IC Possibilities
Consulting Inc.

Challenges and Solutions Report

Phase 2: Organizational Climate Review

British Columbia
Ministry of Sustainable Resource Management

November 14, 2003

An employee based project to build a client centred learning organization that values continuous improvement in the Land Title Branch

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BRITISH COLUMBIA

Ministry of Sustainable Resource Management

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October 28, 2003

Re: Challenges and Solutions Report
Phase 2: Organizational Climate Review

The following report contains valuable input and advice from 97% of the staff in the Land Title Branch. The Land Title Branch Organizational and Business Transformation Project was initiated to engage staff in the Branch in the transformation of land title services.

The Report effectively records the words of wisdom from staff, their perceptions and recommendations, their concerns and beliefs. Some of the material describes significant issues with the work climate as it is seen by some staff. The recommendations and actions steer the path towards a more positive approach to work and the work environment. What is exciting about this Report is not just the open and honest view of the work and workplace, but the energy and enthusiasm which has gone into their improvement.

From our perspective, the Report is a foundation for change, and a commitment to change by staff and by Executive. Our thanks go out to all who participated in the Report. We look forward to Phases 3 and 4 of this project, where performance and accountability measures, and final organizational development recommendations will be presented.

We look forward to working with the Land Title Branch to improve work processes and the work environment through implementation of the recommendations in this Report.

Allison Bond	Godfrey Archbold
Assistant Deputy Minister	Executive Director
Land Information Services Division	Registries and Titles Department

1.0 PREFACE

1.0 Preface

Phase Two of the initiative "LTB Organizational and Business Transformation…Your Vision" was designed to engage staff in identifying strengths, challenges and opportunities within the Land Title Branch, with a view to developing organizational and business process solutions and action plans. Throughout this phase, Land Title Branch employees engaged fully in the process, bringing forward their experience, wisdom, insight, enthusiasm, energy, caring and the desire to create a new and improved future for themselves and the organization.

In short, this phase represents the "voices" of staff throughout the Branch, their passion for the work they do and their commitment to action.

2.0 THE DIALOGUE PROCESS

2.0 The Dialogue Process

Working closely with a Steering Committee established in July 2003, IC Possibilities designed a series of two-day Employee Forums in all three Land Title Office locations – Victoria, New Westminster, and Kamloops. Using the Creative Planning Dialogue™ process, the Committee developed a Statement of Purpose (Appendix A), confirmed the forum design and identified four key challenge/solution areas: Business Transformation, Staff Development, Client Access to Services and Communication (Appendix B).

The first forum, a pilot, was held in New Westminster in late August and the final session was held in Kamloops in early October. Following the pilot, the consultants met with the members of the Steering Committee (face-to-face and via teleconference) to de-brief the pilot and confirm the design for future forums.

Throughout the process, volunteers from the Steering Committee helped organize participants and meeting space in each of the three locations and at least one member of the Steering Committee attended one or more of the forums in their areas. From time to time during each forum, the session leader (consultant) met with the Steering Committee representatives to assess the session flow and timing and any other issues. Digital records of participants' input, action plans and forum evaluations were then placed on a website so all employees could track the progress of the project.

2.0 The Dialogue Process (continued)

In each organizational/business process area, participants identified short-term (Quick and Easy), medium-term (Some Time and Development) and long-term (Long Term Development) solutions. In developing action plans for all Quick and Easy solutions ("What"), participants were asked to form working groups and identify a group lead ("Who"), and establish a date to begin the task ("When"). These action plans are contained in Appendix C. To help track the progress of the various Action Plans, one employee in each location volunteered to maintain an Activities Log. Solutions that were deemed to be "Some Time and Development" and "Long Term Development" are contained in this report and were referred to the Steering Committee for action.

In all, 9 forums were held – 5 in New Westminster, 2 in Kamloops and 2 in Victoria. Nearly all (97 per cent) of the 122 employees who were invited took part. This report is an effort to faithfully represent what they told us.

3.0 What Employees Had To Say - *Challenges and Solutions*

3.1 INTRODUCTION

During the forums, employees identified challenges in each of the four key areas chosen by the Steering Committee – Business Transformation, Staff Development, Client Access to Services and Communication. In this document, the challenges in each of the four areas have been re-grouped into sub-categories. Likewise, the solutions presented in each of the four key areas have been "themed" and matched to the appropriate challenge categories. On October 23 and 24, 2003, the Steering Committee set priorities and developed action plans for each of the solutions categories or referred them to the next annual LTB Plan Review in September, 2004.

3.2 BUSINESS TRANSFORMATION

Land Title Branch (LTB) registers ownership of land in British Columbia and is responsible for the accuracy and security of title for all privately held land parcels. Land Title Offices (LTO) provide the following services:

- Registration of title – LTOs verify ownership every time a property is sold, mortgaged, or other interests are created;
- Land title searches - A title search will ascertain the owner of a particular parcel of land and any charges or liens registered on the title; and,
- Copies of documents and survey plans - When searching a title, copies of related documents, such as transfers, mortgages, easements, judgments, and subdivision or strata plans may be required.

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

In this section, participants considered the business transformation challenges that surround the "ways and means" that production goals related to providing the above noted services are met. There are two broad areas considered:

- Macro challenges related to understanding what the mission of the organization is and what core services must be offered to meet the mission given the numerous organizational changes that have been implemented and those that are contemplated; and,
- Micro challenges related to the most efficient and cost effective way of achieving the overall mission of the LTB.

The macro challenge that was pervasive throughout all the employee forums was the lack of clarity on what core services should still be offered in order to support the underlying principles of the Torrens system and to successfully ensure "the accuracy and security of title for all privately held land parcels". Without clarity on these issues, many comments remained focused on the need for more staff and/or overtime to deal with the growing backlog of work associated with the "historical mission" of the Branch. To many, it seemed that providing the same level of service as had been offered in the past, with fewer resources, was an impossible scenario.

In the micro challenges area, participants focused on both the quantity and flow of production as well as the consequences of the content of the flow (e.g. cumbersome long documents, original certificates, etc.). Regarding the former, it was clear the challenges identified related directly to the consequences of handling the demand for services without the benefit of using any supply and demand techniques. Peaks periods were considered a "given" and these challenges were being exacerbated by the current upturn of the real estate market. To cope with these "givens", participants focused on identifying historical practices they believed were inefficient or unnecessary. They also identified current technology that was either old (e.g. printers, scanners, etc) or not functioning up to expectations (e.g. Automated Land Title Operating System [ALTOS] downtime).

