainability Plan. The term “Sector HR Circle” is not intended to pre-suppose any particular model but more to convey the spirit – a place where the sector comes together to further the strategy.

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
3 Communicating Identity and Value	3.1 Communicating to the community, partners, other sectors, and beyond	This stream is about communication at all levels, with the goal of raising the profile of the sector, creating broader understanding of the value created by sector, building awareness of and interest in careers, and increasing retention and engagement. The value of this communication goes beyond human resources, but it is certainly a key element of attraction, retention and engagement in the sector workforce, as well as having an impact on the funding and context that allow organizations in the sector to engage in HR development.	The key outputs from this stream are communications strategies that address the organizations in the sector, the current and potential workforce and the broader community. Over time, organizations should see increased awareness of their work, an increased pool of interested candidates, and appreciation for recognition by their employees. Organizations will be able to leverage and build on the central work done in communicating about the sector, re-using and expanding on collateral.
	3.2 Communicating to the sector		
	3.3 Communicating to the workforce (current and potential)		
		This stream supports a number of outcomes but especially those of building understanding of the value of the sector, and building the workforce.	

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
4 Building a Sector-Wide Workforce	4.1 Understanding the workforce as sector-wide	This stream is about sector-level work to support HR development within and between organizations, so that there is an overall strong pool of resources available within the sector, and the HR work of the sector reflects and is aligned with that workforce.	One type of output from this stream is information that supports the case for development and funding and also informs the future work of the Sector HR Circle, such as LMI and benchmarking for human capital investments.
	4.2 Measuring and benchmarking human capital investments ¹¹		
	4.3 Understanding generations and windows	This stream will support the outcomes related to building of a diverse workforce, and overall attraction and commitment of the workforce.	The second type of output is foundational work that will support things like leadership program development, Total Rewards program design, etc. by providing key information about employees – who they are, what they value, how they work.
	4.4 Developing a culturally- aware perspective around experience, education, communication, etc.		
	4.5 Targeting talent management ¹² strategies		
	4.6 Enabling cross-organization career paths		
	4.7 Attracting non-traditional workforces		
	4.8 Developing Knowledge Management infrastructure		

¹¹ Human capital refers to the talents, skills, competencies and other elements that employees bring to the work and use to add value. Human capital investments are the resources put into growing that human capital.

¹² Talent management refers to the human capital management of the entire employee life cycle. It is a strategic and deliberate approach to attracting, retaining, developing and progressing employees through the organization.

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
5 Developing HR Strategies for the Aboriginal Social Services Sector and Workforce	5.1 Recognizing the unique challenges and opportunities of the Aboriginal social services sector and workforce	This Action Stream is aimed at addressing the specific challenges of the Aboriginal social services sector, as well as the challenges relating to attracting, retaining and engaging the Aboriginal workforce in the broader social services sector.	This stream has two types of output. The first is aimed at ensuring that this workforce is considered and reflected in the overall HR strategic plan. These outputs are embedded throughout the plan.
	5.2 Building awareness of those unique needs within this plan	It will support the outcomes related to the diversity of the sector workforce, the overall attraction and commitment of the sector workforce and effective partnerships and engagement.	The second output would be a supplementary strategic plan focused specifically on this sector and workforce so that it can properly address the unique needs, challenges and opportunities.
	5.3 Building a second supplementary plan to address this sector and workforce specifically		Organizations will benefit in the long-term from the increased participation and retention of the Aboriginal workforce.
6 Building Leadership	6.1 Defining leadership roles in the sector	This stream is focused on leadership and multiple levels. The purpose is to not just contribute to leadership development in the sector but also raise the profile of leadership within and beyond the sector.	The outputs of this stream include leadership development programs (including the exploration of certification), continuous learning and networking opportunities and support for succession.
	6.2 Supporting Executive Director leadership development		
	6.3 Building succession planning in organizations		
	6.4 Expanding general leadership programs (emerging leaders but also on-going learning for mid-career leaders, etc.)	This stream directly supports the outcomes related to strong leadership and innovation in the sector, but leadership is also an important leverage point for the remaining outcomes, and this stream will have an indirect effect on all outcomes as a result.	Organizations and individuals at all levels, from the front-line to the executive suite, will have access to programs and opportunities.
	6.5 Building Board leadership		
	6.6 Building volunteer leadership		

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
7 Taking a Total Rewards ¹³ Perspective	7.1 Articulating the value proposition	<p>The purpose of this stream is to support organizations in designing and articulating and improving their value proposition to employees, including wages and compensation, practices, and communication.</p> <p>It supports the outcomes related to the attraction and commitment of the workforce and workforce diversity. It will also contribute to building strong leadership for the future.</p>	<p>The key outputs of this stream are tools for articulating the value proposition to employees, benchmark surveys, practice information sharing, and guidance on reward design. It will also lead to a potential roadmap for addressing wage and benefit gaps.</p> <p>Organizations will have the resources they need to understand how their compensation compares, and to design and communicate total reward packages that make the most of what the organization can provide.</p> <p>Some organizations will also benefit more immediately from participation in pilot projects.</p>
	7.2 Benchmarking compensation and practices		
	7.3 Developing a culturally-aware perspective around Total Rewards		
	7.4 Providing guidance on the use of incentives		
	7.5 Engaging employers in addressing uncompetitive wages and benefits in the sector		
8 Supporting Strategic HR Work	8.1 Enabling organizations to develop HR strategy	<p>The purpose of this stream is to provide direct support to organizations to develop their own internal HR strategies.</p> <p>This stream will support the outcomes related to building a committed workforce, leadership, innovation and workforce diversity in particular. Like the leadership stream it is also a leverage point for the other outcomes and will have an effect on all of them.</p>	<p>The output is a program for organizations to be able to develop their own HR strategies, in partnership with HR professionals.</p> <p>Organizations will receive support for strategic HR.</p> <p>Some organizations will also benefit more immediately from participation in pilot projects.</p>
9 Supporting HR Operations	9.1 Supporting organizations with HR operations	<p>The purpose of this stream is to provide direct support to organizations for their HR operations and more tactical/ day-to-day HR work.</p> <p>This stream most directly affects the outcomes related to workforce attraction and commitment.</p>	<p>The outputs are programs and resources to support HR operations.</p> <p>Organizations will have access to support and resources for managing HR within their organizations.</p>

¹³ Total Rewards refers to the full picture of what an employee gains from their employment. It includes compensation, benefits and perquisites of all kinds as well as intangibles such as inherent interest in the work, work-life balance, a sense of contribution, flexible work arrangements or an engaging work environment.

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
10 Exploring Shared Services and Beyond	10.1 Demonstrating and developing shared service work	<p>The purpose of this stream is to expand and support the dialogue around shared services, co-location, alliances and partnerships, and different forms of consolidation, in a way that is driven by the sector and its organizations.</p> <p>This stream most directly supports the outcome relating to strong relationships within the sector and vehicles for working together. It will also indirectly support the other outcomes where organizations find ways of sharing services and working closely together, driven by their mandates and shared interests, that allow them to leverage their resources.</p>	<p>The core outputs are shared service case studies, toolkits for modelling and exploring options and expert facilitation for exploration.</p> <p>Organizations interested in these issues will have the tools, information and support to explore options based on their own needs and interests.</p> <p>Some organizations will benefit in the short-term from participation in pilot projects.</p>
	10.2 Supporting exploration around partnerships of various forms		
11 Embracing Meaningful Workforce Diversity ¹⁴	11.1 Understanding and articulating the value of workforce diversity	<p>The purpose of this stream is to identify when and how diversity truly contributes to organizations and to seek to achieve that value.</p> <p>It most directly supports the outcome relating to diverse workplaces but also supports the overall attraction and commitment of the workforce, the strength of leadership and engagement outside the sector.</p>	<p>There are direct outputs here but this stream is also intended to affect how the other streams are delivered – for example, ensuring that leadership programs or communications strategies reach out to the communities that are underrepresented.</p> <p>Organizations will have access to resources and tools from all of the streams that have an eye to workforce diversity, as well as some specific approaches to take within their own organizations.</p>
	11.2 Identifying barriers and opportunities for multi-dimensional workforce diversity		

¹⁴ This action stream refers specifically to workforce/demographic diversity (as opposed to the diversity of organizations in the sector, which is discussed in Sections 2.2 and 7.) Workforce diversity can be explored on a variety of dimensions including gender, age, cultural community, socioeconomic status, ability, etc. In some cases, fairly specific distinctions, such as those between more recent and more established immigrants may need to be made. Work in this stream needs to begin with establishing which forms of workforce diversity will be considered.

Action Stream	Substreams	Purpose and Value to Sector, Linkage to Outcomes	Outputs, Use and Value to Organizations
12 Building Capacity at the Front Line	12.1 Understanding competencies for front-line workers in major sub-sectors	The purpose of this stream is to understand and respond to current and future HR needs, specifically at the front line.	The core outputs will be competency models, labour market and environmental analysis, recruitment and retention strategies and labour supply strategies.
	12.2 Understanding current and future labour supply and demand gaps for delivery of front-line services	It most directly supports the outcome related to the attraction and commitment of the workforce but will also support diversity, partnerships outside the sector, and strong leadership.	Organizations will benefit from increased supply in the workforce overall, as well as from access to competency profiles and strategies that they can employ directly.
	12.3 Developing targeted recruitment and retention strategies for identified front-line positions and skill gaps		Some organizations will benefit in the short-term from participation in pilot projects.
	12.4 Developing training programs and linkages to educational institutions to address future labour supply and demand gaps for front-line service delivery.		

5. Approach to Projects

Overall, we want to create momentum on this strategy by moving quickly to action on projects, and learning and adapting as we go, both contributing to the sector and building the capacity to do this kind of work together.

For each of the projects identified as priorities in the section that follows, responsibility has been assigned to the LMP, HRAC or the eventual Sector HR Circle (or alternative, as will be defined in the Sustainability Plan). In some cases, LMP would be the initial coordinator and driver, replaced eventually by the Sector HR Circle or alternative once in place.

- LMP-led projects are generally projects that would be fundable by the LMP. It is anticipated that for each of these projects there would be a process of identifying how best to commission the project, taking into consideration the overall desired outcomes, the relevant assets existing within the sector, the diversity of the sector and the organizations within and beyond the sector that could maximize the value created and retained within the sector relative to the investment.
- HRAC-led projects are typically policy projects or collaborative initiatives between the government and the sector, rather than fundable projects. The approach to each of these projects would be determined by the HRAC members directly.
- Projects coordinated by the Sector HR Circle are those that will require focus, effort and ownership beyond the life of the LMP and its funding. How these projects are approached may depend on the eventual structure and mandate of that organization, as defined through the Sustainability Plan, but it is anticipated that the Sector HR Circle would both lead some of the projects directly and, where required, commission projects using a similar approach as the LMP (described above).

