

The Winkler & District Chamber of Commerce - Executive Team

Orientation, Training and Development, and Career Planning

Purpose of Orientation

The success of this organization is Executive socialization, whereby they understand the values, beliefs and goals.

As all Executive come on board in the organization, there is a process by which these people need to adapt to the Winkler Chamber Organization. There will be expectations about the organizational life, that they encounter in daily routines and challenges of the job.

. Formal methods will include;

- orientation programs
- training
- position rotation.

Winkler & District Chamber of Commerce

Board of Directors

Executive Committee

President

- | | |
|----------------------------------|----------------------|
| - Past President | - Executive Director |
| - 1 st Vice-President | - Office Manager |
| - 2 nd Vice-President | |
| - Treasurer | |
| - 4 Elected Members | |

Our Mission is to be an organization representing the business community. The Chamber promotes and coordinates activities supporting a vibrant business environment.

Orientation Programs

All Executive of the organization must complete the required grassroots structure of the Winkler & District Chamber of Commerce.

The following orientation will bring familiarization to new executive with their roles, the organization, its policies and familiar with other Executives on the Board.

The President will review in person with all Executive present and ask for their clear understanding in each of the following areas;

1) Introduction

The Winkler & District Chamber of Commerce is an independent, membership funded non-profit organization that represents Winkler business from the grassroots level. Winkler business persons' responded to the changing economic times by organizing a Board of Trade. In the 1920s, the Board of Trade was organized under the Leadership of John J. Loewen and it became very active over the next number of years in many aspects of Winkler life. In particular the election of Henry F. Wiebe in 1968 marked a new era in Winkler's approach to community growth and development. The Chamber of Commerce, or the Board of Trade before it, had a vision for growth and development in Winkler & District.

Chamber activities are governed by an Executive Board of Directors composed of 10 business persons, with elections being held each February to fill positions that have reached the end of their two year elected term. The Board of Directors

is the legal representative of the Chamber. Its role is to plan, make decisions and policies and set objectives for the Chamber on behalf of the membership.

2) The Chamber Movement – What We Do

Chambers of Commerce holds several basic values in common across our country and others. In Winkler, we have a longstanding tradition of being the voice of business within our communities. First and foremost, these organizations represent the members in their community. The Chamber's existence is based upon the following elements:

- Competition in free market;
- Efficient and effective government;
- A public policy framework that supports economic progress and fosters business success.
- Reasonable profit;
- Broad economic and social community prosperity;
- Law and order;
- Excellence in customer service and satisfaction;
- Private ownership;
- Individual integrity and responsibility;

3) Special Functions of the Executive include each of the Executive to be appointed to a Committee, in one of the following Organizational Structure;

- A) Community and Government relations
- B) Business Retention and Expansion
- C) Partners and Projects – Government funded programs
- D) Membership Growth/ Special Events

Included in these functions will be areas in;

- LEGAL
- POLICY, PLANNING & PROGRAMS
- LEADERSHIP
- PERSONNEL
- FINANCE
- BUDGET
- PUBLIC RELATIONS
- EVALUATION
- GENERAL

The President together with the Executive Director will be hosting in person orientation sessions the following areas will be clearly identified in this Orientation Program;

- Reduce Executive turnover
- Reduce Errors and Save time
- Develop Clear Committee and Organizational Expectations
- Improve Executive performance
- Attain acceptable Job Performance levels faster
- Increase the Chamber organizational stability
- Reduce Executive anxiety
- Reduce Grievances
- Reduce instances of Corrective Discipline Measures

Evaluation of this clearly defined orientation program will be the 2 Day Strategic Planning session, that will be completed in person with the full executive in attendance. This will move the executive to be significantly more socialized, with higher levels of organizational commitment to the Winkler Chamber.

As this organization is a membership organization and so, at its very core, it exists to serve its members. The Chamber's success is a direct reflection of the impressions of its members. You share with the entire Chamber team the responsibility of doing everything you can to make the Chamber more successful. Superior member relations and good first impressions are some of the most valuable assets of the organization.

What you do and the quality of service you provide, reflects on you, fellow employees and the Winkler & District Chamber of Commerce as a whole. Executive are expected to always practice good public relations to preserve the favourable attitude of our members and the public at large. The position of the Chamber must be one of unquestionable courtesy at all times.

We believe that all Winkler & District Chamber of Commerce Executive and Staff should be committed to the Chamber's values, office standards and standards of conduct. The Chamber's standards are based on respect for dignity of all individuals and integrity.

