

## **Talent Blueprint progress update, including performance measures for 2014-2015 and planned key actions for 2016-2018**

Date: November 9, 2016  
To: Employee and Labour Relations Committee  
From: City Manager  
Wards: All

### **SUMMARY**

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The purpose of this report is to provide City Council with a progress update on the Talent Blueprint including performance measures for phase one 2014-2015 and planned key actions to be delivered in phase two of the plan 2016-2018. This is in response to the Auditor General's request that the City Manager report on performance measures and an evaluation of progress.

### **RECOMMENDATIONS**

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The City Manager recommends that:

1. City Council receive this report for information.

### **FINANCIAL IMPACT**

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There are no financial impacts to this report beyond what has already been approved in the current year's budget.

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

### **DECISION HISTORY**

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The Talent Blueprint 2014-2015 was adopted by City Council in May 2014. In May 2015, the Auditor General Report *Improving the Administration of City Training*

*Programs*<sup>1</sup> included a recommendation that the City Manager report on performance measures and evaluate progress in the plan.

## **COMMENTS**

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### **BACKGROUND**

In May 2014, City Council adopted the Talent Blueprint 2014-2018 which is the City's five-year workforce plan. The Talent Blueprint is Strategic Action #18 in the City's Strategic Actions 2013-2018.

The goal of the Talent Blueprint is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs. It identifies objectives and key actions under four strategic focus areas: Employee Engagement, Diversity, Workforce Capacity and Effective Leaders including Essential Human Resources System Enablers. Numerous actions have already been implemented in phase one of the plan 2014-2015. In May 2016, the Talent Blueprint reached its mid-point and a review was conducted to ensure the actions continue to be aligned to organizational workforce priorities in phase two 2016-2018.

#### **Progress Reporting:**

Progress in the Talent Blueprint is reported in two ways:

#### **Talent Blueprint Actions Update<sup>2</sup>**

This document is reported annually (semi-annually in 2014) to senior management, divisional staff, unions and associations with status updates on the completed and planned actions. The Talent Blueprint Actions Update supports senior management to forecast, plan and align their divisional initiatives and to effectively implement the corporate actions in their division (for example, Employee Engagement Survey, Talent Blueprint Story video, Positive Space program and Talent Assessment review).

#### **Talent Blueprint performance measures**

In phase one of the plan (2014-2015), performance measures were established under each of the focus areas. These baseline measures represent the most accurate data available to track corporate levels of activity, employee opinion, and user satisfaction rates. Targets are identified as (+) or (-) to indicate a desired increase or decrease in the measure reported.

### **PHASE 1: FOCUS AREA HIGHLIGHTS 2014-2015**

#### **Employee Engagement**

- The City of Toronto conducted a first corporate-wide Employee Engagement Survey in September 2015. The overall organizational response rate was 42.9% and the

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1 <http://www.toronto.ca/legdocs/mmis/2015/au/bgrd/backgroundfile-79977.pdf>

2 <http://insideto.toronto.ca/talentblueprint/index.htm>

engagement level was 4.2 out of 5.0. The results are informing corporate and divisional action plans to improve employee engagement at the City.

- Corporate recognition programs like Toronto Public Service (TPS) Week, including the City Manager's Award and You Make The Difference continue to celebrate and recognize the contributions of employees across the organization.
- The City of Toronto was recognized with the United Way's Spirit of Community Award and raised \$1.466 million in 2014 and \$1.609 million in 2015.
- In 2015, the City of Toronto was named one of Greater Toronto's Top Employers.

### **Diversity**

- Collection of equity data is continued through the Count Yourself In (CYI) Workforce Survey to understand the diversity profile of the Toronto Public Service.
- A Positive Space Toronto (PST) program was launched in December 2014 to promote inclusive workplaces for LGBTQ2S employees.
- The Aboriginal Employment Strategy is improving access to employment for the Indigenous community.
- The City of Toronto has a Profession to Profession Mentoring Program and a Toronto Women's Network which support equity, diversity and employee engagement objectives.
- Equity Summits were held in 2014 on the City's Aboriginal Initiatives and in 2015 on Accessibility and Employment.
- The City implemented training on provincial legislation regarding anti-harassment, equity and diversity (for example, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards).

### **Workforce Capacity**

- ELI, the City's enterprise learning management system, was launched in 2014, and is giving employees access to a broad range of learning opportunities.
- The City launched its Social Media Recruitment Strategy to increase its digital presence in the marketplace using Twitter, Facebook (CityTOjobs) and LinkedIn.
- Recruiters engage with individuals online which helps brand the City of Toronto as an employer of choice and promotes a following that builds talent pipelines.
- A modernized performance management review, launched in 2014, including revisions to the performance planner are supporting a culture of high performance.