Other challenge areas consisted of fee collection (insufficient charges, collecting other agencies fees, etc.), office layout, hours of work, document handling related to simplifying the content of forms and documents, stream-

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

lining existing procedures and identifying procedures that can be eliminated. Within all this, there was a shared concern that service delivery be consistent at all LTOs. However, this desire for consistency also had to be reconciled with participants' desire for autonomy and flexibility in getting the job done efficiently. Local control versus consistency is likely an irresolvable dilemma, but one that will have to continually be addressed for balance.

Many of the challenges were addressed though quick and easy action plans that working groups could begin to resolve immediately after the forums. What follows are the challenge themes together with the mid and long term solutions that forum participants identified.

3.2.1 CHALLENGES AND SOLUTIONS

3.2.1.1 Mission Statement - Challenges

- Mission, vision, Statement of Purpose not well-understood (in the past the production orientation was the *de facto* mission statement)

3.2.1.2 Mission Statement - Solutions

Description	Who	When
1. Collaboratively define Mission Statement and develop a communication plan to ensure wide comprehension amongst LTB staff.	Steering Committee, Allison Bond Darcy Hammett Brian Bigras	Early Dec 2003

3.2.1.3 Definition of Core Services - Challenges

- Core services have not been defined relative to new staffing levels, while maintaining the principles of the Torrens system
- Legislative change is too slow
- No timely notification of change in statutes.
- Unclear what service changes can be implemented and what requires legislative change
- Some fear the LTO will simply become a filing office
- Perception that, piece by piece, we are losing sight of what we're protecting
- Impacts of Electronic Filing System are unknown

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Perception by some Ministry has failed to articulate their vision for LTB
- People need to be clear about core services and not provide services over and above in an attempt to "please" the public
- We provide free service to lawyers, etc. who wish to avoid agent costs

3.2.1.4 Definition of Core Services - Solutions

Description	Who	When
Definition of Core Services 1. Initiate an inclusive core services review to identify services integral to the BC Land Title system and make recommendations for change Ministry Executive and/or to the Minister. The new core services plan will identify: • Internal changes that do not require legislative/ministerial approval, along with client and financial implications • Core service changes that do require legislative/ministerial approval, along with client and financial implications • An appropriate fee structure to support any proposed changes • A proposed implementation plan, including roles and responsibilities, timelines etc. • Clarification of other government agencies that can provide related services (e.g. Government Agents) • Opportunities for alternate service delivery of specific non-core services (e.g. enquiry line, State of Title Certificates, client liaison etc.) • A communication plan for staff, government, clients and the general public	Steering Committee Brian Bigras Allison Bond Darcy Hammett	Early Dec 2003

3.2.1.5 Volume of Work and Work Flow - Challenges

- Widespread perception that there are not enough staff
- Time management becomes more difficult
- Victoria input/inquiries/documents arrive in early April, resulting in a potential 30% increase in volume
- It's unclear which core services have priority
- Perception management is more concerned with quantity versus quality
- Current real estate market has been booming, resulting in a substantial increase in work volume and increased turnaround time

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Input peaks just before 3 pm when half the staff goes home
- Input peaks at mid-month and especially month-end
- No access to part-time workers during peak periods
- No overtime policy related to dealing with peaks and troughs
- Our work is dependent on agent runs (time they bring in documents)
- Statute dictates the order in which we process work
- Market forces dictate some of the peaks
- There are no supply/demand management techniques being used
- LTO doesn't flag and correct major customers
- Small percentage of clients often take a big percentage of our time
- Technology gives instant answers and clients expect the same from us
- Too many phone calls channelled to Examiners
- Existing duty roster needs improvement
- No incentives (e.g. money, recognition, reward)

3.2.1.5.1 Implications of Reduced Staff - Challenges

- Mid month line-ups have increased due to not enough cashiers
- Not enough staff to provide client services (phones, counter service)
- Fewer managers across branch
- No time to do any education work with clients
- Lack of job security – uncertainty around whether there will be continued "workforce adjustment"
- Implications are unclear for remaining offices, once Victoria's front-counter is closed

Technology is giving instant answers to our clients and they expect the same from us

3.2.1.6 Volume of Work and Work Flow - Solutions

Description	Who	When
Volume of Work and Work Flow 1. Develop a contingency plan for hiring necessary casual staff to meet peak demand periods and staff absences. The plan will include: • Criteria for triggering implementation of peak period staffing • An equal opportunity overtime process • Maintaining a list of former employees interested in part-time work • Identifying other sources of skilled workers (e.g. law students, co-op students, Article 13, etc.) • A viable proposal for telecommuting	<u>Ian Smith</u> Godfrey Archbold Mark Frantzen Darcy Hammett Ken Jacques Susy Lischka Judy McKay	First meeting Jan 31, 2004

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

Description	Who	When
Volume of Work and Work Flow 2. Review and make recommendations on supply and demand techniques applicable to LTB (e.g. peak period pricing, priority pricing, cost-based pricing, penalty/ incentive pricing, charge-backs, consultation fees, etc.).	<u>Ian Smith</u> Godfrey Archbold Darcy Hammett Ken Jacques Susy Lischka	First meeting Jan 31
3. Identify potential support jobs that don't have to be located in New Westminster	<u>Godfrey Archbold</u> Ian Smith Mark Frantzen Ken Jacques Judy McKay	First meeting Oct 27

3.2.1.7 Fee Collection - Challenges

- All fees collected go into general revenue
- Fee changes require Treasury Board approval
- Clients find it too costly to request State of Title Certificates and plans through computers
- Some real property transactions are no longer economically viable for professionals
- Clients want free information that, in some cases, is provided by the private sector or other government agencies
- LTOs don't charge for view/print
- Extra work is caused by being responsible for collecting Property Transfer Tax
- Too many free services being provided to other Ministries
- LTB fees are confusing

3.2.1.8 Fee Collection - Solutions

Description	Who	When
Fee Collection 1. Review and make recommendations on fee collection, including consideration of the following issues: • Credit card payments.	Ian Smith will send a memo to local working groups asking them to coordinate their actions and negotiate implementation	Jan 31, 2004
2. See solution # 2 under Volume of Work and Work Flow.		

