

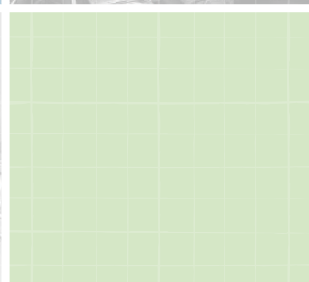
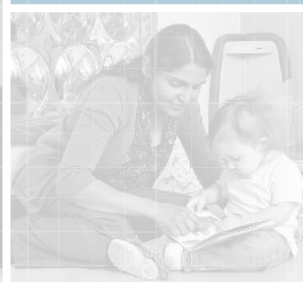
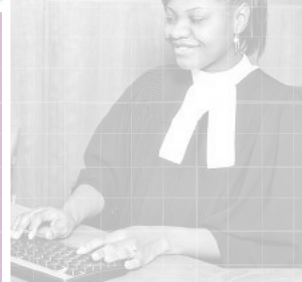
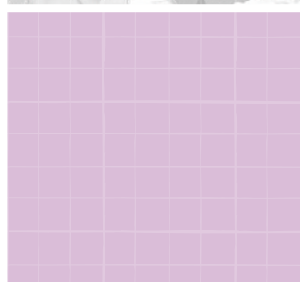
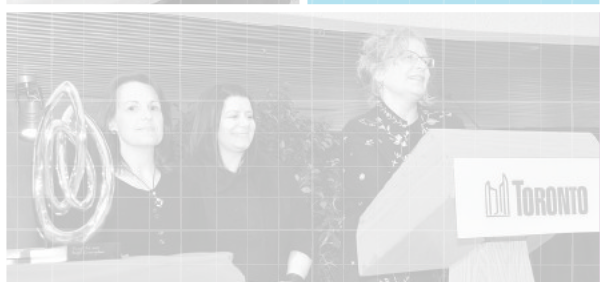
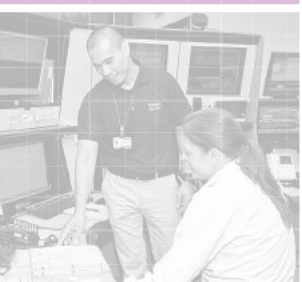
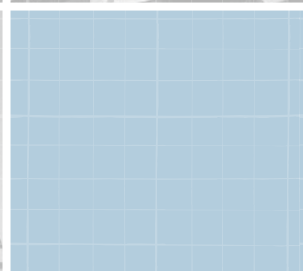
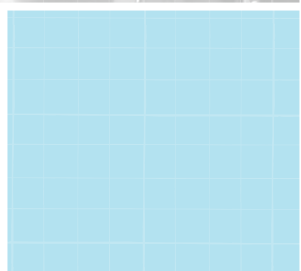
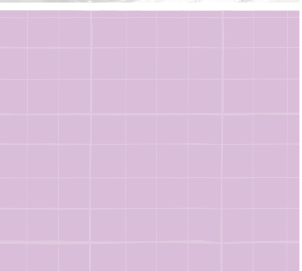
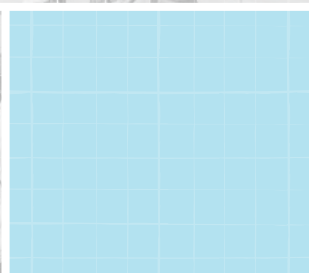
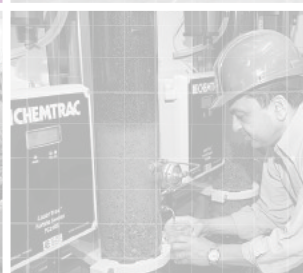
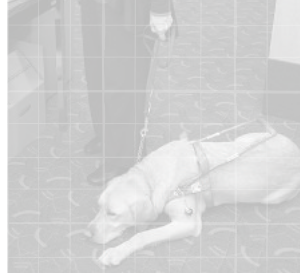
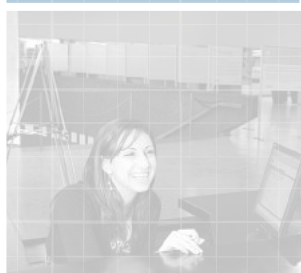
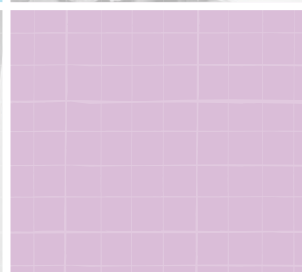
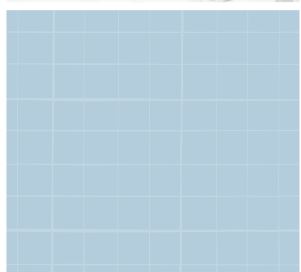
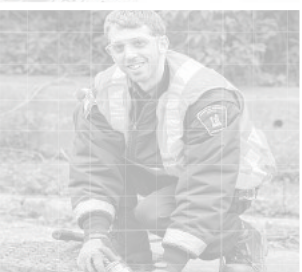
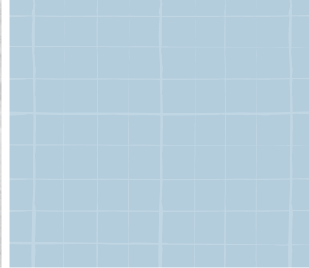
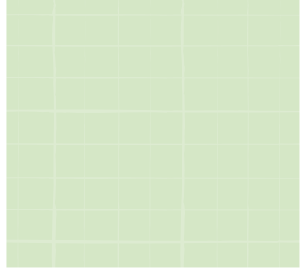


TALENT BLUEPRINT



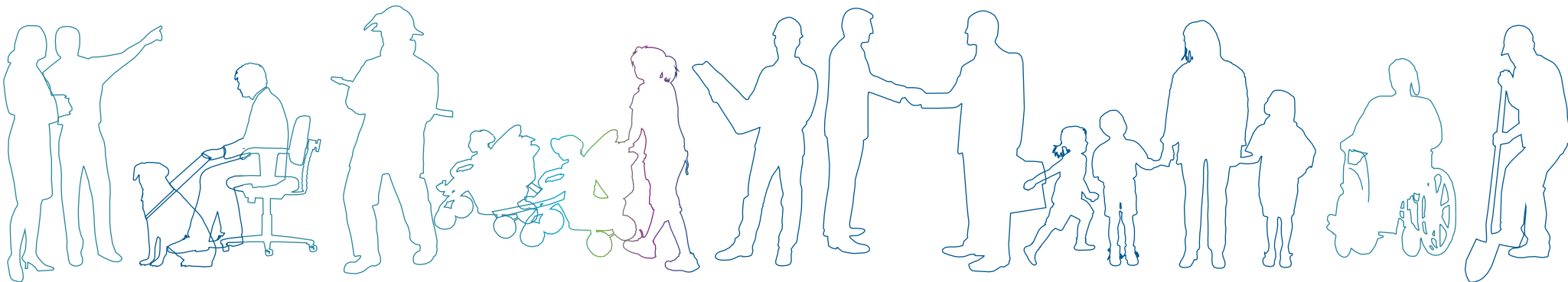
2014-2018

BUILDING A *great* TORONTO PUBLIC SERVICE



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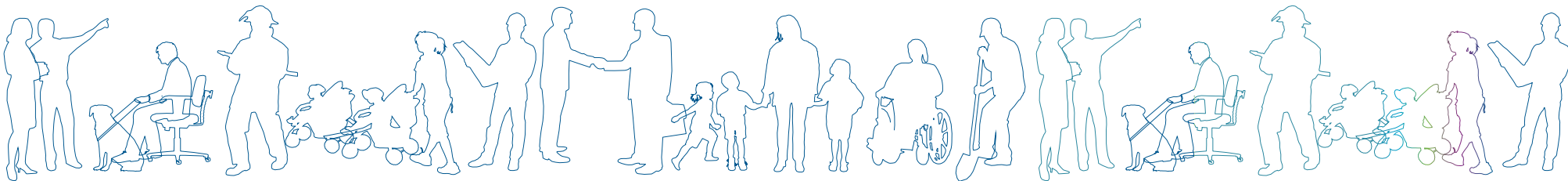
A LOOK BACK AS WE CONTINUE FORWARD

The City's first workforce plan – the Toronto Public Service People Plan 2008 – 2012, set five long-term goals focused on:

- learning;
- safe and healthy workplace;
- attracting and retaining a skilled, high-performing and diverse workforce;
- having strong and effective leaders; and
- building a positive workplace culture.

