



**December 2004**



Maureen Murphy-Black

Kara Belcourt

## *Best wishes for the holidays*

We thought we would take the opportunity with the second newsletter of the Workforce 2010 Initiative to introduce ourselves. Kara Belcourt and I, Maureen Murphy-Black, are the lead staff for AARC on this initiative. This means that under the guidance of the Workforce Strategy Committee we are responsible for organizing the projects of this initiative and ensuring they move forward.

Kara joined AARC in July after graduating from the Bachelor of Community Rehabilitation and Disabilities Studies, University of Calgary. She brings to this work knowledge of families and individuals she has supported as well as competencies and skills learned both in and out of school.

I, being a little more seasoned, have worked in this field for some 25 years. I have supported individuals, run a voluntary sector organization and developed provincial and national policy. In the past few years I have been very involved with a family who hires their own support and a non-profit community service provider and I have instructed at Grant MacEwan Community College and the University of Calgary.

Kara and I are pleased to be associated with hundreds of people who have demonstrated their belief in the value of this work and the community rehabilitation workforce. We thank everyone who responded to the survey and those who attended focus groups to give advice on the benchmark positions being created. It is through your commitment and your wisdom that we will see a bright future.

Kara and I share an office in Edmonton with the Leadership Today Society. You are welcome to drop by. We wish you and your family and friends joy over the Holiday Season and look forward to continuing our work in the New Year.

### ***The Vision***

*By the year 2010, the Province of Alberta will have a well-trained and stable community rehabilitation workforce recognized as professionals providing valued service.*

### ***The Goal***

*To provide a comprehensive solution to current and long-term human resource challenges in service to persons with developmental disabilities through a series of integrated strategies.*

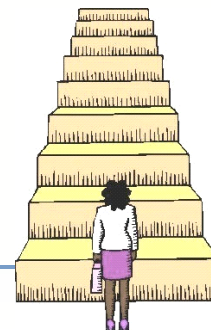
### ***The Objectives***

*Develop and disseminate labour market intelligence*

*Provide employers with industry-specific human resource management training and planning tools*

*Develop the groundwork for implementing a successful human resources social marketing campaign*

*Build community capacity by forging alliances and sharing best practices and principles*





# The Projects: **1** **2** **3** **4** **5**

*Projects in the Workforce 2010 Initiative are like chapters in a book being written by partners committed to creating a comprehensive approach to the labour market challenges faced by the community rehabilitation sector.*

## **1** Job Benchmarks and Job Evaluations

The Job Benchmarks and Job Evaluations project will update job functions, competency data and classifications defined by AARC's Community Rehabilitation Careers Project (CRCP) in the 1990s and make them more relevant to current workforce requirements. This project will result in a product with job functions, qualifications, competencies and classifications relevant to the field of community rehabilitation in the 21<sup>st</sup> Century. It will include classification tools and approaches and a draft implementation strategy. Information from this project will be used to work with educators to articulate training requirements.

## **2** Characteristics and Trends of Current and Future Workforces

This project will define the current workforce and the projected workforce over the next 5-10 years. It will include demographic information, qualifications, training needs and rural/urban differences. Integral to this research will be the creation of a tool for employers to track this information within their organizations as a matter of routine. This project will also contribute valuable information for a comprehensive human resource training package for employers.

## **3** Characteristics and Profiles of Individuals Who Access Services Now or in the Future

This project will define the current consumers and the projected consumers over the next 5-10 years. It will include demographic information, disability types and support requirements. This information

is critical to articulate the skills and qualifications needed in the workforce. A useful by-product of this research will be a tool for service providers and policy makers to track this information within specific organizations and the industry as a whole. This data will also contribute valuable information for a comprehensive employee training package.

## **4** Characteristics of Exemplary Employers (Employers of Choice)

This project will identify benchmark standards for recruiting and retaining staff. It will provide service providers with a bank of ideas they can use within their organizations for human resource management. A self-assessment tool for employers to examine their recruitment and retention strategies will be prepared.

## **Public Image of the Industry and Strategic Plan for Social Marketing**

### **5** This research will identify perceptions and opinions regarding careers in the

rehabilitation sector. Employers can use this information to understand what stops people from entering the workforce or convinces them to leave. This information will also support the development of a comprehensive marketing and communications plan to address public misconceptions. The aim is to convey respect for rehabilitation work, identify it as a good career choice, and demonstrate the value of the work and the population supported by it.

### *Just a Reminder...*

*The AARC, in addition to Workforce 2010, has other major workforce initiatives in place. These include the Fair Compensation Committee and the Community Rehabilitation Career Paths. All of these initiatives inter-relate and are coordinated with each other. Check the*



## Calendar Of Projects

January - March

### ***Project One: Job Benchmarks and Job Evaluations***

Re-drafted Job Benchmarks to be sent to all focus group participants.