Critical elements for success in each of these projects are identified in Section 7. Leveraging of assets, alignment of effort with interests, recognition of diversity, resource retention and creative delivery will all be significant drivers of value and are explained further in Section 7.

6. Priority Projects and Actions

In consultation with the LMP committee and the HRAC a number of priority projects and actions have been identified. Every substream of the strategy includes projects and actions that will contribute to the HR strategy, but success requires focus on a subset of meaningful and actionable items.

The sub-sections that follow describe the priority strategic projects (6.1) and the priority tactical projects (6.2). A longer list of projects is included in the Appendix.

For each project we have identified responsibility, timing and magnitude, in general terms. We expect that timing and magnitude will be refined as the group(s) owning¹⁵ the project establish the terms of reference and decide how to proceed.

This is intended to be a strategic plan, not an implementation plan. The ownership group for each project will define how the project will be approached and delivered.

Timing is described in terms of phases, based on the following.

- Phase 1: Immediate, to December 31, 2010
- Phase 2: Mid-term, from January 1, 2011 to December 31, 2011
- Phase 3: Long-term and on-going, beyond January 1, 2012

Projects may extend over more than one phase. The phases are intended to indicate the timing for initiating and focusing resources and effort on the work, not to indicate deadlines for completion.

Projects may in practice go longer than the phases indicated.

Magnitude is described in general terms. Actual cost will depend on the approach taken. The parameters below are intended more to give a sense of size than to constrain projects. The days of effort or project costs outlined do not include the time of informants but focus specifically on the commitment that would be required for a dedicated resource with the right background to move the project ahead. The costs reflect only the initial cost of implementation, not ongoing program costs, which need to be considered in the Sustainability Plan.

- Non-Monetary: Can be conducted by members of the HRAC and LMP Committees, existing staff, and/or other interested parties¹⁶, without additional budget
- Small: Requires a project or process of relatively small size – 5-20 days effort/ \$10,000-40,000 project cost
- Medium: Requires a project or process of medium size – 20-60 days effort/ \$40,000-\$80,000 project cost
- Large: Requires a project or process exceeding 60 days effort/ greater than \$80,000 project cost
- Systemic: Requires on-going, sustained effort and attention going beyond the bounds of a project or process

The chart that follows illustrates the rough timing and magnitude for the priority strategic and tactical projects. The blue shading indicates timing. Dark blue colouring indicates the periods of most intense

¹⁵ The term “owner” or “ownership” is used to identify the group that will be primarily responsible for moving the project forward, but it is not intended to imply that they will be solely responsible or act in isolation.

¹⁶ The LMP and HRAC welcome additional participants and contributors.

effort, fading to lighter blue for lowered effort. The height of each row indicates the magnitude of the project. While there are many cross-connections, the projects are clustered closest to those where there is the most interdependence.

Substream	Project	Phase 1	Phase 2	Phase 3
2.1	Sector definition			
2.2	Sector mapping			
1.2	Structure to continue work (links to sustainability plan)			
1.2	Redefining and strengthening relationship with government			
5.3	Aboriginal sector and workforce plan			
5.1/5.2	Review of Aboriginal sector and workforce reflection in HR strategy			
3.1	Communications strategy development			
3.1	Communications strategy delivery			
3.2	Communicating to the sector			
3.3	Communicating to the workforce			
4.1	Reinforcing the "sector-wide workforce" perspective			
4.2	Benchmarking human capital investments			
7.5	Engaging employers in addressing wage and benefit gaps			
4.6	Networking those leaving the sector			
4.3/4.7	Profiling generations, windows and non-traditional workforces			
4.5/4.7	Developing talent management strategy and tools for each group			
6.1	Leadership role definitions			
6.2	Executive Director programs			
6.5	Board leadership test piece for Executive Director program			
6.5	Board leadership partnerships			
6.3	Succession planning partnerships			
6.4	Professional and leadership certification and programs			
7.2	Core compensation benchmarking survey			
7.1	Value proposition definition and tools			
7.2	Moderated community for sharing practice information			
8.1	HR strategy partnership			
9.1	HR operations support exploration			
9.1	HR practice roundtable pilot			
10.1	Building on shared services experiences			
10.2	Partnerships process, modelling and resources			
10.2	Government programs resource guide			
4.4	Cultural awareness resources - Aboriginal workforce			
7.3	Culturally aware total rewards pilots - Aboriginal and immigrant			
11.1/11.2	Diversity exploration and mobilization			
12.1	Front-line competencies			
12.2	Front-line supply and demand gaps			
12.3	Front-line talent strategies			

6.1 Priority Strategic Projects

Substream	Priority Strategic Projects: First Steps ¹⁷ Overview and Rationale	Responsibility, Timing and Magnitude
1.2 Sustaining the strategy	<p>Taking into consideration the Sustainability Plan, begin building the structure (Sector HR Circle or equivalent) that will take this work forward.</p> <p>How and by whom ongoing work will be done and where resources will reside needs to be envisioned and understood, quite early on in the project.</p> <p>Explore how to redefine and continue to strengthen the relationship between the sector and government, focused on mutual interest and partnership. Initiate a facilitated process to identify desired outcomes and means of achieving those outcomes. The discussion should include but not be limited to business and funding models, and should consider whether broader discussion with other parties (rather than a pure bilateral discussion) should be undertaken.</p>	<ul style="list-style-type: none"> ▪ LMP ▪ Phase 1 and beyond ▪ Difficult to scope magnitude before Sustainability Plan is defined ▪ HRAC ▪ Phase 1 and beyond ▪ Internal/ Systemic (with possible Small project to facilitate discussion/ process)
3.1 Communicating to the community, partners, other sectors, and beyond	<p>Develop the communications strategy, working with a marketing partner to develop first-level branding and messaging for the sector. (It may make sense for a sub-committee of the LMP to work with the marketing partner and then bring it to the full LMP for review.)</p> <p>This work will support communication within and beyond the sector, with a positive impact both on the labour pool in the sector and the perceptions of stakeholders outside the sector.</p> <p>Deliver the communications strategy through a staged roll-out, evolving messaging as the sector and strategy</p>	<ul style="list-style-type: none"> ▪ LMP, leveraging HRAC ▪ Phase 1 ▪ Medium ▪ LMP then Sector HR Circle ▪ Phase 2 and beyond

¹⁷ For more detail and further steps on each of the projects, please see the Appendix A.

3.2	Communicating to the sector	<p>evolve.</p> <p>Leverage the sector mapping and the messages developed in 3.1, to communicate with the sector to build networks and collaboration.</p> <p>Begin by sharing information about this project (which can be done even before 3.1) and drawing people to the Sector HR Circle or equivalent.</p>	<ul style="list-style-type: none"> ▪ Large/ Systemic ▪ LMP then Sector HR Circle (initial communication may be LMP and HRAC combined) ▪ Phase 1 and beyond ▪ Non-Monetary, with potential Small additional projects
3.3	Communicating to the workforce (current and potential)	<p>Leverage the sector mapping, LMI and the messages developed in 3.1 to communicate to the current and potential workforces. Use 4.3 and 7.1 to shape messages.</p> <p>Begin by communicating to the current workforce, coordinated with 3.2. Actively engage the sector workers in the overall communications campaign as well, to create commitment and personal leadership.</p> <p>In parallel, develop a plan to reach out to the potential workforce, building on 3.1 and using the LMI to identify targets. Use of pilot projects to target some specific audiences; these can serve as tests of this messaging, 4.3, 7.1, 11.2 and 12.3.</p> <p>The overall goal is to ensure that the potential workforce for the sector is specifically targeted in terms of communicating the opportunities and value proposition for the sector.</p>	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle, leveraging HRAC ▪ Phase 2 and beyond ▪ Large
4.1	Understanding the workforce as sector-wide	<p>Use the HRAC/GNPI, Sector HR Circle, ongoing/ future LMI and other work to continue to think about the workforce as sector-wide and articulate the value of focusing on sector-wide interventions to expand and sustain the labour pool, getting more value for effort expended than competing for resources at the level of individual organizations.</p> <p>This is about changing perspectives in the sector as a whole so that organizations collaborate to increase the labour flow for the sector as a whole. For example, if organizations share compensation</p>	<ul style="list-style-type: none"> ▪ HRAC and LMP ▪ Phase 1 and ongoing ▪ Non-Monetary and Systemic

		benchmarking information or enable cross-organization career paths within the sector they will help attract and retain people for the sector as a whole. If they do not help benchmark practices or if employees run out of growth options in their organization and are not supported to find that next step within the sector, then the sector risks losing out to other sectors.	
4.3	Understanding generations and windows	Begin by profiling the workforce generations and windows where people join or leave the sector, building on the LMI and leveraging existing work. Explore patterns of workers leaving, joining or returning to the sector. Similarly, profile non-traditional workforces to understand their needs and decisions.	<ul style="list-style-type: none"> ▪ LMP ▪ Phase 1 ▪ Medium
4.5	Targeting talent management strategies		
4.7	Attracting non-traditional workforces		
		Develop (or adapt from existing resources) a talent management strategy, tools and guidance/ training on how to target attraction, retention, development and motivation for each group.	
		Because resources exist here, this should be a fairly straightforward project that can deliver value quickly and inform other streams of the project.	
5.3	Building a second supplementary plan to address the Aboriginal social services and workforce specifically	Develop an HR strategic plan focused specifically on this sector and workforce. This subsector is complex, and the HR issues are broader and need to be approached more holistically. The goal of this plan would be to look at the whole person but also at the whole pipeline of people in this workforce, and what can be done to address issues and challenges.	<ul style="list-style-type: none"> ▪ LMP, drawing on Aboriginal Engagement Committee and HRAC ▪ Phase 1 ▪ Medium
6.2	Supporting Executive Director leadership development	Explore the potential value of an Executive Director certification/ accreditation, determining if it will create value or add barriers. Building on the certification or alternative approach, outline training requirements and explore partnerships, alternatives and creative options for developing the competencies behind the certification. Focus on using existing assets as much as possible and on removing barriers to accessing those existing	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle; HRAC partnering ▪ Phase 2 ▪ Large