Each goal had specific objectives and actions to be achieved by City divisions and Human Resources (2008-2012). Significant progress has been made towards achieving each of them, including: increased learning and training opportunities; significant reductions in health and safety performance indicators; enhanced recruitment and succession strategies; diversity initiatives and human rights training; executive development, management skills and labour relations training.

In creating the new Talent Blueprint, the health and safety objective “Target Zero” that started seven years ago, continues to be a corporate-wide priority. There has been significant success in creating healthy and safe workplaces with a 50 per cent decrease in lost time injuries overall. Target Zero has now moved beyond a priority – it is embedded in our culture of continuous improvement.



MESSAGE FROM THE CITY MANAGER

I am pleased to present the Talent Blueprint 2014-2018, the next five-year workforce plan to guide us in building a great Toronto Public Service. Good Governance is one of the themes of the City of Toronto Strategic Actions 2013-2018. To achieve the delivery of Good Governance, it requires an excellent public service where all employees are fully engaged in our mission to serve our great city.

The Toronto Public Service provides essential services to Toronto's residents, businesses and visitors. All employees must ensure that the Toronto government is accessible, accountable and transparent. City divisions support the City of Toronto and provide social and community services, emergency services, public works services and support and shared services.

The talent, dedication and hard work of our employees are the foundation of the City government and its quality services. Ensuring employees feel valued and recognized is important to building a great public service.

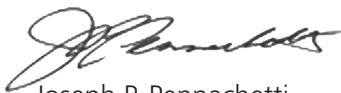
The **Talent Blueprint 2014-2018** identifies **four strategic key focus areas** and the essential human resources system enablers that we will focus our activities on over the next five years. It establishes the objectives and key actions required to have engaged, diverse, high-performing, adaptive and productive employees to meet our current and future needs.

The **Talent Blueprint 2014-2018's four focus areas are:**

- **Employee Engagement** – Employees who are fully involved, proud and committed to their work;
- **Diversity** – A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour;
- **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; and
- **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.

With our new focus on key areas, we will continue to support the objectives and actions of the People Plan 2008-2012 including our priority for embedding a Safe, Healthy and Positive Workplace culture into everything we do. Our continuous improvement activities will progress further by having an engaged, diverse, high-performing workforce with effective leaders.

All members of the Toronto Public Service, together with the unions and professional associations, have an important part to play in the success of the Talent Blueprint as we continue on our path to building a great Toronto Public Service to serve a great city with our most valuable asset, our workforce.



Joseph P. Pennachetti
City Manager

MESSAGE FROM THE EXECUTIVE DIRECTOR OF HUMAN RESOURCES

The **Talent Blueprint 2014-2018** is the corporate workforce plan for the Toronto Public Service. Senior management leads and supports the actions required for its success. The success of the plan is not in its development, but rather in the effective implementation of the actions and the progress towards achieving its stated goal – to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

The Talent Blueprint builds on our successes and lessons learned from our first workforce plan – the People Plan 2008-2012. We have taken a revised approach in the Talent Blueprint's development to ensure broader consultation and increased input and participation of our stakeholders. The process provided an opportunity for senior management, divisional management, union and association leaders as well as divisional customer service representatives, Human Resources and Equity, Diversity & Human Rights staff to discuss key corporate workforce challenges, strategic priorities and desired outcomes.

Under the former People Plan, the City made significant progress within its five goals: 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 effective leadership and we will build a positive workplace culture. The work and activities set out in the former plan will continue to be important, but the City is constantly changing. As a result, new priorities have emerged that will require specific focus in the coming years.

The Talent Blueprint focuses on a few key corporate-wide priorities and actions. We will better align our resources to those activities that will have the greatest impact on the organization and support and enhance our programs and the effective delivery of our services to the public. The plan will be regularly reviewed and new activities added when required to meet the changing needs of the public. We believe collective and focused corporate-wide actions will dramatically strengthen the Toronto Public Service and continue to build a high-performing organization.

I would like to take this opportunity to thank all staff, management, union and association leaders who provided input to develop the Talent Blueprint's goal, objectives and actions. Together, we will ensure that we have the public service needed to meet our current and future needs.



Bruce L. Anderson
Executive Director of Human Resources

MESSAGE FROM THE UNIONS AND PROFESSIONAL ASSOCIATIONS

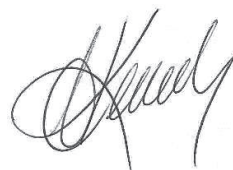
We are committed to delivering excellent public service. This requires a public service with the necessary skills, talents and commitment. We support the Talent Blueprint's goal and its four key focus areas. We will monitor the development and implementation of the plan through discussions with senior management at the Committee on Toronto Public Service Excellence. Our discussions will ensure that corporate actions are consistent with the intent of the plan. This will ensure that employees are valued, productive and there is a shared commitment to public service excellence.



Tim Maguire
President
CUPE Local 79
Canadian Union of
Public Employees



Dave Hewitt
Acting President
TCEU Local 416
Toronto Civic Employees' Union



Ed Kennedy
President
TPFFA Local 3888
Toronto Professional
Fire Fighters' Association



Mike Major
President
COTAPSA
City of Toronto Administrative,
Professional, Supervisory Association Inc.





Talent Blueprint At a Glance

FOCUS AREAS

Our Goal is to have engaged, diverse, high -

1 EMPLOYEE ENGAGEMENT

Employees who are fully involved, proud and committed to their work

Key Actions

- Conduct a corporate-wide employee engagement survey every three years and report out results.
- Provide City divisions with the resources and tools to help address and improve employee engagement.
- Implement actions to increase employee engagement corporately and divisionally.
- Develop employee and public service recognition programs with unions and associations.

2 DIVERSITY

A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour

Key Actions

- Identify and implement actions that will increase workforce data collection and reporting and overall workforce diversity with unions and associations.
- Measure, develop and implement strategies to increase representation at all levels of management in the organization.
- Increase leadership knowledge of equity and diversity issues related to the City as an employer and service delivery.
- Establish a senior leadership action group to oversee equity, diversity and human rights initiatives.
- Implement any changes in provincial legislation regarding diversity and inclusion including: the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards.
- Develop and implement a Positive Space program

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

Key Actions

- Increase access and delivery to learning for all employees (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.
- Establish an annual needs assessment process to identify emerging corporate-wide learning needs.
- Strengthen the performance management culture by linking learning, development, potential and career aspirations and performance for all employees.
- Develop a simplified process that allows divisions to create developmental opportunity positions that are time limited and transparent, reflect diversity goals and meet talent shortfalls.
- Develop and fund a corporate internal fellowship program to give employees experience and exposure to new areas.
- Determine priority talent gaps and develop strategies to address the gaps – strategies to include promotions from within the City as well as recruiting externally.
- Increase the City's capacity for recruiting high-performing talent.
- Utilize new tools and approaches to increase the accuracy and reliability of hiring decisions.

