

July 1, 2018 – March 31, 2023

(Revised: January 22, 2019)

Toronto Housing and Homeless Supports

135 Sherbourne Street

Toronto, ON M5A 2R5

**Premise:**

The Salvation Army Toronto Housing and Homeless Supports (THHS) acknowledge that one of its greatest investments is its employees. THHS is dedicated and committed to developing a culture that values employees and recognizes the importance of continuous learning and collaboration.

Employees become partners with THHS to fulfill the mission which defines the purpose of our ministry. This is introduced during the hiring process; the onboarding; and reviewed on a regular basis to help us maintain our focus.

The Employee Relations Strategic Plan is to be implemented as an addendum to the THHS Strategic Plan.

**EMPLOYEE RELATIONS STRATEGIC PLAN**

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**INTRODUCTION**

To realize the mission of The Salvation Army and to execute the Employee Relations Strategic Plan, employee relations must understand the relationship between business strategy and organizational culture.

The organizational culture is a set of beliefs, values, and guiding principles, rules of conduct and jargons that are deeply rooted in the organization. The four dimensions of culture include: teamwork, communication (both internally and externally), reward and recognition, training and development. The organizational culture influences the overall performance, thoughts and attitudes of its employees.

*“If you don’t understand the culture of your company, even your most brilliant strategies will fail. Your vision will be resisted, plans won’t get executed properly, and all kinds of things will start going wrong.” Isadore Sharpe, CEO – Four Seasons Hotel*

The strategic plan stems from The Salvation Army’s vision, mission and core values, and the Employee Relations Program Logic Model (see Appendix A). The implementation of the plan will depend on people, because the people have to “fit” in order for us to be able to fulfill the mission.

Traditionally, employee relations played an administrative role. Today, employee relations have a significant impact on the fulfillment of the organization’s mission. In order to align with the mission, we first need to be organized so that we can play a role in the strategic planning of the Toronto Housing and Homeless Supports (THHS). It is human capital that leverages all other areas of The Salvation Army. Therefore, we need to ensure the human asset is effectively aligned with the mission.

THHS wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff person. Due to the roles of directors, Salvation Army officers, chaplains, coordinators, managers and supervisors they have the additional responsibility to lead in a manner that fosters an environment of respect and dignity for each person.

It is the responsibility of all staff to:

* Foster cooperation and communication among each other.
* Treat each other in a fair manner, with dignity and respect.
* Promote harmony and teamwork in all relationships.
* Strive for mutual understanding of standards for performance expectations, and communicate routinely to reinforce that understanding.
* Encourage and consider opinions of other employees or members, and invite their participation in decisions that affect their work and their careers.
* Encourage growth and development of employees by helping them achieve their personal goals at THHS and beyond.
* Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it.
* Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards; and that each employee has the right to fair treatment.
* Recognize that employees in their personal lives may experience crisis and show compassion and understanding.

In summary, the employees and their qualifications, skills and ability ultimately determine the effectiveness of the work they do. However, it is with the combination of their qualifications, skills and ability and their personal values and beliefs that we will be able to achieve the vision, mission and core values of the organization.

**MISSION**

**History**

The Salvation Army (TSA) is an international religious and charitable movement, organized and operated on a military pattern. As a branch of the Christian Church, TSA is active in over 100 Countries worldwide.

In the year 1865 William Booth, compelled with compassion for the marginalized, the voiceless and the forgotten, went out to preach the Gospel.

In commencing his monumental labours for humankind, The Salvation Army’s first General was supported by his gifted wife, Catherine, who, like her husband, founded the movement and influenced multitudes by her dynamic preaching and, with others, built the foundations of The Salvation Army.

The International Headquarters (IHQ) for The Salvation Army is located in London, England. The Territorial Headquarters (THQ) in Toronto has responsibility for the oversight of all The Salvation Army’s work in Canada and Bermuda.

The motivation of the organization is love for God and a concern for the needs of humanity. This is expressed by a spiritual ministry, the purpose of which is to preach the Gospel and win people for Christ. It is expressed also by a wide variety of social services which are extended without discrimination.

The Army has a quasi-military form of government. Its members are referred to as adherents, soldiers and officers. Officers are the equivalent of ordained ministers in other denominations and hold ranks by a system of seniority and position.

Today, one of the expressions is in the work we do here at Toronto Housing and Homeless Supports. Each facility has devotions and chapel services. The Salvation Army has a variety of churches that hold regular worship services. We are a church with a social conscience.

### Identity Statement

The Salvation Army is an international Christian church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.

### Mission Statement

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

### Cores Values

**Hope:** We give hope through the power of the gospel of Jesus Christ.

**Service:** We reach out to support others without discrimination.

**Dignity:** We respect and value each other, recognizing everyone’s worth.

**Stewardship:** We responsibly manage the resources entrusted to us.

**TORONTO HOUSING AND HOMELESS SUPPORTS**

In Toronto, five Salvation Army shelters—Maxwell Meighen Centre, New Hope Leslieville (formerly known as Hope Shelter), The Gateway, Florence Booth House and Evangeline Residence—offer an open door, welcome and support to people in crisis. Integrated as **THHS in 2013,** these shelters meet basic needs for food, shelter and clothing, as well as provide pastoral care, addictions counselling and housing help. Booth Support Services, which integrated with THHS in 2016, was created in 2011 to offer wrap around service to those in the community with mental illness.

Our unified vision for the work of THHS is summed up under the acronym H.O.M.E.

**H**ousing: We do everything we can to find the appropriate and affordable housing for the people we encounter each day. The biggest issue on this front is that there is simply not enough housing to go round. Waiting lists in Toronto are often 10 years long. This makes our task very difficult. However, we find housing for 300-400 of our shelter residents each year. It’s important to note that ‘housing’ is only a piece of our bigger desire to help people find a “home”.

**O**utcomes: Our two main outcomes are i. getting people housed and ii. keeping people housed. This involves many levels of needed expertise around addictions, mental health, trauma counselling, spiritual care, and services and programs in general.

**M**ission: We are prioritizing our need to keep the focus of all that we do on our mission. All staff are formally trained in what our Salvation Army mission and core values are so as to have the DNA of The Salvation Army front and centre in all of our work.

**E**xcellence: We want to lead the way in creative, innovative approaches to this immense problem of homelessness in a way that demonstrates our desire to do the work as well as possible.

**LINKING EMPLOYEE RELATIONS FUNCTIONS TO THE MISSION**

**Mission**

**Strategic**

**Employee**

**Relations**

**Management**

**Values**

Values = Culture

Values ⭢ Policies ⭢ Behaviour

How do we recognize that we as The Salvation Army are living our mission? Our mission provides us with the purpose as to why we do what we do; our vision speaks to the future; our values provide us with the culture and the behaviour that is expected for each of us to exhibit while carrying out our work while representing The Salvation Army.

**Vision**

Have we done our work in a way that will move our vision forward? Have we focused entirely on our mission at the exclusion of our vision? How might we change our work to intentionally aim at our vision?

**Mission**

Have we done our work in a way that monitors to ensure we really are accomplishing our mission? If we are not, how might we change the work we do to ensure that we are accomplishing our mission?

**Values**

Have we done our work in such a way that it adheres to the shared values we have with The Salvation Army universally? If we are not, what might we change in the work we do to ensure we walk the talk? Senior Leadership and management teams under THHS are the examples and have an amazing opportunity to supervise, coach and mentor employees to work within our vision, mission and values. THHS leaders need to assess their own work in light of the two statements:

1. By taking this enormous step forward we will bring about the highest potential to create a community that is mission focused and bring about organizational excellence.
2. By committing to the vision, mission and values to guide our work, we will ensure the continuity of our efforts to recreate a better future which God has called us to as we serve individuals who are experiencing homelessness in the greater Toronto area.

**The Role of Mission and Values in Employee Relations Management**

Employee Relations has a big role to play in bringing about organizational excellence. Over the last three years we have strategically looked into the following function areas of Employee Relations:

* Strategic Management and Planning
* Staffing
* Employee Relations Development
* Compensation
* Employee Relations
* Physical/Psychological Safety and Health/Risk Management

An organization’s culture has a substantial impact on its ability to achieve its goals and objectives. The right culture will have an impact on an organization’s ability to execute its strategies. There are three simple things we can do to develop a culture that rests upon our mission:

1. Respect for the employee: We are hardworking individuals who believe in the mission of The Salvation Army and who want to accomplish extraordinary things. We have a diverse workforce and we never want to take each other for granted. We encourage each other to express thoughts and ideas. We believe in treating each other with dignity. This is the most basic way we show respect.
2. Service to our clients: The Individuals who are finding their way to our facilities are the reason why we exist. We offer a bed, three hot meals and the support that individuals need to help them integrate back into their communities. We look for every opportunity to exceed our clients’ expectations. This happens when we work hard to reflect our mission.
3. Striving for excellence: We are constantly reaching further to bring new ways and goals to the organization to excel in working with the individuals we serve. We are always looking for ways to educate and bring out the very best in our employees so that they can do their very best. This demonstrates the passion they have for our mission, our clients and to be that transforming influence in the communities of our world.