		<p>programs, then filling in the gaps to achieve the certification criteria.</p> <p>Initiate programs for ED/CEO level networking and continued learning, considering partnerships outside the sector. Leverage existing programs.</p> <p>Building focus and momentum here is important because of the importance of leadership roles and their impact on all of the elements of HR strategy, and the concerns in the sector about the leadership bench strength behind the current generation of leaders, many of whom are approaching retirement. Certification is also a way to communicate the importance and impact of these roles to those considering leadership in the sector.</p>	
6.4	Expanding general leadership programs (emerging leaders but also on-going learning for mid-career leaders, etc.)	<p>Define professional certification(s) that would be meaningful and valuable to employees and organizations. Build related competency profiles. Consider piloting at a sub-sector level.</p> <p>Building on the certification, outline training requirements and explore existing programs, partnerships, and creative options for developing the competencies behind the certification. Leverage existing assets.</p> <p>Develop exchange and secondment programs (of different forms) within and outside the sector.</p> <p>Building focus and momentum here is important because of the importance of leadership roles and their impact on all of the elements of HR strategy, and the concerns in the sector about the leadership bench strength behind the current generation of leaders, many of whom are approaching retirement. Certification is also a way to communicate the importance and impact of these roles to those considering leadership in the sector, but needs to be validated.</p>	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle; HRAC partnering ▪ Phase 2 ▪ Large
7.1	Articulating the value	Build on the work done to understand the	▪ LMP

	proposition	<p>workforce, as well as the LMI and existing research, and provide tools and support to define and articulate the Total Rewards/ value proposition that organizations in the sector offer to employees, and to help organizations identify additional (especially non-financial) value they can provide. Begin with a pilot project that both develops the toolkit and then uses it to develop messaging for a cluster of organizations.</p> <p>Organizations in the sector vary in terms of their ability to compete for employees in the labour market when it comes to financial rewards. Providing tools to draw out the other elements that are valuable to employees, expand on them and articulate them, will help organizations attract, retain and engage their employees. The tools will also generate thinking about new and creative types of rewards/value (increased flexibility, unconventional development opportunities, incentive programs, etc.)</p>	<ul style="list-style-type: none"> ▪ Phase 1 and 2 ▪ Medium
7.5	Engaging employers in addressing uncompetitive wages and benefits in the sector	Begin a dialogue with employers to identify the systemic issues creating wage gaps in the sector. Work towards a roadmap for addressing wage and benefit gaps.	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle ▪ Small, potentially growing into a Medium or Large project once the roadmap is complete ▪ Phase 2 and 3
8.1	Enabling organizations to develop HR strategy	Develop a partnership with BCHARMA (or other organizations) to pair organizations in the sector with HR experts to develop HR strategy. Include HR strategy in the ED certification program as well.	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle; HRAC involved for partnership work ▪ Phase 2 and 3 ▪ Non-Monetary, combined with Small
11.1	Understanding and articulating the value of workforce diversity	Develop and pilot workshops at the sub-sector level (considering nature of organizations as well as geography) to identify the specific value diversity brings to the organizations, the extent of diversity today and what the barriers are and how to address them. This work needs to begin	<ul style="list-style-type: none"> ▪ HRAC for initial work, with potential LMP/ Sector HR Circle for later work and integration with other projects
11.2	Identifying barriers and opportunities for multi-dimensional workforce diversity		<ul style="list-style-type: none"> ▪ Phase 2 and ongoing

		<p>with consideration of which forms of workforce diversity should be considered.¹⁸</p> <p>Validate the barriers and proposed approaches with the potential workforce.</p> <p>Ensure that communication and recruitment campaigns in other project streams reach out to diverse communities, with appropriate messages and delivery.</p> <p>The purpose of these actions is to really get behind the issue of diversity. A clear description of the value of diversity, specific for a sub-sector or type of organization will help mobilize action towards diversity, and identifying the barriers and opportunities for action will inform the other streams of the project.</p>	<ul style="list-style-type: none"> ▪ Initially Non-Monetary, followed later by possible Medium project
12.1	Understanding competencies for front-line workers in major sub-sectors	<p>Identify and prioritize key/ common roles in sub-sectors. Look for existing competency models and develop additional models as required. Start with 1-2 clusters of key roles as a pilot.</p> <p>This will help profile key roles to engage the potential workforce and the organizations that impact the pipelines of workers (such as educational institutions, professional associations, government etc.), and inform forecasting and program development.</p>	<ul style="list-style-type: none"> ▪ LMP in partnership with HRAC ▪ Phase 1 ▪ Non-Monetary (with Small/Medium projects where/if new competency profiles are required)
12.2	Understanding current and future labour supply and demand gaps for delivery of front-line services	<p>Identify and analyze available information of key roles identified in 12.1. Consider the value vs. cost of obtaining additional data.</p> <p>This forecasting will help focus efforts on a number of streams in this project, and to mobilize organizations to participate in the actions.</p>	<ul style="list-style-type: none"> ▪ HRAC in partnership with LMP for initial review of available information; LMP for additional information and on-going work ▪ Phase 2 ▪ Initially Non-Monetary, with potential Medium projects to follow
12.3	Developing targeted recruitment and	<p>Using 12.1 and 12.2, and drawing on the resources developed in 4, 7 and 8, develop</p>	<ul style="list-style-type: none"> ▪ HRAC in partnership with LMP, then Sector

¹⁸ As discussed above, workforce diversity can be explored on a variety of dimensions. Work in this stream needs to begin with establishing which forms of workforce diversity will be considered and when, as it may be specific to each organization and the community in which it operates.

retention strategies for identified front-line positions and skill gaps

specific strategies for the skill gaps identified above. Combine these with sector-level work engaging organizations that impact the pipelines of workers.¹⁹

HR Circle

- Phase 2 and 3
- Small to Medium

¹⁹ Work with organizations that can influence the pipeline of workers in these roles, such as educational institutions, professional associations and government, may also be required, as described in 12.4 in the Appendix. This work has not been identified as a priority for this initial project but may become one further in the process when the picture from 12.1, 12.2 and 12.3 becomes more clear.

6.2 Priority Tactical Projects

Substream	Priority Tactical Projects Overview and Rationale	Ownership, Timing and Magnitude
2.1 Defining the sector based on mission and outcomes	<p>Develop a working definition of the sector, not based on a hard boundary but more a characterization of what the sector has in common.</p> <p>This will support the other activities in the project by providing a baseline agreement of what the sector is and who is included.</p>	<ul style="list-style-type: none"> ▪ HRAC ▪ Phase 1 ▪ Non-Monetary
2.2 Mapping the sector to support understanding and networking	<p>Develop a map of the sector and determine how to sustain it. Start with 2-3 mapping dimensions. The mapping can be extended, with additional dimensions (demographics, sectoral networks and umbrella organizations, etc.) added in future iterations.</p> <p>This work will support sector networking and involvement in the projects. Work has already begun.</p>	<ul style="list-style-type: none"> ▪ HRAC and LMP ▪ Phase 1 ▪ Non-Monetary
4.2 Measuring and benchmarking Human Capital investments	<p>Initiate a measurement project, looking at HR organizations (such as BCHRMA) to understand which measures within the sector will have good existing comparable benchmark data outside the sector.</p> <p>This is about exploring the feasibility to do this kind of measurement within the sector, and the effort required.</p>	<ul style="list-style-type: none"> ▪ LMP ▪ Phase 1 and 2 ▪ Small
4.4 Developing a culturally- aware perspective around experience, education, communication, etc.	<p>Start by focusing on the Aboriginal workforce as a pilot, developing awareness that different communities and populations might present themselves differently and that different types of credentials, experience or expertise might be considered. Work with the GNPI Aboriginal Engagement Team to identify the best approach to sharing insight with the sector – whether through committee members, an Aboriginal organization or other approach. The content might include a webinar and/or resource guide.</p>	<ul style="list-style-type: none"> ▪ HRAC, with LMP if an external project is required ▪ Phase 2 ▪ Non-Monetary or Small to Medium

4.6	Enabling cross-organization career paths and overall sector retention	<p>The next phase could expand this work to look at immigrant workforces.</p> <p>Start by establishing a network of people leaving organizations in the sector during the current period of change, so that there is ongoing engagement of them with the sector.</p> <p>The initial network can be used to make people leaving the sector aware of sector news and opportunities, including Board, volunteer and mentorship opportunities. Also use the network to reach out to people with a historical interest in the sector who are now outside the sector and can build bridges for partnerships of all kinds.</p>	<ul style="list-style-type: none"> ▪ HRAC and LMP, then Sector HR Circle ▪ Phase 1 and beyond ▪ Non-Monetary or Small to Medium
5.1	Recognizing the unique challenges and opportunities of the Aboriginal social services sector and workforce	<p>Validate that the unique needs and opportunities of this sector and workforce have been sufficiently considered and reflected in the plan.</p>	<ul style="list-style-type: none"> ▪ HRAC, drawing on GNPI Aboriginal Engagement Team ▪ Phase 2 ▪ Non-Monetary
5.2	Building awareness of those unique needs within this plan		
6.1	Defining leadership roles in the sector	<p>Define and describe the roles of the Executive Director (ED)/ CEO, Board Chair and Board so that human resource requirements can be better understood.</p> <p>This work will support the other projects under the leadership stream not just by defining the roles but by creating dialogue around the challenges in and between roles today.</p>	<ul style="list-style-type: none"> ▪ HRAC ▪ Phase 1 ▪ Non-Monetary
6.3	Building succession planning in organizations	<p>Explore a partnership with BCHRMA for HR professionals to support EDs with succession planning; develop (or compile from existing resources) a toolkit and training for both the HR people and the EDs. Pilot with a cluster of organizations or a subsector.</p>	<ul style="list-style-type: none"> ▪ LMP, drawing on HRAC ▪ Phase 2 ▪ Medium
6.5	Building Board leadership	<p>Use Board leadership (attraction, selection, ongoing management and leadership, etc.) as a test piece for ED development program, defining</p>	<ul style="list-style-type: none"> ▪ LMP, drawing on HRAC ▪ Phase 2 ▪ Medium

		<p>competencies and training options. Look at both the role of the ED and the Board chair, and options for both. Leverage existing assets for content.</p> <p>In parallel, explore partnerships with organizations such as the Institute of Corporate Directors and the Centre for Board Diversity to access content and programs and consider mutual interests in building a strong pipeline of Board-level talent.</p>	
7.2	Benchmarking compensation and practices	<p>Initiate a simple core benchmarking survey for the sector. Start small, with a selection of common roles (perhaps as simple as a few levels of leadership/program management and coordination roles) and then build on it later, adding more roles and granularity.</p> <p>Explore using an online moderated community for sharing practice information.</p> <p>These simple tools will provide a relatively inexpensive benchmarking opportunity for organizations that can provide and illustrate the value.</p>	<ul style="list-style-type: none"> ▪ LMP then Sector HR Circle, leveraging HRAC ▪ Phase 1 and ongoing ▪ Medium (if small/straightforward); larger if it includes establishing the on-line community and designing a model for repeat surveys funded by the sector
7.3	Developing a culturally-aware perspective around Total Rewards	<p>Tie into 4.4 by starting with a focus on the Aboriginal workforce as a pilot. Work with the GNPI Aboriginal Engagement Team to identify the best approach to sharing insight with the sector – whether through committee members, an Aboriginal organization or other approach. The content might include a webinar and/or resource guide.</p> <p>Do a second pilot focused on a broader understanding of immigrant workforces from a variety of common BC immigrant communities.</p>	<ul style="list-style-type: none"> ▪ LMP ▪ Phase 2 ▪ Small to Medium
9.1	Supporting organizations with HR operations	<p>Identify and promote access to the resources available to support HR operations, such as shared services, Board members, etc. Discuss specifically what kinds of hands-on HR operational support is valuable and what the barriers currently are to accessing that support. Explore a</p>	<ul style="list-style-type: none"> ▪ LMP (eventually Sector HR Circle) and HRAC ▪ Phase 1 and ongoing ▪ Small to Medium

