Strategic Plan Interim Report

March 2021

Four County
Labour Market Planning Board
Serving Bruce Grey Huron Perth

STRIVE! is a private company devoted to helping maximize
the effectiveness of people and organizations through leadership.
The team of professionals provides training, facilitation, and consulting services.

Executive Summary

On March 23/24, the board members met for a strategic planning workshop. This followed a survey of stakeholders in May 2020.

The process taken to articulate FCLMPB strategies was to first identify the desired future (vision, mission and ideal future), then the current situation (strengths, weaknesses opportunities, threats, trends and shifts) and then determine how best to close the gap.

Past Success of FCLMPB/Reasons to Celebrate

- more exposure
- connect to jobs website
- pandemic adoption, technology changes
- valuable research provided during Covid
- S.A.O.
- Ability to serve community – research

Draft Vision

A skilled workforce with meaningful job opportunities and quality employment in a sustainable and prosperous economy.

Draft Mission

The Four County Labour Market Planning Board plans and promotes sustainable evidence based local labour market strategies.

Desired Future

- Considered the first location of data collection and research for decisions for community growth and betterment
- Provide analytical data for evidence-based planning
- Listen to and work with communities to identify their labour market needs
- Be recognized, sought after and called upon as experts to municipal and local leaders on labour markets
- Work with community partners to prepare people to get into the labour market
- Nurture and expand partnerships
- Promoting diversity, equity, accessibility and inclusion in all we do
- Be the go-to source of information for prospective employees and employers
- A committed strong, knowledgeable governing board
- Fiscal sustainability
- A proactive leader in workforce development

Draft Owners – R**esidents/community who are passionate about FCLMPB's vision and mission.**
Secondary owners are funders, job seekers, businesses, municipalities, employers, residents/community

Strengths, Weaknesses, Opportunities and Threats

The most significant strengths, weaknesses, opportunities and threats to the FCLMPB were identified as follows:

Strengths	**Areas for Improvement (Weaknesses)**
• Gemma • diverse board • quality of work, reliable • experienced staff • partnership • reputation for collaboration • relationships with ministry • website, easy to use	• limited resources/capacity • public sector parameters, • funding • volunteers • big geographic area • capacity to outreach • profile • community branding
Opportunities	**Threats**
• Sharing of joint issues with FCLMPB • SAO in construction • recognition of changing labour market • train employers – to help attract and retain • expand partner outreach • use data to create community projects • image – build awareness • surveys - increase credibility and quality	• funding loss • staffing • succession planning – Gemma • conflict of interest by board members

Trends

- labour supply driven to labour demand driven
- trends after Covid
- leaving cities and moving to rural
- what is changing based upon Covid,
- how people live and work in the region versus just work
- migration from cities – impact housing “leaching”
- remote work and digital skills
- desire for greater internet capacity
- access to health care
- governmental – more centralized
- less predictability by provincial governments
- automatic and artificial intelligence

Major shifts

- Remote work/flexibility
- Changing lifestyles – shopping, school
- Labour supply -> labour demand
- Automation/artificial intelligence

Enterprise Risk Assessment

Likelihood			
High		Lack of visibility	
		Staffing Governance	
Low		Succession for Executive Director Compliance	Reputation Funding Privacy breaches
	Minor	**Impact**	**Catastrophic**

Issues

- fit between doing versus planning
- what are our responsibilities?
- social issues, our role
- barriers to employment
- bridging employee/employer needs
- connecting employers with employees
- how to get info to the people
- visibility of FCLMPB, what does this mean?
- are we recognized, found when needed
- communication
- explain SAO to all audiences

Strategic Priorities

PRIORITY ONE

Research and share relevant labour market issues

Goal

Conduct research that fosters a better understanding of issues that are a barriers to employment

- Data
- Research
- Depth and breadth
- Understand barriers and problems

PRIORITY TWO

Labour Issues impacting our communities

Goal

Foster a better understanding of barriers to employment impacts

- Leading issues – cutting edge
- Enhanced interpretation of data
- provide data on inclusion through education and training
- employers to shift their attitudes towards inclusion, acceptance and diversity

PRIORITY THREE

Communication/Awareness

Goal

Be the go to source of reliable relevant and timely market labour research

- be better know and more utilized in our communities to be the first choice for labour market information
  - 5 to 25 organizations know us?
  - people know where to go?
  - more connections?

