



RECRUITMENT AND RETENTION
CQI 2020

Recruitment and Retention Plan 2021

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

Overview:

This report reflects the Recruitment and Retention plan from 2020. The purpose of the Recruitment and Retention Plan is to gather and use various types of data to understand the needs of Lifetime Networks and its staff. Quality improvement goals have been set for the next year 2020.

Summary of 2020 Recruitment and Retention Activity:

In 2020, exit interviews and turnover rates were reviewed. Turnover increased in 2020 and all departments within Lifetime Networks had movement in recruitment and retention. Lifetime Networks is addressing sustainability issues through our participation in advocacy to the BC government around low-wage redress, and is a founding member of the provincial “Equal Work Equal Pay” initiative; additionally, Lifetime Networks provided a raise to staff members on April 1, 2020.

The following activity occurred in each department through 2020:

- **Human Resources:** The HR Manager left her full time role in May 2020 and a long-term manager returning from medical leave in September 2020 filled this role internally. Prior to this, she assisted with onboarding on a part time basis throughout the summer. In November 2020 an HR Admin role was created and filled externally at 10 hours a week.
- **Office Administration:** The Office Administrator’s role was promoted to a Coordinator level in October 2020. In 2020, she had also taken on the supervision of the Equipment Loan Program and now assists in the finance department.
- **Finance Department:** a part time employee has joined the finance team and assists for two half days a week. Additionally, the bookkeeper is still consistent.
- **Community Engagement:** In early 2020, Facilitators were promoted to Coordinators. All hours were increased to 30-35hrs a week rather as a result of a Facilitator leaving his role in December 2019. At the beginning of the pandemic, many Community Support Workers transitioned to virtual supports and/or provided essential in person supports. Others were unable to work for various reasons or left their roles for higher paying jobs elsewhere. As a result, seven employees did not return to their roles and five decreased their hours drastically. Eleven new Community Support Workers were on boarded from July 2020 and September 2020. Aside from pandemic reasons, three long-term community support workers relocated and one part time employee retired. All employees were off boarded by October. In November 2020, a Community Engagement Facilitator Role was created to aid with programming needs and ensure continuity of services to people supported. The role was filled internally.
- **Citizen:** In early 2020, the Facilitator role was promoted to Coordinator. Program Instructors transitioned mostly to virtual supports between mid-March and late June. In July 2020, one Program Instructor left for early maternity leave and another returned part time. Since the return of in-person supports, several Community Support Workers have begun working in the Being a Citizen Program. Many Community Support Workers have reported that they enjoy the combination of group programming and one-to-one support, which in turns aids with retention. In November 2020, a Program Instructor accepted a role in another program and a long-term employee filled his role.

- **Networks:** The Networks Program experienced a lot of movement in 2020. In February 2020, the Volunteer Recruitment Facilitator went on maternity leave and an external applicant filled her role. In October 2020, the Program Manager resigned from her management role; this role was filled externally at 35 hours a week. Upon her exit, both the Network Lead Facilitator and Volunteer Recruitment Facilitator were promoted to Coordinators with an increase in hours and responsibilities. The prior Program Manager will stay on as an employee and a Network volunteer. In 2020, some new Network Facilitators were welcomed to the agency and four moved on from their role.
- **Theatre Troupe:** Theatre Troupe continues to employ staff with expertise in the theatre field. Two external candidates were recruited in 2020 and an internal employee has increased her role in the program. During lock down, theatre aired a virtual performance and maintained all supports virtually.
- **IW!:** In 2020, staff roles were promoted to Program Instructors rather than Community Support Workers. One key employee left IW due to relocation; a long-term internal employee filled her role. From mid-March 2020 to late June 2020, staff transitioned to mostly virtual supports and returned to in-person by July 2020.
- **LifeBased:** The LifeBased Program's pilot was extended. The program created the role of Lifebased Facilitator and recruited a new employee to fill this role in August 2020. This role works explicitly in LifeBased and ensures continuity of service for participants.
- **Employment:** In early 2020, the Employment Program had an exciting redesign and altered the responsibilities of roles. This created an additional Facilitator role which was filled internally. In August 2020, one of the employees left her role for a higher paying job elsewhere, but stayed on as specialized part time contractor. An external candidate filled her role in October 2020.
- **Clothes Drop Program:** Clothes Drop Program was impacted by the pandemic between mid-March and July, this resulted in the program not operating. In summer of 2020, Lifetime Networks welcomed back one of the employees while the other resigned. Donation drop offs to Valu Village are limited at this time, another employee will be hired when program returns to normal capacity.
- **Best Buddies:** An internal applicant was hired for Best Buddies Facilitator role in August 2020. Beginning November 2020, the Volunteer Recruitment Coordinator will begin supervising the facilitator in this role.
- **Summer Inclusion and Matching Program:** These are new programs that Lifetime Networks has taken on, the supervision of them will fall under the Volunteer Recruitment Coordinator.
- **Special Project Input Facilitator:** This is a new role that was created in November 2020. The role was filled internally at 4hrs a week. This role will oversee projects developed from input from stakeholders, the Annual Survey and Cultural and Diversity Committee.

