

July 22, 2008

To: Executive Committee

From: Employee and Labour Relations Committee

Subject: **Strategic Human Resource Plan (the Toronto Public Service People Plan)**

Recommendations:

The Employee and Labour Relations Committee recommends that City Council:

1. Receive the Toronto Public Service People Plan for information.
2. Approve the Toronto Public Service Learning Strategy in principle.
3. Refer this report to the Budget Committee for consideration with the 2009 Operating Budget process.

Action Taken by the Committee:

The Employee and Labour Relations Committee requested the City Manager to:

1. Report to the meeting of the Employee and Labour Relations Committee on September 29, 2008 on strategies to increase:
 - a. mentorship and recruitment of internationally trained professionals; and
 - b. diversity of the City's workforce.
2. Report to the Employee and Labour Relations Committee by January, 2009 on:
 - a. recommended targets for each of the performance measures; and
 - b. which managers would be responsible for each of the targets.

Financial Impact

The Learning Strategy describes an incremental approach to increase the investment in employee training. Funding in the amount of \$300,000 will be required in 2009 to implement the Learning Strategy. Incremental increases of \$300,000 in each of 2010 and 2011 will also be required. It is recommended that this funding request be referred to the Budget Committee for consideration with the City's 2009 operating budget. The funding requirements will be included as part of the 2009 operating budget submission from the City Manager's Office.

Any additional financial impact resulting from implementation of the People Plan will be reported through a subsequent operating budget process or through reports on individual initiatives.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Summary

This report provides an overview of the new Toronto Public Service People Plan 2008 – 2011 (a long-term human resource strategy for the Toronto Public Service). It includes a Learning Strategy.

The Toronto Public Service People Plan 2008 – 2011 is based on the People Strategy adopted by Council in 2003, and on fact-based evidence and research into significant demographic challenges the City of Toronto will face, along with many other employers, over the next few years. To anticipate and meet these challenges, the Plan sets out five bold goals with specific objectives, related actions and performance measures. The Toronto Public Service People Plan goals are:

- We will be a learning organization
- We will have safe and healthy workplaces
- We will attract and retain a skilled, high performing and diverse workforce
- We will have strong and effective leaders
- We will build a positive workplace culture

These goals expand on and operationalize the 2003 People Strategy. Progress in achieving the Toronto Public Service People Plan's objectives will be reviewed annually and adjusted as necessary.

The Toronto Public Service Learning Strategy is a component of the People Plan. It describes concrete actions and the funding required to achieve one of the five goals of the People Plan - "We will be a learning organization".

Background

The Employee and Labour Relations Committee at its meeting on July 22, 2008, considered a report (July 8, 2008) from City Manager respecting “Strategic Human Resource Plan (the Toronto Public Service People Plan)”.

The City Manager Shirley Hoy, and Bruce Anderson, Executive Director, Human Resources Division, gave a presentation to the Employee and Labour Relations Committee respecting this matter.

City Clerk

Yvonne Davies/tk
Item EL10.4
Attach.

- c. City Manager
Bruce L. Anderson, Executive Director, Human Resources Division
Mary Louise Work, Director, Strategic Human Resource Services
John Schaffter, Director, Organization Development and Learning, Human Resources Division



STAFF REPORT ACTION REQUIRED

Strategic Human Resource Plan (the Toronto Public Service People Plan)

Date:	July 8, 2008
To:	Employee and Labour Relations Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

This report provides an overview of the new Toronto Public Service People Plan 2008 – 2011 (a long-term human resource strategy for the Toronto Public Service). It includes a Learning Strategy.

The Toronto Public Service People Plan 2008 – 2011 is based on the People Strategy adopted by Council in 2003, and on fact-based evidence and research into significant demographic challenges the City of Toronto will face, along with many other employers, over the next few years. To anticipate and meet these challenges, the Plan sets out five bold goals with specific objectives, related actions and performance measures. The Toronto Public Service People Plan goals are:

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The Toronto Public Service Learning Strategy is a component of the People Plan. It describes concrete actions and the funding required to achieve one of the five goals of the People Plan – "We will be a learning organization".

RECOMMENDATIONS

The City Manager recommends that:

4. the Toronto Public Service People Plan be received for information
5. the Toronto Public Service Learning Strategy be approved in principle
6. this report be referred to the Budget Committee for consideration with the 2009 Operating Budget process

FINANCIAL IMPACT

The Learning Strategy describes an incremental approach to increase the investment in employee training. Funding in the amount of \$300,000 will be required in 2009 to implement the Learning Strategy. Incremental increases of \$300,000 in each of 2010 and 2011 will also be required. It is recommended that this funding request be referred to the Budget Committee for consideration with the City's 2009 operating budget. The funding requirements will be included as part of the 2009 operating budget submission from the City Manager's Office.