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

Key Actions

- Implement an integrated leadership program that assesses and develops staff to transition to management and higher levels of management.
- Create specific development and learning strategies for union and non-union employees to move into management positions.
- Create specific development and learning strategies for managers and above to move to senior management positions.
- Establish a corporate talent assessment tool and talent management review that integrates performance, potential and career aspirations beginning with all directors and above.

WHAT IS TALENT?

Talent is the skill, knowledge, ability and commitment of our workforce. The City of Toronto's workforce is our greatest asset, delivering City services and programs to about 2.8 million residents of Toronto.

WHAT IS THE TALENT BLUEPRINT?

The Talent Blueprint 2014-2018 is our "blueprint" that outlines critical actions that the corporation must accomplish over the next five years. This will ensure that we have a public service that anticipates and meets the needs of residents, businesses and visitors of the city of Toronto. Our focus will be placing people in the right roles and optimizing their skills, abilities and capacities to drive our organization's success. The Talent Blueprint identifies actions within four focus areas that management and staff, in partnership with Human Resources, must participate in and implement to increase the quality of talent of all employees and managers across the Toronto Public Service.

WHY DO WE NEED A TALENT BLUEPRINT?

There are many internal and external challenges facing every public sector employer including: increasing and changing needs for services from the public; an increasingly diverse population; new and changing technology; an aging workforce; significant limits on financial resources; new and changing job skills and knowledge requirements; greater demands for accessibility, accountability and transparency; and strong public demand to participate in government decision-making. The services our employees provide are the key determining factors for whether the public perceives municipal government as valuable or invaluable, beneficial or ineffective. A high-performing, committed and engaged workforce has a direct positive impact on the quality of programs and services delivered and the perception of public trust towards the public service.

The Blueprint focuses our limited resources and energies on priority objectives to optimize the impact and outcomes. Focused investment in our employees will establish an accountable, accessible and transparent municipal government that ensures the effective, efficient and high quality delivery of services and programs to the public.

Our attention on the four focus areas, plus ensuring that we have effective human resources system enablers, will make sure that we successfully meet the City's current and future challenges.

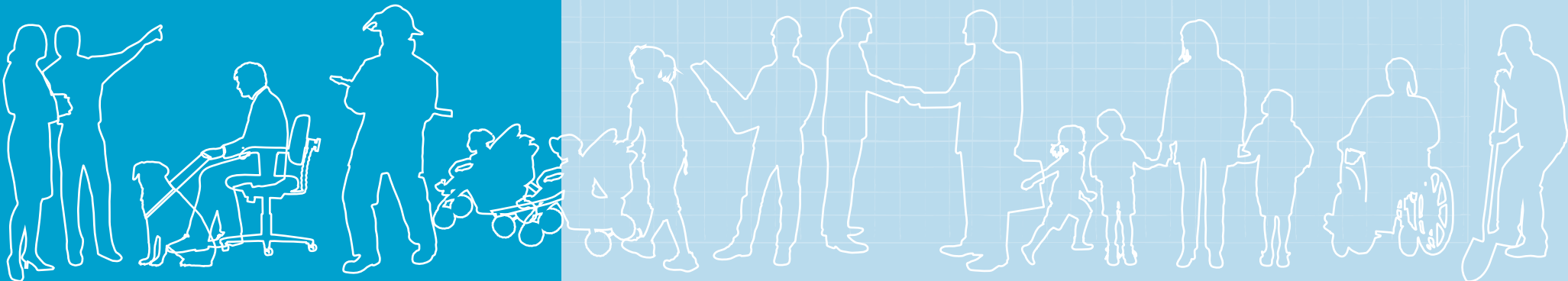
Focus Area 1

EMPLOYEE ENGAGEMENT

Employees who are fully involved, proud and committed to their work

Key Actions

- Conduct a corporate-wide employee engagement survey every three years and report out results.
- Provide City divisions with the resources and tools to help address and improve employee engagement.
- Implement actions to increase employee engagement corporately and divisionally.
- Develop employee and public service recognition programs with unions and associations.



Focus Area 1 **EMPLOYEE ENGAGEMENT**

Our Objective: *Employees who are fully involved, proud and committed to their work*

In developing the Talent Blueprint and consulting with division heads, directors, staff, Human Resources and union and association leaders, the most frequently identified issue and solution was **employee engagement**.

Employee engagement is a strong feeling of connection that employees have for their jobs, organization, managers or co-workers that, in turn, leads them to strive to do their best work and ensure the organization succeeds. An organization must work to improve engagement which requires a two-way relationship between the employer and employee¹.

Research shows increasing employee engagement leads to improved service to the public and increases citizens' trust and confidence in government². Highly engaged employees not only provided better service to customers but their general performance was better than others³, had better attendance⁴ and were less likely to leave⁵. Making investments in our workforce, such as: employee development, career growth opportunities, leadership, and employee recognition programs have an impact on employee engagement and will have a positive impact on service delivery.

More and more private and public sector organizations are realizing the benefits of conducting employee engagement surveys. Examples of governments that are conducting employee engagement surveys

include the Government of Canada, Government of Ontario, Region of Peel, Region of York and the following municipalities: Ottawa, Markham, Oakville and Vaughan.

Actions to achieve our employee engagement objective:

- Improve employee engagement by:
 - o conducting a corporate-wide employee engagement survey every three years and reporting out the results;
 - o providing City divisions with the resources and tools to address issues and improve employee engagement; and
 - o implementing actions to increase employee engagement corporately and divisionally.
- Develop divisional and corporate-wide employee and public service recognition programs with unions and associations.

Commitment required to achieve actions:

- Ensure leaders are accountable: division heads are accountable for the results and all management staff are responsible for the development and implementation of initiatives and activities to improve employee engagement levels.
- Establish standardized corporate survey questions and report engagement survey results every three years.
- Identify and provide resources needed to develop and conduct the survey and engagement activities.

