

# People, Safety & Culture Strategic Plan

2024-2027



Making a difference...together

## Territorial Acknowledgement

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOKÉCEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, STÁUTW (Tsawout), T'Sou-ke, WJOLEŁP (Tsartlip), WSIKEM (Tseycum), and x<sup>w</sup>sepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



## Organizational Overview

The **Capital Regional District** (CRD) delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24-member Board of Directors, the CRD works collaboratively with First Nations and government partners to enable sustainable growth, foster community well-being, and develop cost-effective infrastructure, while continuing to provide core services to residents throughout the region.

**People, Safety & Culture Services** are delivered across the organization to nurture a culture where employees feel safe, valued and accepted, and where they have opportunities for growth and professional development. We support programs that are essential to the health and wellbeing of our employees, and we support managers and supervisors with a range of functions and services as they seek to attract, hire and retain talented individuals. People, Safety & Culture services are critical in ensuring organizational resilience by building a culture that is engaged, responsive, adaptive and aligned with corporate priorities and our service delivery mandate.

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# Executive Summary – a message from the Senior Manager



On behalf of our People, Safety & Culture (PS&C) team, previously the Human Resources and Corporate Safety team, I am pleased to present you with the 2024-2027 People, Safety & Culture Strategic Plan. The development of our strategic plan was a collaborative process involving staff and stakeholders, and is intended to help shape key organizational initiatives and requirements within PS&C over the next four years.

As an organization, the CRD is constantly facing exciting challenges and opportunities, and we must continually review and adjust to meet the needs of our partners and our citizens. With our strong foundation of hard working and dedicated staff who truly want to make a difference, the CRD continues to be recognized as a leader in local government and an organization of choice.

Over the next four years, while continuing to deliver key services that enhance our people and organizational culture everyday, key areas of focus will include:

- **Equity, Diversity, Inclusion & Accessibility.** We work to foster and promote an inclusive and equitable work environment for employees and the diverse community the CRD serves.
- **Organizational Capacity.** We work to enhance organizational capacity by implementing and improving programs, systems and business processes to create more organizational capacity or to free up existing capacity currently taken up by tasks and activities which could be delivered more efficiently.

- **Talent Excellence.** We work to support employees on their professional development journey by offering varied, engaging and quality opportunities to learn and improve their skills and knowledge.
- **Employee Experience & Recognition.** We work to enhance employees' experience while they are a part of the CRD community and to build a culture of trust, safety, connectivity and belonging.
- **Talent Acquisition.** We work to provide hiring managers with consistent guidance and advice related to talent recruitment and selection, with a drive towards employing and retaining a qualified and diverse workforce that delivers essential services to the capital region.
- **People, Safety & Culture Excellence.** We work and are committed to being collaborative advisors and capacity builders for all areas of the organization and we strive to continuously improve the way we work to deliver timely, effective and quality service to all customers; and to continuously improve organizational compliance and any related processes to ensure the organization meets all legal and statutory obligations.

We recognize our plan is not static and will be adapted from time to time, as needed, to continue to meet the needs of our people, our services, and the communities we serve. As a team, we are committed to serving our organization and its people with professionalism and excellence, and we are excited about our future and the journey we as staff are all on together.

We are very excited about our plan for the next four years and look forward to continuing to make our region the best place to live and work.

**Chris Neilson, MBA, CPHR**  
Senior Manager, People, Safety & Culture



# Context

# Strategy Alignment

The CRD exists to foster cooperation in the region and contribute to creating a livable, sustainable and resilient region for generations to come. We do this by embracing collaboration, innovation, and by being leaders in service delivery.

The Corporate Plan presents the work the CRD needs to deliver over the four year Board term, along with the regional, sub-regional and local services, to meet the region’s most important needs and advance the Board’s vision and priorities.

The People, Safety & Culture Strategic Plan nestles under and supports the Corporate Plan, is in alignment with other corporate strategies and plans, and has the following target outcome:

Community Need	People
<b>Desired outcome</b>	An organization staff are proud to be a part of
<b>Goal</b>	11a: Equity, diversity & inclusion 11b: Organizational capacity

**People, Safety & Culture initiatives in the Corporate Plan**

- Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee.
- Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies.
- Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous serving organizations.
- Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety.
- Maintain and enhance corporate compliance and alignment with workplace safety legislation.
- Continue supporting the CRD Leadership Development Program.
- Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff.



# Mission

## PEOPLE, SAFETY & CULTURE

Through strategic partnerships and collaboration, our purpose is to build and nurture a culture where individuals feel accepted and supported by colleagues and where there is a commitment to a healthy and safe work environment.

We enable everyone to realize their potential by offering varied opportunities for continuous learning and growth, and we help build the organization's reputation as a place where work is fulfilling, connections are plentiful, and everyone's contributions are valued, inclusive and foster two-way dialogue.

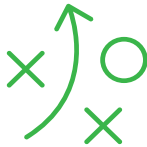
A mission statement is a concise description of organizational purpose, intention and objectives.

The Communications mission statement is aligned with the [CRD Mission](#) and the [Board and Organizational Visions](#).



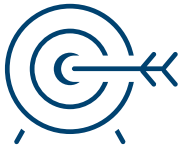
# Values

Our values capture what motivates us and our intentions. They are aligned to the CRD Cultural Traits which reflect what the broader organization values and the behaviours and mindsets all employees strive to demonstrate and apply throughout their work.



### LEAD THE WAY

We strive for the CRD to be viewed as an employer of choice in our region as a result of our exceptional employment practices.



### OWN THE OUTCOME

We are responsible for our actions and deliver our services fairly, professionally and transparently.



### EMBRACE CHANGE

We adjust to meet the ever-changing needs of an evolving society openly.



### WORK COLLABORATIVELY

As we support all areas of the organization, we are often positioned to identify and foster opportunities for collaboration across the CRD.



### DEVELOP EMPLOYEE EXCELLENCE

We provide our clients with the opportunities, skills, knowledge, and resources to best be able to accomplish their goals individually and collectively.



