



October 2005

Workforce 2010 Now Entering a Crucial Phase

The Workforce 2010 Initiative identified Phase Two (years two and three) as the core critical activity for the project. Phase Two is the dissemination of information gathered in year one to the many people and groups who can make change happen in this workforce. Phase Two also focuses on providing training on tools designed to assist individual service providers to become employers of choice in the overall Alberta Labour Market.

This newsletter highlights the multiple opportunities that are available to access the labour market intelligence gathered over the past year and a summary of the tools that are available for employers to use within their organizations to support their actions in being an employer of choice.

The information and tools created in Phase One of Workforce 2010 are a valuable source of knowledge for people and groups undertaking action on workforce issues. Actions such as the Human Resource Forums to occur this year, a process to develop an acceptable and agreed to name for this field, and the work of the Fair Compensation Committee looking to resolve the compensation issues that face this sector.

We hope you will become a part of the action to address the challenges facing this workforce. We welcome your involvement at the information sessions and training that will be occurring over the next six months.

**Maureen Murphy-Black,
Project Manager,
Workforce 2010**

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





“Employer of Choice” Self-Assessment Tool

“Employers of Choice” are organizations that exemplify such innovative and effective human resource management principles and practices that the most highly qualified and desirable employees choose to work for them rather than anyone else. They are industry leaders and their organizational structures and systems set the benchmark standards of excellence for others in their industry to follow.

The Self-Assessment Tool identifies the leading human resource practices and strategies that organizations are encouraged to implement if they are to be perceived as “employers of choice” in human services in Alberta now and in the future. The standards are bundled into seven Recruitment Factors and eight Retention Factors derived from extensive human resource and rehabilitation management literature and research.

The Tool provides organizations with a simple gauge to measure how close they are to being “employers of choice”. The intent of the tool is not to “pass” or “fail” your organization, but to impress upon you the complex and diverse bundle of strategies required for effective recruitment and retention. By assisting you to rate your organization separately on each of the recruitment and retention factors, the tool will help identify your organization’s strong points as well as areas in which there is room for improvement.

The Self-Assessment Tool may be implemented in different ways. The objective is to get an honest appraisal of your organizations practices. How you arrive at this appraisal and how often you conduct the exercise is up to you. You can conduct the assessment by yourself, within a team setting (such

as all members of the executive team), or requesting that employees at various levels of the organization to submit their scores and compare the results received.

The Employer of Choice Self Assessment Tool is being piloted between October and November with the assistance of members of the Fair Compensation Committee and two University of Calgary Students. If you are interested in being a part of the pilot call Kara at 415-8522.



Job Evaluation Handbook

A job evaluation process is a fundamental building block for a Human Resource Strategy within any organization. Workforce 2010 developed six job profiles to reflect current and future expectations of staff working in the community rehabilitation sector.

The Job Evaluation Handbook has created a number of tools for use by employers in this sector. It includes:

- 1) Benchmark Role Profiles
- 2) Job Information Questionnaire
- 3) Job Information Questionnaire Resource Guide
- 4) Job Evaluation Handbook
- 5) Direction on How to Evaluate a Job
- 6) Suggestions for Documenting job



New Tool Tracks Turnover

'We believe service providers will find this tool useful and friendly'
Laurie Kaban, Chair of the PACE Central Alberta Workforce Committee

The Workforce Committee of PACE, chaired by Laurie Kaban, Catholic Social Services, has developed a template to track turnover.

The tool reflects definitions agreed upon by service providers who attended the Taming Turnover Workshop and the follow-up working days. The committee members agreed that the document needed to track turnover and be a useful, easy-to-use management tool for service providers.

In October, November and December of 2004, the committee members and a few other service providers participated in a pilot project testing the template. With the expert assistance of Laurel Ponich of COPE and the Excel program, the committee revised and improved the template.

Collecting the Data

The Central Alberta Workforce group is contracting with a researcher to compile accurate data that will provide credible information that organizations can use to build new labour strategies.

