

A stylized graphic element consisting of two overlapping, curved, swoosh-like shapes. The top shape is a lighter shade of blue, and the bottom shape is a darker shade of blue. They are positioned behind the word 'saho' and extend upwards and to the right.

saho

Saskatchewan Association
of Health Organizations

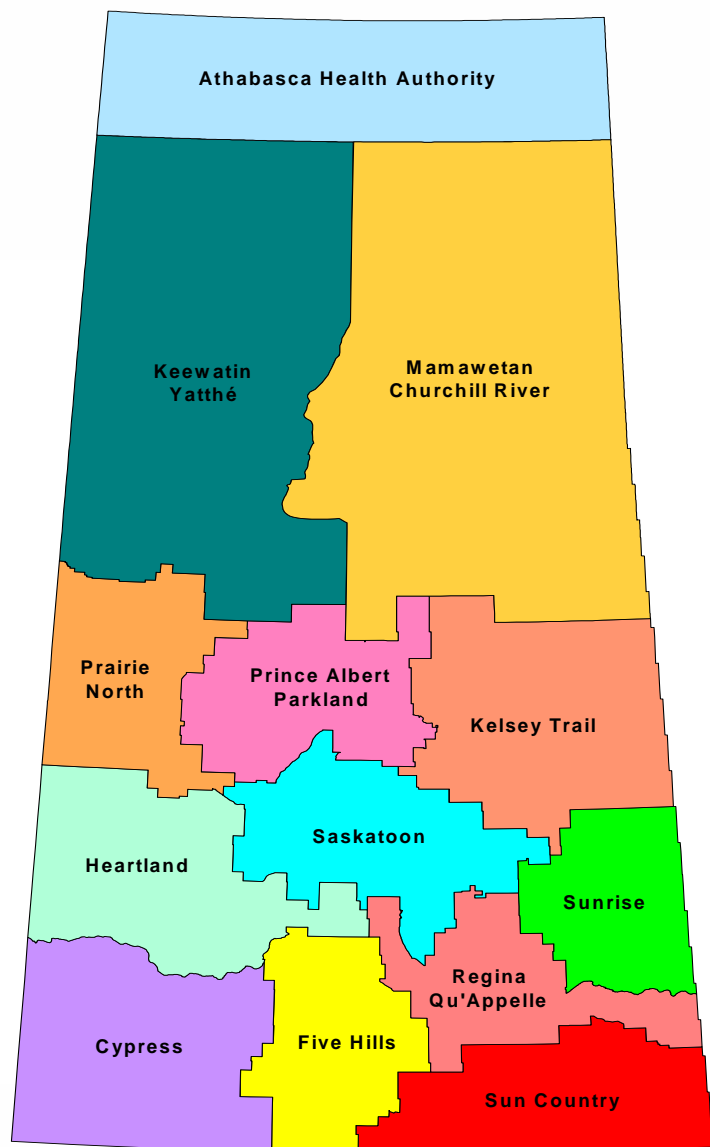
**Sixth International Forum on Prior Learning
Assessment and Qualifications
October 15-18, 2006**

***Building a Representative Workforce Through an
Innovative Career Pathing Process***

**Victoria Gubbels, Manager
Representative Workforce Program**

**Dianne Barrow
Career Pathing Project Manager**

SAHO is.....



- Non-Profit, Non-Government organization
- 150 members
 - 12 regional health authorities
 - affiliated organizations
 - professional associations
 - other health related groups

Wide Range of Services....



- HR/Labour relations/Bargaining (REO)
 - Aboriginal Employment Development
 - Joint Job Evaluation
 - Research and Compensation
- Payroll and Employee Benefits (37,000 employees)
- Materials Management
- Education/Workplace Health and Safety
- Member Relations & Communications



Demand Side



- Labour shortages in many classifications
- Aging Workforce in Saskatchewan's Health Sector
 - 58% of workforce age 45 and up (SAHO)
 - By 2007 – 1400 nurses eligible to retire (SAHO)
- Canada's Aging Workforce
 - 250,000 nurses in Canada; need 10,000 (CLC)
 - By 2011 – 100% of Canada's net labour force will depend on immigration (CLC)
 - By 2010 – labour shortage of 950,000 workers in Canada (CLC)



Supply Side



Rapidly Emerging Aboriginal Labour Force.....