### SERVE THE CUSTOMER

As an organization, the CRD serves the people of this region. As a division, we are of service to the people who make up the CRD. We approach our service with respect, humility, compassion, and integrity.



# Guiding Principles

Our guiding principles act as our guardrails. They describe what is considered when we make decisions about our work or set organizational standards. This framework applies in all circumstances and sets the direction for our approach in the workplace.

The principles below appear in no particular order.

- Employee and organizational wellbeing guides decisions we make
- We strive to provide excellent customer service
- Ongoing learning, professional growth and recognition is central to employees' experience at the CRD
- We are committed to fair and respectful interactions and processes that meet the highest ethical, statutory and professional standards
- We lead by example and role model the behaviours and mindsets that we want to see in others (the cultural traits)
- We strive to communicate at the right time, in the right way and we encourage employees to share their thoughts openly, reflect on their input and adapt our strategies and tactics accordingly

# Audiences

The People, Safety & Culture Strategic Plan has been developed to provide transparency and accountability for the vision for strategic human resources and occupational health and safety at the CRD.

The plan may be of interest to:

- The CRD Board
- The Executive Leadership Team
- All CRD employees

The plan captures the goals and actions that will be led by the PS&C division over the next four years to enable colleagues across the CRD to reach their goals while keeping pace with organizational growth. It also offers insights to all staff about changes to come in the next four years, and how this might affect them and, where applicable, their employees and divisional capacity.

In many instances, the successful delivery of actions will also depend on CRD staff's capacity and ability to participate in the delivery of the proposed actions and, working collaboratively with PS&C, change associated processes, systems and ways of working.

# The Team

The People Safety & Culture division provides professional in-house services to all departments and divisions of the CRD.

The professionals in the division function as both generalists and specialists in the fields of human resources and corporate safety to:

- support strong relationships between employees and managers
- provide a one-stop professional shop with the information, tools, advice and support needed to align individual and organizational success
- ensure a healthy and safe workplace and workforce
- be proactive and responsive to the ongoing and changing needs of our vibrant organization



# Situational Analysis — Human Resources

The situational analysis provides a comprehensive assessment of the internal and external factors that influence the human resources landscape — a landscape which is constantly changing, evolving and being reshaped, and one for which we must continuously evaluate and adapt. By examining these factors, we can strategically align our efforts to effectively meet the needs of the region.

As an organization responsible to our local partners and citizens, there is a strong expectation that we continue to demonstrate responsible fiscal management, provide innovative service delivery and ongoing professionalism. As with governments in general, there is a continued expectation for openness and to provide high-quality value for the taxpayer dollar. Our commitment to these principles remains.

The CRD's success depends on talented and committed employees who have the knowledge, skills and resources to make a difference every day. With approximately 1,200 employees, 1,500 volunteers, two unions and one management association, ensuring the right people are in the right jobs with the right skills requires responsive and strategic human resources systems and support.

Through several hundred individual job opportunities every year, the CRD provides career growth opportunities for employees and brings in new talent as needed. Talent excellence (training and development) is a key component of the People, Safety & Culture Strategic Plan so we ensure employees have the skills and competencies to support CRD success now and in the future. We want employees to value their employment at the CRD and willingly contribute their time, energy, creativity and hard work. The outcome is a safe, inspiring, healthy and progressive workplace with rewarding work, strong leaders and a reputation for results.

# Services

At the CRD, our employees are the foundation of our success and we value each phase of our employee lifecycle. We accomplish this through the provision of a number of key services, including the following:

## **TALENT ACQUISITION SERVICES**

Responsible for a variety of activities to assist in attracting, selecting, promoting and retaining the best qualified employees who will enhance the potential of the organization to meet the current and future needs of our residents and other customers. On average, approximately 325-350 job competitions, and 525-575 job opportunities are run through PS&C annually.

## **LABOUR RELATIONS SERVICES**

Provide advice and information on Legislative and Collective Agreement matters to enable departments to meet their objectives in delivering high quality service at a reasonable cost with an understanding of all involved: Board, management, union, employees and the public at large. There are two unions at the CRD – Canadian Union of Public Employees (CUPE) and United Steelworkers (USW) – and one Managerial and Professional Association.

## **COMPENSATION SERVICES**

Develop, monitor and enhance defined compensation programs to ensure that employees are compensated and rewarded for their productivity and accomplishments in a fair, equitable and competitive manner while also balancing fiscal accountability and responsibility.

## **BENEFITS SERVICES**

Provide quality management and administration services to all employees for a range of employee benefit plans, meeting organizational and individual needs in a cost effective and efficient manner. Over 700 regular staff participate on CRD benefit plans, plus additional staff who access mandatory pension plan arrangements.

## **ABILITIES MANAGEMENT AND WELLNESS**

Provide abilities management and wellness programs including proactive tools and resources to keep employees engaged on the job and healthy and safe in the workplace, and to quickly return employees back to work when they may be unable to temporarily be at the workplace.

## **COACHING & EMPLOYEE PERFORMANCE MANAGEMENT**

Provide quality advice and professional consultative services to managers, supervisors and employees on the CRD Performance Management program. High internal succession, more difficult external recruitment and a younger overall workforce mean more leadership development, mentorship and coaching support is being provided for new and emerging leaders.

## **CORPORATE/ORGANIZATIONAL DEVELOPMENT SERVICES**

Work with departments to ensure optimum organization structures, systems and processes are in place that continues cohesive alignment of Departmental Service, Operating and Workforce Plans with the People, Safety & Culture Strategic Plan, and the Corporate Plan.

## **LEARNING AND DEVELOPMENT**

Develop, coordinate and deliver cost-effective training programs which enable employees to acquire and maintain the skills necessary to meet/exceed current and future organizational needs. On average, 50 key corporate-wide learning and development programs are offered annually.

### **HUMAN RESOURCES INFORMATION SYSTEMS, RECORDS AND POLICY**

Maintain all employee records for approximately 1,200 employees and contractors. Maintain PS&C management information system to facilitate the work of the department and the organization. Process approximately 2,000 Human Resources Information System (HRIS) transactions annually. Develop and continuously review policy to effect excellence in our people, processes, and regulatory requirements. As of December 2023, there are over 50 core policies being actively managed through PS&C.

