

**TORONTO PUBLIC SERVICE**  
*People Plan*  
**2008-2011**

## ACKNOWLEDGEMENTS

The City Manager would like to acknowledge the expert advice and support from external and internal partners that led to the creation of the Toronto Public Service People Plan. Paul Cairns and Jacqui Sample (City of Edmonton), Michele Birnshahn and James Englot (Saskatchewan Public Service) and Liborio Campisi and Marnie Rabinovitch (Ontario Public Service) provided sound advice and guidance on the strategic workforce planning process. City of Toronto HR Reference Group members also provided feedback on how best to implement the strategic workforce planning process within the Toronto Public Service.

Susan Brown, Randy McLean and Dan Rosen (Economic Development section) and staff of the Human Resource Division's Workforce Planning and Data Management and Staffing, Workforce Transition & Employment Equity units provided invaluable assistance in the analysis of labour market and workforce data. Thanks as well to representatives of TCEU Local 416 (CUPE), TPFPA Local 3888, CUPE Local 79 and COTAPSAI who provided insights into the trends and issues that impact on their members and needed to be addressed in the People Plan.

The research and coordination efforts of staff in the Strategic HR Services' Human Resources Strategy & Planning unit are greatly appreciated. The Human Resources Division senior management team should also be recognized for contributing to the initial draft of the People Plan as well as Brenda Patterson, General Manager, Children's Service Division (Chair) and members of the Workforce Strategy Team whose insightful feedback helped to finalize it.

# TABLE OF CONTENTS

1. Message from the City Manager .....	1
2. Message from the Executive Director, Human Resources .....	2
3. People Plan at a Glance .....	3
4. Introduction .....	5
5. Trends and Issues .....	6
• Tightening Labour Market .....	6
• Skills Shortages .....	7
• Aging and Multigenerational Workforce .....	8
• Potential for Significant Losses of Skills and Knowledge due to Retirements .....	9
• Diversity .....	9
• Attraction, Retention and Engagement .....	10
• Ensuring Workforce Planning is linked to the City's Future Service Goals .....	11
• People Management Challenges .....	12
6. Goals and Objectives, Actions and Measures .....	13
• We Will Be a Learning Organization .....	13
• We Will Have Safe and Healthy Workplaces .....	15
• We Will Attract and Retain a Skilled, High Performing and Diverse Workforce ..	19
• Will Have Strong and Effective Leaders .....	22
• We Will Build a Positive Workplace Culture .....	24
7. Moving Forward Together .....	29

## MESSAGE FROM THE CITY MANAGER

The future success of the City of Toronto depends in large part on its diverse, service oriented and high performing workforce — employees throughout the organization who aspire to excel in their current jobs, who look to build their careers in the Toronto Public Service and who want to contribute to building a great city. I am extremely proud to be a member of the Toronto Public Service - committed City staff making a difference every day in the lives of Toronto residents and visitors.

The Toronto Public Service is recognized regularly by its public sector peers for innovation and creativity at the annual Public Sector Quality Fair among other awards. We are known as leaders in a variety of fields such as public health policy, environmental protection and protecting our community's most vulnerable.

Like every public administration, the City of Toronto faces significant challenges that include continually shifting economic factors, changing demographics and emerging technologies and best practices that influence how we all develop programs and effectively deliver services.

To remain an agile and flexible organization able to meet our future challenges, we must plan for our future by aligning our workforce strategies and plans with our business and service goals. This first Toronto Public Service People Plan for the period 2008 to 2011 provides strategic goals, objectives, actions and performance measures that focus on investing in learning and leadership throughout the Toronto Public Service, championing a high performing and diverse workforce at all levels, building a strong culture of health and safety, and creating a workplace built on respectful behaviours between all employees and positive relations and partnerships with unions and associations.

We must support and plan for the Toronto Public Service as its members develop and provide the programs and services our City offers residents now and in the future. As we move forward to continue to implement the Mayor's term priorities and Council's policy agenda, we must also build and focus our divisional and corporate workforce planning and actions in results oriented ways that continue to build an organizational culture reflecting our values of service, stewardship and commitment.

Clear accountability is important to our ability to support the successful implementation of the Toronto Public Service People Plan. All divisions have a responsibility to achieve the objectives of the People Plan and to monitor and report annually on progress.

I am very pleased to launch this first Toronto Public Service People Plan as we move forward together and enter our second decade as a City. I encourage all staff to review the People Plan, to watch for signs of progress and to use the Plan to enhance your ability to provide exceptional service to Toronto residents.

Shirley Hoy  
City Manager  
July 2008

## MESSAGE FROM THE EXECUTIVE DIRECTOR, HUMAN RESOURCES

Good governance means residents gain and enjoy a better life, are provided with greater opportunities to choose from and experience transparency in how our government's decisions are made and administered. Good management means the development of a strategic plan with goals and specific objectives aligned with business operations that are realistic, easily understood and measurable with built in responsibilities and accountabilities. Good human resources management means managing people well to achieve organizational goals with the delivery of outcomes in the most efficient and effective manner.

The Toronto Public Service provides direct support to ensure the effective running of local government, the provision of programs and the efficient delivery of services to Toronto residents and visitors. The Toronto Public Service People Plan has been designed to build upon the ongoing improvements in employee workforce and organizational capacity. This People Plan identifies the key actions that the City will pursue during 2008 – 2011 to ensure that it has the workforce to meet its current and future needs. It is a living document that will be annually reviewed to ensure that we continue to be proactively planning for and making corrective adjustments to meet the City's changing and emerging challenges.

The City of Toronto is committed to building a high performing, diverse workforce that has strong and effective leaders, is service-oriented and engaged, where healthy and safe workplaces exist for all its employees, positive relations exist with its unions and employee associations and learning is a continuous activity.

The People Plan provides for a consistent City-wide approach to the continuous improvement of its employees, programs and services. All divisions, managers and staff have a shared responsibility to actively participate in and work together to maximize the performance of the Toronto Public Service. Employees actively engaged and committed to the organization, at all levels, are the essence of civic service excellence. Our full commitment will maximize our capacity to serve a great city and its people, making for a stronger City of Toronto.

