



# **HUMAN RESOURCES PLAN AND STATUS UPDATE 2023 - 2024**



This plan is intended to guide the work of the Human Resources and Relations Group in meeting the human resource needs of The Ita Wegman Association of BC. This document is linked to the Association's Strategic Plan and is reviewed and updated annually in January, and as-needed. Input for the creation of this document comes from the Human Resource and Relations Group, the Care Group, the Executive Group, the Association's Policy & Procedure Manual, feedback that is collected from Coworkers, governing laws, licensing requirements, contractual obligations, and CARF Requirements standards:

**1.1. 3. Ongoing workforce planning includes:**

- a. workforce analysis
- b. Written job descriptions
- c. Review and update of written job descriptions in accordance with organizational needs and/or the requirements of external entities
- d. Recruitment
- e. Selection
- f. Retention
- g. Succession planning

## Changes from the 2022 plan

- Reformatted the Plan to reflect CARF standards regarding workforce planning.
- General language updates (ie. coworker=Coworker, families=family/representatives, removed significant others, etc.)
- General formatting changes (bullet points, line breaks, etc.)
- This plan incorporates the newly formed Human Resource and Relations Group into the Human Resource Plan & Status Update
- Added an identified barrier and action to address that speaks to workforce analysis
- The Human Resource and Relations Group will review and revise all IWA job descriptions and corresponding performance evaluations annually.
- Updated actions and progress made to reflect the current state of actions and progress made



## Accomplishments

- The IWA has created standardized written job descriptions and corresponding performance evaluations for all IWA positions.
- All Coworker performance evaluations are now on the organization's task calendar with a designated person accountable, to ensure timely completion.
- The IWA has reviewed and updated the orientation and training package..
- The IWA has identified a need to review and revive the mentorship program.
- The IWA has determined the need to transition from Google Drive to Microsoft Sharepoint. Secure Microsoft accounts for all relevant Coworkers have been created and are being utilized as of December 2022.
- The IWA has promoted 9 STCWs, practicum students, volunteers, and temporary Coworkers into House Coordinator, Workshop Leader, or permanent backfill positions.
- The IWA has utilized contracted funding hours to review support hours required to deliver IWA C.I. and C.H. programs.
- The IWA has identified the need to create three backfill positions and has filled those positions.
- The Admin. & Dev. Coord. now works collaboratively with the Human resource and Relations Group to support Coworker recruitment efforts
- The Executive Group continues to create opportunities for gathering and sharing to increase team awareness and dynamics, these include but are not limited to Anthroposophical festival celebrations, quarterly team building events, and on-Farm fundraising events

## IWA Workforce Composition

The IWA engages the following cohorts: full and part-time employees ("Coworkers"), day volunteers, independent contractors, international and domestic practicum students, and per diem partially paid employees. At this time, the IWA works with 16 volunteers (including board members), seven contractors, 17 full-time Coworkers, and 5 part-time Coworkers.

<b>CARF STANDARD</b>	<b>IDENTIFIED BARRIER(S)</b>	<b>ACTION TO ADDRESS BARRIER(S)</b>	<b>PROGRESS MADE</b>	<b>REVIEW DATE</b>
<b>1.I. 3.a.</b> workforce analysis	The IWA has not engaged with a documented workforce analysis.	The IWA will conduct a comprehensive workforce analysis by January 2024. The IWA needs to identify the maximum number of Companions that can be supported in the C.I. program by March 2023.	The IWA has utilized contracted funding hours to review support hours required to deliver IWA C.I. and C.H. programs. The IWA has identified the need to create three backfill positions and has filled those positions. The IWA has determined the maximum number of Companions that can be supported in the C.H. program.	C.I. program numbers will be identified by March 2023
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<b>1.I. 3. b.</b> Written job descriptions	The IWA does not have written job descriptions for all positions within the organization. The IWA has multiple job descriptions for the same role.	The IWA has created standardized written job descriptions for all IWA positions. When the IWA transitions from Google Drive to Microsoft Sharepoint the obsolete job descriptions and performance evaluations will be archived or deleted.	The IWA has created standardized written job descriptions and corresponding performance evaluations for all IWA positions. The IWA has determined the need to transition from Google Drive to Microsoft Sharepoint and has created Microsoft accounts for all relevant Coworkers.	Job description standardization completed January 2023. The transition from Google Drive to Microsoft Sharepoint will occur before September 2023. At that point, all obsolete job descriptions and performance evaluations will be deleted.