		<p>partnership with BCHRMA.</p> <p>In the short term, run a pilot Practice Roundtable for feedback, bringing EDs (or senior managers with overall HR responsibility) together with HR professionals (both from within the sector and supporting the sector in other ways). Focus on one process or topic (such as performance management, succession, human rights law, etc.) for the first hour, with a presentation and resources shared by one organization with quite developed practices. Follow with a roundtable of current questions or issues (not necessarily related to the first topic) for organizations.</p>	
10.1	Demonstrating and developing shared service work	<p>Identify and document experiences from pilot projects and others, and hold a discussion session on findings and opportunities to build on them</p>	<ul style="list-style-type: none"> ▪ LMP ▪ Phase 2 ▪ Medium
10.2	Supporting exploration around partnerships of various forms	<p>Create and pilot a facilitated process for organizations to consider different models of partnerships, from shared services to alliances to consolidation. Develop a toolkit to support the process, modelling financial impact, program risk, HR risk, strategy development, etc.</p> <p>Build a resource guide for accessing government programs and services such as purchasing.</p>	<ul style="list-style-type: none"> ▪ LMP for facilitated process and toolkit; HRAC for resource guide ▪ Phase 2 ▪ Medium for facilitated process, Non-Monetary for resource guide

7. Critical Elements

For this strategy to succeed, there are a number of critical elements that need to be in place.

Engagement of the Sector and Clarity of Ownership

To build momentum behind the strategy, create value for organizations and their communities, and achieve the outcomes identified, the sector needs to be fully engaged in taking the strategy to implementation. There needs to be a clear sense that the strategy is broadly owned by the sector.

Leveraging of Assets

As identified in the issues report much work has been done to try to address the HR needs of the sector. Resources and programs exist. A number of organizations work specifically on the types of actions identified in this strategy, both within and beyond the province. Actions should leverage the assets already in existence and build on them, not duplicate them.

Collaboration

The success of this strategy is predicated on the ability of the sector to collaborate together and with key partners and funders. The sector will need to strengthen and sustain collaboration and actively support the actions in this strategy. Funding agencies and other key partners will also need to support the strategy and reflect that support in their work with the sector.

Sustainability Plan

Work on the Sustainability Plan is already in progress. An effective sustainability plan will be key to achieving the outcomes identified as the work will take many years to complete. It will be important to have a structure that supports action and accountability without duplicating or competing with the valuable organizations that exist in the sector and to serve the sector.

Alignment of Effort with Interests

Success in this strategy will depend on continued effort from sector. At the same time, organizations and individuals will differ in terms of what the priorities should be as execution progresses. To sustain momentum and get continued effort and engagement from the sector, it will be important to have the priorities driven by the effort and commitment that organizations and individuals are willing to put behind them. The situation to avoid will be one where there are many voices and many “customers” for the strategy, and few individuals and organizations contributing to action. It will also ensure that effort is going where organizations really expect to see value.

Key Relationships

The sector (represented by the Sector HR Circle or similar) will need to cultivate some key relationships to have a long-term impact on some of the environmental forces affecting HR issues. Examples include the Public Service Agency, the Ministry of Advanced Education and Labour Market Development, educational institutions, credentialing organizations, professional organizations and Citizenship and Immigration Canada. There will be a need to identify common purpose and effectively advocate for the needs of the sector, which includes building awareness within funding organizations.

Resource Retention and Creative Delivery

Given there is HR capability within the sector and that the sector has limited resources, creative delivery strategies that retain resources within the sector will be valuable. These include engaging sector

organizations (with the required capability) to deliver projects, taking train-the-trainer approaches to scaling initiatives and similar strategies.

Recognition of Sector Diversity

As described in Section 2.2, the diversity of the sector (in all of its facets, including geographic and regional diversity, generational diversity, and other forms of multi-faceted workforce diversity) adds challenge to the work of the sector and to this strategy. Successful projects will consider the impact of diversity, and demonstrate awareness of the diverse needs of the sector, at all stages of the project, from inception to evaluation.

Involvement of Aboriginal Social Services Sector and Workforce

It is essential that the ongoing work on the strategy and its implementation engage the Aboriginal social services sector and the Aboriginal workforce directly to ensure that the action taken will support the outcomes.

Evaluation, Adaptation and Evolution

The strategy as contemplated today reflects our expectations and understanding at the outset of this project. It will be important to evaluate our progress as we go, revisit environmental scans, and be prepared to evolve and adapt the overall strategy as well as individual projects. Flexibility will be required. It will also be important to identify and showcase results.

8. Next Steps

Feedback and input on this draft plan is welcomed. A feedback survey can be found at: <http://www.vancouverfoundation.ca/lmp/plan.htm>. Please provide your comments by June 28, 2010, after which the plan will be finalized and shared with the sector and all British Columbians.

Once the plan is final, the LMP and HRAC will begin to undertake the priority actions identified, and continue to publicly communicate activities and results.

9. Acknowledgements

Many people contributed their ideas, feedback and energy to this process, informing the development of the strategy by providing valuable input and insight. We apologize if anyone has been omitted from the list below in error.

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10. Appendix

Appendix A. Full list of recommendations and actions

The table that follows contains the full suite of recommendations and actions in support of the strategy. The priorities identified above have been drawn from this full list. It is anticipated that as the project work progresses and/or additional resources are available, more recommendations from this list will be acted on.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
1 Connecting the Sector and Sustaining the Strategy	1.1 Networking the sector	Sector networks or similar	Working group to explore models, existing networks and discuss linkage to sector HR Circle action as well as items around defining/ mapping the sector. Then funded project to create and sustain if appropriate. Focus on leveraging existing networks and identifying how to maximize their effectiveness. Also consider specific networks such as CEO/ED networks, similar to ACEVO success.	Might be combined with sector HR circle but there may be a need for a little separation since this item is about connecting the sector to itself in an agenda-neutral way. There are also potential linkages to other elements like the ED and emerging leader networks, the GNPI and existing networks within the sector.
	1.2 Sustaining the strategy	Sector HR Circle or similar - with staff, funding, accountability. [Leadership will be critical here -- needs to be trusted, credible, influential and committed.]	Fund start-up with requirement to build plan for sustainment by the sector; use GNPI to define involvement of other parties. [This action to be refined based on Sustainability Plan recommendations]	This kind of organization can develop and deploy low cost services, represent the sector in campus outreach, provide access to group buying plans, etc. Many of these things exist in some form today but in a variety of organizations. This piece is being investigated as part of the Sustainability Plan so other options may eventually replace this one. The key is that there needs to be clear ownership for moving actions forward in a coordinated way.
		Strengthened and redefined relationship with government	Continue dialogue between sector and government, focused on learning and partnership	
2 Understanding the Sector	2.1 Defining the sector based on mission and outcomes	Create a definition	Small working group to propose sector definition; use LMP and GNPI HR AC for feedback before formalizing. May make sense to complete sector mapping first or combine the two projects as there is a relationship between the two.	Likely not about a "hard boundary" but about the common characteristics that identify organizations as participating in the sector. Example: Provides service to the community with success measured based on social profit. Typically but not always regulated by the Societies Act.
	2.2 Mapping the sector to support understanding and networking	Develop a map of the sector, identifying organizations, type, core sub-sectors and service areas in which they participate, umbrella or representative groups to which they belong, and other potentially relevant dimensions (annual operating budget? Staff size? geography? size of client base? contact? etc.)	Begin mapping on a smaller scope - 1-2 layers only as a proof of concept and to support networking the sector. If valuable, fund a project to expand the map, acting through the sector HR circle. Additional dimensions can be added in interactive phases, including umbrella organizations and other layers.	Determine how to sustain map and bring the edges of the sector in. The purpose is to support networking, branding, career pathing, identifying shared service opportunities and more -- and to ensure that we have strong representation.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
3 Communicating Identity and Value	3.1 Communicating to the community, partners, other sectors, and beyond	On-going communications strategy	Seek a marketing partner to work with a small working group (using the sector definition) to come up with the first level of branding for the sector. Explore creative partnerships with marketing and branding organizations	Build a comprehensive plan with a staged roll out so that communication evolves as the sector evolves and as more tools/clarity/messages (such as those coming from benchmarking, etc.) become available.
			Fund a small immediate campaign to test the definition and messaging for the sector	Consider something low-cost -- social media and interpersonal campaign, perhaps focused purely on "did you know" regarding the diversity of the sector, helping people see how they personally get value out of the sector both directly and as taxpayers getting good value for their dollars.
			Use the test and momentum to begin work on a deeper project, linked to the workforce communication strategy, creating a broad campaign to create awareness of the diversity and value of the sector. Initial campaign with a plan for on-going/ repeat work.	Explore things like a consistent branded graphic (like a seal or stamp) on collateral from different organizations, so that their own promotional activities help illustrate the diversity of the sector. Also some potential messaging around the extent to which the sector engages civil society.
3 Communicating Identity and Value, continued	3.1 Communicating to the community, partners, other sectors, and beyond, continued	Change language and perceptions in and of the sector	Potentially part of the communications campaigns internally and externally	Change language from grant to "investment"; social profit; value add; performance measurement, etc.; low incremental expense but requires some shared will.
	3.2 Communicating to the sector	Create regular reporting to the broader community Communications strategy to engage the full sector; sector engaged in developing communications plan	Develop sector/subsector wide annual reports to funders and community Leverage the mapping, sector definition, language and messages developed in 3.1 to communicate with the sector to build networks and collaboration, as well as participation in the strategy.	Could be an outcome of the human capital reporting exercise and driven by the sector HR circle Begin by sharing information about the project and drawing people to the Sector HR Circle
	3.3 Communicating to the workforce (current and potential)	Sector (internal) engagement strategy	Share external campaign internally	Actively engage sector workers in the campaign, so that they become the media and in so doing increase their sense of voice and pride, get re-committed. Low incremental expense if seen as an asset/ vehicle for the larger campaign.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
3 Communicating Identity and Value, continued	3.3 Communicating to the workforce (current and potential), continued	Sector cooperative recruitment program - make it easy for people to find out about careers in the sector and for organizations to reach a broad audience	Promote external campaign to volunteers and community	Leverage the sector workers, volunteers and contributors; create easy tools for them to make the people they touch aware of opportunities and careers in the sector. (Keep investment/complexity for this "broad brush" approach low. Need to define recruitment campaign targets and messages before larger investments. Some participants and sector reports have suggested new grads and late career/retirees are most likely to enter sector. Mid-career entrants and recently laid-off employees looking to retool skills have generally not been successful.)
			Use the network/ sector HR Circle to connect organizations that are actively recruiting and pool the investment -- provide a central portal to jobs in the sector with consistent branding	Consider leveraging existing job portals and giving them profile outside the sector, where they are less well known. Determine whether partnerships with organizations within the sector that are trying to find jobs for people to create a direct pipeline will be effective (comparing the profiles of their audiences to the types of recruitment the sector needs to do.)
			Create candidate self-assessment/ direction based on alignment of values; promote and reflect the significance of values in choosing careers in the sector	Leverage work by Bridgestar and others.
3 Communicating Identity and Value, continued	3.3 Communicating to the workforce (current and potential), continued	Sector cooperative recruitment program - make it easy for people to find out about careers in the sector and for organizations to reach a broad audience (continued)	Fund a career fair circuit (small) as a test, with information about careers as well as immediate work, messaging based on the generations, total value proposition, etc. Target type of career fairs base on needs (campus recruitment, second career seekers, etc.)	Low urgency while sector is not in an active hiring mode.
		Student engagement program	Create some resources for organizations to deepen their engagement with students -- how to build campus presence and create campus societies; create a pipeline of volunteers and workers. Consider whether there is a role for the Sector HR Circle to do this in a coordinated fashion, or whether it is most effective to build engagement based on individual interests and alignment with organizations. Fund 1-2 pilots to explore.	