Bruce L. Anderson  
Executive Director, Human Resources  
July 2008

*“What is a great 21st Century City? It’s a city with high-quality public services.”*

Mayor David Miller,  
State of the City  
Address, April 9, 2008

## TORONTO PUBLIC SERVICE PEOPLE PLAN AT A GLANCE

### GOAL

#### We will be a learning organization

##### Objectives:

- Increase support for divisional learning activities and corporate learning programs
- Corporate learning policies and programs support employee training and development
- All supervisors understand and apply key legislation and policies

### GOAL

#### We will have safe and healthy workplaces

##### Objectives:

- A strong health and safety culture that incorporates health and safety in all that we do
- Reduce workplace injuries by having effective policies and programs implemented in a consistent manner by divisions
- Compliance with health and safety legislation, demonstrated due diligence and consistent implementation of health and safety program requirements
- Minimize the effects of illness, workplace injuries and personal problems on the employee and organization

### GOAL

#### We will attract and retain a skilled, high performing and diverse workforce

##### Objectives:

- Meet current and future skills shortages
- Increase the complement of youth in the Toronto Public Service
- Progressive employment and compensation policies, programs and practices for all staff
- A culture that values and increases diversity at all levels of the organization

## **GOAL**

### **We will have strong and effective leaders**

#### **Objectives:**

- Implement a range of programs to develop strong and effective leaders
- Corporate-wide succession planning for senior management positions

## **GOAL**

### **We will build a positive workplace culture**

#### **Objectives:**

- Ensure employees feel valued, recognized and connected to the organization
- Employees demonstrate the values of the Toronto Public Service
- Improve management's capacity to manage effectively by developing and implementing best practices in employee policies and labour relations management
- Establish effective, meaningful and sustainable partnerships among all divisions and with the unions and associations that support the City's business operations; enhance the effective delivery of programs and services to Toronto residents and improve the workplace
- Develop a shared vision and consensus on effective employee and labour management relations that will improve workplace environments across the City and with the unions and associations

## INTRODUCTION

Members of the Toronto Public Service deliver hundreds of City services to about 2.6 million Toronto residents and visitors to the City. The purpose of the Toronto Public Service People Plan is to set bold, long term directions and goals in a three year cycle to ensure we continue to have a high performing, skilled, diverse and engaged workforce who continue to serve a great city and its people and demonstrate the Toronto Public Service values of service, stewardship and commitment.

This People Plan is based on the five key result areas of the People Strategy endorsed by City Council in 2003 – leadership, healthy and safe workplace, management of people, retention and recruitment and building a learning organization. The People Strategy also outlines that the City of Toronto will be recognized as the leader and model of civic service excellence and guiding principles about the type of workplace and employer the City wishes to be. The People Plan updates and describes actions to implement the People Strategy given current and future challenges affecting the City of Toronto such as a mature workforce, skill shortages, a decreasing current and future labour supply and a diverse and multigenerational workforce. The People Plan will enable the City to prioritize its efforts and investments on those current and future challenges.

The Toronto Public Service People Plan began with extensive benchmarking research of similar plans of other municipal, provincial and the federal government to respond to workforce issues. The deputy city managers and division heads provided information on corporate service directions over the next five years. Unions and associations were consulted for their input. External and internal trends and issues facing the City now and in the future were gathered. Goals, objectives and actions were developed to address these issues and prepare for the future.

While this People Plan focuses on the City of Toronto overall, it is one part of a larger planning process. Divisions will also develop people plans that reflect how their workforce requirements are aligned with their service delivery plans and the Toronto Public Service People Plan.

This People Plan is for a three year term of 2008 to 2011. All members of the Toronto Public Service - frontline staff, managers, directors, division heads and deputy city managers in partnership with unions and associations and elected officials have a part to play in its implementation.

## TRENDS AND ISSUES

The following are some of the most important trends and issues affecting the Toronto Public Service:

- There will be fewer people in the labour market to meet our hiring needs
- The Toronto Public Service is already experiencing skill shortages in certain job families and experts predict the situation will only worsen
- Due to the overall rate of retirements the Toronto Public Service has the potential for significant knowledge and skill losses especially at the senior management level
- The Toronto Public Service workforce, including senior manager and manager levels, should better reflect the diversity of the community it serves.
- As competition for talent intensifies and workforce demographics shift, the City will face challenges in attracting, retaining and engaging employees

This section outlines the resulting key people management challenges that informed the development of the Toronto Public Service People Plan's goals, objectives and actions.

### THE TIGHTENING LABOUR MARKET

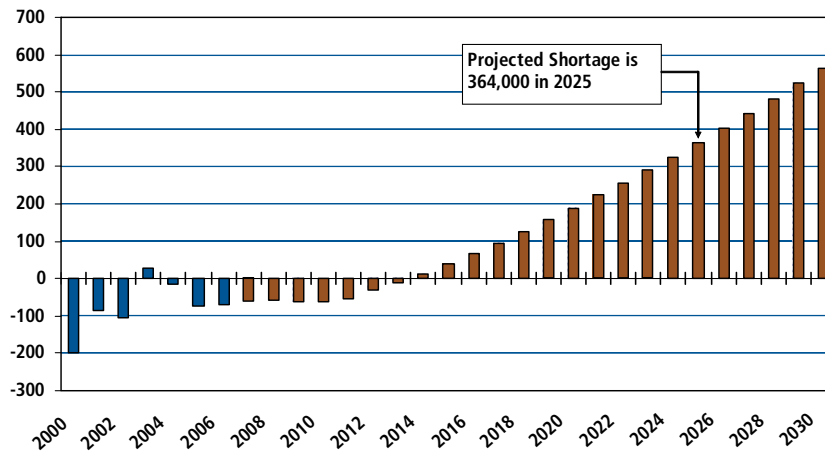
The Conference Board of Canada<sup>1</sup> reports that the economy is moving from a condition of excess labour to one of excess demand for labour:

- By 2011, 100 per cent of Canada's net labour force growth will be due to immigration
- Ontario is also facing increased labour market pressures due to slow population growth and aging<sup>2</sup>
- Although at present the labour supply exceeds demand, this situation will reverse itself by 2014 and by 2020 Ontario could face a shortfall of 190,000 workers (see Chart 1)

<sup>1</sup> [The Conference Board of Canada Canadian Outlook Economic Forecast – Economic Performance and Trends, Autumn 2007](#)

<sup>2</sup> [Conference Board of Canada Ontario's Looming Labour Shortage Challenges: Projections of Labour Shortages in Ontario and Possible Strategies to Engage Unused and Underutilized Human Resources, September 25, 2007](#)

