

6. Make the CLS one of Canada's Best Employers

6.1 Recruit and retain a highly qualified and diverse workforce

In the future, CLS will employ over 200 staff, including scientific, technical and business professionals. Continued growth in staffing is necessary to develop and maintain the increased number of experimental facilities. Many of the highly specialized positions in physical sciences, engineering, information technologies, instrumentation and design essential in a leading edge research facility require the attraction of world-class scientists from other countries. There are often only a handful of qualified, highly specialized people and CLS must ensure it is competitive with other established international synchrotrons and research facilities.

1. Develop recruitment and selection processes to ensure qualified and motivated employees are hired in a timely, efficient, and cost effective manner.

Deliverables/Milestones:

- Effective methods for advertising position vacancies to attract the highest quality workforce
- Accurate and up-to-date job descriptions
- Detailed job specifications and performance objectives
- Policies and guidelines to ensure inclusivity with reference to CLS employment equity goals
- Recruitment resources for managers, including a section on the teamsite with guidelines, recruitment and selection documents and forms, and links to external websites. Training for managers on topics such as interviewing techniques, diversity, etc
- Well planned interview and selection processes; Contact unsuccessful candidates within 2 weeks of interview date
- Ensure public relations include strategies to present CLS as an employer of choice at the local, national and international level
- Processes to facilitate timely immigration of foreign employees
- Work with governments to reduce time lag between an accepted letter of offer and the start date for foreign employees

2. Develop and promote diversity programs and practices to raise CLS' profile as an outstanding employment equity employer.

As a facility licensed by the Canadian Nuclear Safety Commission, CLS is subject to federal jurisdiction for the purposes of labor legislation, including the *Canada Labour Code* and the federal *Employment Equity Act*. CLS' current policies and practices generally exceed the standards set out by both provincial and federal legislation. This includes a requirement to submit annual reports to Human Resources and Skills Development Canada's Labour Program that includes qualitative data on the

employment equity activities and initiatives undertaken by CLS, as well as statistical reporting on the four designated groups (Women, Aboriginal Peoples, Persons with Disabilities and Visible Minorities). To meet these requirements, CLS will develop an Employment Equity Policy.

Deliverables/Milestones:

- Adhere to reporting obligations in accordance with Employment Equity legislation; all job postings will state CLS is an Equal Opportunity Employer
- Effective communication and training of Employment Equity policy to existing and potential employees, and other stakeholders; Deliver one training program or initiative per year to CLS staff on the topic of diversity
- Identify and remove barriers to recruitment, development, and promotion; conduct exit interviews with departing staff
- Review and develop HR policies and procedures that deliver improvements in diversity to increase the number of employees from designated minority groups
- Establish processes to measure and report turnover rates for designated minority groups; deliver one program or initiative targeted at the Aboriginal population per year

3. Ensure that compensation programs support employee attraction and retention and are framed around the principles of internal equity, market comparability and affordability.

An initial focus of the Human Resources Management System (HRMS) was the implementation of a comprehensive job evaluation system for the professional, scientific, and administrative employees, developed with the aid of an external consultant, in 2005 (compensation for CEP employees is governed by a collective agreement). This system provides the critical links between the position, the goals of the organization, and the performance measurement (and resulting compensation) of the individuals performing the duties. It also provides the reference to the labour market to ensure that CLS is competitive in its compensation programs.

Job evaluation (JE) is a system designed to create a fair pay structure that balances the variables of internal equity (fair pay among jobs at CLS), external equity (fair pay compared to similar jobs elsewhere), gender-neutrality and affordability within a publicly funded, not-for-profit environment. The Job Evaluation process graded jobs and placed them into levels creating a job structure. Jobs are grouped together into one of three job families: Scientific & Research; Professional & Specialist; and Administration. The Job Family Matrix describes the differences between levels based on responsibility and accountability within the organization. The system requires continual review and communication to ensure it evolves with the changing work force.

Deliverables/Milestones:

- Regularly review and update job descriptions
- Document and communicate CLS' Job Evaluation system and how it links to compensation and performance management

- Regularly survey the labour market to ensure that CLS compensation is competitive
 - Effectively communicate compensation and total rewards program to prospective employees
 - Provide training to managers on using and understanding the compensation system including the issues of internal equity, market comparability, and affordability
 - Provide offers of employment which fall within the CLS compensation and total rewards strategy, and which meet the criteria of internal equity, market comparability and affordability
 - Regularly review and conduct performance management
 - Document, communicate, and provide training to staff and managers about the performance management system
 - Establish processes to measure and report turnover rates
4. Develop meaningful reward and recognition programs to complement existing compensation and performance management strategies.