### **EMPLOYEE ENGAGEMENT**

Develop, lead and embed Equity, Diversity, Inclusion and Accessibility into systems, policies, and procedures. Lead, support and collaborate with other areas of the organization to the success of employee centric corporate initiatives and events including Employee Experience Surveys.

More information about CRD policies, forms and other supporting documents can be found through the [HR Toolkit](#) on CRD Central.



# Trends

The CRD is constantly facing exciting challenges and opportunities, and we must continually review and adjust to meet the needs of our partners and our residents. With our strong foundation of hard working and dedicated staff who truly want to make a difference, the CRD continues to be recognized as leaders in our field and an organization of choice.

Changing workplace and society demographics have significant impact on the nature of PS&C programs and focus. We are seeing an increase in workplace retirements, more emphasis being placed on employee transitional and family needs, an acceleration of workplace and technological change, shifting economic growth and increased cost of living, very low unemployment and more job competition, and an increased reliance on employee goodwill. Therefore, proactive recruitment, retention, workforce and succession planning, recognition, and learning and development initiatives are paramount to ensure the continued success of the organization.

While staff turnover is at a healthy rate, there are currently pressures associated with staff retirements. The average worker age at the CRD suggests that we will continue to see significant numbers of retirements. With higher levels of

retirements come significant staffing pressures, most notably at the senior staff levels where accountabilities to continue to deliver high levels of service remains, regardless of resource turnover. In addition, periods of transition, change and doing more-with-less increases pressure to labour dynamics in the workplace.

The CRD, like many successful organizations, is continuously evaluating and refocusing how it does its business, including rationalizing resources, reorganizing work activities, and investing in employees to ensure viability and vibrancy for the future. With this comes the need to be more transparent and inclusive for the workplace not only to understand changes in direction, but to embrace and shape it for the future.

# Achievements

Over the last few years, the PS&C team:

- Led the CRD's recognition of Best in BC and Greenest Employers' Awards
- Continued to strengthen relationships with clients, with a focus on building trust
- Met the expected service levels despite significant resourcing challenges and upheaval during the COVID-19 pandemic
- Supported the successful negotiation of a new collective agreement in 2022, while avoiding collective action
- Delivered a new Employee Experience Survey in 2023 and is leading the way in supporting the organization with action planning and implementation of recommendations
- Supported, participated in and actively managed the roll out of the CRD's new Alternative Work Options program initiated in June 2023
- Celebrated and honoured the 2SLGBTQIA+ communities by participating in the 2023 Pride Parade
- Continued to welcome new employees to the CRD through the Welcome to the CRD training program
- Supported staff's ongoing learning by providing a robust training calendar which includes options for remote learning
- Successfully aligned our Board and Exempt staff remuneration plans through its regular review of the market
- Successfully negotiated our collective agreements with the USW and CUPE, and the transition agreement of the USW to CUPE



# Situational Analysis — Corporate Safety

The provincial *Workers Compensation Act* and Occupational Health and Safety (OH&S) Regulation hold employers responsible for protecting employee health and safety. Enforcement of the legislation is carried out by WorkSafeBC and, in some cases, Technical Safety BC. Many basic elements (e.g. rights and responsibilities of workers, responsibilities of employers, supervisors, etc.) are similar in all the jurisdictions across Canada. However, the details of the OH&S legislation and how the laws are enforced vary by jurisdiction. The CRD has a legal responsibility to comply with all legislative and regulatory requirements, as well as guidelines and supporting policies.

An OH&S program includes an action plan designed to maintain compliance with the legislation and prevent incidents and/or occupational diseases in the workplace, and the elements required by the health and safety legislation as a minimum. Such a program is technically a compliance management system.

A compliance management system is a framework that integrates essential structures, policies, processes, and procedures to achieve the desired compliance outcomes and act to prevent, detect and respond to non-compliance. Compliance management systems are multi-dimensional. For example, some aspects are designed to support desired behaviors or prevent undesirable behaviors, while other aspects monitor the organization's compliance performance and provide alerts for non-compliance instances.

The CRD OH&S Program Elements are based on the Plan, Do, Check, Act safety model and has 14 best practice elements. When designing its OH&S program, the CRD drew from best practice standards including the International Standard for Compliance Management Systems<sup>1</sup> and the WorkSafeBC/BC Municipal Safety Association OH&S Certificate of Recognition standard.

In addition to the OH&S Program Elements, PS&C has also implemented over 30 supplementary safety programs to identify, assess, eliminate, or control all unique hazards in the work environment. The CRD is also supported by an OH&S Policy, a statement of principles and general rules that guides action. Senior management is committed to ensuring that the policy is carried out with no exceptions.

<sup>1</sup> ISO 37301: 2021(E)

# Services

The CRD's safety record continues to be a strong part of the corporate culture and the organization remains in a merit position—meaning better than industry average—with WorkSafeBC. Changes in workforce demographics and in safety legislation mean that safety will continue to be a key focus in the years to come.

Safety services include:

## › OH&S PROGRAM AND COMPLIANCE MANAGEMENT

Developing and implementing supplementary safety programs; continuous improvement of the current OH&S Program; maintaining the Safety Management Centre information and systems; enforcing OH&S legislation; resolving OH&S concerns, disputes and issues; conducting and supporting workplace inspections; and monitoring CRD department safety programs.

## › ABILITIES AND MANAGEMENT

Lead the CRD's corporate safety initiatives and programming, including Return to Work and Stay at Work programs.

## › INCIDENT INVESTIGATIONS

Providing professional expertise, leadership, and support for workplace incident investigations, including conducting those which are serious in nature; ensuring the timely implementation of corrective and preventative actions with supervisors and managers.

## › TRAINING, EDUCATION AND RESEARCH

Promoting effective training, education, and research; collecting and analyzing health and safety statistics; providing health and safety education and training; and conducting research on special problems.

## › SUPPORTING A SAFETY CULTURE

Attending and providing expert support to health and safety committees and meetings as a professional resource; disseminating information to improve health and safety in the workplace; advising all workers on health and safety matters; and coordinating interdepartmental health and safety activities.