2020 Employee turnover in relation to number of employees:

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| Employee Type | # |
|---------------------------|-----|
| Full Time Management | 6 |
| Full Time | 21 |
| Part- Time | 77 |
| Contractors | 31 |
| Casual | 7 |
| Total Number of Employees | 142 |
| Total turnover | 11 |

2020 Employee turnover in relation to number of employees:

| Employee Type | # | Turnover |
|---------------------------|-----|----------|
| Full Time Management | 6 | 2 |
| Full Time | 30 | 3 |
| Part- Time | 65 | 7 |
| Contractors | 20 | 6 |
| Casual | 6 | 3 |
| Total Number of Employees | 127 | 21 |
| Total turnover | 21 | |

Summary of 2020 Goals:

Goal 1: To retain trained, effective staff (Cross referenced with Accessibility Plan):

This goal was met. Although there was a significant amount of turnover in 2020, all programs are staffed adequately and meet the needs of the agency. This goal will be modified, but carry on in 2021 Recruitment and Retention Plan.

Goal 2: Benefits are discussed at probation and review time. Annual benefits presentation conducted by Benefits Advisor promoted to staff:

In early 2020, a representative conducted a presentation with information about our Benefits Provider. This will be conducted annually. Benefits has also been promoted at orientation and staff reviews, this has encouraged some employees to increase their hours of employment at the agency. This question is only applicable to staff who work more than 24 hours per week, and so the question was not applicable to 60% of respondents. For those for whom it was applicable, 90% of them agreed or strongly agreed that the benefits has increased their overall job satisfaction and 10% of Staff Members strongly disagreed. Last year only 50% of people had agreed or strongly agreed that benefits increased their overall job satisfaction, so there is a remarkable increase here.

Goal 3: Increase CSW job satisfaction:

This goal is challenging to measure, but the annual survey and feedback from employees review indicate that majority Community Support Workers enjoy working with Lifetime Networks and value the work they do. Common issues that have been highlighted is the disparity between wages for unionized and non-unionized agencies, heavy vehicle use, emotional labour can be taxing and isolation from agency. Management has worked diligently to display appreciation, provide mentorship, and tailored professional development opportunities around the needs and interests of staff (referenced in Training and Development Plan). This goal will be modified in the Recruitment and Retention Plan for 2021.

Goal 4: Review 2019 annual survey feedback to formulate new strategies for recruitment and retention:

This goal was completed and maintained throughout the year. Recruitment and Retention Committee meet monthly. In 2020, suggestions from the committee included staff gift cards, pandemic support, planning for future social opportunities and contributed to the input of job postings.

Goal 5: Promote staff appreciation with incentives:

Recruitment and Retention Committee distributed gift cards to programs for redistribution. 96% of staff members who responded to the Annual Survey agreed or strongly agreed that they receive recognition and appreciation for their involvement with Lifetime Networks in a way that is meaningful for them; this is a large increase from last year when only 84% of respondents answered positively.

Lifetime Networks Recruitment and Retention Plan 2021

Summary of 2021 Improvement Goals:

Recruitment and Retention 2020 Goal Grid

| # | 2020 Goal | 2021 Goal | Indicator for Success | Person Responsible | Target Date | 2020 Status/Results | 2021 Completion Date/Status |
|----|--|---|---|--|-------------|---------------------|-----------------------------|
| 1. | To retain trained, effective staff (Cross referenced with Accessibility Plan) | To retain trained, effective staff. | | Management and Recruitment and Retention Committee | On-Going | Complete | |
| 2. | Benefits discussed at probation and review time. Annual benefits presentation conducted by Benefits Advisor promoted to staff. | Host annual Benefits presentation to ensure staff are aware of perks and program. | Increase in number of staff on benefits | HR Manager and Program Managers | | Complete | |
| 3. | Increase CSW job satisfaction. | Promote staff connection and communication. | | HR and R&R Committee | | Complete | |
| 4. | Review 2019 annual survey feedback to | Review 2020 annual survey feedback to | HR Manager will relay input from | R&R chair and HR Manager | March 2021 | Complete | |

| # | 2020 Goal | 2021 Goal | Indicator for Success | Person Responsible | Target Date | 2020 Status/Results | 2021 Completion Date/Status |
|----|--|---|--|------------------------------|-------------|---------------------|-----------------------------|
| | formulate new strategies for recruitment and retention. | formulate new strategies for recruitment and retention. | R&R to Management. | | | | |
| 5. | Promote staff appreciation with incentives. \$1000 budget | Promote staff appreciation. | Lifetime Networks Employees will be appreciated in various ways including: Gift Card Incentives, Staff Leisure and Bonding opportunities, recognition, and mentoring. | R&R committee, Management | On-going | Complete | |

