

**Talent Blueprint 2014-2018
(Toronto Public Service Workforce Plan)**

Date:	March 25, 2014
To:	Employee & Labour Relations Committee
From:	City Manager Executive Director of Human Resources
Wards:	All
Reference Number:	

SUMMARY

This report provides the new workforce plan for the City of Toronto, the "Talent Blueprint 2014-2018 Building a *great* Toronto Public Service". Strategic Action #18 – Develop and Implement a Workforce Plan was one of the City Manager's 26 Strategic Actions 2013-2018 that were affirmed by City Council at its October 2013 meeting. Strategic Action #18 provided the framework for the new Talent Blueprint; this report provides further information including the attachment that presents the new workforce plan. The Talent Blueprint also supports Strategic Action #17 - Enhance the City's Capacity to Serve Toronto's Diversity.

The Talent Blueprint's goal for the City of Toronto (Toronto Public Service) is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs. The Talent Blueprint's four key focus areas are:

- employee engagement
- workforce capacity
- diversity
- effective leaders

This new workforce plan provides for one clear goal and four key focus areas that the City will be targeting to build and improve the Toronto Public Service. It focuses on key human resources strategies, objectives and actions to create a highly skilled, high-performing and diverse workforce that reflects the population that it serves with world-class customer centric programs and services. The employees of the Toronto Public Service are a unique asset and building a highly effective organization that provides quality customer services requires strategic human resources direction and activities.

RECOMMENDATIONS

The City Manager and the Executive Director of Human Resources recommend that:

1. City Council affirms the new workforce plan, the Talent Blueprint 2014-2018 Building a great Toronto Public Service.
2. City Council approve an increase to the City Manager's 2014 Approved Operating Budget of \$195,000 gross and \$0 net, to be fully funded from the Innovation Reserve Fund to conduct an employee engagement survey to support continuous improvement efforts at the City.

Financial Impact

The Talent Blueprint actions and its activities will utilize current funding resources, wherever possible, and any additional financial impacts needed beyond current resources will be submitted through the annual budget approval process. The Talent Blueprint's actions include conducting an independent third party survey to measure and validate the level of employee engagement to assist in continuous improvement efforts regarding program and service delivery, customer service and productivity. The baseline survey benchmark would be conducted in 2014 at a cost of \$195,000 that can be funded from the Innovation Reserve Fund. Funds are available in Account No.XR1713.

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

DECISION HISTORY

In 2003, City Council adopted the report on the People Strategy at its April meeting.
http://www.toronto.ca/inquiry/inquiry_site/cd/gg/add_pdf/68/pdf5/5.1.pdf

In 2008, City Manager Shirley Hoy requested the Human Resources Division develop further the People Strategy by creating a People Plan with specific goals, objectives, activities, time lines and performance measures. This resulted in the Toronto Public Service People Plan 2008-2011. The People Plan was subsequently extended to 2012. Council adopted the People Plan for information at its September 2008 meeting.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.EX23.13>

In 2012-2013, the City Manager initiated a planning process to develop new Strategic Actions that build on the achievement of the original Council directions and to continue to advance Council's vision, mission and goals for Toronto as articulated in its Strategic Plan. At its October 2013 meeting, City Council affirmed the City Manager's 26 Strategic Actions including Strategic Action #18 (Develop and Implement a Workforce Plan), the Talent Blueprint, by 2018 to ensure an engaged, diverse, high-performing, adaptive and productive workforce that meets our current and future needs.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX34.5>

ISSUE BACKGROUND

City of Toronto Strategic Plan

City Council adopted a Strategic Plan in 2002 that set out a vision and mission for the City. The Strategic Plan had 20 goals for City quality of life across five broad themes and established 19 directions to guide City programs, services and initiatives. The City of Toronto has made significant strides towards achieving the 19 directions. Fiscal principles were approved in 2005 with the adoption of the Long Term Fiscal Plan to guide service planning, budgeting and to respond to the City's ongoing financial pressures. The key achievements include: the adoption of the amalgamated City's first Official Plan in 2006; the implementation of economic growth and culture plans; targeted neighbourhood investment and revitalization; new programs and policies that support environmental sustainability; an updated Council decision-making structure to reflect the new powers from the *City of Toronto Act* (2006); the establishment of four Accountability Officers; and an enhanced fiscal position for the City with a focus on capital and long term planning.