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
4 Building a Sector-Wide Workforce	4.1 Understanding the workforce as sector-wide	Ongoing LMI along with network	Use the network/ sector HR Circle to keep LMI up to date but also to initiate and lead projects that see the workforce as a whole and talk about the sector workforce -- internal communications.	Projects like coordinated recruitment, community reports, etc. will also help create this type of thinking.
	4.2 Measuring and benchmarking human capital investments	Measure human capital investments, impact and hidden costs; compare within sector, benchmark outside sector; use to inform communications, policy, funding	Initiate a measurement project, looking at HR organizations to understand which measures within the sector will have good existing comparable benchmark data outside the sector.	There are a couple of lenses to put on this -- benchmarking investment but also highlighting the hidden costs of not investing so that the case for investment up front is made. Potential partnership with BHRMA or other organizations.
	4.3 Understanding generations and windows	Toolkit based on research -- on-line course, conference presentation, etc. -- profiles of different generations and needs	Fund a project to profile (a) workforce generations and (b) windows where people join or leave the sector -- these will map closely but not be exactly the same	May be a consultant project with informants from the network as well as broader population focus groups)
	4.4 Developing a culturally-aware perspective around experience, education, communication, etc.	Develop awareness of that different communities and populations might present themselves differently, awareness that credentials, community experience, etc. might look different- not just formal education and work experience	Start by focusing on the Aboriginal workforce, by engaging an Aboriginal organization to provide insight on this for that community and to develop the model that can be replicated for other communities. Content might include a webinar and a resources guide. [In next stages, can undertake similar processes with other communities as well.]	Might look like a resource guide plus a webinar/ conference piece. Potential partnership with Prov Govt.
	4.5 Targeting talent management strategies	Talent management strategy tool kits and on-line course -- how to target attraction, retention, development, motivation for each generation/ window (building on 4.3)	Building on 4.3 and 4.4, make it easy for organizations in the sector to understand workers and tailor opportunities and communications to them	Potentially create a conference stream.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
4.6	Enabling cross-organization career paths and overall sector retention	Work together to share information about opportunities, take leadership in describing the workforce as sector-wide [links to networks, succession planning, other activities]	Identify 1-2 champions, use LMI and talent management/ generational info above as speaking material	This is a bit of a philosophical shift so there needs to be a combination of leadership to support and drive the shift, as well as resources.
		Create a forum to share information about great people looking for their next move -- people organizations may lose anyway and might as well help find the right next move, within the sector	Next Leaders networking events that also include EDs and middle management as "mentors" and to network, with a focus on career growth.	Needs to be sort of a mentorship program -- i.e. with the person's agreement you shift from being their boss to their career mentor, communicate out to the network about them; networking event
		Create a network to connect employees leaving the sector but interested/ open to returning -- keep them interested and engaged.	Potentially voluntary electronic network Or partnering/ volunteering/ mentoring program, where they connect their new work to their previous work in the sector.	

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
4 Building a Sector-Wide Workforce, continued	4.7 Attracting non-traditional workforces	Identification and strategies for non-traditional workforces (e.g. semi-retired, part-time, etc.) - develop strategies similar to generations/windows (consider combining/integrating project with 4.3 and 4.5)	Collect and showcase success stories	Sector already does a lot of this, especially at the volunteer level
	4.8 Developing Knowledge Management infrastructure (also closely tied to 6.3. Succession Planning)	Possibly provide sector-wide HRIS and knowledge management systems to allow organization to function efficiently with high turnover. Also emphasis here could be more about practices than technology.	Potentially exploratory/ feasibility study	Organizations (in all sectors) struggle with this -- the ideal of good KM is rarely achieved. The need is here; the challenge will be finding ways to make it affordable and practical for organizations in the sector.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
5 Developing HR strategies for the Aboriginal social services sector and workforce	5.1 Recognizing the unique challenges and opportunities of the Aboriginal social services sector and workforce	A way of looking at the relationship between this HR strategy and one targeted to this sub-sector.	Agreement that this sub-sector needs to be addressed with a comprehensive strategy of its own, looking more broadly and holistically at the challenges.	
	5.2 Building awareness of those unique needs within this plan	Consider the unique needs and assets of the Aboriginal workforce when delivering elements of this plan	See 4.4, 6.4, 7.3, 11.2	The thinking here is that we need to approach this in two slices. One is to ensure that this HR strategic plan includes this sub-sector and workforce. The second is to invest in a specific HR strategy focused on this subsector and workforce and thinking more broadly about the specific needs and challenges
	5.3 Building a second supplementary plan to address this sector and workforce specifically	Specific HR strategic plan for the Aboriginal social services sector and workforce	Fund the development of an HR strategic plan for the Aboriginal social services sector and for the Aboriginal workforce within that and the broader social services sector	This sub-sector is complex, the HR issues are broader and need to be approached differently and more holistically, and so this sub-sector likely needs an investment in a unique strategy that looks at the whole person but also the whole pipeline.

	Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
5	Developing HR strategies for the Aboriginal social services sector and workforce, continued	5.3 Building a second supplementary plan to address this sector and workforce specifically, continued	<p>Example: Youth leadership development including mentorship from Aboriginal leaders to socialize cultural values and vision; cultural self-development for a sense of place; wellness and healing</p> <p>Example: Exploration of the role of culture and community; the different roles the community traditionally takes in providing social services; the role of and relationship with Elders</p> <p>Example: More holistic view of workforce development</p> <p>Example: Broader support for employees beyond what is typically considered the employer's responsibility -- such as developing personal financial management skills</p>	Fund the development of an HR Strategic plan for the Aboriginal social service sector and for the Aboriginal workforce within that and the broader social service sector.	

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
6 Building Leadership	6.1	Define and describe Board and Executive Director roles (and other leadership roles?) in the sector so that human resource requirements can be better understood. Explore the creation of an ED level professional certification - e.g. Professional Community Executive, first assessing value vs. risks. This would be for new or existing EDs and should reflect Board management, HR risk management, financial management, relationship building, community engagement, volunteer leadership, etc.	Define roles as part of the sector mapping exercise and, hopefully, shared service initiatives will provide EDs with the capacity to actually act as leaders.	Many participants were concerned that ED roles were too large - most time was spent on obtaining funding and ensuring the org could keep its doors open - very little capacity for strategic thinking. This had dual effects of burning out EDs and decreasing interest in leadership position among younger workers. "People should not become a martyr to the leadership role." Better understanding the roles can help us understand systemic and design issues.
	6.2	Supporting Executive Director leadership development	Engage a contract to identify criteria, build consensus on content; focus on an approach that is flexible and resource-efficient	The accreditation is about career paths and retention in the sector (commitment and talent management), making the ED role one to aspire to, building the sector-wide workforce, increasing the sector brand and trying to fill the leadership gap.
6 Building Leadership, continued		Training program (supporting the professional certification)	Building on the above, outline training program requirements and investigate partnerships for development and delivery (as well as "challenge" for existing EDs) -- flexibility including college partnerships, online delivery, etc. -- course content, exams, mandatory experience requirements, etc.	Could ask HRMA or similar organizations to share their experience with programs like CHRP; leverage all of the programs out there including accessing seats in private sector orgs, existing training and college programs, etc.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
6 Building Leadership, continued	6.2 Supporting Executive Director leadership development, continued	Program for continuing learning and idea exchange for the experts	Scope a program that involves learning cohorts, MBA level, research and case focus, structured continued education program -- could also attach a credential	This is for EDs who are past the professional certification level -- looking more for on-going MBA-style learning and new ideas - could attach a credential - for example participation in 24 sessions over 3 years earns you a "Certification in Advanced Social and Community Leadership"
		Networking and connecting for EDs	Build on the above with opportunities to discuss shared services, recruitment, branding, co-development, etc.	Could leverage these groups as action-learning groups for continuing to explore sector challenges and feed actions back to the Sector HR Circle
	6.3 Building succession planning in organizations (See also 4.8 with regards to Knowledge Management)	Develop a partnership with BHRMA for HR professionals to support EDs with succession planning and leadership development planning in their organizations; develop and toolkit and training for both the HR people and the leaders	A number of potential partners (e.g. BHRMA and Vantage Point) could develop programs and distribute to networks and the HR Circle	Could include a 2-tier program -- both working with EDs who are considering exits to help them sustain the organization, and another for new/ soon-to-be EDs
	6.4 Expanding general leadership programs (emerging leaders but also on-going learning for mid-career leaders, etc.)	Create a professional certification - e.g. Certified Community Service Professional - this is for sector professional and emerging leaders and should include community engagement, fundraising, relationship building, basic finance and operations, leadership, etc.	Engage a contract to identify criteria, build consensus on content; consider whether there is one "general" certification or a need for some specialization	