**Chart 1: Ontario's labour shortfall is expected to grow (in thousands of jobs) (shaded bars represent forecast)**



Source: Conference Board of Canada, 2007

## SKILL SHORTAGES

- The health care, management, natural and applied sciences and trades sectors are already facing labour shortages at the national level<sup>3</sup> and in Toronto<sup>4</sup>
- Specific occupations in high demand are<sup>5</sup>:
  - computer analysts/scientists/programmers
  - middle managers and senior managers
  - engineers
  - information technology
  - information management specialists
  - policy analysts
  - tradespersons
- The City of Toronto currently faces difficulties in finding skilled workers in areas such as nursing, public health professions, financial planning, information and technology positions, engineering, purchasing and mechanics
- Skill shortages are expected to continue over the next ten years and for some occupational groups will intensify<sup>6</sup>

<sup>3</sup> Human Resources and Social Development Canada Background Briefing on Current and Future Labour Market Shortages in Canada, Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015), January 29, 2007

<sup>4</sup> Susan Brown, Economic Development. City of Toronto Labour Force Supply and Demand Issues in the Toronto Region Implications for Strategic HR Planning at the City of Toronto, November 2007

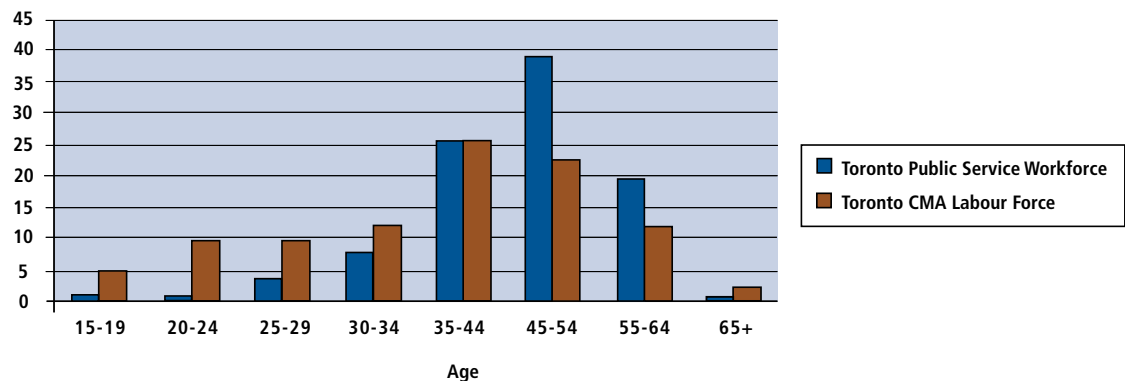
<sup>5</sup> Conference Board of Canada Building Tomorrow's Public Service Today – Challenges & Solutions in Recruitment and Retention, 2002

<sup>6</sup> Human Resources and Social Development Canada Background Briefing on Current and Future Labour Market Shortages in Canada, Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006-2015), January 29, 2007

## THE AGING AND MULTI-GENERATIONAL WORKFORCE

- As of December 31, 2007 there were 33,833 active employees in the City workforce.
- The average age of members of the Toronto Public Service (excluding recreation workers) is 46 years with 16 years of service
- The oldest groups are senior management (53 years), management/exempt (47 years) and Local 416 (47 years)
- Similarities in age distribution across unions and associations may cause significant challenges to the availability of internal talent. For instance, 74 per cent of the senior management group is aged 50 or older while 58 per cent of individuals at the manager level, who are the potential candidates for this group are also 50 or older. The same pattern exists with the potential candidates for managers (i.e. 58 per cent of managers are 50 years and older and 48 per cent of supervisors are 50 years and above).
- The Toronto Public Service workforce is older than the overall Toronto Census Metropolitan Area Labour Force (see Chart 2)

**Chart 2: Age Distribution of the City's Active Workforce (Excluding Recreation Workers) Compared to the Age Distribution of the Toronto Census Metropolitan Area<sup>7</sup> Labour Force**



Source: Human Resources Division and Economic Development section, 2007

- Like most organizations, the City now has four generations of employees working side by side:
  - 3 per cent traditionalists (age 63 or older)
  - 47 per cent baby boomers (age 44 - 62),
  - 22 per cent generation X (age 32 - 43)
  - 28 per cent generation Y (age 31 or younger)

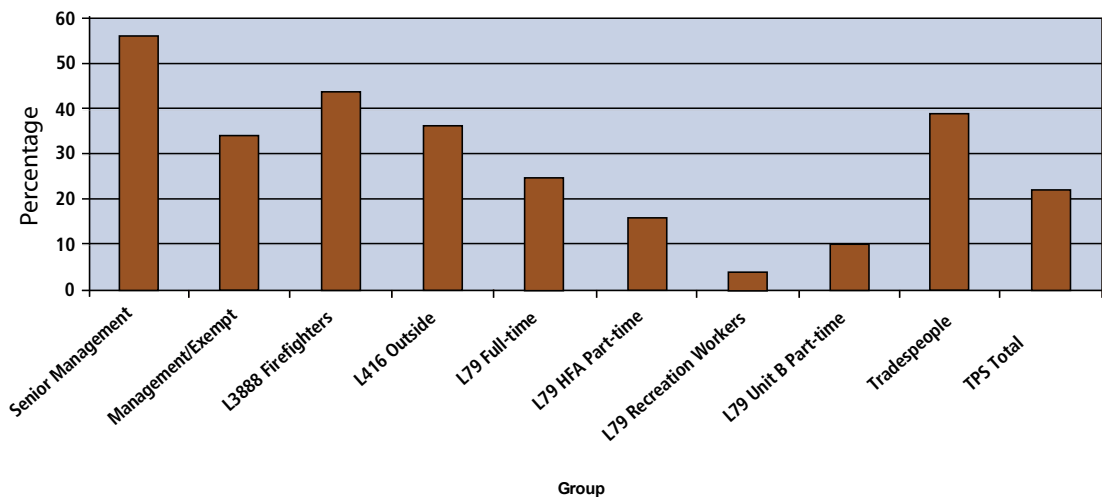
<sup>7</sup> Includes the City of Toronto and areas as far east as Ajax, as far west as Oakville and as far north as Georgina

- In the permanent Toronto Public Service workforce, baby boomers represent almost two thirds - or 65 per cent - of the workforce.
- Individuals who belong to the four generational groups often have different values, needs, motivations, career goals, work styles and expectations<sup>8</sup>.