The following is the projected timeline to implement the actions for **Employee Engagement** between 2014 -2015:

	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EMPLOYEE ENGAGEMENT							Engagement survey* Results & Actions	
			TPS Week				TPS Week	

*Tentatively scheduled

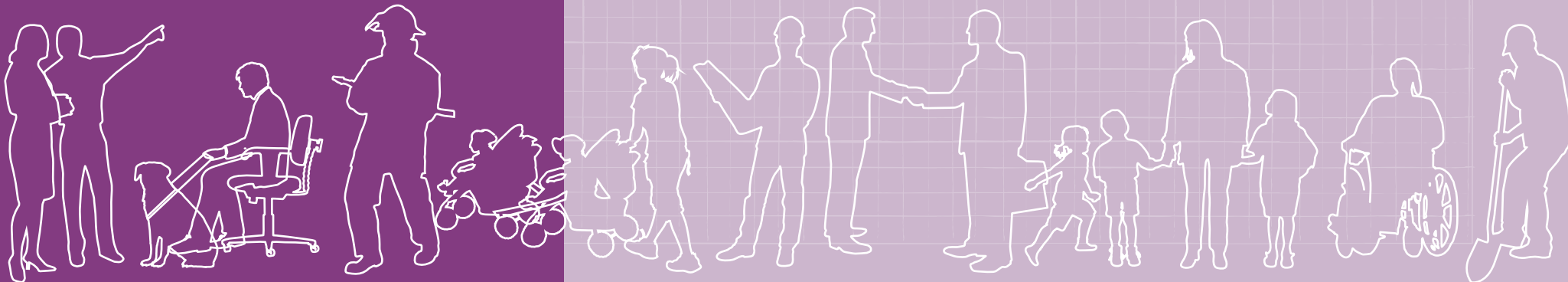
Focus Area 2

DIVERSITY

*A public service that reflects the population we serve
and values and champions diversity, access, inclusion and
respectful behaviour*

Key Actions

- *Identify and implement actions that will increase workforce data collection and reporting and overall workforce diversity with unions and associations.*
- *Measure, develop and implement strategies to increase representation at all levels of management in the organization.*
- *Increase leadership knowledge of equity and diversity issues related to the City as an employer and service delivery.*
- *Establish a senior leadership action group to oversee equity, diversity and human rights initiatives.*
- *Implement any changes in provincial legislation regarding diversity and inclusion including: the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards.*
- *Develop and implement a Positive Space program*



Focus Area 2 **DIVERSITY**

Our Objective: *A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour*

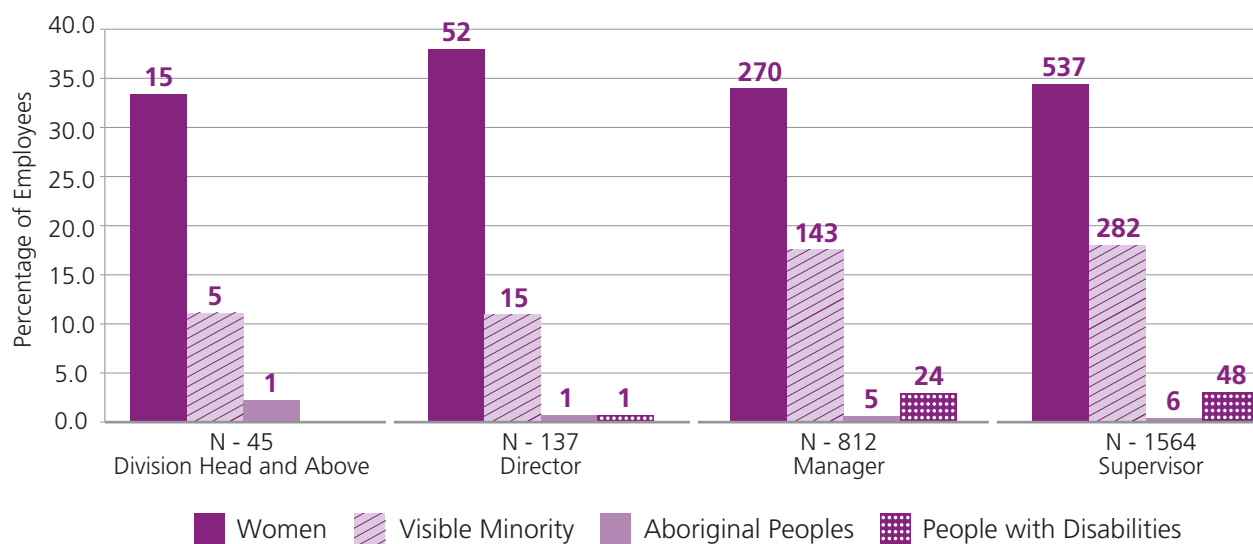
A public service workforce that reflects the diversity of its community best serves its customers.

Delivering exceptional, equitable and accessible customer service to the residents and businesses of Toronto is a key organizational priority; therefore, a good understanding of our customers leads directly to a high quality customer service. A diverse workforce better understands the needs of the public from the public's perspective, engages better with different communities, expands organizational

creativity, improves out-of-the-box thinking and increases our ability to cope with change. This also helps to ensure that all communities have access to City services and participate equally in government decision-making.

While this focus area has specific actions that will achieve the diversity objective, all actions in the Blueprint are actively developed and implemented with diversity considerations, which also support achievement of this objective.

Employment equity group representation (% and actual numbers) in the Toronto Public Service management leadership groups



Source: Gender data is from SAP as of February 2013 and data on visible minorities, Aboriginal people and people with disabilities is from the voluntary Employment Equity Workforce Survey as of February 2013. The leadership group return rate on the Employment Equity Workforce Survey was 74 per cent.

Note: The data is based on sample size and should be reviewed as separate groups.

Labour Market Availability of Employment Equity Groups in Management Leadership Occupations

LEADERSHIP GROUPS	Comparison of Labour Market Availability of Employment Equity Groups in Leadership Occupations with Representation in the TPS (by percentages)							
	Women		Visible Minorities		Aboriginal Peoples ¹		People With Disabilities	
	TPS	Labour Market Availability	TPS	Labour Market Availability	TPS	Labour Market Availability	TPS	Labour Market Availability ⁴
Division Heads and Above ³	33.3	24.1	11.1	17.7	2.2	0.3	0.0	3.0
Directors ³	38.0	24.1	10.9	17.7	0.7	0.3	0.7	3.0
Managers	34.0	39.5	17.6	31.1	0.6	0.4	3.0	3.0
Supervisors	34.3	52.7	18.0	41.3	0.4	0.7	3.1	12.1 ²

Source: Statistics Canada 2006 Toronto Census Metropolitan Area (CMA)

Notes: Labour market availability data for women, visible minorities and Aboriginal peoples is from the 2006 Toronto Census Metropolitan Area (CMA). Labour market availability of people with disabilities is from Ontario Labour data.

¹ According to the Equity, Diversity & Human Rights Division, the availability estimate for the Aboriginal population may not accurately reflect the Aboriginal population in the Toronto CMA as it is widely accepted that for historic reasons Aboriginal peoples are undercounted in the Census Data.

² Statistics Canada notes that the availability estimate for people with disabilities may not accurately reflect the people with disabilities population, therefore, this figure should be used carefully.

³ Labour Market data for senior managers is compared to directors, division heads and above for Toronto Public Service data.

⁴ Labour Market data for people with disabilities is not broken down for senior and middle levels of management.

A review of the representation in the City's management leadership groups compared to the availability in the labour market provides the following observations:

- The percentage of women at the supervisor level is 18.4 per cent below the percentage of women in the general labour market.
- The percentage of women at the director and division head level exceeds the representation level of females in the labour market (13.9 per cent director level and 9.2 per cent at the division head level).
- Visible minorities are under-represented in all four management leadership groups compared to the labour market availability as follows: division heads and above by 6.6 per cent; directors by 6.8 per cent; managers by 13.5 per cent; and supervisors by 23.3 per cent.
- Aboriginal representation is close to the reported census data on labour market availability, however, the Aboriginal population is generally considered to be under reported compared to the population in the City of Toronto.
- People with disabilities are slightly under-represented at the director and division head level and above compared to labour market availability (below by 2.3 per cent for director level and 3 per cent for division head level).