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.2.1.9 Hours of work - Challenges

- What are the most effective hours of work for staff and clients?
- Legislation restricts our hours of service
- Results of proposal for flexible hours of work for support staff this Fall have not been finalized

3.2.1.10 Hours of work - Solutions

Description	Who	When
Hours Of Work 1. Investigate and make recommendations for cost-effective and efficient hours of operation that reflect staff and client needs. This includes the identification of statutory requirements, client and staff preferences and peak period demand issues.	For legislative changes, reference Core Service definition. For local discretionary changes, reference local working groups	Next annual review of LTB Plan Sep 2004

3.2.1.11 Office Layout - Challenges

- Office layout could be changed for more efficient functioning
- Lack of workplace privacy for concentration
- Noise (e.g. agents, co-workers, phones, acoustics, keyboards etc.)
- Not enough space to store existing records and this issue will be compounded with the addition of Victoria's records (NW)
- Potential load limit concerns exist with regard to storage of historical documents (NW)
- Lack of proper desk for survey staff to do their job
- Office design does not consider principles of customer service employed by other organizations (e.g. banks, Disneyworld etc.)
- Current inability to work at home
- Some workstations require ergonomic corrections
- Location of workstations
- Location of front counter inhibits staff's view of customers
- Too much clutter
- Temperature differences throughout the office
- Public gets overwhelmed when they come in and see so many people
- Recurring staff complaints about poor air quality

Public gets overwhelmed when they come in and see so many people

3.2.1.12 Office Layout - Solutions

Description	Who	When
Office Layout 1. Continue office layout design working groups and ensure two-way communication channels are established between working groups and staff. Potential areas for review and recommendations could include: • Customer service principles • Safety • Storage/accessibility • Noise • Ergonomics/equitable work space • Job requirements (e.g. large desk for plans, surveys) • Commissionnaire/reception desk	Local working groups will continue to define recommendations and implement solutions. Working groups should ensure they communication with other offices where appropriate.	

3.2.1.13 Technology Issues - Challenges

- Automated Land Title Operating System (ALTOS) downtime
- Limited resources available for new technology
- Computer shut down has to be reset by Headquarters
- Scanning problems – can't see the images and some would like size to be 2 to 3 times greater than at present
- Old equipment and equipment that doesn't work (printers, photocopiers, scanners, etc.)
- Need for colour scanner for plans
- Plan scanner outdated
- Not enough computer printers
- Not enough on-site technical support for computer stations
- Not enough access to government records (e.g. vital statistics)
- Is there a machine that could mark-up and scan all in one (which might eliminate mark-up errors)?
- No process for monitoring new technologies that would improve work processes

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

It's difficult to maintain customer trust with technology moving faster than staff training

3.2.1.14 Technology Issues - Solutions

Description	Who	When
Technical Issues 1. Develop a technology strategy that includes a needs analysis and identifies clear goals and priorities, budget requirements and an implementation plan that includes timelines, roles and responsibilities.	<u>Darcy Hammett</u> Godfrey Archbold Gary Cooney Mark Frantzen Susy Lischka Judy McKay Dave Nowen Ann Parenteau	Draft by Jun 15, 2004 Final by Sep 10, 2004
2. Develop a short term strategy to address hardware and software needs that can immediately impact the back-log and turn around time. This would include creating a list of new technology requirements	Same as above	Oct 31, 2003
3. System analyst to evaluate and make recommendations for system stability.	<u>Darcy Hammett</u> Godfrey Archbold	Nov 30 2003

3.2.1.15 Document Handling - Challenges

- Put documents in numerical order in boxes
- Re-vamp mark-up process (currently labour intensive)
- What is the most effective way of handling defects-Deal with documents from start to finish?
- Appending Form F etc. to a scanned document
- No access to imaged documents
- Time wasted explaining only originals of documents are accepted (birth/death certificates)
- Need to improve process for getting documents from warehouse to LTO
- Law firms put in redundant release forms
- There are a number of [development] projects created to circumvent legislation that are a nightmare to deal with
- Old rule of packages in by 2 p.m. not followed
- State of Title Certificate client numbers not being used
- Banks drawing up own documents and mailing in documents without using search companies

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Mail service too slow
- Inability to search by address
- Withdrawal/cancellation process done on paper and not online
- Simplify formal notification for correction process
- Imaging software not supported (e.g. Adobe Acrobat and ALTOS)
- Not clear how Victoria records will be organized (they may presently not be in the most efficient form) (NW)
- Prince George and Prince Rupert documents still being organized
- Some documents are still not imaged and age continues to jeopardize their viability
- Legal notations have no draft status
- How to move away from paper-based system, toward electronic document-handling system
- Titles are too long
- Need for more physical-friendly filing system for vault area
- Assessment notices and plan updates are still done manually
- We don't know criteria for issuing defect notices
- Don't have professional looking notices to the public
- Improvements required in issuing S.308 notices to clients
- Manual notifications to taxing authorities (BC Assessment) inefficient
- Not all forms available online
- Mail intake/output very cumbersome
- Need better cover letters to accompany LTO forms
- Forms not in laymen's terms and no user-friendly instructions for forms
- Clients cannot fax in documents
- Life estate done on a form A causes difficulties for all concerned
- What are [in? – illegible] short legal descriptions for land subdivided or reverted to crown and not converted to electronic parcels?
- Forms over two pages with attachments too long
- Not all staff have access to image terminals

3.2.1.15.1 Victoria Document Handling - Challenges

- Unclear whether system will continue to identify Victoria documents or whether documents will be put in a joint "pool"
- How will Victoria Certificate of Pending Litigation be assigned/processed?
- What happens to Victoria's mail applications when office closes?
- Can Victoria continue plan documentation registration after office closes?
- Will Victoria have the ability to process their own corrections (scanner will be required).

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- What will happen with Powers of Attorney in Victoria in the future as they are now given priority?
- How will alpha numbers be applied – same number system for all of BC?
- How will Victoria clients access documents?

3.2.1.15.2 Consistent Policy - Challenges

- Perception of a lack of consistency in policy and decision-making amongst management/LTOs
- Perception of a lack of consistency amongst Examiners and front counter staff
- Lack of consensus around forum and format for communicating policy changes
- Unresolved tension between encouraging people to make their own decisions, based on common sense, and maintaining consistent organizational standards (complicated by differing legal interpretations and issues not covered in practice manual)
- Tension between getting the "right" answer and the "situational" answer
- Lack of keeping current with "odd-ball" registration scenarios
- When no directive exists for a scenario, staff set up their own rules
- Who will be a contact person for issues that come up concerning Victoria vs. Lower Mainland practice?

