SOCIAL WORKER SUCCESSION ISSUES WITHIN THE MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

by

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ABSTRACT

With the retirement of the baby boomer generation, the Ministry of Children and Family Development will suffer a significant loss of experience and knowledge. The ministry is ill prepared to compete for talent and hard pressed to retain existing talent. The shortfall of qualified Social Workers crucial to the delivery of their mandate requires a concerted effort to build a new approach to recruiting, cultivating, and retaining talent.

As an organization evolves, it needs to be able to determine the qualifications and characteristics of its future leaders and staff to ensure continuity of leadership and avoid transition problems. The set of recommendations provided in this report will allow the ministry to successfully implement succession management planning and to fulfil its mandate into the future.

Without the implementation of a succession management plan the ministry will not be able to address the looming staff shortage.
EXECUTIVE SUMMARY

The Ministry of Children and Family Development is not prepared to deal with the impact of the unprecedented number of Social Worker, Team Leader, and management retirements occurring over the next ten years. The resulting critical shortfall of qualified Social Workers will affect the ministry’s ability to deliver their mandate.

Creation of a succession management plan will allow the ministry to define organizational models, implement staffing strategies, and attract and retain talent in key positions across the organization.

As the almost 10 million Canadian baby boomers enter retirement, there will be a significant depletion of talent within the professional and trade ranks. Given that the generations to follow are over one third smaller than the baby boomers, the supply of available labour is limited. For the first time in history, the aging population is out-growing the younger workforce.

National labour market demands are projected to reach an annual growth rate of 1.5% while labour force is only projected to grow by 1.2%. This shortage will cause unemployment to continue to fall below the 31-year low we are currently experiencing, increasing competition for scarce human resources.

The decline in birth rates across British Columbia will decrease demand for services; however, the number of Social Workers retiring will result in a shortfall of staff even with this lessened demand.
The Social Worker occupational group has one of the lowest unemployment rates of any sector. This fact combined with an above average expansion demand and higher vacancy rate due to the lower average age of retirement, means the ministry’s ability to recruit and retain Social Workers will become even more challenging.

Although social services are considered a fundamental right in Canada, there are factors that can affect demand. Globalization of the economy is having a significant affect. The global forces to harmonize social policy and standardize expenditure levels are powerful and the pressure is on to redesign program delivery, to enhance flexibility and reduce costs.

Transition to preventative and supportive program delivery allowing children and youth to remain in their families and communities, will allow the ministry over the long-term to work smarter with fewer resources. The desire to become a more innovative and inclusive organization by increasing community and family involvement will permit the ministry to downsize to only core delivery functions. By looking at technological solutions, outsourcing options, development of alternate service delivery methods, and best practices the ministry can implement processes that will allow them to be more effective.

With no comprehensive service provider to offer alternate service delivery options across the province, the ministry’s strategic direction to devolve authority to the communities will require at least three to five years to complete. As the government expands service delivery to local communities, competition for Social Workers will heighten. Organizations that can offer staff the incentives they seek will be able to attract and retain talent from the limited supply of graduates and some ministry staff.

The Ministry’s ability to maintain program delivery is threatened by retirements and its ability to contract out. Contracted agencies are already experiencing difficulty hiring staff to
deliver on their contractual agreements. If more efficient program delivery models are not devised
the Ministry’s ability to achieve its mandate will be in jeopardy.

The projected shortfall of 300 social work graduates over the next ten years could
increase if enrolment continues to decline. In addition, society’s need for more Social Workers
specialized in gerontology will impact the number of graduates specialized in children and youth.
Although the provincial government has increased the number of new spaces at Universities
across the province, none are targeted towards social work programs.

With an estimated increase in the Social Worker vacancies of fifty percent over last year,
there is a need to establish a succession management plan that creates a new approach to
recruiting, cultivating, and retaining talent. Identification of staff retiring over the next three to
five years will allow the ministry to focus its recruitment, and talent management efforts.

Team Leader and management retirements must be taken into account when determining
the impact of the Social Worker succession issue, as most management positions require a social
work degree and progression from Social Worker to Team Leader to manager is the norm. These
higher-level openings will increase the number of Social Worker vacancies.

The normal term to create a succession management plan is twelve to eighteen months
and implement is three to five years. With an average of sixty staff a year eligible to retire, the
lack of a succession management plan will affect the ministry’s ability to target its hiring
practices towards replacing staff with the leaders of the future.

Retention of corporate knowledge needs to be of primary concern for the ministry. The
need to capture and retain knowledge for use in the future is becoming crucial. Even with the
transformation to a new structure, which may make some processes obsolete, there is still a need
to retain this institutional knowledge.
Creation of a comprehensive succession management plan will cost the ministry 1/10 of 1% of the budget. The cost to the ministry to implement the recommendations contained within this report is estimated at $1.5 million annually for the next three years. These funds would support the creation and implementation of an over-arching succession management plan for the ministry.

As the ministry is in a high-risk business, the cost of not implementing the recommendations will be a critical Social Worker shortage. Currently the ministry retains in-house all investigation and intake services. A shortage of Social Workers will affect their ability to deliver protective services in a timely manner. These delays could result in the ultimate cost to society, a child, or youth could be injured or killed.

By investing the needed resources now, the ministry’s succession management plan will allow the organization to continue to operate into the future by harnessing a workforce of diverse talents and mitigating the risk to children and youth across the province. Succession management will assist the ministry in the development of long-term talent management practices, improve its ability to achieve goals and objectives, develop pools of qualified candidates, and strengthening the organization over-all.
DEDICATION

I dedicate this to my loving and amazingly supportive husband Eric and daughter Christine. They were my editors, my coaches, my cheerleaders and my source of sanity at times when I needed it the most.

During my time in this program, my class experienced marriages, divorces, childbirth, and those who were unable to make it to the end due to the strain on their family. I know what a sacrifice it has been for both my husband and daughter and how excited they were when they could see the end was near. Well this is the end and the least I can do is dedicate this to them for their patience, understanding and encouragement. I know I could have never have gotten this far without them behind me.
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I would also like to thank the Instructors for their dedication to their subject matter. It was never dull and you demonstrated your passion for teaching each time you travelled to Kamloops to instruct our class.

To those who worked tirelessly behind the scenes making everything happen and keeping the program flowing smoothly I thank you most. These are Cindy Lister, Valerie Zuccolo, Judy Beaver, Mark Frein, and Tom Brown. They are the not so obvious heroes of the program. Not in my wildest dream did I ever imagine being able to obtain an MBA from Simon Fraser University and not have to leave home (Kamloops) to do it. Thank you all!

I would like to acknowledge the Nova Scotia Government for creating a comprehensive succession plan outline. This outline assisted greatly in the completion of my project.

Finally yet importantly, I appreciate the enormous help and enduring patience of Dr. Mark Selman.
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<td>Assistant Deputy Minister</td>
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<td>BCGEU</td>
<td>British Columbia Government and Service Employees' Union</td>
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<td>BSW</td>
<td>Bachelor of Social Work – undergraduate degree</td>
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<td>CFSA</td>
<td>Child and Family Services Authorities</td>
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<td>COPS</td>
<td>Canadian Occupational Projection System</td>
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<td>DM</td>
<td>Deputy Minister</td>
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<td>EPDP</td>
<td>Employee Performance and Development Plan</td>
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<td>FTE</td>
<td>Full time equivalent</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>IPAC</td>
<td>Institute of Public Administration Canada</td>
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<td>MCFD</td>
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<tr>
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1 INTRODUCTION

Over the next ten years, the Ministry of Children and Family Development can experience the departure of more than 300 Social Workers, at the same time they may lose almost half of their management staff and over a third of their Team Leaders. This will cause a critical workforce shortage at the Social Worker level within the ministry, as some Social Workers retire while others move up to fill the higher positions. Determining the impact of this succession issue on the ministry is critical to being able to continue to fulfil their mandate.

1.1 Project Objective

The objective of this project is to identify succession implications for the ministry and to provide an outline and recommendations that assist in the creation of a succession management plan, which will guide recruitment, retention, training, and knowledge transfer over the next decade. The paper will argue that without such a plan, the ministry is unlikely to be able to fulfil its mandate to protect the welfare of children and youth in British Columbia.

In order to develop a succession management plan, it is necessary to assess the various factors involved in the supply of and demand for Social Workers and the need for the Ministry of Children and Family Development’s services. This involves having some understanding of the general demographic trends affecting the labour force as well as factors affecting Social Workers in general. Factors such as the completion rate of the social work degree programs, and those more specific to the ministry, the identification of more children and youth with special needs, or the increasing numbers of Aboriginal children entering care.
1.2 General Demographics

The following demographic and labour demand projections are provided to create awareness as to why competition in all sectors is on the rise and some of the factors that are influencing this.

In this chapter, we review national and provincial demographics, the labour markets, and labour supply. We also identify the retirement projections for the British Columbia Public Service.

1.2.1 Baby Boomer Generation

According to Statistics Canada, the baby boomer generation (those born between 1946 and 1964) has fundamentally altered every social institution it has touched. Schools built to accommodate the baby boomer generation are closing due to lack of enrolment. Too many jobs and not enough people are following higher levels of unemployment and welfare.

With the retirement of the baby boomers there will be a significant depletion within the professional and trade ranks. Statistics Canada stated that, as of the end of 2006 more than 400,000 Canadian baby boomers celebrated their 60th birthday, out of the 9.8 million born.

1.2.2 Generation X & Y

Generation X (those born between 1965 and 1981) is defined as the generation that follows the baby boomers. According to Statistics Canada, Generation X is one third less than the baby boomer generation and Generation Y is smaller still, resulting in a more limited supply of labour.
1.3 Provincial Demographics

1.3.1 British Columbia Population Projections

Birth rates in British Columbia are on the decline. The birth rate needed to maintain a stationary population base is 2.1 children per woman. For British Columbia “In 2001, the fertility rate reached 1.4, a rate well below the level required to ensure a stable rate of reproduction. The combined effect of a low birth rate with increased longevity has brought about a reversal in the age pyramid.” The chart below illustrates that the number of children born in 2004-2005 is approximately the same as those born in 2000-2001 revealing the province’s natural population growth (births) has remained almost static for the last five years.

Figure 1.1 British Columbia Birth Rate Statistics 2000-05

![British Columbia Birth Rate Statistics 2000-05](image)

*Source: Statistic Canada, Cansim, Oct 2006*

The fact that birth rates have remained static while the provincial population continued to increase, reveals that birth rates are continuing to decline. The lower than required population
growth will reduce output and growth for most industries. Changes in the age structure of the population will result in the modification of the industrial structure particularly in the health care sector. For the first time in history, the aging population is outgrowing the younger generation that will make up the future workforce, causing the competition for human resources to increase.

1.3.2 British Columbia Migration Projections

During 2002 and 2003, interprovincial migration was negative as people left the province to relocate elsewhere. Interprovincial migrants are Canadian citizens who move to British Columbia from other parts of Canada. Even though interprovincial migration increased in 2004 and 2005, it dropped again in 2006 to half of the previous year. According to figures published by Alberta Human Resources and Employment (June 2006), the average one-year and five-year retention rate of interprovincial migrants for British Columbia are:

- From 1990 to 2001 the one year average retention 79.8%
- From 1992 to 1997 the five year average retention 57.8%

The chart below illustrates that for the last three years, the province’s international migration has increased proportionally to the rise and fall in interprovincial migration keeping migration from these two sources at an almost constant level. Over the last five years, international migration has accounted for seventy-three percent of total population growth in British Columbia. According to Statistics Canada as of October 2006, the population of the province of British Columbia was 4,327,431.
The net effect of migration and natural population growth in British Columbia over the last five years is an average annual increase in total population of 4.5%. In addition to the forty thousand births, the migrant population adds approximately nine thousand children and youth to the province on an annual basis. Even with this increase to the child and youth population, the province is still below the level of 2.1% required to maintain a stable population base. The decreasing child and youth population will result in a decline in demand for services from the ministry. Although the fertility rate has decreased from 1.4% to less than one percent over the last five years, the ministry will still be in need of Social Workers as fourteen and a half percent become eligible to retire over the next decade.

1.4 National Trends

According to Statistics Canada, in 2001, baby boomers, those aged thirty-seven to fifty-five, made up forty-seven percent of the labour force. In 2011, half of them will be fifty-five or older, and eighteen percent will be over the age of sixty.
In addition, Canada's gross domestic product (GDP) will slow to a long-term growth rate of 2.7% over the next five years. According to Statistics Canada, the major factors behind this slowdown are the decrease in the overall population growth and the aging of the population, which will have an additional dampening effect on labour force growth because of retirements.

1.5 National Labour Market Demand

According to Human Resources and Social Development Canada, the country will experience an annual average increase in employment of 1.5% from 2004 to 2008, with an expected increase of available labour of only 1.2%.

Figure 1.3 Aggregate Labour Market Outlook 2002-13

![Aggregate Labour Market Outlook, 2002-13](source: HRSDC-PRCD, Labour Market and Skills Forecasting and Analysis Unit, Reference Scenario 2004)


The table above predicts that unemployment rates will decrease due to employment exceeding labour force growth. If however, the commodity sector continues to increase due to consumption in the Asian markets, this gap between employment and labour growth will widen.
Utilizing the projections provided, the indication is, candidates will have several jobs from which to choose, requiring employers to expand their focus from just recruitment to recruitment and retention.

1.6 Provincial Labour Factors

1.6.1 Age of the Labour Force

British Columbia is second only to Saskatchewan in having the highest proportion of labour force aged fifty-five and older. In Saskatchewan, this age group represented 15% of the total labour force, compared to the Canadian average of 11.8%. British Columbia’s aging workforce is at 12.7% for those aged fifty-five and older.

1.6.2 Unemployment Projections

According to an April 5, 2007 news release, the British Columbia Government announced that unemployment has fallen to a 31-year record low. This is attributed to the strength of the economy, which is projected to continue to grow by 3.4% in 2007 and 2008. This continued growth will have a positive effect on unemployment projections causing them to fall even further.

1.6.3 British Columbia Public Service Labour Projections

According to the recently released British Columbia Public Service, Corporate Human Resource Plan, of the thirty two thousand employees “45% of managers and 35% of bargaining unit employees will be retired by 2015. Less than 7% of all British Columbia Public Service employees are under 30 years of age.” This magnitude of retirements will create a critical staffing shortage across the public service.
1.7 Summary

The baby boomer generation is having an impact on society as it ages. As this 10 million strong generation moves towards retirement, there will be significant talent shortages across all employment sectors.

The general demographics and national labour market demand substantiate that more people will be vacating the workforce than entering it. The national trends confirm the country is experiencing an aging workforce and the provincial labour figures show that British Columbia’s labour force is the second oldest in Canada. These factors suggest that where there were once multiple candidates per job, the norm will become multiple jobs per candidate. The challenge for organizations will be to attract and retain talent for prolonged periods.

Even with an increase in the province’s child and youth population due to migration, it is still below what is necessary to maintain a stable population base. With the slight decline in fertility rates the need for services will reduce, however the large percentage of Social Workers eligible to retire will still create demand for staff with these skills.

According to recently released public service labour statistics, the percentage of managers and bargaining unit employees that will retire over the next eight years will equate to approximately 11,000 staff or approximately one third of the workforce.
2 AN ANALYSIS OF SOCIAL WORK

2.1 Introduction

This chapter examines the supply of and demand for social work professionals. We review the history, an overview of the services provided and the national factors and provincial strategies that impact demand. The size of the profession, employment projections, and demand are identified as well as the annual number of social work graduates across British Columbia is estimated.

2.2 Brief History of Social Work in North America

The origin of social work is a combination of humanitarian, religious, and democratic ideals and philosophies. In the beginning, the practice of social work was rudimentary in its endeavour to lessen the burdens of the poor. The two-service delivery models were the provision of direct relief and prayer. In the late 18th century, the public moved from a more spiritual point of view to a more humanistic one. One of the earliest social work organizations was the Sanitation Commission, manned by volunteers during the civil war. This association provided the type of services now attributed to The Red Cross.

In 1881, the functions of social work began to change. Instead of simply providing relief, The Associated Charities used systematic investigative techniques to determine the cause of the problem. According to Dan Huff, Professor of Social Work at Boise State University, The Associated Charities was the first Canadian association to use such a practice.

The first Canadian school of social work founded in 1914 was part of the University of Toronto. In 1926, the Canadian Association of Social Workers was established. During the 20s
and 30s, social work did not grow rapidly. After World War II, this vocation began to expand.
Social work gained its status as a profession in the 1950s when a new set of social models defined what constituted a profession.

Social work experienced a significant growth in the 60s and 70s as a wide range of public programs became associated with the right of citizenship rather than charity. As society made the shift from farm labour to industrial labour, the higher wages earned in the cities attracted the masses, creating congested living conditions. Initially the government responded by increasing its contributions to the churches and private charities who historically dealt with such issues. After a period however the government began to administer social and welfare services internally, bringing us to the model used to this day.