PRIORITY FOUR

Stability (Financial, governance, staffing)

Goal

Be a sustainable well governed, staffed and funded organization

PRIORITY FIVE

Collaboration with partners

Goal

Demonstrate leadership through partnerships

Supplemental Analysis

Expectations for Strategic Planning

- bring us together – same page
- clarify direction
- all understand our role, past does not limit us of the future
- what to accomplish, what we are here for
- clarity, limited number of goals
- have a goal, like flexibility of plan
- what we do, community to understand
- get to know people on the board

I Wish…

- recognized as the source for reliable data
- visualization, known in the community
- continue to be recognized and have capacity to anticipate the community needs
- morph into what region needs
- stability of funding base, be true to mandate, adopt mandate as appropriate
- well known as expertise in community
- understand concerns from some partners
- recognize organization in community to open up doors
- agility, our ability to respond

Survey Analysis

Surprises from the Survey

- misinterpreted what the board is doing

Reaffirmations from the Survey

- some partners understand the organization, some do not
- reflection of what board talks about
- align with county plans
- FCLPMB does a great job for resources given

Issues arising from the Survey

- identify ourselves more fully
- understand organization and how we are serving
- housing, transportation – barriers to employment but not really our area of focus
- responsiveness to surveys
- support and negative reaction to FCLMPB
- people do not know us

Draft Vision Statements

- 0% employment/full employment
- managing matching skills, supply and demand
- betterment of our communities
- a sustainable and prosperous community
- quality of life
- a region where skills and jobs align
- reciprocal/opportunity
- informed and connected workforce, employers, investment and government
- partnerships/research
- people and employers (partners) are informed.
- all employers and employees operating at full capacity
- a region where people, labour and jobs align for reciprocal accessible opportunity and prosperous economy
- accessible, sustainable and support a prosperous economy
- communities where labour market opportunities are accessible, sustainable and support prosperous economy
- employers have access to qualifies labour and people to have meaningful jobs
- Community has access to qualified labour and people have access to meaningful jobs
- community with access to qualified labour and meaningful jobs

Draft Mission Statements

- Liaison/connector
- nurture partnership
- connecting with partners
- plans and promotes evidence based sustainable local labour market strategies
- evidence based
- to sustain regional stability and sustainability

Foundations for Governance

FCLMPB

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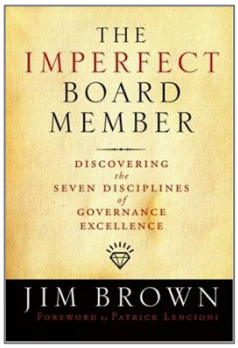
A Fabulous Board

List four qualities of a fabulous board.

_____

_____

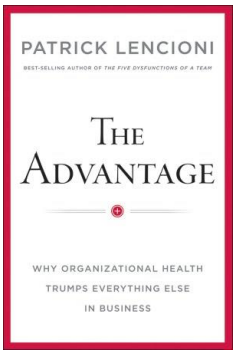
_____



The Healthy Board

The key to outstanding boards is the way the group of leaders can work together as a team and become stronger and more effective than any of them alone.