## POTENTIAL FOR SIGNIFICANT LOSSES OF SKILLS AND KNOWLEDGE DUE TO RETIREMENTS

- Twenty two per cent of the City’s workforce is eligible to retire with an unreduced pension over the next seven years. The City faces the highest potential losses through retirements in the senior management, management/exempt, trades people, Local 3888 and Local 416 groups

**Chart 3: Number of Active Employees Eligible for an Unreduced Pension as of December 31, 2008 - 2015\***



\*Eligible employee is defined as an employee who has normal retirement age (65) or meets OMERS requirement for unreduced early retirement (age 55 + tenure 30)

Source: Human Resources Division, 2007

## DIVERSITY

**Toronto is one of the most multicultural cities in the world<sup>9</sup> .**

- The City of Toronto received an average of 55,000 immigrants per year from 2001 to 2006. Over 60 per cent of these immigrants had university degrees
- Nearly half of the City’s population (47 per cent) identify themselves as racial minorities

<sup>8</sup> [NAS Recruitment and Communications Recruiting & Managing the Generations 2007](#)

<sup>9</sup> [Statistics Canada 2006 Community Profiles, January 15, 2008](#)

- 1.5 million people with disabilities live in Ontario. About half of this group lives in urban centres like Toronto
- In 2006, the number of Aboriginal peoples in the City of Toronto was 13,605 up from 11,370 (19.5 per cent) in 2001. Due to under reporting estimates are that this number is in excess of 60,000<sup>10</sup>

Despite the richness of diversity in Toronto, many groups including racial minorities, immigrants, people with disabilities and Aboriginal peoples face barriers in accessing employment.

The City of Toronto is committed to a diverse workforce that reflects its communities. The 2007 Employment Equity Workforce Survey of management/non-union staff provided information on the representation of the four designated employment equity groups (women, Aboriginal peoples, people with disabilities and racial minorities):

- women have a similar representation in both the senior manager and manager levels (men are the majority group in both levels)
- women who are racial minorities have a higher representation in the senior manager level than men who are racial minorities (the opposite trend appears for the manager level)
- men who have a disability have a higher representation in both levels when compared with women who have a disability

**Chart 4: Employment Equity Representation in the City of Toronto’s Senior Manager and Manager Levels\* by Gender (%)**

Title	Total	Gender		Racial Minorities		Aboriginal People		People with Disabilities	
		Women	Men	Women	Men	Women	Men	Women	Men
Senior Manager	189	42.9	57.7	5.8	4.2	0.0	0.0	0.0	1.1
Manager	730	42.1	57.9	5.2	10.1	0.3	0.3	0.4	2.2
<b>TOTAL</b>	<b>919</b>	<b>42.2</b>	<b>57.8</b>	<b>5.3</b>	<b>8.9</b>	<b>0.2</b>	<b>0.2</b>	<b>0.3</b>	<b>2.0</b>

\* Senior Manager includes City and Deputy City Managers, general managers, executive directors and directors. Manager level includes managers and supervisors, excludes single contributors.

Source: City of Toronto Workforce Survey, December 2007

## ATTRACTION, RETENTION AND ENGAGEMENT PRESSURES

With increasing competition for talent and shifting workforce demographics, employers must pay even more attention to the factors that attract, retain and engage employees. A Towers Perrin 2007 Global Workforce Study<sup>11</sup> surveyed Canadians and identified the top drivers of attraction, retention and engagement:

<sup>10</sup> Consultations by the City with various agencies serving the Aboriginal community indicate that they estimate the number of Aboriginal people living in Toronto to be in excess of 60,000.

<sup>11</sup> Towers Perrin 2007 Global Workforce Study – Canada

- Monetary factors (i.e. competitive pay, vacation/paid time off and benefits) are most important in attracting talent
- Non-monetary factors such as the opportunity for career advancement are most important in an employee's decision to continue working in an organization
- In terms of employee engagement or the extent to which employees feel connected to and involved with their job and the organization, organizational factors such as leadership are the most influential

The Conference Board<sup>12</sup> of Canada studied attraction and retention issues in the public service and found:

- compensation is the number one barrier to recruitment for municipal governments
- most students express a preference for work in the private sector
- the top two factors that attract students to work in an organization are the work itself and the challenge of that work and compensation

## **ENSURING WORKFORCE PLANNING IS LINKED TO THE CITY'S FUTURE SERVICE GOALS**

To be effective, the People Plan must be linked to the City's future service directions. The Mayor's term priorities and Council's policy agenda for 2006 to 2010 are liveability, prosperity and opportunity. The February 2008 report of the independent fiscal review panel, Blueprint for Fiscal Stability and Economic Prosperity, recommended that the City develop a long-term strategic human resource strategy including a strategy for systematic and comprehensive staff training and education. The panel anticipated that these two initiatives would dramatically improve morale, productivity, safety and cooperation within the City's workforce.

In developing the People Plan, senior management in the Toronto Public Service was consulted about corporate direction over the next five years. From those consultations five strategic business themes emerged:

- Citizen-focused serviced delivery - e.g. technology-based, innovative, visible, use of external partnerships
- Fiscal accountability – e.g. revenue generation, cost management, internal partnerships
- Liveability – e.g. beautification of public spaces, investment in the aging infrastructures, safe neighbourhoods, climate change initiatives
- Prosperity and innovation – e.g. strong economy, business friendly, internationally competitive
- Opportunity for all – e.g. diversity, community engagement

<sup>12</sup> [Conference Board of Canada Building Tomorrow's Public Service Today – Challenges and Solutions in Recruitment and Retention, July 2002](#)

*“Working collaboratively we are able to expand both our reach, to make our scarce resources go further - but also our capacity to respond to those complex social issues which if left unintended will threaten our collective quality of life.”*

Sue Corke,  
Deputy City Manager,  
City Hall Town Hall  
Meeting 2006

## PEOPLE MANAGEMENT CHALLENGES FOR THE TORONTO PUBLIC SERVICE

In order for the People Plan to succeed in helping the City deliver its service and business goals, it must include long range strategies and concrete actions that address the key people management challenges:

- Respond to increased competition with the private sector and other public sector organizations for top talent
- Access specific talent pools such as skilled immigrants, youth, Aboriginal peoples, people with disabilities
- Strengthen leadership capacity
- Enhance employee engagement and ensure a positive work environment
- Meet the needs of a diverse workforce including older workers and multi-generational groups
- Increase diversity in the Toronto Public Service workforce especially in management levels
- Increase the learning capacity of the Toronto Public Service
- Plan for the succession and knowledge transfer of large numbers of retiring baby boomers
- Keep pace with technological change
- Develop skills for the future (e.g. adaptability, flexibility, information technology, creativity, fiscal accountability, diversity related skills, relationship building)
- Become a leader in workplace health and safety

The next section details the goals, objectives and concrete actions of the 2008 - 2011 People Plan to meet these challenges.