2.3 Social Work Overview

Social Workers work for public, social, and health services. They play an important role in the care and rehabilitation of the physically and mentally ill, the young, and the aged. They work within the justice system to counsel offenders, prisoners, and parolees. School districts engage them as counsellors for students with emotional and social problems, and some companies employ them to assist their employees with personal problems. Some teach at Universities and Colleges, and others enter private practice.

Social Workers administer and implement a variety of social programs and community services, and assist clients in dealing with personal and social problems. They provide direct advice and aide to recipients of social assistance and pensions. They counsel and assist clients living in group homes and halfway houses and supervise their activities. They also provide crisis intervention, emergency shelter services, life skills workshops, substance abuse treatment programs, youth services programs, and other community and social services.
“Social and welfare services are organized primarily around the populations they serve, e.g., children and families, youth, the elderly, the physically handicapped and the developmentally handicapped.” There are many different levels of support; some provide daily, 24-hour care; or periodic help to the family, well others provide protection for those in jeopardy, e.g., neglected, or abused children.

These services will continue to grow with the need to help the baby-boom generation deal with depression and mental health concerns stemming from mid-life, career, or other personal and professional difficulties. As well the continuing concern about crime, juvenile delinquency, services for the mentally ill, the physically disabled, AIDS patients, and individuals and families in crisis, will create an increased demand.

2.4 National Factors Affecting Demand

Social work and social services have become a fundamental part of the public services provided in Canada. Identified below are some of the factors that affect the demand for social services.

2.4.1 Economics

As governments at all levels adapt to a changing economic environment in a global economy reductions in social expenditures are affecting program delivery. Economic transformation is applying pressure in two different directions. On one side, the global economy is pressing for the expansion of social protection and on the other side, it is pressing for fundamental redesign. Governments are under pressure to redesign social programs to reduce rigidity and enhance flexibility while decreasing the fiscal burden on the public.

Western nations are recognizing the importance of adjusting to a changing economic order, and are shifting the emphasis from passive to active social program delivery. Globalization
is unleashing powerful forces for harmonization in the social policy, systems and standardization of expenditure levels.

Even though it is not yet clear how all aspects of globalization will affect the delivery of social programs, it is certain that new concepts of social entitlement and new ways of meeting human needs will have to be developed. With the exchange of global best practices and the implementation of new technologies, and international standards, organizations should be able to work smarter with fewer resources.

2.4.2 Cost Sharing Agreements

The Federal Government, through a cost-sharing agreement with the provinces and territories, is involved in the funding of social and welfare services. Initially the cost for services was split on a 50/50 basis with the provinces through the Federal Canada Assistance Plan. However, in 1990, the Federal Government imposed funding limits on Ontario, British Columbia and Alberta having deemed them to be the richest provinces. These limits effectively forced the provinces to increase their share of social funding to as much as seventy percent from the previous fifty. This funding pressure resulted in cutbacks in service levels and staffing.

2.4.3 Improved Diagnostic Techniques

Improved national screening, diagnosis, and assessment tools have helped to identify more children with special needs. Mental illness affects fifteen percent of children and youth, compromising their ability to function in the community. These mental disorders include but are not limited to anxiety, attention-deficit/hyperactivity, substance abuse, pervasive development disorder, obsessive-compulsive disorder, schizophrenia, Tourette's, and eating disorders.

To reduce the suffering that can result from mental illness, publicly delivered mental health services for children and youth are offered throughout British Columbia by the Ministry of
Children and Family Development. The improved screening techniques have resulted in an increased demand for Social Workers who support children and youth with mental illness.

2.5 Provincial Strategies Affecting Demand

With the reduction in program services during the recession of the early 1980s and the downturn of the economy in the 1990s, the British Columbia Government developed some strategies to deal with the shortfall.

One strategy was de-institutionalization. De-institutionalization involved both the removal of people from institutions and the prevention of institutionalization in the first place. The reduction in services was not the only driver of this strategy. It also addressed the public concerns about the operation of these institutions and the treatment of patients. The result was the closure of many large institutions and the displacement of the disabled, the mentally ill, the elderly, and the children once housed there.

Another strategy was community care; this approach emphasized caring for people in their own community and in many cases, within their own family. The goal was to have family members take care of children, disabled persons, and the elderly in their own homes. This approach was consistent with feedback received from local community groups and individuals.

These strategies caused an increased demand for Social Workers to provide support and assistance to the affected children, youth, and families.

2.6 Size of the Social Worker Profession

Across Canada, fewer than eighteen hundred people declared their profession as Social Worker during the 1941 census. "The 1996, census identified over thirty-seven thousand Social Workers." According to Statistics Canada, social work is part of the health and social assistance sector. Last year this sector employed forty-eight thousand one hundred Social Workers. That is a
twenty-three percent increase since 1996. This is significantly higher than the average increase of fourteen percent generally experienced by the service sector over a ten-year period.

2.7 National Social Service Labour Market Statistics

Labour market statistics show that in terms of employment, the social service sector is a good place to be, if unemployment rates alone are considered. With the strong growth for much of the 1990’s, the social service labour force has one of the lowest unemployment rates of any sector in the country.

2.8 National Social Work Employment Projections

There are two main sources of employment projections. The first is expansion of demand and the second is people vacating existing jobs.

2.8.1 Expansion of Demand

It is important to note that the Social Worker occupational group will experience some of the fastest growth rates in expansion demand. "Expansion demand is expected to grow at an annual average rate of 1.5% over the next five years."³

According to Statistics Canada there were almost ten million babies born between 1946 and 1965. This aging population will create a demand for Social Workers who work in gerontology focused occupations. This generation of retirees according to Statistics Canada will live longer and require more services than any generation before, and the number of hospitals and geriatric specialists will have to increase to accommodate them.

Employment of Social Workers in hospitals will grow due to the increased need for discharge planning. There will also be an increased need for Social Workers in home health care services and the growing number of assisted living and senior communities.
According to "British Columbia Work Futures," industry experts predict that the number of opportunities in self-employment, contract, and part-time work will grow substantially. As the level of affluence rises, more people are able to afford private professional help, increasing the opportunities for Social Workers in private practice.

2.8.2 Vacating Existing Jobs

Occupational groups most affected by retirement pressures over the 2004 to 2008 period are workers in social science, education, and government service (includes Social Workers).

Figure 2.1 Annual Average Retirement Rates by Skill Type, 2004-08

According to Statistics Canada, on average, 3.2% of workers in these occupational groups will retire from their positions each year due to the lower average retirement age of fifty-eight as well as the above average age of its workforce at forty-two. This percentage of retirements is significantly higher than the average retirement rate of 2% (see chart above).
With one of the fastest growth rates in expansion demand, combined with the higher than average percentage of vacancies due to retirement there is a need to increase the supply of Social Workers.

2.9 Demand for Social Workers in British Columbia

According to the Canadian Occupational Projection System (COPS), employment for Social Workers in British Columbia should grow by approximately three thousand eight hundred and ninety employment openings (includes expansion of demand projections and retirements) between 2001 and 2011. This works out to an average of 389 job openings a year.

In May 2006, the ministry launched a national recruitment campaign. Of the nine hundred and fifty applications received, only eighty-one were from other provinces. This first stage of a two-year plan to increase by three hundred the number of Social Workers within the ministry resulted in the hiring of one hundred and one additional Social Workers. This two-year recruitment plan would not have been included in the COPS estimates.

2.10 Social Work Degrees Granted in British Columbia

Although the British Columbia Government has committed to open 25,000 new spaces at Universities across the province between 2004 & 2010 these spaces are being targeted toward technology, health care, business, arts and careers in areas such as forestry, oil and gas, mining and tourism, as these are deemed the priority. There are no additional spaces targeted toward increasing the supply of Social Workers.

As the table below indicates, enrolment in the social work degrees is down over the last two years from the 2002/2003 school year. The average number of graduates from 1997 to 2005 is 360 a year. With the COPS annual employment projections of 390, this leaves a shortfall of 30 graduates a year on average. This shortfall will increase if enrolment continues to decline.
Table 2.1 Estimated BSW & MSW Enrolments & Degrees Granted In British Columbia

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<tbody>
<tr>
<td>Total # of students enrolled</td>
<td>1083</td>
<td>942</td>
<td>985</td>
<td>1036</td>
<td>1131</td>
<td>1147</td>
<td>988</td>
<td>1014</td>
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<td>Total # of students granted degrees</td>
<td>350</td>
<td>339</td>
<td>298</td>
<td>274</td>
<td>308</td>
<td>463</td>
<td>398</td>
<td>448</td>
</tr>
<tr>
<td>Bachelor of Social Work (BSW) Enrolment</td>
<td>962</td>
<td>833</td>
<td>848</td>
<td>887</td>
<td>976</td>
<td>993</td>
<td>846</td>
<td>873</td>
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<tr>
<td>Undergraduate Degrees granted – Bachelor of Social Work</td>
<td>287</td>
<td>299</td>
<td>268</td>
<td>229</td>
<td>258</td>
<td>388</td>
<td>352</td>
<td>390</td>
</tr>
<tr>
<td>Master of Social Work (MSW) Enrolment</td>
<td>151</td>
<td>139</td>
<td>167</td>
<td>179</td>
<td>185</td>
<td>184</td>
<td>172</td>
<td>171</td>
</tr>
<tr>
<td>Graduate Degrees granted – Master of Social Work</td>
<td>58</td>
<td>44</td>
<td>34</td>
<td>49</td>
<td>54</td>
<td>79</td>
<td>50</td>
<td>63</td>
</tr>
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Source: NVIT, TRU, UBC, UNBC, UCFV & U-Vic

With the reversal of the age pyramid, (see section 1.3.1) it is important to recognize that there may be a shift in the specialities offered by schools of social work. The elderly population is increasing rapidly, creating greater demand for social services jobs in gerontology. If more graduates chose careers in gerontology it will negatively affect the supply of qualified Social Workers specialized in the areas of child and youth services.

To increase the number of graduates available to the ministry, they have undertaken a process to identify comparable degrees that will allow people to enter social work positions without the need for a social work degree.

2.11 Summary

Social Workers provide a variety of services throughout the province. The demand for services can be affected by various factors such as, the global economy, cost-sharing agreements, improved diagnostic techniques, and provincial strategies such as de-institutionalization.
Even with an increase in the number of Social Workers over the last ten years, it is still an occupational group that will experience a fast rate of growth due to retirements across the profession and an above-average expansion rate.

Although new spaces have been created at Universities across the province, the government's focus is on high-tech, forestry, mining, and tourism, causing the gap in capacity to deliver social services to grow ever larger.

COPS projected labour demand indicates there will be a minimum shortfall of approximately 300 graduates over the next decade, creating fierce competition for new graduates. This shortfall combined with the ministry's intention to hire an additional two hundred new Social Workers over the next year, have created a demand for qualified Social Workers that outweighs the supply by a factor of almost 1.6 to 1. Consequently, the ministry is working to identify alternate degrees that will allow staff to be hired into social work positions.

If the ministry wishes to maintain their current staffing levels with the projected provincial shortfall, they need to encourage social workers from other jurisdictions to migrate to British Columbia. However, with an extra-provincial response factor of less than 1% on the national recruitment campaign, the ministry will need to increase their profile if they wish to attract more candidates from outside of British Columbia.

With society's increasing need for graduates who specialize in gerontology, the supply of qualified Social Workers able to provide child and youth services for the Ministry of Children and Family Development will be negatively affected. This will create an even tighter labour market for the ministry over the next decade.
3 MINISTRY ANALYSIS

3.1 Introduction

The Ministry of Children and Family Development’s mandate is to carry out the policies of government with respect to supporting, protecting and empowering children as well as strengthening families. MCFD is one of 19 ministries within the Government of British Columbia. It can be a formidable challenge for a ministry to deliver services that are relevant, timely and meet the needs of the citizens.

This chapter focuses on the Ministry of Children and Family Development, exploring its history, values, strategic direction, and objectives. We look at the ministry’s structure and organizational flexibility. Threats to program delivery and alternate service delivery options are explored. Staffing issues are identified and a workforce analysis determines the staffing impact over both the short and long term.

3.2 Organizational Background

3.2.1 Ministry History

The Ministry of Children and Family Development was established in 1995 in direct response to the recommendations of the “Gove Report.” Judge Thomas Gove headed an inquiry into the death of 5-year-old Matthew Vaudreuil. While under the care of the Ministry of Social Services, this little boy was killed by his mother. With the creation of the Ministry of Children and Family Development came the transfer and integration of child, youth and family programs and services previously delivered by the ministries of Social Services, Education, Health, Women’s Equality and the Attorney General.
Protecting children is one of the most challenging and high risk jobs in government. Prior to the creation of the ministry, the child protection function was under the mandate of the Ministry of Social Services. In 1995, only forty-seven percent of the ministry's child protection workers had a social work degree. It has since been determined that all Social Workers who provide direct services to children and their families should, at a minimum, be required to have a bachelor of social work, however a master of social work is preferred.

In 1996 when the ministry was created, it consisted of twenty relatively independent regional organizations. In 1997, the northern regions were merged and this reduced the number of regions to eighteen. A Regional Operating Officer who reported directly to the Deputy Minister headed each region. In the first half of 1999, however the number of regions was again downsized to eleven.

In June of 2000, a new government was elected. With this new government came a new initiative called the Core Review. The intent of the Core Review was to transform the way government services were delivered to British Columbians. This review required all ministries to identify the programs and initiatives that were core to their business.

The result of this initiative was new budget and staffing targets for each ministry. The ministry targets were to reduce its budget by 19%, or $305 million and staffing by 1,221 full time positions between April 2002 and March 2006. These targets had to be achieved by finding efficiencies in staffing and program delivery while preserving services. In order to achieve administrative efficiencies in 2002 the ministry decreased the number of regions once again from eleven to five. The Regional Operating Officer position was replaced with a Regional Executive Director and the reporting relationship was changed from the Deputy Minister to the Assistant Deputy Minister Regional Operations. This model remains in effect today.
3.2.2 The Ministry Today

For the 2006/07 fiscal year, the ministry had a budget of $1.2 billion and employed 4,062 full time equivalent positions. This constitutes a small percentage of the provincial budget and staffing complement at $33.4 billion and 32,360 full time equivalent (FTEs) positions.

Some of the ministry’s regulatory authorities include the Child, Family and Community Service Act, the Adoption Act, the Family Relations Act, the Youth Criminal Justice Act, the BC Youth Justice Act, the Corrections Act, the Infant Act, and the Mental Health Act.

The Child, Family and Community Service Act provides for policies, programs and services meant to ensure the safety and well-being of children and youth. The Adoption Act regulates private adoption and licenses the agencies that are authorized to place children for adoption. The intent of the Family Relations Act is to create a simple, integrated, and effective family justice system that promotes the well-being of children and families enabling them to resolve disputes quickly, effectively and affordably.

The intent of the Youth Criminal Justice Act is to prevent crime by addressing the circumstances underlying a young person’s offending behaviour. The BC Youth Justice Act provides meaningful consequences and holds young people accountable by helping them understand the impact of their actions and by repairing the harm done to the victim and the community. The Corrections Act, as it relates to Youth Justice Programs is for the protection and benefit of young people and the protection of the public, by assisting young people to resolve their conflict with the law.

The Infant Act provides a child with no parents or guardians the ability to consent to any necessary treatment to him or herself from the age of 16 years. The Mental Health Act is to ensure the treatment of persons with mental disorders who need protection and care when they are not willing to accept treatment.
3.3 Strategic Direction

There are two very different approaches to the development of strategic direction. “Strategic vision takes a long-term perspective: the focus is on the future in both strategy development and the supporting analysis. Strategic opportunism emphasizes strategies that make sense today. The implicit belief is that the best way to have the right strategy in place tomorrow is to have it right today.” The Ministry of Children and Family Development takes the long-term perspective recognizing that some changes are required in the immediate future to achieve the longer-term objectives.

3.3.1 Ministry Values

The values that govern the organization are:

- Service excellence,
- Partnerships with Aboriginal people, and
- Dynamic organizational culture

Service excellence is about providing quality, effective and evidence-based services. Partnerships are about working with Aboriginal communities to deliver culturally aware and respectful services to Aboriginal children. Dynamic organizational culture is about continuous learning, innovation and leadership excellence.

Values that guide service delivery in the ministry are:

- Protection of vulnerable children and youth,
- Primacy of family,
- Supportive services,
• Integrity,

• Partnerships and participation, and

• Fostering community capacity

Protection is about upholding a child’s rights and primacy of family is supporting the family as the primary care giver in the growth and development of children and youth. Supportive services means keeping children and youth safe within their families and integrity promotes relationships of mutual trust and respect. Partnerships and participation involves children, youth, their families, and the community in the delivery of services, where as fostering community capacity is about supporting communities to enhance their resiliency.

3.3.2 Ministry’s Strategic Direction

The ministry’s strategic direction is to build an organization that fosters healthy development of children and youth in the context of their families. To provide early intervention and support services, and to complete the implementation of the first Child and Youth Mental Health Plan in British Columbia.