Actions to achieve our diversity objective:

- Identify and implement actions that will increase workforce data collection and reporting and overall workforce diversity with unions and associations.
- Measure, develop and implement strategies to increase representation at all levels of management in the organization.
- Increase leadership knowledge of equity and diversity issues related to the City as an employer and service delivery.
- Establish a senior leadership action group to oversee equity, diversity and human rights initiatives.
- Implement any changes in provincial legislation regarding diversity and inclusion including: the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards.
- Develop and implement a Positive Space program

Commitment required to achieve actions:

- Measure and monitor diversity objectives and report out as part of the City's Strategic Actions 2013-2018.
- Report diversity metrics annually to the Committee on Toronto Public Service Excellence, City Council and other bodies as required.

The following is the projected timeline to implement the actions for **Diversity** between 2014 -2015:

	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DIVERSITY		Equity survey	Report results and implement actions					
	Senior leadership group	Equity and Diversity Summit		Develop and implement a Positive Space program				
	Aboriginal Employment Strategy report / implement actions							

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

- Increase access and delivery to learning for all employees (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.
- Establish an annual needs assessment process to identify emerging corporate-wide learning needs.
- Strengthen the performance management culture by linking learning, development, potential and career aspirations and performance for all employees.
- Develop a simplified process that allows divisions to create developmental opportunity positions that are time limited and transparent, reflect diversity goals and meet talent shortfalls.
- Develop and fund a corporate internal fellowship program to give employees experience and exposure to new areas.
- Determine priority talent gaps and develop strategies to address the gaps – strategies to include promotions from within the City as well as recruiting externally.
- Increase the City's capacity for recruiting high-performing talent.
- Utilize new tools and approaches to increase the accuracy and reliability of hiring decisions.

Focus Area 3 **WORKFORCE CAPACITY**

Our Objective: *Adaptable and high-performing employees with the right skills in the right job at the right time to meet our current and future needs*

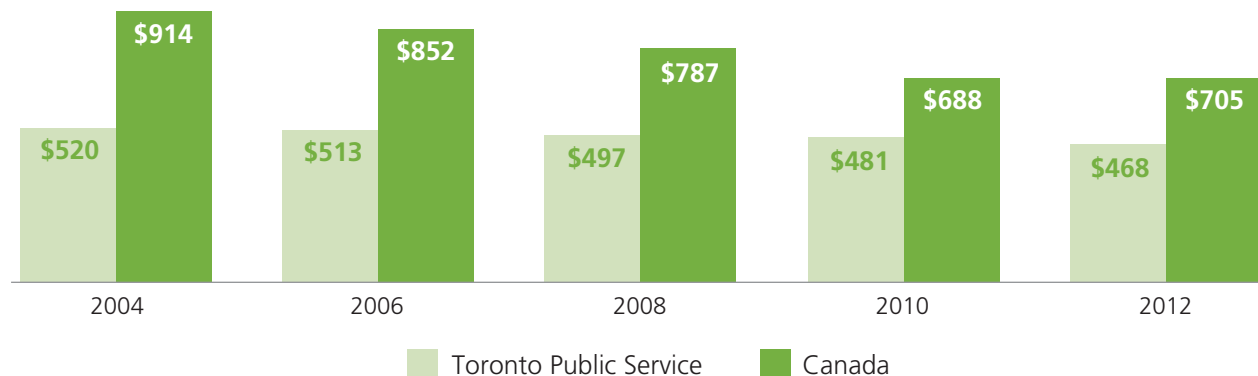
In developing the Talent Blueprint, employee learning was the second most frequent issue identified in our consultations.

Planning for the workforce and the skills needed to deliver on the City's Strategic Actions requires us to innovatively manage people and implement best practices. This includes: determining the knowledge, skills and competencies that front-line and management employees need in the short and long-term; ensuring front-line and management employees can easily access the learning they need; defining our short and long-term workforce needs; recruiting for the skills we need; assessing, developing, managing and retaining the

skills, abilities, knowledge and potential of employees; and effectively managing performance and succession to ensure a high-performing, adaptable and productive workforce.

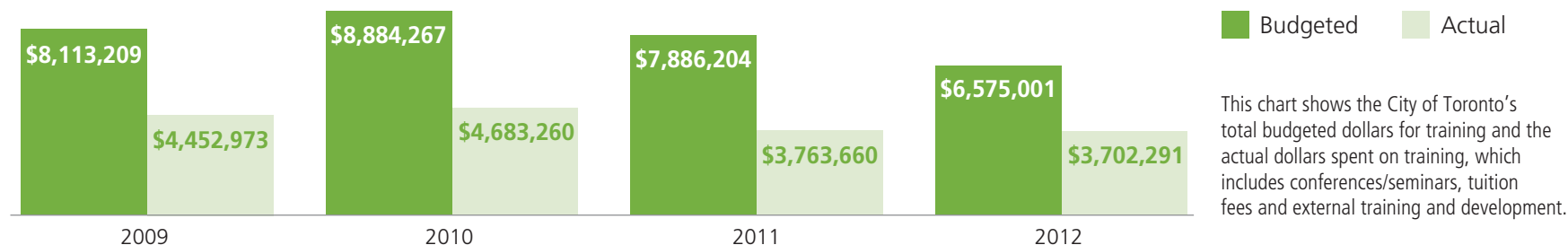
The following charts highlight the City's current investment in training. Our investment in training per employee is lagging significantly in comparison to other leading Canadian organizations based on the findings of the Conference Board of Canada. Finding new and better ways to provide effective and efficient learning will support building the capacity of our workforce and creating a high-performing organization.

Training expenditure per employee



Source: Conference Board of Canada

Total budgeted vs. total actual training and development activity



Actions to achieve our workforce capacity objective:

- Increase access and delivery to learning for all employees (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.
- Establish an annual needs assessment process to identify emerging corporate-wide learning needs.
- Strengthen the performance management culture by linking learning, development, potential and career aspirations and performance for all employees.
- Develop a simplified process that allows divisions to create developmental opportunity positions that are time limited and transparent, reflect diversity goals and meet talent shortfalls.
- Develop and fund a corporate internal fellowship program to give employees experience and exposure to new areas.
- Determine priority talent gaps and develop strategies to address those gaps – strategies to include promotions from within the City as well as external recruitment.
- Increase the City's capacity for recruiting talent in a competitive market by reaching and engaging high quality candidates from diverse backgrounds with greater speed and precision.
- Utilize new tools and approaches to increase the accuracy and reliability of hiring decisions.

Commitment required to achieve actions:

- Ensure effective and accessible training is a business necessity.

The following is the projected timeline to implement the actions for **Workforce Capacity** between 2014 -2015:

	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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			

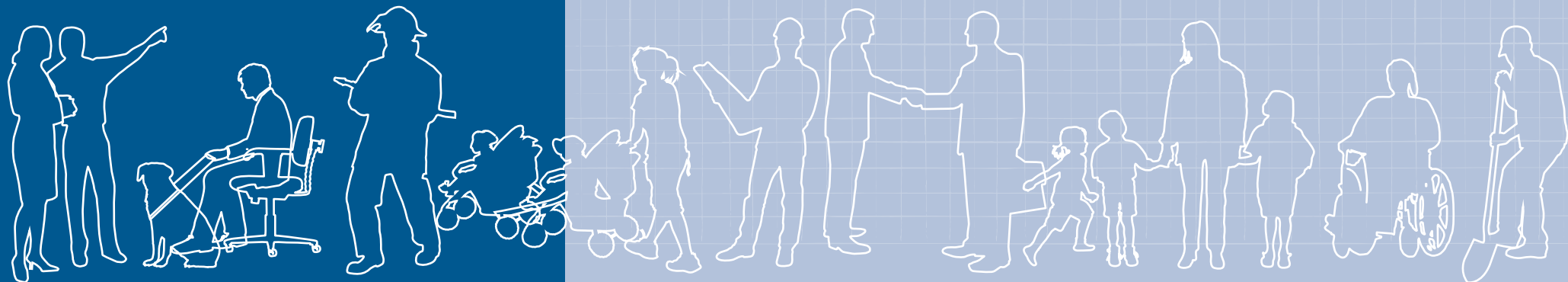
Focus Area 4

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

Key Actions

- Implement an integrated leadership program that assesses and develops staff to transition to management and higher levels of management positions.
- Create specific development and learning strategies for union and non-union employees to move into management positions.
- Create specific development and learning strategies for managers and above to move to senior management positions.
- Establish a corporate talent assessment tool and talent management review that integrates performance, potential and career aspirations beginning with all directors and above.