Any additional financial impact resulting from implementation of the People Plan will be reported through a subsequent operating budget process or through reports on individual initiatives.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

EQUITY IMPACT STATEMENT

The environmental scan research conducted in developing the People Plan indicates that the Toronto Public Service is not as diverse as the community it serves, particularly at the manager and senior manager levels (except for women). The Toronto Public Service People Plan and the Learning Strategy address diversity issues directly and concretely in proposed actions and performance measures.

DECISION HISTORY

One of the goals in the February 2007 reorganization of the Human Resources Division was to increase the division's capacity to provide oversight, compliance, consistency and a strategic advisory service to senior management. Service needs identified through consultations leading to the reorganization included a greater focus on succession planning, employee learning and development and support for longer-term workforce planning. A Strategic Human Resource Services section was created as part of the reorganization. Staff used the five goals of the 2003 Council-adopted People Strategy as a foundation for this new work.

<http://www.toronto.ca/legdocs/2003/agendas/committees/adm/adm030325/it003.pdf>

Throughout 2007 and the first half of 2008 Human Resources staff undertook best practices research. That research contributed to the development of a strategic workforce planning model

that identified the major steps in undertaking strategic workforce planning. Other major work included drafting an environmental scan that highlighted major people management challenges the City could expect to face in the near future, identifying key corporate service themes, consulting with key stakeholders and developing new tools for corporate and division level strategic workforce plans.

In February 2008, the Mayor's City of Toronto Independent Review Panel completed a report entitled *Blueprint for Fiscal Sustainability and Economic Prosperity - A Call to Action*. The Panel's recommendations included that the City invest in a high performing, flexible workforce by having a more open and flexible long-term strategic human resources plan. Another recommendation was to develop a strategy for systematic and comprehensive staff training and education, including more internal resources for on-the-job training and retraining as well as joint training initiatives with City unions. The Panel indicated that benefits realized by acting on these recommendations would be in dramatically improved morale, productivity, safety and cooperation within the City's workforce. The Toronto Public Service People Plan and the Learning Strategy address these recommendations.

http://www.toronto.ca/mayor_miller/pdf/blueprint_highlights_20080217.pdf

CUPE Local 79, TCEU Local 416 (CUPE), TPFPA 3888 and COTAPSAI were consulted in the development of the People Plan and the Learning Strategy, as were all cluster senior management teams, the Workforce Strategy Team and the Policy Coordinating Team. Both the Toronto Public Service People Plan and the Learning Strategy have been presented to division heads.

ISSUE BACKGROUND

The three pillars of the Toronto Public Service are Service, Stewardship and Commitment. The Toronto Public Service is making considerable progress towards realizing its service and stewardship aims. The People Plan addresses the Commitment pillar of the Toronto Public Service framework.

Preparation of the Toronto Public Service People Plan included developing an environmental scan. The scan reveals that over the next five years and onwards the following factors will have a major impact on the City's ability to deliver efficient and effective services:

- a tightening labour market resulting in fewer people to meet our hiring demands
- increasing reliance on immigration as the primary source for labour
- expert predictions that current skill shortages in certain job families will only worsen
- an aging demographic in the Toronto Public Service
- the overall retirement rate in the Toronto Public Service has the potential for significant knowledge and skill losses, especially at the senior management level
- significant under-representation in the Toronto Public Service's senior management by racial minorities, Aboriginal peoples and people with disabilities and at the manager level by racial minorities
- as competition for talent increases everywhere and workforce demographics shift, the City will face challenges in attracting, retaining and engaging high performing employees.

COMMENTS

The Toronto Public Service People Plan addresses these factors by focusing on five goals over a four-year time span (2008-2011). It anticipates outcomes and predicted consequences of demographic and labour market trends by identifying a range of long-term strategies. It provides concrete actions for each goal for implementation by operating divisions and by the Human Resources Division at the corporate level, and performance measures as success indicators over the Plan's four-year cycle.

Because both our internal and external environments are dynamic, the Toronto Public Service People Plan will be reviewed annually to report on progress, account for changes in those environments that affect long-term workforce planning and to adjust the Plan accordingly.

CONTACTS

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SIGNATURE

Shirley Hoy
City Manager

ATTACHMENTS

1. Toronto Public Service People Plan 2008-2011
2. The Toronto Public Service Learning Strategy