To promote and develop the capacity of families and communities to care for, protect and maximize the potential of every child in British Columbia by increasing family and community engagement in planning and support, allowing children to remain in their homes and communities.

To strengthen partnerships with Aboriginal and Non-Aboriginal communities across the province, by implementing regional delivery models that promote community-based accountability, decision-making, inclusive, and preventative service delivery.
The ministry’s strategic direction is to create a dynamic organizational culture that focuses on accountability, innovation, creativity, and excellence. In addition, provides more freedom and flexibility in service delivery by decentralizing authority to frontline workers.

3.3.3 Ministry’s Strategic Objectives

Below are the five strategic objectives identified in the Ministry of Children and Family Development’s 2006/08 Service Plan.

To work in partnership with Aboriginal organizations across the province to create culturally appropriate service delivery. To provide support to Aboriginal communities, this allows them to gain the capacity and the resiliency, required to transfer responsibility for the services currently provided by MCFD.

To ensure devolution of authority to the communities is accomplished effectively and efficiently. The intent is to work together with partners and community groups to establish regional, and community governance models of service delivery to enhance the ministry’s connection to the public and promote accountability and decision making within the community.

To provide a system of early learning, and preventative services where children and families benefit from an increase in quality developmental programs, as well as early learning opportunities.

To protect and care for at-risk children with a range of options designed to provide greater flexibility in keeping them safe. This new approach includes alternative service delivery methods such as family group conferencing, mediation, kinship agreements, and independent living arrangements for youth. These options are, to protect and care for at-risk children in their families and communities, rather than removing them and placing them into foster care.
To work in partnership with families and communities in providing treatment and support services to the fifteen percent of children and youth afflicted with mental illness. Over the long-term, treating mental illness in children, reducing risk, and supporting the families will help avoid the much greater “downstream” costs.

Studies have shown that early intervention can reduce the need for more intrusive and costly services later and will lead to better results for children and youth. The implementation of these inclusive, supportive, and preventative strategic objectives will allow the ministry to work effectively with fewer resources.

3.4 Organizational Structure

“Organizational structure is the formal system of tasks and reporting relationships that controls, coordinates and motivates employees so that they cooperate and work together to achieve an organization’s goals.”

3.4.1 Ministry Structure

When the Ministry of Children and Family Development was created, it had a divisional structure. In Victoria, (headquarters) staff were divided into program areas. This division of labour was intended to create specialists within the programs making them more effective. Each program housed a multitude of disciplines, such as finance, policy, program development, research, budgets, administration, and management, creating a self-sufficient structure or silo.

In the regions, the divisional structure was divided geographically. However, within each region, there were functional groupings. Functional structures group employees by common tasks, such as youth justice or adoptions. Each geographic division contained all the functions required to provide the diverse array of programs across the region.
The current regional organizational configuration causes a disconnection in reporting relationships. The Regional Director of Child Welfare reports to the Regional Executive Director, but the Regional Executive Directors do not report to the Provincial Director of Child Welfare. The Regional Executive Directors report to the Assistant Deputy Minister (ADM) for Regional Operations. As the Provincial Director is the primary contact person on child welfare issues, there needs to be some means to ensure that the Regional Directors of Child Welfare are doing the job, as they should.

There are also confusing anomalies in the lines of authority. Within each region, a Director of Child Welfare carries the statutory responsibility for the protection and guardianship of children and youth. Although the front line Social Workers report to the Regional Director of Operations, they are accountable to the Regional Director of Child Welfare who delegates the Social Worker the authority to perform specific functions under the *Child, Family and Community Services Act*. This dual reporting function leads to tension and conflicting messages to the front line staff.

Another disconnect is that the Regional Executive Directors have a diverse array of program responsibilities including child welfare, youth justice, mental health, and services to children with special needs, yet they report to an ADM whose program responsibilities are not as diverse.

The divisional structure in Victoria caused frustration when policies, standards, and practices varied across the divisions. The Honourable Ted Hughes OC, QC, LL.D in the “BC Children and Youth Review” prepared April, 2006 identified that confusion about lines of authority was an impediment to service delivery and that better integration of program areas would promote a more comprehensive approach in meeting the needs of the children, youth, and families the ministry serves.
The ministry is trying to transition to a more organic structure to provide people with more freedom, promote cross-functional cooperation, and encourage creativity and risk taking. In doing so, the organization is currently in a state of flux. The desire to ensure no child is injured or dies while in the care of the ministry has created years of regulations and values that stress being cautious. The need to obey superior authorities and stay inside one’s role, have made the organization overly mechanistic in its structure. Mechanistic structures work for organizations that have predictable activities, and although there is some predictability in delivering services to children and youth it is not an exact science, and the need for a more fluid structure has been identified.

An organic structure is relatively flat and authority is decentralized to the frontline staff who are in touch with the changes in the day-to-day environment. This new configuration is intended to break down the “silos” for the sake of an integrated and cohesive approach to program delivery.

A change that has occurred at the executive level is that membership around the executive table no longer consists of only the Deputy Minister, an Associate Deputy Minister, and the Assistant Deputy Ministers. The executive team now includes the Regional Executive Directors and is renamed the Leadership Team.

Another change is the renaming of headquarters to the provincial office and revising its role to ensure that the regions not Victoria, leads community service delivery. The move to community governance means that regional offices will take the lead on all service delivery and have a greater say in budgets, plans, programs, and decision-making within the ministry.

In Victoria, the ministry has been realigning roles and responsibilities in a way that clarifies lines of authority and facilitates collaboration across program areas. All policy functions
are now integrated within a single team under one ADM. This ensures that policy changes are developed in a more cohesive and inclusive manner ensuring they do not conflict with each other.

An Aboriginal Regional Support Services Team was established under one ADM to support the governance process and the delivery of services by Aboriginal agencies and communities. A Regional Support Services Team was also established under a single ADM to plan and coordinate the approach taken in supporting the regional staff with implementing the new programs and services.

The Provincial Services Team is responsible for providing high quality youth justice, child care and special needs services across the province and now comes under a single ADM. The other two teams that were created are the Corporate Services Team, which provides financial, procurement and administrative services in support of the regions and provincial office, and the Strategic Human Resources and Sectoral Relations Team, which is responsible for the development and integration of human resource strategies and practices throughout the ministry. Each of these teams reports to their own ADM. The provincial office has now aligned their organization into functional responsibilities under six Assistant Deputy Ministers.

Having completed the realignment in Victoria, the Ministry of Children and Family Development is now reviewing the structure within the regions. An advantage of a geographic structure is it allows staff to be closer to the clients than if they operated out of a single headquarters location. A disadvantage is the operating costs and staffing needs are higher as each region replicates a complete support structure, causing the regions to compete with each other for organizational resources.

Within each geographic division is a functional configuration, that groups together people who hold similar positions in an organization, i.e. Child Protection Workers, Youth Justice Workers, etc. An advantage of grouping people by function is it enhances communication,
sharing of information and decision-making. People who approach problems from the same perspective often make decisions faster than people whose perspectives differ. A disadvantage of a functional configuration is it can frequently encounter coordination problems when the activities and services provided become more diverse and complex, affecting their ability to deliver the services needed.

As the ministry works to strengthen partnerships with Aboriginal and Non-Aboriginal families and communities, they need to review their organizational structure to determine if it provides the flexibility required. Over the last few years, some of the regions have introduced the use of cross-functional teams that handle all aspects of a family whether they involve youth justice, child protection, adoption or alternative dispute resolution. Expanded use of cross-functional teams will aide in the transfer of knowledge across the organization and could provide a more effective level of care if staffing levels decrease.

3.4.2 Does the Structure Encourage Flexibility?

The goal is to move from a more regulated environment to a more dynamic organizational structure. An organic structure works well in uncertain environments as it allows an individual the flexibility to respond accordingly to frequently changing and unusual situations.

The ministry’s transformation to such a structure is neither constant nor smooth. As the organization transitions to its new organic structure any incident that occurs across the province can send the entire operation right back to its mechanistic ways. If a child is injured or died while in the care of the ministry, there is a natural tendency to revert to a more documented and tried structure that is defensible, since there is no immediate way of determining whether the new methods could have in some way contributed to the occurrence.
Even though the desire of the Leadership Team is to have a structure that encourages flexibility, the ministry is not there yet. The changes will need to occur over the next 3 to 5 years and supplementary training will be required to support staff throughout the change.

As the ministry intends to transform its services over the next three to five years, the transformation will need to run concurrent with the implementation of the succession plan. Linking the transformation to the succession plan, the ministry will ensure the skills required by the organization in the future are incorporated into the competency models for staffing. The number of positions can be planned, allowing recruitment to occur in advance. By understanding, the type of positions and skills required in the future, recruitment of staff can be focused and intake increased to meet the organizational requirement. Having the right people in place as the ministry moves forward, will make transformation more effective.

3.5 Program/Service Delivery

3.5.1 Current Program Delivery

As of September 2005, British Columbia had approximately 901,000 children under the age of nineteen. The number of children in care was over 9,000.

Approximately sixty percent of the ministry’s budget funds services delivered through contracts with community groups, specialized service providers, Aboriginal communities, child welfare agencies, school districts, local community centres, and regional health authorities.

Currently Aboriginal children constitute 9.3% of the province’s child population, yet they represent a disproportionately high percentage (50%) of the total children in care. As the graph below indicates since 2001, the number of Non-Aboriginal children in care has decreased while the number of Aboriginal children in care continues to rise. The increase in Aboriginal children
entering care can in part be linked to the creation of Aboriginal agencies that are culturally aware and trusted by the Aboriginal communities.

Figure 3.1 BC Children in Care Trends 2001-2006

Source: Ministry of Children and Family Development

The ministry is working with clients (both Aboriginal and Non-Aboriginal), communities, and service providers to increase their involvement in decisions about program delivery and child care options. The flexible approaches already developed have supported a decline in the number of children in care from 10,755 in June 2001.

The ministry will not be able to control all the challenges related to the provision of child welfare and protection services, however they need to continue to endeavour to anticipate and respond to trends and current realities that affect the children and youth of British Columbia.
3.5.2 Threat to Program Delivery

The ministry is the principal provider of services to children and families, however when funding and staffing levels were cutback, community groups, individuals and specialized service providers started filling the program delivery gaps created.

In the 2006/07 budget the ministry received additional funding to implement several new preventative support programs. In order to deliver on these commitments the ministry had to contract out full program delivery to community groups and specialized service providers as they did not have the staff and expertise to resource them in-house. The only ministry involvement in the delivery of these new programs is legislation, co-ordination, monitoring, and funding.

At the current staffing levels, the ministry does not have the ability to provide additional program delivery and as these levels decrease due to retirement, programs that were once delivered internally may have to be contracted out.

With the impending retirement of the baby boomers the ministry’s options of contracting for services is limited. As the ministry experiences succession issues and the impact of declining enrolment in the social work program, so will other social work organizations. The ministry is already encountering delivery delays or default of services, as some contractors are unable to recruit the staff they need to meet their contractual obligations.

Program delivery is threatened by the accelerated rate of retirement across the profession, increased competition for Social Workers specializing in children and youth and the ministry’s need to contract out program delivery. Without a significant shift in the way programs are delivered, the ministry’s ability to provide services either in-house or through contracting of additional resources will fall short of their mandate affecting delivery of services to children and youth across the province.
Shifting service delivery from staff to contracted resources will allow the Ministry of Children and Family Development to downsize its organization; however, that would just shift the succession issue to the contracted agencies. New program delivery models need to be devised to allow the delivery of services utilizing fewer resources.

3.5.3 Alternative Service Delivery Option

The current method of services delivered by the ministry is being threatened as “communities want to design a local service delivery system that respects and incorporates the core service requirements, but also reflects the needs and strengths of the local people.” In addition, non-government organizations (NGOs) are developing alternate delivery methods that are more community driven and culturally aware.

Even with the ministry’s strategic direction to devolve authority to the communities, they have only just started to establish community governance models of service delivery and will require at least 3 to 5 years to complete this process. As there is currently no comprehensive service provider that can offer alternative service delivery options across the province, the ministry needs to work with a multitude of stakeholders to establish an alternative service delivery approach.

The success of these types of initiatives varies from province to province. In some provinces, NGOs are solely responsible for delivering child and youth services. To this end, the ministry is reviewing the alternate service delivery models of other provinces.

The Province of Ontario for example uses an alternate service delivery model which delivers child protection services through 53 non-profit community based Children’s Aid Societies (CSA). The elected board of directors that govern each CSA are members of the local
community. The Ontario government's role in child protection is to fund, legislate, and monitor the child welfare system.

In Manitoba, services for children and families are provided through a coordinated system of government offices, private, Aboriginal and community agencies, as well as personal service providers. Where as the Province of Alberta provides its services through 10 regional Child and Family Services Authorities (CFSA's). A community board, whose members are chosen and appointed by the Minister of Children’s Services, leads each authority. Authorities contract with community-based agencies for the provision of services.

The configuration considered by the ministry is similar to Alberta’s in that they are contemplating the establishment of 10 regional delivery models. The establishment of these regional delivery models will allow families and communities to take greater responsibility for MCFD services and outcomes. The objective is to return the children to their families and communities reducing the number of children, youth, and families requiring ministry support and services.

Although the ministry has a very committed and professional workforce, the workforce is aging, and increased competition for people with these skills creates challenges to recruit and retain sufficient staff to continue to deliver all programs required. Without sufficient staff, alternative service delivery may be the ministry’s only option.

An alternate service delivery model will allow the ministry to shift its responsibilities from direct program delivery to performing management and control functions only, requiring significantly fewer staff. In addition, the hiring flexibility within these alternate service delivery models may assist in lessening the succession issue as they can attract and retain people in a more expedient and less bureaucratic manner. The shifting of service delivery may not however address the total succession issue as retirements are occurring across the profession.
3.5.4 Rivalry for Social Workers

Presently the Ministry of Children and Family Development’s main competitors for Social Workers are the regional health authorities. The regional health authorities hire social workers to deliver services in hospitals, in home care to out-patients, counselling, and support services to people in psychiatric facilities.

Collectively the regional health authorities employ two and a half times more staff than the public service. Experts estimate that 22% of Social Workers work in the health sector whereas the government only employs 19%. The regional health authorities currently pay higher wages and are able to provide smaller geographic areas of responsibility.

Competition for Social Workers will increase with the government’s plan to make services for the public more accessible allowing already established organizations to expand and new organizations to form within communities. Presently residents of smaller communities are forced to travel to larger centres to obtain some services. By creating or expanding local service providers, people will be able to obtain most services where they live, decreasing the need for services from the ministry and allowing them to operate at reduced levels of staffing.

As the estimated number of graduates exiting Universities and Colleges is insufficient to meet employment projections, the ministry’s ability, to recruit and retain staff will become progressively more difficult as expanding community groups and other governmental authorities compete for existing resources.

Due to the nature of the succession issue competitors are going to start to experience their own staffing shortages. This may result in competitors drawing upon the ministry’s staff to maintain their levels of service. Some competitors are able to offer additional incentives such as smaller caseloads, smaller geographic area of responsibility, more money, or better benefits.
Those motivated by these factors may choose to change employers, which will increase the need of the ministry to attract and retain additional Social Workers over and above the numbers required to fill the retirement estimates.

3.6 Ministry Staffing Issues

3.6.1 Social Worker, Age Population

As Figure 3.2 indicates, the majority of Social Workers in the ministry are in the 40 to 55 year age range. In fact, sixty percent of all Social Workers are forty years of age or older. With a minimum retirement age of fifty-five, this means that sixty percent of the ministry’s Social Workers could retire within the next fifteen years. This will create a significant shortage of available Social Workers within the ministry at a time when there will be an insufficient supply graduating from the social work programs.

![Figure 3.2 Percentage of Staff by Age Group](image)

Source: Ministry of Children and Family Development Human Resources

3.6.2 Management Retirements

According to BC Stats, twenty-five percent of public servants who have the years of service and reach the age of 55 will retire. Thirty percent of those who turn fifty-six but could
have retired at fifty-five choose to when they are 56. This means that over fifty percent of employees retire within one year of their earliest available retirement date.

The percentage of MCFD managers eligible to retire in the next ten years is approximately forty percent. In addition to the retirement of Social Workers, the ministry needs to incorporate the departure of managers into their long-term demand calculations. As most management positions require a degree in social work these retirements will draw down on the current supply of Social Workers, exacerbating the shortage.

3.6.3 Specialists Deficiency

The accelerated implementation of new programs such as Child and Youth Mental Health has caused a demand for more specialists than there is supply. With no long-range integrated plan in conjunction with post-secondary institutions, the timeframe in which programs are implemented is insufficient to produce graduates with the essential skills and experience required.

The large number of specialists required by the ministry is causing a deficit in other organizations across the province. Even after extending recruitment efforts beyond the provincial borders the ministry is still unable to fill all their vacant specialist roles.

If they remain unable to recruit and retain sufficient specialists to deliver their services, they may have to establish short-term contracts with private practitioners, collaborate with post secondary institutions and reconfigure program delivery for a long-term solution to the specialist shortage. Contracting out of services will increase costs and delay services to clients due to the higher charge out rates and the backlogs currently experienced by private practitioners.