### **Effective Leaders**

- Leadership development programs are supporting key leadership skills and knowledge development for all levels including: unionized staff, supervisory, management and executive levels.
- A Talent Assessment tool and senior talent review meetings integrate performance, potential, and career aspirations to strengthen bench strength at director level and above.
- Executive and management onboarding programs are improving compliance with legislated and policy directions by preparing staff for their advanced leadership roles.

## **Essential Human Resources System Enablers**

- ELI, the City's enterprise learning management system, provides access for all City staff to learn in a variety of formats anytime, anywhere and from any computer with Internet access.
- The Business Intelligence (BI) multi-year development project was launched in 2014 to provide simple, relevant workforce data that supports evidence-based decisions for workforce management.

## **Looking back - 2014-2015**

Many advancements have been made in phase one to deliver on the Talent Blueprint. Divisions are implementing the corporate actions and aligning their workforce initiatives. Focused corporate and divisional efforts towards a common goal helps to build a high performing organization which positively impacts customer service outcomes. Stakeholder committees are engaged and continue to support the plan and implementation of the actions including the Workforce Strategy Team, the Talent Blueprint Network, the Employee Engagement Divisional Leads committee and unions and associations who all provide valuable input. We will continue to build on these synergies over the next phase of the plan to build a great Toronto Public Service to meet the evolving needs of the city and its residents, businesses and visitors.

## **Moving forward – 2016-2018**

A mid-point review of the Talent Blueprint conducted in 2016 factored: lessons and insights learned in phase one, the results of the 2015 Employee Engagement Survey, any shifts in workforce priorities as a result of new executive leadership direction from the City Manager and the Executive Director of Human Resources and consultations with key stakeholders. The planned key actions under each focus area for 2016-2018 are designed to be achievable and measurable for a final Talent Blueprint progress report after 2018.

## **PHASE 2: PLANNED KEY ACTIONS 2016-2018**

**(Discussions with unions and associations regarding these actions are continuing)**

### **Employee Engagement**

- Develop plans and implement actions to improve in the areas of recognition, wellness and senior leadership.
- Provide City divisions with the resources and tools to help address and improve employee engagement.

### **Diversity**

- Strengthen inclusive and equitable employment initiatives by identifying and addressing systemic barriers in the employment life cycle (for example, hiring, learning and development, promotion, retention, pay equity).
- Develop frameworks and tools to implement equity, accessibility, diversity and human rights initiatives that impact City staff and measure the impacts (for example, Equity Lens).
- Implement actions to increase participation in the Count Yourself In Workforce Survey by working with City divisions, unions and associations.
- Engage and support employee communities on equity, diversity and human rights.

- Implement any changes arising from provincial legislation regarding diversity and inclusion including: the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards.

### **Workforce Capacity**

- Divisions will review business plans and identify gaps in workforce skills and succession management and develop strategies to address their gaps.
- Update the foundational competencies (all employees) around equity, diversity, accessibility, human rights and customer service and embed new competencies in Human Resources processes (for example, recruitment, employee development, performance and succession planning).
- Strengthen performance management by providing managers with tools that encourage discussions about employee's aspirations and learning needs and support them in creating development plans with their staff.
- Increase access and delivery to learning for all staff using different learning methods (for example, webinars, classroom, e-learning modules and other technology).
- Increase training on priority areas, such as: customer service, change management, effective supervision and process improvement.
- Broaden breadth and depth of learning courses available to all employees including enhancing supervisor training programs and utilize eLearning to increase access to learning.
- Continue to explore the development and funding of a corporate internal fellowship program to give employees experience and exposure to new areas.
- Support divisional director leads to develop learning strategies and tactics that address workforce capacity gaps.
- Enhance and/or introduce new contemporary approaches that increase the City's capacity for recruiting high-performing talent and support the accuracy and reliability of hiring decisions.
- Explore learning strategies that support the City's unionized employees' development aspirations.

### **Effective Leaders**

- Establish a corporate executive talent management framework for directors and above that integrates recruitment, performance management, development and succession planning.
- Update the leadership competencies to reflect the principles of talent management, equity, diversity, accessibility, human rights and customer service and embed new competencies in Human Resources processes (for example, recruitment, development, performance and succession planning).
- Implement an integrated leadership program that assesses and develops staff to transition to management and higher levels of management.

### **Essential Human Resources System Enablers**

- Explore developing a suite of transformational HR systems (for example, e-recruitment and workforce business intelligence (BI)).
- Where City staff don't have access to computers, explore how to support divisions increase access.