People Plan 2008-2011

The Toronto Public Service People Plan 2008-2011 was founded on the People Strategy adopted by Council in 2003. The People Plan was a corporate-wide workforce plan that built on the original strategy by setting new corporate-wide goals and objectives with divisional and corporate activities and measures. It was based upon fact-based evidence and best practices research into significant demographic challenges the City of Toronto would face along with many other public and private employers in the future.

The Toronto Public Service People Plan's five goals were:

- 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.

The People Plan had a number of successes and below are some examples:

Learning:

- There was an increase in corporate funding for learning and a new course e-registration system was implemented; a number of e-learning courses were implemented (e.g., Mission, Values & Ethics, AODA, labour disruption modules); employee participant attendance in learning courses increased 50 per cent from 2009 to 2012; a Learning Strategy was developed and a new capital project was approved that has led to the implementation of a new corporate-wide eLearning Management System (go-live February 26, 2014).

Safe and Healthy Workplace:

- Continuous Improvement "Target Zero" is a corporate-wide and divisional strategy to continuously improve health and safety with significant progress from 2007 to 2013 with reductions in: lost time injuries (down 50 per cent); medical aids (down 21 per cent); recurrence injuries (down 70 per cent); musculoskeletal disorder injuries (down 64 per cent); and annual injury claims (WSIB) costs (down \$9.2 million).

Attract and Retain:

- Expanded recruitment outreach to diverse communities; provided a corporate standard and tools for divisional succession management; established corporate standardized assessment testing centre; entered into partnership with Toronto Employment and Social Services (TESS) with their Metro Hall Employment Centre to help facilitate the employment search of unemployed and underemployed residents to find employment opportunities with the City of Toronto.

Strong and Effective Leaders:

- Established an Executive Development Program with two completed senior manager cohorts (53 participants); delivered five cohorts of Effective Management Skills Program; created and implemented a new Emerging Leaders Certificate Program for new managers; revamped non-union Performance Management Program creating revised performance management levels to differentiate performance and build a high-performing organization.

Positive Workplace Culture:

- Created new training and e-learning modules on Mission, Values & Ethics; developed and delivered two new labour relations training modules; negotiated collective agreement that improved management flexibility and customer service.

In a review of the People Plan's successes, City divisions reported the following:

- 33 City divisions reported that 52 per cent of all the strategic actions under the People Plan's five goals were implemented and a further 25 per cent of the actions were described as implementation-in-progress; and
- Specific divisional level People Plans were developed in Court Services, City Clerks and Toronto Public Health.

The People Plan 2008-2011 was extended to 2012 due to a number of significant priority events in 2011 and 2012.

Strategic Actions 2013-2018

In 2012, the City Manager initiated a planning process to develop new Strategic Actions that build on the achievements of the original directions and continue to advance Council's vision, mission and goals. The Strategic Actions were developed to complement the City's

initiatives and programs over the next five years. The new 26 Strategic Actions affirmed by City Council in October 2013 will help ensure the success of Toronto for its residents as well as strengthen the government of the City of Toronto to meet its future challenges. <http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-61594.pdf>

One key component to help support and achieve the Strategic Actions is our workforce. The alignment of a workforce plan to a corporate business strategy is a critically important and effective human resources best practice strategy. This particular strategic action falls under the theme of Good Governance and the specific goal of Organizational Excellence. Strategic Action #18 - Develop and Implement a Workforce Plan provided a framework for the development and implementation of the plan (chart 1 below).

Chart 1: Strategic Action #18 – Develop and Implement a Workforce Plan

<p>City of Toronto Strategic Actions 2013-2018</p> <p>Strategic Action #18 Develop and Implement a Workforce Plan</p> <p>Develop and implement the Toronto Public Service workforce plan, Talent Blueprint, by 2018 to ensure an engaged, diverse, high-performing, adaptive and productive workforce to meet our current and future needs by:</p> <ul style="list-style-type: none">• Strengthening employee engagement to ensure employees are fully involved, proud and committed to their work.• Ensuring the public service reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour.• Building workforce capacity to ensure adaptable and high performing employees with the right skills are in the right job at the right time to meet our current and future needs.• Developing effective leaders, ensuring all management staff have the leadership skills and knowledge to deliver high quality services, with a significant number of staff ready for promotion to management or higher levels of management.• Modernizing critical Human Resources systems and services needed to support implementation.