CARF STANDARD	IDENTIFIED BARRIER(S)	ACTION TO ADDRESS BARRIER(S)	PROGRESS MADE	REVIEW DATE
<p><b>1.1.3. c.</b> Review and update of written job descriptions in accordance with organizational needs and/or the requirements of external entities</p>	<p>The Human Resource and Relations Group will review and revise all IWA job descriptions and corresponding performance evaluations annually. The job descriptions will be reviewed in accordance with organizational needs and the requirements of external entities.</p>	<p>The Accreditation Task Force has identified this as an annual action item and has assigned the task to the Human Resource and Relations Group. The action item has been added to the IWA annual task calendar. Job descriptions and performance evaluations are reviewed on an ongoing basis, and take into account feedback from the Coworker in regards to duties and responsibilities they may engage in but are not reflected in the documents.</p>	<p>The Accreditation Task Force has identified this as an annual action item and has assigned the task to the Human Resource and Relations Group. The action item has been added to the IWA annual task calendar. Job descriptions are provided to all Coworkers in advance of their performance evaluation for review and feedback.</p>	<p>The Human Resource and Relations Group will engage with a formal review, or assign the review of all job descriptions and associated performance evaluations annually in November.</p>
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<p><b>1.1.3.d.</b> Recruitment</p>	<p>The IWA is not able to recruit skilled and experienced Coworkers. As of January 2023, the IWA needs to place one House Coordinator (HC) and four Short Term Coworkers (STCWs).</p>	<p>The Human Resource and Relations Group works in partnership with the Admin. &amp; Dev. Coord. to utilize all recruitment efforts identified, these include, but are not limited to: utilizing our website, social media, job posting websites, (Indeed, Good Work), Camphill database, and wider community connections to recruit Coworkers, both</p>	<p>The IWA continues to engage the aforementioned strategies in recruitment efforts. The Admin. &amp; Dev. Coord. works collaboratively with the Human resource and Relations Group to support Coworker recruitment efforts. The goal of having full Coworker capacity by August 2023.</p>	<p>Semi-monthly review of operating needs re: staffing (Care Group, Human Resource and Relations Group).</p>



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		domestically and internationally.		
<b>1.1.3.e.</b> Selection	The selection process is impacted by the lack of skilled/qualified applicants.	The IWA needs to expand recruitment efforts to reach more qualified applicants.	The IWA will engage the following areas that have not yet been explored, or have not been engaged with in the last 12 months. These platforms and areas include but are not limited to: College and University job posting sites, Work BC database, local job fairs, engaging local Colleges and Universities to place practicum students, and reaching out to former qualified Coworkers.	The Human Resource and Relations Group will engage, or assign the aforementioned recruitment avenues by May 2023.
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<b>1.1.3.f.</b> Retention	Coworker orientation, training, mentorship, and performance evaluations are not completed accurately, and in a timely manner.	The IWA will review and update all orientation and training documents and policies. The IWA will review and update all Coworker performance evaluations and input them on the organization task calendar. The IWA will review the performance evaluation templates and update them as necessary. The IWA will review and revive the mentorship program.	The IWA has reviewed and updated the orientation and training package (January 2023). All Coworker performance evaluations are now on the organization's task calendar with a designated person accountable, to ensure timely completion. The IWA has identified a need to review and revive the mentorship program. Performance evaluations have been standardized and customized to fit the accurate written job descriptions (Dec 2022).	A review of retention efforts will be completed in August 2023, annually, and as-needed thereafter.
	Insufficient Team building activities.	Identify activities that could be used to build team unity and appreciation between Coworkers	The Executive Group continues to create opportunities for gathering and sharing to increase team awareness and dynamics, these include but are not limited to	Review the number of team building efforts/activiti

			Anthroposophical festival celebrations, quarterly team building events, on-Farm fundraising events, and orientation week.	es held in the calendar year (ongoing in December)
	Coworkers are not provided training in a timely manner that is relevant to their position.	Review the frequency and content for Coworker training. Create a training plan and cohorts to ensure training provided is relevant and completed in a timely manner. Training plans to be incorporated into the orientation process	The IWA has completed a training plan for the various cohorts that ensures adequate training pertaining to their role is available to all Coworkers ( <b><i>ECP4 Orientation Spreadsheet, ECP25 Coworker Training, Training Cohorts</i></b> spreadsheet). Internal training consistency is improving, ongoing monitoring is required to ensure training is completed.	ECP4 and ECP25 are reviewed annually, or as-needed. The Training Cohort document is reviewed quarterly (March, June, September, December).
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<b>1.1.3.g.</b> Succession planning	The IWA is unable to promote key positions from within.	The IWA has addressed this identified barrier and provided coaching, training, and professional development opportunities to STCWs and Practicum students.	The IWA has promoted 9 STCWs, practicum students, volunteers, and temporary Coworkers into House Coordinator, Workshop Leader, or permanent backfill positions.	Review in August 2023
	The IWA is unable to promote structural leadership positions from within.	The IWA needs to address this identified barrier and engage with analyzing Coworker competencies and provide coaching, training, and professional development opportunities for possible structural leadership candidates.	The IWA has identified the barrier and has brought the required action to the attention of the Human Resource and Relations Group and the Executive Group.	A list of potential Coworkers will be identified by January 2024



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