3.2.1.16 Document Handling - Solutions

Description	Who	When
Document Handling 1. Review and make recommendations on eliminating the following: • notices for Judgments, Certificate of Pending Litigation and caveats. Have proof provided by client (make applicants responsible for notices); • Form F Strata Property Act, duplicate titles and certificates of change (e.g. forms A,B,C etc.); • 303 notices, investigate and make recommendations on client-supplied verification documents for RFR and lease expiration; • Certificate of Charges. • signed copies and refund forms for Duplicate Indefeasible Titles	To be defined by the Steering Committee at the December Core Services Definition session	Dec 9 and 10, 2003

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

Description	Who	When
Document Handling (continue) 2 Review and make recommendations on cost-effective and efficient methods for handling: • Mail from banks and professionals. • State of Titile Certificates (e.g. encourage clients to obtain through BC Online, enable pending number to be included on document, have the system identify method of delivery, multiple entries) • Defect notices (e.g. Electronic transfers) • Font standards and appropriate consequences for not meeting standards • Plans/surveys (e.g. 1 office do all surveys, Is it technically possible to order/print 1 page of a strata plan?) • Certified copies of death certificates etc. (e.g., expand who can certify – anyone under Evidence Act) • Property Purchase/transfer Tax • BC Assessment documents (e.g. instead of mailing agreements for sale to client, can we send a list of registration numbers?) • Use of client numbers • Form packages • Absolute Fee books • Refund forms when no money involved DCTS	Same as 1	Dec 9 and 10, 2003
3 Investigate and make recommendations for clarifying/ shortening required documents (e.g. Form C - for identification of dominant and servient lands).	Same as 1	Dec 9 and 10, 2003
4 Determine most efficient and cost effective means for making necessary forms/documents available to each client group (e.g. online, Access centre, etc.). [Note: This solution is linked with Solution #2. Communication with the Client]	Same as 1	Dec 9 and 10, 2003
5 Investigate and make recommendations for: • electronically accessing Vital Statistics for emergency situations; • developing the ability for one computer to access to cross-reference civic address with legal descriptions (This service should be discretionary)	Susy Lischka	Jan 31, 2004
6 Create an inter-office production process review committee to share/develop document-handling efficiencies and ensure consistency between offices.	Same as 1	Dec 9 and 10, 2003

3.3 STAFF DEVELOPMENT

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

The role of staff development is to protect and develop one of the most important resources an organization has – the knowledge and experience of staff. How people are hired, trained, evaluated, promoted, motivated and leave the organization are the fundamentals of staff development. In the LTB, this resource is fundamental to the success of the organization, since it is offering a knowledge-based service.

The organization's focus has been a production orientation. This, together with the fact that staff seniority is on average over 25 years, had led to staff development issues not being formally and comprehensively addressed for many years. The challenges identified by staff indicate that responsibility for staff development has fallen back on individual staff's initiative, resulting in uneven and sometimes inconsistent staff development.

The organization's demographics indicate that continuing to place a low priority in this area will not be sustainable into the near future. The lack of any formal succession planning is perhaps the most pressing consideration identified by participants. However, as the pressure to produce more increases, teamwork tensions are also expanding. Not surprisingly, the single most divisive issue brought up by participants was related to job performance. Many perspectives were offered on this issue with a variety of phrases used to express beliefs that others were not pulling their share. Problems with job rotation were often used as examples. To complicate matters, many believed existing performance measures (counts) were arbitrary, inaccurate, unnecessary or unfair. The variance of work required with certain types of plans and surveys was cited as one example of the difficulty of using quantitative performance measures. Challenges in management structure and practices were also identified as having an impact on these areas. Issues and recommendations related to Performance and Accountability Measures will be fully explored in Phase 3 of this initiative.

Participants concerned about meeting the organization's production goals cited a lack of a formal job specific training program (mentoring, updated manuals, etc.) as impeding Office Assistant 2s (OA2) in acquiring skills for assisting in the registration process or hampering efforts to ensure examiner practices are current and consistent. Lack of life skills training was also cited as impeding teamwork and encouraging a disrespectful workplace.

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

Finally, challenges for the areas of compensation levels, opportunities for advancement/ development, staff recognition, employee input and planning skills were identified, but no specific solutions were put forward during the Employee Forums. However, the Steering Committee is moving on solutions aimed at addressing the staff development issues and this initiative directly speaks to the last two areas.

To directly address the need for identifying staff development priorities, the following solution is put forward to address the macro planning issues – setting goals, priorities and funding requirements to provide staff with an indication of what will be addressed in the near future.

Description	Who	When
Staff Development Priorities 1. Clarify staff development goals, priorities and budget estimates in the areas of: • Succession planning • Performance evaluation • Team building • Training • Job rotation • Management structure and practices		Next annual review of LTB Plan Sep/04

3.3.1 CHALLENGES AND SOLUTIONS

3.3.1.1 Succession Planning - Challenges

- Demographics heavily weighted with long service employees that will result in large numbers of employees retiring over the next few years (i.e. No examiner opening for last 8 years). Consequently, the knowledge/experience base will diminish unless a process is developed to transfer retiring employees' knowledge
- No comprehensive plan in place to maintain the organization's desired level of experience and skill
- Lack of Examiner training to compensate for retirements
- No formal mentoring program and the current focus on production reduces the priority for such a program
- Few, if any, advancement opportunities
- Hiring has not been done using modern analytic techniques

3.3.1.2 Succession Planning - Solutions

Description	Who	When
Succession Planning 1. Develop a comprehensive Succession Plan that includes the following: • Analysis of future needs, based on estimated retirements and other factors creating vacancies; • Establishing a well-understood qualification process and program to enable support staff to acquire the necessary knowledge and experience to become Examiners. A key component of this plan would include a formal training/mentoring program; • Developing hiring criteria for entry level new hires and management; • Establishing a well-understood qualification process and program to enable staff to acquire the necessary knowledge and experience to become part of the Management Team. A key component of this plan could include a formal training/mentoring program; and, • Develop recruitment and retention strategies for the organization	<u>Wallace Cheng</u> Cheryl Johnson Judy McKay Ian Smith	May 31, 2004
2. Develop a process to capture and retain retiring employees' knowledge		Next annual LTB plan review Sep 2004

3.3.1.3 Teamwork - Challenges

- Perceptions that exist in the workplace that people believe are negatively impacting teamwork:
  - Lack of teamwork/cooperation/approachability
  - Personality conflicts remain unresolved
  - Low morale (e.g. frustration with workload, relationships with co-workers, complaints from public etc.)
  - Poor work ethic
  - Perceived lack of union cooperation
  - Too much "petty" complaining