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
6 Building Leadership, continued	6.4 Expanding general leadership programs (emerging leaders but also on-going learning for mid-career leaders, etc.), continued	Training programs (supporting the professional certification)	Building on the above, outline training program requirements and investigate partnerships for development and delivery (as well as "challenge" for existing Professionals) -- flexibility including college partnerships, online delivery, etc. -- course content, exams, mandatory experience requirements, etc. Leverage existing programs, and focus on filling gaps and removing barriers. Consider programs using peer learning, mentorship and other on-the-ground and customized approaches.	Look for existing programs that can be adapted or credentialled - don't reinvent the wheel Ensure that programs offer a variety of options to address different learning backgrounds and needs Programs need to include both leadership and standard management elements (such as finance, marketing, HR management, etc.)
		Networking and leveraging emerging leaders		Similar to EDs, could leverage these groups as action-learning groups for continuing to explore sector challenges and feed actions back to the Sector HR Circle
		Facilitate exchanges and secondments within the sector	Identify success stories, barriers and opportunities and look for simple tools to facilitate exchanges -- annual matching reception, online bulletin board, etc.	Consider creative alternatives like brief exchanges (with no employment change) followed by year-long "conversation" and mutual learning
		Facilitate exchanges and secondments between the sector and provincial government	Put a small working team together to look at opportunities, barriers and risks and come up with a plan to make these feasible for at least some organizations [underway via HRAC]	Need to look at wage gaps, poaching fears, pension and benefits, etc.; consider creative alternatives like brief exchanges (with no employment change) followed by year-long "conversation" and mutual learning. May also apply to EDs as well.
		Facilitate secondments to funding organizations	Through the sector HR Circle initiate discussions with funders to explore secondment opportunities for emerging leaders in the sector. [underway via HRAC]	May also apply to EDs as well.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
		Co-development program with Provincial Government	Put a small working team together with the Public Service Agency well-represented to explore shared needs in leadership development and opportunities to work together.	Might include making seats available in government programs, co-funding projects of mutual benefit, etc. Align with the competencies required for certification. May also apply to EDs as well.
6 Building Leadership, continued	6.4 Expanding general leadership programs (emerging leaders but also on-going learning for mid-career leaders, etc.), continued	Program through Public Service Agency to train government workers on working with the sector	Put a small working team together with the Public Service Agency to explore creation of a program identifying and developing skills and knowledge for working with the Non Profit Sector	
		Competency model for leadership in the sector	Engage a contractor to develop a competency model for leaders in the sector as well as guidance for how to integrate the model into development and recruitment programs; focus on the model of the "future leader". Leverage the work done in this area by previous organizations. Links to certification process.	Also helps get away from hiring to type or to the leader of yesterday, and helps paint the picture of a leadership role being an attractive thing -- complement technical skills with behavioural attributes. May apply to EDs as well.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
6 Building Leadership, continued	6.4	Put a small working team together with the Public Service Agency well-represented to explore shared needs in leadership development and opportunities to work together.	Might include making seats available in government programs, co-funding projects of mutual benefit, etc. Align with the competencies required for certification. May also apply to EDs as well.	Put a small working team together with the Public Service Agency well-represented to explore shared needs in leadership development and opportunities to work together.
		Develop mentorship program for the sector	Look for existing mentorship assets in the sector Look also at models like private sector mutual-mentorship partnerships at the CEO/ED level	Make resources available for us within organizations but leverage sector network to promote cross-organization mentorship relationships; link to leadership development and succession planning programs.
	6.5	Integrate Board attraction, selection and leadership into leadership programs and certification Partner with Centre for Board Diversity, board member credentialing and training organizations (such as the Institute of Corporate Directors), and others to promote value of participating on an NPS board if you want to be on other boards	Could use this as a first/ test piece for competency definition, program definition and training options; leverage existing assets for content. In parallel, explore a partnership with the Institute of Corporate Directors to access content and programs. Focus on Board Chair role initially due to the high impact of that role.	Need to address the needs of organizations at all levels -- some that might be challenged to recruit to their board, others that might be able to hold their board to a high standard including developing expectations and accountability for them. Could lead to formalizing Board participation as a learning experience and to creating some accountability and strong motivation for performance.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
6 Building Leadership, continued	6.5 Building Board leadership, continued	Create a Board governance assessment tool	Leverage existing tools and work in this area to create a tool for assessing governance and building awareness/participation	
	6.6 Building volunteer leadership	More than the above or integrated into certification programs?		Did not come up as a major theme but would be a next area of opportunity for a strong circle

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
7 Taking a Total Rewards Perspective	7.1 Articulating the value proposition	Toolkit, samples, training, access to HRMA professionals for individual organizations to develop a Total Rewards perspective and articulate it to employees and volunteers of different demographics	Investigate partnership with BCHRNA (or other organizations) for members to be partnered with organizations to do this	This is about helping organizations articulate the value proposition to current and prospective employees and volunteers, including core messages about the interest and inherent reward in the work, flexibility, opportunities for growth and challenge, work- life balance, mentorship, etc. as well as the more traditional compensation and rewards. The mix in place for each organization will vary, so the message needs to be specific and tailored.
	7.2 Benchmarking compensation and practices	On-going benchmark survey for common roles	Scope a simple core compensation benchmarking survey for some common roles or levels -- very simple so that it can be broadbased, with guidance for organizations on how to relate their other roles within it	There's such a wide variety of roles that a "deep" benchmarking exercise will always be complex and expensive. This is about giving a few common reference points. Could be EDs, program managers of different sizes, admin support, and a few specializations (social workers, settlement workers, communications people, etc.) -- be flexible to add positions over time. Once certifications are in place, use those too.

7	Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
	Taking a Total Rewards Perspective, continued	7.2 Benchmarking compensation and practices, continued	Create a forum for sharing practice information (links to 9.1)	Set up an on-line sharing community hosted and moderated by a volunteer (potentially with BCRM) or the sector HR circle staff -- members agree to share information (similar to HRTG)	These are simple ways for people to get HR practice information -- for example a member can initiate a survey asking other members whether they give Boxing Day as a stat or whether their benefits program covers paramedical practitioners
		7.3 Developing a culturally-aware perspective around Total Rewards	Develop awareness of different priorities and needs in different communities, but also awareness that wage standards need be based on a broader perspective of credentials, community experience, etc. - not just formal education and work experience (links to 4.4)	Combine with 4.4?	There are really two parts to this work. First, different communities use and value different aspects of Total Rewards. It's always somewhat individual, but trends vary by demographics and by cultural background. For example, some communities may place strong value on access to leaves or the ability to define family more broadly for the purpose of accessing benefits. Secondly, organizations often tie (explicitly or implicitly) their rewards to formal education and work experience, and if there is a goal of diversity it can be important to also recognize knowledge of cultures and traditions, a broader range of experience, different credentials, etc.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
7 Taking a Total Rewards Perspective, continued	7.4 Providing guidance on the use of incentives	Develop and share guidance, ideas and experiences on the use of different incentives (financial or otherwise)		Some organizations have provided vacation time/ or pay incentives for employees who wrote successful grants, brought in additional funding from private sector, etc. This may not suit the culture of all organizations but it's worthwhile to get dialogue going and explore where it does fit
	7.5 Engaging employers in addressing uncompetitive wages and benefits in the sector	Identify barriers and systemic issues, and work towards a roadmap for closing gaps	Engage employers in a dialogue to explore fundamental issues and determine how change can be achieved	

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
8 Supporting Strategic HR Work	8.1 Enabling organizations to develop HR strategy	Develop a partnership with BCHRMA and promote access for HR strategy development partnership Include a course on HR strategy in ED program; also freely provide a resource guide	Begin exploration with BCHRMA -- HR experts of a certain level make a time commitment and have some training, get CHRP credits in return	Can leverage credentialing for some of this (i.e. providing list of required credits and approved training programs for ED credentials) Many resources currently exist; efforts is required to communicate resources available and investigate barriers to use of training. Leverage what already exists.

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
9 Supporting HR Operations	9.1 Supporting organizations with HR operations	<p>Potential partnerships exist with BHRMA, r shared services, and volunteer base development.</p> <p>Create a practice roundtable that brings managers and executives together with HR practitioners (from within the sector and supporting the sector)</p>	<p>Run a first roundtable as a pilot, for feedback - focus on one process or topic for the first hour (presentation and resources) and then take questions/discussions of interest in a roundtable format</p>	<p>Introduces a new process or topic twice or 3 times a year, trains, provide generic tools, do peer support for implementation – could be sponsored by one of the bigger organizations or a private or public sector org that shares its tools, process, expertise</p>

Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
10 Exploring Shared Services and Beyond	10.1	Create war stories and powerful examples of value created, create leadership	Potential to develop through shared services pilot. Potential to develop case studies and workshops.	
	10.2	Create facilitated process for organizations to explore shared services, alliances and consolidation Develop toolkit for modelling financial impact, program risk, HR risk, how to develop strategy, etc. (Use in combination with facilitated process/ expert help.)	Fund additional projects beyond pilot as long as they use a facilitator, document process, share their resources and stories Document experiences to date to facilitate development of the toolkit – potential consultant project.	Includes things like shared casual labour and volunteer pools. The feasibility studies will provide good context. Leverage existing assets (e.g. Vantage Point)
		Opportunities to access government programs/ services such as purchasing	Build a resource guide for accessing programs and provide centrally	Start by understanding what exists already and what can be added, and then look at how to promote or provide access to it.

11	Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
11	Embracing Meaningful Workforce Diversity	11.1 Understanding and articulating the value of workforce diversity	Sector dialogue on diversity and value -- specifics of what kinds of diversity are valuable, when and how they add value	Potentially develop a facilitated diversity workshops for sub-sectors. Explore with a stakeholder group the value of diversity (vs. targeting/ tailoring), the extent of diversity today, and the barriers to and opportunities for increasing diversity	
		11.2 Identifying barriers and opportunities for multi-dimensional workforce diversity	Build on diversity workshops with research (by subsectors) into barriers and opportunities, create action plans as required Ensure that sector-wide communications and recruitment campaigns reach out to diverse communities, with appropriate messages and delivery for those communities	Ties into other pieces above	

11	Action Stream	11.2	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
	Embracing Meaningful Workforce Diversity, continued		Identifying barriers and opportunities for multi-dimensional workforce diversity, continued	Develop awareness and capacity around working with Aboriginal employees, organizations and communities	Potentially workshops hosted by Aboriginal organizations?	How to work with Aboriginal organizations, how to relate to Aboriginal employees (examples include flexibility in bereavement leave, cultural leave, fishing leave, broader view of family, working with traditional communities and values; role of Elders; awareness around inadvertent biases in leadership selection and development; awareness of social, cultural and historical context; etc.)
				See also 4.4, 5, 6.3		

12	Action Stream	Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
12	Building Capacity at the Front Line	12.1	Understanding competencies for front-line workers in major sub-sectors	Develop competency models and resource kits for key roles, with an eye to the future (where roles might be evolving)	Identify and prioritize key/common roles in sub-sectors, look for existing competency models, develop additional ones; start with 1-2 clusters of key roles as a pilot.
		12.2	Understanding current and future labour supply and demand gaps for delivery of front-line services	Collect ongoing labour market information and forecasts, retain updated gap analysis	Leverage existing work here in BC and elsewhere. Will require sub-sector level work but also some cross-checking for similar roles that appear in different sub-sectors. Need to find the balance between defining roles narrowly enough that they are reasonably accurate and representative, and generally enough that building competency models is affordable and information can be collected efficiently.
			Conduct an environmental scan to understand forces affecting resources in the key roles identified	Review available information for key roles identified in 12.1	Start with a scan of what already exists, and then identify gaps and consider whether it will add value to obtain more data or whether the picture is clear enough to get started, and then do more thorough data-gathering later.
			Collect information from informants (incumbents, employers, organizations affecting pipeline (educational institutions, government, etc.) and others) to understand issues and trends; review background materials; conduct environmental scan		Get behind the data to understand challenges for those specific roles, not just within the sector but in conversations with the organizations that affect the pipeline into the jobs.