# GOALS, OBJECTIVES, ACTIONS AND MEASURES

## INTRODUCTION

This section presents the goals, objectives, actions and measures of the Toronto Public Service People Plan 2008 - 2011 that support our vision to be recognized as the leader and model of civic service excellence. A series of objectives that support progress towards the broader goal statement has been established for each goal. Under each objective, a set of actions are listed for the Human Resources Division and all divisions for completion between 2008 and 2011. These actions are the means for making progress on the objectives. A set of performance measures has been established for each objective to gauge our progress.

## GOAL

### We will be a learning organization

**Purpose:** Investing in employee training and development is an essential part of maintaining a high performing and flexible workforce. Opportunities to learn and develop increase employee commitment, foster innovation and strengthen morale. Investments in learning should be based on a careful assessment of needs and be linked to organizational goals. In a culture of continuous learning, divisional and corporate plans are used to assess needs and measure results. A learning culture ensures that employees have the skills and knowledge to excel in their current jobs and supports employee development. The following objectives are expanded in the Toronto Public Service Learning Strategy:

### OBJECTIVE:

#### Increase support for divisional learning activities and corporate learning programs

#### Key actions for 2008 - 2011:

##### DIVISIONS:

- Develop divisional learning plans based on emerging needs (e.g. technical training), changing technology, public needs and succession management forecasts (2009)
- Ensure employees have the training for current and future jobs (2008 - 2011)
- Use performance planners to develop individual learning plans (2008 - 2011)

##### HUMAN RESOURCES DIVISION:

- Develop a comprehensive and systematic Toronto Public Service Learning Strategy with input from divisions, CUPE Local 79, TCEU 416 (CUPE), Local 3888 and COTAPSAI (2008 - 2011)

*“There is urgency behind this issue. That is because building the talent pipeline needed to run a business five to 20 years out means identifying now those with the greatest potential to grow and develop.”*

City Manager  
Shirley Hoy, IPAC  
Conference: Mind the Gap: The Changing Face of the Public Service, March 2, 2007

- Support the development of comprehensive divisional learning plans (2008)
- Strengthen Toronto Public Service learning maps to help employee development and career pathing (2008)
- Pilot new joint education programs with union locals (computer training, Equity Summit) (2008)
- Create a Toronto Public Service retraining fund to support divisional learning plans (2009)
- Create a Toronto Public Service development fund to support generic skills and compliance with key corporate policies and legislation (e.g. ethics, Municipal Freedom of Information & Protection of Privacy Act) (2009)
- Develop learning organization measures and collect data (2009)
- Negotiate requirements of a new learning facility as a centre of excellence for executive development (2009)

## Performance Measures

- Percentage of divisions with learning committees
- Percentage increase in divisional training budgets year over year
- Percentage of payroll spent on employee training annually
- Percentage of divisions with formal divisional learning plans

## OBJECTIVE:

**Corporate learning policies and programs support employee training and development**

## Key actions for 2008 - 2011:

### DIVISIONS:

- Ensure a consistent approach to the application of corporate policies and practices of training and development (2008 - 2011)

### HUMAN RESOURCES DIVISION:

- Develop and communicate the Toronto Public Service Learning Strategy including its guidelines, principles and responsibilities (2008)
- Review tuition reimbursement policy and practices (2008)
- Audit selected Toronto Public Service courses to ensure content is current, course quality is high (2008 - 2011)
- Review and align the Courses for the Toronto Public Service calendar with emerging organizational needs (2008 - 2011)

- Monitor and adjust learning guidelines and principles as appropriate (2010)
- Promote use of corporate training tracking system (2008 - 2011)

### Performance Measures:

- Average satisfaction rating for corporate learning programs including percentage of course participants rating the courses
- Percentage of staff who register for courses that are already full

### OBJECTIVE:

**All supervisors understand and apply key legislation and policies**

### Key actions for 2008 - 2011:

#### DIVISIONS:

- Develop a strategy for ensuring all managers and supervisors understand and meet their legislated responsibilities (2009)

#### HUMAN RESOURCES DIVISION:

- Deliver a mandatory Supervisors Essentials Program including modules on labour relations, human rights (including accommodation obligations), health and safety, Toronto Public Service mission, values and ethics (2008 - 2009)
- Evaluate impact of supervisory curriculum and adjust as appropriate (2010)

### Performance Measures:

- Percentage of payroll spent on supervisory, management, and leadership training
- Percentage of supervisors successfully completing the Supervisors Essentials program in year 1

## GOAL

### We will have safe and healthy workplaces

**Purpose:** Workplaces that are safe and where the organization supports a healthy work environment have high employee satisfaction and improved delivery of programs and services. Workplaces that are safe and healthy minimize the personal and financial cost of injury to the employee, the organization and the community.

<sup>13</sup> See Targeting Zero Together: Continuous Improvement on the HR Web

## **OBJECTIVE:**

**A strong health and safety culture where health and safety is incorporated in all that we do**

### **Key actions for 2008 - 2011:**

#### **DIVISIONS:**

- Implement the eight continuous improvement action items<sup>13</sup> applicable to all divisions (2008)
- (Identified pilot divisions) implement approved recommendations from joint continuous improvement teams (2008 - 2011)
- Develop operations specific health and safety action plans (2008 - 2011)

#### **HUMAN RESOURCES DIVISION:**

- Enhance the labour-management process through joint leadership workshops to support continuous improvement culture (2008)
- Establish a self-sustaining continuous improvement approach<sup>13</sup> to health and safety in all divisions (2008)
- Rollout the continuous improvement approach on a priority basis through shared learning from pilot programs (2008)
- Complete rollout of continuous improvement program and monitor success of self-sustaining continuous improvement program (2009)
- Evaluate the oversight role of the Occupational Health and Safety Co-ordinating Committee and results of continuous improvement initiatives (2009)
- Continued evaluation of impact on injury reduction (2010)

### **Performance Measures:**

- Number of divisions that have implemented corporate continuous improvement initiatives
- Number of division-specific joint continuous improvement initiatives
- Number of health and safety leadership workshops and events completed
- Percentage change in safety awareness and support from culture surveys

## **OBJECTIVE:**

**Reduce injuries at work by having effective policies and programs implemented in a consistent manner by divisions**

*“We want to perform a responsible, professional job on behalf of the City for people who live and work in Toronto.”  
Deputy City Manager*

Deputy City Manager  
Richard Butts, Metro Hall Town Hall Meeting, March 27, 2007

## Key actions for 2008 - 2011:

### DIVISIONS:

- Implement corporate approved health and safety policies and programs (2008 - 2011)
- Establish musculoskeletal disorder prevention program (2008, 2009, 2010)
- Co-ordinate training, provide training to staff
- Complete hazard identification for positions
- Correct hazards