Employee Relations is committed to enable employees to realize their full potential. Achieving our mission requires great individuals who are dedicated, creative, energetic and who possess the following values: integrity and honesty; passion for those experiencing homelessness; being open and respectful with others; willingness to take on challenges and see them through; committed to personal excellence and self-improvement and to be accountable for their performance.

**Employee Relations’ Vision**

The vision for employee relations is to support THHS programs to give hope to the individuals they serve by:

* Recruiting and selecting individuals who are passionate about working within the mission of The Salvation Army;
* To coach and mentor employees to rise to their full potential;
* To train and develop future leaders within THHS.

**Employee Relations Guiding Principals**

Integrating the vision, mission and values for our work and working with individuals who are experiencing homelessness, our guiding principles for employee relations are:

* To provide support to the Executive Director and management teams to ensure that we are meeting collective agreements, employment standards, legislation, legal and ethical responsibilities;
* To be a strategic partner and contribute to the development of and the accomplishment of The Salvation Army’s vision, mission and values, business plan and objectives;
* To be an employee advocate by creating a work environment in which people will choose to be motivated, contribute and be happy;
* To create conditions that inspire all employees to contribute to their full potential and support the vision, mission and values of The Salvation Army;
* To be a change champion, to execute successful change strategies to link change to the strategic needs of THHS that will minimize employee dissatisfaction and resistance to change;
* To contribute towards a safe, physical and psychological healthy and productive work environment;
* To embrace and create best practices in all areas of employee relations management;
* To ensure fair, equitable and consistent terms and conditions of employment for all staff;
* To maintain a respectful, collaborative, problem solving relationship between THHS and Divisional Headquarters/Territorial Headquarters.

In order to achieve giving hope today, employee relations must keep the mission at the center of focus in everything that we do; from the first phone call to the potential candidate to the exit interview of the employee. We must share the love of Jesus Christ by the way we speak to people; how we show respect and dignity when dealing with situations that arise and correction is needed; how we say what we say; we must exhibit meeting human needs through informal and formal supervision, coaching and mentoring, performance evaluations and recognition. We can be that transforming influence to the people who have chosen to work for THHS by having those in leadership walking the walk and talking the talk.

**OPERATING ENVIRONMENT**

**Evangeline Residence**

Mission Statement:Evangeline Residence exists to improve the lives of women affected by homelessness through unconditional acceptance, individual care and support towards independence.

Evangeline Residence is a shelter for women 18 and older. It has a capacity of 90 beds plus 9 emergency beds. The Centre provides services for homeless women which includes pastoral care, life-skills, housing, crisis support, meals, laundry facilities, medical and psychiatric care, transportation assistance, financial counselling, clothing and personal needs.

Evangeline Residence is a unionized facility. Ontario Public Service Employees Union (OPSE) on behalf of its Local 550 represents employees working at their site. There are 25 full-time, 3 part-time and 10 relief employees. Their contract ends March 31, 2019.

**Florence Booth House**

Mission Statement: The Salvation Army Florence Booth House is a shelter offering compassionate, unconditional support through a holistic approach that encourages each woman to maximize her individual potential in all areas of life; body, mind and soul.

Florence Booth House is a 60 bed women’s shelter plus 4 emergency beds for women 18 and older, where women come to stay when they are experiencing homelessness. Florence Booth House provides shelter services for women who are victims of abuse. The Centre offers counselling services for women who are emotionally, physically or sexually traumatized by domestic violence. It also offers a housing support program to assist women in reintegrating back into society.

Florence Booth House is a unionized facility. Service Employees International (SEIU) Local 2, Brewery General and Professional Workers’ Union represent employees working at their site. There are 18 full-time, 1 part-time and 17 relief employees. Their contact ends on September 30, 2018.

**Gateway**

Mission Statement: To be a gateway that meets the holistic needs and develops the gifts of each person in our midst by offering, encouraging, modelling and learning community in Christ.

The Gateway is a 120 bed men's shelter that provides emergency basic needs, comprehensive case management, housing support, access to health care, laundry facilities, addictions counselling, and recreational programs. The Gateway also operates a drop-in program five days a week that is open to men and women over the age of 21 as well as an employment retraining program, Gateway Linens & Disposal Services.

The Gateway is a non-unionized facility and is governed by Salvation Army policy and Employment Standards. There are 31 full-time and 22 part-time employees.

**New Hope Leslieville (formerly known as the Hope Shelter)**

Mission Statement: New Hope Leslieville exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

New Hope Leslieville provides accommodation for adult men with 64 beds. Services to the men include meals, temporary housing, supportive counselling, housing search and community support, referrals (medical, employment, treatment) to Community Agencies, Chapel services and pastoral counselling. Showers and laundry facilities are available as well as clothing.

Hope Shelter is a unionized facility. The Canadian Union of Public Employees (CUPE) and its local 3798-06 represent employees working at their site. Their contract ended June 30, 2014 and will be renewed the fall of 2018.

**Maxwell Meighen Centre**

Mission Statement: We exist as a centre of opportunity to: Give Hope; Serve Homeless Men; Transform Lives.

Maxwell Meighen Centre is able to accommodate 378 adult men at any one given time. It has beds to accommodate to those experiencing homelessness with no funding, private rooms for long-term residents. A full service kitchen serves three meals a day to those staying in the Centre. Those in city funded, CSC or program beds have meals included in their stay; others can purchase meals for a small fee.

Maxwell Meighen Centre is a unionized facility. The Canadian Union of Public Employees (CUPE) and its local 3798.05 represent employees working at their site. Their contract will end March 31, 2020.

**Booth Supportive Services**

Mission Statement: Booth Supportive Services exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

The Salvation Army implemented a plan and proposal to provide “wrap around service” to clients in the community who are at risk of losing housing due to mental illness. We worked closely with the Local Health Integrated Networks to developing what is now known as Booth Supportive Services.

Booth Supportive Services is a non-unionized facility and is governed by Salvation Army policy and Employment Standards.

**ENVIRONMENTAL SCAN**

The demand to recruit and retain top talent in today’s competitive job market has caused us to look at our approach in managing our greatest asset – people. In an effort to improve employee relations, we have begun looking into generational influences to gain insight on how to manage the workforce. This concept is based on the premise that events and experiences that influence people during their lifetime can affect the attributes they expect from The Salvation Army. With retirement and turnover rates on the rise; our goal with this strategic plan is to acknowledge the generational differences and find ways to manage the impact of generations in the workplace so that we will emerge as a sought after organization in the battle for talent.

In the workforce today, we are seeing five generations working together. With people living longer, having no mandatory retirement age and with the change in age eligibility to receive the Canadian Pension Plan (CPP), we are seeing people staying in the workforce longer, and re-entering the workforce after retirement.

In the research and based on Jeanne C. Meister and Kevin J. Mulcahy’s book entitled: *The Future Workplace Experience,* we have identified the five generations and birth date ranges for our workplace as: Traditionalists (Born 1930-1945), Baby Boomers (Born 1946-1964), Generation X (Born 1965-1981), Millennials/Generation Y (Born 1982-1993) and Generation Z (Born 1994- 2010).

The breakdown of the Canadian Labour Force by generation is:

 (x 1,000)

Traditionalists: 321.7

Baby Boomers: 4790.9

Generation X: 6290.2

Millennials: 6586.3

Generation Z: 2997.2

Source: Statistics Canada, Table 14-10-0017-01 – Labour Force Survey Estimates (LFS), by Sex and Detailed Age Group

The breakdown of the Ontario Labour Force by generation is:

 (x 1,000)

Traditionalists: 126.3

Baby Boomers: 1846.6

Generation X: 2462.6

Millennials: 2516.4

Generation Z: 1203.6

**Ontario Labour Force - June 2018 - 8,155.5**

Source: Statistics Canada, Table 14-10-0017-01 – Labour Force Survey Estimates (LFS), by Sex and Detailed Age Group

The breakdown for the THHS by generation and potential retirements over the next five years for 267 employees (excluding Active Officers) as of July 1, 2018 is:

Traditionalists: 0

Baby Boomers: 58

Generation X: 68

Millennials: 113

Generation Z: 28

Potential Retirements: 12 – Environmental Services

(Over the next 5 years) 11 – Front Line/Intake Workers

10 – Counselling/Housing Worker/Community Follow-Up

 3 – Management

The breakdown for the ministry units by generation and potential retirements expected over for the next five years is:

**Evangeline Residence (ER):** Traditionalists: 0

Baby Boomers: 9

Generation X: 11

Millennials: 10

Generation Z: 4

Potential Retirements: 4

**Florence Booth House (FBH)**: Traditionalists: 0

Baby Boomers: 6

Generation X: 11

Millennials: 16

Generation Z: 2

Potential Retirements: 4

**Gateway:** Traditionalists: 0

(Including Gateway Linens) Baby Boomers: 3

Generation X: 7

Millennials: 32

Generation Z: 6

Potential Retirements: 2

**New Hope Leslieville (NHL):** Traditionalists: 0

Baby Boomers: 5

Generation X: 9

Millennials: 16

Generation Z: 6

Potential Retirements: 3

**Maxwell Meighen Centre (MMC):** Traditionalists: 0

Baby Boomers: 38

Generation X: 26

Millennials: 33

Generation Z: 9

Potential Retirements: 24

**Booth Supportive Services (BSS):** Traditionalists: 0

Baby Boomers: 3

Generation X: 5

Millennials: 0

Generation Z: 0

Potential Retirements: 0

Potential retirements are 13.48% over the next five years. The breakdown by department is as follows:

Environmental Services 12

Front Line/Intake Workers 11

Counselling 8

Housing/CFU 2

Management 3

Generational experiences can surface in the workplace through differing values, expectations, and work habits. It is important to remember that events and experiences affect everyone differently and are only one factor in the overall definition of one’s identity.