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Staff expressed a lack of trust among some co-workers but did not describe the recurring sources for this perception
- Tendency for interactions to focus on a "right-wrong" dynamic, rather a dialogue based on curiosity (e.g. co-workers don't always respect each other's work practices)
- Teamwork – My way or the highway
- People not knowing the facts before speaking
- Too much gossip, people bashing, back-stabbing
- Historical baggage related to consolidation of offices
- Historical and some current management practices contribute to some staff not trusting management
- Rude staff interrupting e.g.. staff members who interrupt and/or correct fellow staff member openly, in front of customers/clients
- Lack of respect for fellow workers (eg. speaking unnecessarily loudly)
- Eavesdropping
- Passive-aggressive behaviour
- People don't listen
- Lack of sense of humour and courtesy
- Discounting other people's ideas
- Resistance to change
- Perception that some people "pass the buck" (e.g. phone calls forwarded to someone else)
- Some perceive tension between Examiners/support staff (hierarchical biases), New West/Vancouver, between LTOs
- Perception that management doesn't take a leadership role in solving issues
- Perception that management is too busy to deal with personal conflicts
- Perception that some bring their personal problems to work
- Some people expect everyone should work at the same level
- Lack of Branch mentality; more of a focus on separate offices
- Need to overcome previous office philosophies
- Teams are too large for constructive team-building
- Some staff don't wish to commit because things may change

Teamwork

My way or the highway

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.3.1.4 Teamwork - Solutions

Description	Who	When
Work Relationships and Teamwork 1. Develop, recommend and implement short and long term strategies to improve work relationships, morale and teamwork. The following are suggestions put forward by Employee Forum participants: • Courses for people/life skills • Lead by example • Working groups to practice manners, respectful workplace • Use "killer phrase" symbol for gossip & discounting • Think before you open your mouth; is it hurtful? • Contract a facilitator to assist office at least every two months • Train staff on respectful communication • Follow respectful workplace program • Make a conscious effort not to further any rumours • Ask for clarity; get their attention before responding • Need socials to get to know each other • Create dialogue through meetings on relational issues (e.g. New West/Vancouver) • Offer more staff incentives (e.g. educational day off)	Working groups in each location Ann Parenteau to email staff for volunteers (Extend to Victoria after April/04)	June 2004

Teams are too large for constructive team building

3.3.1.5 Performance Evaluation - Challenges

- Perception that existing performance measures (counts) are arbitrary and not accurate, necessary, beneficial or fair
- Perceptions exist in the workplace that:
  - People get away with not working
  - People are only doing the minimum
  - Some staff refuse to do a job and nothing is done about it, while others do all related duties to a job
  - Some staff always have an excuse for why they're not doing a certain job
  - People are misusing the Internet
  - There's too much chit-chat with clients
  - Too many people "monitoring" other people's work performance

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

  - o Some people see the job only as a pay cheque
  - o There is a need for more self-regulation regarding production
- Perceived problems in completing Employee Performance and Development Plans (EPDP) include:
  - o Appraisals are not done directly with staff
  - o They are not relevant to our workplace
  - o Not enough time to properly do a performance appraisal
  - o Management's hearts not in it
- Broad-brush disciplinary technique resented
- Lack of consequences/consequences are confidential for poor work performance (not generally known)
- Need precise/appropriate job/task descriptions, particularly those related to rotating positions
- Need "thumbnail" support staff function descriptions
- Not encouraged to think out of the box or be self-motivated
- Management emailing turnaround times to staff have negative impacts

3.3.1.6 Performance Evaluation - Solutions

Description	Who	When
Performance Evaluation 1. Review and make recommendations on Performance and Accountability Measures, including Employee Performance Development Plans (EPDP)	Phase 3 of initiative will be completed by consultants and Steering Committee	Dec 31, 20003
2. Update job descriptions to ensure they are precise and appropriate, particularly those related to positions that rotate. This solution is linked to succession planning solutions.	Wallace Cheng Cheryl Johnson Judy McKay Ian Smith	May 31, 2004

3.3.1.7 Job Rotation - Challenges

- People doing jobs they shouldn't be doing
- Favouritism - unfair distribution of duties (same people on same jobs)
- Not everyone is trained to do all the jobs
- Being pulled to other jobs at the expense of your own work
- Some people experience little or no job diversity (i.e. Examiners)
- Some staff like rotation; others do not
- Use of Examiners for support decreases output
- No support for work exchanges in other offices

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Currently no skill matrix exists, some staff skills are being under-utilized
- Examiners experience little or no task variety
- Short-term job terms make it difficult for comprehensive learning
- Challenge for staff moving between workstations (i.e. respecting personal items, sharing work materials etc.)

3.3.1.8 Job Rotation - Solutions

Description	Who	When
Job Rotation 1. Working groups have been established in each location to look at job rotation issues.		Ongoing

3.3.1.9 Training - Challenges

- Inadequate training budget
- Not enough time for staff training (e.g. training clerks for examining)
- Staff training takes precious staff resources
- Staff training has been coordinated at Division level – no local input
- Lack of Training in the areas of:
    - Computer (software/hardware, relevant reference sources etc.)
    - Job-specific (e.g.Electronic filing system, OA2s Examiner training)
    - Cross training for job rotation
    - Change management
    - Life skills
    - Mentoring (need to learn about and use different learning styles for different individuals)
    - Customer Service, client empathy
    - Planning skills
    - Re-training for those affected by workforce adjustment
    - Time management
    - Writing
- No formal way for Examiners to share practice concerns/questions
- Outdated staff training manuals appear to be focused toward the legal profession (LTO has lost control of practice manual)
- No manuals for support staff
- Practice manual doesn't have enough LTO practice in it
- No staff function within LTO that deals specifically with training

> *Why learn today's job when, next year it will be different*

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- We don't know what other offices get for courses and are often informed too late
- Many courses offered through the Ministry are not related to LTO needs
- Why learn today's job when tomorrow it will be different?
- If Examiner positions are filled with Victoria people, how will they be trained in plans?
- Criteria for examination need to be defined
- No follow-through after a training event

3.3.1.10 Training - Solutions

Description	Who	When
Training 1. Review, make recommendations and implement plans to address the following: • Updating Examiner Practice Manual, ensuring it is oriented toward staff needs and includes a comprehensive LTO practice section and relevant examples; • Developing manual for support staff; • Developing a plan to ensure manuals are accessible to staff/clients (e.g. online, cost reduction, etc.); • Review and make recommendations on job rotation between LTOs.		Next annual LTB plan review Sep 2004
2. Develop a training plan that includes a needs analysis and identifies clear goals and priorities, budget requirements, learning/training options and an implementation plan that includes timelines, roles and responsibilities. This needs to be coordinated with the Employee Performance and Development Plan (EPDP) process.		Same as above
3. Implement a trial use of in-service educational forums for job-specific training.		Same as above