	Action Stream		Substreams	Long-Term Action	Immediate Action // First Steps	Other Notes and Ideas
12	Building Capacity at the Front Line, continued	12.3	Developing targeted recruitment and retention strategies for identified front-line position and skill gaps	Build talent management strategies for front-line roles, based on the above	Create pilot recruitment and retention strategy project for 1-2 clusters of related key roles identified in 12.1	
		12.4	Developing training programs and linkages to educational institutions to address future labour supply and demand gaps for front-line service delivery.	Engage with educational institutions, credentialing organizations, professional associations and government agencies (such as advanced education and immigration) to develop programs that increase the pipeline for key roles	Leverage the relationships built in 12.2 to begin to explore collaborative projects.	

Appendix B. List of assets and resources to leverage

This is not intended to be a complete list of assets available to the sector. Rather, it is intended to be a good cross-section of what we know to be available. Many of the organizations and initiatives listed here have developed valuable community assets that may be leveraged for the action streams identified in this the HR Strategy. These resources have not been evaluated; that process would be part of each project in the implementation of the strategy.

1. Connecting and Sustaining the Sector	
Aboriginal Head Start Association of BC Aboriginal Housing Management Association Adoptive Families Association of BC Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA) Association of BC First Nations Treatment Programs Association of Neighbourhood Houses Association of Service Providers for Employability and Career Training (ASPECT) BC Association of Substance Abuse Programs – Addiction Specialists and Allied Professionals of BC BC Association of Pregnancy Outreach Programs BC Aboriginal Childcare Society BC Aboriginal Infant Development Programs BC Aboriginal Network on Disability Society BC Asset Building Collaborative BC Association for Community Living BC Association of Aboriginal Friendship Centres BC Association of Child Care Services BC Association of Child Development Intervention BC Association of Clinical Counsellors BC Association of Community Response Networks BC Association of Family Resource Programs BC Association of Social Workers BC Association of Specialized Victims and Counselling Programs BC Association of Substance Abuse Programs BC Care Providers Association BC Clinical Counsellors Association BC Coalition of People with Disabilities BC Coalition to Eliminate the Abuse of Seniors BC Family Net BC Federation of Aboriginal Foster Parents BC Federation of Foster Parent Association BC HEAL (Healthy Eating and Active Living) BC Health Coalition BC Healthy Living Alliance BC Hospice Palliative Care Association BC Infant Development Programs BC Mental Health and Addictions Research Network (BCMhARN) BC Network for Aging Research	BC Non-profit Umbrella Organizations

BC Non-profit Housing Association
 BC Rural Leadership Network
 BC Social Economy Roundtable
 BC Supported Child Development
 BC Society of Transition Houses
 BC Council for Families
 BC Confederation of Parent Advisory Councils
 BC Library Association
 BC Library Trustees Association
 Boys and Girls Clubs of BC
 Canadian Mental Health Association – BC Division
 CCEDNET – BC/Yukon
 CCSD National Network of Planning Councils
 Centre for Expertise on Culture and Communities
 Childcare Advocacy Forum
 Children First Provincial Coordinator
 Coalition of Child Care Advocates of BC
 Community Foundations of Canada – BC Region
 Community Futures Development Corporation
 Cooperative Housing Federation of BC
 Council of Senior Citizen's Organizations (COSCO)
 Community Social Planning Network of BC
 Early Childhood Educators of BC
 Ending Violence Association of BC
 F.C.N. Family Caregivers Network Society
 Federation of BC Youth in Care Networks
 Federation for Invisible Disabilities
 Federation of Community Social Services of BC
 Filipino Social Workers Association in BC
 First Call
 First Nations Social Development Society
 First Nations Education Steering Committee
 Housing Futures Collaborative
 Human Early Learning Partnership
 Impact on Communities Coalition
 Immigrant Services Society of BC
 Literacy BC
 Mental Health Action Research and Advocacy Association
 Metro Vancouver Aboriginal Executive Council
 Parent Support Services BC
 Peernet BC
 PovNet
 Progressive Intercultural Community Services Soc
 Provincial Organizations Roundtable
 Representative for Children and Youth
 Sheltarnet BC
 Society for Children and Youth of BC
 Success By Six/Make Children First
 The CEOs Network

BC Non-profit
 Umbrella
 Organizations

United Native Nations United Way of the Lower Mainland Vela Microboard Association Voluntary Organizations Consortium of BC Volunteer BC Working Group on Poverty	
Aboriginal Human Resource Development Council of Canada BC Centre for Non-Profit Management and Sustainability BC Human Resource Management Association BoardVoice Canadian Executive Service Organization Child Care Human Resources Sector Council Columbia Basin Trust Community Social Services Employers Association (CSSEA) Community Foundations of Canada (47 throughout BC) Federation of Community Social Services of BC HR Council for the Non-profit Sector Imagine Canada Nechako-Kitamaat Development Fund Kootenay Boundary Regional Resources Co-operative North Island-Coast Development Initiative Trust Northern Development Initiative Trust Southern Interior Development Initiative United Community Services Co-op United Way – multiple locations Vantage Point Regional Volunteer Centres (39 throughout BC)	Capacity Building Organizations

2. Understanding the Sector

BC Umbrella Organizations	Most umbrella organizations have a comprehensive understanding of the organizations that serve their specific sub-sector.
Government Non-profit Initiative and Labour Market Partnership	Collectively conducting a mapping project to profile the non-profit sector by region and sub-sector.

3. Communicating Identity and Value

BC Community Achievement Awards	Celebrates British Columbians dedicated to others and to making their communities more caring, dynamic, beautiful, healthy, and unique.
Calgary Chamber of Voluntary Organizations	Has conducted a communications campaign to promote the benefit of the non-profit sector to society
Donner Canadian Foundation Awards	A national program to recognize excellence in social service provision by non-profit organizations
Federation of Community Social Services of BC	Planning a branding campaign for the social service sector
HR Council for the Non-profit Sector	Conducted research on the value of the sector; collaborated with multiple provincial initiatives that are conducting workforce promotion campaigns

Scotia Bank and United Way Community Spirit Awards	Honours organizations and individuals that support vulnerable children and seniors in the Lower Mainland.
Leadership Victoria	Leadership Victoria Awards recognize leadership contributions in a number of social service areas
United Community Services Co-op	"Passion for Work Week" encourages the paid staff in BC non-profit organization to take a moment and celebrate the passion for their work.
YWCA's Women of Distinction Award	Recognizes women whose outstanding activities and achievements contribute in multiple social service areas.

4. Building a Sector-wide Workforce

ACEVO	UK leadership development organization has developed a template and conducted research on human capital investments.
ASPECT	WorkInfonet is an online portal including information and resources on career planning, education, and employment.
Charity Village	Online job postings
Education Planner	Searchable database that provides information about post-secondary programs.
Federation of Community Social Services	Has conducted research into understanding generations and windows for employment in the non-profit sector
First Nations Education Steering Committee (FNESC)	Offers workshops and publications on topics such as board governance, education, funding, human resources issues, and strategic planning.
Government Non-profit Initiative	HR Advisory Committee Exchange program provides opportunities for intra-sector and sector-government work exchanges
HR Council for the Non-Profit Sector	Has conducted research on windows to the sector and other recruitment topics.
Job Futures	National database profiles 265 occupational groups and job descriptions.
Labour Market Information	The LMP is currently developing a Labour Market Information project that will provide baseline data and identify data gaps.
Work BC	Online portal includes information on career pathways, planning, professional development and labour market information.
Work Futures	Online database profiling 200 occupations with salary ranges; managed by HRSDC and the British Columbia Ministry of Advanced Education.
WorkinNonprofits.com	Online job postings

5. Developing HR Strategies for the Aboriginal Social Services Sector and Workforce

Aboriginal Human Resource Development Council of Canada	A national organization dedicated to advancing full participation of Aboriginal people in Canada's labour market.
Banff Centre for Management	Provide Aboriginal Leadership Development program
BC Association of Aboriginal Friendship Centres	Has plans to develop an HR Strategy for the Aboriginal workforce
BC Public Sector Aboriginal Youth Internship Program	A 12 month paid internship placing Aboriginal youth in provincial government ministries for 9 months and then in

	Aboriginal organizations for the last 3 months of their internship.
Metro Vancouver Aboriginal Executive Council	Network of Aboriginal social service providers in the Metro Vancouver area that has developed a leadership cohort of Aboriginal social service agency Executive Directors.
First Nations Education Steering Committee (FNESC)	Offers workshops and publications on topics such as board governance, education, funding, human resources issues, and strategic planning.