- Explore using ELI to identify and apply learning to support employee's development aspirations.
- Leverage the Centre of Excellence on learning to build corporate and divisional capacity to effectively use technology for learning and development and to sustain an enterprise-wide learning management system

## CONTACT

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## SIGNATURE

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Peter Wallace  
City Manager

## ATTACHMENT

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Appendix 1 - Talent Blueprint Performance Measures 2014-2015

## Appendix 1: Talent Blueprint Performance Measures 2014-2015

*Our Goal is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.*

Focus Area Objectives	Area of Measure	Performance Measure	2014	2015	Target (+ or -) Notes	
<b>1 EMPLOYEE ENGAGEMENT</b> <i>Employees who are fully involved, proud and committed to their work</i>	<b>Employee Engagement Survey<sup>i</sup>: 2015</b>	Engagement index		4.2	+ Based on 5 pt. scale	
		% Response Rate		43%	+ n=10,908	
	<b>New Employee Orientation (NEO)</b>	# New employees oriented	278	495	Driven by recruitment	
	<b>Permanent Employee Turnover</b>	% Permanent turnover annual rate	4.18%	4.82%	The City of Toronto's permanent turnover rate ranks one of the lowest. (OMBI)	
<b>2 DIVERSITY</b> A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour	<b>Employee Engagement Survey: 2015</b>	Diversity Index		3.7	+ Based on 5 pt. scale	
		Positive & Respected Workplace Index		3.8	+ Based on 5 pt. scale	
	<b>Corporate Learning on equity, diversity and human rights<sup>ii</sup></b>	# Corporate courses				Learning completions include staff enrolled in one or more courses. (Note: In 2014, AODA compliance training was implemented and training to all employees was made accessible through online and instructor led courses)
		• online	6	7		
		• instructor led	5	5		
		# Learning completions <sup>iii</sup>	25,013	16,322		
	<b>Positive Space Toronto</b>	% Divisions participating in program			100%	All divisions have Positive Space representatives; 43 champions and 181 employees who volunteered to be ambassadors received training in 2015.
		# Staff training completions			462	
		• Module 1				

Focus Area Objectives	Area of Measure	Performance Measure	2014	2015	Target (+ or -) Notes	
<b>3</b> <b>WORKFORCE CAPACITY</b> Adaptable and high-performing employees with the right skills in the right job at the right time to meet current and future needs	<b>Employee Engagement Survey: 2015</b>	Career Growth Index		3.5	+ Based on 5 pt. scale	
		Learning & Development Index		3.9	+ Based on 5 pt. scale	
	<b>Corporate Recruitment</b>	# Days to fill a vacancy (average)			70	Joint process involving hiring managers
		<b># Total permanent positions filled<sup>IV</sup></b>	<b>1,973</b>	<b>2,243</b>		Driven by divisional requests to fill
		# and % Union positions filled				
		• internally	1,121 (81%)	1,236 (75%)		
		• externally	269 (19%)	419 (25%)		
	# and % Non-union positions filled					
	• internally	458 (79%)	449 (76%)			
	• externally	125 (21%)	139 (24%)			
	<b>Corporate Learning</b>	# Courses (TPS)				
		• online	26	81		Includes courses on equity, diversity and human rights reported under Diversity.
		• instructor led	170	213		
		# Learning completions	60,062	34,953		Does not reflect divisional learning on ELI
		• instructor led	14,450	20,202		
Overall learner satisfaction for courses for TPS (all)	4.4	4.4		Learner satisfaction based on instructor led training only.		
<b>Performance Management<sup>V</sup></b>	# Non-union staff base	4,496	4,656		2015 reported calculation is as of October 28, 2016 and does not reflect planners completed and not processed in 2015.	
	# and % Planners completed and processed	4,296 (95.6%)	4,408 (94.7%)			



Focus Area Objectives	Area of Measure	Performance Measure	2014	2015	Target (+ or -) / Notes	
<b>4 EFFECTIVE LEADERS</b> 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	<b>Employee Engagement Survey: 2015</b>	Personal I Report To Index		3.9	+ Based on 5 pt. scale	
		Senior Leadership Index		3.4	+ Based on 5 pt. scale	
	<b>Promotions or Appointments to higher level positions<sup>vi</sup></b>  (Based on higher pay scale)	<b># Total non-union employee movements to non-union position with a higher pay grade</b>	<b>363</b>	<b>366</b>		
		• permanent position	155	143		
		• non-permanent position	208	223		
		<b># Total unionized employee movements to non-union position</b>	<b>491</b>	<b>467</b>		
		• permanent position	173	174		
		• non-permanent position	318	293		
		<b># Total unionized employee movements to different unionized position (higher pay grade)</b>	<b>1,400</b>	<b>1,719</b>		
		• permanent position	642	750		
	• non-permanent position	758	969			
	<b>Emerging Leaders Certificate Program: 2014-2015</b>	# Supervisors graduated from the program	76	81		
	<b>Executive Development Program: 2014-2015</b>	# Directors graduated from the program	n/a	24		
<b>Talent Assessment: 2014-2015</b>	# Completed Talent Assessments			198	Launched and piloted commencing in 2014.	
	• Director level and above			157		
	• Manager/Supervisor pilot					

