

# REVELSTOKE

## Employment Services Centre



okanagan  
college

Strategic Plan  
2010-11 and beyond

## EXECUTIVE SUMMARY

Revelstoke Employment Services Centre (RESC) has been an integral part of Revelstoke's public services for the past 8 years. Our organization provides both self assisted and assisted employment services under the guidelines of an agreement between the Province of British Columbia and Okanagan College. The current agreement is in place until November, 2011.

During the next several months, leading up to the end of the current agreement, the Province is implementing a Request for Proposal process to determine the next agreement holders for employment services centres across the province.

In December 2009, we began our strategic planning process that will enable us to continue to improve on our current services and to ensure a solid foundation moving towards the next agreement. The result is a strategic plan for RESC that clearly states our mission, goals, objectives and the actions required. It is a guide for our future, one that clearly reflects the vitality of the centre and the considerable commitment of our staff.

This strategic plan is intended, primarily, to be a comprehensive management tool for RESC. We will be implementing the plan over the next one and a half years as we position ourselves to move forward towards the vision of the Province's new service delivery model.

## MISSION STATEMENT:

Revelstoke Employment Services Centre is an employment assistance service that is dedicated to providing client-centred career development and employment counselling. We seek to deliver our mission by fostering a reputable, highly qualified and motivated team.

We will provide an atmosphere that promotes action towards sustainable employment, by providing self-guided activities and employment counselling in a comfortable, environment that welcomes clients to actualize their full potential.

## GUIDING PRINCIPLES:

RESC's approach to its work will be directed by the guiding principles of its Employment Assistance Service Agreement and the following core values:

- |                      |  |
|----------------------|--|
| <b>Ethical</b>       | RESC will be honest and fair and will practice integrity with open communication.  |
| <b>Collaborative</b> | RESC will collaborate with all government agencies, service providers, businesses, our community and organizations that share similar goals and objectives, and have complementary strengths.              |
| <b>Professional</b>  | RESC will be accountable and informed and will practice confidentiality while meeting the professional standards as set out in the Canadian Standards and Guidelines for Career Development Practitioners. |
| <b>Tolerance</b>     | RESC will provide an equitable and accessible environment by practicing kindness, respect and tolerance.   |

## History of Okanagan College and the Revelstoke Employment Services Centre

The beginning of Revelstoke Employment Services Centre occurred in the Fall of 2002 as Okanagan (University) College secured a one year contract (Dec. 1, 2002 to Nov. 30, 2003) from Human Resources and Social Development Canada (HRSDC) to operate the Employment Assistance Services (EAS). The EAS is an employment program that provides funding to organizations to assist unemployed individuals to prepare for, obtain and maintain employment. As an EAS, RESC is given quarterly and annual targets to meet.

The Revelstoke Employment Services Centre (RESC) opened its doors to the public on January 2, 2003 at its current location on Campbell Ave. At this time RESC employed 5 team members; 1 Program Coordinator/Program Administrator, 2 Employment Facilitators (EF) and 2 Employment Assistants (EA). These Employment Assistant positions and one Employment Facilitator position started as part time (25 hours per week) and have progressed into full time (35 hours per week) roles. These Unionized employees at RESC are 'regular' employees of Okanagan College but because of the nature of these contracts, RESC employees have no bumping or severance rights.

RESC operated within the one year contract model from Dec. 1, 2002 to Nov. 30, 2007 (5yrs). On Dec. 1, 2007 RESC started its first year of a 3 year contract (Dec. 1, 2007 to Nov. 30, 2010). On Feb. 2, 2009 Service Canada transferred EAS responsibilities over to the Province of British Columbia Ministry of Housing and Social Development (MHSD) – Employment & Labour Market Services (ELMS). Full information on these provincial programs is available at <http://www.labourmarketservices.gov.bc.ca/>.

In June 2009 RESC was informed that they would receive an additional year extension to their current agreement taking it to Nov. 30, 2011. On July 6, 2009 RESC added two additional team members: a full-time Youth Employment Facilitator and a part-time Employment Assistant.

The Employment Services Centre has been operating at its current location of 117 Campbell Ave since its inception in 2002. RESC offers two distinct employment services to the public. The first service, the Worksearch Centre, offers self-assisted job search services to those that are legally entitled to work in Canada. These services include but are not limited to:

- 9 client computers with internet, job search & career decision making tools
- phone & message service
- scanner, photocopier, printers & fax
- local job postings
- resource area which includes: books, DVDs & magazines etc.