The Training System for remunerated Staff - Office Manager & Executive Director positions;

Needs Assessment – The Organization needs to clearly identify the criteria of each of the above positions, in terms of job analysis and requirements. The growth and success of the Winkler Chamber can be identified now and in the future by training and development in each of these two roles. Training needs will be the base for Career planning and development, ultimately identified in performance evaluations.

Suggested areas will be Financial, Product Knowledge/Services, Human Resources.

Training Objectives – The organization needs to clearly identify to each position.

- The desired behaviour they expect from each position
- The environment conditions that they occur in the workplace
- The acceptable performance criteria.

These can be achieved through position descriptions and specific goals. The balance and check will be the yearly performance evaluations.

Content – Further to the organizations Needs Assessment, the content for each of the two positions will be identified. Keeping with the needs of the organization, specific skills, product knowledge and acquiring accreditation should align with the employees needs. By fostering a healthy content, the employees' motivation will be enhanced.

Learning Principles - These are guidelines to the ways in which people learn most effectively. We will use participation, hands on, meaningful, situational and feedback.

The following will display the three basic development strategies for the organization, being cognitive, behavioural and environmental.

The Chamber will utilize both On the Job and Off-the Job Techniques.

On the Job Techniques will include;

Job instruction training – Executive Training and Manitoba Chambers of Commerce

Job rotation - -- Partnering with the Manitoba Chambers of Commerce in similar job training positions.

- Job Shadow - Mentor with other Chamber employees in similar size.
- Coaching - On going coaching, from President and Executive Off-the-Job Techniques will include;
- Video Conferencing - Financials, Taxation, Customer Service
- Accreditation Training - Red River College – Winkler, Courses in Simply Accounting, Human Resource Management, Computer skills, Website Design
- Workshops & Conferences – Specific areas; Employment Standards, Manitoba Chambers of Commerce, Annual Conferences.
- Internet or Web Based Training – Specific targeted areas i.e.; spread sheets, statistical data and techniques.
- Self Study - Programs and Projects specific to Chamber work i.e.;
- Business Retention & Expansion
- Self help documents i.e.; Employability Skills 2000+

Legislation to be reviewed by both positions relative to their positions;

- The Employment Standards Code, C.C.S.M. c. E110
- Canadian Human Rights Act, R.S. 1985, c. H-6
- The Human Rights Code, C.C.S.M. c.H175
- The Freedom of Information and Protection of Privacy Act, C.C.S.M. c.F175
- Personal Information and Protection and Electronic Documents Act, 2000, c. 5
- The Workplace Health and Safety Act C.C.S.M. c W210
- Privacy Act, R.S. 1985, C. P-21

FEEDBACK & EVALUATION

Feedback and evaluation will mark the success of the Winkler Chamber of Commerce Executive and Employees. Annual Performance Evaluations will be the key measurement. The testing in pre or post for the remunerated employees will be through various measurements. This will occur in the accredited Red River College courses and the success of the Chamber movement through programs and projects.

Balanced feedback, 360 feedback from the Executive Team, colleagues and business leaders will be the true measurement of evaluation for both remunerated employees.

The cost benefit analysis will be measured by the organizations profitability. Does the cost of training and development contribute to the bottom line of the Winkler Chamber?

The contributions the employee makes to the organization can easily be measured here by their active solicitation of businesses in Memberships and other services i.e.; Benefit packages, luncheons, seminars and workshops.

$$\text{Revenue} - \text{Costs} = \text{Profit}$$

In terms of the Volunteer Executive, measurement will include; appointment to a Committee, their conduct in standards and conflicts of interests as set out in the By-Laws of the Winkler Chamber and the Personnel Policies and Employee Handbook.

All disciplinary Action measures are meant to be corrective rather than punitive in nature, these are also set out in the Personnel Policies and Employee Handbook.

Career Development and Succession Planning

Where does the Chamber go from here?

Does our Strategic Plan include Human Resources component? Why or Why not?

What are our plans for volunteer Executive coming to the Board?

Are we doing a good job of Succession planning for the Office Manager or Executive Director positions? Are there Executive Members who are interested in moving forward into these roles?

Career Planning and utilizing internal Executive would be an excellent tool to add value to the Winkler Chamber Organization.

I will be presenting this document to the next Executive Board meeting, subject to their approval and recommendations.

My recommendations would be to include this document in our strategic planning sessions in 2009.

My recommendations would include implementation of orientation and training to the Executive commencing, following the summer holiday season, September, 2008.

September performance evaluations to be amended to include new evaluations for the 2009 year.