The following chart shows some of the different events and experiences that influence generations:

(The following Chart information has been taken from a variety of sources which are listed in our Resources.)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(Generation Y-****born 1982-1993)** | **(Generation Z- born 1994-2010)** |
| **Events & Experiences** | * Great Depression
* Pearl Harbour
* World War II
* Radio babies
* Silent Generation
* Veterans – fought in World War II or Korean War
* Very careful with money, conservative; have great respect for authority
* Space age
* TV
* Rise of Corporations
* Nuclear families
 | * Sandwich generation, often involved with both child care and elderly care
* Civil Rights Movement
* “Trudeau-mania” era
* Used typewriters rather than computers
* Highly educated, desiring of better lifestyle than their parents
* Sexual Revolution
* Cold War/Vietnam War Space travel
* Woodstock
* Economic boom of the 1950s
* JFK, RFK & MLK Assassinations
* Radicals, Hippies and Yuppies
 | * Baby Busters
* Fall of the Berlin Wall
* Watergate
* Women’s Liberation
* Energy Crisis
* Witnessed dramatic changes in the economy & technology
* Mobile phones
* Computers
* MTV
* First generation to be entertained by video games (Atari)
* Saw first Quebec Referendum
* High number of divorced parents, dual-income families and “latch key” kids
* Accustomed to recurring economic recessions, terrorist attacks, soaring inflation
* Skeptical, independent and entrepreneurial
* Most well educated generation ; great candidates for leadership positions
* AIDS
* Challenger Explosion
 | * Echo Boomers, Nexus Generation, Net Generation, Millennials
* Grew up with technology such as internet, computers, voice mail, video games
* More globally minded than previous generation
* Population three times bigger than Gen Xer population
* Dual-income parents, divorces, daycare
* Very protective parents (often termed ‘helicopter parents’)
* Accepting of ‘others’ differences in race, gender, sexual orientation and ethnicity
* Inquisitive, socially and environmentally conscious, concerned about the future, highly entrepreneurial
* Have lived through one of the biggest economic booms in North American history
* Often described as the generation with a sense of ‘entitlement’
* Columbine & Newtown Shootings
 | * New Millennials, iGen, Generation Next, Cuspers, Generation 9-11, Digital Natives, Zoomers
* Youngest group in the workforce
* Extremely techno-savvy; instant messaging preferred mode of communication (i.e. email is for ‘old folks’)
* Smart phones, iPod/Pad
* Facebook & Twitter)
* Reality TV
* Flash mobs
* Global Warming
* American Idol
* Protective parents, monitoring by adults is often seen as positive means of protection
* Confident, happy and secure
* Team players, like to engage in community service activities
* More activities available to them than previous generations, team activities often co-ed
 |

**Meet Generation Z (Gen Z)**

Gen Z is still emerging as a demographic profile. In the next five years, Gen Z will be a fifth of the workforce. This generation grew up with wireless technology who do not remember VHS or a world without the internet or wireless technology. Gen Z have a lot to bring to the workforce and expect a lot back. Here are some observations about this generation and how they are likely to influence the workplace.

Gen Z workers tend to be innovative and creative, wanting to make a difference in society, they tend to be more loyal than the millennials. They want to grow professionally and may see professional development as long-term. They are looking to have lengthy work engagements and consider them to be stepping-stones towards success.

They are interested in working for a cause and an organization that they are passionate about and are willing to accept less pay in order to do so. They equate higher salaries with success. They are really interested in promoting what the organization has to offer, they will be loyal, hardworking and a good investment.

Gen Z have a higher expectation in having a relationship with their bosses. Even though they are well versed in a world of social media, text messages and email, they would rather have genuine conversations and connections with management. They prefer extensive feedback and input from their managers.

This generation has grown up with access to the “gig economy” making them project orientated which has created a desire for flexible and independent work. There are growing signs that this generation is happier working alone than working as part of a group. They want credit for their work and expect to be rewarded for their individual achievements. The ideal work environment for Gen Z is a mixture of collaborative and support services.

“*Building a Culture that attracts Generation Z”* suggests that employers consider providing a mentor to Gen Z to help them adjust to the organization. In the article they suggest matching them with someone who has been with the organization for 3-5 years and who knows the culture so that they can adjust and learn to navigate in the new work environment.

The Center for Generation Kinetics revealed in their 2017 study that Gen Z is ready to change work, banking and the future but not in the way that one would assume. The following insights are from Gen Z ages 14-21:

* They are primed to thrive in the millennial workplace;
* Workplace perks created by the millennials are here to stay;
* 47% would be most excited to apply for a job with a flexible schedule where 36% of millennials want flexible work schedules and paid time off from work;
* They believe they need two skills for success: 49% indicated problem solving and 57% indicated communication;
* Gen Z are afraid of the same things millennials are;
* They have grown up using FaceTime and with virtual reality as their future;
* Two areas they feel need the most improvement are: 50% public speaking and 45% communication.

Gen Z is an increasingly influential group with a relationship to technology unlike any previous generation. In fact, their human experience is their digital experience, and they are dependent upon it

30% believe YouTube ads are the most trustworthy types of ads more than television, print, radio and social media. 85% watched at least one online video in the past week to learn a new skill.

85% of Gen Zers think of social media first when they think about digital experiences; 93% of Boomers and 88% of Generation X say email comes to mind first.

72% depend on the internet for entertainment where 73% of Boomers depend on the internet for information.

They have seen their parents struggle with finances that were seemingly secure therefore they are ready to work for their living. 70% currently earn their own spending money which is the same as the millennials who are ten years older on average.

Gen Zers are already thinking of retirement. 52% plan to use personal savings for retirement compared to 59% of Millennials; 28% plan to work in some form after retirement; 26% believe they will receive retirement money from the government compared to 33% of Millennials who think the same. 12% are already saving for retirement compared to 34% of Millennials. 35% plan to start saving for retirement in the 20’s compared to 12% of the Millennials.

Gen Z are high maintenance, however they will be make good employees as long as their unique needs are met.

The following chart shows the Generational Difference in work related characteristics and expectations:

\*With Generation Z beginning to enter the workforce there has not been adequate research to update the Generational Difference in work related characteristics, expectations and generations that are mostly similar charts, therefore we have not included them in the following charts.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(born 1982-1993)** |
| **Generational** **Differences** | * Linear
* Traditional
* Values driven
* Prestige-driven
* Respond to authority
* Private
* Stable
* Sacrifice for the greater good
* Risk-averse
* Rigid
* Command & control leadership style
 | * Structured
* Pro individualist
* Protest traditional authority
* Trust teams of peers for group decision-making
* Pro-self-expression
* Anti-bureaucracy
* Process oriented
* Workaholics
* The “Me Generation”
* Entitled
* optimistic
 | * informal
* autonomous
* make decisions and then verify with group
* family first
* multi-cultural
* globally aware
* creative
* technical
* highly educated
* results orientated
* skeptical or pessimistic
 | * fluid
* collaborative
* dislike making decisions without group input
* diverse
* adaptable
* self-absorbed
* flexible
* social
* peer-influenced
* environmentally aware
* “Wired” 24/7
* Desire balance and growth
 |
| **Values** | * Hard work
* Dedication & sacrifice
* Respect for rules
* Duty before pleasure
* Honour
 | * Optimism
* Teamwork
* Personal gratification
* Involvement
* Personal growth
 | * Diversity
* Techno literacy
* Fun & informality
* Self-reliance
* Pragmatism
 | * Civic duty
* Confidence
* Achievement oriented
* Respect for diversity
* Optimism
 |
| **Views on the Workplace –** **Attitudes towards authority/rules** | * Prefer conformity over individuality in the workplace
* Used to strict, vertical lines of authority
* Very loyal to their employers
* Job security very important
* Switching jobs not easily embraced
* Top-down management approach
 | * Value individuality, creativity, and personal fulfillment
* Desire to “make a difference.”
* Some may still feel uncomfortable interacting with authority figures
 | * “Work to live.”
* Expect work to be fun – and if it’s not fun, it better have significant, tangible rewards
* Only work as hard as needed
* They are comfortable with authorities
* Are not impressed with titles or intimidated with them
* They find it natural to interact with their supervisor
 | * Insist on a work-life balance
* More skeptical unimpressed by authority
* More self-reliant
* Less willing to sacrifice for work
* They believe that respect must be earned
 |
| **Expectations regarding respect** | * Deference
* Special treatment
* More weight given to opinions
 | * Deference
* Special treatment
* More weight given to opinions
 | * They want to be held in high esteem
* They want to be listened to
* They do not expect deference
 | * They want to be held in esteem
* They want to be listened to
* They do not expect deference
 |
| **Preferred way to learn soft skills** | * On the job
* Discussion groups
* Peer interaction and feedback
* Classroom instruction – live
* One-on-one job coaching
 | * On the job
* Discussion groups
* One-on-one coaching
* Classroom instruction – live
* Peer interaction and feedback
 | * On the job
* One-on-on coaching
* Peer interaction and feedback
* Assessment and feedback
* Discussion groups
 | * On the job
* Peer interaction and feedback
* Discussion groups
* One-on-one coaching
* Assessment and feedback
 |
| **Preferred way to learn hard skills** | * Classroom instruction – live
* On the job
* Workbooks and manuals
* Books and reading
* One-on-one coaching/computer based training
 | * Classroom instruction – live
* On the job
* Workbooks and manuals
* Books and reading
* One-on-one coaching
 | * On the job
* Classroom instruction – live
* Workbooks and manuals
* Books and reading
* One-on-one coaching
 | * On the job
* Classroom instruction – live
* Workbooks and manuals
* Books and reading
* One-on-one coaching
 |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(born 1982-1993)** |
| **Feedback and Supervision** | * “No news is good news.”
* Prefer formal recognition with plaques, certificates and ceremony
* Prefer team-based recognition
* Value commendations, memorabilia and symbolic records of achievement
 | * “Feedback once a year and lots of documentation.”
* Want their achievements recognized
* Prefer public recognition and the attention of peers
* Like material rewards that will convey the prestige of their accomplishment
* May be insulted by continuous feedback
 | * “Sorry to interrupt, but how am I doing?”
* Like to observe feedback to others to learn what is valued by the company
* Enjoy material rewards as a manifestation of success – especially things they can share with their family
* Immediate and continuous
 | * “Feedback at the push of a button.”
* Need constant, real-time feedback and reinforcement
* Prefer instant, social and public recognition in which they can participate
* Prefer educational rewards like experiences, travel, outings and opportunities for skill building
* Immediate and continuous
 |
| **Attitudes regarding loyalty to their employer** | * Considered among the most loyal workers
* Would like to stay with their organization for the rest of their working life
 | * They value company commitment and loyalty
* Would like to stay with their organization for the rest of their working life
 | * Less loyal to companies than previous generations but loyal to people
* Would like to stay with their organization for the rest of their working life
 | * Committed and loyal when dedicated to an idea, cause or product
* Would like to stay with their organization for the rest of their working life
 |
| **Work/Life****Balance** |  | * Sacrificed personal life for work
 | * Value work/life balance
 | * Value work/life balance? – still open for debate
 |
| **Perceived elements of success in the workplace** | * Meet deadlines
* Willingness to learn new things
* Get along with people
* Use computers
* Speak clearly and concisely
 | * Use computers
* Willingness to learn new things
* Get along with people
* Meet deadlines
* Organizational skills
 | * Use computers
* Meet deadlines
* Willingness to learn new things
* Speak clearly and concisely
* Get along with people
 | * Use computers
* Meet deadlines
* Multi-tasking
* Willingness to learn new things
* Speak clearly and concisely
 |
| **Top development areas** | * Skills training in their area of expertise
* Computer training
* Team building
 | * Skills training in their area of expertise
* Leadership
* Computer training
 | * Leadership
* Skills training in their area of expertise
* Team building
 | * Leadership
* Problem solving
* Decision making
* Skills training in their area of expertise
 |
| **Preferred leadership attributes** | * Credible
* Listens well
* Trusted
 | * Credible
* Trusted
* Farsighted
 | * Credible
* Trusted
* Farsighted
 | * Listens well
* Dependable
* Dedicated
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(born 1982-1993)** |
| **Working** **with the Generations** | * Can be frustrated by lack of discipline, respect, logic, order, and structure
* Respect hierarchy, policy and procedure
* Expect people to put other’s needs first
* Offer new challenges and opportunities that capitalize on their vast work experience (mentoring of other employees, problem solving teams, task forces, focus groups)
* Demonstrate work flexibility
* Can adapt to change well
* Many may not really want to retire if provided with the right opportunities
 | * Need to know why their work matters,
* How it fits into the big picture, and what impacts it will have on whom
* Relationship oriented
* Offer work that allows them to advance in their careers
* Keep work interesting (promotions, mentoring to more senior roles, job rotation opportunities)
* Offer polices to help better manage work-life balance and stress levels
* May be thinking of retiring soon
 | * Don’t mind direction, but resent intrusive supervision
* Prefer regular feedback about work
* Will leave a job quickly if a better deal comes along
* Need to help them expand their knowledge, skills and abilities at work
* Offer work that allows them to advance in their careers
* Try not to micro-manage; they respond best to managers who are more like mentors
* Provide regular feedback on performance beyond the Annual Review
* Create a fun and “family-like” work environment
* Make sure the organization uses current technology
* Can also be “sandwiched” employees
 | * High expectations of self and employers.
* Want immediate responsibility
* Believe they can make important contributions to the company from day one.
* Create work that is more meaningful by providing frequent and constructive feedback on performance
* Outline how they contribute to the Mission
* Offer a variety of highly interactive/creative learning opportunities
* Start with small projects they can take ownership of and build from there providing performance expectations are met
* Provide opportunities to be social, make friends and make a difference through work
* Demonstrate serious measures to protect personal safety of employees
* Provide state-of-the-art technology
* Very compelled to stay with an organization if they feel their ideas are valued and respected by others in the workplace – especially by older generations
* Put a special training focus on teambuilding, negotiating and conflict-resolution skills
* Have been very protected growing up, and are often not used to dealing with conflict compare to other generations
 |

The following chart indicates elements on which members of each generation are mostly similar:

(Source: Generational difference in the workplace, August 16, 2008, Anick Tolbize; Research and Training Center on Community Living – University of Minnesota)\*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(born 1982-1993)** |
| **Concerns related to change** | * Doing the same work with fewer resources
* Changes in both the internal and external environment
* Technology changes
* Change that is disorganized unnecessary or both
* Resistance to change
 | * Similar
 | * Similar
 | * Similar
 |
| **Reasons for staying in an organization** | * Opportunity to advance within the organization
* Learning and development
* Respect and recognition
* Better quality of life
* Better compensation
 | * Similar
 | * Similar
 | * Similar
 |
| **Attitudes toward teamwork** |  | * Likes teamwork
 | * Likes teamwork
 | * Likes teamwork
 |
| **Attitudes regarding flexibility** | * Freedom to set own hours if the work gets done (76%)
* Working full-time for a firm (64%)
* Full-time job with extended time off as needed for personal reasons (46%)
* Four-day workweek with 10-hour days (44%)
 | * Freedom to set own hours if the work is done (74%)
* Working full-time for a firm (64%)
* Four-day workweek with 10-hour days (58%)
* Full-time job with extended time off as needed for personal reasons (56%)
 | * Freedom to set own hours if the work is done (73%)
* Working full-time for a firm (63%)
* Full-time job with extended time off as needed for personal reasons (59%)
* Four-day workweek with 10-hour days (52%)
 | * Freedom to set own hours if the work gets done (63%)
* Full-time job with extended time off as needed for personal reasons (53%)
* Working full-time for a firm (50%)
* Four-day workweek with 10-hour days (32%)
 |
| **Most important aspects of workplace culture** | * Fair (90%)
* Ethical (90%)
* Straightforward (74%)
* Professional (74%)
* Collaborative/ team feeling (65%)
 | * Fair (86%)
* Ethical (84%)
* Straightforward (76%)
* Professional (70%)
* Collaborative/team feeling (70%)
 | * Fair (87%)
* Ethical (83%)
* Straightforward (74%)
* Collaborative/team feeling (71%)
* Friendly/social (66%)
 | * Fair (66%)
* Ethical (66%)
* Friendly/social (59%)
* Straightforward (54%)
* Professional (48%)
 |
| **Communication tools used for work** | * Desktop computer (87%)
* Landline phone (87%)
* Fax (78%)
* Mobile/cell phone (73%)
* Laptop computer (43%)
* PDAs with phone and internet (11%)
 | * Desktop computer (81%)
* Landline phone (84%)
* Fax (74%)
* Mobile/cell phone (66%)
* Laptop computer (44%)
* PDAs with phone and internet (15%)
 | * Desktop computer (75%)
* Landline phone (81%)
* Fax (65%)
* Mobile/cell phone (65%)
* Laptop computer (44%)
* PDAs with phone and internet (15%)
 | * Desktop computer (71%)
* Landline phone (67%)
* Fax (52%)
* Mobile/cell phone (42%)
* Laptop computer (26%)
* PDAs with phone and internet (6%)
 |
| **Top Values** | * Family (46%)
* Integrity (46%)
* Love (26%)
 | * Family (45%)
* Integrity (32%)
* Love (27%)
 | * Family (67%)
* Love (32%)
* Integrity (24%)
 | * Family (73%)
* Love (49%)
* Spirituality (28%)
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Traditionalists****(born 1930-1945)** | **Baby Boomers****(born 1946-1964)** | **Generation X****(born 1965-1981)** | **Millennials****(born 1981-1993)** |
| **Top reasons for happiness in the workplace** | * Feeling valued (88%)
* Recognition and appreciation (84%)
* Supportive environment (70%)
* Leadership I can relate to (69%)
* Shared vision, values and pride (63%)
 | * Feeling valued (87%)
* Recognition and appreciation (78%)
* Supportive environment (71%)
* Leadership I can relate to (71%)
* Capable workforce (64%)
 | * Feeling valued (84%)
* Recognition and appreciation (74%)
* Supportive environment (69%)
* Capable workforce (68%)
* Leadership I can relate to (66%)
 | * Feeling valued (85%)
* Recognition and appreciation (74%)
* Supportive environment (73%)
* Capable workforce (72%)
* Being part of a team (68%)
 |