Two working groups will update job evaluation material in the CRCP Job Evaluation Handbook.

Family Focus Groups

### ***Project Two: Characteristics and Trends of Current and Future Workforces***

Service provider survey for employers able to provide individual-level demographic information.

### ***Project Three: Characteristics and Profiles of Individuals Who Access Service Now or Will in the Future***

Focus groups with families and self-advocates to discuss supports they expect in the future.

### ***Project Four: Characteristics of Exemplary Employers***

Focus group with employers to review best practices in human resources.

### ***Project Five: Public Image of the Industry and Strategic Plan for Social Marketing***

Focus groups and one-to-one interviews with staff about why they work in this field and challenges they face.

One-to-one interviews with career counselors and high school counselors.

Focus groups with individuals who are making career decisions or influence people making career decisions.

Omnibus telephone survey of public perceptions on the work of this field.

## Employers of Choice

### *An example of multiple perspectives*

The Workforce 2010 Initiative is using many strategies for collecting information to develop a comprehensive view of the workforce. We often talk about the projects being inter-related. Our approach to the Employers of Choice project is a good example of the inter-relationship of the data collection techniques used in Workforce 2010.

To develop an understanding of the factors that influence recruitment and retention, different views of the workforce need to be considered. Literature on best human resource practices is often a good place to start. Employers who have tried out innovative hiring and employee-relation strategies are a rich source of ideas. Employees who work in the sector clearly know why they do this work and why they like to work for some employers over others.

Information from all these perspectives should be considered and discussed. Unifying themes are likely to emerge in this examination. Once these unifying themes have been identified, it is good practice to test them out with some people to see if they hold true.

This is the exact process that Workforce 2010 is using in the Employers of Choice project.

A literature review on best practice in human resources is being completed. Information from employers on strategies for recruitment and retention is being collected through the Service Provider Survey. Focus groups and one-to-one interviews are being held with frontline staff to learn more about why people enter the community service provider workforce, why some remain and why some leave.

Information from all these sources will be taken to focus groups of service providers to create “benchmark standards” for best practices with respect to workforce recruitment and retention. These benchmark standards will go into a self-assessment tool that will be piloted by employers.

This process of gathering information from multiple perspectives, examining it, identifying the key themes and then checking to see if these ideas are relevant to practice is a cycle that underlies all the projects within Workforce 2010. Keeping track of all the pieces and the connections among projects can get complicated. The Workforce Strategy Committee takes a large role to ensure this happens. Your eyes, ears and feedback are essential to make the work of this initiative as effective as possible.



# Phase 1 products

Phase 1 of Workforce 2010 focuses on gathering information to enhance our understanding of the current and future workforces. This information will be of use to people developing policies or strategies on recruitment and retention of staff.

In addition, a number of tools that can be used by service providers are being created. These will be made available to all service providers across Alberta. The tools and products being created through Phase 1 activities include the following:

## Human Resource Tools

1. A Job Evaluation Handbook for employers with benchmark positions (job functions and preferred qualifications), a job evaluation tool and an approach for applying the job evaluation tool (*March 2005*).
2. A spreadsheet for employers to track HR variables. (*May 2005*)
3. A spreadsheet for employers to track consumer demographics. (*May 2005*)
4. A Self-Assessment Guide regarding best practice in human resource management for employers. (*May 2005*)

## Labour Market Intelligence

### **Workforce**

1. Report on profiles of current and future workforces in the field of community rehabilitation. (*March 2005*)
2. Report on the implications of the current and future workforce profiles on program and policy development. (*July 2005*)

### **Individuals Accessing Services**

1. Report on the current and future individuals who will be requesting supports. (*March 2005*)
2. Report on the implications of current and future consumer profiles to employers and policy development. (*July 2005*)

### **Public Image of the Industry**

1. Report on the current image of the community rehabilitation sector held by the public and by people working in the field. (*March 2005*)



**Matt  
Ashdown**

I have been in the rehabilitation field for six years. My career started after I worked at a summer camp for children with disabilities. I enrolled in the Rehabilitation Practitioner Diploma Program at Grant MacEwan College. I did one practicum at Selections and was hired as a Career Development Coordinator. I have been in the position for a year and a half and am currently making the transition into becoming a Marketing Coordinator.

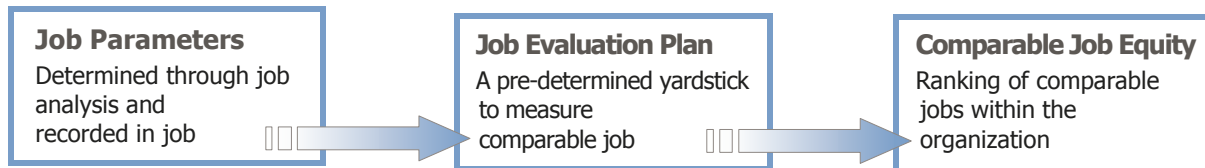
Selections received a Community Capacity Initiative Grant in February to start a Trade Workforce Partnership. The goal is to open doors for people with disabilities to enter the trades. I have been working on this initiative by making partnerships through advocacy, marketing, making presentations, arranging tours of businesses and so on. Currently, we have one person who will start a pre-employment trade-related course in the fall and I look forward to setting up many more partnerships.