# Trends

Employees expect more than ever from their organizations, particularly from their organization’s health and safety programs. In recent years, we have seen a number of emerging trends that the CRD is working on staying current with.

## ➤ **WORKPLACE HEALTH & SAFETY LEGISLATION**

There are continuous changes in workplace legislation. WorkSafeBC releases frequent announcements on law and policy changes. The PS&C team stays current with these changes and communicates any applicable updates to those affected to ensure continued compliance.

## ➤ **PSYCHOLOGICAL SAFETY & MENTAL HEALTH**

While physical safety is still high on the list of priorities for organizations, psychological safety, mental health and wellness are the topics that have been most frequently raised and discussed in recent years. Mental health is slowly being destigmatized and more attention is being paid to how psychological safety affects employees in the workplace. Approaching a subject as sensitive as mental health in the workplace can feel intimidating, but it is necessary to create a positive and holistically safe work environment.

## ➤ **SAFETY BEYOND THE TRADITIONAL WORKPLACE**

Workplace safety is not limited to protecting employees in an on-site facility. The scope of employee safety is stretching to include remote work locations, such as working from home. The CRD has responded to these changes by introducing the Alternative Work Options program in June 2023. PS&C has responded to this change by ensuring that legislative requirements are still being met with respect to office ergonomics and working alone or in isolation.

## ➤ **SAFETY CULTURE**

Fostering a positive workplace safety culture has been a trend for several years. Workplace safety is about creating a top-down culture that prioritizes safety. A leadership team that is cohesively aligned with safety is critical to achieve a strong safety culture. Raising the standards for safety training is also critical in striving for a strong safety culture. Making certain training mandatory is key to ensuring sure that safety procedures are top of mind and employees have a robust understanding of their responsibilities.

Safe employees are the CRD’s best investment for long-term success. By implementing these safety trends into our existing safety program, we aim to see a boost in our employees’ trust and effectiveness—and the CRD’s overall growth. The impact of our work will be measured through the CRD Employee Experience Survey, among other ways .

More information about CRD OH&S policies, forms and other supporting documents can be found through the Corporate Safety Toolkit on CRD Central.

# Achievements

## ➤ DESIGN AND IMPLEMENTATION OF A 14 ELEMENT BEST PRACTICE OH&S PROGRAM

With over 30 Supplementary Safety Programs. Establishment of eleven Joint Health & Safety Committees and a Corporate Safety Coordination Committee.

## ➤ CERTIFICATE OF RECOGNITION (COR) IN OH&S ACHIEVED IN OCTOBER 2021

WorkSafeBC COR was achieved through our industries' certifying partner, BC Municipal Safety Association (BCMSA). This provides a 10% annual discount in our Assessment Rate.

## ➤ BCMSA – 2021 SAFETY IMPROVEMENT AWARD

This award is based on employer's experience rating. To be eligible the CRD had to have a reduction of 15 percentage points or more in the past four years with the current experience rating no greater than +20%. The CRD received a 20.5% discount from WorkSafeBC in 2021.

## ➤ BCMSA – 2022 ORGANIZATIONAL EXCELLENCE AWARD

To be eligible, an organization must meet one of the two following criteria:

- 1) the current experience rating is in a discount position with a consistent experience rating discount of 20% or more over a three-year period, or
- 2) a reduction of 20 percentage points in the past four years and has to be in a discount by the end of the most recent three-year period. The CRD received a 29.8% discount from WorkSafeBC in 2022 and a 33% discount in 2023.

## ➤ BCMSA – 2022 OCCUPATIONAL HEALTH AND SAFETY LEADERSHIP AWARD

Awarded to the CRD's Manager of Corporate Safety.

## ➤ CANADA'S SAFEST EMPLOYERS 2022

The CRD was a 2022 Excellence Awardee under category Canada's Safest Public Sector/Non-Profit Employer.



# Managing compliance with the CRD Occupational Health & Safety Program

PS&C works to continuously improve the compliance management system, including the processes needed and their interactions, in accordance with the requirements of this document. The CRD OH&S Program reflects the organization's values, objectives, strategy, and compliance risks, taking into account the context of the organization.

## COMPLIANCE FUNCTION

The PS&C compliance function is responsible for the operation of the compliance management system including the following:

- maintaining the system in compliance with ISO Standard 37301, the Workers' Compensation Act of BC, the BC OH&S Regulations, Guidelines and Policies
- facilitating the identification of compliance obligations
- documenting the compliance risk assessment
- aligning the compliance management system with the compliance objectives
- monitoring and measuring compliance performance
- analyzing and evaluating the performance of the compliance management system to identify any need for corrective action
- establishing a compliance reporting and documenting system
- ensuring the compliance management system is reviewed at planned interval
- establishing a system for raising concerns and ensuring that concerns are addressed

The compliance function exercises oversight that ensures:

- responsibilities to achieve identified compliance obligations are appropriately allocated throughout the organization
- compliance obligations are integrated into policies, processes and procedures
- all relevant personnel are trained as required
- compliance performance indicators are established

Aligned with best practice and ISO 37301 Compliance Management Systems, to ensure compliance is maintained the CRD ensures that PS&C is:

- provided access to:
  - senior decision-makers and the opportunity to contribute early in the decision-making process, including those who may be in the most authority to act as needed
  - all levels of the organization (departments and divisions)
  - all personnel, documentation, and data as needed
  - expert advice on relevant legislation, regulations, guidelines, policies, codes and organizational standards
- not purposely conflicted by organizational structure or elements
- has authority and is authorized to direct actions as necessary to ensure compliance
- not put in a conflict between ensuring compliance and personal desires of leaders or staff.

The compliance function shall provide personnel with access to resources on compliance policies, processes and procedures, and provide advice to the organization on compliance-related matters. The specific duties of the compliance function do not relieve other personnel of their responsibilities for compliance under the BC Workers' Compensation Act, OH&S Regulations, Guidelines and Policies.

A network diagram background consisting of numerous grey circular nodes connected by thin, light blue lines, creating a complex web of connections across the top and right portions of the page.