Our intent for 2005 is to collect data from as many participants as possible in the Central Region. The researcher will hold the data and forward reports to the participants. Each service provider will receive a summary report of its own information as well as a summary report to the totals of all participants. All identities will be safeguarded for confidentiality with an identifying code.

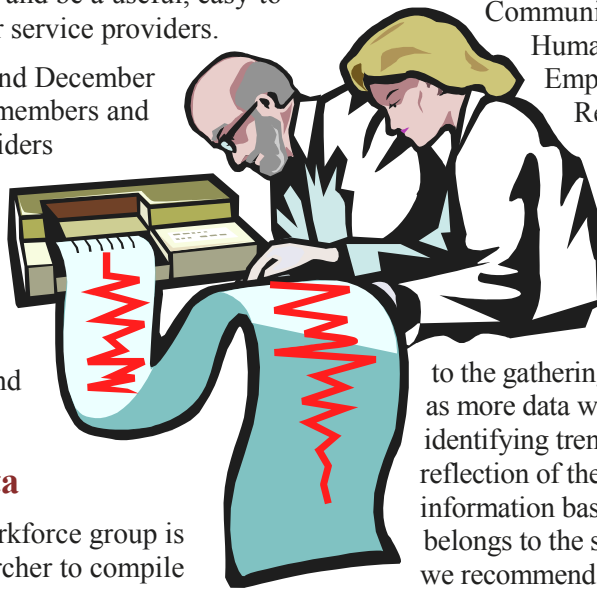
The Workforce Committee will use the summary reports to communicate an overview of the

workforce in the Central area. Some of the recipients of this information could include Children's and Persons with Developmental Disabilities Authorities, Alberta Association of Rehabilitation Centers (AARC), Alberta Association of Services for Children and Families (AASCF), Alberta Committee for Citizens with Disabilities (ACCD), Alberta Association for Community Living (AACL), Alberta Human Resources and Employment (AHRE), Human Resources and Skills Development Canada (HRDC), MLAs, families and community partners.

Into the Future

It is our intent to contribute to the gathering of information beyond 2005, as more data will provide a better basis for identifying trends and provide an accurate reflection of the workforce. To ensure that the information base is credible and that it belongs to the service provider community, we recommend enlisting the skills of a researcher on a fee-for-service basis. As the template is comprehensive and formula-based, the work and time required of the researcher will not be extensive and is intended to be cost effective.

The committee encourages service providers individually or as a group from other regions to join in use of this template. It could provide us with information on turnover in the industry from all areas of the province. To get involved in this data collection effort, or to review the template to assess its potential within your agency or geographical area, contact Laurel Ponich at COPE in Rocky Mountain House, copeldp@telusplanet.net





Creating an HR Strategy

AARC will host a series of three Human Resource Forums between now and March 2006.

The outcome of the forums will be the creation of a Human Resource Strategy for the community rehabilitation workforce. The new strategy will address leadership development, set out solutions to human resource challenges and outline a structure to oversee implementation. It will identify actions to take within 3 years, 5 years and 10 years.

1

In Forum One, “**Building People Capacity for the Future,**” a broad group of stakeholders connected to the community rehabilitation workforce will gather to identify the elements that must be part of a Human Resource Strategy for this labour market. This forum is scheduled for October 18.

The goals of the forum are to:

1. Initiate the development of a long-range HR strategy.
2. Identify current and future HR challenges.
3. Develop actions that will help meet these challenges.
4. Identify supports and resources required for a coordinated strategy at the agency, regional and provincial levels.
5. Create a shared vision that can guide coordinated action.

2

Forum Two, “**The Plan for Action,**” will be for employers (service providers who employ staff) of this labour market. This forum will create a joint vision, detailed actions and structures required to move forward a Human Resource Strategy for the sector. The second forum will occur in December 2005.