3.6.4 Current Vacancy Rates

The number of Social Worker positions advertised within the British Columbia Public Service (does not include health authorities) in the first 8 months of 2006 was 196 versus 192
posted for all of 2005. If this increase continues to the end of the year, there will be fifty percent more Social Worker positions advertised in 2006 than 2005. The Ministry of Children and Family Development on average accounts for eighty-four percent of all Social Worker positions advertised within the Public Service.

Figure 3.3 British Columbia Public Service Social Worker Postings

![Figure 3.3](image)


### 3.6.5 10 Year Ministry Workforce Analysis 2006-2015

Over the next ten years, a total of five hundred eighty-eight Social Workers, Team Leaders, and managers will be eligible to retire. Of the five hundred and eighty-eight, three hundred thirty-seven are Social Workers, one hundred twenty seven are Team Leaders, and one hundred and twenty four are managers in various positions across the organization. This analysis considers employees who will be eligible to retire without penalty to their pension. There is no ability to determine how many employees will decide to retire early with a penalty or how many will decide to continue to work past their retirement date.
The usual career path within the ministry is upward focused from Social Worker to Team Leader to manager. With almost thirty-seven percent of the Team Leaders eligible to retire while, the ministry loses almost half their management staff the draw upon the existing Social Worker ranks will be significantly greater than the three hundred thirty-seven retirements originally identified. This will leave large gaps in the organizational structure.

### 3.6.6 Succession Implications over the Next 3 to 5 Years

Over the next three to five years, the Social Worker pool will start to diminish as they move into other opportunities created by retirements or people quitting.

Table 3.1 indicates that there is a need to increase staffing activity (hiring) across the province. Starting this year (2007) there could be a need to recruit up to 128 more positions (82 from 2006 and 46 in 2007). These positions are in addition to any regular vacancies, maternity leave, or short-term illness coverage and specialized staffing initiatives (estimated to be 230 a year) that would normally occur.
Table 3.1 Estimated Vacancies Due to Retirement 2007-11

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
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<tbody>
<tr>
<td>Social Worker</td>
<td>18</td>
<td>16</td>
<td>22</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>Team Leader</td>
<td>10</td>
<td>8</td>
<td>10</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Manager</td>
<td>18</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>35</td>
<td>42</td>
<td>47</td>
<td>58</td>
</tr>
</tbody>
</table>

*Source: Ministry of Children and Family Development Human Resources*

According to BC Stats, there are two types of vacancies, direct vacancies, which are the result of retirements and employees quitting and induced vacancies, which are the direct result of an internal candidate achieving a promotion creating a domino effect throughout the organization.

In 2000 within the British Columbia Public Service there were “1,736 jobs that opened up through attrition or net new jobs being created (direct vacancies), and a further 4,684 regular employees who changed jobs (induced vacancies) for a total of 6,420 vacancies. We call the relationship of total vacancies to direct vacancies, the vacancy/turnover multiplier. In 2000, the multiplier was $3.7^{xx}$.

Although an induced vacancy would not normally occur at the Social Worker level due to the specific degree requirements, it would likely occur when a Social Worker moves into a Team Leader or management position or sideways into a different field. This suggests that the sixty identified Team Leader and manager direct vacancies (32 in 2006 & 28 in 2007) could result in as many as two hundred twenty-two induced vacancies increasing the current hiring action by 100% over last year. The ramifications of this is that up to sixty more Social Worker vacancies may be created.
To compound the complexities of the situation further staff that are eligible to retire are not required to until they reach age 65, which in British Columbia is the mandatory retirement age. This point is illustrated in the 2006 retirement numbers in Figure 3.5. The eighty-two positions actually consist of six people who were eligible to retire but have not yet retired back to 2002. As these positions can be vacated at any time, they were included in the 2006 calculation.

To keep ahead of the impending vacancies at the Social Worker, Team Leader, and manager levels the ministry will need to hire on average an additional sixty staff a year. This calculation is based on direct vacancies not induced vacancies. With so many additional positions needing to be filled, succession management planning, recruitment, and retention will have to become the primary focus for the ministry over the next decade.

3.7 Summary

The ministry was created in 1996 and has undergone several reorganizations and downsizings bringing us to the current model. The ministry is responsible for just over three and a
half percent of the provincial budget and twelve and a half percent of the provincial staffing complement.

The ministry’s values are reflective of an organization trying to create a supportive service delivery model as well as a dynamic and innovative culture.

The strategic direction of fostering healthy development of children and youth in the context of their family is consistent with early intervention studies that have determined this can reduce the need for more intrusive and costly measures later.

The ministry’s commitment to build partnerships, and create community-centred service delivery models agrees with current research and best practices that conclude services to children and families improve through strengthening the community base.

The current organizational structure is mechanistic, and suffers from confusion and disconnections due to program alignment and conflicting reporting relationships. The realignment of the organizational structure should eliminate this and provide uniformity around reporting relationships and program delivery. With the provincial office realignment complete, the regions are now tasked with making the necessary changes to create the flexibility they need for the future.

It is recognized that a more organic structure is needed and transformation is underway to accomplish this. The intent of the new configuration is to break down silos and create an integrated and cohesive approach to program delivery. It is estimated to take 3 to 5 years to complete the full scope of changes required. While this transformation is underway, the ministry needs to implement their succession management plan. These processes have to be linked to ensure they are both achieved.
New program delivery was contracted out, as there were insufficient resources and expertise in-house to deliver on all the new commitments. This practice however is meeting with some resistance from the contract sector, as some organizations are unable to hire sufficient staff or find the expertise required to deliver on their commitments. Alternative service delivery models of other provinces are being considered as a possible option to cope with insufficient resources.

The ministry’s focus on children and youth remaining in their homes will create an increased demand for Social Workers. As children and youth are no longer removed from their homes, there will be a need to increase visits and inter-action between the Social Workers and the families. Over the long-term however ministry services will decrease as the number of children entering care decreases.

The ministry’s desire to increase or establish local service providers and create Aboriginal and Non-Aboriginal regional delivery models will create additional competition for staff. The reduced level of services required from the ministry, will allow them to reduce their staffing levels. However, the vacancy rate for Social Workers, Team Leaders, and managers will increase staffing by 25% a year requiring an increase emphasis on succession planning, hiring, and implementation of effective retention strategies. The ministry needs to work smarter as there will be fewer resources.
4 SUCCESSION MANAGEMENT

4.1 Introduction

After years of downsizing and rightsizing, the ministry is now becoming aware of the effect the upcoming retirement trend will have. Traditional career pathing processes worked when the environment was static, jobs were stable, and employees were loyal. These conditions will no longer exist in the organizations of the future. People will jump jobs, change careers and work environments will need to shift as the organization changes. Filipczak (1994) noted that Generation X grew up during economic turmoil. They saw their parents laid off without cause; consequently, they see every job as temporary. They believe that there is no such thing as job security and transferability of skills makes them more marketable. They believe job-hopping is a way to build their skills.

This chapter identifies the top five issues facing the public sector. It touches on what succession management is and why it is necessary; the timeframe required to develop and implement a succession plan and a readiness assessment of the British Columbia Government and the Ministry of Children and Family Development. We also review both the attributes of succession management and the most commonly made mistakes.

4.2 Top Five Issues Facing the Public Sector

According to a survey conducted by the Institute of Public Administration Canada (IPAC), the top five management issues in the public sector are:

1. Retirement, recruitment, retention and succession planning
2. Improved accountability and transparency

3. Performance and results management, measurement and reporting

4. Improving the quality of service delivery, E-service

5. Citizen-centred service, single window, service partnerships

These top five are the result of a survey sent to federal and provincial Deputy Ministers and Municipal Chief Administrative Officers across Canada. Succession planning was the number one management issue across the public service sector.

4.3 What is Succession Management?

Succession management goes a step further than succession planning as it encourages individual advancement across the organization. Succession management is “the proactive step to plan for future talent needs at all levels and implement programs designed to ensure that the right people are available for the right jobs in the right place and at the right times to meet organizational requirements.”

Succession management drives organizations to adapt procedures to ensure the identification, development, and long-term retention of talented individuals. Instead of one person for one position, it has evolved to developing many people with the capacity to be effective leaders in a variety of positions throughout the organization.

Succession management does not stop there however. It is more than just a people placement process; it also ensures knowledge capital is serviced, retained, cultivated, and protected for the future.
Succession management has moved from the realm of a human resource planning tool to a strategic imperative that is on-going.

4.4 Why is it Necessary?

Succession management was designed to ensure an organization continued to operate effectively as leaders retired or pursued other opportunities. With the pending retirements of the baby boomers, the need to create a succession management plan for all levels of the organization is apparent. Succession management is not just about getting the right person to the top it is now about getting the right person in place for every job.

"The need to extend beyond the focus on management and leadership roles is becoming more important as organizations take active steps to build high performance and high involvement work environments in which decision making is decentralized and leadership is diffused throughout an empowered and diverse workforce."

There is the need to harness the talents of a more diverse workforce. Leaders of the future are going to require a different skill set than those of the past and organizations will need to systematically identify and prepare high potential candidates for the jobs of the future.

The rapid rate of retirements, an increasingly competitive labour market, new demands on personal lives, new technologies and the changing needs and expectations of the public are just a few of the transformations affecting the British Columbia Public Service. According to BC Stats (2002) within five years, those who leave the public service will exceed those who enter it.

Succession management is something no organization can afford to ignore because the consequences of not being prepared will have a major impact on an organization’s ability to achieve its goals and strategic objectives. A non-existent or ineffectual succession plan can result in leaving critical positions vacant or promoting staff who are ill prepared or wrong for the job.
4.5 What should be the term?

According to KPMG, "The succession planning process generally takes 12 to 18 months with an orderly transition taking as long as three to five years." Succession management is the continuous identification and development of high-performing staff capable of meeting the future needs of the organization.

Succession planning is an initiative that many do not attempt until it is too late. Succession planning needs to be high priority as transition takes time. Succession planning is not a process that can be hurried.

4.6 Where is the Government now?

The recently released (November 2006) Province of British Columbia, Corporate Human Resource Plan, outlines three key succession management goals:

- Building our internal capacity
- Improving our competitiveness
- Managing for results

Building internal capacity is about investing in people by allowing staff to participate on projects, promoting lateral transfers across government, providing developmental options and readying employees sooner for new job opportunities.

Improving our competitiveness means marketing the British Columbia Public Service to the external marketplace as an attractive career option, boosting pride, and morale inside government and cutting the current hiring timeline in half to meet the private sector standards.
Managing for results will encourage and reward innovation, share information about what government is trying to achieve, solicit ideas on how to attain it, put in place individual performance plans, and improve employee engagement. Currently there is no comprehensive succession management plan for the British Columbia Public Service.

4.7 Where is the Ministry now?

The Ministry of Children and Family Development as of November 2005 had developed a "Workforce Planning Strategic Framework and Action Plan." A workforce plan is a continuous process of moulding the workforce to ensure that it has the capacity to meet service needs not only now but in the future. This is the organization's first effort to create a high-level strategic HR plan. This plan does identify the need to create a detailed succession management plan, but it does not address the creation of such a plan in any level of detail. As of January 2007, there was no comprehensive succession management plan in place for the ministry.

4.8 Attributes of an Effective Succession Program

Best practices organizations have identified the following attributes to effective succession management planning.

An effective succession management plan must act as an interface between the human resource function and the strategic direction of the organization. A successful plan always involves the executive within the organization. Senior management view succession management not only as a strategic tool to attract staff but to retain them as well.

A succession management plan becomes an integral part of the corporate processes creating a link between succession planning and overall business strategy. This link provides the opportunity to affect the organization's long-term goals and objectives.
A plan needs to be easy to use, not bureaucratic. It needs to be objective and ensure consistency across the organization. It must be able to identify talent from a multitude of levels and create a match between the organization’s future needs and the aspirations of individuals, emphasizing developmental assignments in addition to formal training.

Organizations should have two types of succession management plans. The first should be a comprehensive plan that supports the future of the organization. The second is a more refined plan that can deal with local succession issues. Any successful succession management plan needs to be able to be customized.

An effective plan should focus on development not replacement. It needs to improve retention by providing the growth opportunities and challenges staff are seeking. The talent management component should provide an organization with ready-made candidates to fill vacated positions, ensuring a smooth transition and reducing the learning curve for newly appointed staff.

The most successful succession management plans are built on a continuous improvement process. Organizations should continually refine and adjust their plan as they receive feedback, monitor developments in technology, learn from other organizations and incorporate best practices.

4.9 Common Pitfalls

The following are the most common pitfalls to be aware of regarding succession management planning.

1. Leaders are reluctant to take the lead,
2. The responsibility to develop a succession plan is turned over to staff that may not have the skills or experience necessary to develop a plan,

3. Managers are not held accountable for succession planning,

4. Insufficient time is allocated by an organization to allow the plan to be accepted and work,

5. There is lack of clear assessment criteria for success in leadership roles,

6. Underestimating people or overlooking employees that do not appear to fit the preconceived organizational norm,

7. Creating generic developmental training,

8. Focusing only on the technical competencies and failing to consider the leadership and team-building training requirements,

9. Failing to offer the appropriate level of training and developmental opportunities required for each individual,

10. Implementing a succession program that is only focused on upward development,

11. Not sharing the data with employees to allow them to know how they are progressing and to obtain feedback on what is working and what is not, and

12. Failure to identify and work with external partners, who are needed to make the plan a success.

By understanding these pitfalls, an organization is able to avoid them from the onset, making the succession plan more effective.
4.10 Summary

The number one issue facing the public sector is retirement, recruitment, retention, and succession planning. This single statement demonstrates how widespread and critical succession management has become.

Succession management planning involves more than ensuring coverage at the top. Succession management has evolved to ensure there are people in place to cover positions at all levels of the organization. Effective succession management is a strategic imperative. It is not just about people, it is also about retention of corporate knowledge.

Succession issues do not happen over night and neither does the development of a succession management plan. It takes at a minimum of 12 months to develop and requires three to five years to implement. Succession plan development and implementation cannot be rushed, transition takes time. By linking the succession plan to the long-term goals, the plan becomes an integral part of the corporate process.

Attributes that make a successful succession plan are the ability to customize, the ease of use, the capability to integrate it into the strategic direction, the ability to focus on development and retention and it being built on a cycle of continuous improvement.

The common pitfalls to succession management planning are reluctant leaders, assigning the process to people who have little to no experience, lack of accountability, not making enough time for implementation, and no clear assessment tools to determine the skills required for the roles of the future.
5 SUCCESION PLAN OUTLINE AND RECOMMENDATIONS

5.1 Introduction

As the Ministry of Children and Family Development loses an unprecedented number of staff due to retirement of the baby boomer generation, they will face a critical workforce shortage at the Social Worker level.

Although the decline in fertility rates will decrease the services required from the ministry, improved diagnostic techniques identifying more children with special needs, will cause an increase in services. Implementation of preventative service delivery will require additional staff in the beginning but over the long-term, the need for those resources will decline. Even with these fluctuating service demands, the ministry will still need to hire four to five hundred Social Workers over the next ten years to augment retirements. If the ministry is unable to hire the staff required, they may have to outsource some of the programs formerly delivered in-house.

With an anticipated shortage of 300 social work graduates over the next decade, the ministry needs to create a succession management plan that will allow them to work smarter with fewer resources.

It is important to remember that succession management is not just about recruiting people, it is about retaining people and knowledge over the long-term. The absence of a government wide succession plan requires each ministry to create their own.

In this chapter, we look at succession planning within the Ministry of Children and Family Development. We review public sector best practices, organizational readiness, the
foundation, capacity building, and the linkages required to the plan. The roles and responsibilities are defined, future staffing requirements and the need for a gap analysis is determined. Government and ministry considerations are identified and options around retention of corporate knowledge are provided. Stakeholders and partnership options are explored. Both talent management processes and career path models are determined. The workforce analysis and future vacancy trends are provided. Recruitment and retention considerations are looked at. Risk assessments, performance indicators, and continuous improvement recommendations complete this chapter.

5.2 Project Outcome

Succession planning is a process by which an organization identifies its key positions (present and future) and then recruits or develops staff to fill each key role.

The outcome of this project will be the identification of the staffing impact, recruitment, and retention issues and the preparation of a succession management outline with recommendations that will enable the ministry to fulfil its mandate.

5.3 Public Sector Best Practices

The following are a list of public sector best practices as defined by the Government of Saskatchewan.

Best practices dictate that succession management reflects the organization’s short, mid and long-term strategic direction. This link gives the organization the opportunity to affect its long-term goals and objectives.

Organizations identify employee career preferences and try to match their interests with future job opportunities. Development plans are individualized for each employee and
mechanisms are put in place to ensure individual development activities take place and that there is a method to assess and monitor the success of the individual against the plan.

Best practices ensure a foundation of developmental activities like coaching, training, and mentorship are established. Candidates are provided a series of expanding roles that give them the opportunities to learn and grow.