# Strategic Priorities

The PS&C division have identified six strategic priorities. These capture the most important and pressing areas of focus over the next four years, and will address organizational and divisional challenges and opportunities.

For each priority, the division has identified the specific goals and actions it intends to take. Additional or alternative goals and actions may be identified in future years to remain aligned to emerging changes to the CRD's operating context and/or priorities.

- 1 Equity, Diversity, Inclusion & Accessibility
- 2 Organizational Capacity
- 3 Talent Acquisition
- 4 Employee Experience & Recognition
- 5 Talent Excellence
- 6 People, Safety & Culture Excellence



## Equity, Diversity, Inclusion & Accessibility

We work to foster and promote an inclusive and equitable work environment for employees and the diverse community the CRD serves. We promote a diverse, inclusive, and accessible workplace and, when necessary, we conduct fair and sound investigations so that employees and the community feel respected and valued.



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. Promote a workforce that reflects the diversity of the community the CRD serves
- b. Create a work environment that embraces and values diversity, inclusion and belonging
- c. Foster awareness and understanding of the CRD's commitment to equal employment opportunities and the prevention of harassment and discrimination in the workplace

### ACTIONS >>

- 1 Develop an overall EDI Strategy for the CRD to set an overarching vision and goals, and coordinate EDI efforts across divisions
- 2 Review internal policies and practices with an Equity, Diversity, Inclusion & Accessibility (EDIA) lens
- 3 Enhance existing training courses and develop and facilitate the delivery of additional learning opportunities for staff to create a common understanding of EDIA, including literacy and terminology, understanding of unconscious bias and other topics that support respectful workplaces, policy and inclusive practices
- 4 Work with the Equity, Diversity & Inclusion (EDI) working group and steering committee to identify ways to promote equity, diversity and inclusion, and increase cultural competency among all staff
- 5 Work with the Accessibility Advisory Committee to identify barriers of access to CRD services and programs for persons with disabilities in the community and recommend solutions for consideration by the CRD
- 6 Develop an employee demographic data collection program to monitor progress on promoting and supporting a diverse workforce



## Organizational Capacity

Organizational capacity is made up of the skills, abilities and expertise available within the organization. It is our collective ability to perform work and achieve goals. We work to enhance organizational capacity by implementing and improving programs, systems and business processes to create more organizational capacity or to free up existing capacity currently taken up by tasks and activities which could be delivered more efficiently (e.g. through automation, process improvements or better data).



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. Expand and leverage technological, systems and processes capabilities and usage across a range of activities to support managers in making better talent and safety compliance decisions
- b. Facilitate a community of practice to encourage cross-divisional learning and sharing of best practices in relation to human resources and corporate safety
- c. Ensure the organizational structure enables sufficient and effective cross departmental/divisional service supports

### ACTIONS >>

- 1 Complete the implementation of SuccessFactors Recruitment and Onboarding modules, including delivering training for end users
- 2 Promote, support and leverage SuccessFactors to improve and enhance workflow efficiency and workforce analytics
- 3 Prepare for and implement the SuccessFactors Talent Suite module — Learning Management System, Performance & Goals, and Succession & Development
- 4 Sustain the momentum on the ongoing roll out of the Safety Management Centre and promote broad organizational use
- 5 Establish a community of practice for People, Safety & Culture to facilitate cross-divisional learning and sharing of best practices
- 6 Empower employees and managers to make good decisions and self-serve by expanding resources available on CRD Central
- 7 Support the organization in modernizing the collective agreements through bargaining, and the exempt staff terms and conditions alignment through the exempt staff compensation plan review, to enhance organizational capacity and resilience
- 8 Support organizational realignment that improves business function alignment, including the implementation of organizational structures that enables the CRD to realize capacity through more efficiency.



## Talent Acquisition

We work to provide hiring managers with consistent guidance and advice related to talent recruitment and selection, with a drive towards employing and retaining a qualified and diverse workforce that delivers essential services to the capital region.



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. We strive to ensure the right talent is in the right place at the right time by creating robust organizational recruitment strategies that are reflective of the goal to promote a diverse workforce and a work environment that is culturally safe
- b. Strengthen strategic partnerships with educational institutions, professional associations, community organizations and Indigenous partners to attract diverse talent
- c. Provide staff with varied development opportunities and celebrate their work and their successes to make them want to continue their careers at the CRD (connected to Employee Experience & Recognition)

### ACTIONS >>

- 1 Continue ongoing work with Corporate Communications to expand branding, marketing and proactive recruitment efforts, and enhancing employee communications
- 2 Develop marketing and social media strategies with Corporate Communications to promote the CRD as an employer of choice
- 3 Develop the CRD's Employee Value Proposition
- 4 Utilize data analytics to measure success of advertising and outreach efforts
- 5 Enhance the career page of crd.bc.ca in collaboration with departments
- 6 Develop an implementation plan for the Indigenous Employment Strategy
- 7 Develop a comprehensive Talent Acquisition Strategy and collaborate with internal departments to develop additional, focused strategies to address unique recruitment challenges
- 8 Encourage staff to progress their careers and enhance their skills and abilities while at the CRD by promoting internal temporary opportunities
- 9 Identify opportunities to publicly showcase and celebrate staff achievements and successes with Corporate Communications
- 10 Expand proactive recruitment efforts and networking opportunities for staff through career fairs and other collaboration opportunities with strategic partners



## Employee Experience & Recognition

We work to enhance employees' experience while they are a part of the CRD community and to build a culture of trust, connectivity and belonging. We strive to achieve this:

- i. By promoting adaptable ways of working and maximizing wellness programs to ensure that employees feel part of a supportive, connected organization.
- ii. By supporting initiatives that recognize and reward employees for their contributions –including their commitment to workplace safety– to foster meaningful engagement and connection with the organization.
- iii. By advancing initiatives that safeguard the physical and psychological wellbeing of employees through meaningful engagement.