SMART	+	HEALTHY
_____		_____
_____		_____
_____		_____
_____		_____
_____		_____



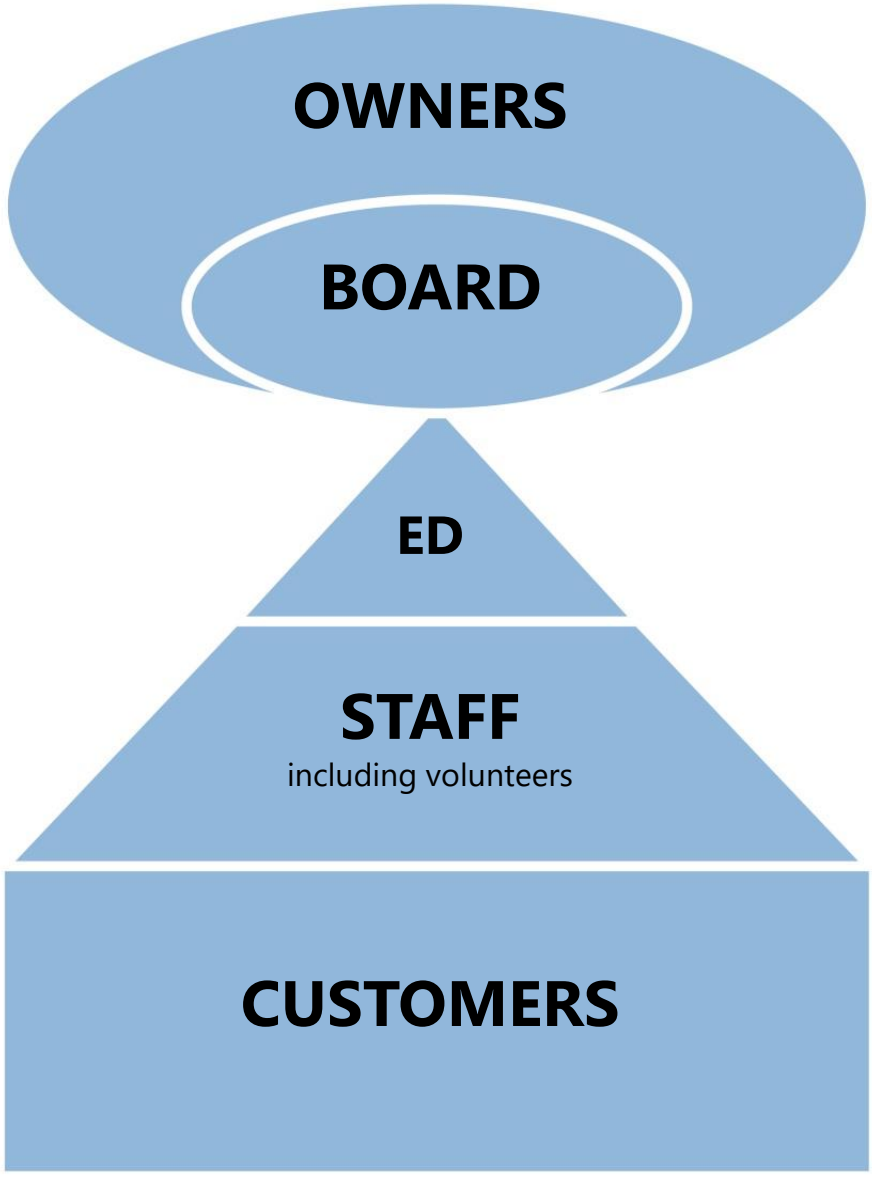
Types of Boards

Not all boards are the same. There are essentially two categories of boards: those that make decisions and those that give input for other people to make decisions. Yet, there are distinct styles for fulfilling the responsibility to make decisions for the organization.

	give input and advice, but have no authority to make decisions
	have authority for leadership decisions; very involved in the operations of the organization
	focus on the management decisions of the organization
	focus only on their responsibility for decision-making and direction

The Secret Formula for Organizational Effectiveness™

Effective organizations have a clear structure with clear lines of communication, authority, direction, and accountability.



Owners & Customers

What are some potential challenges when you have a person who is both an owner and a customer?

_____

_____

_____

_____

Dictates Affecting Every Organization

Various Levels of Regulations and Directives:	*Established by:*
LEGISLATIVE	Government
FOUNDING DOCUMENTS	Owners – Members or Shareholders
GOVERNING POLICIES	Board of Directors
OPERATIONAL POLICIES AND PROCEDURES	Management Team

