



## STAFF REPORT ACTION REQUIRED

### HFA Division – Request for Expenditure from Education Donation Account – Managing Your Career

<b>Date:</b>	April 4, 2008
<b>To:</b>	Advisory Committee on Homes for the Aged
<b>From:</b>	General Manager, Homes for the Aged
<b>Wards:</b>	All Wards
<b>Reference Number:</b>	

#### SUMMARY

---

Toronto Homes for the Aged strongly supports succession planning. Current research shows that there is a shortage of qualified health care professionals and that the future shows no immediate improvement. Literature verifies a “crisis in human capital”. Within Toronto Homes for the Aged (like other organizations), we have an aging workforce, with an average age of 50 years of age amongst managers, an average age of 49 years of age amongst nursing staff and personal care staff and an average age of 48 years of age amongst all frontline staff.

Succession planning is a future-oriented process whereby organizations strive to ensure that employees are recruited, mentored, coached and developed to fill each key role within the organization. Succession planning focuses on ensuring that we are able to fill key roles from within our own organization as current staff leave (e.g. retirement, attrition, and other factors), rather than through consistently relying on external recruitment.

Evidence shows that succession planning also improves organizations’ ability to retain superior employees, as they appreciate the time, attention, and development being invested in them.

Since 2004, Toronto Homes for the Aged has offered a creative and unique career discovery program, called ‘Managing Your Career’ for staff who demonstrate the potential to move into a future management position. The program is offered every two (2) years and the evaluations of the programs completed in 2004 and 2006 show a high level of satisfaction and success in achieving an altered career path. To date, thirty-seven (37) staff have participated in the program; of these 58 percent have been successful in

attaining a higher rated position or broader responsibilities on either a temporary or permanent basis within six (6) months of the program.

Participants attend a series of five (5) one-day courses designed to facilitate learning and to stimulate thinking about their career path. Each Managing Your Career class is comprised of approximately 20 staff from the various homes, community programs and head office.

## **RECOMMENDATIONS**

---

The General Manager recommends that the Advisory Committee on Homes for the Aged endorse the requested expenditures from the Staff Education Donations Account:

1. an honourarium of \$250.00 to Mr. Steve Matthews of the Regional Psychogeriatric Consultant Program; and
2. a payment of \$2,200.00 to Ian Kennedy and Associates.

### **Financial Impact**

There is no impact on the 2008 operating budget.

This expenditure request is for use of the Staff Education Donations Account and is made in accordance with the criteria for use of this fund.

## **ISSUE BACKGROUND**

There is a staffing shortage crisis as “boomer” approach retirement and the shortage of qualified health care professionals and skilled labour is one of the top five concerns of CEOs, as published in recent Human Resources literature. As part of Toronto Homes for the Aged strategic plan, the division is engaged in a number of opportunities to link to and facilitate succession planning.

There are many skilled and competent staff currently employed in frontline positions within Toronto Homes for the Aged, who have the potential to be future leaders and managers within the division. We are committed to employee development and supporting upward career paths within the division.

The Managing Your Career program includes the following content areas:

- Building Your Leadership Skills
- Getting into Supervision
- Coaching for Performance
- Negotiating and Managing Conflict
- Specialty Knowledge for a Manager in HFA
- The Advantages to being a Manager
- Preparing for an Interview with the City

The content of the 2008 Managing Your Career program is being delivered by a combination of senior staff within the City and external training consultants.

This report requests that the costs associated with external consultants be funded from the Staff Education Donations Account.

Steve Matthews is a Psychogeriatric Resource Consultant (PRC) with the Regional Geriatric Program (RGP) and is a skilled psychologist and trainer. Although Mr. Matthews is extending his expertise as part of his role as a PRC, the division wishes to provide him with an honorarium of two hundred and fifty dollars (\$250.00).

Ian Kennedy and Associates is an approved supplier of Corporate training courses. His costs to provide this training are at the rate approved by City Council, in the amount of two thousand two hundred dollars (\$2,200.00).

## **COMMENTS**

Succession planning enables organizations to identify talented people and provides education to develop them for future higher levels and/or broader responsibilities. The senior staff of the Homes for the Aged Division strongly supports Managing Your Career program as one component of the HFA succession planning model.

## **CONTACT**

Patricia Carnegy, Co-ordinator, Staff Education  
Tel: (416) 392-8490; Fax: (416) 392-4180; E-mail: [PCarnegy@toronto.ca](mailto:PCarnegy@toronto.ca)

## **SIGNATURE**

---

Sandra Pitters  
General Manager, Homes for the Aged