Deliverables/Milestones:

- Create a long-service recognition program
- Regular communication regarding staffing changes through email, newsletters and the employee newspaper
- Create a retirement program
- Employee Opinion Survey and exit interviews to get employee feedback on meaningful programs

6.2 Create a healthy and positive work culture that empowers staff

1. Develop, implement and evaluate human resource policies and procedures which are meaningful to employees and support CLS' strategic goals and objectives.

Deliverables/Milestones:

- Document and effectively communicate HR policies, guidelines and procedures
- Develop, review and monitor policies, procedures and guidelines in relation to best HR practices
- Participate with senior management in developing staffing strategies and long-range planning
- Conduct employee opinion surveys

2. Develop comprehensive and regular communication plans.

Deliverables/Milestones:

- Communicate strategic directions
- Increase awareness of current operational priorities, create shared expectations and a common vision
- Develop the team site to ensure policies and procedures are accessible to all
- Ensure effective departmental coordination
- Hold regular employee meetings
- Establish regular HR and management meetings
- Include regular HR contributions in the *In the Loop* employee newspaper and E-newsletter to stakeholders

3. Develop positive and productive relations with employees and the CEP union to maintain the effectiveness of the organization.

Deliverables/Milestones:

- Maintain the collective agreement and continuing positive relations with the CEP executive. Historically the union-management relationship has been quite good, and the union membership stable. The collective agreement expires every 3 years, and negotiations have generally gone very well.
- Hold regular union-management meetings
- Effective administration of the collective agreement
- Provide labour relations training for managers and supervisors to effectively manage in a unionized environment
- Develop policies and procedures to enable employees and managers to resolve issues constructively and to ensure a positive working environment for all employees.

4. Ensure that the CLS' benefit plan supports health and wellness initiatives.

Deliverable/Milestones:

- Increase awareness of the Employee Assistance Program through effective internal communication initiatives
- Research and develop best practices regarding vacation and hours of work
- Increase employee awareness of benefit programs through effective internal communication
- Develop corporate policies that help staff balance work and family life
- Deliver one training program or initiative per year for CLS staff on the topic of health and wellness
- Develop an employee opinion survey

6.3 Create an organizational structure that is responsive to corporate strategies

In any organization, consideration must be given to the resources available to determine how management will lead on a go-forward basis. This requires adjustments to deal with changing priorities and to utilize the talents of CLS staff.

A number of factors require consideration and can influence the evolution of the organization. For example, a significant capital project will be undertaken at the same time as operations commence. All synchrotron facilities must continually recreate themselves to remain at the forefront of science. The Phase III expansion and planning of future expansions requires dedicated personnel. The importance of scientific development of synchrotron research, both in the pure and the applied sciences requires a coordinated and focused approach to lead world class research, supported by an ongoing review of the CLS organizational structure.

1. Develop a job/position structure that is well-defined and communicated to staff

Deliverables/ Milestones:

- Management structure with clear reporting lines and levels of accountability
- Position descriptions that identify position mandate, authorities, duties/responsibilities, accountabilities, education and qualifications, skills
- Jobs/positions are referenced to the overall corporate goals
- Job/positions are referenced to the organizational chart

2. Develop effective human resource planning processes

Deliverables/Milestones:

- Implement long- and short-term goal setting at the departmental level referencing CLS key objectives
- Identify required and desired professional credentials and key competencies for positions to achieve CLS' strategic goals
- Ensure that position competencies are aligned with CLS goals and values
- Determination of required knowledge and/or discipline and field of specialization
- Continuous update of a personnel plan in accordance with changing requirements of the CLS

Table 6 reflects the projected personnel plan which has been presented to the Board of Directors as part of the projected expenditure plan:

| Projected # of Full-Time Employees: | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|----------------|----------------|----------------|----------------|
| Experimental Facilities (Director Research & Strategic Development, User Office(3), 1 Scientist & 1 Associate for each beamline, Optics Specialist & Associate, Radiation Physicist) | 44 | 45 | 49 | 55 |
| Accelerator Operations (Director, Manager, Physicists/Engineers,) | 13 | 14 | 14 | 14 |
| Technical User Support (Engineering, Controls & Instrumentation, IT) | 81 | 83 | 83 | 83 |
| Health, Safety & Environment | 7 | 7 | 8 | 8 |
| Industrial Science & Business Development (Director Ind Science, BD, Scientists & Associates, Marketing, PR, Communications, Outreach) | 14 | 16 | 16 | 16 |
| Executive, Finance & Administration (Exec Director, CFO, Controller, Financial Assistants, HR, Purchasing/Receiving/Inventory, Admin Assts) | 21 | 21 | 21 | 21 |
| Total number of employees | 180 | 186 | 191 | 197 |