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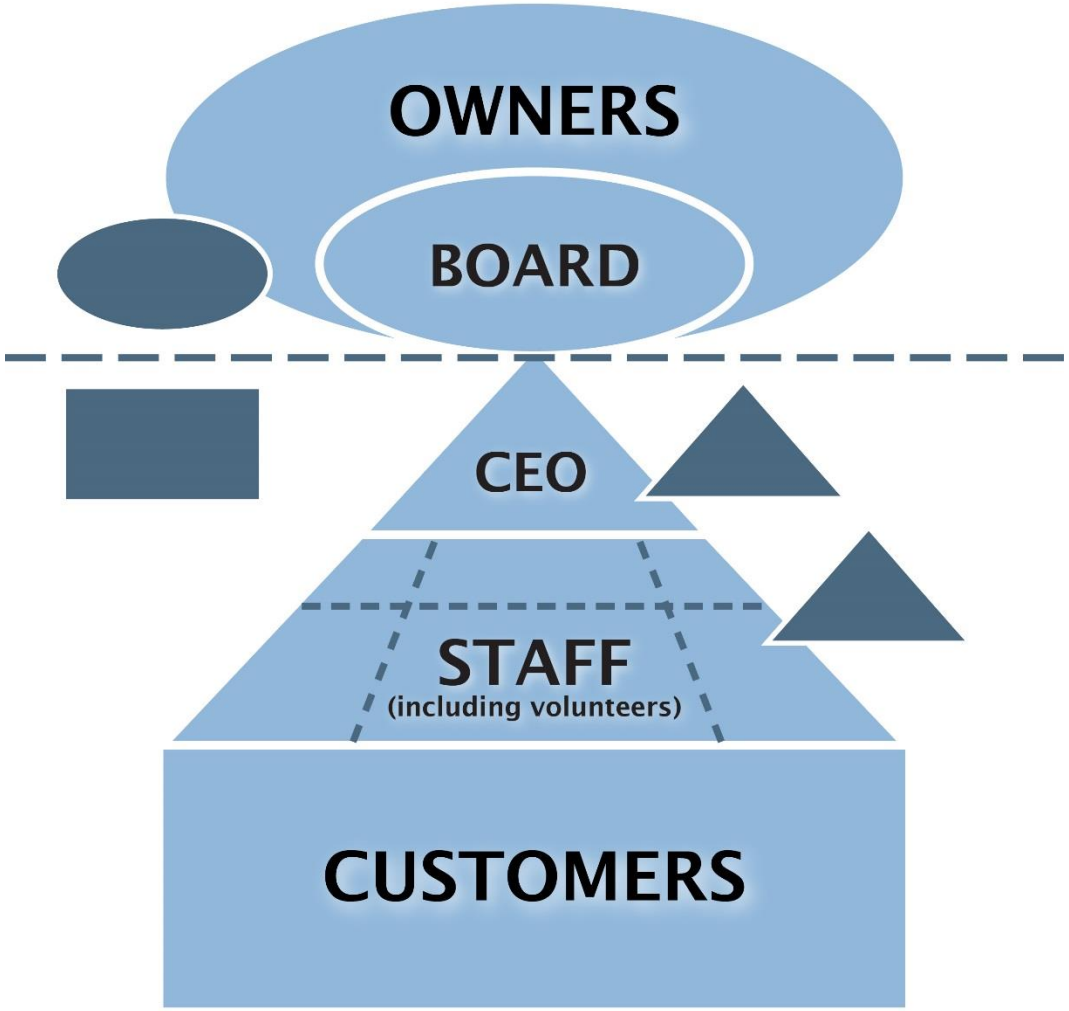
Policy Research - help the board do its work; speak *to* the board, but not *for* the board.

Implementation - plan and execute specific tasks for the organization

Direct Action - have an operational mandate, but report directly to the board



Duties and Responsibilities

Fiduciary Duty of Directors

- Obligated to act honestly, in good faith
- In the best interests of the corporation.
- Where directors have a personal interest
- Cannot be released from their fiduciary duty, even by a resolution of the shareholders.
- Must always act in the best interest of the corporation.

Standard of Care

- Directors are required to “exercise their duties with care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances”.
- Directors are responsible to understand and operate in accordance with the laws affecting the business of their corporation.
- All directors, whether present at the time or not, are deemed to have consented with decisions made by the Board unless one of the following conditions are met:
    - their dissent is registered in the minutes (if present at the meeting).
    - they deliver a signed letter of dissent to the Board Secretary in person or by registered mail.
    - they deliver a signed letter of dissent to the Registered Office of the Corporation.