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. Contribute to a culture where there is a commitment to employees and their wellbeing, with a focus on compassion and kindness
- b. Lead the way in recognizing and celebrating employees for their contribution to the organization
- c. Promote employee engagement opportunities by supporting employee events and community sponsored events
- d. Reduce the number of musculoskeletal (MSI) injuries and uphold a culture of psychological health and safety in the workplace

### ACTIONS >>

- 1 Promote new ways of working, building on the Alternative Work Options program, implemented in June 2023
- 2 Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff (2023-2026 Corporate Plan, initiative 11b-6)
- 3 Deliver a biennial CRD Employee Experience Survey and work with Corporate Communications on identifying other ways to increase two-way staff engagement, such as pulse polls
- 4 Support action planning, implementation of the recommendations and outcomes review for the regular CRD Employee Experience Survey report (2023-2026 Corporate Plan, initiative 11b-1)
- 5 Establish and enforce "Health & Safety" as an essential organizational value and engage staff on what this change means





## Employee Experience & Recognition *continued*

### ACTIONS >>

- 6 Refresh on an annual basis the CRD Corporate Health and Safety Policy and Program which provides a framework for setting compliance objectives and includes a commitment to meet applicable legislation requirements and continual improvement of the compliance management system and Health and Safety Program
- 7 Continued review of the Abilities Management — Stay at Work/Return to Work Program and early intervention strategies consistent with best practice standards, including through essential training for managers and supervisors
- 8 Establish a peer recognition program that allows employees to recognize their colleagues
- 9 Explore enhancing the organizational employee recognition program to recognizes staff's contributions in service, safety and organizational achievements, among other things
- 10 Enhance, support and promote employee engagement initiatives within the CRD and across the region
- 11 Complete the roll out of the Don't Walk By Program across the CRD
- 12 Start an Ergonomics Sub-Committee to consult CRD workers on MSI prevention strategies and design and implement supplementary safety programs for ergonomics & MSI
- 13 Design and implement a supplementary safety program for corporate psychological health & safety
- 14 Work with Corporate Communications to enhance and bolster the organizational visions and cultural traits
- 15 Explore the potential of establishing an inter-local government wellness/recreation pass program to support and enhance wellness



## Talent Excellence

We work to support employees on their professional development journey by offering varied, engaging and quality opportunities to learn and improve their skills and knowledge. We administer a program of essential courses for staff, including New Employee Welcome, Leadership Development Program for managers (iLead), EDI and Cultural Perspectives in partnership with the First Nations Division.

We are committed to increasing the skills and expertise of all employees related to safety ensuring employees to have the necessary information, instruction and training to do their job safely.

This priority also supports the goals listed in Talent Acquisition.



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. Provide a diverse array of quality training and development designed to increase expertise, productivity and fulfilment
- b. Create, promote and foster a culture that values development, diversity and safe work practices for all employees
- c. Provide ongoing support and improvement to the organization's onboarding, employee engagement and succession efforts
- d. Support and enhance strategic training and development partnerships, including compulsory safety training

### ACTIONS >>

- 1 Promote and pursue partnerships to expand the resources/tools available to employees
- 2 Continue supporting the CRD Leadership Development Program and continue annual delivery of the management iLead program (2023-2026 Corporate Plan, initiative 11b-5)
- 3 Offer training through various technology options to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to employees and partners
- 4 Enhance the alignment of training and development opportunities with certification requirements to support employees' paths to professional or trade certifications and improve the attractiveness of recruitment



## Talent Excellence *continued*

### ACTIONS >>

- 5 Identify role-specific training requirements and ensure staff receive the necessary training from time of hiring and at regular intervals to ensure they are competent persons and understand their responsibilities under the various applicable legislations, regulations and policies
- 6 Develop and implement a program of essential supervisor training, and enhance development opportunities for supervisors
- 7 Develop and implement a program of compulsory health and safety training for all employees, in alignment with the CRD OH&S Program, the Workers' Compensation Act, and Occupational Health and Safety Regulation
- 8 Implement essential Psychological Health & Safety training and certification for senior leaders, managers and employees
- 9 Conduct an audit of all compulsory training and courses to identify gaps
- 10 Review the effectiveness of all training offered on a regular basis to ensure content and format remain meaningful and relevant
- 11 Encourage employees to seek out mentorship opportunities through informal channels, where appropriate
- 12 Revitalize a CRD mentorship program to offer a formal framework
- 13 Enable employees to enter their learning and development updates in a centralized training database
- 14 Enhance current approaches to career development and succession planning, career pathing and upskilling programs (tied to strategic priority #2 Organizational Capacity)
- 15 Develop a "Future Leaders" program for supervisors and those interested in future management opportunities, similar to iLead, to support succession planning (tied to strategic priority #2 Organizational Capacity)
- 16 Implement an updated employee performance management program



## People, Safety & Culture Excellence

We are committed to being collaborative advisors and capacity builders for all areas of the organization and we strive to continuously improve the way we work to deliver timely, effective and quality service to all customers. We work to continuously improve organizational compliance and any related processes to ensure the organization meets all legal and statutory obligations. Our ambition, however, is to lead, guide and support the organization in reaching far beyond compliance towards excellence and leadership.



### WE ACCOMPLISH THIS BY FOCUSING ON THE FOLLOWING GOALS:

- a. Provide organizational education to support compliance with policies, legislation, and collective agreements
- b. Streamline and enhance PS&C processes and systems to enhance organizational excellence
- c. Identify innovative ways to continuously improve ways of working
- d. Enhance and continuously improve the safety compliance management approach to align with the ISO Standard 37301 and comply with other regulatory requirements to ensure the CRD remains safe and healthy for employees
- e. Provide employees with sufficient training, education, and resources to support the OH&S Program and diligently carry out duties as per legislative requirements

### ACTIONS >>

- 1 Complete the required internal and external COR audits to maintain the CRD's COR certification
- 2 Identify, analyze, and evaluate internal compliance risks by completing risk assessments for each CRD department and their divisions
- 3 Assess compliance risks related to outsourced and third-party processes and design and implement a contractor compliance management process and template Contractor Project Safety Plan to streamline review time
- 4 Fully implement the Corporate Safety Management Centre and deliver ongoing training for all users
- 5 Evolve the current health and safety approaches, policies and procedures to meet the ISO Standard 37301
- 6 Review and realign PS&C staff and financial resources to optimize the division's operations, align to divisional and corporate KPI's, and meet our strategic objectives