The generational differences demonstrate the challenges of managing a diverse workforce. We need to look for ways to satisfy the needs of Traditionalists and Baby Boomers while tailoring their practices to appeal to Generation X, Millennials and Generation Z.

*“Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don’t like ambivalence. Your move.”*

*Harvard Business School “Working Knowledge” Newsletter – April 17, 2006: “Can you manage different generations?”*

**LEADERSHIP**

To manage generational differences, it is important that performance expectations remain constant in order to eliminate the perception of favouritism. All employees are to have a clear understanding of the expectations for their position and how they are to conduct themselves in the workplace. If employees fail to meet performance standards, corrective action must be consistent and in accordance with Salvation Army policies and procedures.

The most influential relationship in the workplace is between a supervisor and their direct reports. To foster this relationship the supervisor will need to engage in open communication with each employee. A coaching relationship in accordance with each employee’s preferred learning style can gain an important insight as to how the employee prefers to be managed, allowing the supervisor to adapt to generational preferences and significantly increasing employee productivity and morale. As a result of the coaching relationship we will see the employee’s efficiency, independence, and understanding of the directives that are to be carried out. Supervisors who engage in effective coaching relationships tend to experience a significantly lower number of complaints, grievances, and performance issues.

Mentoring can fulfill different needs for each generation. Having an experienced Traditionalist employee mentor a new Generation X, Millennial or Generation Z can fulfill the Traditionalist’s need to feel their knowledge gained from years of experience in the workplace is valued, while providing the direct support and feedback that is essential to Generation X, Millennials and Generation Z. The mentoring relationship can be used for passing along the experienced worker’s valuable job-knowledge.

Establishing a coaching relationship and mentoring are just two strategies we can use to maximize the benefits possible with multiple generations in the workplace. Most importantly, we should remember that the employee is our greatest resource in how they prefer to work; therefore we need to keep a constant, open dialogue with employees to ensure their needs are being met.

Development Dimensions International’s (DDI) Global Leadership Forecast, 2011 surveyed 74 countries and 2600 organizations regarding the critical leadership skills needed for driving and managing change over three years. The sample size is as follows: HR Professionals – 50 Canadian – 1,897 Global; Leaders – 307 Canadian – 12,423 Global giving us a total of 357 Canadian and 14,320 Global.

The DDI Forecast identified the critical skills that were needed in the past (2009-2011) by Canadian leaders as follows:

1. Improving employee engagement
2. Coaching and developing others
3. Making difficult decisions
4. Executing organizational strategy

“These priorities reflect the rapid growth Canada has been experiencing as well as organizations’ focus on developing and retaining their employees. When asked about future needs, Canadian leaders shifted their focus only slightly.” The top five future skills were:

1. Driving and managing change
2. Coaching and developing others
3. Identifying and developing future talents
4. Fostering creativity and innovation
5. Executing organizational strategy and improving employee engagement



Source: Canadian Highlights, Global Leadership Forecast 2011 (DDI)

With the anticipated changes that will take place over the life of this plan maintaining employee engagement is critical. Eve Zeville, M.Ps, CHRA, Organization Change and Transformation states in her webinar - *Mission Impossible? Maintaining Employee Engagement During Major Change* – states the following “hard facts”:

* Change is now a constant in our organizations
* Change creates disruption and feelings of disorientation for most; opportunities and gains for others
* Poorly managed change has significant consequences for both the organization and for the employees
	+ for the organization: turnover of top talent, loss of productivity, work-arounds, cost and budget over-runs, desired changes not fully implemented
	+ for the employees: feelings of disorientation, lack of motivation, anxiety, breach of the psychological contact, loss of confidence in leadership
* Employee engagement is a reality in business: Canadian Statistics are comparable to the Gallup 2013 State of America Report which states the following:
	+ 70% of American Workers are “not engaged” or actively “disengaged:
		- Actively not engaged – 20%
		- Not engaged – 50%
	+ Actively engaged and inspired at work – 30%
* Generation Millennials are the least engaged and Baby Boomers are the most engaged
* Managers who focus on employees’ strengths can practically eliminate active disengagement

Managers play a critical role in change management. Managers who effectively communicate changes have been noted to improve their employees’ performance by 29.2% (Eve Zeville, M.Ps., CHRA).

Effective interpersonal relationships are essential to the success of any plan that we create to provide leadership to the generations. In light of the diverse expectations and approaches to work that different generations bring, we must be flexible and willing to modify our Leadership style. By learning to identify strengths and limitations of the different generations, we can implement strategies for each employee to maximize their full potential. Understanding the different needs will allow the employee to work effectively towards our Mission while satisfying their individual needs. When working with the different generations, the success is fostered by each member demonstrating respect, honesty, and flexibility in their interactions with each other.

**ARTIFICIAL INTELLIGENCE (AI) AND EMPLOYEE RELATIONS**

AI has been changing our lives already for quite some time. Examples are the voice recognition of Siri, the new self-driving cars, computer games and airlines who rely heavily on AI.

The *AI at Work* Study conducted by Workplace Trends indicates that 93% of people would trust orders from a robot at work. Employee relations and employees want to embrace AI, however the challenge we face is that we are failing to prepare the workforce.

The study identified a gap between those who use AI at home and at work. 70% of people are using some form of AI in their personal life, 6% of employee relations professionals were actively arranging the use of AI in the workplace and only 24% of employees are currently using some form of AI in the workplace.

The mission and vision of an organization drives the use of all organization resources, including AI. The type and amount of AI we use is determined by how much of a service we can deliver as well as knowing who our targeted audience is.

There are numerous advantages of integrating AI in employee relations such as, but not limited to, recruitment, screening resumes, tracking employee vacation, sick leave, training and development, communication through social media and most importantly improve employee engagement. It is essential that we follow the dynamic AI trends and adapt quickly and figure out ways to undertake human elements in a virtual setting.

AI will allow us to compete with others in the industry, and attract talented workers who expect these tools to be part of their work environment. Delivering an outstanding experience for candidates on a virtual level will help us capture the best talents and retain them.

AI can be used to make the onboarding process more efficient and tailored to the position and location. While security and privacy are the utmost importance from an employee relations perspective the real risks are around public perception and internal messaging. AI has the ability to help detect patterns however it cannot answer the question “why?” Employee relations will need to examine what’s driving the behaviours and help determine if leadership or cultural changes are necessary to address the issues that arise from the data. The use of AI’ capabilities and insights can help employee relations make better and more proactive decisions.

Algorithms can help filter through a large number of resumes to screen for organizational fit resulting in better matches. Unconscious bias that people may apply in the hiring process would be removed. AI can play an important role in improving diversity by widening the parameters of backgrounds and sources of talent.

Another benefit of AI is online training. Online training provides opportunity for staff development and meets the needs of today’s mixed workforce. It allows staff to fit our trainings around their lifestyle and work schedules. The Salvation Army provides e-learning modules for its entire staff to complete at no charge to them.

With the implementation of UltiPro organizationally there was a great deal of training prior to and during the implementation of the new payroll and time management system, however there has been very little training to new employees since the new system was launched.

The rise of social media shows how essential virtual community is in our lives. While the use of social media can be beneficial for us, it will be important for employees to acknowledge a few items while they actively use social media to communicate. The often-overlooked area is the “online footprint” of staff, meaning their social media presence. With social media being a big part of our everyday lives, it is safe to say privacy online does not exist.

The use of social media to communicate with each other around the world, fosters a positive image of The Salvation Army and enhances the mission. However, employees must be mindful of their online presence at all times as they are ambassadors of The Salvation Army. There is a limit as to what can be posted or shared with the social media community. Perhaps what needs to be emphasized is the permanent nature of what is shared on social media; there is still a “footprint” that exists somewhere even if it is removed from their social media page.

