May 2010 Progress Report: Employee Engagement Action Plan – 2009-2011

Introduction

The following outlines the actions to be taken as a result of the 2008 Employee Engagement Survey outcomes and the recommendations made in January 2009 by the three Task Groups (Communications, Employee Development and Leadership) established by the President. Many of these actions have been or are in progress. Regular (at least semi-annual) progress reports will be made to the College community and to the Board by the President. The Employee Engagement Action Plan Implementation Advisory Committee will also monitor and advise the President on progress.

(*As per 'Source' column below, the following key has been used to identify which recommendation is included in each grouping:

ED: Recommendations #1 through 17 from the Employee Development Task Force report;
L : Recommendations #1 through 8 from the Leadership Task Force report; and,
C: Recommendation from the Communication Task Force report, under sections "Visibility" (v), "Processes" (p), "Ability" (a) and "Accountability" (ac), followed by the appropriate number. Hence, "Cv1" represents recommendation # 1 in section "Visibility".)

Training and Development

*Source	Topic	Action	Measure and original target	Lead Manager(s) with others	Progress Report, including new targets
ED1, L 4, L 8	Leadership training (including the competencies of giving and receiving feedback; delegation; time management; mentoring; coaching and motivation; performance evaluation; effective communications and listening; team work and team building; employee relations; emotional intelligence; problem solving; decision-making; effective meeting management; and active	1. There will be a leadership training session for all employees who have supervising others as one of their responsibilities. This session will serve as an overview of expectations with regard to essential leadership competencies, and will start the planning process with regard to ongoing leadership development at the College.	Achieved by June 30, 2009	Marilyn Luscombe/ Angus Graeme	Held on August 26, 2009 to allow maximum participation. **Following completion of the communications audit, the next "all supervisors" session is recommended to be on communications for supervisors. To be held in August 2010.**
		2. A 2009-2010 plan for leadership development initiatives will be established.	Achieved by September 30, 2009	Gary Leier/Angus Graeme/Rhys Andrews	A customized citation program **has been drafted** for present and potential supervisors. **A plan for desired workshops has been discussed with Continuing Education for implementation.**

	and meaningful presence)	3. An orientation session for all new managers will be established.	Achieved by September 30, 2009	Gary Leier	Orientation session per #13 is applicable to new managers and is being used. Yearly offerings of courses and seminars on issues such as labour relations; HR practices; conflict resolution; etcetera, are under development. **In addition to developing this plan, work involving community partners is proceeding.**
ED 4	Mentorship Program	**3.** A formalized mentorship program, inclusive of training for mentors, will be implemented for new employees.	Program developed in Fall 2009; pilot launched in Winter 2010	Gary Leier	**Work is being done to dovetail this process with the "Employee Feedback and Development" process that has been presented in draft form to the Management Committee.**
ED 6a and b	Guidelines and training for hiring committees	4. All hiring committees will be provided guidelines and a briefing of their required responsibilities.	Updated Policy 6540 and supporting guidelines completed by November 30, 2009	Gary Leier	**The guidelines are being reviewed by HR staff. They will be completed by next reporting period.** **Training will occur at the next opportunity thereafter.**
		5. Per renewed hiring policies and practices, Chairs of selection (ie, anyone in a supervisory position) will be required to undertake a training session.	Two training sessions will be held in Fall 2009	Gary Leier	**Per previous action, attention is being paid to proper orientation as hiring committees established and implemented, with a more formal process being initiated for Fall 2010.**

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C v5	Training re E-mail and Use of the Web	6. Training sessions will be provided.	First sessions will begin in September 2009 and continue on a regular basis.	Barry Auliffe	Carrie Voysey has presented to Management Committee; now rolling out to College community with regular updates in the Grapevine.
C a1 and 2	Communications Training	7. General training sessions on communications skills will be provided to College employees.	First sessions to begin in October 2009	Barry Auliffe/ Marilyn Luscombe	Included in leadership development session held on August 26, 2009, and will continue to be a priority skill development area in further leadership development sessions and course offerings through Continuing Education. **See the Progress Report comments for Action 1. regarding the 'all supervisors' session in August 2010 with a focus on communications.**
		8. Customized sessions per College division to be provided.	First sessions to begin in June 2010	Barry Auliffe with appropriate supervisors	Sessions to begin following the outcomes of the Communications Audit