Focus Area 4 **EFFECTIVE LEADERS**

Our Objective: *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*

Leadership is critical to every organization. High-performing and engaged Toronto Public Service management leaders are essential to ensure that we have an engaged and productive workforce to achieve the City's Strategic Actions. A skilled leader must be strategic and operational; results and people-focused; and collaborative and decisive in a highly visible work environment with constantly changing political and public service needs.

A concern in the area of leadership is the loss of skills and talent due to retirement. Leadership roles in union and non-union levels are critical to our organization.

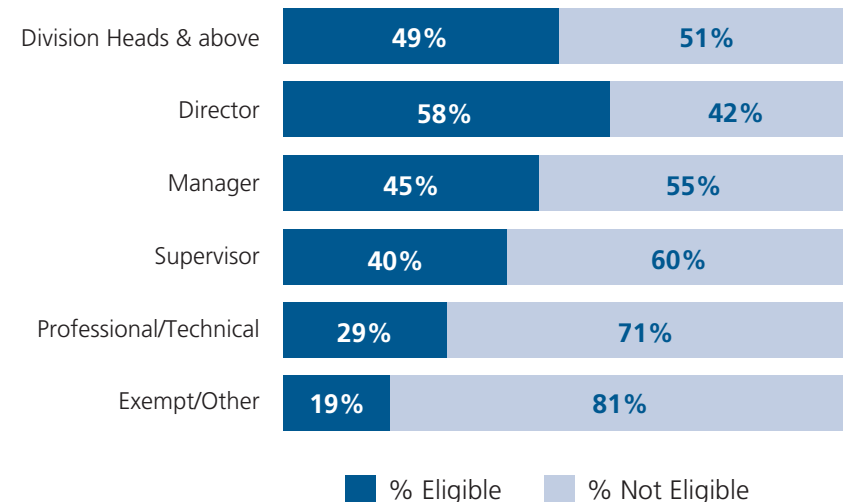
We anticipate that employees eligible for an unreduced pension are most likely to retire from the City resulting in talent gaps across the organization. Forecasting and planning for these potential shortages will ensure that we will have continuity in leadership roles.

Non-union unreduced retirement eligibility by 2018

The following chart depicts the percentage of non-union employees as of 2013 who we project will be eligible to retire with an unreduced pension by 2018.

Between 2013 and 2018, 37 per cent of all non-union employees will reach their unreduced retirement eligibility.

Non-union unreduced retirement eligibility by 2018



At the end of 2018, the percentages by level are as follows:

- Division Heads and above – 49 per cent (22 employees)
- Directors – 58 per cent (79 employees)
- Managers – 45 per cent (368 employees)
- Supervisors – 40 per cent (618 employees)
- Professional/Technical – 29 per cent (293 employees)
- Exempt/Other – 19 per cent (67 employees)

Generally, the more senior the staff in the hierarchy, the greater the percentage of employees who will be eligible for an unreduced pension.

This projected high percentage of retirement eligibility at each level of the organization means that the traditional larger pools of available candidates for promotion from the level below will diminish and will not be as readily available or able for succession/promotion. This puts added pressure on effectively identifying and developing union and non-union employees who will be ready for promotion and the development of effective external recruitment strategies.

To manage this risk, we will need to further analyze our retirement data and trends and plan and prepare for the anticipated turnover.

Actions to achieve our effective leaders objective:

- Implement an integrated leadership program that assesses and develops staff to transition to management and to higher levels of management.

- Create specific development and learning strategies for union and non-union employees to move into management positions (for example: onboarding, coaching, mentoring, classroom-based, self-learning and e-learning).
- Create specific development and learning strategies for managers and above to move to senior management positions.
- Establish a corporate talent assessment tool and talent management review that integrates performance, potential and career aspirations beginning with all directors and above.

Commitment required to achieve actions:

- Senior management will be required to monitor and report on how they are managing their respective divisional, cluster and corporate-wide pools of talent (this includes management employees ready for more senior levels and it includes union and non-union employees ready for management positions).

The following is the projected timeline to implement the actions for **Effective Leaders** between 2014 -2015:

	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EFFECTIVE LEADERS	Expand breadth and depth of leadership development to transition to higher roles							
	Corporate assessment of directors and above				Develop management talent pool			

ESSENTIAL HUMAN RESOURCES SYSTEM ENABLERS

Creating modern human resources systems and services to support the four focus areas – employee engagement, diversity, workforce capacity and effective leaders – is critical. Modernization involves leveraging technology to support and integrate talent management initiatives. It also involves giving City divisions effective tools to manage and develop their workforce now and for the future.

To enable the four focus areas:

- Create e-learning and e-performance management systems that allow tracking, career development and effective talent management.
- Implement technology solutions to provide workforce data on every manager's desktop.
- Establish a 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.

Commitment required to achieve the four focus areas:

An effective learning and development strategy with a key partnership between Human Resources, Information & Technology and City divisions will ensure development, investment and implementation of the systems including project support, capital budget and ongoing financial sustainment.

The following is the projected timeline to implement the deliverables for **Essential Human Resources System Enablers** between 2014 -2015:

	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ESSENTIAL HR SYSTEM ENABLERS	Launch new Learning Management System				Enterprise-wide corporate and divisional e-learning			
					Workforce data and new e-Performance Management			

GOVERNANCE AND ACCOUNTABILITY

The Talent Blueprint is championed by the senior management leaders who will ensure the necessary actions are fully supported, that their progress is regularly monitored and that the planned outcomes are achieved. Successful implementation requires corporate, cross-divisional, and divisional activities and initiatives. All levels of management have an important role in delivering the actions.

A clear and effective structure with defined roles and responsibilities to govern the implementation of the Talent Blueprint is critical to the effective execution of the plan to achieve its stated outcomes and goal – to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

ROLES AND RESPONSIBILITIES TO IMPLEMENT THE PLAN

The following groups have key roles and responsibilities in the successful implementation of the four focus areas of the Talent Blueprint:

City Manager and Deputy City Managers

The City Manager and Deputy City Managers have approved and endorsed the Talent Blueprint – Building a great Toronto Public Service. Corporate and cluster expectations and accountabilities will be set by senior leaders.