Talent pools are built by using a cyclical, continuous identification process. Selection criteria is developed and agreed on with the organization's future needs in mind and the selection committee uses a formal assessment process from multiple sources.

Best practices ensure an annual review is conducted with open and ongoing dialogue through-out the year. This will provide for continuous improvement of the process as candidates identify what is working well and what is not.

Recommendation

The ministry needs to ensure as many public sector best practices as possible are incorporated into its succession management plan.

5.4 Organizational Readiness

5.4.1 Understanding

Creating a succession management plan is different from anything the ministry has ever undertaken. Staffing of positions has been a reactive process not a planned one, only advertising a position once it is vacant. Targeting roles and employees is very different from the general development of everyone. The concept is simple but involves a commitment to organizational and individual growth by employer and employee.
Within the ministry organizational readiness is present, the need understood, and with almost 600 Social Workers, Team Leaders and managers approaching retirement in the next ten years the urgency clear.

**Recommendation**

Those involved in creating the succession management plan must have a solid understanding of what succession management is and what it means to them. A training session needs to be developed that provides all participants with an understanding of the processes and intent of succession management. Any training needs to clearly define and explain the various components, and outline who is responsible for what. This training should include a review of the most common pitfalls in order to avoid them.

5.4.2 **Resources**

Succession planning is new to the ministry and the British Columbia Public Service as a whole. Consequently the resources and expertise are not well developed. Presently the ministry’s succession planning initiative does not have sufficient dedicated resources to move it ahead. People working full time are trying to create and implement a succession plan off the corner of their desks. As a result, processes are not yet in place to develop a ministry succession management plan.

**Recommendations**

The ministry needs to dedicate the resources required to create a succession management plan. The dedication of staff will allow the ministry to lay the necessary foundation and build a comprehensive succession management plan.

The term over which these resources need to be dedicated should be from 24 to 36 months. This will allow for the creation and implementation of the succession management plan.
Allowing the team that creates the plan to implement it will provide everyone with an understanding of the history and intent of the plan during its implementation.

5.5 Establishing a Foundation

5.5.1 Corporate Vision

A clear vision of the future needs to be created by the Leadership Team and communicated to all staff and stakeholders. Two-way communication allows for an increased awareness of what is wanted and needed from each other. Expectations are clear, and employees are aware of how they fit into the organization’s bench strength requirements.

Recommendation

Once defined the vision needs to be incorporated into all succession processes devised. An internal business partnership develops when organizations share the corporate vision with their employees.

5.5.2 Organizational Sponsor

Human Resources or any other department cannot serve as the sole champion. An inclusive process needs the total buy-in of the Leadership Team to lead the organization. The commitment of top management is essential to the plan’s success.

Best practices recommend the Deputy Minister and Leadership Team demonstrate active and visible support across all levels of the organization. An organizational sponsor needs to be able to provide direction and support the process with open, honest, and timely communication.
Recommendation

Selection of an organizational sponsor should come from within the ministry’s Leadership Team.

5.5.3 Philosophy

A philosophy needs to be proactive and convey a desire to work with individuals to match their career objectives with the organization’s future needs. It needs to articulate the employee’s responsibility for career management and define how the organization will support their personal and professional development.

Recommendation

Before embarking on a succession management plan the ministry needs to create and communicate their succession management philosophy.

5.5.4 Setting Goals and Objectives

Any succession management plan requires a formal set of goals and objectives, as well as timelines and milestones. Without these measures, there will be no way to determine if the plan is on track.

Recommendations

The ministry needs to define a set of goals and objectives by which both the creation and implementation of the succession management plan can be measured.

All goals and objectives will need to be reviewed and updated at least annually.
5.6 Building Capacity

5.6.1 Who should be Involved?

Active support of the succession management plan should be promoted across all levels of the ministry to ensure time is dedicated and efforts are made to make succession management a success.

Recommendation

The creation and implementation of the succession management plan needs to involve staff from all levels of the organization.

5.6.2 The Objective

A single ministry plan needs to be developed that will eliminate silos allowing staff to participate in cross-organizational development opportunities. If succession plans are developed locally, employees will be restricted to only the development opportunities available within their silo thus limiting their progress.

The creation of a single succession management plan for the ministry will lay the foundation upon which other parts of the ministry can build their plans. An effective succession management plan must be able to be customized at any level of the organization.

Recommendations

The plan needs to support the ministry’s desire to become an employer of choice.

A single plan must be created to precipitate sharing of resources across the organization, creating a team approach to succession management.
Managers must be given to understand that sharing employees will enhance the effectiveness of the ministry as a whole while providing staff additional opportunities to grow.

5.6.3 Creating a Project Team

A project team would provide the necessary support to move the plan ahead. It would also support succession management by providing staff with a unique developmental opportunity. It is as important to have a visionary on the team, as it is the finisher. The need to be strategic is imperative but if the plan is not achievable, it will fail. By combining the right sets of skills at the onset the ability to implement the final plan will increase significantly.

Recommendations

A dedicated project team needs to be established to develop the succession management plan for the ministry. Staff from all levels and functions across the ministry should be considered when selecting the succession management project team.

Specialized positions on the team will aid in achieving the plans long-term objectives. A representative from the ministry’s Strategic Human Resource branch will provide the link to the Strategic HR Plan. A Training Co-ordinator will help develop the new training models, a dedicated Communications Officer will provide on-going communication which is key to the success of the plan, a Policy Analysis and an Information Technology Specialist will be required due to the complex nature of succession planning.

The project team needs to define a clear set of principles and values around succession management that allow staff to buy-in to the process.

The organizational sponsor needs to delegate authority and accountability to the team.
5.7 Linkages Required

A succession management plan is not a short-term fix; it must be ingrained into all facets of the organization. Once created a succession management plan needs to become part of the operating processes.

5.7.1 Human Resource Strategy

The Workforce Planning Framework is the ministry’s Strategic Human Resource Plan created November 25, 2005 covering a two-year term. This plan outlines the need for succession planning.

The Strategic Human Resources branch has updated the “Workforce Planning Strategic Framework and Action Plan”, and is now awaiting its approval.

5.7.2 Training and Development

Employers who actively collaborate with their employees to align career direction with organizational goals are realizing better retention rates. Individuals tend to stay longer where they are experiencing personal and professional growth.

5.7.3 Communications

A communication plan is needed to ensure the dissemination of succession information to staff at all levels of the organization.

5.7.4 Policy Development

New policies and procedures will required to be developed to ensure consistent application of the practices required to make the succession management plan effective.
5.7.5 Technology

Succession management technology allows managers throughout the organization to manage the process by providing real time information and reducing the time required to administer the plan. Implementation of technology allows for a more proactive approach to succession management.

5.8 Roles and Responsibilities

The ministry needs to communicate the responsibilities for each role in the organization. Employees, managers and Human Resource Consultants need to know who will be responsible for what and that everyone has a part to play.

5.8.1 Employee

Employees who are actively involved in their personal development report more satisfaction with their work. Employees need to identify both their short-term and long-term career objectives and are responsible for assessing their own skills and developmental interests.

Employees need to obtain information on the organization’s future needs and opportunities. Using their career ambition an employee should identify their skill gaps to ensure their career development plan is focused and effective. They are responsible for learning about and taking advantage of developmental opportunities.

Employees need to familiarize themselves with the ministry’s strategic goals and objectives and determine how they fit into helping the organization achieve those goals. Employees are responsible for staying up to date on succession information for not only the ministry but also government as a whole.
Employees need to take ownership to ensure career development meetings occur regularly and progression is made against the plan. Employees need to be open and act on any feedback received.

**Recommendations**

Employees and their manager need to work in partnership to build a career development plan that is flexible and measurable.

Assessments of the succession management process must occur at least annually to allow for feedback on what is working and what is not.

Career advancement should remain a competitive process and upon developing the necessary skills, employees are responsible for securing the job they aspire to.

**5.8.2 Manager**

Managers must stay up to date on the ministry’s strategic goals and objectives to allow them to answer any questions an employee may have and to show them how their career aspirations fit into these goals and objectives.

Managers need to link succession planning to program and financial planning to minimize unexpected impacts such as expenditure cutbacks.

Managers should communicate where the organization has identified critical or emerging gaps to allow employees to tailor their learning plans. Managers need to provide staff with the requirements for any job they desire and commit to supporting an atmosphere of continuous learning and employee development. Managers need to provide coaching, mentorship, ongoing feedback, recognize accomplishments, and reward successes. It is important to remember that each employee is different and will require a slightly different approach.
Managers should provide employees with the information and tools necessary to effectively develop and manage their own career. Managers need to ensure all employee and training documentation is complete, current, and stored appropriately.

Managers must create an environment that supports employees even when they fail. Without the support to fail employees will not challenge themselves to grow.

Recommendations

Managers must reserve time for career development discussions with their team members. Managers need to work with staff on an on-going basis to manage mutual expectations and organizational realities.

Managers must implement creative and flexible staffing options to support participation in the learning opportunities that will occur across the organization. By creating these options, managers will be able to allow staff to enhance their skills.

Managers need to demonstrate a commitment to the process by openly working on their own development.

Managers need to solicit staff input into the effectiveness of the succession management plan and once improvements are identified, they need to be implemented. This should be a cyclical event to ensure the process continues to move forward, improving over time.

5.8.3 Human Resource Consultant

Human Resources will work with the Leadership Team to establish career development resources that offer support and incentives to staff to complete training, degrees, or other educational endeavours that support the strategic direction of the ministry.
They need to stay up to date on the ministry’s strategic goals and objectives and assist employees and managers with questions or issues that might arise.

Human Resources must identify the positions that may be vacated due to retirement over the next 3 to 5 years and update this list annually. Human Resources needs to work with managers to isolate the critical positions and assist in determining the future staffing competencies and educational requirements for these positions.

Human Resources is responsible for ensuring information on succession management is available across all levels of the organization. They need to ensure the succession plan becomes part of the employee orientation process to allow new employees to see career progression opportunities from the start.

Human Resources need to engage in and ensure ongoing discussions with bargaining agents highlighting some of the current constraints and identifying the flexibility required within the ministry.

Recommendations

Human Resources must ensure the ministry succession plan integrates into the Strategic Human Resource Plan.

Human Resources must create and deliver training sessions on succession management planning customized to the various levels of the organization.

Human Resources need to develop a standard set of tools for both managers and employees to assist them with the creation, planning, and management of their career objectives.
Human Resources need to facilitate performance management exercises and talent review meetings as required and assist managers with evaluating the effectiveness of the succession planning initiatives.

5.9 Future Staffing Requirements

The need for the ministry to determine what roles will exist in the future and the competencies required is critical. Each role must be analyzed for its purpose and importance in the organization’s future and evaluated to determine its inclusion or exclusion in the succession management plan.

Each position can be evaluated using a series of questions, some examples are:

- Which positions if left vacant would cause major difficulties in achieving current and future business goals?
- Which positions would be detrimental to the health and safety of the clients?
- What positions have been difficult to fill because of specialized expertise?
- What are the projected labour market shortages, or which positions have been traditionally difficult to fill?

Once the positions have been identified, the ministry needs to determine the competencies. A competency is an attitude, skill, or behaviour that is essential to perform the job. Within the British Columbia Government, there are competencies that apply to all positions; these competencies are service orientation, results focus, teamwork and cooperation. These foundation competencies apply to all employees, irrespective of position.
By analysing the British Columbia Public Service competency list and applying a longer-range focus, the following table was created with the critical competencies for the positions of Social Worker, Team Leader, and manager. See Appendix 1 for a detailed explanation of each competency.

Table 5.1 Competency Profiles

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Competency</th>
<th>Social Worker</th>
<th>Team Leader</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking Capabilities</td>
<td>Business Acumen</td>
<td></td>
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<tr>
<td></td>
<td>Decisive Insight</td>
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<tr>
<td></td>
<td>Managing Organizational Resources</td>
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<td></td>
<td>Planning, Organizing and Co-ordinating</td>
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<td></td>
<td>Strategic Orientation</td>
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<tr>
<td>Self Management</td>
<td>Integrity</td>
<td></td>
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<tr>
<td></td>
<td>Expertise</td>
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<td></td>
<td>Results Focus</td>
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<td></td>
<td>Building Partnerships with Stakeholders</td>
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<tr>
<td>Social Awareness</td>
<td>Conflict Management</td>
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<tr>
<td></td>
<td>Teamwork and Co-operation</td>
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<tr>
<td></td>
<td>Service Orientation</td>
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<tr>
<td>Leadership Effectiveness</td>
<td>Change Management</td>
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<tr>
<td></td>
<td>Leading Others</td>
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</tbody>
</table>

Source: British Columbia Public Service Competency Model

All positions share some competencies, each building on the other creating a core set across all three. Each competency has different levels within it often referred to as a scale. Depending on how senior the position is a person may be required to come into the job with a higher level of a competency than those in a less senior position.

It is important to note that the scale is progressive and each level builds upon the one before. This scale does not function in the same way as a traditional appraisal scale, in which
attainment of performance at the highest level is the ultimate goal. Rather, in the case of the competency levels, the best performance occurs when an individual's behaviours and attributes match the expected/target levels identified for his/her role; this level may not be the highest level on the scale.

**Recommendations**

The ministry needs to evaluate each role and the skills required within the organization of the future. An example of such a review would be whether all management positions will continue to require a social work degree. Is a social work degree appropriate or required as the ministry embarks on a new service delivery model?

A ministry approved competency model for a Social Workers, Team Leader, and manager must be finalized. Competencies can than be used to ensure a consistent application when making recruitment decisions, assessing performance or promoting someone to a new role.

**5.10 Gap Analysis**

An environmental scan of the organization is required to determine if it has the skills needed to achieve the vision. This analysis will identify the gaps in skills and competencies and determine their criticality to the organization.

The ministry needs to start this process with a demographic profile. This profile should contain each employee's classification, experience, skills, education, and years of service, as well as identify those who will be eligible to retire over the next ten years and what positions they will vacate. Completion of an in-depth demographic profile is necessary to obtain an understanding of the current staffing complement.
Recommendations

Once completed the profile must be analysed against the future staffing competencies to identify the gaps.

The ministry needs to use the gap analysis to focus staff training and target its hiring practices to obtain the competencies that allow them to perform at a higher level with fewer resources.

5.11 Government Considerations

The following factors are government wide but need to be considered in building the ministry succession management plan.

5.11.1 Union Agreements

A significant constraint to staffing is the relatively equal clause within the British Columbia Government and Service Employees’ Union (BCGEU) collective agreement. In a job interview, this clause provides a point spread to the most senior candidate that any junior candidate must exceed to be awarded the job. This makes entry-level advancement more difficult, limiting career progression.

A constraint to retention is the existing employment security provision in the BCGEU collective agreement. This provision specifies that when jobs are cut it is the junior employee that will be laid off first. With this last in, first out contract provision, new employees to government are the first to be laid-off. This provision resulted in many new (younger) workers being laid off over the three-year period (2002 to 2005) of downsizing. A clause created to provide long-term members with added job security has resulted in increasing the succession issue across government.
Recommendation

The ministry needs to recommend to Government that it work with the unions to promote flexibility in hiring and retention. The need for government to start working in partnership with the unions will be imperative to its ability to become an employer of choice.

5.11.2 Diverse Workplaces

There is a need to create a diverse workplace that reflects the community and produces a more respectful and inclusive public service. There will also be a need to identify and address issues that result from a multi-generational workplace.

Recommendations

The government needs to work with multi-cultural organizations to determine if there are reasons, they are not entering the public service and the ministry needs to review its hiring practices to ensure there are no systemic barriers.

Training needs to be developed on new and innovative management and supervisory techniques. Managing a multi-generational, diverse workplace with different beliefs, mind-sets, and values will create some unique and exciting challenges.

5.11.3 Northern Recruitment

Northern recruitment is a major staffing challenge. Historically the northern portion of the province has been the training ground for the southern locations and as positions, open up it is frequently the north that looses qualified workers. The government has traditionally had difficulty staffing positions in the rural areas of British Columbia. The impending succession issue could cripple service delivery in Northern British Columbia.
Recommendation

Incentive programs to attract staff to the north need to be created and innovative retention methods need to be developed to encourage them to stay.

5.12 Ministry Considerations

The following factors are ministry wide, and must be incorporated into the succession management plan.

5.12.1 Hiring Constraints and Salary Compression

The ministry is constrained by union agreements and public service hiring practices while competing with the private sector and other government bodies, which possess enviable hiring flexibility. Traditionally, competition with the private sector and the health authorities means competing with a myriad of exciting career choices with the potential of lucrative remuneration. Unfortunately, public sector careers often appear less interesting and more constrained in comparison.

Under the existing salary compensation plan, a Team Leader position makes only five thousand a year less than their manager, a normal transition position for a Team Leader. As a union member, a Team Leader's hours are flexible and overtime is paid. The ministry's Strategic Human Resource branch has calculated that by earning two hours overtime a week a Team Leader can surpass the annual salary of their manager. Salary compression is causing staff to reconsider moving into positions with greater responsibility.