Duty of Loyalty

- Place the interests of the organization ahead of personal interests

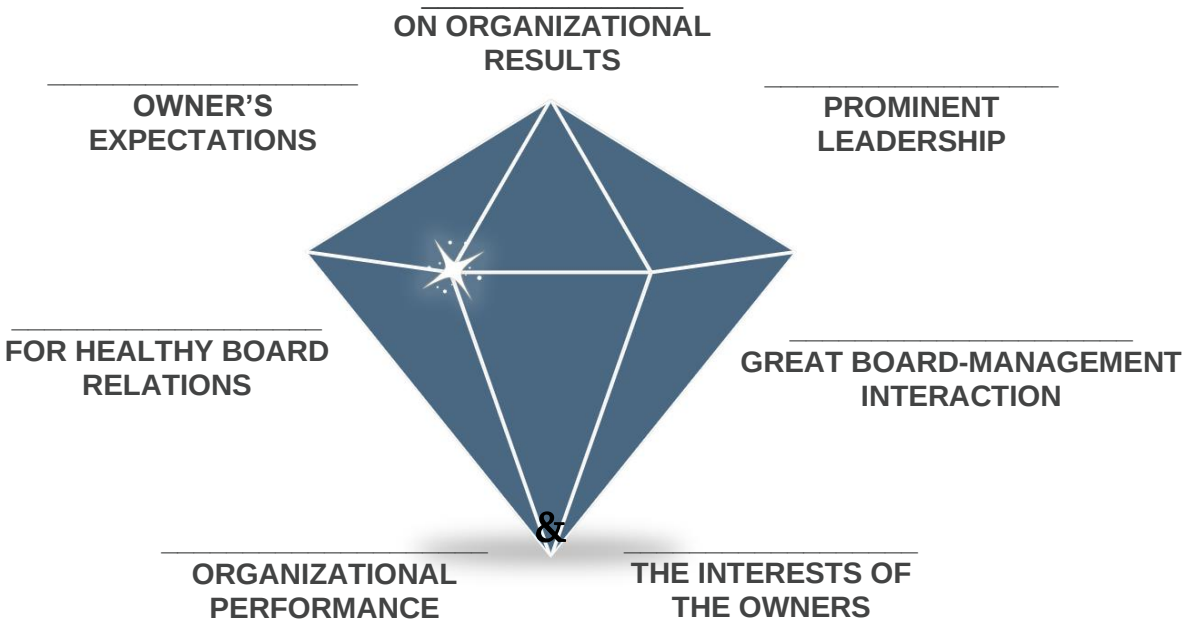
Duty of Obedience

- Act within the scope of the law, governing policies & procedures

Principles of a Democratic Meeting

1. Every member has rights equal to every other member.
2. The will of the majority must be carried out.
3. The minority must be heard, it’s rights protected.
4. Only one topic at a time
5. Meeting discussion stays confidential

The GEM: Governance Excellence Model™



Notes

Characteristics of Effective Policies

Policy is a communication tool.

A governing policy is a decision made by the _____ that provides guidance for how the organization will handle _____ or _____

1. A policy is a statement of belief or philosophy.
Each organization or business firm has its own unique "personality". Much of this public image is derived from the policies set by the board. The board, in its desire to serve the best interests of the organization and its owners, has certain intentions or desires.

2. A policy is a general statement.
Policies are broad guidelines for CEOs to follow. Although the policy may be clearly stated, and its intent clear, it is rarely measurable or given a time frame. An example might be: "Our business will charge an amount equal to or less than the prices charged by our competitors for the same products." (Goals, however, are more specific, measurable and are given a time frame.)

3. Board policy is long term.
Since board policy depicts the very philosophy of the firm, policy statements should be considered as permanent 'fence lines' in guiding the actions of the organization. For example, "Our organization will expand into new products and services whenever our customers will receive more benefits than the price we must charge while maintaining a positive return for our shareholders". This statement is broad, on-going, and indicates the intent of the company to provide its customers with needed services when the benefits exceed the costs and the investors in the company will be rewarded. There is no action plan implicit in this policy. However, when staff members consider trends or customer requests for the expansion into a new product line, this policy is useful in making a strong "yes" or "no" decision.

4. A policy is a flexible, yet firm commitment.
The above statement may sound contradictory. However, although a policy is a strong statement of the organization's intentions and should be enforced as stated, competitive conditions can change, new laws are enacted, or the stakeholders' values evolve. Therefore, policies should be regarded as 'not to be violated', but should be subject to periodic review by the board.

