Employee & Labour Relations Committee

April 4, 2014

Joseph P. Pennachetti, City Manager
Bruce L. Anderson, Executive Director of Human Resources
Lawrence Keen, Manager, Workforce Planning & Reporting
Agenda

- Strategic Action #18: Develop and Implement a Workforce Plan (Talent Blueprint 2014-2018)
- The Goal of the Talent Blueprint
- Four Focus Areas
- Governance & Accountability
- Deliverables Timeline for 2014 - 2015
STRATEGIC ACTION #18

Develop and Implement a Workforce Plan

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:

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

Development of the Workforce Plan

- Best practices research and review of People Plan
- Consultations with senior management and management groups such as Equity, Diversity & Human Rights Division and the Customer Service Improvement Teams
- Consultations with Unions and Associations and the has received support from them (p. 5 of Talent Blueprint)

Talent Blueprint 2014-2018

- City Manager launched March 7, 2014, to all staff
Our **Goal** is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

**Focus Areas**

- Employee Engagement
- Diversity
- Workforce Capacity
- Effective Leaders
Our Goal is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

Employees who are fully involved, proud and committed to their work
Our Goal is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs

2 DIVERSITY

A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour
Our Goal is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

3 WORKFORCE CAPACITY

Adaptable and high-performing employees with the right skills in the right job at the right time to meet current and future needs.
Our Goal is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

### 4 EFFECTIVE LEADERS

Managers who have the leadership skills and knowledge to build a high-performing organization that has high quality programs for effective delivery of City services
Talent Blueprint 2014-2018: Governance Model

Executive Senior Management

Committee on Public Service Excellence

Workforce Strategy Team

Human Resources Division: Stewardship, Coordination and Tools/Activities Development

Clusters, CMO, Clerks, Legal and City Divisions: Communicate, Implement Activities, Set Accountabilities

Ongoing Consultation:
- Equity, Diversity & Human Rights
- Inter-Divisional Staff Team on Access & Equity
- Customer Service Improvement Teams
- Unions/Associations
- Divisional SMTs
TALENT BLUEPRINT TIMELINE

The following chart depicts the projected timelines to deliver on the focus area actions for phase 1 of the Talent Blueprint 2014-2015. The Talent Blueprint will be updated to include the timelines for phase 2 at a later date.

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**EMPLOYEE ENGAGEMENT**
- Engagement survey*
- TPS Week
- Report results and implement actions
- TPS Week

*Tentatively scheduled

**DIVERSITY**
- Equity survey
- Equity and Diversity Summit
- Report results and implement actions
- Establish senior leadership action group
- Aboriginal Employment Strategy report and implement actions

**WORKFORCE CAPACITY**
- New Performance Planner
- Identify priority talent gaps / Implement strategies to develop and recruit talent
- Increase access to training, broaden training topics, increase e-learning, provide greater developmental opportunities
- Establish an annual needs assessment process

**EFFECTIVE LEADERS**
- Expand breadth and depth of leadership development to transition to higher roles
- Corporate assessment of directors and above
- Develop management talent pools and implement actions

**ESSENTIAL HR SYSTEMS ENABLERS**
- Launch new Learning Management System
- Enterprise-wide corporate and divisional e-learning
- Workforce data and new e-Performance Management
Recommendation:

City Council affirms the new workforce plan, the Talent Blueprint 2014-2018 – Building a great Toronto Public Service