When not at work or taking courses with the Community Rehabilitation and Disabilities Studies program, I coach Special Olympics floor hockey and track and field. This past year I coached the provincial floor hockey team and we won a bronze medal in Charlottetown.

I stay in the rehabilitation field because I enjoy working with people and would like to see people with disabilities living the same life with the same opportunities as I have in my life. When I look at the rehabilitation field as a whole, I see changes that need to be made and I see changes I can make. I look forward to being able to make a difference in the lives of people I support.



# Job evaluation: what is it?



**By Allen E. Snart, CHRP, CMC  
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Job evaluation is a relatively familiar activity in organizations these days. Based on the organization's purpose and influenced by business processes, organizational structure, organizational culture and value systems, tasks are grouped into "jobs". This allows internal equity to be achieved.

## A Bit of History

Historically, the principal method for determining rates of pay for jobs has been "market pricing". That is, employers base pay on prevailing rates in their marketplace.

Over the years, there have been dramatic changes in the demographics and composition of the workforce, as well as the approaches to compensation management. There is now a general recognition that, in addition to the market, the scope of work and contribution expected from a job are important to the monetary value placed on it. It is particularly important to ensure that jobs within an organization are paid equitably with each other. This is the purpose of job evaluation.

## Comparable Job Equity is Fundamental

Each job within a work place is "designed" to make a contribution to the success of an organization. Job evaluation, at its simplest level, is the process of using a predefined measurement tool free of gender or other bias to determine the comparability of jobs. It provides a formal, systematic process for comparing one job to another within an organization. It does not refer to the going market rate or who is holding the job, or how well the work is being done; these are dealt with using other processes. This internal ranking of jobs has become the typical way jobs are assigned to levels in a pay structure.

## The Point-Factor Job Evaluation Approach

Recent studies conducted by the American/Canadian Compensation Association reveal that market price is still the most widely used method of assigning jobs to pay levels; however, it is usually in combination with a formal job evaluation and classification program. In the survey, a point-factor method of job evaluation was the most common. A point-factor approach merely defines a number of criteria that will be used to classify jobs (**factors**); each factor has a range of **points** depending upon the extent to which it is evident in the job.

The typical factor types include:

- What knowledge and skill (mental and physical) is required to do the work?
- How is this knowledge and skill applied to solve problems, make decisions, communicate, lead, advise, etc.?
- Under what conditions is the work done?
- What are the consequences of the activities specifically included in the work for which the person is held accountable?

## Job Evaluation Plan Selection Criteria

There are several criteria to consider when selecting a job evaluation program:

- Applicable to a wide range of jobs; ideally, a single plan to cover all jobs in the organization.
- Understandable and straightforward language and approach.
- Supported by effective communication and "tools".

All of these were considered in 1997 when the initial CRCP Job Evaluation handbook was published and they are fundamental to the re-design that is occurring through Workforce 2010.



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*Full descriptions of Workforce 2010 and the sub projects are available at <http://www.albertarehab.org>*

# Did you know....

## Demographics of People with Developmental Disabilities and General Support Needs

- There are just over 166,000 people with developmental disabilities in Canada (i.e., about 0.7% of the total population). Of these, 46,000 are children aged 14 and younger, and 120,000 are people aged 15 and over (2001 data, excluding Yukon, Northwest Territories and Nunavut).
- At all age levels there is a greater proportion of males than females with developmental disabilities.
- In Alberta, there are 11,550 people aged 15 and over with developmental disabilities (2001 data).

## An Overview of Alberta's Labour Market

- In 2003, employment in Alberta grew by 2.9% - one of the highest growth rates in Canada.
- In 2003, teachers, social services workers and professional and assisting occupations in health services had an unemployment rate of less than 3% - indicating a skill shortage.
- Alberta is expected to have one of the most serious labour shortages in the country. While all sectors will be vulnerable to the increased numbers of retirees, community services and health care are expected to be the most affected.

## Characteristics of Exemplary Employers

- In general, Canadians rank personal and social aspects of work ahead of economic aspects (i.e., pay, benefits and security). However, employers of choice provide fair and equitable compensation and competitive benefits.
- Employers of choice are often flatter organizations with just three or four levels, thus reducing status differences that may diminish some people's contributions.
- Employers of choice know more about their employees' family compositions, lifestyles, personal values and broader career goals.