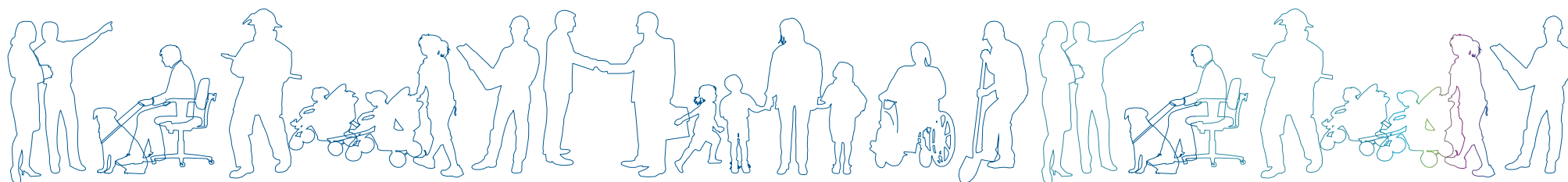
Throughout the duration of the Talent Blueprint 2014-2018, they will review progress reports and make decisions to ensure the Talent Blueprint stays on track or change direction if priorities shift. It is anticipated that they will review progress reports twice a year.

Division Heads

Division Heads will implement the actions in the Talent Blueprint in their division and cascade accountabilities to their management staff (directors, managers and supervisors). They will also participate in cross-divisional and corporate-wide initiatives.

They will ensure that divisional employees are aware of the Talent Blueprint, how the actions will be implemented, the progress being made and the outcomes achieved.

They will ensure that the Talent Blueprint commitments are embedded in staff performance planners as appropriate.



Human Resources

The Human Resources Division will have a significant role as the steward of the Talent Blueprint and will design and develop corporate programs and tools to support the implementation of the Blueprint and address corporate workforce needs. Human Resources will work closely with City divisions to help support and facilitate the successful implementation of the actions.

In partnership with Strategic Communications, Human Resources staff will coordinate the communication required to create awareness of the plan and engage and enable the organization to achieve the change needed to implement the plan.

Human Resources staff will identify the budget and resources required to address and achieve the corporate actions for the Talent Blueprint.

Committee on Toronto Public Service Excellence

The Committee on Toronto Public Service Excellence will monitor the implementation of the actions in the Talent Blueprint and provide input to ensure corporate actions are consistent with the intent of the plan. Union and association leaders will have input on the development of actions. Union and association leaders are members of this committee as well as the City Manager, Deputy City Managers, a cross representation of Division Heads and Human Resources.

Workforce Strategy Team

The Workforce Strategy Team is a group of division heads and senior directors who provide input and advice on human resources policies. They also provide input on workforce planning, for example, the Talent Blueprint.

Employees

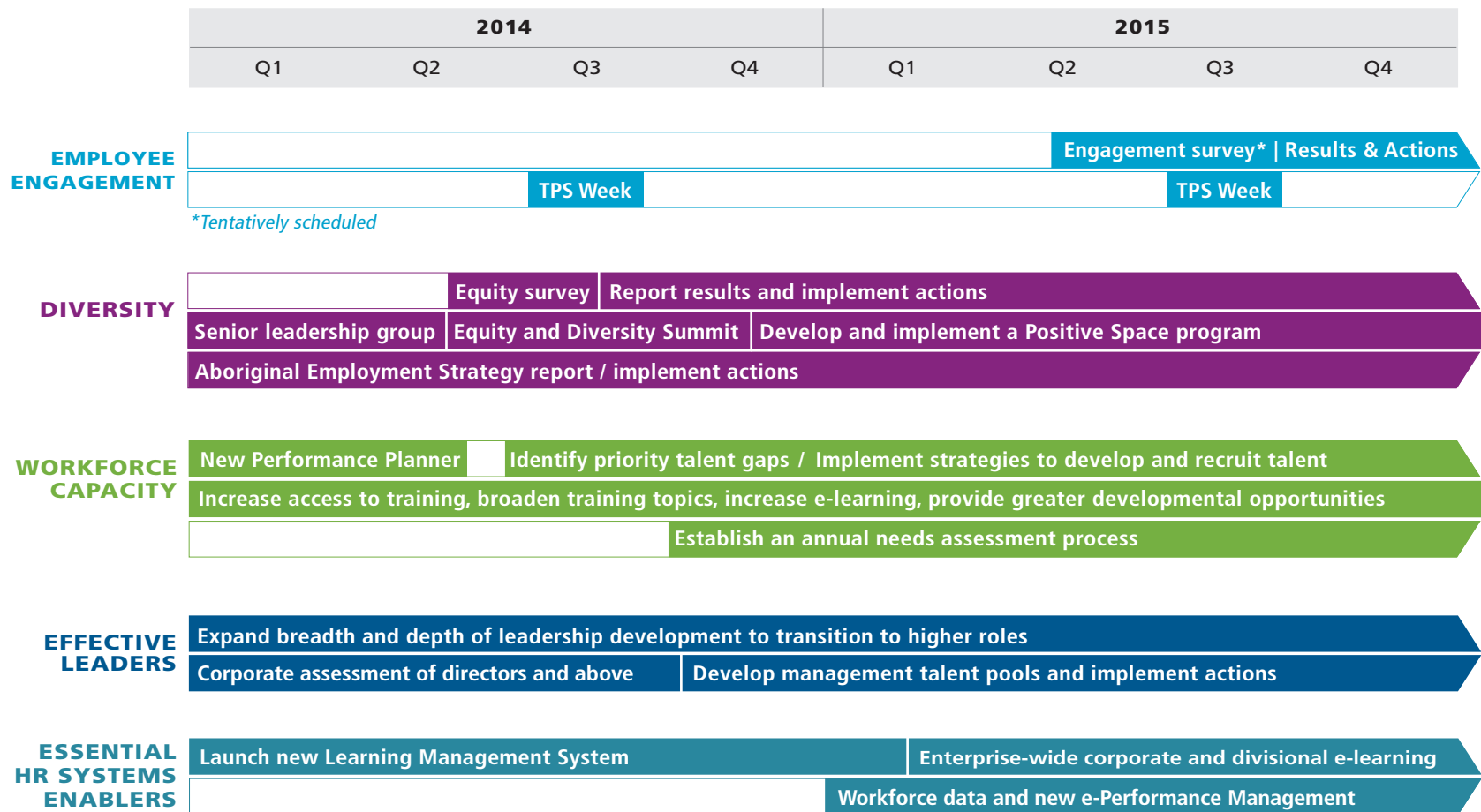
Employees will be open to learning and development opportunities provided to enhance competencies and to reach their full potential.

Employees will complete surveys, provide feedback when requested, and help achieve the goal of the Talent Blueprint.



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.



REACHING OUR GOAL: 2018

By 2018, we will be well on our way to having engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

Employee engagement levels will have increased as measured by the baseline survey in 2014 and the second survey in 2017. Senior management will understand the critical roles they play in ensuring employees are engaged and that increasing engagement improves business results, such as customer satisfaction and productivity. They will also have tools and supports to ensure they have a clear understanding of the engagement deficiencies in their work areas and will take action. Employees will have helped to identify solutions and will be aware of the actions taken to address engagement issues identified in the surveys.

We will have made progress in the diversity of our workforce and this will be evidenced by an increased representation of diversity at the leadership levels. Senior managers will be meeting regularly to champion equity, diversity and human rights initiatives. Employees will have completed an equity survey because they will understand the benefits of doing this. The City's organizational culture will be one of inclusion.

Employees will have access to a variety of technology-enhanced learning and leadership development opportunities that are timely and relevant for a sustainable work-learn balance. Providing maximum value and impact for both the organization and the learner, training will be delivered through a variety of methods, such as: instructor-led training, virtual classrooms, e-learning, webinars and social learning. A division's workforce will have greater capacity and improved performance so that current and future service needs are met.