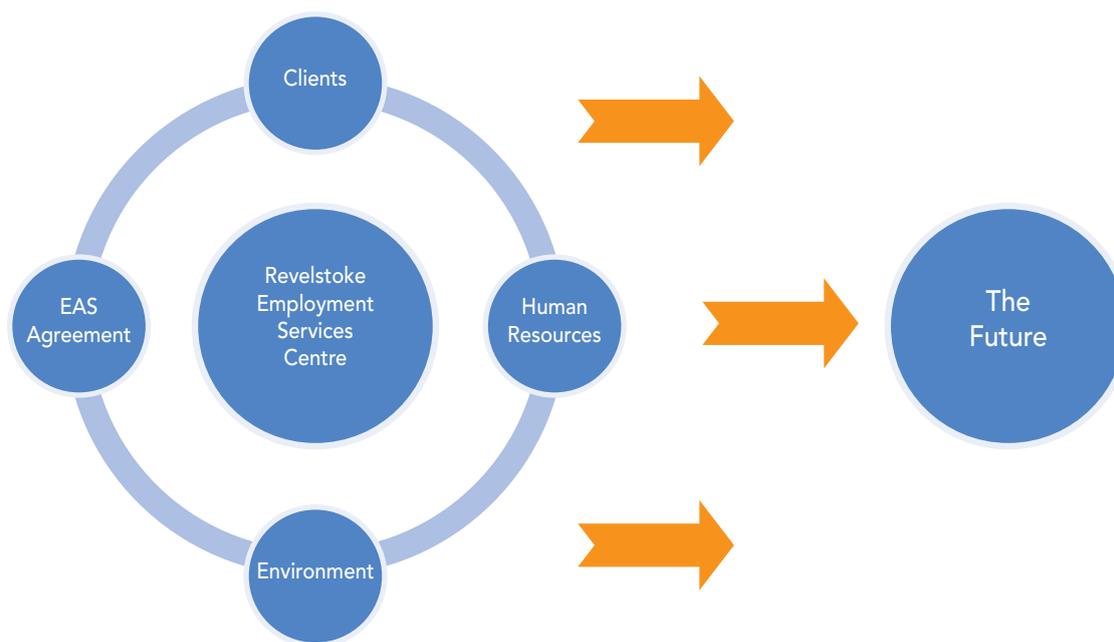
- comprehensive website
- 2.5 Employment Assistants to provide support to clients and the centre at large

The second service, Assisted Services, provides individual or group employment facilitation to those who are legally entitled to work in Canada and are unemployed or under employed (working less than 20 hours per week). These services include but are not limited to:

- one-on-one employment counseling, service needs determination & career decision making counseling
- referral to pre-employment workshops such as resume writing, interviews skills, job search skills, labour market information and referral to life skills workshops
- specialized employment counseling services for youth; including referral to the Job Search Boot Camp
- for eligible participants, referrals to Skills Development Employment Benefit, Employment Wage Subsidy, Self-Employment, Youth Skills Link, Job Creation Projects and Opportunities Fund Programs

Through to the end of its current contract, RESC will continue to operate to the highest efficient and comprehensive degree. Years of operating experience and skilled employees have helped to create this admired and successful Employment Service Centre

## RESC Strategic Planning Goals



## Goal 1

### Agreement

To excel within the Service Delivery model as outlined in our Employment Assistance Service agreement.

OBJECTIVES	ACTIONS
<p>Meet and exceed Ministry targets in the areas of:</p> <ul style="list-style-type: none"> <li>• New clients</li> <li>• Evaluations</li> <li>• Workshop Attendance</li> <li>• Case Managed with RTWAP</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update rack card distribution</li> <li>• Introduce services to new businesses</li> <li>• Participate in relevant community planning committees and events</li> <li>• Review marketing budget for radio, newspapers</li> <li>• Sidewalk awareness during the spring/summer</li> <li>• Review and update evaluation forms</li> <li>• Review evaluation comments</li> <li>• Explore new evaluation methods/tools which can provide quantifiable, meaningful feedback from clients</li> <li>• Review all workshops and content</li> <li>• Promote workshops with balloons, window paint, word of mouth</li> <li>• Review how clients are referred to assisted services and on to case management</li> </ul>
<p>Staff understanding of the Agreement language and guidelines</p>	<ul style="list-style-type: none"> <li>• Ensure all staff understand EAS Agreement language and any changes made</li> </ul>

**“It’s nice to have this support service in the community.”**

Revelstoke Employment Services Centre must meet a series of targets and criteria set out in our Employment Assistance Service (EAS) agreement. We strive to meet and then exceed these targets which are set out by the Ministry of Housing and Social Development. Targets are set out quarterly in the areas of new clients, evaluations, workshop attendance and case managed with Return to Work Action Plan (RTWAP).