- Estimated 20% in Saskatchewan's labour force (2011)
- Today, one-third of new school entrants are Aboriginal
- Growth rate 2.36% per year vs. .04%
- Aboriginal youth – 58% under age 25 vs. 23% non-Aboriginal youth
- Build workforce from this emerging population



Saskatchewan's Approach – Formal Partnerships



- Agreement in Principle
- Bring many partners to table (employers, unions, education and training, professional associations, Aboriginal community and government departments)
- Collaboration Approach to identify potential barriers and solutions to
 - Education
 - Employment
 - Economic Development
- Our Goal is to *employ Aboriginal people in all classifications and at all levels in proportion to their representation in the working age population.*



SAHO's Partnership Agreement

In 1996 signed formal partnership agreement
in principal to:

Work in cooperation with unions to identify possible barriers in the collective agreements that may limit access to Aboriginal people to health care jobs, and to incorporate into the collective agreements provisions that promote fairness and equity for all current and future health care employees.

Representative Workforce Strategy



- Focused” approach to Aboriginal employment to address labour shortages
- Employers complete workforce audits, forecast vacancies and train Aboriginal people to fill them
- A new approach that addresses potential barriers and seeks solutions
- Opens doors vs. selective access (does not designate positions)
- Aboriginal people compete for jobs on an equal basis and are trained and hired for skills



How are we achieving our goal?

- Tripartite Partnership Agreements with unions
 - CUPE, (2001)
 - SUN and HSAS in 2003
 - SEIU in 2004
- Language in all 5 Collective agreements 2002/ 2003
 - Career pathing in CA and Partnership Agreements
- Provincial Committees
 - HSPSC
 - Multiparty Table – working in partnership with employers and unions
- Broad succession planning
- Policy
- Work collaboratively to create innovative and fair processes such as “career pathing” (in CA)

Partnership Results



- Aboriginal hires: 2149
- Training provided to 1110 aboriginal (e.g.) home care aides, special care aides, licensed practical nurses
- Highest number of Aboriginal nurses in nursing program: 200
- Preparing the workplace with myth and misconception training provided to 20,000 health care workers
 - Retentions strategy
 - We can train and hire Aboriginal people, but can we retain them?

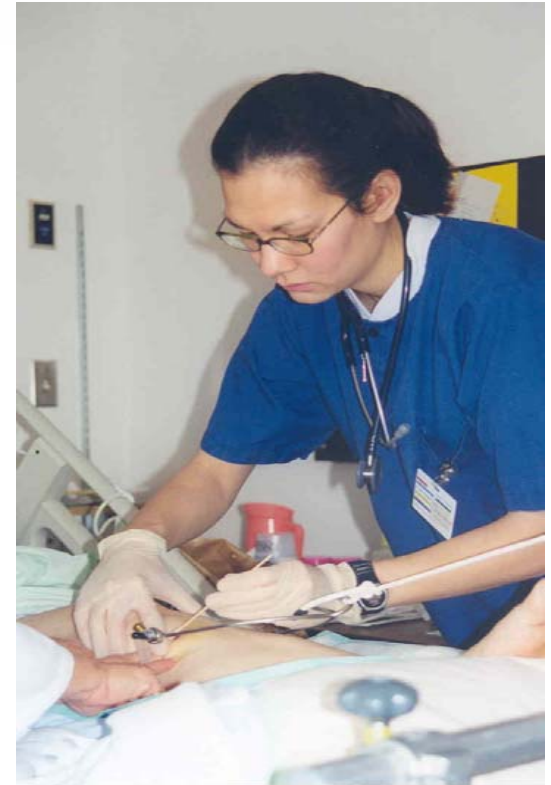


Challenges: Recruitment & Retention



- Aboriginal employees retention 50% (Saho 2003)
- Recruitment primarily in entry-level positions

Challenge: Support Aboriginal employees preparation for transitions into new employment opportunities at all levels and all classifications within the health sector.