Processes

Source	Topic	Action	Measure and target	Lead	Progress Report
ED 2b; ED 5; L 1; C ac1; C ac3	Job descriptions	9. Job descriptions with clear accountabilities, responsibilities and scope of authority will be completed for all employees.	All descriptions to be completed by August 31, 2009	Gary Leier	All completed in draft form and most signed off by supervisors and applicable staff members. Descriptions will be available online in the near future.
ED 11; Ed 15; L 2	Employee Development and Feedback Policy	10. Policy 6520 - Employee Evaluation – will be revised to reflect a philosophy of evaluation within an overall process of employee development, and process will be developed in consult with employee groups.	A new policy and process will be achieved October 2009	Gary Leier	On track. **Both a draft policy and suggested feedback tools have been presented to the MC for review, and are now ready for discussion with employee groups. A "roll out" strategy will be developed.**
		11. Processes and tools that support feedback and development will be developed in consultation with each employee group.	Achieved by: • June 30, 2009 for senior managers	Gary Leier	**Assessing and testing a couple of options presented, including the requirement of annual goals and objectives as a base accountability agreement.**
			• September 30, 2009 for exempt and PPWC staff	Gary Leier	**Proceeding through due process.**
			• February 28, 2010 for BCGEU and SCFA	Angus Graeme	**Not achieved as contract negotiations were pending. Will include in 2010/2011 Goals and Objectives following collective bargaining. (See 10)**

		12. A feedback (evaluation) and development process will be in place for senior managers and will be communicated to the College.	Achieved by September 2009	Gary Leier/Barry Auliffe	All supervisors have been requested to have goals and objectives completed and approved by September 30, 2009 with this to be a basis for their annual performance appraisal. This has been communicated in Weekly Update. **Achieved.**
ED 7; C v5; C p7	Staff Orientation	13. Staff orientation sessions will be updated to include a review of job descriptions and expectations; the assignment of a mentor; and introduction to communication processes, including the use of email and website.	Achieved by December 1, 2009	Gary Leier	**Achieved.**
ED 8	Exit Interviews	14. A policy and process for exit interviews for all staff leaving the College will be established.	Achieved by August 31, 2009	Gary Leier	Exit interviews have been offered to most employees who have resigned or retired in **since June 2009.The policy has been adopted by Management Committee and the PRC. An online form has been developed to ensure maximum employee participation.**
ED 14	Monitoring and support for Employee Feedback (Evaluation)	15. The HR Division will monitor, track and notify departments of pending probationary or scheduled employee feedback (evaluation) processes.	Achieved by October 1, 2009	Gary Leier	This depends on the full implementation of the Human Resources Information System (HRIS). **The "manager's portal" is targeted for a June launch.**
C p1	Communication Plan for all College Initiatives	16. There will be an expectation and accountability that all College initiatives will have an associated communications plan.	Communicated and expected immediately	Marilyn Luscombe /Barry Auliffe	Communicated and being implemented per project with a plan presented each time to Management Committee or appropriate senior manager.

Structures

Source	Topic	Action	Measure and target	Lead	Progress Report
ED 2a; L7 ;	Number and format of meetings/use of technology	17. Meeting software will be surveyed, chosen and implemented; committees will be consulted, advised and trained; and the number and format of meetings will be reviewed and conclusions shared.	Achieved by December 31, 2009	Mike Dion with IT Services (meeting software); Angus Graeme (review of committee meetings)	**Upon completion of a review of the network infrastructure and, as recommended by MYRA Systems, the need for a VPN/Firewall security solution will be determined. Once the VPN/Firewall security system solution has been determined, collaborative meeting software will be chosen depending on recommendations from the IT review.** **Skype is emerging as alternative to three-way (or more) calling. A number of staff members are supplementing email and telephone communication with this technology.** **We have piloted a new meeting schedule for the various supervisors' committees and are preparing a 2010/2011 version. Most of these committees now have terms of reference, and have completed self assessments and goal setting for 2010/2011.** Work continues on the other committees throughout the College.

ED 2c	Reasonableness of supervisors' responsibilities/present organizational structure	18. There will be a review of organizational structure to determine the requirements for re-organization to enhance effectiveness of supervisory responsibilities.	Achieved with an imple-mentation plan/priorities by December 31, 2009	Marilyn Luscombe/ Gary Leier	**The 2010-11 reorganizations of the Academic and Student Development, Finance and Administration and Human Resources divisions are now nearing completion and the changes have been communicated to the College community. There have been no changes in the Communications and Development division.**
L 6	Committee structures and functions	19. An appropriate tool will be chosen and utilized to assess all committees for effectiveness.	Achieved with results shared by November 30, 2009	Cathy Mercer	Completed and report prepared.
C v4; C p2	Clarification and delegation of communication responsibilities	20. In addition to the clarification of communication responsibilities in completed job descriptions, an audit will be undertaken of current communications processes and recommendations for improvements.	Audit guidelines chosen by June 30, 2009; audit completed by October 30 2009.	Barry Auliffe	**Communications Audit and Report, and first draft of Internal Communications Action Plan, presented to Management Committee on May 10, 2010 and Employee Engagement Action Plan IAC on May 13, 2010. Implementation is anticipated for June, 2010. Changes to the Grapevine, in response to feedback received have already been implemented in April.** A Process Review is also scheduled for completion **in the Fall 2010 semester**.