The New Client target will be achieved through marketing initiatives such as rack card distribution, community involvement and radio/newspaper marketing. Our evaluation practices will be reviewed and new methods or tools for evaluation will be explored. All workshops will be reviewed regularly to ensure content remains relevant and helpful and then be actively promoted, utilizing current and new resources. In order for our staff to excel within the service delivery model of our EAS Agreement, a review meeting of the Agreement details will be held as required with all changes being promptly communicated. Communication, experienced staff and an organized plan will ensure that RESC excels at its delivery of their EAS Agreement.

## Goal 2

### Clients

To support clients in becoming self-directed in their job search strategy.

OBJECTIVES	ACTIONS
Establish and meet internal customer service targets	<ul style="list-style-type: none"> <li>Review all processes for confidential handling</li> <li>Review Confidentiality Agreement with all employees</li> <li>Establish protocol for consistent customer service (ie greetings)</li> </ul>
Ensure all clients are oriented to the services and Centre	<ul style="list-style-type: none"> <li>Review orientation and Service Needs Determination (SND) processes to ensure there are no gaps</li> <li>Review orientation and SND processes for youth and people w/ disabilities</li> </ul>
Be aware of changing client demographics and the local labour market	<ul style="list-style-type: none"> <li>Collect and analyze more data and resources</li> <li>Collect and analyze data specific to target groups (Youth &amp; People w/ Disabilities)</li> <li>Select/utilize appropriate resources to reflect changing demographics and to include target groups</li> <li>Create new Computer Job Search workshop</li> </ul>

**“I appreciate being treated with respect and dignity.”**

Our goal is to lead people to actualize their full potential in a warm, welcoming environment that provides all the necessary resources. In order to measure our success in creating a friendly and open environment for clients, we will be establishing a customer service protocol and revisiting our procedures for client confidentiality.

RESC will also ensure that our orientation methods are comprehensive, creating a smooth, inclusive experience for all of our visitors. In order to best meet the needs of our diverse clientele we must remain constantly aware of changing demographics and of fluctuations in the local labour market. This information will help us to present current and multiple options to all of our clients so that they may make the best, informed decisions for themselves.

Creating a new Computer Job Search workshop will help certain demographic groups adjust to the rapidly changing employment technology. Remaining current and listening to the changing needs of our clients will help RESC to continue as a vibrant member of the community.

## Goal 3

### **Environment**

To provide comprehensive resources in a welcoming environment that will assist clients in their job search.

**“Best employment centre I have been in in 20 years.”**

OBJECTIVES	ACTIONS
Self-Assistance resources for clients are regularly evaluated and improved	<ul style="list-style-type: none"> <li>• Perform inventories of equipment, supplies and publications</li> <li>• Periodically evaluate and assess these existing resources for suitability</li> <li>• Research and source new and improved resources</li> </ul>
Facility management is regularly evaluated and improved	<ul style="list-style-type: none"> <li>• Provide documented feedback on janitorial services to the program coordinator</li> <li>• Address safety and security considerations (ie personal alarm)</li> <li>• Address building maintenance issues and develop plan for follow-up of these issues</li> </ul>
Staff, resources and facilities cultivate an inclusive environment where all clients feel welcome to pursue their job search	<ul style="list-style-type: none"> <li>• Take advantage of staff's diverse backgrounds and experiences. Encourage further development with inclusion/diversity training.</li> <li>• Review and recommend facility modifications that increase accessibility and inclusion.</li> </ul>

RESC aims to create an environment in which all clients feel welcome, safe and enabled in their employment search. Creating a welcoming setting involves reviewing and continually improving our facilities, the resources we procure and make available to clients, and staff behavior and competencies for inclusion.

RESC is situated in a central location, convenient to both clients and staff as well as the business community, and boasts an attractive layout and design. While we will address any building facility and maintenance issues, the materials and equipment housed inside will also be inventoried and evaluated. We will also develop an even more hospitable environment with staff drawing on their backgrounds and competencies in diversity and inclusion. RESC staff and management will proactively work to make the centre a more accessible and comfortable workplace and will build upon existing assets to strengthen our welcoming environment through resource, facility and staff development.

## Goal 4

### **Human Resources**

To ensure our employees have access to professional development and are able to maintain a healthy and safe work-life balance.