### HUMAN RESOURCES DIVISION:

- Implement the Musculoskeletal Disorder Prevention Policy in all divisions on a priority basis (2008, 2009)
- Complete implementation of Musculoskeletal Disorder Prevention Policy in remaining divisions (2010)
- Deliver Musculoskeletal Disorder Prevention Policy training to Joint Health and Safety Committee members, supervisors and employees (2008, 2009)

## Performance Measures:

- Number of health and safety/first aid incidents
- Number of medical aid injuries
- Number of lost time injuries
- Number of recurrence injuries
- Overall WSI costs to the organization

### OBJECTIVE:

**Compliance with health and safety legislation, demonstrated due diligence and consistent implementation of health & safety program requirements**

## Key actions for 2008-2011:

### DIVISIONS:

- Ensure all managers and supervisors attend supervisory health and safety training (2008)
- Incorporate accountability of effective health and safety management in managers' and supervisors' performance planners (2008 - 2011)

- Participate in annual review of health and safety policies and ensure full implementation (2008 - 2011)
- Implement recommendations from Health and Safety Audit Phase 1 (2008)
- Implement recommendations from Health and Safety Audit Phase 2 (2009, 2010)

#### **HUMAN RESOURCES DIVISION:**

- Implement plan for Health and Safety Audit Phase 2 (2008, 2009, 2010)
- Provide tools and data in support of the divisions' health and safety accountabilities (2008 - 2011)
- Report audit results and document corrective actions (2010)
- Revise supervisory health and safety policy and training standards to include accident and incident investigation and hazard recognition and control and establish training requirement for new hires and in-charge staff (2008)
- Implement revised supervisory health and safety policy and training standards (2009)
- Monitor implementation of training (2010)
- Conduct annual review of all health and safety policies for legislative compliance (2008 - 2010)

#### **Performance Measures:**

- Number of divisions implementing recommendations from Health and Safety Audit Phase 1
- Percentage of divisions completing Health and Safety Audit Phase 2
- Number of Ministry of Labour orders
- Number of divisions completing supervisory health and safety training in accordance with revised standard

#### **OBJECTIVE:**

**Minimize the effects of illness, workplace injuries and personal problems on the employee and organization**

#### **Key actions for 2008 - 2011:**

##### **DIVISIONS:**

- Support corporate wellness and work-life balance programs (2009, 2010)
- Provide accommodation to injured employees as per modified work program (2008 - 2010)

## **HUMAN RESOURCES DIVISION:**

- Promote policies and programs that support wellness (e.g. employee assistance programs) and work-life balance (2008)
- Comprehensive wellness approach consistent with Toronto Public Health's Health Options at Work program (2009)
- Evaluate effectiveness of Modified Work/Return To Work programs negotiated with Locals 416 and 79 (2008, 2009)

## **Performance Measures:**

- Average number of days off per employee for non-work- related illness
- Utilization rate for Employee Assistance Program services
- Severity (number of days off work) for workplace injury
- Number of employees returned to modified work/accommodation placement post injury/illness

## **GOAL**

### **We will attract and retain a skilled, high performing and diverse workforce**

**Purpose:** Attracting and retaining a highly skilled, high performing and diverse workforce that reflects our community will have a positive impact on employee productivity, organizational effectiveness and the delivery of highly effective programs and services to Toronto residents and visitors.

## **OBJECTIVE:**

### **Meet current and future skills shortages**

#### **Key actions for 2008 - 2011:**

##### **DIVISIONS:**

- Identify vulnerable/critical positions where current and future skill shortages are anticipated (2008, 2009)
- Develop succession plans for all levels of the division, taking into account equity information (2008 - 2011)
- Partner with the Human Resources Division to create awareness of City career and job opportunities (2008, 2009)
- Develop and implement recruitment strategies and initiatives as part of a division people plan that include increasing representation of designated groups (2008 - 2011)

*“We are committed to our vision of a rich culture of diversity and equity, with a work environment that is inclusive and progressive.”*

City Manager  
Shirley Hoy, IPAC  
Conference: Mind the  
Gap: The Changing  
Face of the Public  
Service, March 2, 2007

### **HUMAN RESOURCES DIVISION:**

- Engage in broader outreach activities and access the pool of internationally trained professionals, new immigrants and youth (2008)
- Educate students about career/job opportunities with the Toronto Public Service (2008 - 2011)
- Propose recommendations to address issues of a maturing Toronto Public Service workforce (2008)
- Develop a branding strategy for the Toronto Public Service (2008)
- Develop a corporate standard for succession planning for use by divisions (2008, 2009)
- Assist divisions in developing and implementing their succession plans by developing appropriate tools (2008 - 2011)
- Review and develop proposals for the creation of co-op placements, internships and apprenticeships (2008 - 2011)
- Provide tools and training to assist divisions in implementing their strategies (2008 - 2011)

### **Performance Measures:**

- Percentage of managers who report they are able to attract the talent they need
- Number of divisions with succession plans
- Number of days to fill a vacancy
- Number of qualified applications received for vacancies
- Number of employees who do not pass their probationary period

### **OBJECTIVE:**

**Increase the complement of youth in the Toronto Public Service**

### **Key Actions for 2008 - 2011:**

#### **DIVISIONS:**

- Identify positions to fill through the youth employment initiative (2008)

#### **HUMAN RESOURCES DIVISION:**

- Implement a youth employment initiative (2008, 2009)
- Forge new partnerships with community-based agencies to tap into pool of qualified youth (2009)
- Develop creative employment options (e.g. co-ops, internships, apprenticeships) (2008 - 2011)

## Performance Measures:

- Annual percentage of permanent full-time employees under age 29
- Annual retention rate of youth (under age 29)
- Annual percentage of youth (under age 29) hired annually

## OBJECTIVE:

**Progressive employment and compensation policies, programs and practices for all staff**

## Key actions for 2008 - 2011:

### DIVISIONS:

- Provide input into best practices review of staffing policies, recommending changes and supporting implementation of changes as appropriate (2008, 2009)
- Support the development of a formal exit interview program and implement the program (2009 - 2011)

### HUMAN RESOURCES DIVISION:

- Conduct a best practices review of staffing policies to ensure that the City's policies and programs are progressive and recommending changes as appropriate (2008, 2009)
- Develop a formal exit interview program (2009)

## Performance Measures:

- Retention rate of employees in difficult to fill positions or positions with high turnover vs. corporate retention rate
- Number of applicants who do not accept a City job offer

