

Clause embodied in Report No. 3 of the Administration Committee, as adopted by the Council of the City of Toronto at its meeting held on April 14, 15 and 16, 2003.

3**People Strategy and Toronto Public Service Initiative**

(City Council on April 14, 15 and 16, 2003, adopted this Clause, without amendment.)

The Administration Committee recommends:

- (1) the adoption of the recommendation of the Personnel Sub-Committee embodied in the following communication (February 18, 2003) from the City Clerk; and**
- (2) the adoption of the report (March 11, 2003) from the Commissioner of Corporate Services:**

Recommendation:

The Personnel Sub-Committee recommends to the Administration Committee the adoption of the report (February 17, 2003) from the Commissioner of Corporate Services.

The Personnel Sub-Committee reports for the information of the Administration Committee having requested the Commissioner of Corporate Services (Executive Director of Human Resources) to submit the following to the Administration Committee meeting scheduled to be held on March 25, 2003:

- (a) amended documents with respect to the People Strategy in accordance with the comments of the Personnel Sub-Committee; and
- (b) a report outlining a work plan of the Toronto Public Service Initiative, including timelines; specific steps; and the involvement of staff associations and bargaining units.

Background:

The Personnel Sub-Committee at its meeting held on February 18, 2003, had before it a report (February 17, 2003) from the Commissioner of Corporate Services, recommending that:

- (1) City Council endorse, in principle, the Toronto Public Service mission, role and improvement framework attached. This framework was first received by Personnel Sub-Committee in a report entitled "Corporate Culture, Climate and Morale on April 26, 2002; and
- (2) City Council endorse, in principle, the strategic directions and framework of the People Strategy as set out in the attached People Strategy document.

(Report dated February 17, 2003, addressed to the Personnel Sub-Committee from the Commissioner of Corporate Services, entitled “People Strategy and Toronto Public Service Initiative”.)

Purpose:

The purpose of this report is to seek approval, in principle, for the Toronto Public Service initiative and the People Strategy document.

Financial Implications and Impact Statement:

There are no immediate financial implications in relation to this report. Some goals and actions in this report may have financial implications. Those implications will be addressed in the usual budget process of Corporate Services, Human Resources division or the relevant departments.

Recommendations:

It is recommended that:

- (1) City Council endorse, in principle, the Toronto Public Service mission, role and improvement framework attached. This framework was first received by Personnel Sub-Committee in a report entitled “Corporate Culture, Climate and Morale on April 26, 2002; and
- (2) City Council endorse, in principle, the strategic directions and framework of the People Strategy as set out in the attached People Strategy document.

Background:

A People Strategy document was developed which identifies five key strategic result areas:

Leadership, Safe and Healthy Workplace, Management of People, Retention and Recruitment, Building a Learning Organization. Broadly stated, the People Strategy provides a broad future oriented direction demonstrating how the City understands its responsibilities as an employer and its commitments to employees; anticipates and promotes a changing work environment; provides strategic direction for managing human resources; provides a people-oriented plan which assists all staff in delivering effective citizen oriented services.

The Toronto Public Service initiative and the People Strategy support the implementation of the City’s Strategic Plan.

Comments:

Throughout on-going consultations with stakeholders, refinements have been made to both the Toronto Public Service initiative and People Strategy document to reflect the input received. A series of meetings were scheduled with the various stakeholder groups including COTAPSAI; CUPE Local 79; CUPE Local 416; Toronto Firefighters Association; EMT (Executive Management Team); WST (Workforce Strategy Team; and briefings held with Senior Management Teams of operating departments to present the People Strategy. These consultations have resulted in an emerging, renewed sense of shared vision.

Dialogue will continue with stakeholders to ensure continued integration of the Toronto Public Service with the People Strategy and ensure linkages with the business planning process and other key corporate initiatives.

Conclusions:

Excellent co-operation and feedback has been received through these consultations including recommendations that there is a need for Council approval; there is a need to continue to link/integrate the People Strategy and Toronto Public Service initiative with departmental strategic business plans; and, there is a need to develop a communication plan to all levels of the organization.

Contact:

Brigitte Hohn, Executive Director, Human Resources
(416) 397-4112
bhohn@toronto.ca

John Schaffter
Manager Consultant, Corporate Services
(416) 392-3907
jschaffter@toronto.ca

The Administration Committee submits the following report (March 11, 2003) from the Commissioner of Corporate Services:

Purpose:

This report is in response to the February 18 request of the Personnel Sub-Committee to:

- (a) provide an outline of the Toronto Public Service Initiative work plan including; timelines; specific steps; and the involvement of staff associations and bargaining units; and
- (b) amend the People Strategy document in accordance with the comments of the Personnel Sub-Committee meeting of February 18.

Financial Implications and Impact Statement:

There are no immediate financial implications in relation to this report.

Recommendation:

It is recommended that City Council endorse, in principle, the strategic directions and framework of the Toronto Public Service Initiative and the People Strategy as set out in the attached documents.

Comments:

The Toronto Public Service Initiative framework was first received by Personnel Subcommittee in a report entitled “Corporate Culture, Climate and Morale” on April 26, 2002. It encompasses three key elements: Service, Stewardship and Commitment. Subsequently the framework was presented to Personnel Subcommittee on February 18, 2003, whereby it was requested that a report outlining a work plan of the Toronto Public Service Initiative, including timelines, specific steps and the involvement of staff associations and bargaining units be submitted to Administration Committee meeting scheduled for March 25, 2003. This work plan is attached as Appendix 1.

Ongoing consultations with stakeholders, have resulted in refinements being made to both the Toronto Public Service Initiative and the People Strategy document. These consultations have resulted in a renewed sense of shared vision. These consultations will continue thereby ensuring continued integration of the Toronto Public Service and the People Strategy with the business planning process and other key corporate initiatives.

The People Strategy document was presented to Personnel Sub-Committee on several occasions. On February 18, 2003, it was requested that the document be amended in accordance with the comments of the Personnel Sub-Committee. These changes have been made and are reflected in the revised attached document (Appendix 2).

Conclusions:

In conclusion, it is recommended that the Administration Committee endorse, in principle, and forward to City Council for final approval, the strategic directions and framework of the Toronto Public Service Initiative and the People Strategy.

Contact:

Brigitte Hohn, Executive Director, Human Resources
bhohn@toronto.ca
416-397-4112

John Schaffter, Management Consultant, Corporate Services
jschaffter@toronto.ca. 416-392-3907

List of Appendices:

Appendix 1 – Toronto Public Service Work Plan.

Appendix 2 – People Strategy document.

(A copy of Appendix 1 - Toronto Public Service Work Plan and Appendix 2 - People Strategy document attached to the foregoing report was forwarded to all Members of Council with the March 25, 2003, agenda of the Administration Committee and a copy thereof is also on file in the office of the City Clerk, City Hall.)