Recruitment, Retention and Succession Planning



- Health Sector Partnership Steering Committee established 1999
- Co-partnership – employers, unions, professional associations, education and training institutions, government, and Aboriginal organizations to collaborate in...

“..identifying, developing and implementing strategies that address the broad training and employment needs for the health sector with a focus on Aboriginal employment initiatives and the development of a representative workforce.”



Phase I (2000)

- **Research Project**
 - Literature review
 - Labour force and training needs assessment
 - Data base of training providers/programs was undertaken

- **Labour Force and Training Needs Assessment Report**
 - Outlines benchmarks, labour market conditions in the health sector, and potential strategies to address human resource needs
 - Identified key findings: such as barriers to employment exist in the workplace and in the education and training systems
 - Career pathing was determined to be an effective approach to meet needs of retention, recruitment, and a representative workforce

Career Pathing Sub-committee *(2001)*



Terms of Reference (Mandate)

“To facilitate career pathing of health care workers in order to help meet the current and long-term health care labour force needs and build a representative workforce.”



Phase II – Research (2002)



- Concept Paper – buy in from potential stakeholders
- Funding from provincial partners to hire CP Project Coordinator to lead initial Research and Development Phase
- Consultations with regional, provincial and national groups led to greater understanding and support for the CP Project and more partners
- Identified 6 pilot project sites (urban, rural, northern)



Career Pathing Working Group (2003)



Met monthly to provide input and help guide an

“innovative, first-of-its kind career development model that will facilitate and enhance the advancement, retention and mobility of current and future health care workers in Saskatchewan...and ...promote a sustainable representative workforce”.



Career Pathing Working Group



- A final report, *“Building a Representative Workforce in Saskatchewan’s Health Sector Through Career Pathing”* published in 2004
- Outlined key components of career pathing and Recognition of Prior Learning
- Objective:
“...where all health care workers are employed in all classifications and at all levels in proportion to their representation in the working age population.”



Career Pathing Working Group



- CP Project Manager hired June 2005 with funding from
 - Saskatchewan Learning (AEE)
 - Saskatchewan Health
 - First Nations & Metis Relations
- Three year project proposal to HRSDC (\$5M) submitted October 31, 2005



Key Expected Outcomes:



- Development of a flexible sector-wide career pathing model, leading to increased recruitment and retention, increased participation in education and training, and enhanced employment transitions,
- Development and maintenance of personal/career portfolios by project participants and strategic partners,
- Implementation of career planning supports through RPL, w\holistic portfolio development, mentoring, job shadowing, etc,



Key Expected Outcomes:



- Application by pilot project participants to post-secondary education/training providers for advanced standing or academic credit for prior learning (formal and experiential),
- Development of community role models,
- Establish best practices in long-term and sustainable human resource planning.



Key Expected Outcomes:



- Establish an “inclusive” approach to sustainable human resource planning with a focus on Aboriginal employees in ‘entry level’ to support professional development and career planning to match ‘skills with real opportunities.’
- A Saskatchewan model that will be used as a ‘prototype’ for other sectors across Canada.



SAHO Career Pathing Project

Objective:

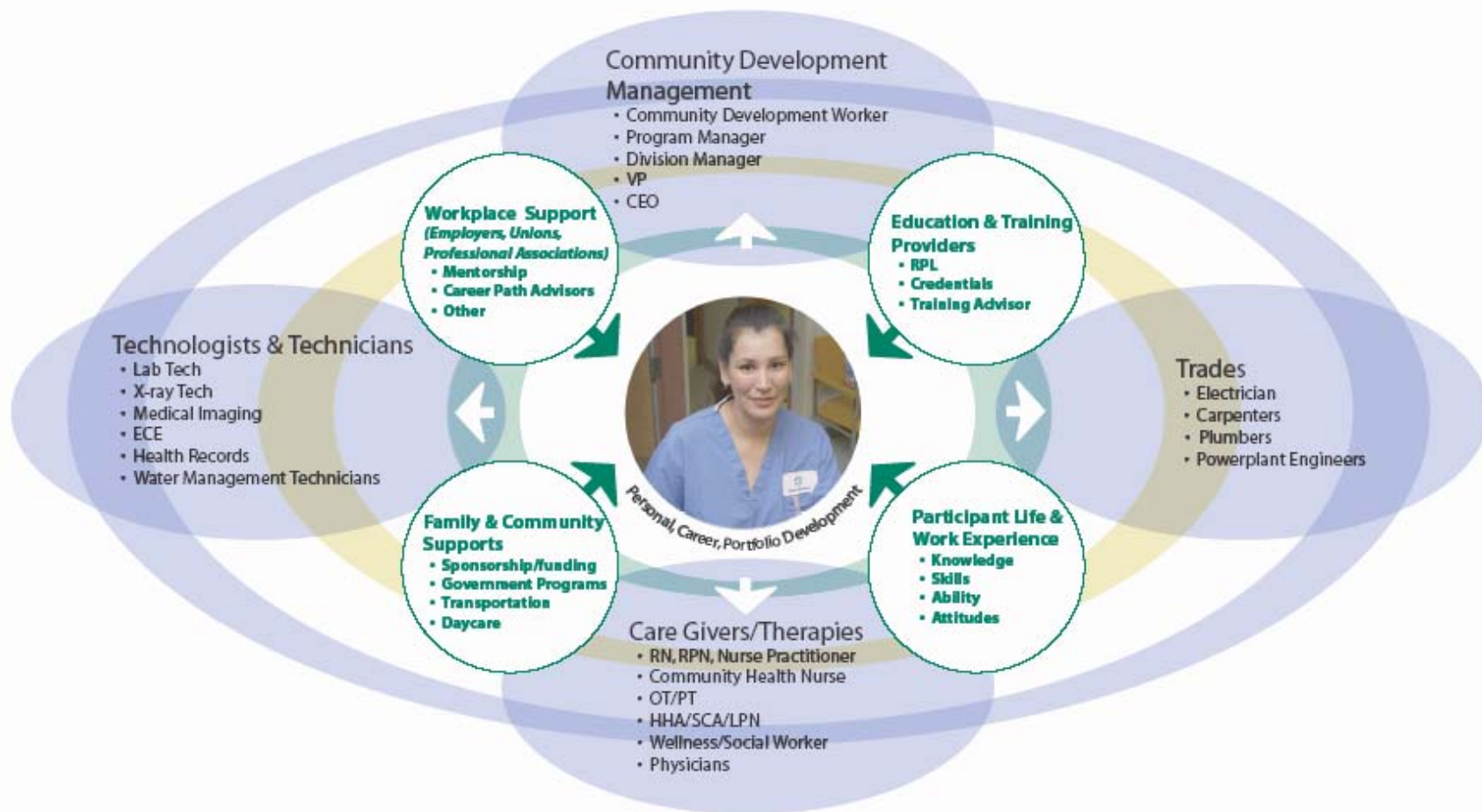


A broad and comprehensive human resource model that incorporates leading-edge initiatives such as the Recognition of Prior Learning (PLAR), Career Portfolios based on a w/holistic career planning model, mentorship and other supports.



SAHO's Career Pathing Project

Developing People in Saskatchewan's Health Sector/In Partnership



Career Pathing Project Phase III - Implementation



- **Four streams of development:**
 - Ongoing Research and evaluation
 - Capacity Building and Leadership
 - Partnership Development and Communications Strategy
 - Implementation –
 - working with project participants within pilots
 - hire Career Pathing Project Advisors



Phase III - Implementation



Year One

- Orientation and focus groups
 - project sites develop their own CP strategic plan based on their needs (shortages)
- Hire Career Pathing Project Leaders
 - Build capacity and train Advisors, Representative Workforce Coordinators and strategic partners
- Develop communications/marketing strategy
- Develop evaluation process/plan
- Research



Phase III - Implementation



Year Two

- Ongoing capacity building/training and implementation with up to 20 project participants at each project site
- Ongoing research, evaluation and documentation of project sites' best practices
- Expansion of sites and new partnerships as required

Year Three

- Continue to expand project sites, participants and partnerships
- Continued research, documentation of best practices and evaluation



Where are we now?