Table 6: Personnel Plan

The number of employees over the projection period is relatively stable in response to the amount of committed funding available. Ideally, more staff would be hired to provide support and services for users. This staffing level will not curtail operations but will limit the ability to undertake significant design and development enhancements necessary to remain state-of-the-art. The use of outside consultants will be required to ensure that critical aspects of core operations and maintenance are addressed.

The growth in number of employees is largely to due to the addition of beamlines (Phase II and III) which require staff for operations and user support. In addition to full time employees, CLS will employee up to four graduate and 22 summer students.

3. Develop effective work planning, review and coaching processes to enable positive, consistent and constructive communication relative to day-to-day work responsibilities as well as contribution to the broader CLS strategic and business priorities.

Deliverables/Milestones:

- Implement work planning and communication tools to enable the effective allocation of resources to meet daily (as well as short-term and long-term) needs.
- Provide training for managers and supervisors to enable them to effectively manage the workforce.
- Provide coaching to managers and supervisors on an ongoing and as-needed basis.

4. Build strong leadership throughout the organization, particularly at the top.

Deliverables/Milestones:

- Identify leadership development opportunities available externally for supervisors & managers
- Deliver workshops internally
- Develop leadership competencies and accountabilities
- Performance Planning & Reviews of Supervisors/Managers/Directors through 360 Feedback

6.4 Foster a culture of high performance

The most critical factor to CLS success is the performance of its employees. Highly skilled and dedicated scientists, technical and business professionals are required to design, develop, maintain and operate highly technical scientific equipment. While some design efforts capitalized on the intellectual property of other facilities, CLS employees and consultants were encouraged to innovate beyond the current technology (e.g. lattice design, chicaning of insertion devices, superconducting radio-frequency cavities, world leading superconducting wigglers). Some of these design efforts have resulted in the transfer of intellectual property to industry for commercialization and all have resulted in the training and retention of highly motivated scientists and professionals.

In order to provide feedback to staff regarding performance and development, a new performance support tool has been developed. The new tool includes two components: a Competency Matrix (in which the application of skills, knowledge and behaviours is assessed) and an Outcomes & Planning section (in which goals and objectives are set and measured).

These tools have been developed with the assistance of a number of employees who participated in focus groups. It is continually re-evaluated to:

1. Ensure that the existing performance management system continues to improve individual and team/department performance, congruent with CLS goals.

Deliverables/ Milestones:

- Effective delivery and administration of performance planning and review programs
- Pay for performance (non-union) tied to competencies and outcomes
- Implementation of a performance management system for unionized staff
- Training and coaching for supervisors on managing performance and conducting effective performance planning & reviews

2. Obtain stakeholder performance feedback by developing systems to measure and report user satisfaction levels of a high performing synchrotron research facility.

Deliverables/Milestones:

- Identify and review external trend data on user satisfaction measures

3. Develop and implement effective training and development processes, programs and support to enable professional and career growth in a manner that contributes to CLS' strategic and business priorities.

Deliverables/Milestones:

- Provide staff with training and professional development opportunities in line with CLS strategic and business goals. This will require defining the different needs of employees and managers due to the large variety of experience, skills and education required for the different roles in each department.
- Individual professional development plan to monitor growth using the Performance Management system
- Professional development policies and procedures are communicated to and understood by staff
- Scientific and professional/technical cross-training opportunities (internally and in collaboration with other facilities)
- Personal effectiveness workshops tied to competencies (facilitated in-house and offered externally)
- Career progression plans for scientific staff and professionals that identify required competencies and qualifications needed to progress within the organization

4. Establish effective introduction and orientation programs to enable successful rapid assimilation of employees into the CLS.

Deliverables/ Milestones:

- HR orientation program for payroll & benefits
- Monthly orientation program facilitated by HR
- Manager/Department orientation program
- Summer Student orientation program
- Orientation packages & checklists