The organization will be grounded in a discipline of establishing clear expectations that are strategically aligned with the goals of the organization. It will be supported by honest, open and trusting discussions between employees and their manager/supervisor to advance individual development plans and divisional business objectives.

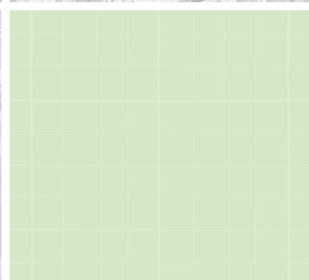
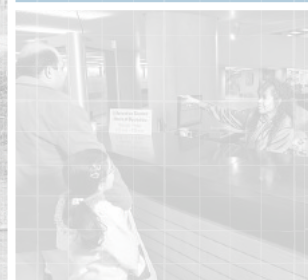
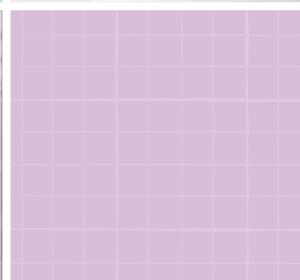
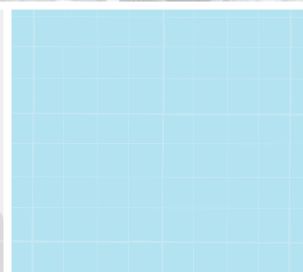
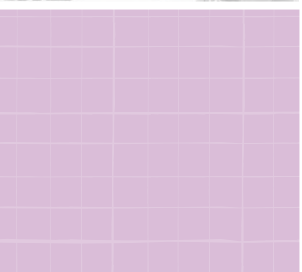
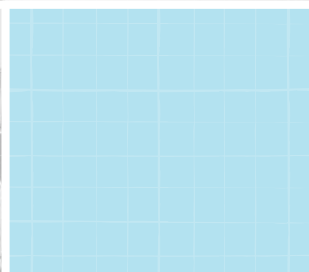
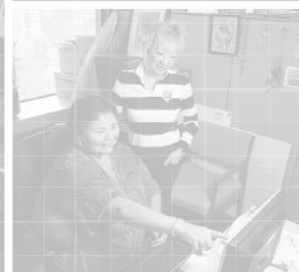
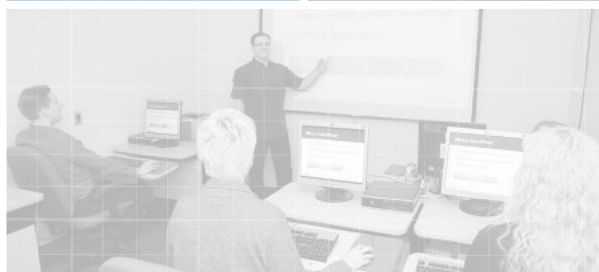
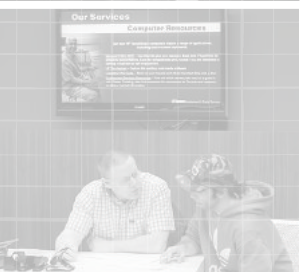
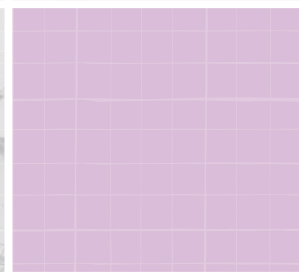
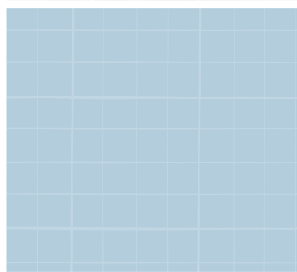
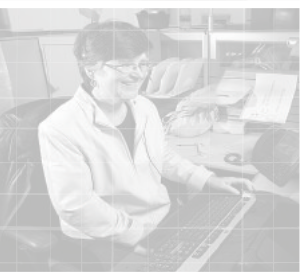
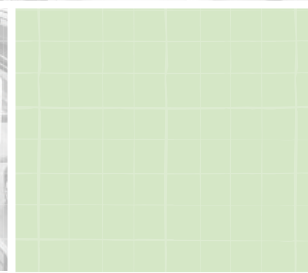
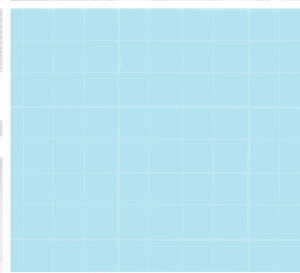
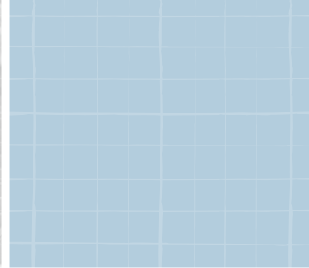
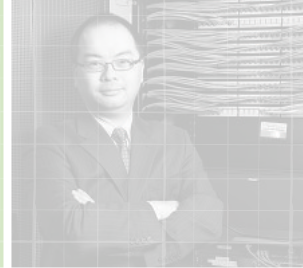
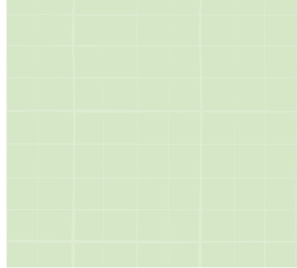
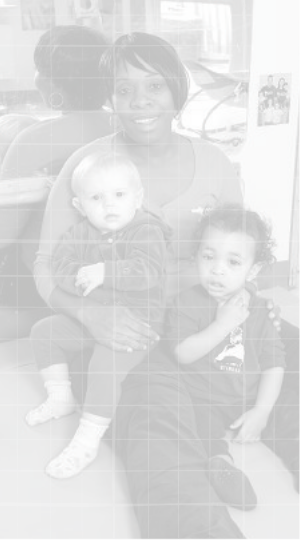
The performance planner for non-union employees will be used as a management tool to advance the goals of the organization and will be monitored and evaluated throughout the year. Divisions will have human resources systems, such as the Learning Management System and e-performance management to shape their workforce.

The organization will have insight as to the composition of its diverse corporate pool of talent for director level positions and above; a larger and more diverse pool of capable candidates ready to take on leadership roles through integrated leadership development; and the ability to draw on a pool of talent for developmental and mentoring opportunities. We will witness employees transitioning into management roles as they will have been provided with targeted development strategies at each level of management.

By 2018, the objectives and activities set out in the Talent Blueprint will continue to be important, however, we will be planning and developing our third workforce plan as we continue on our path to "Building a great Toronto Public Service" to serve a great city with our most valuable asset, our workforce.

ENDNOTES

- ¹ Adapted from the Conference Board, 2006 and Institute of Employment Studies, 2004.
- ² Heintzman, R. & Marson, B. (2005) People, service and trust: is there a public sector service value chain? *International Review of Administrative Sciences*, 71(4), 549-575.
- ³ Gibbons, J. (2006) *Employee Engagement: A Review of Current Research and Its Implications*, Conference Board of Canada.
- ⁴ Hicks, J. (June 2011) *Recognizing the Value of Employee Engagement: The Future of Public Service in Alberta and British Columbia*, Western Centre for Economic Research, No 152.
- ⁵ Gibbons, J. (2006) *Employee Engagement: A Review of Current Research and Its Implications*, Conference Board of Canada.



Reaching
our goal:
2018

City of Toronto

May 2014