Project Pilot Sites Focus Group Sessions...



- Assist and support each pilot site in the determination of readiness.
- Facilitate a needs assessment.
- Develop dynamic strategic implementation plan (initial stage, short and long term goals).
- Renew the commitment of the various parties; employers, unions and employees.



Focus Group Sessions...

Results and Next Steps



- **Priority needs, issues and actions identified, integrating informal pilot site career pathing initiatives.**
- **Themes identified**
 - Desired products:
 - career pathing resource and 'how to' manual, mentorship model and guide, portfolio guide/participant workbook,
 - Career pathing participant recruitment criteria and selection process.
 - Capacity building:
 - (training) for Career Pathing Advisors,



Focus Group Sessions...

Results and Next Steps



- Communications:
 - Develop communication strategy and marketing tools.
- Research:
 - Collate existing workforce data and identify gaps,
 - Job competencies.
- Partnerships:
 - Community partnership development,
 - Issue specific partnership development with education/training providers and professional associations.



Focus Group Sessions... Results and Next Steps



- Develop and implement provincial framework strategic plan.
- Develop and implement unique pilot sites action plans.
- Review and restructure Career Pathing Working Group and mandate (terms of reference).
- Develop report and recommendations to HSPSC



IEHP Career Pathing



Career Pathing: A Bridging Program to Facilitate the Integration and Employment of IEHPs

- 5 year Project funded by Health Canada and Sask Health
- SAHO one of five Saskatchewan projects respecting Internationally Educated Health Professionals.

Year 2 (2006/2007)

- Builds on foundation of lesson's learned and existing buy-in and support for career pathing,
- Identify gaps for implementing career pathing based on the needs of IEHPs to successfully integrate into Sask's health sector workforce, and to ensure their increased retention and recruitment.



IEHP Career Pathing



- **Deliverables**

- Hire Career Pathing Project Assistant and workplan developed,
- Develop project framework and action plan,
- Consult with stakeholders on the project framework,
- Conduct survey of health care employees to identify IEHPs working in health care, and to gauge their response/interest regarding the project,
- Disseminate and share survey results with provincial stakeholders,
- Design the IEHP Project with implementation process, and
- Build supportive IEHP employees' network (integration plan).



Career Pathing Project Ingredients for Success



Develop a ‘multi-faceted’ process, a Saskatchewan Model that will be used as a ‘prototype’ for other sectors across Canada...

- Commitment for success from all partners.
- Engagement, understanding, support from the organization’s leadership, management, human resources, employees.
- Continue to partner with unions, employers, education and training providers, professional associations, government, Aboriginal organizations



Key Outcomes and Benefits of Career Pathing Project



- Increased recruitment and retention.
- Increased participation of IEHPs, Aboriginal and non-Aboriginal employees in personal and professional development, including education and training, and meaningful employment transitions
- Established capacity to deliver career pathing services and supports
- Embedded career pathing processes within Saskatchewan's health sector to attract qualified health care professionals
- Document of the journey: developing this model, identifying lessons learned and promising/best practices to inform similar initiatives.



Vision - Building an Agenda for Positive Change “In Partnership”



The realization of a vibrant, sustainable health sector labour force by developing and implementing an innovative career pathing model that supports the success of employees managing their own “career paths” and guides their transformation to empowerment and ownership of their own futures and careers.



*“You can make buffalo go anywhere,
just so long as they want to go there.”*

Gerald Weinberg

For more information contact:

Victoria Gubbels

victoriag@saho.org

(306) 347-5568

Dianne Barrow

dianneb@saho.org

(306) 347-1702