



FRIENDSHIP • SUPPORT • COMMUNITY

Recruitment and Retention
CQI 2019

Recruitment and Retention Plan 2019

Lifetime Networks Mission: We foster networks of friendship and support for people with diversabilities to enhance community.

Overview:

This report reflects the creation of the Recruitment and Retention plan that will be established in November 2018.

The purpose of Recruitment and Retention Plan is to better understand Lifetime Networks needs and data analysis in terms of job satisfaction, recruitment, and turnover. Quality improvement goals have been set for the next year (November 2018 to October 2019).

Summary of 2018 Goals:

Over the past year, Lifetime Networks has worked hard to grow the Human Resources policy and procedure. For this reason Lifetime Networks has also chosen to transfers goals that were originally within the Human Resources Plan 2017-2018 pertaining to recruitment and retention and start an additional plan to compliment the existing Human Resources Plan. Some of the key activities include the following:

- All departments within Lifetime Networks have had movement and growth due to the need for increase of hours, development opportunities, increase wage, and set schedules. The following occurred over 2017-2018:
- Citizen: Two employees returned from Mat leave, one new hire, and one increased hours to full time. The citizen team also lost two key employees, one of which moved internally.
- IW!: One employee returned to supervisor position after covering a mat leave. Two employees were hired, one of which increased to full-time. One employee moved internally for a growth opportunity. One employee reduced their hours for school.
- Theatre Troupe: Hired one new employee, had a higher turnover of three employees once of which moved internally.
- Best buddies: A lot of movement to find a good fit for the role. Currently it has been added to a CE facilitator's role.
- Networks: Volunteer Recruitment Facilitator job was created who works 15 hours per week and she has helped to recruit, match, orient and support 29 new Network Friend volunteers. In the past year we have also added 12 new Network Facilitators to our team. Additionally, we are in the process of hiring a 10 hour per week General Support Network Facilitator, and she will help us to fill the gaps in Networks when we are searching for an initial or replacement Network Facilitator. It is our hope that this role will enable us to keep the momentum in the Networks going, avoid gaps in service and continue to orient new Network Friend volunteers.
- Four new CE Facilitator roles were created and all hired internally, one of which is covering a medical leave.
- Human Resources Facilitator: Turnover of HR facilitator in March 2018, hired an external candidate.

Employee turnover in relation to number of employees:

Employee Type	#
Full Time Management	5
Full Time	20
Part- Time	61
Contractors	13
Casual	4
Total Number of Employees	103
Total turnover	29

2019 Improvement Goal(s):

- We will continue to record employee turnover rates and conduct detailed exit interviews. This information will be reviewed annually in November in order to assess retention. Lifetime Networks strives to improve this data when comparing data collected from both the annual survey and reviews.
- We will reevaluate the off boarding process and review information to better reach our 2019 goals.
- We will place a greater focus on informing potential, new, and existing employees on Lifetime Networks benefits package

Lifetime Networks Recruitment and Retention Plan November 2018- October 2019

Summary of 2018 Improvement Goals:

Recruitment and Retention 2019 Goal Grid

#	2018 Goal	2019 Goal	Indicator for Success	Person Responsible	Timeline	2018 Status/Results	2019 Status/Results
1.	Track the effectiveness of increasing the hours of part time employees to see if it reduces turnover within this employee group.	Track the staff satisfaction of the scheduling flexibility Lifetime Networks gives their staff.	Data on employees through Annual Survey and Performance Reviews who experienced a positive response to flexibility in their schedule.	HR Facilitator	November 2019	Survey Results October 2018 –Of the 44% of staff who felt that the question applied to them, 88% answered that yes, an increase in hours has contributed to their job satisfaction and the likelihood that they will stay with Lifetime Networks and 12% of staff members indicated that no, an increase in hours had not made a difference; this result was exactly the same as the results last year.	

#	2018 Goal	2019 Goal	Indicator for Success	Person Responsible	Timeline	2018 Status/Results	2019 Status/Results
2.	-	Improve and implement a clear and concise off boarding policies and procedures.	Ensure that all managers are aware and following the correct policies and procedures.	HR Facilitator and Managers	September 2019	-	
3	Record and collect data for the reasons that employees leave Lifetime Networks during employee exit interviews. Collate data.	Record and collect data for the reasons that employees leave Lifetime Networks during employee exit interviews. Collate data.	Every staff member who is off-boarded has all required documents. Information is shared with Managers and R&R committee.	HR Facilitator and Managers	October 2019 Monthly at R&R meetings	October 2018- Through exit surveys and/or emails the common pattern for reason of leave was full time work elsewhere, moving, or to pursue education.	

#	2018 Goal	2019 Goal	Indicator for Success	Person Responsible	Timeline	2018 Status/Results	2019 Status/Results
4.	Human Resources will track Job Satisfaction and turnover rates once an employee benefits plan has been implemented to see if the benefits decrease turnover and increase job satisfaction.	Increase the amount of employees ability to be on our benefits plan. Track to see if there is further job satisfaction in relation to benefits.	A question about the benefits coverage will be added to the annual survey highlighting whether or not the new benefits have increased the employees overall satisfaction etc.	HR Facilitator	November 2019	November 2018 Survey Results: For those for whom it was applicable, 77% of them agreed or strongly agreed that the introduction of benefits has increased their overall job satisfaction, and 23% of Staff Members were neutral.	
5.	Gather data from employees for their reasons for moving to the different programs, job satisfaction, organization satisfaction etc.	Gather data from employees for their reasons for moving to the different programs, job satisfaction, organization satisfaction etc.	Remove question from survey and solely rely on the information gathered in reviews and informal conversations.	HR Facilitator and Managers	November 2019	Results found on annual reviews were due to needing: increase hours, set schedule, desire to change role, growth opportunity. On the annual survey the result came back with not applicable.	

#	2018 Goal	2019 Goal	Indicator for Success	Person Responsible	Timeline	2018 Status/Results	2019 Status/Results
6.	Employees will be informed by June 2018 that benefits have been added to the Lifetime Networks employee package.	All staff understand and are aware that we provide a benefits package.	A tick box will be added to probationary and annual reviews to assess eligibility of benefits. Slide added to orientation on benefits. A line on benefits added to all job postings.	HR Facilitator	January 2019	June 2018 - Complete	
7.	-	Increase CSW job satisfaction.	Have quarterly CSW nights, which may include social gathers or professional development.	Program Manager	March 2019		
8.	-	Review 2018 annual survey feedback to formulate new strategies for recruitment and retention.	Host a meeting with R&R chair, and Program Managers	R&R chair, and Program Managers	January 2019		

#	2018 Goal	2019 Goal	Indicator for Success	Person Responsible	Timeline	2018 Status/Results	2019 Status/Results
9.		Showcase staff appreciation with incentives.	Have monthly gift cards available to managers to give to staff for appreciation.	R&R committee	March 2019		