Recommendations

The ministry needs to implement hiring practices that are more flexible.
The ministry needs to determine the salary levels offered by others for like positions across the province.

The Strategic Human Resource branch needs to work with government to update salary levels and if not eliminate then reduce compression.

5.12.2 Female Dominated Workforce

The ministry needs to manage the fact that 79% of Social Workers are female. This means there is an increased need to accommodate maternity leaves, and flexible work schedules.

There is also a need to accommodate earlier retirement as women, according to Statistics Canada, tend to retire two years earlier at age 60 versus 62 for men.

Recommendations

The ministry needs to hire a greater number Social Workers to allow for training prior to covering maternity leaves or establish an on-going flexible talent pool that will cover all employee leaves.

The ministry needs to identify options to second people into the organization from outside agencies providing cross training opportunities, or create a contingent of retired staff to fill vacancies as required.

5.12.3 Workforce Efficiencies

The ministry can increase the efficiency of their current workforce by reducing absenteeism; improving the handling of disability case management; creating wellness programs; investing in technology; establishing performance management systems, and enhancing training.
Recommendation

The processes mentioned above need to be implemented, as they will increase the workforce’s contribution, reduce the need for short-term hires and enhance employee wellness, lessening slightly the succession impact.

5.12.4 External Factors

By incorporating the national factors that affect demand for Social Workers (see section 2.4) into the succession management plan, the ministry should be able to identify the trends, anticipate the needs, and make adjustments to mitigate the impact. It is a given that not all external factors can be forecast, but most can.

Recommendation

A review of the national trends identified within the succession management plan must occur at least annually.

5.12.5 Transition of Authority

The executive support the need to create an organic structure that allows for decision making at all levels of the organization. Transition of authority to front-line workers however, is one of the most difficult tasks for any organization to accomplish. Resistance can stem from managers fearing loss of control, or staff feeling unsupported in their new role.

Recommendations

The ministry needs to communicate to managers that they will be measured on the strength of their team not the individual.
Transition of authority to staff will require additional training and development to allow staff to be effective and feel supported in their new role.

5.13 Retention of Corporate Knowledge

With the departure of the baby boomers, the need for the ministry to retain corporate knowledge has become critical. Knowledge transfer is the practical problem of getting information from one part of the organization to another. Knowledge transfer is complex because it resides in organizational members and much of that knowledge is implicit making it hard to articulate.

5.13.1 Subject Matter Experts

Before knowledge can be transferred, the subject matter experts (SMEs) have to be identified. Transport Canada has developed a series of question for identifying critical subject matter experts. They are:

- "Who do others go to in a crisis?"
- Who has a long-term corporate memory?
- Who is doing a one-of-a-kind job?
- Who has a unique set of skills or knowledge?
- Who carries the ball on major projects?"

Points are assigned to each question and all questions are asked about each person in the organization. Those with the highest points are considered subject matter experts.
Recommendation

Subject matter experts must be identified. Once the SMEs are identified, their earliest possible retirement date must be determined to ensure knowledge is transferred prior to their departure.

5.13.2 Knowledge Management

Knowledge management strategies are a range of practices used by organizations to identify, create, represent, and distribute knowledge to others for their use, awareness, or learning. This is required for a variety of reasons such as the need to share intelligence, improve performance, create a competitive advantage, and increase levels of innovation or establishment of best practices.

Transfer of knowledge throughout the organization has always existed through peer discussions, formal apprenticeship, professional training, corporate libraries, mentoring programs, and quality circles.

Knowledge transfer involves several challenges including the inability to articulate the information required; the need to cover large geographic distances; breaking through generational differences; constraints with union management relations; problems with sharing beliefs and cultural norms; misconceptions; and organizational cultures that are not conducive to sharing.

The previous divisional structure within the ministry did not allow for information sharing, each program operated within a silo. The new organizational configuration lends itself to information sharing which will enhance knowledge transfer.
Recommendations

Once the knowledge to be transferred is identified, the method or methods to best disseminate the knowledge must be determined. See Appendix 2 for knowledge transfer strategies.

Once the method is selected, there is a need to establish a timeline to ensure that staff receiving the knowledge has time to absorb and apply it.

5.14 Stakeholders

As the ministry works to strengthen partnerships with Aboriginal and Non-Aboriginal families and communities there is a need to identify stakeholders that should be linked to the succession management plan to ensure its success.

Critical stakeholders for the Ministry of Children and Family Development are, educational institutions (both senior high and post secondary); community groups; not-for-profit organizations; the three unions that represent the staff (the British Columbia Government and Services Employees' Union (BCGEU), the Professional Employees Union (PEA) and the Nurses Union (BCNU)); Aboriginal agencies; multi-cultural organizations, and organizations that represent persons with disabilities.

Recommendation

Once stakeholders are identified, partnership opportunities need to be developed creating an even stronger link. See Appendix 3 for partnership options.

5.15 Communication Plan

Communication is crucial to any succession management strategy. Open communication increases opportunities for exchange of information and learning. Communication is meant to
keep employees informed about the priorities and initiatives that are underway as well as highlighting the successes.

Communication strategies can be formal or informal but must take into account the different ways people absorb information. See Appendix 4 for suggested communication medians.

Recommendations

A comprehensive communication strategy needs to be developed. The communication strategy should start by identifying the target audience and introducing the vision.

Awareness sessions need to be conducted prior to and during the development and implementation of the succession management plan this will provide the data necessary to determine if the communication strategies are having a positive affect.

As the ministry is dependent on external organizations to provide services, it needs to keep these organizations informed of the initiatives and accomplishments. By communicating with both the internal and external partners, the ministry will be able to illicit better buy-in making the process more effective.

5.16 Technology

By implementing succession management technology the ministry can get the plan up and running faster. Technology can be instrumental in identifying and developing talent pools.

Succession systems are effective at spotting gaps in talent, monitoring progress across the organization and ensuring the right people are moving into the right jobs at the right time creating multiple succession pipelines for each key position, short-term, mid-term, and long-term.
Effective succession planning software assists employees with creating career development plans and is simple and easy to use. It can provide a search engine that allows employees to be located by a number of different criteria and can assist with creating milestones against development plans.

**Recommendation**

The ministry needs to review succession management software options. Any software selected must provide information across the organization as development opportunities will not be exclusive to the area in which the employee works.

### 5.17 Talent Management

Using the Canadian Occupational Projection figures as a base (see section 2.9), the estimated number of social work graduates will be short by at least 30 a year. With an insufficient pool to draw upon talent management becomes even more important to the ministry.

Talent management is the process by which talent is discovered and developed. Talent management and Human Resources are related, but it is not solely a function of the Human Resource department. Some organizations actually assign specific managers to recruit, develop, and retain talent.

#### 5.17.1 Talent Pool

There is a need to use flexible solutions to attract, develop, and retain skilled people. The review of comparable degrees to allow more people to enter the field of social work is an example of a flexible solution.
A talent management approach identifies, nominates, and selects high potential candidates. Some barriers to a strong talent pool are the provisions in collective agreements. For example, seniority based hiring makes entry-level advancement more difficult.

Talent management needs to be a systematic, impartial approach to ensure consistency and maintain objectivity across the organization.

**Recommendations**

Prior to starting a talent management process the ministry needs to ensure everyone has the same understanding of its intent. This information needs to be incorporated into the succession management training.

The ministry must be careful in developing an internal talent pool to succeed those retiring. Selection of employees for development in key roles must be transparent, consistent and through a meritorious process, making opportunities accessible to everyone.

**5.17.2 Identification of Talent**

To identify talent, staff need to be assessed on their current performance and their readiness to be promoted. A person's leadership abilities and values need to be taken into account in addition to their willingness to embrace learning.

A cross-organizational review panel should administer the talent identification process. This will ensure the process is open, equitable, and transparent. Once talented staff are identified, it is important to capture that information for organizational planning. The identification of talent should be a cyclical and continuous process focused on the future of the organization.
**Recommendations**

Assessment of a person's talent must be against the organization's long-term requirements not restricted to the position they currently occupy.

Any talent management process needs to allow managers across the organization to learn about talented employees and their career aspirations.

Once upcoming vacancies have been determined, high-performers that are almost ready to step into those critical positions need to be identified by a talent review panel.

**5.17.3 Internal Talent**

The development of a talent identification questionnaire is the first step in the process. This questionnaire should provide the review panel with a complete development profile, when paired with the rest of the talent review package. A talent review package should include educational levels, background information, performance appraisals, peer reviews, strength analysis, leadership aptitude, learning agility, desired career path, and a self-assessment against the core competencies of the desired position.

A new relationship develops when employees understand the needs of the organization and how their career aspirations fit into the overall plan. When organizations go beyond plaques on the wall to share their vision with their employees, internal partnerships are generated that contribute to their success.

Managers will obtain a better appreciation of the skills, competencies, experience, and learning interests of their employees. Over the long term, this will result in a more effective organization by fostering a more engaged and productive workforce, which may also reap, cost savings.
Recommendation

The ministry can no longer count on high potential or exemplary performers waiting for long periods to receive their rewards, advancement, or professional development. They need to offer prompt rewards and opportunities or manage the possibility of losing valuable talent.

5.17.4 External Talent

With the changes in technology and the impact of globalization, it is no longer enough to train staff to follow in the footsteps of others. There is a need to recruit and train a more sophisticated level of personnel, one that is capable of leading in the future. People with this ability are required as some of the key jobs of tomorrow may not yet exist.

To attract and retain external talent, the ministry needs to develop and implement a succession management plan that provides career options, as well as challenges and opportunities to enhance skills. Demonstrating innovative and creative techniques to recruit the leaders of tomorrow will intrigue those external candidates who believe they are those leaders.

With the labour market becoming more competitive, the ministry needs to build flexibility into its recruitment and retention models. Developmental programs that allow staff to gain experience within the ministry create more opportunities for graduates with only practicum experience.

The establishment of developmental programs create motivated and capable employees that are ready to move forward in the organization when the need arises. By providing focused support and training, the ministry allows staff to enter a new position with a much shallower learning curve.


**Recommendations**

The ministry needs to recruit right out of Universities and Colleges by implementing a junior Social Worker position that would allow someone with a BSW or equivalency to gain the experience required to move to a full Social Worker level. This will enhance the employment prospective of BSW graduates, thereby encouraging more students to enter the social work program.

The creation of a management development program allows for the recruitment of University graduates into a three-year program that prepares them for management and leadership positions. The program must provide developmental opportunities, including job rotation, to allow the candidates to determine where they fit best. The provision of management development programs will cause the ministry to be viewed as an organization that offers a career not just a job.

**5.17.5 Talent Development**

Leaders of the future will require different talents than the current leaders. They will need to manage in a flatter organizational structure; be able to work across the ministry breaking down silos; communicate a clear vision; illicit employee engagement; have the ability to manage knowledge workers; possess emotional intelligence; be flexible, adaptable, and able to lead change.

Once identified top talent needs to be nurtured. Talent development is a union of new talent with experienced wisdom. As identified by McKinsey & Company (2001), only three percent of managers reported that their companies developed people quickly and effectively. Ninety-seven percent of organizations acknowledged that they could stand to improve their talent development.
It is important that the ministry understand it is not necessary to do everything and develop everyone, especially as this is a new process to the organization. By developing, the talent of a few people and instilling in this core group of leaders the confidence in their abilities to develop others; they are than free to do the same with the people around them.

**Recommendations**

The ministry can no longer continue to clone incumbents as this approach fails to recognize the rate of change and its impact on the environment in which the organization operates.

The ministry must focus on the development of leadership competencies among its staff. Leadership is a core public service competency and its development at all levels of the organization is crucial to ensure effective succession planning and talent retention.

New talent needs to be paired up with veteran leaders to create a mentoring relationship. These relationships can cover everything from operational processes to the handling of an ethical dilemma.

**5.17.6 Managing Talent**

Even in this age of technology, organizations are people-driven. In order to excel organizations need skilled individuals at every level. Having the right employees however, is not enough. Training and positioning talented employees is a challenge for any organization.

The identification of talented individuals needs to occur on a short-term, mid-term, and long-term basis. By establishing three pipelines an organization is better prepared to address the immediate staffing shortages as well as ensuring sufficient staff are available to address their long-term needs.
While recruiting new talent the ministry needs to remain attentive to current staff. A key selling point to future employees is the performance and morale of existing staff. Applicants often research the organization and talk to employees. The ministry will increase morale by demonstrating that staff are valued and their contributions appreciated and recognized. By treating current staff well an organization is more likely to attract new talent.

**Recommendations**

The ministry needs to get the word out that they want to hire talented individuals. Advertise jobs on the Internet and in the newspapers. Create general job openings to allow the ministry to review applicants on a regular basis, enabling them to take advantage of any especially stellar resume that comes across the desk.

If an applicant’s skills are not what that part of the organization is looking for they should be passed along to another part of the organization that is looking for those skills. It does not matter what door talent comes in, if there is potential someone needs to connect with that person.

Managers need to recognize what an applicant is looking for in a job. In whatever way possible—whether through salary negotiations, shifting around job responsibilities or implementing flexible work options it is important to demonstrate that the ministry wants them on the team and are willing to provide for, and work with them.

**5.17.7 Strengthening the Talent Pool**

Using the talent review process to set divisional and team objectives can create an environment that develops people by providing challenges and opportunities to grow. Organizations that demonstrate a commitment to talent management set high goals but also engender trust by helping others shine.
Supervisors that take an over-arching view of strengthening the talent pool can achieve this by understanding each employee's strengths and passions, allowing talents to be shared with other parts of the organization.

**Recommendations**

Supervisors should spend some time with staff to identify their passions.

A supervisor needs to look at the skills required across the ministry and use these criteria to identify new talent. Once talented employees are identified they should be supported to move into new roles when they have two thirds of the skills required. This will ensure there are still opportunities to stretch themselves. Waiting to move someone into a position only once fully qualified can cause a drop in motivation, as there is no longer anything new to learn.

**5.18 Career Path Model**

"The average college graduate will change jobs five times in his or her career. Within the next decade, this norm will probably increase to seven job changes." The only way to keep talented employees is to provide them with opportunities that promote growth and stretch their skills.

A key element of succession management planning is career and professional development of all employees. Most organizations however are structured to only allow employees to follow an upward focused career path similar to the one displayed below.
Succession management requires an organization to establish a variety of career paths allowing for the creation of numerous talent pools. With a limited number of positions at the top, a career path that only focuses on upward mobility greatly reduces the organization’s ability to develop and retain talent.

According to Paul Stevens, Founder/Director, The Worklife Network, there are “eight different career action options.” The first is enrichment or development within one’s job. This may involve identifying the tasks that motivate a person. The second is vertical or promotion seeking. This may be an option if a person is seeking increased responsibilities. The third is exploration of other options. This could involve project work or temporary assignments that would allow an individual to explore other careers. The fourth is a lateral move; this would involve remaining at the same level but allowing a person to move into a different job.

The fifth one is realignment; this would allow individuals to take on jobs at a lower level to gain the experience. This could be on a short or long-term basis. The sixth is relocation and this would involve a change out of the department a person is working in. The point of this transition
is to allow employees to move into departments that are more in tune with their future career goals. The seventh option is redirection or a total change in career field. The eighth and final option is external. This would involve actually leaving the current employer and moving to one that is more appropriate to future career goals.

Employees in conjunction with their supervisor should determine which career option would work best for them in attaining their desired position.

**Recommendations**

The ministry’s ability to provide a multi-directional career path is critical to not just recruitment, but retention of staff. New employees need to know that they have options to grow and current employees want to know that they can continue to grow in their careers. All of these career options need to be integrated into the career development tools within the succession management plan.

Career assessments tools must be developed to provide employees and supervisors a base on which to build the career development plan. Examples of self-assessment forms and career development plans are available on the Government of Nova Scotia’s website.


**5.19 Career Development**

The implementation of career development processes will help staff focus on obtaining advancement opportunities.
5.19.1 Principles

When an organization’s current skills do not match their future needs, a succession plan sets out ways to close the gaps in the near, mid and long-term. Harnessing the talents of a diverse workforce will be crucial for any organization to be effective.

The recognition of career development in conjunction with succession planning is necessary for the organization and the individual to be provided with what is needed and wanted by both.

Career development benefits both the employee and the employer alike. From the employee’s perspective, career development can lead to greater job satisfaction. From the employer’s perspective, career development helps build a stronger and more effective team. From a retention perspective, employee development provides the necessary challenges and career opportunities that ensure staff stay with the organization longer.

It is important to acknowledge that career development is a journey not a destination as demonstrated in Figure 5.2.
5.19.2 Overview Career Development Process

Career development and succession planning go hand in hand. If an organization links its vision to the succession plan employees can align their personal aspirations to the organization’s current and future needs, creating a mutually beneficial environment.

5.19.3 Career Development Tools

Career development tools will assist staff in identifying exactly what additional training or skills will be required to achieve their desired position. Some of the common tools used for career development are performance reviews; peer reviews; talent review meetings; assessment centres; 360-degree feedback; written examinations; behaviour-based interviews; leadership competency assessments; aptitude tests; employee resumes and reference checks.