The Salvation Army Social Media Policy is in place to ensure employees understand the values and risks social media can bring to THHS. This policy is placed in the onboarding package so that new hires understand the implication of their social media usage in relation to their employment at THHS.

**Action Plan**

* To continue updating the THHS website to attract talent that is an organizational fit. Implement a way to screen candidates (i.e. screening questions prior to submitting a resume) when they submit their application to employee relations through the website.
* Explore ways to provide a realistic job preview prior to the hiring and onboarding through the virtual realm so that there are no surprises when coming into the workplace.
* Implement e-learning modules as a part of the onboarding process to ensure all staff are completely aware of their job responsibilities and expectations.
* Use social media to spread awareness of THHS and use it as a media to communicate employee relations related topics in the workforce today.

**RECRUITMENT AND SELECTION**

Effective recruitment begins with defining and understanding what our needs are, as well as our culture and values. We must identify the gaps that exist and understand what skills are required, create the appropriate task list/job description and identify the ideal candidate. It is essential that potential employees have the capacity to be fully engaged and contribute positively to the mission of The Salvation Army. We must strive to hire smarter.

According to “Recruiting Technology Trends,” current trends are based on needs of our potential candidates; therefore, we must develop strategies targeting recruitment of today’s entire workforce, including recruitment of veterans, those with disabilities and minorities. In addition, providing applicants with a realistic job preview will result in a reduction of turnover in staff.

Recruitment is an ongoing process and we must take a proactive approach. We need to build relationships, network and create a talent pool for future needs.

We must embrace the multicultural and multi-generational labour market. We need to integrate everything from traditional ways to social media. We need to work with the Community Colleges and Universities; participate in job fairs and collaborate with other community organizations whose strategies and initiatives are in line with ours.

The process of recruitment and selection will be changed to give potential employees time to reflect on our core values and mission in order to think about their response on how they might contribute in the position they are applying for. As part of the hiring process potential candidates are emailed the application form, mission statement and mission question along with a link to a video explaining who we are to preview prior to their interview and are requested to bring two questions that they may have regarding the organization. We believe we are now tapping into talented individuals; attracting superior employees who intentionally want to work for the non-profit sector. These individuals have expressed a desire to work for The Salvation Army because of what the branding means and for what we stand for. We are now hiring individuals who already have bought into our mission because it reflects their personal values.

**Action Plan**

* Research and formulate interview questions for each position that will elicit answers to show consistency about the candidates’ background, work experience, skills, and ability; to draw out the candidates’ integrity and whether or not they are an organizational fit with being mission focused.
* Explore and implement recruiting through social media and the various methods that will tap into the multicultural and multi-generational labour market.
* Review and revise job descriptions/task lists to ensure that they reflect our needs and review the suitability of work schedules and workloads.

**ONBOARDING**

New employees shall receive an onboarding plan which will encompass an overview of general policies, procedures and operations. This will also provide employees, new to either a position or The Salvation Army an opportunity to learn the performance expectations with regard to the position in question.

New employees will be attending a mandatory workshop on the vision, mission and core values of the organization within the first two months of employment.

Through the onboarding, new employees will have an opportunity to meet members from the management team, as well as future colleagues. A Health and Safety orientation will also be provided.

**Action Plan**

* Bring consistency to the onboarding of new employees.
* Prepare an onboarding document that will require signatures when completed. The document will include: timelines, site specific information, required position training and job shadowing.

**PERFORMANCE MANAGEMENT**

Employee relations recognize that new employees will need a period of time to become familiar with the organization and to move toward competency in their position. The first few months of employment represent an opportunity for both the employee and The Salvation Army to determine if the original hiring decision was best for all involved.

The purpose of the probationary period is to provide orientation, guidance, on-the-job training, and coaching to the new employee, allowing them the opportunity to learn and fulfill the requirements of their new position. This period is the final and critical phase of the onboarding process that will provide the supervisor the opportunity to evaluate the hiring decision. To do this effectively, the supervisor will be required to regularly monitor and review the employee’s level of performance during the probationary period.

A newly hired bargaining unit employee shall serve a probationary period as outlined in the Collective Agreement. A newly hired employee outside of the bargaining unit will serve a probationary period of three months with the exception of senior management who will serve a probationary period of six months.

During this time, the employee is to be evaluated and provided time to adjust to their new position and work environment. The supervisor’s responsibility is to communicate expectations; determine if the expectations are being met and to assess the employee’s overall fit to the organization, the mission and values.

To determine whether or not an employee is meeting the expectations and is an overall fit to the organization, the supervisor is to hold regular formal supervision meetings outlining the progress of the employee’s performance. This is done by offering constructive feedback, corrective measures (if needed), expectations and acknowledging accomplishments. These meetings are to be documented and a copy given to the employee.

The supervisor is responsible to provide the employee with the tools, coaching, mentoring, training and reasonable time to learn their job tasks. If there are performance issues and/or concerns, the employee must be informed in writing what the expectations are and be advised that if they do not meet these expectations within the specific timeframe their employment with The Salvation Army may be terminated.

The probationary review must be conducted two weeks prior to the end of the probationary period. The form shall be completed, signed by the employee, supervisor, and department head and forwarded to employee relations.

The extension of a probationary period is not recommended, however if there has been an interruption of the original period due to illness or a change in the supervisory relationship consideration may be given to extend the probationary period. Consultation with employee relations is required prior to the approval of an extension.

If the employee’s performance is unsatisfactory, employment may be terminated, in writing, during or at the end of the probationary period.

For the most part we are doing good work in terms of managing our employees, however not all sites are carrying out all the functions that are necessary to manage well. The Performance Management Cycle helps us put it all together and lets us know if there are any gaps in the performance of our employees. By carrying out the functions of performance management it includes ways to keep staff motivated, developed, and loyal to the vision, mission and values of The Salvation Army.



Goal Setting: It is important to take time and set up SMART goals with the employee where applicable. These are specific, measurable, achievable, relevant and time-framed.

Learning: There are lots of opportunities for your employee to learn over the review period, not just through off-site training but through staff meetings and e-learning.

Employee Development: Discuss career plans with your employees. Not all employees want to move forward in a career, but most will appreciate some form of change to keep them motivated and challenged.

Feedback: It is important to meet with your employee regularly for informal and formal (documented) supervision meetings. This is an avenue where feedback can be provided both ways. Ask how the employee is doing and if they have anything that they would like to discuss. Employees appreciate the time and feedback on their performance. Everyone likes to hear when they are doing good work and are contributing to The Salvation Army’s vision, mission and values. Employees like to be corrected right away when they may not be carrying out our expectations.

Coaching: This involves our employees feeling supported by their supervisor to clarify and achieve a specific goals. This process is owned by the employee meaning that coaching will only happen when they are willing to participate.

Mentoring: This involves supervisors sharing their knowledge and expertise with the employee. Ideally the employee’s mentor would be a person at the management level but not directly involved in their area of work, so that issues/concerns can be discussed in an impartial and confidential manner.

Employee Appraisals/Performance Evaluations: All of the above should take place on a regular basis. The Performance Evaluation will include the progress in each of these areas. There should be no surprises to the employee in how they are performing when the above is taking place.



**Action Plan**

* Conduct a workshop on formal and informal supervision; how to manage in a unionized environment; how to coach and mentor employees to rise to their full potential.
* Train our managers and supervisors on appreciative inquiry and conflict resolution.
* To review the Attendance Management Policy with supervisors to improve employee attendance and reduce the cost of sick leave.

**TRAINING AND DEVELOPMENT**

There are generational differences in training styles and needs. Most employees do prefer to learn “soft skills” on the job. For formal training we will need to use multiple styles of teaching to address the needs of most workers. All generations like on the job learning, discussion groups, peer interaction, feedback, and one-on-one coaching to learn “soft skills”.

Members of the Millennials and Generation Z do not favor learning “soft skills” through classroom instruction but favor assessment and feedback to learn them; this is not the case for Traditionalist and Baby Boomers. There are similar preferences for learning hard skills; therefore it may not be necessary to differentiate the type of training for the different generations.

Older generations prefer skills training in their area of expertise, whereas the younger generations prefer leadership training. We need to match training to the specific needs instead of providing a one-size fits all approach.

A training program will need to be developed that will support the multi-generational needs and to increase the effectiveness of individuals and teams so that they can contribute to accomplishing goals and to the mission. The program will need to support the employee relations vision and provide THHS with strategies necessary to develop a competent, motivated and diverse workforce, while making the best use of available resources.

Investing in our employees to gain and/or enhance their knowledge and skill sets will contribute to our succession plan by developing potential leaders to be accountable for organizational health and create a culture of trust, respect, teamwork and performance.

**Action Plan**

* Provide ongoing training to meet the competencies for the employee’s position.
* As part of the onboarding process schedule new employees to attend a mandatory workshop on the vision, core value and mission of the organization within the first two months of employment.
* Ensure employees are provided the opportunity to attend the mandatory training that is set out in Shelter Standards as per our funders’ expectations.
* Have the Primary Support Unit develop a workshop for all front line workers on mental health.
* Arrange for training on Post Traumatic Stress Disorder (PTSD).
* Provide leadership training on how to coach and mentor the different generations that represent our workforce.
* To look into best practices and provide change management training to THHS leaders in order to gain their commitment and be the ambassadors for change.