5. A policy should be clearly stated and written.
Since policies are actually part of decision making, each guideline should be stated in such a way that there is little confusion as to its intent. In this way, the policy makes decision making easier. In other words, a clearly stated policy, which is understood by

all, minimizes the need for future decisions concerning a similar problem. It MUST also be written and retained so that it can be referred to as needed.

6. A policy must be doable.

Since the intent of policies is to provide direction so the organization can operationalize the desired directions, good policies are doable. It is a good idea for boards to check with the CEO that the policy can be implemented. Those that cannot be implemented are not useful.

7. A policy must be legal.

A policy must support the higher-level policies, bylaws and laws of the country since boards cannot set policy that supersedes their authority. Therefore, boards are not to set policies that contravene the membership bylaws or that break the law. For this reason, we recommend that board member handbooks include copies of the organization's by-laws and the legislative act under which the organization is incorporated.

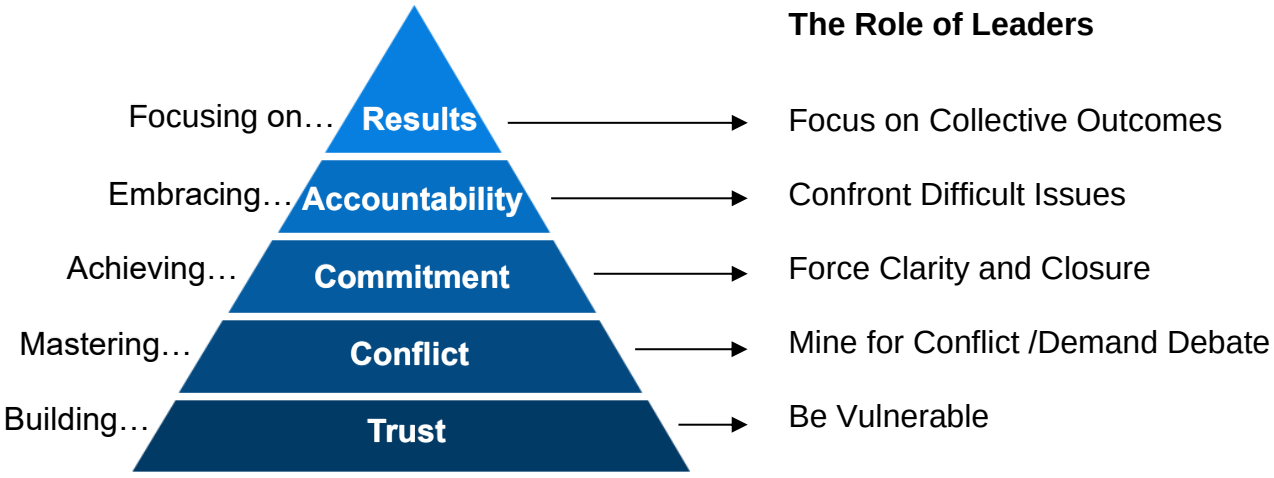
Roberts Rules of Order – Identify if the statement is true or false

1. You may only speak 2x and up to 10 minutes each time on a motion.
2. If you have not spoken, you have preference over someone who has already spoken.
3. A chair ought to give preference to someone with opposing opinions on the motion.
4. There should be no debate on a matter before a motion regarding it has been made.
5. A reconsideration motion must be moved by one who voted with the prevailing side.
6. When you second a motion, you agree to vote for that motion.
7. A motion can be amended only if the mover and seconder agree.
8. Only one amendment may be made to a motion.
9. Only one main motion is allowed at a time.
10. To call for the question, 50% of the members present need to agree.
11. An agenda is to be adopted by the majority of the board at / soon after the start of the meeting.
12. Only when minutes are approved do they become the official minutes of the meeting.
13. All minutes need to record the mover and the seconder.
14. The person who makes the motion has the first right to speak to the motion.
15. The chair ought to vote in favour of the present practice in breaking a tie.
16. The person who makes a motion can speak against the motion
17. Debate is not to be ended until both the affirmative and negative are put.
18. Silence to a decision is consent to the decision
19. Debatable motions must receive full debate

Discipline 1: Build a Cohesive Leadership Team

A cohesive team trusts one another, engages in constructive conflict, commits to group decisions and holds one another accountable.