OBJECTIVES	ACTIONS
Establish and meet internal customer service targets	<ul style="list-style-type: none"> <li>• Work on ergonomic safety for each workstation</li> <li>• Create Emergency Response Plan for RESC</li> <li>• Implement plan for non-violent crisis intervention, include yearly workshops and development of protocol</li> </ul>
Ensure all clients are oriented to the services and centre	<ul style="list-style-type: none"> <li>• Share pertinent information from workshops and/or community among all staff</li> <li>• Create independent professional development plans for each employee</li> <li>• Proactively seek out professional development opportunities through associations, community, etc.</li> </ul>

**“Fantastic staff. Very helpful and informative.”**

Employees are the core of any business or organization and RESC will continue its dedication to its staff, providing a stimulating and enjoyable workplace, which start with a safe and healthy work atmosphere.

Our safety and health measures will include both ergonomic improvements for each employee’s workspace and emergency response planning. We will follow WorkSafe BC guidelines to create detailed plans for both everyday work health and emergencies. Also key for safety and essential within the centre is non-violent crisis intervention, which will give employees tools to work with should any difficult situations arise.

Professional development strategies will also be developed to encourage continuous learning and progressive work amongst our employees. We will be proactive in looking for professional development opportunities including such things as association membership, community involvement and workshops. Independent professional development plans will be created for each employee to outline their education, training and personal needs. The confidence and optimism that is created from balancing home life and employment successfully translates to increased efficiency and contentment at work. We will endeavour to meet our employees’ needs through a healthy and safe environment, and a stimulating work atmosphere.

## Goal 5

### *The Future*

To ensure the success of the next Employment Assistance Service Agreement.

OBJECTIVES	ACTIONS
Continue to review our work processes and capacity	<ul style="list-style-type: none"> <li>Review and, if necessary, develop recommendations to improve the following processes: all forms, SND, facilitation, RTWAP (SDEB, EWS), referrals and case management</li> </ul>
Assess our external and internal environment	<ul style="list-style-type: none"> <li>Be active in lobbying and monitoring Okanagan College's commitment to the EAS agreement by continuing open dialogue with our Dean</li> <li>Request a yearly meeting with Service Canada representatives</li> <li>Complete the Strategic Plan hence showing the value of this contract to Okanagan College and the community</li> <li>Know who the players are and who will be involved in the RFP process</li> <li>Review the local labour market/forecast</li> </ul>
Monitor Okanagan College's overall direction	<ul style="list-style-type: none"> <li>Review Okanagan College's new strategic plan</li> <li>Maintain regular communication with our Dean, Jim Bamby</li> </ul>
Develop a contingency plan in the event Okanagan College does not secure the next agreement	<ul style="list-style-type: none"> <li>Develop individual staff career plans</li> <li>Provide Implicit Career Search program for staff (possibly)</li> </ul>

An integral part of ensuring the success of the next Employment Assistance Service (EAS) agreement is to assess the services delivered by RESC. We will review and, if necessary, change our operations starting with our forms and orientations and working through our client case management and referrals.

In order to ensure that we are operating to our highest standards we will consider both our internal and external environments. In our internal environment, we will maintain open communication with Okanagan College and complete our Strategic Plan making clear the value of this EAS contract to both Okanagan College and the community. Prior to November 2011, when our current contract ends, we will be aware of all parties interested in this Request for Proposal and be actively involved in its outcome.

The external labour market and community will always remain important factors in the operation of our Employment Services Centre. A contingency plan will be developed for staff to ensure their success should Okanagan College not secure the next EAS agreement. We remain optimistic, with our proven expertise and high regard, that our Employment Services Centre will find success through the current contract and into the next.

**“Excellent staff. Great programs. A real asset to the community.”**

# Did you know?

...is on Facebook and Twitter.

...is now over 7.5 years old.

...has added services like the Implicit Career Search & Life Skills workshops.

...has closed 2093 client files to employed.

...has referred over 347 clients to Skills Development programs.

...started with 5 staff and now has 7.

...has a great new website with 9,000 hits per month from all over the world.

...has had over 135,500 client visits since we opened.

...has given 5376 orientations in the work search centre since we opened.

...is right downtown and easily accessible.

...staff field any question that you can think of!

...workshop evaluations have seen 100% satisfaction.



...has had over 456 people participate in workshops.

...has had 142,345 client visits since we opened.

...has referred over 130 clients to the self-employment program.

...has referred 23 clients to Opportunities Fund Programs

...has referred 99 clients to Employment Wage Subsidies Program.

...consistently receives compliments on its friendly and knowledgeable staff.

...has helped 4 self-employment clients that have been nominated for business excellence awards.

...has a great relationship with their funders: Ministry of Housing and Social Development – Employment & Labour Market Services.

...staff sit on many community boards and committees.

...has referred 19 clients to youth skills programs.

...has posted jobs for over 448 employers in the area.

...has case-managed over 3,986 clients.



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