**SUCCESSSION PLANNING**

Succession planning implements goals and strategies for passing along the knowledge and skills through mentoring, job shadowing, and training. The benefits of a succession plan are twofold: 1) New members of the workforce will be prepared to step into upper management positions when vacated. 2) Generation X, Millennials and Generation Z will have the training and career path they are striving to find within The Salvation Army.

A news release was issued on April 16, 2014 by the Conference Board of Canada titled “*Canadian Organizations Face Serious Leadership Succession Challenges.*” The Conference Board of Canada provided the following highlights from their third edition of Human Resources Trends and Metrics: HR Measurement Benchmarking:

* Building the leadership pipeline and attracting and retaining a highly skilled workforce are two major HR challenges for Canadian organizations
* For every two senior executives, organizations have only one job-ready or near job-ready successor
* Social media is increasingly popular for recruiting executive and management-level talent

There is potential over the next five years to have 36 retirements in various THHS positions.

**Action Plan**

* Provide interview opportunities to THHS employees to determine their capabilities so that we can coach and mentor them for upcoming positions.
* Develop and implement a Career Path Tool similar to the one used by the BC Human Resources Management Association for professional development.
* Invest in a leadership development program.

**EMPLOYEE RETENTION**

Retaining the highest qualified employees is of vital importance to THHS. Well-being, physical and psychological health and safety in the workplace have become increasingly important. High workload, low financial reward may further constrain the supply of quality employees.

Workopolis reports that “Job Hopping” is the new normal. From 1990 to the present they received over 7,000,000 employment-history records. 1990 to 2000 the number of people staying in their jobs for less than two years doubled from 16% to 33% and 2000’s going from 33% to 51%. They reported that the number of people staying in the same job for longer than four years from 1990-2002 was 55-60%, today 30% have held one job for over four years. 32% of people who started new jobs in 2013 have already left or changed their job since.

When an employee ends their employment relationship it is usually the manager they are leaving and not the organization. Workopolis polled visitors in March 2014 to see why people left their most recent jobs. The biggest reason they made a change was that they had a poor working relationship with their boss and another common factor was disengagement at work. The results are as follows:

 My relationship with my boss 37%

 I was bored, unhappy with the work 29%

 I found a better opportunity 20%

 Poor fit with the culture/coworkers 14%

Management will need to foster and sustain relationships with their direct reports through formal and informal supervisor, coaching and mentoring and model the behaviour that is expected in the workplace. Managers and supervisors will need to walk the walk and talk the talk demonstrating how together we can fulfil the mission.

Creating a safe and supportive workplace culture are key aspects to employee retention along with recognition, engagement, communication and most importantly employees need to feel they have a voice and that they are heard, valued and respected by management and their peers.

Transparent and honest communication needs to flow at all levels; we need to improve leadership, trust, loyalty and engagement from the bottom up. We need to retain our most valuable asset – people. We do this by ensuring that our employees feel appreciated, valued and supported. The different generations share similar reasons for staying with an organization. Supporting and training employees following being hired are also practices for promoting retention.

*“Organizations that acknowledge the experience of older workers, and respect the talents and contribution of new workers may experience higher retention rates. Employers who accommodate their employees’ desire to balance work and personal goals may also have higher retention rates.”*

(Generational Difference in the Workplace, by Anick Tolize, Research and Training Centre on Community Living)

With the changing demographics in today’s workforce it is imperative that we implement a variety of strategies to address the diverse needs of the generations. We need to find convincing ways of showing our commitment towards our employees.

**Action Plan**

* Explore and improve on employee communication and feedback.
* Develop a training program for supervisors/managers to include fostering relationships with their direct report.
* Incorporate team building events throughout THHS and individual ministry units.
* Develop a survey for employee feedback. Develop a strategy to tackle employee concerns in order to achieve a safe and supportive environment.
* Explore flexible work schedules for part-time employees who are working full-time at another organization taking into consideration work-life balance for all employees.

**HEALTH AND SAFETY**

A Psychological Health and Safety committee has been developed with representation from each ministry unit. The committee is working towards implementing the national standard on psychological health and safety in the workplace – prevention, promotion, and guidance in staged implementation. While the implementing of this standard is currently on the volunteer basis it is anticipated that it will become part of the legislation. This has been commissioned by the Mental Health Commission of Canada. Some of the workplace factors affecting psychological health and safety are: organizational culture; psychological and social support; clear leadership and expectations; civility and respect; psychological demands; growth and development; recognition and reward; involvement and influence; workload management; engagement; balance; psychological protection and the protection of physical safety.

The Guarding Minds at Work survey was completed by the employees during the first quarter of 2018. One of the top workplace factors that were identified was civility and respect.

Trends have been noted in connection with respect in the Workplace Discrimination, Harassment and Violence Prevention policy. When reviewing complaints received under these policies it has been noted that the beginning of most infractions is incivility and when incivility has not been addressed the behaviour moves into bullying. When bullying has not been addressed the behaviour moves into breaching the policy. Additional training will be implemented into this program to include Incivility and customer service.

“Creating a Respectful Workplace” program is being developed and is to be considered a sub-committee of the Psychological Health and Safety Committees. The program will be recommended to be mandatory training for all employees and will be implemented as part of the onboarding process.

**Action Plan**

* Develop a health & safety program to include a wellness program and for all employees to have access to the Employee and Family Assistance Program regardless of status.
* To develop and implement the Creating a Respectful Workplace program.
* To work on the top three workplace factors that have been identified through the Guarding Minds at Work survey completed by THHS employees.

**VOLUNTEERS AND STUDENT PLACEMENTS**

*The heart of a volunteer is not measured in size, but by the depth of the commitment to make a difference in the lives of others. -- DeAnn Hollis*

The Salvation Army is a volunteer-driven organization. Volunteering is about giving, contributing and helping other individuals and the community at large.

People are volunteering for a variety of reasons. Many people want to gain experience, acquire new job skills, meet new people or use it as a way to get a new job or start a career. Others just want to give back to their community or promote a worthwhile activity.

Volunteers are not about money. Volunteers are not to replace employees. It is a spontaneous act of kindness and that is what brings communities together. “Volunteering is helping, not hiring; giving not taking; contributing not counting.” (The Value of Volunteering by Arden Brummell.)

Younger workers 14-21, roughly have doubled the national average for unemployment. A Workopolis: White Paper indicates that one of the reasons these workers are not being hired is there is a concern regarding their poor attitude, not having a strong work ethic and that they are a generation that feel “entitled”. 35% of the executives “say that high unemployment among young workers and recent graduates is due to their lack of real-world experience – a situation that places young workers in the classic entry-level Catch 22: they can’t get a job without experience, and they can’t get experience without a job.”

Having all the shelters participate in providing volunteer and student placements opens up an opportunity for THHS to be a transforming influence in our communities. It will strengthen us as an employer of choice; it will cultivate good relationships within the community and it will continue to build our “brand” as a caring organization.

**Action Plan**

* To implement a THHS volunteer and student placement program

**FORWARD THINKING**

The National Standard is being recommended by the Standards Council of Canada on Psychological health and safety in the workplace – prevention, promotion, and guidance to staged implementation. While the implementing of this Standard is currently on the volunteer basis it is anticipated that it will become part of the legislation. This has been commissioned by the Mental Health Commission of Canada. Some of the workplace factors affecting psychological health and safety are: organizational culture; psychological and social support; clear leadership and expectations; civility and respect; psychological demands; growth and development; recognition and reward; involvement and influence; workload management; engagement; balance; psychological protection and the protection of physical safety. Thinking forward over the next three years we need to set three goals in motion, they are:

1. **Develop Leaders** who are accountable for organizational health and can create cultures of trust, respect, teamwork and performance.
2. **Improve Workplace Culture** through development of a respectful learning culture that promotes a blended work-life balance, and where employees have input and are heard.
3. **Increase the Return on Investment** (ROI) by improving employee engagement to decrease absences from work to create a better workplace that will promote and support the vision, mission and core values.