3.3.1.11 Management Structure and Practices - Challenges

- Managers have too many people to manage
- No stepping stones or opportunities for experience to management positions (no team leader/supervisor positions)
- Management not visible
- Perception that there is a need to be more responsive and less reactive to workflow issues
- Perceived lack of guidelines from management about how to advance in the organization

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Inability to manage like a business
- Not enough staff empowerment (e.g. permission to say 'no' to clients)
- Staff have different comfort levels with discretion
- Lack of employee consultation on key issues (e.g. new equipment)
- Hiring/promotion Practices
- Lack of clarity over future opportunities, particularly given retirements
- Resentment arising out of hearing about future LTO plans from agents, rather than management
- Some employees feel that if a rule is in effect, they shouldn't be made to feel guilty about what they're allowed (e.g. time off allowance)
- Lack of clarity around management's roles
- Perceived lack of written procedures regarding special projects
- Some people are still reacting to historical management style

3.3.1.12 Management Structure and Practices - Solutions

Description	Who	When
Management Structure and Practices 1. Review and make recommendations on organizational structure.	Phase 4 of initiative will be completed by consultants and Steering Committee	Dec 31, 2003

3.3.1.13 Compensation Levels - Challenges

- Overall salary too low
- Perception that compensation scale is too flat

3.3.1.14 Opportunities for Advancement/Development - Challenges

- Perception there is no chance for advancement and that favouritism plays a major part in determining the limited advancements possible within the organization

3.3.1.15 Staff Recognition - Challenges

- Perception of a lack of positive feedback to staff (e.g. no acknowledgment of a good job done, Examiners often point out what central service staff aren't doing, rather than what they are doing).
- General sense that listening skills need to be dramatically improved
- Desire for staff appreciation on an individual basis
- Not all staff are honoured and recognized for their personal strengths and skills (i.e. feeling unvalued when under utilized)

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.3.1.16 Employee Input - Challenges

- Lack of follow-up with employee ideas
- Perception that management will not support new ideas

[Note: The "LTB Organizational and Business Transformation…Your Vision" is a comprehensive initiative seeking employee input. Management has strongly indicated they will following through with this initiative and the consultants have stressed the importance of following through on individual commitments made during the action planning sessions by both managment and individual employees, including keeping a record of changes through the "Employee Forum Activities Logs".]

3.4 CLIENT ACCESS TO SERVICES

In reviewing employees' perceptions in the area of client services, it's clear there exists what might be called a expectation-service tension between the Land Title Branch and its clients. The services clients feel they are entitled to receive, based on what they know about the land title system, are often at odds with the mandate of the Land Title Branch and its ability to meet a wide variety of client demands. As a result, there is often frustration on both sides.

The expectations of professional clients, the general public and government ministries and agencies are based on historical practices and their understanding of the function of the Land Title Branch. In light of growing demands in the marketplace and shrinking resources, the way in which the LTB and its staff do business is changing dramatically and will continue to change over the short and long-term. Ongoing communication with and education of all client groups is clearly needed to reduce the expectation-service tension.

Many of the challenges and solutions put forward by employee forum participants can be classified as "boundary" issues – how to clearly and consistently apply and/or enforce policies while, at the same time, educate, assist and serve a range clients with different degrees of understanding and knowledge of land titles. Boundary issues include the need for consistent application of the policy of not providing legal advice, clear and consistent policies dealing with providing other services beyond the scope of the

LTB and the question of how much, if any, free service the Branch should be expected to provide to other government ministries and agencies.

Employees have also identified the need to improve the variety of ways in which clients throughout British Columbia access Land Title services, both in the short and long-term. The closure of offices in Prince George and Prince Rupert, combined with the pending closure of the Victoria office, have raised concerns around such things as the Electronic Filing Service and the use of Government Agents/Access Centres. Within the offices that will continue to provide front counter service, challenges and solutions have been identified in areas related to forms, public information, signage, technology, fee payment options and appropriate levels of access to documents and services for various client groups.

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.4.1 CHALLENGES AND SOLUTIONS

3.4.1.1 Service Level Expectations - Challenges

- Time taken up in dealing with client enquiries/complaints related to:
  - Inconsistent policy application
  - Expectations service will continue at the same levels it has in the past (same day service)
  - Checking on status of documents
- Clients tend to try to obtain maximum free services from LTOs, rather than use existing sources of information (eg. lawyers, online State of Title Certificates, manuals etc.)
- Need to convince public of their need for professional assistance (setting more rigid and consistent boundaries around giving legal advice)
- Front counter clients don't always know what they want
- Correction "rushes" are not always so (urgent)
- Public expects help with forms provided by LTO
- Family genealogy/historical searches often take substantial resources to accommodate and clients think these searches are a priority
- We provide free information to government agencies that they should access themselves
- Not enough locations to submit documents
- Lack of consistency with staff saying "no" to offering services outside the scope of the LTB (e.g. doing too much for walk-ins at counter)
- Taking the public's anger directed at government personnel
- Dealing with realtors is challenging

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

- Clients with personal contacts get better service than those without
- Limited customer consultation on who clients are and what they need
- Agents want complete access to office
- Clients don't understand who/which LTO they should be dealing with (Kamloops can't provide information for Prince George/Prince Rupert)
- Staff challenge in understanding definition of good service
- How do we maintain customer trust when technology is moving faster than staff training?
- Will Victoria get an Access Centre since all other main cities on the Island have one?
- Service for people in remote areas is challenging
- Subdivision plan applicants expect full service

3.4.1.2 Communication with Clients - Challenges

- We are invisible to the public – How do we educate public on the value of the Land Title system and that registering titles is a legal process?
- There is limited time and resources to train/educate clients on LTB services and document standards and appropriate sources for services LTB does not provide
- Need to educate other ministries on the appropriate sources for both LTB and non-LTB services associated with registering title
- Need some way to inform clients of changes in the office
- Ineffective telephone tree
- Lack of automated phone system for info on forms, costs, service etc.
- Need for universal voicemail
- Poor website, no agreement on its overall purpose, no one responsible for the website:
    - No page indicating services provided
    - No page indicating fee schedule in a user-friendly manner
- Incomplete information to and from BC Online, and Enquiry BC
- Clients have limited direct access to Examiners
- Not all notaries and lawyers own a practice manual
- Language barriers
- Third party involvement: Examiner – Agent – Lawyer (eg. Agent blames LTO for rejection, rather than admit to own mistake)
- Insufficient resources to deal with the volume of enquiries by phone
- Public can only access records through BC Online if they've an account
- BC Online not user friendly
- Not maximizing use of technology for communicating and document