## People, Safety & Culture Excellence *continued*

### ACTIONS >>

- 7 Work with corporate partners to establish a continuous collaborative improvement framework to facilitate the regular review of policies, guidance, tools and clients' and partners' expectations
- 8 Develop guidance for key reference documents (e.g., legislation, regulations, collective agreements) for PS&C team members to support the provision of high-quality advice and enhance consistency of application
- 9 Implement a safe process for employees at all levels to provide feedback directly to PS&C
- 10 Systematically implement digital capability on forms and processes to improve and streamline the user experience with PS&C forms, where appropriate
- 11 Identify and address areas of reporting duplication



# Monitoring & Reporting

Implementation of the plan and associated actions will be overseen by the Executive Leadership Team. The Chief Administrative Officer (CAO) will report progress to the CRD Board through the Quarterly CAO Report.

The impact of the plan itself will be measured through the CRD Employee Experience Survey through which staff are engaged every other year and through action-specific measures. The implementation of the plan will also impact employee recruitment and retention metrics which will be monitored closely.

## CRD EMPLOYEE EXPERIENCE SURVEY

The following questions will be tracked as indicators of impact of the actions highlighted in this plan, among other factors.

- My organization cares about the well-being of its employees (Q28)
- In my organization, employees are recognized when they do as good job (Q29)
- I have the tools, materials and equipment (other than technology) that I need to do my job in an efficient manner (Q30)
- My organization trains and develops its employees to guarantee a high level of efficiency on the job (Q32)
- My organization places great importance on the health and safety of its employees (Q34)
- In my organization, employees are treated fairly, despite their individual differences (Q44)
- I feel that my contribution is valued by my organization (Q45)
- My organization values all aspects of diversity including origin, race, age, gender and thought (Q47)
- If it easy for anybody to fit in and be accepted in my organization (Q48)
- In my organization, employees can freely express their opinion, even if it is different (Q49)
- If I became aware of an unethical practice in my organization, I would feel free to report it (Q52)
- I can openly discuss safety issues or work hazards with my immediate supervisor/manager (Q53)





**APPENDIX A**

**Four-Year Action Plan**



## Equity, Diversity, Inclusion & Accessibility Actions

PRIORITIES & ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Develop an overall EDI Strategy for the CRD to set an overarching vision and goals, and coordinate EDI efforts across divisions	•	•	•	
<b>ACTION 2</b> Review internal policies and practices with an Equity, Diversity, Inclusion & Accessibility (EDIA) lens	•	•		
<b>ACTION 3</b> Enhance existing training courses and develop and facilitate the delivery of additional learning opportunities for staff to create a common understanding of EDIA, including literacy and terminology, understanding of unconscious bias and other topics that support respectful workplaces, policy and inclusive practices	•	•	•	•
<b>ACTION 4</b> Work with the EDI working group and steering committee to identify ways to promote equity, diversity and inclusion, and increase cultural competency among all staff	•	•	•	•
<b>ACTION 5</b> Work with the Accessibility Advisory Committee to identify barriers of access to CRD services and programs for persons with disabilities in the community and recommend solutions for consideration by the CRD		•		
<b>ACTION 6</b> Develop an employee demographic data collection program to monitor progress on promoting and supporting a diverse workforce		•	•	



## Organizational Capacity

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Complete the implementation of SuccessFactors Recruitment and Onboarding modules, including delivering training for end users	•			
<b>ACTION 2</b> Promote, support and leverage SuccessFactors to improve and enhance workflow efficiency and workforce analytics	•	•	•	•
<b>ACTION 3</b> Prepare for and implement the SuccessFactors Talent Suite module – Learning Management System, Performance & Goals, and Succession & Development		•	•	•
<b>ACTION 4</b> Sustain the momentum on the ongoing roll out of the Safety Management Centre and promote broad organizational use	•	•		
<b>ACTION 5</b> Establish a community of practice for People, Safety & Culture to facilitate cross-divisional learning and sharing of best practices		•	•	
<b>ACTION 6</b> Empower employees and managers to make good decisions and self-serve by expanding resources available on CRD Central		•	•	
<b>ACTION 7</b> Support the organization in modernizing the collective agreements through bargaining, and the exempt staff terms and conditions alignment through the exempt staff compensation plan review, to enhance organizational capacity and resilience	•	•		
<b>ACTION 8</b> Support organizational realignment that improves business function alignment, including the implementation of organizational structures that enables the CRD to realize capacity through more efficiency.	•	•		





## Talent Acquisition

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Continue ongoing work with Corporate Communications to expand branding, marketing and proactive recruitment efforts, and enhancing employee communications	•	•	•	•
<b>ACTION 2</b> Develop marketing and social media strategies with Corporate Communications to promote the CRD as an employer of choice	•			
<b>ACTION 3</b> Develop the CRD’s Employee Value Proposition		•	•	
<b>ACTION 4</b> Utilize data analytics to measure success of advertising and outreach efforts		•	•	•
<b>ACTION 5</b> Enhance the career page of crd.bc.ca in collaboration with departments		•	•	•
<b>ACTION 6</b> Develop an implementation plan for the Indigenous Employment Strategy	•	•		
<b>ACTION 7</b> Develop a comprehensive Talent Acquisition Strategy and collaborate with internal departments to develop additional, focused strategies to address unique recruitment challenges		•	•	
<b>ACTION 8</b> Encourage staff to progress their careers and enhance their skills and abilities while at the CRD by promoting internal temporary opportunities		•		
<b>ACTION 9</b> Identify opportunities to publicly showcase and celebrate staff achievements and successes with Corporate Communications	•	•	•	•
<b>ACTION 10</b> Expand proactive recruitment efforts and networking opportunities for staff through career fairs and other collaboration opportunities with strategic partners		•	•	