New Workforce Plan Consultation Process

The Human Resources Division led the consultation to create a new workforce plan - the Talent Blueprint 2014-2018 – Building a *great* Toronto Public Service. There were numerous discussions held with the:

- Workforce Strategy Team (WST) - a representative group of division heads and senior directors that has existed since amalgamation providing advice and input on numerous human resources policies and initiatives;
- City Senior Employer Leadership Steering Committee (senior manager group);
- Customer Service Improvement Team Leads (interdisciplinary representative group);
- TCEU Local 416, CUPE Local 79, TPFFA Local 3888 and COTAPSA;

- Inter-divisional Staff Team on Equity, Diversity & Human Rights;
- Cluster and Divisional Senior Management Teams; and
- Management and staff of the Human Resources Division

Based upon an evaluation of the People Plan 2008-2011, it was determined that the new workforce plan should identify the greatest corporate priorities that all City divisions should focus on at the same time. By applying the "Pareto principle" where 80 per cent of the effects can come from 20 per cent of the causes, this will produce the greatest return on the investment of time and limited resources in improving our organization. As a result the new Talent Blueprint 2014-2018 has one paramount goal and four key focus areas.

The development of the new workforce plan included reviewing the numerous workforce challenges and potential solutions, consulting with stakeholders and utilizing the information obtained during the planning process held for the new 26 Strategic Actions 2013-2018. All the numerous identified issues were then reviewed and condensed to the following eleven (11) workforce key challenges or issues:

1. employee engagement and culture
2. recruitment and retention
3. succession management
4. access and equity
5. learning and development
6. supervisor and management development
7. knowledge management
8. aging workforce
9. performance measures and accountability
10. changing technology
11. employee wellness

The Human Resources Division reviewed these challenges and identified key themes that should be addressed in a new workforce plan: employee engagement and culture; succession management; learning and development; and access and equity. Subsequently, numerous corporate-wide workshops were held to discuss and review each of the four workforce challenges, reviewing available research and facts, identifying possible preliminary actions and potential solutions. The workshops included a corporate-wide representation of approximately half of all Division Heads actively participating in these discussions. The challenges and solutions were then themed and the four key focus areas and essential human resources enablers emerged, to develop the new Talent Blueprint.

All Division Heads, through Cluster Senior Management Teams and the Union and Association leaders were then given the opportunity to provide further feedback on the four key focus areas and the actions that had been identified. The City Manager and Deputy City Managers then approved the Talent Blueprint's focus areas and actions and authorized staff to proceed with finalizing the workforce plan and to begin implementation.

Leadership Endorsement of the Talent Blueprint from the Unions/Associations

The union and association leadership have been involved in providing input and feedback during the development of the Talent Blueprint since the fall of 2012. Discussions were held with them about the workforce challenges and the potential solutions they thought were important. In 2013, once the four focus areas and the actions were developed, further discussions were held with them to review the initial contents of the Talent Blueprint and receive feedback.

They also provided input into the engagement survey that is being developed. In particular, they provided input on the top three drivers of employee engagement most relevant to their members and provided their perspective on administration of the survey and the schedule. The union and association leaders have expressed their support for conducting an employee engagement survey with a willingness to promote and encourage their members to complete the survey.

In the December 2013 - February 2014 period, the union and association leaders reviewed the final contents of the Talent Blueprint and endorsed the Blueprint's goal and the four focus areas with the understanding that they would be involved with monitoring the development and implementation of the actions and progress made at the Committee on Toronto Public Service Excellence.

COMMENTS

Talent Blueprint 2014-2018 - Building a *great* Toronto Public Service

The Toronto Public Service is a dynamic and diverse workforce that needs to be high-performing and have the capacity, expertise, knowledge, skills and leadership to meet the ever-changing demands of Toronto's residents, businesses and visitors. Our employees regularly require new skills and upgrading to meet changing technology and processes. At the same time, employees have personal career aspirations for promotions and new career opportunities. But the continual changes of the organization can also make some employees feel less committed and disengaged from the organization and its goals. Research has shown that loyal and engaged employees provide better customer service and better customer service provides improved trust in the public service. Hence, for every public sector organization it is paramount and mission critical that its employees be highly engaged and that its services to the public continually improve so that trust and confidence in that public organization is increased.

The Talent Blueprint 2014-2018's goal is: to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs. The Talent Blueprint's four key focus areas are:

- Employee Engagement
- Diversity
- Workforce Capacity and
- Effective Leaders

In addition to the four focus areas, there are essential human resources systems and support enablers that are critical to the successful implementation of the strategic actions in City divisions and across the corporation.