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

handling (both clients and LTO staff)
- It's difficult to tell the public about legal issues
- Some clients do not hear or listen when told
- Lack of knowledge makes communicating with professionals challenging
- Can we continue to call applicants on issues that require only clarification, not changes, to documents? (Victoria)
- Victoria staff concerned about document storage and retrieval once documents are in New Westminster
- What can we do about clients who request simple precedents?
- Will Victoria staff be answering calls from public after the office closes?
- Employee talk overheard by customers
- Lack of a single formal communication system with clients
- Agents perceived to have too much access to staff in Kamloops LTO

3.4.1.3 Communication with Clients - Solutions

Description	Who	When
Communication with Clients 1. Provide more effective and comprehensive access to services for client groups listed below through clear communication, marketing and education. Messaging should include a clear statement on services that will, and will not, be offered by LTB, including business consequences for non-compliance. • Land Title Agents • Lawyers • Notaries • Paralegals • Surveyor • Realtors • Relevant Agencies (e.g. BC Online, Enquiry BC) • BC Assessment Authority • Government Agents • General public Suggestions for conveying messages include: o Video to inform public what we do (play in foyer) o Focus on the positive achievements of LTB o Have BC Online to hold training seminars o Create free, 1-hour info forums specific to topic/client o Ask lawyers/agents to do their runs before 2 pm o Client-specific letters		Next annual LTB plan review Sep 2004

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

Description	Who	When
Communication with Clients A.. Develop an intra-office working group to re-design the LTB website. The working group must identify: • Website's functions (e.g. form distribution, fee structure, communication, answering queries/emails, online payments, etc.) • Elements required for a user-friendly website	Dave Whittet Darcy Hammett Colleen McKendry Jan Orrico Peter Pel	Implement changes by Apr 30 2004
B.. Review existing proposal and make recommendations on system-wide telephone "tree" requirements.	Judy McKay Mark Frantzen Bev Glover Cheryl Johnson Nelda Kabesh Lynn Lennox Judy McKenzie	Implement changes by Mar 31 2004
C.. Review and make recommendations on existing client liaison initiatives and develop new initiatives	Shari Lutz Godfrey Archbold Ken Jacques Susy Lischka Ian Smith Public Affairs Bureau	Start date Jan 12 2004

3.4.1.4 Front Counter - Challenges

- Unclear where general public should line up for specific services
- No reception area/desk
- Lack of accessibility of forms
- Lack/unclear signage for public
- Public information pamphlets need updating
- Dealing with rude people
- Refund policy unclear
- What are the optimum hours for both staff and public?
- Lack of wheelchair access
- New cash system slower than the old one and, because it is connected to the network, it crashes when the network goes down
- Not enough cash wickets
- Why can't clients use credit cards or Interac (Kamloops only) for payment?
- Access Centres/Government Agents are not being used to their full potential

3.4.1.5 Office Location - Challenges

- Poor parking (NW)

3.4.1.6 Front Counter - Solutions

Description	Who	When
Front Counter 1.. Investigate and make recommendations on providing self-serve computer terminals/printers/ATM for clients at front counter (e.g. payments, searches, BC Online, access and print forms etc.)		Next annual LTB plan review Sep/04
2.. Communicate policy on which clients get behind-counter access and define extent of document/service access. [Note: There is a clear and documented policy for the Land Title Branch for access to records which includes a yearly application and approval process in March of each year and is called Direct Access to Records Policy for the Land Title Branch]		Next annual LTB plan review Sep 2004

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

3.4.1.7 Electronic Filing - Challenges

- "In-person" applications are time-consuming
- Some clients don't have access to computers (e.g. seniors)
- Concern that Electronic Filing Ssystem will not be mandatory
- Staff not sure how Electronic Filing Ssystem will work and who will use it
- Will e-system recognize packaged documents?

3.5 COMMUNICATION

Like most organizations the Land Title Branch faces a number of challenges in the area of effective, two-way communication, both internally and externally. Employees expressed the desire to improve the level of dialogue within the organization, between one another and between staff and management. At the same time, it was acknowledged that there are few formal forums in which that dialogue can occur. As a result, new policies, procedures, practices and general information are not always communicated well. Likewise, challenges have also been identified in the area of interpersonal communication. Issues around dialogue at both the personal and the organizational level affect, among other things, the sense of teamwork within the LTB. A number of solutions to address teamwork can be found under *Staff Development*.

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

While most of the Communication challenges identified in the employee forums have already been incorporated into Action Plans at each of the Land Title Offices, a few have branch-wide implications that are addressed in two areas under Solutions – the need to improve communication between the Branch and the Ministry and a review of the Land Title Branch intranet.

3.5.1 CHALLENGES AND SOLUTIONS

- Administrative staff don't have direct access to phone calls
- Getting timely response to questions from management and incomplete "loops" between staff and management
- Lack of regular staff meetings and meetings with management
- Not using enough communication tools and techniques (e.g. "standups")
- People interpret in different ways what is said
- Perceptions Headquarters does not have enough input into decisions
- No dedicated phone for support staff
- Deputy runs around looking for help instead of using PA system
- Size and number of people makes communicating difficult
- Perception that access to Deputies for referrals can be difficult
- Perception that there is a lack of full disclosure by some managers
- Staff tend to go to the Deputy they feel most comfortable with, rather than their own Deputy
- Web and phone information may not always be current
- Limited communication between LTOs and Government Agents results in some government agents giving wrong information, Access Centres calling on us regarding how to complete forms etc.
- Repeat callers take time, as do client who ask question of multiple staff
- Lack of appreciation by other staff for our position (Victoria)
- Concern expressed about efficient communication system between Lower Mainland and Victoria to reduce feeling of isolation
- Irrelevant emails (particularly intra-Ministerial notices)
- Some staff unsure about email etiquette
- Difficulty in Kamloops contacting New Westminster at times

People not knowing the facts before speaking

Listen With Your Eyes

3.5.1.1 Communication - Solutions

Description	Who	When
Communication 1.. Review and make recommendations for improving the process for escalating Land Title issues to the ministry executive level.	<u>Ken Jacques</u> Godfrey Archbold Mark Frantzen Susy Lischka Ian Smith	Jan 31 2004
2.. Develop a consensus on a formal communication channel for LTOs. • Investigate and make recommendations on an LTB Intranet site. Recommendations should include site functions (clarification of practice issues, questions and issues forum etc.), "netiquette", resource requirements and implementation plan; • Investigate other proposed alternaitves.	<u>Sharon Green</u> Mark Frantzen Darcy Hammett Edie Ramogida	Jan 31 2004

3.6 QUESTIONS AND ISSUES

Kamloops

- Worried about future job security – lack of trust
- Godfrey Archbold to address this issue – Susy Lischka to invite by email, October 1, 2003

Victoria

- Staff liaison to meet with Director to ensure staff advised before public
- With the closing of Victoria LTO – will we maintain separate seniority lists for vacation?
- Flex time
- Will we have our own personnel clerk?
- Working from home

3.0 What Employees Had To Say - *Challenges and Solutions* (continued)

4.0 Contact Information

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APPENDIX A:
Project's Statement Of Purpose

PROJECT STATEMENT OF PURPOSE

CREATED BY THE LAND TITLE BRANCH PROJECT STEERING COMMITTEE

(As amended on July 30, 2003)

Our project's purpose is:

¤ To change and improve the way the Land Title Branch does business.