3

Forum Three, “**Roll-out and Engagement,**” will be an opportunity for stakeholders to come back together to for the launch of the Human Resource Strategy. The third forum is scheduled for February 2006.

Graham Lowe will guide the development of the Human Resource Strategy and the three forums.

Graham Lowe has an international reputation as an expert on work and organizations based on his successful 25-year academic career. Graham is president of The Graham Lowe Group Inc., a workplace consulting and research firm, and a partner in the newly-launched Great Place to Work Institute Canada, an affiliate of a US-based global consulting firm specializing in cultural transformation. Since receiving his doctorate in sociology from the University of

Toronto in 1979, he has been a professor at the University of Alberta, as well as a visiting professor, lecturer and researcher at other universities in Canada, Europe and Asia.

He has conducted extensive research on a wide range of workplace and labour market issues. Graham’s numerous publications include the acclaimed book, *The Quality of Work: A People-Centered Agenda* (Oxford University Press, 2000).



Worker Profile



Karen Heffernan

I started working in the rehabilitation field 18 years ago at a psychiatric hospital in Northern Ontario. I was fifteen years old and the experience changed my life.

After seeing some people achieve new goals and seeing quality life improvements for others, I was hooked on this field. I was then employed in assisted living programs while I went to university and then chose to stay in the program, as there always seemed to be a new challenge or a new project that caught my interest.

After finishing my Honors BA in psychology I completed a certificate program in addiction studies. I kept finding commonalities between my school work and the population that my agency was serving. As I moved up the administration ladder, I completed certificates in Human Resources and Management.

When I moved to Alberta several years ago, I found myself in a new world – different government, different funding models, different service delivery models, etc. After getting my feet wet by providing front line support to a couple of different agencies, I found an agency that matched my beliefs and got back into the management end of things.

I'm currently a Services Coordinator at the Vocational and Rehabilitation Research Institute (VRRRI). In this position, I've found the perfect fit – I'm still close enough to the front line to see the changes that happen in people's lives and I'm in a position where I can help share and develop the future of my agency and the field in general.

My hope for the future of the rehabilitation field is that our society will realize the value of humanity and that our ethics and moral reasoning will catch up with the medical marvels that exist in our time. My dream is that the rehabilitation field will become recognized as a service that has value and that, if given the opportunity to work with people on a one-on-one basis, reach new skills and help people set goals, we can build a community where all people can contribute and be respected as having value.

We're on the Web!

Workforce 2010 will launch its official interactive website at AARC's Annual General Meeting on October 12!

CLR Media consultants has been busy working on creating an interactive website for Workforce 2010. This website will link people to information about Workforce 2010 and the research that has been done over the past year. Some of the research includes studies from a service provider survey, focus groups, an omnibus survey and census data.

All of the activities that are currently underway will be profiled on the website and will have links to them so you can learn more about the labour market. Some of these include the Information Sessions, Job Competencies and Classification System, Human Resource Forums, the Fair Compensation Committee and the Strategic Communications Plan.

Check it out at www.workforce2010.com



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

For Your Information

Labour Market Information Sessions

Workforce 2010 has undertaken a comprehensive review of this labour market; examining the work, the workforce, the individuals, the employers and the public image. This research has provided information that is essential to understand this labour market and can be used as strategic labour market intelligence to create a stable and sustainable community rehabilitation workforce in Alberta.

Members of the Provincial Workforce 2010 Committee will do presentations in each region. The purpose of the information sessions is to share information collected through Labour Market Intelligence research over the past year. The sessions will include information about all of the Workforce 2010 projects and will look at where the labour market is now and where it needs to be in 2010 to have a stable workforce. The presentations will run from 20 minutes to an hour and a half with a question period built in.

Job Evaluation Handbook Training

Our one-day training session will prepare organizations to implement the new profiles within their workplaces. You will receive the Benchmarks Role Profile Manual, including all of the elements necessary to evaluate jobs in your organization. A process for moving forward the implementation of a job evaluation process in each region will be discussed.