## OBJECTIVE:

**A culture that values and increases diversity at all levels of the organization**

## Key actions for 2008 - 2011:

### DIVISIONS:

- Develop divisional action plans to address under representation of designated groups and be accountable for achieving objectives set out in their plans (2009 - 2011)
- Support staff participation as mentors and participants in the Black African Canadian employment equity pilot project (2008)

- Undertake initiatives to encourage diversity, champion our differences and make workplaces inclusive and positive (2009)

### HUMAN RESOURCES DIVISION:

- Support the Black African Canadian employment equity pilot project including the mentoring program, staffing review and supports to management initiative (2008)
- Broaden implementation of the Black African Canadian employment equity pilot project to other designated groups (2009)
- Using results of workforce surveys, assist divisions in developing their action plans to address under representation (2008, 2009)
- Increase participation in the Career Bridge program and the Profession to Profession mentoring immigrants program (2008)
- Deliver employment equity concepts training as part of a corporate staffing seminar (2008)
- Expand outreach efforts to ensure diverse communities are aware of City employment opportunities (2008)
- Assess results and impact of expanded outreach efforts and continue to broaden outreach (2009)

### Performance Measures:

- Percentage increase in representation by level of designated groups by division and corporately
- Representation within the Toronto Public Service of designated groups during the recruitment and selection process in non-union competitions
- Number of divisions undertaking or participating in a diversity initiative

## GOAL

### We will have strong and effective leaders

**Purpose:** Leadership in the Toronto Public Service is demanding and challenging. Leaders must respond to complex issues and changing political and public needs in a highly visible setting. Responding to those issues and needs requires leaders who create a compelling vision, have a strong sense of teamwork and collaboration and the drive to see an organization change to optimize its performance outcomes. A skilled leader establishes positive and productive relationships, models public service values and ethics and accepts accountability.

## **OBJECTIVE:**

### **Implement a range of programs to develop strong and effective leaders**

#### **Key actions for 2008 - 2011:**

##### **DIVISIONS:**

- Support staff who participate in executive development programs (2008 - 2011)
- Develop divisional and interdivisional management opportunities to build leadership capacity for managers and supervisors (2008 - 2011)

##### **HUMAN RESOURCES:**

- Implement a range of programs to reinforce key executive competencies (e.g. political acuity) (2008 - 2011)
- Launch Year 1 of a new Executive Development Program (2008)
- Start second intake for the Executive Development Program (2009)
- Deliver second intake of the Executive Development Program (2010)
- Assess impact of Executive Development Program (2010)
- Refresh leadership competencies to reflect changing roles of leaders (2009)
- Implement Executive Coaching Program (2009)
- Establish intergovernmental leadership development program (2010)
- Implement leadership development secondment program (2009)
- Establish strategic alliance with universities and other public sector organizations as an investment in executive development (2010)

#### **Performance Measures**

- Ratio of permanent executive level positions filled internally versus externally

## **OBJECTIVE:**

### **Corporate-wide succession planning for senior management positions**

#### **Key actions for 2008 - 2011:**

##### **DIVISIONS:**

- Develop and implement succession planning as part of a division people plan (2008 - 2011)

## HUMAN RESOURCES DIVISION:

- Establish the Advisory Panel on Leadership to ensure that there is a pool of diverse and qualified candidates and to develop strategies for strengthening capacities (2008)
- Implement a range of strategies for strengthening capacities (e.g. cross-divisional opportunities, secondments) (2009 - 2011)
- Evaluate strategies and outcomes (2010)

## Performance Measures:

- Number of candidates available to compete on identified leadership critical positions

## GOAL

### We will build a positive workplace culture

**Purpose:** A positive workplace culture recognizes the interdependence of divisions, staff, unions and associations and management. It is a culture in which everyone has a common interest and shared value to create productive and rewarding, respectful and healthy workplaces. A positive workplace culture enables individuals to contribute in a meaningful way to the quality of the working environment, leads to effective and timely resolution of workplace disputes and has a significant impact on organizational performance.

## OBJECTIVE:

**Ensure employees feel valued, recognized and connected to the organization**

### Key actions for 2008 - 2011:

#### DIVISIONS:

- Recognize and positively reinforce high performing employees (2008 - 2011)
- Support participation in Toronto Public Service wide initiatives e.g. Toronto Professional Network, Public Sector Quality Fair, United Way campaigns, municipal elections (2008 - 2011)

## HUMAN RESOURCES DIVISION:

- Assist in implementing the City Manager's town hall meetings (2008)
- Assist in implementing the Learning Summit (2009, 2011)
- Develop an employee engagement survey (2010)

## Performance Measures:

- Employee turnover rate/voluntary employee turnover rate
- Annual retention rate of employees
- Percentage of divisions with formal employee recognition programs

## OBJECTIVE:

### Employees demonstrate the values of the Toronto Public Service

## Key actions for 2008 - 2011:

### DIVISIONS:

- Implement mission, values and ethics workshops for managers (2008, 2009)
- Establish Human Rights Office contact(s) (2009)
- Ensure all staff demonstrate the values of the Toronto Public Service (2008 - 2011)
- Ensure all staff receive training in the new Human Rights and Anti-Harassment Policy (2008 - 2011)

### HUMAN RESOURCES DIVISION:

- Assist the Toronto Public Service Steering Committee in implementing a workplace poster campaign (2008) and a Learning Summit (2009, 2011) and in applying for Public Sector Quality Fair Awards (2008)
- Assist in developing a corporate innovations and awards program (2008, 2009)
- Deliver mission, values and ethics workshops for managers (2008, 2009)
- Identify human rights accountabilities, roles and tools and communicate an amended Human Rights and Anti-Harassment Policy and complaint processes (2008, 2009)
- Enhance and expand a comprehensive human rights training strategy (2008 - 2010)

## Performance Measures

- Number of divisions completing mission, values and ethics training workshops for managers
- Percentage of managers completing mission, values and ethics training
- Percentage of staff who successfully complete human rights training
- Percentage of management staff who report that they are know how to appropriately respond to human rights concerns

- Percentage of divisional contacts who report having the necessary knowledge to respond to human rights concerns
- Percentage of staff who use the internal human rights complaints process versus the Human Rights Tribunal of Ontario process
- Number of human rights complaints related to discrimination

## **OBJECTIVE:**

**Improve management's capacity to manage effectively by developing and implementing best practices in employee policies and labour relations management**