The Five Behaviours of a Team



Building Trust
Team members who trust one another are comfortable being open, even exposed, to one another about their failures, weaknesses and fears.

Mastering Conflict
When trust is present, teams are able to engage in unfiltered ideological debate around ideas, issues and decisions that must be made.

Achieving Commitment
The ability to engage in conflict and provide input enables team members to buy-in or commit to decisions.

Embracing Accountability
After commitment is established, team members must be willing to hold one another accountable and remind each other when actions are counterproductive to the team.

Focusing on Results
Collective team results must supersede any departmental or personal objectives or pursuits.

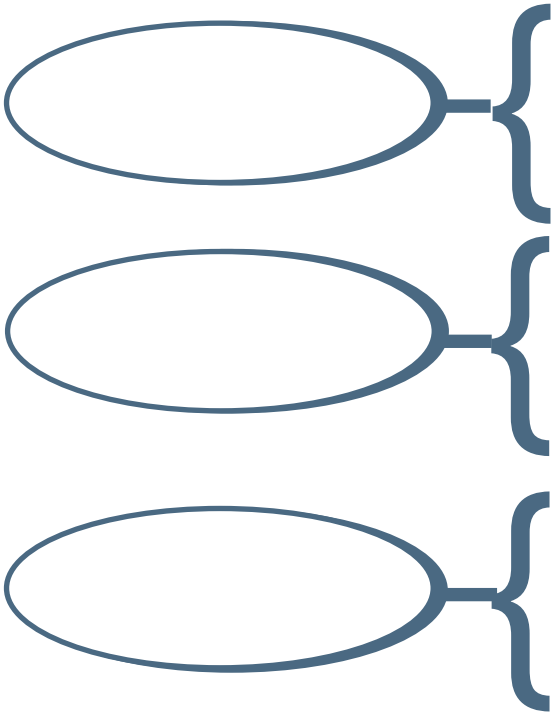
From *The Five Dysfunctions of a Team* and *The Advantage* by Patrick Lencioni

Organizational Clarity

Organizations must be in alignment around a number of key questions that define themselves and where it is headed. These include:

Vision and mission	To what greater purpose are we called?
Values	What traits are inerent and important to this organization?
Business Definition	What specifically does our organization do? (no flowery adjectives)
Strategy	How does the organization purposefully fulfill its mandate? (“everything/nothing”)
Key Result Areas and Indicators of Success	What is the organization’s direction?
Roles and Responsibilities	What is the role of the board and staff?

Monitoring Policy: Reporting



The board requests the ED to provide information to the board. This will be the most common method by which the board receives information to monitor operations and hold the staff accountable.

The board appoints a board member (or, better yet, two or three board members) or a staff member to gather information and report to the board.

The board hires or appoints an external consultant or person to gather information. This person needs to be independent of the organization. This is commonly used for financial reports.

Ten Key Success Factors for Effective Boards

G	Group size that allows for diverse perspectives and efficient decision making
O	Owner-driven board to direct and protect in the interests of the ownership
V	Voice of the board is singular outside of board meetings
E	End-results focussed
R	Refine policy rather than prescribing action (so the board stays out of operations)
N	Note operational limits to empower staff
A	Accountability of the CEO is to the whole board
N	New board members meet predetermined qualifications
C	Committees of the board only gather information versus making recommendations
E	Explicit lines of communication, authority, direction, and accountability

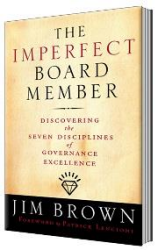
"To rule is easy; to govern, difficult." Johann Wolfgang von Goethe

Priority Steps for Board Effectiveness

1. Clarify the respective roles of your board and the management staff.
2. Select a capable, committed person to lead operations (as CEO, GM, E.D. or whatever title chosen in your organization).
3. Develop a strategic plan and develop board policies.
4. Ensure an operational plan is in place.
5. Define and implement a monitoring system to ensure the strategic plan is being accomplished and the board policies are being followed.
6. Provide meaningful feedback to the CEO on organizational performance.
7. Create and follow a system to ensure board performance and renewal.
8. Recycle beginning at 3 (or 2 or 1, as required).