Focus Area Objectives	Area of Measure	Performance Measure	2014	2015	Target (+ or -) / Notes
	<b>Pause and Consider Developmental Positions: 2014-2015</b>	# Placements Director level		4	.
	<b>Management Onboarding: 2014-2015</b>	# Workshops	60	75	<i>Driven by recruitment; etc.</i>
		# Management onboardings	147	169	
	<b>Executive Onboarding: 2014-2015</b>	# Executives onboarded	33	30	
<b>ESSENTIAL HUMAN RESOURCES SYSTEM ENABLERS</b> <i>Creating modern human resources systems and services to support the four focus areas</i>	<b>Learning Management System (ELI)</b>	# Active users of ELI	18,879	23,509	<i>ELI was launched and phased-in corporately in 2014.</i>
		% Divisional enablement on ELI	8.87%	17%	

<sup>i</sup> **Employee Engagement Survey 2015:** a 1 to 5 point scale was used for each survey question (i.e. 1=strongly disagree; 2 = somewhat disagree; 3=neutral; 4=somewhat agree and 5= strongly agree); the "index" reported represents the result from all of the responses submitted from employees. The response rate in the 2015 Employee Engagement Survey was 43% corporately (n= 10,908).

<sup>ii</sup> **Corporate Learning on equity, diversity and human rights:** are included in the Corporate Learning statistics reported under Workforce Capacity.

<sup>iii</sup> **Learning completions** refers to the number of online or in-class learning sessions completed by staff.

<sup>iv</sup> **Permanent Positions Filled: Positions Filled Internally Include:** Active and inactive, permanent and temporary and union and non-union employees with an SAP action into a permanent job; **Union jobs include:** CUPE L79 Full-time, TCEU L416 Outside and Local 3888 Firefighters; **SAP Actions:** Promotions and appointments to non-union jobs. **Positions Filled Externally Include:** SAP Actions (i.e. payroll transactions on SAP): New Hires, Rehires and Recalls to union and non-union jobs

<sup>v</sup> **Performance Management: Non-union staff base (i.e. # of staff for allocation computation)** -- Counts are based on employees' current assignment i.e. acting assignment, if applicable, or their base assignment; includes active and inactive employees with the exception of employees on long term disability or salary continuation; excludes the City Manager, Deputy City Managers, Accountability Officers and their staff, Mayor and Council staff and Toronto Urban Fellows. **Planners Completed and Processed include:** planners that were completed with approvals and processed in SAP as of October 28, 2016; only one planner is counted for each employee; planners not captured as "completed

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and processed" include instances where: a) an employee may have retired/terminated without a review; b) the planner may have been received by Payroll but not yet processed; c) the planner may have been processed incorrectly or anomalously in SAP; d) the review has not yet conducted (e.g., may have been missed, employees is on LOA); e) timing or backdating of employee records.

<sup>vi</sup>**Promotions or Appointments to higher level positions: Non-union movements to non-union positions with a higher pay grade includes:** Active and inactive, permanent and temporary, non-union employees with an SAP Action into a different non-union position at a higher wage grade; SAP Actions: Promotions, Appointments, Reassignments and Alternate Positions.

**Unionized employee movement to non-union positions includes:** Active and inactive, permanent and temporary, unionized employees with an SAP Action into a non-union position

**Unionized employee movement to different unionized positions within a higher pay grade includes:** Active and inactive, permanent and temporary, unionized employees with an SAP Action into a different unionized position at a higher wage grade; **Union jobs include:** L79 Full-time, L79 Unit B PT, L79 PT Recreation Workers, L79 PT Long-term Care Homes & Services, L416 Outside and Local 3888 Firefighters; SAP Actions: Promotions, Appointments, Reassignments and Alternate Positions.

**Toronto Public Service Employees includes (as at December 31, 2015): all City Divisions and Offices.** Excludes laid-off employees, Elected Officials and staff in the Association of Community Centres and the City's Agencies and Corporations (e.g. Toronto Public Library, TTC, Toronto Polices Services, etc.) Recreation Workers who have not worked in 12+ months are also excluded.