### **Key actions for 2008 - 2011:**

#### **DIVISIONS:**

- Provide input and participate in the development of effective collective bargaining strategies and proposals (2008, 2009)
- Provide divisional bargaining team representation (2008, 2009)
- Participate in the review of current employee procedures and labour relations practices (2008, 2009)
- Work collaboratively with the Human Resources Division to effectively communicate standardized clear and consistent City-wide labour relations processes (2009, 2010)

#### **HUMAN RESOURCES DIVISION:**

- Develop effective collective bargaining strategies and proposals to improve the productivity and effectiveness of the workforce (2008, 2009)
- Bargain new collective agreements that improve the efficiency and effectiveness of the Toronto Public Service workforce to deliver high quality programs and services (2009)
- Review current employee policies and labour relations practices (2008, 2009)
- Review, enhance and communicate standardized, clear and consistent City-wide labour relations processes and collective agreement provisions (2009, 2010)
- Review and enhance standardized City-wide employee relations practices through policy development and implementation (2010)
- Review and enhance supervision training programs for the management of union and non-union staff with programs for employees with a career progression plan to step up to supervision, and programs focusing on employee policies, collective agreement provisions and effective labour relations management practices for all levels of supervisory staff (2010)

## Performance Measures

- Percentage of staff who have participated in employee and labour relations training
- Percentage of unionized staff who believe that management deals effectively with workplace and labour relations issues
- Percentage of non-unionized staff who believe that management deals effectively with workplace and employee relations issues
- Percentage of staff that are satisfied or very satisfied with their relationship with their supervisor

### OBJECTIVE:

**Establish effective, meaningful and sustainable partnerships among all divisions and with the unions and associations that support the City's business operations, enhance the effective delivery of programs and services to Toronto residents and improve the workplace**

### Key actions for 2008-2011:

#### DIVISIONS:

- Ensure active Labour-Management Committee meetings occur in every division with each union (2008, 2009)
- Establish interdivisional regular communication and liaison about common labour relations issues (2009)
- Establish alternative dispute resolution processes currently piloted in a couple of divisions for all divisions with each union (2009, 2010)

#### HUMAN RESOURCES DIVISION:

- Ensure that divisional management receives timely, effective and instructive information from Employee & Labour Relations staff to enable effective decision making (2008)
- Create new strategies and practices to proactively engage the unions in implementing divisional re-organizations, changing operational business needs and improving flexibility and productivity (2009, 2010)

## Performance Measures

- Percentage of divisions that have active labour-management committees
- Percentage of divisions that have established alternative dispute resolution processes
- Ratio of grievances to unionized staff complement per staff group by each division

- Percentage of grievances administered within the prescribed collective agreement timelines
- Percentage of unionized staff that believe employee and labour relations/human resources policies and the collective agreement(s) are consistently applied
- Percentage of supervisors and managers who are satisfied or very satisfied with the advice provided by Employee & Labour Relations staff

## **OBJECTIVE:**

**Develop a shared vision and consensus on effective employee and labour management relations that will improve workplace environments across the City and with the unions and associations**

### **Key actions for 2008-2011:**

#### **DIVISIONS:**

- Develop and implement initiatives that will create and sustain the positive reinforcement of respectful behaviours in all City workplaces (2009)
- Participate in the development of a labour-management strategic vision and plan (2009, 2010)

#### **HUMAN RESOURCES DIVISION:**

- Consult with stakeholders on the development of a labour-management strategic vision and plan (2008 - 2010)
- Enhance joint union-management training initiatives on skills to resolve workplace issues (2008, 2009)
- Develop strategies for promoting positive labour-management relations and engage the unions and associations in determining how divisional management, the Employee & Labour Relations section and the unions and associations can work together to improve and then sustain a positive relationship (2009, 2010)
- Develop and implement a labour-management strategic plan (2010, 2011)

### **Performance Measures**

- Percentage of staff that are satisfied or very satisfied with the current relationship between the City and its unions and associations

*“There is always room for improvement and we need to discuss it openly with each other.”*

Deputy City  
Manager and Chief  
Financial Officer Joe  
Pennachetti, City Hall  
Town Hall Meeting,  
2006

## MOVING FORWARD TOGETHER

Achieving the goals and objectives of the Toronto Public Service People Plan requires shared accountability between divisions and the Human Resources Division to implement, monitor and report our successes. All staff, unions and associations working together towards a positive workplace culture will help to achieve those goals and objectives.

### **The City Manager and Deputy City Managers champion and are accountable for the People Plan by:**

- Establishing accountability for and reviewing the progress of implementing the People Plan and making adjustments as required
- Ensuring performance agreements for all levels of management include responsibilities for implementing the People Plan and demonstrating the values and principles of the People Strategy
- Securing the financial resources from Council necessary to achieve the People Plan’s goals and objectives

### **Division Heads are accountable for implementing the People Plan by partnering with the Human Resources Division to:**

- Lead a capable and diverse workforce
- Deliver on divisional actions contained in and ensuring progress of the People Plan
- Hold managers and supervisors accountable for implementing the People Plan
- Develop divisional people plans that reflect the Toronto Public Service People Plan and address division-specific issues
- Report annually on divisional progress in achieving goals and objectives
- Provide feedback to update and revise future Toronto Public Service People Plans

### **The Human Resources Division is accountable for ensuring human resource programs and services enable the City to achieve its service goals by:**

- Delivering on the human resources actions contained in the People Plan
- Partnering with divisions to ensure the success of both the Toronto Public Service People Plan and division people plans
- Bringing consistent, innovative client-centred solutions and best practices to the organization
- Enhancing technology to create efficiencies and increase staff accessibility to human resource information and services

- Continuing to develop more qualitative measures to gauge the People Plan's effectiveness
- Reporting annually on progress in achieving the People Plan's goals and objectives
- Leading the development and communication of the Toronto Public Service People Plan

### **All Members of the Toronto Public Service**

#### **Demonstrate their understanding of what it means to be an employee of the City of Toronto by:**

- Committing to continuous learning
- Demonstrating the corporate values of service, stewardship and commitment, and the values and principles of the People Strategy
- Actively participating in the People Plan's initiatives

### **Unions and Associations**

#### **Ensure successful implementation of the People Plan by:**

- Partnering with management in developing and delivering joint initiatives

### **Monitoring and Reporting on our Achievements**

- Division heads, unions and associations and other stakeholders will be asked to review and update the Toronto Public Service People Plan each spring
- Divisions will report annually to the City Manager on their progress in achieving the goals and objectives of the Toronto Public Service People Plan
- The Human Resources Division will report annually to the City Manager on corporate-wide progress in achieving the goals and objectives of the Toronto Public Service People Plan