¤ To strive to create a positive environment where staff are motivated, valued, trusted, and desire to be productive.

¤ To help build a vibrant economy, we will maintain high quality core services essential to our business and the fundamental values of the B.C. Torrens system.

Godfrey Archbold	*Susanna Lischka*
Wallace Cheng	*Judy McKay*
Mark Frantzen	*Alma Owen*
Sharon Green	*Ann Parenteau*
Sandi Howe	*Edith Ramogida*
Ken Jacques	*Katie Salmond*
Cheryl Johnson	*Ian Smith*

APPENDIX B:
Employee Forum Agenda Format

Proposed Agenda: Employee Forum, Land Title Branch

Day 1

1. Introductions .... 8:30 A.M.
2. Expectations For Employee Forum
   - Synopsis/background/sanctioner statement
   - Invite participant expectations, debrief, and amend agenda as required
3. Safety Agreements
   - No discounting
   - Decision making
   - Confidentiality
4. What is your current work reality
   - Generate mind map
5. Break 10:15
6. Challenges in Organizational/Business Processes in the areas of...”
   - Area 1 (Business Transformation), prioritize challenges
   - Area 2 (Staff Development), prioritize challenges
   - Misc. Issues
7. LUNCH .... 12:30 P.M.
8. Challenges… (continued) 1:00
   - Area 3, (Client Access To Services) prioritize challenges
   - Area 4, (Communication) prioritize challenges
9. Break 3:00
10. Presentation on Learning Organization Model
11. Solutions and Action Plans
    - Review challenges of Area 1
    - Area 1, generate/prioritize solutions, develop action plans (what, who & when)
12. Review of Day 2 Agenda and Closure
13. End of session 4:00

Day 2

14. Check-ins and review of Day 1 .... 8:30 A.M.
15. Solutions and Action Planning (continued) 9:00
    - Review challenges of Area 2
    - Area 2, generate/prioritize solutions, develop action plans (what, who & when)
16. Break 10:00
17. Solutions and Action Planning (continued)
    - Review challenges of Area 3
    - Area 3, generate/prioritize solutions, develop action plans (what, who & when)
18. Lunch 12:00
19. Action Planning (continued) 12:30
    - Review challenges of Area 4
    - Area 4, generate/prioritize solutions, develop action plans (what, who & when)
20. Break 2:45
21. Next Steps and Session Closure3:30
22. End session 4:00

APPENDIX C:
Example of Employee Forum Action Plan

(See *Employee Forum Action Plan Document* for complete record of action planning arising out of the Employee Forums)

New Westminster LTO Action Plan – August 21, 2003

Business Transformation

Description	Who	When
· Let's revamp mark-up scanning with exp. people · Examiners to draft from orig. docs which are scanned after reg. · Just start putting documents in order for scanning · Survey keeps original documents with plans and does own mark-up	Bonnie Bob Judy Janet	· First meeting Sept. 2 · ASAP to implement
· More examiners to have RA function · Examiners deal with defects from start to finish · Approach management to give RA to all Examiners · More staff responsibility on minor problems, less mgt. decisions	Charlene Liz R. Sheila Evelyn	· 1st mtg. Aug. 22 · Discuss with both Deputies · Implement within 2 wks
· Flex days for all staff – Pat · Schedule meeting with management for flex time · Talk to Pat about making proposal to mgmt. · Have all staff to agree to no flex time so that more staff are available during peak times	Pat James	· Aug. 22
· Start rotating staff on a regular basis · Examiners available for help on counter · Expectations – support staff · Could more people split up counter mark-up? · Redefine what counter people are doing and is it all necessary · Emphasis on job experience should be considered · Judy to schedule rotation all support staff · Get the people who are most familiar with the jobs to organize them · Committee to set out support staff jobs and rotation · More cashiers at peak periods · More front counter staff at peak periods	James Gurmeet Sharie Judy Wallace	· First meeting Aug. 27 at 8:30
· Inform us of the "big changes" coming in March/04	Ian Smith	· Aug. 26
· Meeting to inform us on examination changes on Mondays, meeting at 9:00 for a few minutes · Large projects to small groups, not all staff · Mgmt. to tell Examiners their job is to work – not stop at a count of 50 · More privacy screens · All staff to be trained on large projects by the people that know · Make proposal for looking at this · Discuss counts and what is expected · Have all staff pull their own weight · Let agents correct minor defects instead of notices · Look at how we hand C.P.L. · Deputy to see each team member daily on problems · Email for updating on progress · Limit comments to conversations you're not party to · Converse or gossip quietly · Identify contact person for Prince George	Terry and Brian Judy Liz N. Ian S. Norma (check with her) Charlene	· First meeting Aug. 27 at 8:30

New Westminster LTO Action Plan – August 21, 2003

Staff Development

Description	Who	When
· Succession planning for taking on Victoria records	Rosalie Sheila (will ask Rosalie) Judy to contact person in Victoria	

Communication

Description	Who	When
· Put a phone at counter for agents to call Examiners · Have a front information desk (but just a façade) and have sign telling people to go to front counter · Get paging system back · Have lawyers contact staff not agents · Have phone for counter staff to call Examiners · Give agents access to Examiners · Put signs back up for cashiers/counter	Charlene James Ann (Charlene to ask her)	· First meeting Aug. 25
· Working group to compile all memos · Staff to take responsibility for their emails	Evelyn Sheila	· First meeting Aug. 25

Client Access To Services

Description	Who	When
· Find available signs – use them or make them · Find available signs and use them · Due to extreme volumes of work and greater demands and fewer staff, please have patience · Queen's voice	Shawn (will ask Chet) Chet	· First meeting Sep. 4
· Update existing pamphlets · 1 page handouts	Janet Bonnie W.	· Sep 14 to complete
· Inform staff about client relations activities · And to invite input · Use and expand existing tours etc.	Sharie Gurmeet James	· End of Sept. for proposal development

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