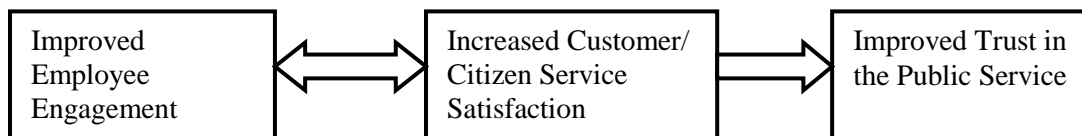
The Talent Blueprint 2014-2018 (see Appendix A) specifically focuses on the above noted four key focus areas to ensure the greatest impact on our workforce and to optimize the return on our limited resources. Our success in the implementation of these four key focus areas will dramatically move the City of Toronto forward and build a great public service into a high-performing organization that meets its current and future needs.

Employee Engagement: Examples of Actions in 2014

Improving Productivity, the Workplace and Service to the Public

The Institute for Citizen-Centred Service research (*Heintzman and Marson, ICCS, May 26, 2010*) indicates that improving the workplace by increasing the level of employee engagement leads to increased customer/citizen service to the public that then leads to an increase in trust and confidence in the public service (chart 2 below).

Chart 2: Public Sector Value Chain



There is a solid, well researched business case for monitoring and continuously improving employee engagement. During the consultations to develop the Talent Blueprint, the number one challenge and solution identified by management, staff and union and association leaders was employee engagement. Successful high-performing private and public sector organizations (for example, WestJet) work to increase employee engagement which then improves customer satisfaction, productivity, retention, recruitment and the reduction in employee absenteeism.

Employee Engagement Survey

At its October 2013 meeting, City Council affirmed the Strategic Actions including Strategic Action #18 – Implement and Development a Workforce Plan. Strategic Action #18 provides for the objective to ensure we are "strengthening employee engagement to ensure employees are fully involved, proud and committed to their work". Leading private and public sector employers strengthen their levels of employee engagement by regularly conducting independent, statistically validated employee engagement surveys. The surveys are a best practice conducted by these employers to measure engagement levels, determine benchmarks and take strategic actions to improve employee engagement. Therefore, to successfully achieve our employee engagement objective, we shall conduct the first

corporate-wide employee engagement survey in 2014 at a cost of \$195,000 that will utilize available funding from the Innovation Reserve Fund.

Conducting an employee engagement survey to analyze the level of engagement in an organization is a best practice. We will be conducting the survey in the Fall 2014 with the results reported out in late 2014 or early 2015. The employee engagement survey will accomplish three things:

- (1) it will establish a baseline for measuring improvement and comparison to other organizations;
- (2) it will identify both the level of employee engagement and why engagement is low or high corporately and in each City division so that strategies and actions can be developed and implemented for improvement; and
- (3) it will provide an analysis of the engagement levels of equity seeking groups so that the Equity, Diversity and Human Rights Division can develop strategies to increase support for equity and diversity in the workplace.

The employee engagement survey will be conducted anonymously and by a third party using best practice research-based questions. Human Resources Division will oversee the survey's overall contract administration and provide resources and tools for the City and its divisions to improve employee engagement. The use of a third party ensures confidentiality of employees' responses, which maximizes the response rate, helps verify the integrity of the process and increases the confidence and credibility of the results for the organization.

This first employee engagement survey (2014) will set the benchmark. There will then be strategies developed and actions implemented to improve employee engagement within divisions and across the corporation. This same survey will then be repeated every three years. In 2017, the second survey will be conducted and the results will be used to measure the success of our employee engagement strategies by comparing 2017 engagement levels to the initial 2014 employee engagement benchmark levels. These results will then be used to develop further strategies and actions to continue to improve employee engagement, ultimately creating a continuous improvement culture for employee engagement, improved productivity and customer service to the public. Some of the key drivers that directly increase levels of engagement support diversity, positive workplace culture, leadership, communication, learning development and succession management.

We believe that City Councillors were unaware or unclear about several key facts regarding the initial budget request for the employee engagement survey. The survey is an essential part of advancing Council approved Strategic Action#18. The employee engagement survey is not a survey of the happiness of our employees. The results will help advance the Talent Blueprint's priority to increase customer service and productivity plus increase diversity and equity in the public service.