In 2020, we will see five generations in the workforce, Generation Z, born 1994 or later are now entering the workplace. This highly educated generation will be entering the workplace as college graduates, during a period when many Traditionalists will most likely still be working. While still working out the common characteristics of this generation, Tom Kloboucher posted an article on The Great Workplace Revolution webpage the “*Characteristics of Generation 2020: Generations at Work*” using the following words to describe their values:

* ***Connected.*** *Expect this group to be even more “wired” than the Millennials, because their entire lives have been spent under the powerful influence of the World Wide Web, on-line video games, social media, and virtual worlds like Second Life.  As you read these words, they are updating their Facebook status.*
* ***Concerned.*** *Members of Generation 2020 appear to be the most sensitive of all the five groups to environmental problems and related social issues.*
* ***Careful.*** *The recommendations of peers will carry enormous weight with this group.  Expect these workers to think twice before making big purchase decisions.  Unlike the Millennials, they are coming of age during a time of economic austerity.  They are likely to seek value and be much more cautious with economic and career decisions, and thus share some important values with Traditionalists.*
* ***Collaborative.*** *Like the Millennials, they are likely to be comfortable with collaborative endeavors, either face-to-face or virtual.*

***KEY TAKEAWAY:*** *To work effectively with these young workers, you will have to be prepared to understand, and become part of, their network.*

To take a leading edge and become an employer of choice we will need to understand what the various needs, expectations and values are for each of the five generations that will be in the workplace in 2020. We will need to begin thinking about some of the changes that will need to occur in employee relations, such as; having in place the technologies that Generation Z are accustomed to using in their personal lives for attracting, motivating, developing and retaining employees, and creating an innovative culture that welcomes collaborative thinking.

Our mission and core values will need to be embedded in our DNA, in staff meetings, onboarding, performance reviews, supervision, coaching and mentoring. Potential candidates are attracted to who we are as The Salvation Army and expect their experience with us as an employee to be the same as the experience of those seeking our services.

THHS will need to be intentional in giving employees a realistic job preview and ensure that our culture continues. People will be drawn to us when they know that working for THHS will enhance their own personal values and beliefs. Together with employee relations practices and communicating our mission and core values this will lead us to the 2020 workplace.

**ACTION PLAN**

**Please note:** THHS employee relations is responsible to carry out the strategies in consultation with each facility.

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| **Strategy** | **Target Date** | **Outcomes Measurement** |
| **Artificial Intelligence (AI)**To continue updating the THHS website to attract talent that is an organizational fit. Implement a way to screen candidates (i.e. screening questions prior to submitting a resume) when they submit their application to employee relations through the website. | January 2020 | Attract the appropriate (candidate) talent in order to fulfil the missionAlgorithms - filter resumes to find organizational fitWider parameters more diversity at every level of the organization |
| Explore ways to provide a realistic job preview prior to hiring and onboarding through the virtual realm so that there are no surprises when coming into the workplace. I.e. during the interview give an example of what a day as an Intake Worker is like, maybe give them a small insight to department during the interview. | April 2019 | Better understanding of what is expected during workAvoid dissatisfaction with jobScreen out applicants that may not be suitable |
| Implement e-learning modules as a part of the onboarding process to ensure all staff are completely/fully aware of their job responsibilities and expectations.  | March 2020 | Give more control of learning to employeeMeet the various learning styles of employeesGreater understanding of responsibilities and expectations Will result in more employee satisfaction, ownership and performance |
| Use social media to spread awareness of THHS and use it as a media to communicate employee relations related topics in the workforce today. | December 2019 | Capacity to reach Generation Z looking for employmentModernization of recruitment process |
| **Recruitment and Selection**Research and formulate interview questions for each position that will elicit answers to show consistency about the candidates’ background, work experience, skills, and ability; to draw out the candidates’ integrity and whether or not they are an organizational fit with being Mission focused.  | April 2019 | Better understanding of applicants suitabilityDevelop an individual organization fitEmployees who are mission focused, have skills and ability |
| Explore and implement recruiting through social media and the various methods that will tap into the multicultural and multi-generational labour market. | September 2019 | A more diverse workforce at every levelGreater reaching power for recruitmentCompetitive method for hiring new talent |
| Review and revise job descriptions/task lists to ensure that they reflect our needs and review the suitability of work schedules and workloads. | December 2020 | Realistic view of the needs for each job and departmentBetter suited workloadsSchedules can be made to accommodate specific needs |

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| **Strategy** | **Target Date** | **Outcomes Measurement** |
| **Onboarding**Bring consistency to the onboarding of new employees.  | January 2019 | Create a caring human connection between new employees and THHSBuild a positive foundation that will maintain employee’s interest and commitmentDevelop a positive and engaging relation for employees to ask questions and feel welcome |
| Prepare an onboarding document that will require signatures when completed. The document will include: timelines, site specific information, required position training and job shadowing. | March 2019 | Two way accountability for training and meeting expectationsA clear guide to be followed by all (consistency in training) |
| Create a ‘buddy” system (i.e. employee with good working habits and knowledge to assist in shadowing). | March 2020 | Opportunity for employees to showcase their skills by assisting in training/shadowingMotivation and development of future leaders |
| **Performance Management**Conduct a workshop on formal and informal supervision; how to manage in a unionized environment; how to coach and mentor the employees to rise to their potential.  | January 2021 | Documented history of employee performanceCreated needed interaction between supervisor and employeeDevelopment of training as neededBetter awareness of employee’s abilitiesImproved goal attainment |
| Train our managers and supervisors on Appreciative Inquiry and conflict resolution. | January 2021 | Empower managers/supervisors to lead by exampleDevelop their potentialDevelop a positive path for conflict resolution before problems arise |
| To review the Attendance Management Policy with supervisors to improve employee attendance and reduce the cost of sick leave. | January 2019 | Clearer understanding of importance and managing attendanceBetter/open communication between managers and employees |
| **Training and Development**Provide ongoing training to meet the competencies for the employee’s position | Ongoing | Raise awareness of employees’ learning needs betterMonitor employee’s performance in order to tackle issues efficientlyOffer support and growth to employees |
| As part of the onboarding process schedule new employees to attend a mandatory workshop on the vision, mission and core values of the organization within the first two months of employment. | Ongoing | Person – organizational fitPerson – “right bus”Improved client carePositive representation to the community at large |

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| **Strategy** | **Target Date** | **Outcomes Measurement** |
| Ensure employees are provided the opportunity to attend the mandatory training that is set out in Shelter Standards as per our funders’ expectations | Ongoing | Deeper understanding of needsLess client complaintsCareer developmentImproved knowledgeContributes to Succession planning |
| Have the Primary Support Unit develop a workshop for all front line workers on Mental Health. | May 2019 | Increases awareness of client behavioursImproved health & safetyIncreases job knowledge |
| Arrange for training on Post Traumatic Stress Disorder (PTSD) | September 2019 | Increases awareness of client behavioursImproved health & safetyIncreases job knowledge |
| Provide Leadership training on how to coach and mentor the different generations that represent our workforce | December 2019 | Respect and value to employeesEmployee recognitionLess turnover of employeesEmployees rising to full potential – increase in performance  |
| To look into best practices and provide change management training to our managers in order for us to gain their commitment and be the ambassadors for change.  | February 2019 | Mandatory management training for successful and productive transitionBetter communicationIncrease in moraleEmployee EngagementIncrease in knowledgeImproved direct report relationshipsBuilding trust with management |
| **Succession Planning**Provide Interview opportunities to THHS employees to determine their capabilities so that we can coach and mentor them for upcoming positions. | Ongoing | Mentoring opportunitiesBuilds trust with leadershipImproved morale and engagementSet goals and monitor to meet success criteria |
| Develop and implement a Career Path Tool similar to the one used by the BC Human Resources Management Association for professional development. | December 2020 | Identifies potential leadersHelp employee develop and prepare for futureOffer organization and employee growth |
| Invest in a leadership development program | April 2021 | Leaders adapting the needs of the workforce |
| **Employee Retention**Explore and improve on employee communication and feedback. | Ongoing | Employee EngagementImproved communication/ transparency Builds trust with leaderships/management |

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| **Strategy** | **Target Date** | **Outcomes Measurement** |
| Develop a training program for supervisors/managers to include fostering relationships with their direct report | January 2020 | Better communicationIncrease in moraleEmployee EngagementIncrease in knowledgeImproved direct report relationshipsBuilding trust with management |
| Incorporate team building events | Ongoing | Improved team interactionsImproved communicationBuilds trust among peersStronger cohesiveness |
| Develop a survey for employee feedback | Ongoing | TrendsIdentifies employee needs |
| Explore flexible work schedules for part-time employees who are working full-time at another organization | Ongoing | Less absencesMeeting employees’ needsWork/life balanceLess turnoverLess performance issues |
| **Health and Safety** Develop a health & safety program to include a wellness program and for all employees to have access to the Employee and Family Assistance Program regardless of status. | Ongoing | Improved health and safety in the workplaceLess WSIB claimsLess absenteeismImprove work/life balance |
| To develop and implement a Creating a Respectful Workplace program. | April 2019 | Better communication among all employeesLess employee conflictEngaged and fulfilled employeesSet clear and concise expectations |
| To work on the top three workplace factors that have been identified through the Guarding Minds at Work survey completed by THHS employees. | March 2023 | Improved H&S in the workplaceLess WSIB claimsLess absenteeismImprove work/life balanceEmployee EngagementTrust in Leadership |
| **Volunteers and Student Placements** To implement a THHS volunteer and student placement program. | March 2022 | A way of screening and developing future employeesBecome Employer of ChoiceReach out to a variety of stakeholders |

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([www.massnonprofit.org](http://www.massnonprofit.org))

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**APPENDIX A**



**APPENDIX B**