## Employee Experience & Recognition

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Promote new ways of working, building on the Alternative Work Options program, implemented in June 2023	•	•	•	•
<b>ACTION 2</b> Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff (2023-2026 Corporate Plan, initiative 11b-6)	•	•	•	•
<b>ACTION 3</b> Support action planning, implementation of the recommendations and outcomes review for the regular CRD Employee Experience Survey report (2023-2026 Corporate Plan, initiative 11b-1)	•	•	•	•
<b>ACTION 4</b> Deliver a biennial CRD Employee Experience Survey and work with Corporate Communications on identifying other ways to increase two-way staff engagement, such as pulse polls	•	•	•	•
<b>ACTION 5</b> Establish and enforce “Health & Safety” as a essential organizational value and engage staff on what this change means.	•			
<b>ACTION 6</b> Refresh on an annual basis the CRD Corporate Health and Safety Policy and Program which provides a framework for setting compliance objectives and includes a commitment to meet applicable legislative requirements and continual improvement of the compliance management system and Health and Safety Program	•	•	•	•
<b>ACTION 7</b> Continued review of the Abilities Management – Stay at Work/Return to Work Program and early intervention strategies consistent with best practice standards, including through essential training for managers and supervisors	•	•		



## Employee Experience & Recognition *continued*

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 8</b> Establish a peer recognition program that allows employees to recognize their colleagues	•			
<b>ACTION 9</b> Explore enhancing the organizational employee recognition program to recognizes staff’s contributions in service, safety and organizational achievements, among other things	•	•		
<b>ACTION 10</b> Enhance, support and promote employee engagement initiatives within the CRD and across the region				•
<b>ACTION 11</b> Complete the roll out of the Don’t Walk By Program across the CRD		•		
<b>ACTION 12</b> Start an Ergonomics Sub-Committee to consult CRD workers on MSI prevention strategies and design and implement supplementary safety programs for ergonomic & MSI .		•	•	
<b>ACTION 13</b> Design and implement a supplementary safety program for Corporate Psychological Health & Safety	•	•		
<b>ACTION 14</b> Work with Corporate Communications to enhance and bolster the organizational visions and cultural traits		•		
<b>ACTION 15</b> Explore the potential of establishing an inter-local government wellness/recreation pass program			•	





## Talent Excellence

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Promote and pursue partnerships to expand the resources/tools available to employees			•	•
<b>ACTION 2</b> Continue supporting the CRD Leadership Development Program and continue annual delivery of our management iLead program (2023-2026 Corporate Plan, initiative 11b-5)	•	•	•	•
<b>ACTION 3</b> Offer training through various technology options to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to employees and partners				•
<b>ACTION 4</b> Enhance the alignment of training and development opportunities with certification requirements to support employees' paths to professional or trade certifications and improve the attractiveness of recruitment		•	•	
<b>ACTION 5</b> Identify role-specific training requirements and ensure staff receive the necessary training from time of hiring and at regular intervals to ensure they are competent persons and understand their responsibilities under the various applicable legislations, regulations and policies.	•	•	•	•
<b>ACTION 6</b> Develop and implement a program of essential supervisor training, and enhance development opportunities for supervisors.			•	•
<b>ACTION 7</b> Develop and implement a program of compulsory health and safety training for all employees, in alignment with the CRD OH&S Program, the Workers' Compensation Act, and Occupational Health and Safety Regulation	•	•		



## Talent Excellence *Continued*

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 8</b> Implement essential Psychological Health & Safety training and certification for senior leaders, managers and employees	•	•		
<b>ACTION 9</b> Conduct an audit of all compulsory training and courses to identify gaps		•	•	
<b>ACTION 10</b> Review the effectiveness of all training offered on a regular basis to ensure content and format remain meaningful and relevant	•	•	•	•
<b>ACTION 11</b> Encourage employees to seek out mentorship opportunities through informal channels, where appropriate	•	•	•	•
<b>ACTION 12</b> Revitalize a CRD mentorship program to offer a formal framework			•	•
<b>ACTION 13</b> Enable employees to enter their learning and development updates in a centralized training database				•
<b>ACTION 14</b> Enhance current approaches to career development and succession planning, career pathing and upskilling programs			•	•
<b>ACTION 15</b> Develop a “Future Leaders” program for supervisors and those interested in future management opportunities at the CRD, to support succession planning			•	•
<b>ACTION 16</b> Implement an updated employee performance management program			•	





## People, Safety & Culture Excellence

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 1</b> Complete the required internal and external COR audits to maintain the CRD’s COR certification	•	•	•	•
<b>ACTION 2</b> Identify, analyze, and evaluate internal compliance risks by completing risk assessments for each CRD department and their divisions		•		
<b>ACTION 3</b> Assess compliance risks related to outsourced and third-party processes and design and implement a contractor compliance management process and template Contractor Project Safety Plan to streamline review time			•	
<b>ACTION 4</b> Fully implement the Corporate Safety Management Centre and deliver ongoing training for all users	•	•	•	•
<b>ACTION 5</b> Evolve the current health and safety approaches, policies and procedures to meet the ISO Standard 37301		•	•	
<b>ACTION 6</b> Review and realign PS&C staff and financial resources to optimize the division’s operations, align to divisional and corporate KPI’s, and to meet our strategic objectives	•	•	•	•
<b>ACTION 7</b> Work with corporate partners to establish a continuous collaborative improvement framework to facilitate the regular review of policies, guidance, tools and clients’ and partners’ expectations	•	•	•	•



## People, Safety & Culture Excellence *continued*

ACTIONS	IMPLEMENTATION YEARS			
	2024	2025	2026	2027
<b>ACTION 8</b> Develop guidance for key reference documents (e.g., legislation, regulations, collective agreements) for PS&C team members to support the provision of high-quality advice and enhance consistency of application	•	•		
<b>ACTION 9</b> Implement a safe process for employees at all levels to provide feedback directly to PS&C	•			
<b>ACTION 10</b> Systematically implement digital capability on forms and processes to improve and streamline the user experience with PS&C forms, where appropriate	•	•	•	•
<b>ACTION 11</b> Identify and address areas of reporting duplication	•	•	•	•