ED 17	Stable and effective HR Division	21. Particular priority will be given, including within the current hiring process for a new HR Director, to stabilize and build on the effectiveness of the HR Division.	New HR Director hired by September 2009; review of divisional structure and plan by February 2010.	Marilyn Luscombe	Director hired; **review completed and on track.**
C v2	Office locations with respect to supervisors and their employees	22. A review will be undertaken of office locations of supervisors with respect to their employee groups to assess effectiveness and possible relocations, if required.	Achieved by October 31, 2009	Mike Dion with Campus Managers	**Following a review of current office locations, it has been determined that no further action will be taken at this time. Supervisors are as close to their employees as is practically possible at this time. An increased number of supervisors are or are looking to maintain office hours on more than one campus. (Associate Registrar, SAS Department Head, Developmental Education School Chair, two HR staff, etcetera)**
C v5; C v6; C p3	Communications access; training and tools	23. A review will be undertaken to ensure that all employees (including short-term and part-time) have access to and training in the various means of College communications, and that all employee directories are current.	Achieved by October 31, 2009	Barry Auliffe	**All full-time employees now have email addresses. The Communications Audit indicated that 2.9% of employees do not have 'proper access to necessary communications tools'. Communications Audit Action Plan will recommend training.**

Employee Relations

Source	Topic	Action	Measure and target	Lead	Progress Report
ED 3	Job postings	24. In line with employee development and succession planning, updated job descriptions and subsequent job postings will ensure that credentials appropriately match the job responsibilities.	Review of posted job requirements will be completed by December 31, 2009	Gary Leier	This process is more complex than initially envisaged. Credentials on job descriptions and job postings affect ratings on the JE plan and therefore the rate of pay for PPWC staff. A review of credentials is dependent on a new JE plan, currently being worked on by the Union and the College. Changes will be made over time; it is difficult to put in a target deadline for completion, as the work is and will be on-going. **Postings will be worded to provide a broader description of required experience.**
ED 9	Rewards and formal and informal recognition	25. There will be a review undertaken of rewards, and informal and formal recognition, as well as any resulting amendments to policy 6600.	Review and any amendments completed by January 2010	Cathy Mercer with Gary Leier	**Some examples of best practice have been identified. An HR staff member has been assigned to this project. This will receive a greater focus as the transition of residual payroll duties from the HR department to accounting is completed. Improvements to SCOPE and NISOD processes have been completed. Teaching and Learning Institute and the concept of "Teaching Fellows", if implemented, will add a recognition stream.**

ED 10	Inequity with respect to PD funds (per PPWC and Exempt)	26. There will be a review undertaken to assess how and in what way that additional funding can be provided to support professional development for PPWC and Exempt staff.	Decision to be reached in Spring 2010	Mike Dion	**Allowances for PD have been budgeted for 2010-2011. There are some process details to be worked out.**
ED 16; C v3; C p4; L 5	Safe and effective communication channels for employee concerns and suggestions	27. Various communications channels will be developed, enhanced, implemented and communicated to ensure that employees are better enabled to voice concerns and suggestions in responsible and safe ways.	October 31, 2009	Barry Auliffe	In order to ensure maximum effectiveness, will be implemented in line with approved recommendations from the Communications Audit and Process Review, as previously indicated.
		28. The Board's Whistleblower Policy will be communicated in various ways on a regular basis.	Beginning Immediately (Spring 2009)	Barry Auliffe/ Marilyn Luscombe	**This began** in October 2009 with Weekly Update article.
		29. Although clear communications channels are outlined within the Whistleblower Policy, the possibilities for an advocate service will be reviewed and decisions taken.	Decision by October 31, 2009	Marilyn Luscombe/ Gary Leier	**The aspect of advocates for both staff and students is being discussed in line with the revisions currently being undertaken in the Human Rights policy.**

Accountabilities

Source	Topic	Action	Measure and target	Lead	
C v1; L 8	Leadership visibility and presence	30. Each manager's annual goals and objectives, and thus performance expectations, will include a plan for maintaining and/or enhancing visibility and presence with those with whom leadership is provided.	Effective September 2009	Management Committee with others	**Goals and objectives for all managers are required. Accessibility and presence will be measured through feedback and survey data and reviewed during performance evaluation by supervisor.**
L 1	Leadership job descriptions and responsibilities, accountabilities and scope of authority; communication of same.	31. See #10	See #10	See # 10	See #9 and #10
ED 13	Awareness of and responsibility for College morale/culture by (1) leaders and (2) the College community in general	32. It is hoped that the commitments and intended achievements iterated within this action plan are a demonstration of management's understanding of our responsibilities in this regard. In addition, it is hoped that these actions and ongoing efforts to build a strong College community will enable all of us to work together towards a positive work environment as per our College value statements.	Immediate and ongoing	Marilyn Luscombe	Ongoing aspect of responsibilities and focus of all supervisors.

| L 3 | Compensation and performance (Our present system of compensation for administrators is based on yearly increments over a five-year period; however, yearly increments can be withheld for non-performance.) | 33. Consideration will be given to alternate system through discussions with the Board HR Committee. | November 30, 2009 | Marilyn Luscombe/ Gary Leier | **This has been discussed with HR Committee of the Board and no changes are deemed appropriate at this time. If any significant changes are made provincially through PSEA and PSEC into the future, any merits of a pay for performance plan may be considered.** |