6. Building Leadership	
ACEVO	Board Governance assessment tool could be adapted to Canadian context
ASPECT	Values-Based Leadership program builds skills such as leadership and change, self awareness, trust, motivation, communication, and teamwork.
Banff Centre for Management	Provide Aboriginal Leadership Development program
BC Public Service Agency	Recruiting and human resource development agency of the BC government.
Board Voice Society	Promoted excellence in governance for Non-profit Boards.
British Columbia Institute of Technology	Currently in development, this Certificate Program would provide advanced leadership development skills and include an applied research component.
Canada Advancing Philanthropy	A small working group focused on encouraging a post-secondary university in Canada to launch a master's degree in philanthropy.
Centre for Innovative and Entrepreneurial Leadership	Custom leadership training for communities through a model that focuses on community, collaborative, transformation and personal leadership.
Centre for Non-profit Management and Sustainability	Conducts collective leadership development through peer learning that engages cohorts of organizations at a similar developmental stage
The CEOs Network	A collective of CEOs from 76 organizations; one of their three goals is to build leadership capacity.
Community Foundations of Canada	Online Community Building Leadership Toolkit informs strategic planning, program assessment, leadership, and partnership development
Douglas College	Community & Workplace Leadership Program teaches effective leadership, community integration, diversity, and change responsiveness
Federation of Community Social Services of BC	Recruitment and Retention project gathered information and evidence from diverse sources on the leadership challenges facing emerging leaders.
Hollyhock	Provides leadership development workshops in Vancouver, Victoria and on Cortes Island.
HR Council for the Non-profit Sector	Has developed a set of management competencies for small organization leaders
Institute for Corporate Directors	Some companies (e.g. Telus) provide scholarships for individuals

	to attend this professional accreditation program for corporate directors.
Internal Leadership Development Programs	Some large non-profit organizations, private sector companies (e.g. Crystal Decisions - now SAP, Vancity, and Coast Capital), and public sector bodies (e.g. PSA) have internal leadership development programs to identify, support and develop emerging leaders. Many of these current provide seats for NPS employees and others could be leveraged.
Justice Institute of British Columbia - Centre for Conflict Resolution and Centre for Leadership	Management Development for Community Settings Certificate Program teaches a person-centred approach, upholding standards and quality, balancing client needs with staff concerns.
Leadership Development Models from other Sectors	For example, Leaders for Life a Leadership Development Program for developing Next Generation Health Care Leaders. The program is built on the LEADS Leadership Capabilities Framework—an internationally recognized benchmark for effective leadership.
Leadership Vancouver, Leadership Victoria, & Leadership Sea to Sky (Whistler Forum for Leadership and Dialogue)	A 9-month action/study program built around mentorship, engagement with current community issues, and hands-on delivery of community action projects.
Minerva Foundation	Leadership Development programs to inspire and empower women and girls such as Learning to Lead and Follow a Leader, and Aboriginal Women's Partnership.
SFU Management and Professional Programs, Continuing Studies	The Salvation Army Development Endowment Fund supports customized leadership programs, prior learning assessment, leadership needs assessment, and development of distance and online education capacity.
UBC Centre for Inclusion and Citizenship	Coordinated approach to leadership development in the community living sector. The next phase of program development will focus on policy making curriculum.
United Community Services Coop	Provides executive coaching to Leaders of non-profit organizations.
University of Victoria, School of Public Administration	Newly established Master of Arts in Community Development Program is designed to build leadership in practicing professionals in community based organizations; launched in May 2010.
Vantage Point	Customized advanced learning programs that build critical leadership to help organizations be strategic, innovative and deliver on mission. The Next Leaders Network (NLN) connects young professionals to build their networks, intentionally direct their careers and gain knowledge in order to perform their roles effectively and successfully. People Planning 101 helps organizations identify key priorities for moving organization forward and strategize who can execute action plans.
Vancouver Community College	The Business Leadership & Management Certificate Program is designed for those who wish to qualify as professionals in the public, private and not-for-profit sectors.

7. Taking a Total Rewards Perspective

Association of Fundraising Professionals	Report of compensation and benefits survey of AFP members in Canada and the United States.
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BC HRMA	Provide professional certification, roundtables, networking, professional development, mentoring, and conferences on HR practices
BC Public Service Agency Compensation Group	Recruiting and human resource development agency of the BC government.
Boland Salary Review	Annual survey of salaries and human resources practices for a range of positions at not for profit organizations in Alberta and BC
Bridgestar	Research on wages and compensation
Canadian Society of Association Executives	This national survey includes compensation and benefits data for CEOs and senior managers of associations, charities and other not-for-profit organizations across Canada.
CCSEA	Compile wage data for many occupations on behalf of member agencies
Local large non-profit organizations	Some large non-profit organizations have collectively engaged consultants to conduct wage surveys
Private sector HR consultants	Many private sector consultants have experience developing Total Rewards packages and training for a variety of client types.
Unions	Compile wage data for many occupations on behalf of member agencies

8. Supporting Strategic HR Work

BC HRMA	Provide professional certification, roundtables, networking, professional development, mentoring, and conferences on HR practices
HR Non-profit Roundtable	An informal network of non-profit HR professionals that meet to hear professional development speakers and share best practices.
Calgary Chamber of Voluntary Organizations	Has developed an HR Plus program in association with Harvard University to support strategic and operational HR activities in non-profits
HR Council for the Non-profit sector	Have developed an online tool kit, HR management standards, and an online HR Checkup for non-profit organizations
Vantage Point	Offers many workshops on how to plan, lead, govern and work with people, customized training, board development training, and a Human Resources Managers Series.

9. Supporting HR Operations

BC HRMA	Provide professional certification, roundtables, networking, professional development, mentoring, and conferences on HR practices
HR Non-profit Roundtable	An informal network of non-profit HR professionals that meet to hear professional development speakers and share best practices.
CCSEA	Provide <i>ad hoc</i> human resources and labour relations advice to member organizations.
Calgary Chamber of Voluntary Organizations	Has developed an HR Plus program in association with Harvard University to support strategic and operational HR activities in non-profits
Charity Village	Provide online job postings, HR management newsletter and

	online courses are articles on HR management
HR Council for the Non-profit sector	Have developed an online tool kit, HR management standards, and an online HR Checkup for non-profit organizations

10. Exploring Shared Services and Beyond

BC Umbrella Organizations	Many umbrella organizations offer shared purchasing programs (e.g. insurance) for their members
Calgary Chamber of Voluntary Organizations	Has developed a shared services model for HR and other back-office services
Central Interior Community Services Co-op	Has developed shared service model for five community services organizations in Williams Lake
Community Futures of BC	Currently provide pooled investment loan program and are considering expansion of shared services
HR Council for the Non-Profit Sector	Has developed a framework to assist organizations to explore shared services.
Kootenay Boundary Community Services Co-op	Have developed shared services for program delivery in Aboriginal and child care organizations.
Private sector providers	A number of private sector providers provide shared services for HR and other back office functions
Shushwap Community Resources Co-op	Is in the process of developing a shared service model for community services organizations in the Shushwap area
Tides Canada	Provides shared services to multiple internal projects and external organizations
United Community Services Co-op	Currently conducting a feasibility study on shared service potential among medium and large-sized organizations in urban settings
United Way of Northern BC	Currently conducting a feasibility study on shared service potential in three clusters: Prince George, dispersed rural organizations, and Aboriginal organizations.

11. Embracing Meaningful Workforce Diversity

AMSSA	Immigrant Integration Coordinating Committee (IICC) provides an opportunity for organizations working with newcomers to address challenges, find reasonable solutions, and share resources.
Aboriginal Human Resource Development Council of Canada	A national organization dedicated to advancing full participation of Aboriginal people in Canada's labour market.
Banff Centre for Management	Provide Aboriginal Leadership Development program
BC Association of Aboriginal Friendship Centres	Has plans to develop an HR Strategy for the Aboriginal workforce
BC Public Sector Aboriginal Youth Internship Program	A 12 month paid internship placing Aboriginal youth in provincial government ministries for 9 months and then in Aboriginal organizations for 3 months of their internship.
Central Vancouver Inland Multicultural society	Provides diversity tools and training
First Nations Education Steering Committee (FNESC)	Offers workshops and publications on topics such as board governance, education, funding, human resources issues, and

	strategic planning.
Immigrant Employment Council	Work with employers and other key stakeholders to improve hiring practices, encourage new policies, and change perceptions about immigrants.
Immigrant Services Society of BC	Provides a range of services to help employers recruit and support skilled immigrants.
Intercultural Association of Greater Victoria	Provides training to promote understanding of diversity and provide practical tools for organizations to welcome diversity.
Kelowna Immigrant Society	Ethnic representatives available to visit organizations wishing to become more culturally aware
Metro Vancouver Aboriginal Executive Council	Network of Aboriginal social service providers in the Metro Vancouver area that has developed a leadership cohort of Aboriginal social service agency Executive Directors.
MOSAIC	Assists employers to locate, screen, and support skilled immigrants.
North Shore Multicultural Society	Developed Guidebook for Diversity and organizational change with practical tools for organizations wishing to incorporate diversity
Richmond Multicultural Concerns Society	Provides cross-cultural understanding and cultural sensitization workshops targeting front line staff and service providing agencies.
Penticton and District Multicultural Society	Provides customized cultural diversity training programs for organizations
Progressive Intercultural Community Services (PICS)	Provides skilled immigrant professionals with customized career planning services
S.U.C.C.E.S.S.	Assists employers with activities related to recruitment planning, workforce training, and workforce training and support.
Victoria Immigrant and Refugee Centre	Provides an opportunity for employers to showcase their organizations to recruit immigrant workers.

12. Building Capacity at the Front Line

BC Association for Community Living	Has developed competencies for some job categories and customized skill/leadership development program through the Justice Institute of BC
BC Centre for Non-Profit Development, University College of the Fraser Valley	Online and classroom courses on the following topics: leading and management, financial management, marketing and public relations, board governance, strategic planning, evaluation and resource development.
British Columbia Institute of Technology	Part-time Distance Non-Profit Management Certificate focuses on leadership, financial management, people management, marketing, government relations, fundraising, and governance.
Canadian Council for Refugees	Has developed the Canadian National Settlement Services Standards Framework which establishes occupational standards and competencies for settlement workers.
Central Interior Community Services	Has developed job classifications and competencies for many

Co-op	social service positions
Centre for Non-Profit Management and Sustainability	"Helping the Helper" series provides training in leadership, governance, financial management, evaluation, and human resources. VSKN provides online resources and connection to mentors with specialized knowledge.
Charity Village	Online training in topics such as board development, budgeting, event planning, fundraising, strategic planning, and volunteer management.
Child Care HR Sector Council	Have developed competencies and training programs for child care occupations
College of the Rockies – Online Instruction Centre	Six-week online courses including topics such as creating your own non-profit, fundraising, marketing, and event management.
The Federation of Community Social Services of BC	Three annual meetings are supplemented by at least two training days per year, online learning forums, and 'community of practice'. Developing strategic HR practices for clinical supervisors.
Fraser Valley Centre for Social Enterprise	Provides networking events, workshops, one-on-one counselling for social enterprises based in the Fraser Valley, and a variety of online resources.
HR Council for the Non-Profit Sector	Have developed core competencies for small organizations. The Quebec HR sector council has developed competencies for multiple sub-sectors (currently in translation)Currently planning a Skills Strategy for the Sector which will be initiated in 2011.
Immigrant Services Society of BC/MOSIAC	Has begun to map competencies required for all levels of employees. ISS and MOSAIC are working with UBC Social Work school to develop training programs to meet current gaps in competencies
Ontario Non-profit Network	Have begun a project to develop competencies for major sub-sector within the nonprofit sector.
Professional Service Firms	Many legal, finance, HR, and accounting firms provide some seats for non-profit organizations to attend public workshops on industry trends
Selkirk College – Continuing Education	One-day leadership and management courses and a "Peer to Leader" six-course series which focuses on management training.
United Community Services Co-op	Financial Fitness workshops cover fundamental financial, accounting and legal matters
University of Victoria, School of Public Administration	Professional Specialization Certificates provided in cultural sectoral leadership, local government management, performance management, public policy and governance, public sector and NPS management.