Once the competency models are created, they should be used to build role profiles for each position. These profiles will assist staff in determining positions they aspire to. See Appendix 5 for an example.
The Ministry of Children and Family Development has an electronic employee performance and development planning (EPDP) system. This system is forward focused, results oriented, and provides an avenue for employees and their supervisors to work collaboratively in response to ongoing change. The system supports employees in achieving work goals, developing key competencies, and realizing personal learning objectives. The Leadership Team is committed to having 100% of employees actively participate in a performance review process.

5.19.4 Career Development Goals

Developmental goals should align with the business plan and could include targeted job assignments, participation on projects, inter-departmental opportunities, formal training, and mentorship activities.

Employees need to assess themselves to determine their strengths and opportunities for improvement. This assessment should allow for input from the supervisor to both inform and garner support for the employee’s career objectives.

The comprehensive career development plan will provide managers with the information they require to determine who is ready for what development opportunities when they become available. Developmental opportunities can be formal or informal. They may consist of post-secondary education, specific training curriculum, project assignments, job shadowing, or coaching.

Recommendation

Employees need to review multiple sources of information and take the opportunity to talk to staff about positions that are of interest to them. The broader the range of information explored, the more satisfied the individual would be when they move into it.
5.19.5 Employee Training Development Plan

All employees should have a training development plan. This plan should identify development and competency goals and should be created in collaboration with the employee’s direct supervisor. The intent of this development plan is to identify the employee’s strengths and opportunities for improvement.

The creation of an employee plan will allow the employee to close the gaps that exist between their current skills and the competencies required in their present position. Once the current gaps are closed, any gaps against their desired position can be identified.

Recommendations

Employees should not focus on too many developmental goals at the same time. It is more effective to focus on only two or three goals at once. These can be a combination of short and long-term goals and relate to either their current or future position.

Best practices organizations highlight the importance of a focused individualized development plan for each employee. This plan must identify the position or positions of interest if there is more than one.

5.20 Workforce Analysis 2006 to 2015

The results of the workforce analysis indicate that 588 positions will be eligible to retire over the next 10 years. These five hundred and eighty-eight positions consist of Social Workers, Team Leaders, and managers only. This analysis does not consider any other of positions within the Ministry of Children and Family Development. See Appendix 6, for a breakdown of positions.
Table 5.2 Ten-Year Workforce Analysis

<table>
<thead>
<tr>
<th>Year</th>
<th>Fraser Region</th>
<th>Provincial Office</th>
<th>Interior Region</th>
<th>Northern Region</th>
<th>Provincial Services</th>
<th>Vancouver Coastal Region</th>
<th>Vancouver Island Region</th>
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<td>4</td>
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<td>120</td>
<td>31</td>
<td>37</td>
<td>86</td>
<td>107</td>
</tr>
</tbody>
</table>

Source: Ministry of Children and Family Development

Table 5.2 provides an annual breakdown of employees eligible to retire by region.

Recommendations

This data needs to be narrowed to the immediate timeframe of three to five years to provide a list of positions that need to be focused on first.

This review process should become cyclical to allow for the annual updating of this position list.

5.20.1 Future Vacancy Trends

The number of vacancies within the ministry had increased by approximately fifty percent between 2005 and 2006. This figure added to the volume of impending retirements will cause a bottleneck in the recruitment process unless the ministry can implement more innovative and creative hiring practices.
The number of positions to be filled could increase by a factor of 3.7 to 1 (induced vacancy ratio) due to the usual career progression within the ministry. With Team Leaders and managers retiring at the same time, internal candidates that are ready to be promoted will fill most of the higher-level positions. This will leave the majority of vacancies in the Social Worker ranks.

5.21 Recruitment Considerations

The ministry needs to understand the makeup of the future workforce when developing recruitment strategies and assessing labour needs. "Organizations need strategies today to ensure that a suitable supply of workers will be available in the future. In addition, organizations may have to adjust some of their workforce needs to respond to potential shortfalls of certain types of workers."^xx

5.21.1 Generation X

Filipczak (1994)^xiii states Generation X accepts that they are responsible for their own career protection and employability. As a result, they eagerly embrace personal career management practices and are more willing to move to obtain promotional opportunities. They work well in teams and embrace technology.

Xer's are less likely to commit to long-term employment and therefore, are less likely to consider retirement from one organization as an employment objective. They seek interesting careers and although money motivates them, they no longer count on promises made by their employers to make good on future advancement.

This generation is interested in short-term gains especially in salaries, titles, development opportunities, and benefits. They want immediate rewards for good performance. They no longer accept delayed gratification and demand it immediately.
5.21.2 Generation Y

The youngest generation now entering the workforce Generation Y (born between 1982 and 1995) is different from any others that came before. College graduates are in-charge of employees old enough to be their parents and new entrants into the workforce are changing careers at a rapid pace causing frustration for their employers who are trying to retain talented performers.

According to Armour (2005), Generation Y considered the pampered generation believes in their worth. Although they are high performers, they are also high maintenance. They respond poorly to the old command and control structure and value informality. They have spent their lives questioning things and are now questioning their employer. They are quick learners, not afraid to challenge the status quo and look for environments where creativity and independent thinking are considered positive. Unlike the baby boomer generation who put a high priority on career, today’s youngest workers are more interested in making their jobs accommodate their personal lives.

Generation Y do not expect to stay in a job or even a career for too long, they are sceptical when it comes to such concepts as employee loyalty. They are the most diverse generation ever with one in three a minority. They are the multi-task generation who embrace technology and do not like to stay too long in any one assignment.

They walk into the workplace with high expectations for themselves and the organization. They have grown up getting constant feedback and recognition from teachers, parents, and coaches and can feel lost if the bosses do not provide regular communication.

Conflict in the workplace is inevitable with Generation Y as they disregard the experience of their older co-workers and the baby boomers dismiss the younger worker’s abilities.
5.21.3 Mature Workforce

According to the Conference Board of Canada,xxiii by creating an environment that is conducive to the retention of mature workers, the ministry will be able to lessen or defer slightly the impact of the baby boomer retirements. Employees who work beyond their planned retirement date want to do it on their own terms. They want hours that are flexible, more autonomy in their jobs, training to upgrade skills, opportunities to enjoy what they are doing, time off for volunteering, reduced shifts, and a sense of purpose. Mature workers are in general more satisfied with their jobs, more loyal to the organization, and have better attendance than younger workers.

5.21.4 Untapped Workforce

Knight (2006)xxiv states, progressive organizations plan to draw on groups that have a lower than average labour force participation rate such as minorities, Aboriginals, and persons with disabilities. These groups represent a significant untapped resource. The ministry could consider utilizing some of the approximately 300,000 persons with disabilities, a third of whom have a College diploma, trade certificate, or University degree.

Recommendations

With Generation X’s desire to balance work and family, the ministry needs to implement flexible work options and offer employment inducements to increase recruitment. The introduction of telecommuting, flexible work shifts, job sharing, project specific terms and educational leaves are some options that could be incorporated into the succession plan.

With Generation Y, managers are advised to assume more of a mentor role, listening and communicating with them on a frequent basis. It is important to link the organization’s vision to their lives.
The ministry can do more to retain its mature workers longer by moving them around into challenging assignments, implementing phased retirement, or redefining job duties to create part-time opportunities. Experts believe that phased retirement adds an incentive for older workers to stay with their current employers longer. This process provides for more leisure time while assuring employees of a steady number of hours as their career winds down.

Tapping into groups that are under represented in the workforce could significantly assist in filling future vacancies.

5.22 Encouraging Retention

Exceptional organizations understand that the key to attracting and retaining successful leadership is how well they manage their succession plan. Without a well-managed plan, they could lose the leaders they have.

According to a survey by the Society for Human Resource Management, seventy-five percent of employees are looking into other job opportunities. It is understandable than, why in a survey by Career Partners International, Human Resource Consultants ranked talent retention as their top concern.

Retention of talent involves a variety of different methods and techniques. One key point to remember about talent retention is how someone feels about his or her supervisor and co-workers is the single most important thing in reducing turnover of staff. People want to feel valued for what they contribute to the organization and appreciated for who they are personally.

Appreciation is an important factor. Acknowledging successes as well as supporting failure assists with the learning process. Appreciating staff when they succeed and supporting them when they do not will encourage them to stretch themselves.
Formal employee rewards and recognition programs can increase talent retention. It is however important to design a program with the flexibility to reward and recognize employees that are either extrinsically or intrinsically motivated. Rewards do not always have to be money. Think about what that person values and reward them on an individual basis.

Dissemination of authority to front line staff recognizes the expertise of staff and reinforces that they are a trusted member of the organization. Dissemination of authority allows for more timely and effective decision making across the organization.

Recommendations

Managers are instrumental in providing work environments in which staff feel valued and appreciated for their contributions. A key driver to keeping people is good leadership. People do not leave organizations they leave ineffectual managers.

The ministry needs to allow employees to use their talents. Most people learn and gain confidence through doing, so there is a need to provide opportunities that challenge employees to broaden their skills. By stretching their abilities, the organization is expanding the employee’s expertise while providing them with the challenges they are seeking.

The ministry should implement a strategy that will monetarily reward employees for increased skills and knowledge, without having to be promoted into a different position. This can be accomplished by creating multilevel jobs that allow advancement through a classification series; or a step process that increases a person’s classification as they increase their level of training and experience (growth series jobs).
5.23 Developing People

A metric by which succession systems are evaluated is the percentage of openings that are filled from within the organization.

5.23.1 Coaching and Mentoring

Coaching and mentoring are about building developmental relationships that will result in supporting an employee in assuming more responsibility. This relationship is designed to build confidence and help individuals take increased initiative for personal development. A balanced mentorship requires equal commitment and investment from both people involved.

The coach or mentor’s job is to promote intentional learning and build capacity by instructing, coaching, modelling, and advising. They provide real life successes and failures, as both are learning experiences. Coaches or mentors work closely with a less seasoned staff member to help them understand the inner workings of the organization, develop networks, and identify possible career paths. They are also there to assist in a crisis, provide counsel, and teach. This can be on an informal or formal basis.

Coaches and mentors need to be able to monitor staff performance against established goals and spot both accomplishments and opportunities for improvement. They need to apply different coaching skills in different situations. Some examples of coaching options are teaching, evaluating, confronting, directing, praising, motivating, communicating, observing, counselling, listening, and questioning. See Appendix 7 for a list of coaching and mentoring techniques.

For more information on the British Columbia Government’s Corporate Mentoring Program refer to http://www.leadershipcentre.gov.bc.ca/mentoring/program.htm.
Recommendations

The ministry needs to promote Mentorship opportunities across the organization.

Both supervisory and management training should include coaching and mentoring techniques.

5.23.2 Feedback Techniques

Giving and receiving effective feedback can be a challenge for both parties. It is important to remember that although feedback is not always appreciated, not receiving any is worse.

Feedback should be given on a person’s strengths as well as their developmental opportunities. This technique balances the information an employee receives. The amount of feedback delivered at any one time should be limited as individuals can only absorb so much. Always provide feedback on observable actions not attitude.

Feedback is not direction or instruction on how to fix something. The intent of feedback is to assist in the learning experience. It is important to communicate clearly and inspire others to take action. By posing questions, you are able to get a broader perspective and avoid lapsing into a lecture.

Recommendations

Feedback should be ongoing, not limited to performance review time.

Engaging an employee in a non-threatening way will assist in the evaluation and improvement of his or her own performance.
5.24 Risk Assessments

5.24.1 Not Staffing

There are usually three reasons a position is not staffed. One is the position is no longer required in the organizational structure of the future, the second is the organization has been unsuccessful in training or recruiting someone to that position and the third is the services can be obtained from another source. Each reason will have a different degree of consequence to the ministry.

The first should have no consequence, the second should identify a gap in the talent management process, and the third could result in the ministry loosing direct control of the resource if the function is outsourced.

5.24.2 Loss of Knowledge

The consequences to an organization of not sharing knowledge can be long ranging. Processes that are considered best practices may be lost, expert knowledge will have to be reacquired, and missing pieces of critical information may affect the foundation on which programs were built.

5.24.3 Shift in Speciality

With almost 10 million baby boomers about to retire across the country, British Columbia having the second oldest workforce in Canada, and the continued decline in childbirth it can be predicted that social work program specialities will shift from a child and youth focus to gerontology. Without an increased intake into the social work programs, to compensate for those who choose to specialize in gerontology the deficiency of graduates available to the ministry will be far greater than 30 a year.
5.24.4 No Strategic HR Plan

Without a strategic human resource plan, there will be no clear vision of the future, no ability to determine the skills staff will require and nothing to conduct a gap analysis against.

5.24.5 No Succession Plan

If the ministry does not establish a succession plan it will not be able to recruit and retain the level of talent they need throughout the organization. Its staffing practices will remain reactive by filling positions only once they have become vacant. Staff will not be able to clearly see the growth opportunities, or identify gaps that need to be filled.

Critical positions may not be filled or filled by staff that are wrong for the job. The organization will continue to recruit for the same skills, which will not assist them in creating the organization of the future.

The ministry’s ability to attract external talent will be limited as it can only offer a job not a career. Ministry staff may choose to move into organizations that have implemented succession plans to obtain the challenges they are seeking.

5.25 Performance Indicators

5.25.1 Goal Posts

There is a need to establish both short-term (3 to 5 years) and long-term (5 to 10 years) goals to provide focus and direction to the succession management plan.

Recommendation

The ministry needs to take ownership of the succession management plan not the Strategic Human Resources branch in order to ensure its goals are corporate.
5.25.2 Measures

All organizations need to be able to measure the progress and effectiveness of their succession management plan. Some measures are, are the processes in place in the timeframe specified, and are talented individuals at an appropriate place to be moved into the right development opportunities over the span of their careers? Being able to measure advancement against the plan and an individual’s progress against the organization’s needs is a critical dimension of any successful plan. See Appendix 8 for list of suggested measures.

Recommendation

These measures can be at an organizational, regional, or departmental level. The ministry needs to determine at which level it wishes to track the results.

5.25.3 Monitoring for Effectiveness

Best practices organizations use a variety of qualitative and quantitative methods of measurement and assessment to ensure that desired outcomes are achieved and to evaluate effectiveness. Monitoring is a systematic process of examining the effectiveness of any program in order to improve on current practices by identifying gaps.

Monitoring is observing, recording, and detecting the effectiveness of an operation. To do this one must establish a set of goals and measures up front. Without clear goals and measures, there is nothing to monitor the succession management plan against.

There are be different levels of monitoring within any organization. The first level is monitoring to determine what progress is being made. The second is compliance to determine participation in the program and that staff are receiving the opportunities they need to develop the skills required. The third is for effectiveness. This determines if management activities are producing the expected results. If not, why not?
**Recommendation**

The project sponsor should establish a monitoring committee separate from the implementation committee. This committee needs to be non-partisan in evaluating the effectiveness of the program against the established goals and measures.

**5.26 Continuous Improvement**

An organization must be willing to constantly revisit and redesign the succession plan allowing for improvement in both process and content. A successful succession management plan is not a static target. Best practices stay that way by continuously refining and adapting the practice to meet changing circumstances.

**5.27 Conclusion**

The Ministry of Children and Family Development is in a high-risk business. Proper development of a succession management plan will assist in mitigating the risks thereby providing more effective protection services to children and youth across the province.

There is currently no over-arching succession plan for the Government of British Columbia. With no corporate plan available, each ministry must create one of their own.

The creation of a comprehensive succession management plan for the Ministry of Children and Family Development will allow the ministry to determine the skills required, plan the creation of a leaner organization, identify developmental opportunities for staff, focus recruitment efforts, adopt best practices, strengthen the organization and lessen the overall impact of succession.

The days of reactive recruitment with multiple candidates interested in a single position is passing. With fewer candidates to choose from an organization has to be proactive in its
recruitment methods in order to get talented people in the door. Flexibility within the organization is going to be crucial to retaining workers. Succession management allows the ministry to identify, develop, and challenge the talent they will need for the future.

The annual cost to the ministry of implementing the recommendations contained within this report is estimated to be, $1,544,707 (see Appendix 9) or just over one tenth of one percent of the total ministry budget. These costs will occur annually over the next three years to allow for the creation and implementation of a succession management plan.

The implementation phase however could require fewer project team members thereby reducing the annual cost. If the number of staff appointed or the positions they hold are different from the proposed plan the cost to the organization will change accordingly. There will also be a need to factor in any upcoming negotiated rate increases for salary, benefits, and travel.

The dedication of these funds will allow the creation of a succession management project team. This team will create organizational understanding, work with the Leadership Team to determine a vision and choose an organizational sponsor. They will create a philosophy, establish the goals and objectives, build capacity and define the roles and responsibilities. Upon Strategic Human Resources finalizing the future staffing competencies, the team will conduct a gap analysis incorporating the government and ministry staffing considerations.