Diversity: Example of Actions in 2014

A new Employment Equity Workforce Survey will also be conducted in 2014. Previously, an equity survey ("Count Yourself In") of the four designated groups was conducted and reported to City Council; however, the employee response rate was not sufficient to undertake appropriate statistical analysis. This new survey will now also provide for employees to identify themselves as a member of an equity seeking/diversity group(s). To be effective in reporting and in developing strategic initiatives and actions, this type of survey is not anonymous; however, it is confidential and specific employee information is restricted. The information that an equity and diversity survey does provide and report on, gives an overview profile of the Toronto Public Service. It will allow the organization to precisely identify where and to what degree the corporation and each City division reflects the population we serve. This information will be used to create effective strategies to increase representation to the level matching the population of the city of Toronto.

The two surveys (i.e. employee engagement and employment equity workforce surveys) will work together and complement the setting of baselines to improve the diversity of the Toronto Public Service as well as the employee engagement of individuals identifying themselves as members of an equity seeking group.

In February 2014, City Council approved the new Aboriginal Recruitment Strategy. The goal of the strategy is to ensure that the City of Toronto's workforce reflects the representation of Aboriginal peoples of Toronto. Specific activities are currently being developed to advance this strategy. The strategy's three key objectives are:

- (1) Outreach - Collaborate with Aboriginal employment agencies and agencies serving the Aboriginal population to strengthen existing outreach activities to connect Toronto's Aboriginal communities to City jobs;
- (2) Employment - To ensure that the representation reflects the Aboriginal peoples is the City through the development and implementation of recruitment and employment programs and initiatives; and
- (3) Development and Retention: Internal Programs - Embed an Aboriginal focus in all City of Toronto employment programs to attract and retain skilled, high performing employees.

Workforce Capacity: Example of Actions in 2014

As part of our commitment to build a skilled, knowledgeable and productive workforce, the City of Toronto has launched (phase one) an enterprise Learning Management System called ELI. All employees of the Toronto Public Service can now utilize a new, efficient way to register for corporate courses/elearning courses and access other learning opportunities and also their records. ELI is available anytime, anywhere, any place through a self-service portal that is accessible internally through the intranet and externally through the Internet. It also provides new functionality for managers in the reporting, recording and monitoring of training.

ELI supports the City's Strategic Actions #18 - the Talent Blueprint's focus area of workforce capacity. It also supports the corporate eCity Strategy and priorities for employees to improve workforce capabilities and improve business processes.

We have also launched the use of social media to further advance our recruitment network to attract diverse, high-performing candidates. Targeted for both internal employees and external audiences, the new 'CityTOJobs' Facebook (www.facebook.com/CityTOjobs) and Twitter (www.twitter.com/CityTOjobs) pages will help to reach and engage qualified job seekers, share information about the City of Toronto as well as career and job-related information, address recruitment challenges and promote the City of Toronto as an employer of choice.

The launch of Facebook and Twitter is the first phase of a corporate social media recruitment plan. The plan will enhance and support our advertising campaigns and recruitment capabilities to attract top candidates, especially for those hard to fill positions. It is also part of our efforts to introduce new and emerging methods that will help the City take a more proactive approach to talent acquisition. This phased-in approach to social media recruitment will include establishing a corporate LinkedIn recruitment account later in 2014.

Effective Leaders: Example of an Action in 2014

A new Talent Assessment Tool and Process is being developed for use initially with directors and above. The Talent Assessment is specific to leadership in the Toronto Public Service and may be conducted annually in conjunction with the annual performance planner and developmental plans. It will provide a structured process to engage in professional conversations with senior managers to identify leadership performance, potential and aspirations. This information will be used strategically and appropriately to support ongoing development opportunities such as special or stretch assignments, mentoring equity and diversity initiatives and the retention of high-performing senior managers.

Future Actions and Implementation

The Talent Blueprint 2014-2018 is a five-year plan and already its impact can be felt as implementation of actions has begun. We will monitor the implementation of actions very closely to ensure the efficient and effective use of resources and the attainment of targeted results. Performance measures and feedback from staff, management and union and association leaders will be used to track our progress. Reports will be provided to ensure all stakeholders are aware of the progress being made in implementing the actions. At the same time, we will continue to develop and implement actions identified in the Talent Blueprint as well as be prepared to develop completely new actions due to changing conditions or new trends emerging. Over time, as we remain firmly fixed on the attainment of our goal, to have engaged, diverse, high-performing, adaptive and productive workforce that meets our current and future needs, we will continue building a great public service that strengthens customer service and results in increased citizen trust and confidence in the Toronto Public Service.

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SIGNATURE

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ATTACHMENT

Appendix A: Talent Blueprint 2014-2018 Building a great Toronto Public Service