STRiVE!® More resources…

…to read.



The Imperfect Board Member - http://tinyurl.com/c935zdl
This best-seller governance fable by Jim Brown of Strive reveals the Governance Effectiveness Model (GEM), describing seven easily understood keys that will help every CEO and board member unlock the door to effective boardroom leadership. *(available in hardcover, CD set, mp3, and Kindle formats)*

…to customize.

GEM Assessment for Boards - http://tinyurl.com/brrglgr
The GEM Assessment for Boards was created to help boards identify their strengths and areas of growth as they develop a board team that is both smart and productive. This online tool is customizable for your board type and terminology, be it corporate, not-for-profit, or a ministry.

Board Policy Template - http://tinyurl.com/clhnbgd
Use the seven disciplines of the Governance Excellence Model to create or re-create your policy manual. Modify the provided policies as your organization sees fit. Don't let your policy manual become a dusty binder in the corner!

…to listen to or watch.

GEM Principles & Foundations - http://tinyurl.com/bwst5cs
This self-study program offers a 60-minute audio introduction to the key concepts that enable effective board leadership based on the seven disciplines of the Governance Excellence Model (GEM). *(available in CD and mp3 formats; PDF booklet included for download with purchase)*

50 Ways the CEO Has the Biggest Impact on the Board - http://tinyurl.com/co2saw5
This 55-minute audio workshop will walk you through 50 ways the senior staff person can maximize your powerful role. *(available in CD and digital download formats; deluxe USB version contains extras)*

FCLMPB Governance and Planning Session Draft Agenda
April 16th and 17th, 2019

Pre workshop

- Ralph and FCLMPB Chairs and ED to draft questions for online survey
- Board Members complete an online survey to enable more progress at the session and help their thinking process prior to the session
- Board members review the survey results

Objectives

- Governance review for FCLMPB
- Further develop the direction of the FCLMPB with board and senior management
- Develop draft broad strategies and priorities in the plan

Draft Agenda
Thursday April 16th 2020 - Governance Review
7:30 pm Opening comments
Governance questions/governance survey introduction
Governance Principles
Purpose and Types of Boards
Role of a Board; Role of Management
Secret Formula of Organizational Effectiveness
Governing Policies
Governance Key Success Factors/Board Best Practices
Your Questions
9:00 to 9:30 pm Adjourn

Friday April 17th 2020 - Strategic Planning
8:00 am Expectations and I wish
Celebration of the Past
Who are Owners and Customers/Clients
Reflect on the Mission and Vision Statement of FCLMPB
Ideal Future of FCLMPB
Assessment and Analysis
    SWOT and Trends
    Major Risks and Shifts
Issues articulation and prioritization
Identify Key Results Areas (KRA) and break down in Strategic Objectives (longer term 1 to 5 years) and Shorter Term Priorities (less than a year)
Develop Indicators of Success/outcomes for each KRA
Action steps and Cascading Messages
Closing comments
3:30 Adjourn

Strategic Planning Questions

1. Please describe what you believe is the purpose of FCLMPB.

2. What are the major strengths of FCLMPB? (S*trengths are within the organization)*

3. What are the major weaknesses of FCLMPB? (W*eaknesses are within the organization)*

4. What opportunities are there for the FCLMPB to serve the counties over the next 3 to 5 years? (O*pportunities are outside of the organization)*

5. What major threats and or risks does the FCLMPB face that may impact the organization and counties over the next 3 to 5 years? (*Threats are outside of the organization)*

6. List trends you believe will impact the FCLMPB and the counties in the future. (*Political, Social, Demographic, Environmental, Economical, Technological, Other)*

7. What types of things does the FCLMPB do well and need to keep doing?

8. What types of things does FCLMPB need to be better at, do more of or start doing?

9. What type of things does FCLMPB need to do less of?

10. What type of things does FCLMPB need to stop doing?

11. List the major issues that the Counties need to be address and be incorporated in FCLMPB's Strategic Plan?

12. What would you like to see the FCLMPB accomplish within the next 1 to 5 years? Please list potential measurable accomplishments with time lines.

13. Please list any other suggestions or comments to help us through the Strategic Planning process.