The team will identify subject matter experts and establish corporate knowledge retention strategies, determine stakeholders and partnership opportunities and assist in creating an on-going communication plan. Technological options will be researched and a recommendation made. Processes will be established for the creation of talent pools, talent management, career path options, and career development tools.
When Strategic Human Resources complete a detailed workforce analysis, the project team will develop recruitment and retention strategies, as well as training and development options. Completion of a detailed risk assessment will support the establishment of performance indicators.

Additional costs that cannot be determined at this time but may be incurred upon completion of the ministry succession management plan would be the acquisition, implementation, and training on any succession management software acquired. Succession management training of staff across the province will be required to create common understanding and clarify their roles.

The cost to the ministry of not implementing these recommendations will be a critical shortfall of Social Workers affecting its ability to deliver on its mandate. The ministry has never contracted out investigation and intake services. With an insufficient number of Social Workers, the ministry will experience longer investigative and intake timeframes that could leave children and/or youth at risk. Ultimately, the ministry’s inability to adequately resource these functions could result in the death of a child that did not make it into care.

Operationally the ministry will not be able to effectively devolve authority to the communities or create a more proactive level of service delivery due to the lack of understanding of the skills staff require to accomplish this transformation. Knowledge gaps will occur across the organization as subject matter experts retire.

Recruitment practices will continue to clone incumbents not taking into account the changing needs of the organization. Recruitment will remain labour intensive and unable to meet the demand for the number of candidates required.
Without opportunities to receive rewards, recognition, advancement, or professional development, high potential or exemplary performers will leave. Moreover, with no retention practices in place the ministry will be unable to stem the draw upon their staff by competitors.

Succession management can no longer be ignored because the consequences of not being prepared will have a major impact on the ministry’s ability to achieve its goals and strategic objectives.
Appendix 1 British Columbia Public Service Competencies

The following is the detailed information used to compile the competency profile (Table 5.1) for a Social Worker, Team Leader, and manager.

Thinking Capabilities:

- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes, and outcomes as they affect the client's and the organization's business needs.

- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications, and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning, and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

- **Planning, Organizing and Co-ordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and
implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work and thinking and acting upon the big picture. It is taking the broad-scale and long-term view and developing appropriate strategies or plans to meet goals.

**Self-Management:**

- **Integrity** refers to actions that are consistent with what one says are important. People with integrity “walk the talk” by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.

- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.

- **Results Focus** is taking action to achieve challenging goals or high standards. It is focusing on the desired outcomes, setting challenging goals, and taking action to meet or exceed them.

**Social Awareness:**

- **Building Partnerships with Stakeholders** is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves awareness that a relationship based on trust is the foundation for success in delivering results.

- **Conflict Management** is the ability to develop working relationships that facilitate the prevention and/or resolution of conflicts within the organization.
• **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

• **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one’s efforts on discovering and meeting the needs of the customer/client.

**Leadership Effectiveness:**

• **Change Management** is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency are willing to embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

• **Leading Others** is inspiring people and teams to reach their fullest potential. Leadership is about positively influencing people and events and can be demonstrated at every level of an organization.
Appendix 2 Knowledge Transfer Strategies

Below are a dozen transfer strategies identified by New York State, Department of Civil Service that can be used to ensure intellectual and knowledge capital are retained, cultivated, and protected for the future. The options are arranged in alphabetical order for ease of reference and include a brief explanation to clarify the intent of the strategy.

Alumni Programs-

An alumni program is developed by identifying retirees with specialized skills that are interested in working on short-term assignments. When a specific skill set is required, a manager would match a retiree with the required skill to a team or individual as a mentor. The duration of the assignments may vary.

Awards Program

An awards program recognizes staff for their efforts to share best practices across the organization. Publication of the award recipients and the best practices will disseminate this information across the ministry. Award recipients could participate in a panel discussion to allow staff to ask questions and seek clarification.

Communities of Practice –

This technique consists of a group of people sharing common work practices over a period of time, though not a part of a formal work team. Generally, this practice cuts across established organizational boundaries and enables individuals to acquire knowledge faster. Communities of practice can have a rigid or flexible structure depending on the needs of the membership.
Communities of practice provide a mechanism for sharing knowledge throughout an organization or across several organizations. This practice improves the network of organizational contacts, supplies opportunities for peer recognition, and supports continuous learning, all of which reinforces knowledge transfer and contributes to better results. Communities of practice are valuable for sharing implicit knowledge.

Expert Interviews –

These can be sessions for one or more people considered experts in a particular field to meet with others to share their knowledge. The format of the sessions can range from an informal one-on-one meeting to a larger group session, panel discussion, or video conference. Sessions can be recorded by audio, video, or even transcribed if the subject matter is highly technical and needs to be captured for future reference. The experts can come from inside or outside an organization.

Expert interviews make tacit knowledge more explicit. A person can describe not only what but why something was done, providing context and explaining the judgement behind the action. Interviews are easier for the experts than having them document their practice including all the nuances. Expert interviews also give learners the opportunity to ask questions and probe deeper to ensure understanding. Expert interviews promote dialogue and learning through group interaction. Participants can be both internal and external.

Expert Systems –

An expert system is a computer program that contains subject specific knowledge from more than one expert. Expert systems are valuable to organizations that have knowledge, experience, and expertise that are not easily transferred to other members. This process manages
the creation, identification, accumulation, and application of knowledge across an organization. Generally, expert systems are used when there is no single correct solution for a problem.

The challenge with an expert system is someone has to input the details of the cases, steps taken and resolution into the system each time to build an effective foundation.

Internships –

An internship program is a paid, two-year, entry-level employment opportunity that offers career development in key professional fields across the organization. This program is open to people with limited work experience who have graduated with the required degree or diploma from a recognized University or College within the past two years.

An internship program is not like co-op programs. An intern is a staff member paid a competitive salary to develop the skills and broaden their experience by being provided with challenging and rewarding job assignments.

An internship program allows staff to gain experience and knowledge by working with more seasoned staff members. A well designed internship program introduces, interns to all aspects of work giving them a broader understanding of the organization and its interdependencies.

An internship program should have an intake process that synchronizes with the graduation cycles of the Universities and Colleges. Upon completion of the internship staff are transferred laterally into position allowing for another intake.
Job Aids –

This form of knowledge transfer can take many forms. The most common is the documentation of information or instructions on how to perform a task. The user should be able to take this aid and apply it to the task completing it with no additional information required.

Job aids can be detailed sequential processes, checklists, evaluation considerations, flow charts leading the user through a process or a reference manual such as a staff functional listing.

This type of knowledge transfer is inexpensive to create and easy to revise. The provision of job aids can eliminate an employee’s need to memorize all aspects of their job. When a job aid is easy to access and clearly communicated it, can actually increase productivity, and reduce errors.

Mentoring –

This process is usually a one-to-one relationship or partnership that focuses on the needs of the mentored participant. A mentor provides guidance and helps staff develop a better understanding of how to be more effective in their role. Mentoring programs are beneficial to individuals and organizations as they prepare employees for new and existing opportunities, while preserving institutional memory. Cross-organizational mentorship can increase employee corporate knowledge and understanding and improve opportunities for employees to share experiences. Mentoring programs can enhance the strengths of current and future leaders. A knowledgeable workforce has a greater ability to deliver successful programs and services.

Partnerships –

The use of non-traditional methods such as inter-agency partnerships provides an organization with a level of expertise it is currently missing or not yet developed. The
development of partnerships consists of an exchange of personnel on a short-term basis. This exchange could be across divisions, across organizations or outside the organization. This strategy can address knowledge gaps by bringing in the skills and knowledge required. It is important that the skills and knowledge are passed on in such a manner that they are retained within the organization to be shared. Some of the other knowledge transfer methods identified could be used to disseminate this information and expertise across the organization.

Peer Coaching –

Peer coaching can be implemented to assist with the retention of knowledge within an organization. This technique involves the pairing of peers who exchange information and techniques. A peer coach could be someone within the organization that is recognized as a leader in their field and has the desire and ability to teach what they have learned. This can be a one to one relationship or a one to many relationships. A peer coach could make opportunities to share knowledge while maintaining a full time job or be reassigned to provide less seasoned staff coaching on a full time basis. This could occur prior to retirement or as a special project for a set duration of time.

Project Teams –

A project team can consist of staff within a single program, or members of many different programs. A cross-functional team can even have members from multiple organizations. The team may include line management, operational staff, administrative staff and contractors.

Project opportunities promote transfers between or within work units, broaden the experience of employees, help to create rewarding careers, develop skills through exposure to new challenges. Project teams expedite learning and knowledge transfer by working directly with the subject matter experts.
Work Shadowing -

Work shadowing matches two individuals together to provide opportunities for a more job focused look at the services provided and techniques used by the work shadow mentor. Work shadowing is like an intense mentorship program. Instead of participants meeting on a regular basis to discuss topics of interest or share experiences, this pairing is one where the participant shadows their mentor for an extended period. Work shadowing expedites learning and knowledge transfer by working directly with the mentor during their regular day.

Additional benefits of work shadowing are that participants obtain a better understanding of the roles and responsibilities of the position, the personal attributes needed, the educational requirements, and career progression options.
Appendix 3 Partnerships

Possible partnership opportunities with key stakeholders have been identified below.

The ministry needs to work with educational institutions to increase entry into the social work programs. Identifying employment opportunities at senior high job fairs can increase intake. Through partnership with post-secondary institutions social work degree programs will continually evolve to meet the ministry’s strategic direction.

If the number of social work graduates remains insufficient, the ministry could consider collaborating with a post secondary institute to develop their own internal BSW program. This will allow hiring of staff at a junior level and once they obtain their degree, move them to a full working level. This approach will save salary dollars, as staff are paid at a lesser rate while training. This program would allow staff to gain direct experience in addition to formal education and provide the ministry with an additional pool of qualified Social Workers.

Another partnership opportunity would be allowing new Social Workers to gain experience by seconding them to community groups and not for profit organizations. This will create a better understanding of both organizations when they return to the ministry. This partnership should assist staff in providing more effective community focused program delivery.

Unions represent the interests of their members. By working with the unions on optimal recruitment and retention methods, the government may be able to gain, the flexibility required to compete with organizations that already have flexibility in their recruitment and retention practices.
The creation of staff exchange opportunities with Aboriginal agencies will advance the sharing of knowledge, increase capacity, and resiliency within the Aboriginal community while creating a more culturally sensitive service delivery within the ministry.

Creating partnerships with multi-cultural organizations and those that represent persons with disabilities can provide a more diverse pool of workers from which to choose. The creation of these partnerships may provide people who have not considered a career in social work an opportunity to explore the possibility.
Appendix 4 Communication Medians

The following is a list of communication medians compiled in conjunction with the British Columbia Public Affairs branch.

- Training sessions
- Monthly newsletter
- Intranet Website
- Short updates over e-mail
- Awards and acknowledgement ceremonies
- Staff meetings
- Conferences and symposiums
- Staff bulletin boards for posting success stories (electronic)
- Suggestion awards website
- Semi-annual all staff meetings
- Organizational surveys
Appendix 5 Role Profile: Community Services Manager

Role profiles provide employees with a clearer understanding for the position they may be interested in and allow them to create a more focused development plan. Role profiles can be created for any position in an organization this is just an example of a management position within the Ministry of Children and Family Development.

Description:

A Community Services Manager is responsible for managing the day-to-day delivery of a continuum of integrated services to children, youth, and their families within a community context. Has responsibility to plan, develop, manage, co-ordinate and evaluate the delivery of services. This position is directly accountable for the quality of services and for setting and monitoring standards of practice. Ensures successful integration of strength based service delivery within the community and promotes and evaluates integrated case management practices.

Accountabilities:

- Manages the delivery of a continuum of services to children, youth and families in accordance with legislation, central agency directives, ministry policy, standards and approved procedures.
- Responsible for the integration of service delivery systems. Ensures that a system for integrated case management is implemented within the community area.
- Provides leadership and direction to the integration of external and internal structures at the community and ministry level.
- Plans, develops, manages, coordinates and evaluates all the related programs for effective and efficient services.
- Ensures community involvement in decisions that directly affect the services received by clients.
- Work in partnership with other governmental and non-governmental agencies to ensure coordination of all services to youth, children and families.
- Ensures a broad-based and coordinated approach is taken to the provision of service.
- Ensures effective community consultation provision and structures are in place and services delivered are consistent with community needs.
- Provides leadership and direction to a multi-disciplinary team including recruitment, selection, training, performance planning and review and interpretation of policies, procedures, and collective agreements.
- Manages substantial fiscal resources and ensures there most effective use.
Competencies:

<table>
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<tr>
<th>Competency</th>
<th>Level</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td>Business Acumen</td>
<td>Working</td>
<td>3</td>
</tr>
<tr>
<td>Decisive Insight</td>
<td>Working</td>
<td>4</td>
</tr>
<tr>
<td>Managing Organizational Resources</td>
<td>Working</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Orientation</td>
<td>Working</td>
<td>4</td>
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<tr>
<td>Integrity</td>
<td>Working</td>
<td>4</td>
</tr>
<tr>
<td>Expertise</td>
<td>Working</td>
<td>3</td>
</tr>
<tr>
<td>Results Focus</td>
<td>Working</td>
<td>4</td>
</tr>
<tr>
<td>Building Partnerships with Stakeholders</td>
<td>Working</td>
<td>3</td>
</tr>
<tr>
<td>Teamwork and Co-operation</td>
<td>Working</td>
<td>4</td>
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<td>Service Orientation</td>
<td>Working</td>
<td>5</td>
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<tr>
<td>Change Management</td>
<td>Working</td>
<td>3</td>
</tr>
<tr>
<td>Leading Others</td>
<td>Working</td>
<td>4</td>
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</table>

Education:

Degree in Human Services field or an equivalent combination of training and experience (See Experience below).

Experience:

Training and experience in one or more of the following fields: child protection, mental health, family services, aboriginal services, child care, child welfare administration, or youth justice.

At least five years experience in a supervisory or management role. Experience dealing with outside agencies, or clients in situations where issues are often controversial.

Skills:

Strong analytical skills, excellent interpersonal and communication skills, and strong organizational and consultative skills.
Appendix 6 Charts of Projected Retirements

Fraser Region Projected Retirements 2006-2015

Headquarters Projected Retirements 2006-2015
Interior Region Projected
Retirements 2006-2015

Northern Region Projected
Retirements 2006-2015
Vancouver Island Region Projected Retirements 2006-2015

Year Eligible To Retire

# of People

Managers
Social Workers

Appendix 7 Coaching and Mentoring Techniques

Some techniques identified by the State Services Commission, New Zealand that can be used to coach and mentor staff:

- Spend time in the beginning to ensure staff are comfortable and understand what is expected of them,
- Make yourself available,
- Recognize staff as a valuable organizational resource,
- Observe staff in operation,
- Use a prompting technique to allow staff to identify the problem and associated issues,
- Discuss options,
- Site experiences,
- Link into subject matter experts,
- Listen and verify your understanding,
- Provide the opportunity to fail with dignity,
- Assist staff to make their own decisions,
- Establish clear performance expectations,
- Provide ongoing individual feedback and support,
• Create an environment where creativity and independent thinking are looked upon as positive,

• Focus on processes not personalities,

• Keep people interested and motivated,

• Provide challenges that stretch not stress, and

• Provide assistance when necessary to get things back on track.
Appendix 8 Success Measures

Some measures identified by Rothwell, 2005xvii that should be in place are:

- Do all key positions have a succession plan in place to allow for a smooth transition?
- Are critical positions filled quickly once vacated?
- How effectively are new employees performing in these key roles, were they properly prepared for their new position?
- What is the current bench strength in the organization?
- Are staff being provided with the right developmental assignments?
- What percentage of promotions is going to internal candidates?
- Are the selection criteria used to create the talent pools effective?
- Is all staff able to take advantage of developmental opportunities?
- How well do staff understand the succession management plan?
- What is the participation rate of staff in the career development process?
- What is the participation rate of staff in the succession management process?
- Did the staff that left the organization participate in the succession management process?
- Did the staff that left the ministry remain within government?
• What percentage of staff that left moved into promotional opportunities?

• How well is the succession management plan matching up individual career aspirations with organization need?
Appendix 9 Annual Succession Project Team Costs

<table>
<thead>
<tr>
<th>Team Leader</th>
<th>FTE</th>
<th>Grid</th>
<th>Salaries</th>
<th>Ben-24%</th>
<th>Total Salaries</th>
<th>Total Salaries and Overhead</th>
<th>Total Office</th>
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<tr>
<td>Admin Support</td>
<td>1.00</td>
<td>OA 7</td>
<td>36,240</td>
<td>8,698</td>
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<td>14,701</td>
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<td>92,401</td>
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<td>Communications Officer</td>
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<tr>
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<td>ML3</td>
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<td>15,900</td>
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<td>Social Worker - Youth Justice</td>
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<td>Social Worker -Adoptions</td>
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Note:
Overhead includes travel, systems, office supplies, vehicle use and facilities
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