October 2009 Progress Report: Employee Engagement Action Plan – 2009-2010

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
		2. A 2009-2010 plan for leadership development initiatives will be established.	Achieved by September 30, 2009	Marilyn Luscombe	A plan for desired workshops discussed with Continuing Education for implementation. A customized citation program under discussion for present and potential supervisors.

	and meaningful presence)	3. An orientation session for all new managers will be established.	Achieved by September 30, 2009	Marilyn Luscombe (changed to Louise Krohn)	Orientation session per #13 will be applicable to new managers plus yearly offerings of courses and seminars on issues such as labour relations, HR practices; conflict resolution; etcetera, will be for new and existing managers per leadership development training plan that is near completion.
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	Louise Krohn	On track
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 September 30, 2009	Louise Krohn	Delayed but aiming for completion by November 30, 2009
		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	Louise Krohn	One session will be held in late Fall for Winter hirings; another in mid-April for new (2010/11) academic year hiring
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	Barry Auliffe	Carrie Voysey has presented to Management Committee; now rolling out to College community with regular updates in the Weekly Update

Source	Topic	Action	Measure and target	Lead	Progress Report
			regular basis		
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.
		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	Louise Krohn	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	Louise Krohn/New HR Director	On track

		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	Louise Krohn	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		Deadline extended to January 30, 2010 to allow completion of work by new HR Director
			• February 28, 2010 for BCGEU and SCFA	Angus Graeme	Extended to April 30, 2010 to allow for appropriate consultation process
		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	Louise Krohn/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.
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	Louise Krohn	On track. The program has been developed and an implementation/communication will be launched n the next 3-5 weeks.

Source	Topic	Action	Measure and target	Lead	Progress Report
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	Louise Krohn	Exit interviews have been offered to most employees who have resigned or retired in the past several months; policy will be completed by October 31, 2009
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	Louise Krohn/New HR Director	This depends on the full implementation of the Human Resources Information System (HRIS) which has been delayed by one or two months, but actively being worked on
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);	Dependent upon implementation of VPN/Firewall security solution which is pending final funding approval; however, the scoping of collaboration conferencing software will take place in the next 4 to 5 months for implementation of recommendations for September 2010.

				Angus Graeme (review of committee meetings)	Review of structure and frequency of various leadership committees has taken place and a new format implemented for testing this Fall; work continues on the other 38 functioning 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 implementation plan/priorities by December 31, 2009	Marilyn Luscombe/ Louise Krohn/New HR Director	On track; Terms of Reference being developed and will be coordinated, to every extent possible, with the Communications Audit and Process Review outcomes
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	On track
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	Guidelines in approval stages; given the realization that this process is important yet complex, and that the newly conceived Process Review and Communications Audit will inform each other, the Communications Audit will not be completed until early February 2010. On the advice of the Implementation Advisory Committee, we have added the Process Review and guidelines for this review are near completion. The Process Review is scheduled for completion in March 2010.

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 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	On track
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	On track

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	Louise Krohn	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.
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 New HR Director	On track; Cathy will discuss with new HR Director who undertakes his responsibilities on October 13, 2009
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	Decision to be reached in Spring 2010	Mike Dion	On track and will align with the 2010-11 budget development

Source	Topic	Action		Lead	
		PPWC and Exempt staff.			
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	Will begin in October 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/ Louise Krohn	Will discuss with new Director of HR; decision moved to November 30, 2009

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	On track

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
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/ New HR Director	On track Note: Any changes would have to be approved by PSEA.