



2015 EFP Program Delivery Model Review Summary of Results and Recommendations

Background

Sage Transitions Consulting was retained to develop:

- An analysis and recommendations for potential changes to the EFP Program delivery model;
- A human resources (HR) manual for the EFP Program; and,
- A process to support and manage expectations for Planning Advisors (PAs) as set out in the new HR Manual.

Sage Transitions reviewed the delivery of the EFP Program from an HR perspective and programs across Canada and in Europe, conducted stakeholder interviews and solicited input from PAs through a survey and workshop.

Summary of Major Findings

1. In their relationship with ARDCorp, PAs place the greatest importance on:
 - Autonomy / Independence;
 - Compensation; and,
 - Clarity.
2. Overall, satisfaction with PA performance by ARDCorp and the BC Ministry of Agriculture (AGRI) is high, but variable, with low EFP completion rates in some regions, and inconsistent quality of the work delivered;
3. There are opportunities to increase the effectiveness and efficiency of the program delivery; and,
4. Program expectations and standards need to be more clearly communicated to PAs.

Funding provided by *Growing Forward 2*, a federal-provincial-territorial initiative.



Planning Advisor Policy and Procedures Manual

An online manual has been created in the secure log-in area of the ARDCorp website (you need to be logged into the PA section before you can access it):

<https://www.bcac.bc.ca/PA-Manual>

This resource will continue to compile all relevant policies and procedures related to the EFP and BMP programs as well as define the roles and responsibilities of PAs and ARDCorp. All PAs are expected to review the content of the manual. The policies and procedures outlined in the manual will become binding in the next PA Service Agreement.

Recommendations

The recommendations put forward by Sage Transitions and adopted by ARDCorp are as follows:

1. Maintain the existing, contracted PA service model but improve the clarity regarding the roles and responsibilities;
2. Maintain the on-farm delivery model for the EFP Program, but explore other options to increase producer participation in the EFP Program by adding on-line and/or workshop-based delivery choices, as has been done in all other Provinces;
3. Set minimum PA performance targets (linked to regional demand), plus higher desirable targets, possibly linked to an incentive system;
4. Implement a performance review system assessing the quantity and quality of PA work. Clearly defined annual targets and standards should be set with brief quarterly reviews conducted with the Program Manager to check how PAs are progressing towards these targets; and,
5. Adopt a termination process for PAs that consistently do not meet minimum targets, program participation or quality standards.

Performance Measures

Annual performance standards will be based on:

1. Meeting minimum EFP completion targets

Zone	New	Renewals
1 (Vancouver Island, Lower Mainland, Thompson-Okanagan)	15	6
2. Rest of Province	6	3

2. Producer evaluations: producers will be asked to complete a post-EFP satisfaction survey, including rating PA performance;
3. Planning BMP quality: AGRI will provide feedback, by PA, on each audit they perform of planning BMPs, on the quality of the work completed;
4. BMP applications signed-off: ARDCorp will maintain records, by PA, of numbers of complete and incomplete application packages received, with a target of 90% complete applications/PA; and,
5. Completion of mandatory reporting: timely completion and submission of monthly activity reports.

Additional desirable (non-binding) targets may be set for PA promotional activities completed for the program, group EFP activity and new and renewed EFPs over and above the required minimums.