



Staff Report for Committee of the Whole Meeting

Date of Meeting: September 17, 2018

Report Number: [SRCFS.18.040]

Department: Corporate and Financial Services

Division: Human Resources

Subject: **SRCFS.18.040 Employee Strategy and Workforce Planning**

Purpose:

To present the Richmond Hill Employee Strategy and provide an update on workforce planning activities currently underway.

Recommendation(s):

- a) That staff report SRCFS.18.040 Employee Strategy and Workforce Planning be received for information.

Contact Person:

Tricia Myatt, Manager, Workforce Planning, ext. 5463

Report Approval:

Submitted by: Mary-Anne Dempster, Commissioner of Corporate and Financial Services

Approved by: Neil Garbe, Chief Administrative Officer

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), Town Solicitor (as required), Commissioner, and Chief Administrative Officer. Details of the reports approval are attached.

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Background:

Richmond Hill's 2009 Strategic Plan, developed with extensive input from the community, resulted in the Town's vision, "Richmond Hill, where people come together to build our community". Over the first two phases of implementation, the focus has been outward facing, looking at the community we serve. Various supporting Town plans were developed to ensure they align with this vision. A number of new initiatives and investments were or are being implemented so there is continuous movement towards the Richmond Hill envisioned by residents.

A key part of achieving this vision is through the delivery of an array of services that address the needs of the community. As a result, our mission is as follows, "The Town of Richmond Hill Council and staff are committed to providing exceptional public service to our community". Now in the third phase of implementing the Strategic Plan, while there is a continued focus on implementing new initiatives and investments to help achieve our vision as well as service delivery, there is also a focus on the internal aspects of how we deliver services including Town staff.

The effective delivery of services depends on having a highly skilled, engaged and motivated workforce committed to meeting the needs of Richmond Hill residents. The Town's talented and committed workforce is one of the organization's key strengths. However as our community changes – continued growth; aging population; increasing diversity - the Town needs to make sure that the services we provide are meeting those needs. At the same time the workplace is changing – multi-generational; increasingly diverse; changing technology; limited resources – the Town needs to make sure that the right people, with the right skills, are in place to provide the right services to the community. It needs to be an organization that is supportive of its employees.

As a result, the Town has developed its first Employee Strategy (attached as Appendix A to Staff Report SRCFS.18.040). This report provides an overview of the Employee Strategy and an update on the status of workforce planning, a key action of the Employee Strategy.

Employee Strategy

Delivering exceptional public service is only possible when the work environment is positive and encourages innovation and collaboration; where staff have the tools and resources required to do their job well and where they are supported and engaged in what they do. The purpose of the Employee Strategy is to define the type of workplace Richmond Hill employees need to thrive and to continue to deliver exceptional service. The Strategy also demonstrates that we have a vested interest in the well-being and continued development of staff and that we strive to be a workplace of choice. The Strategy sets out a vision for our workplace, goals, outcomes and actions to help us achieve this vision.

Similar to the Strategic Plan, which was a plan that defined the type of community Richmond Hill residents aspire to as defined by residents, the Employee Strategy

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defines the type of workplace staff aspire to as it has been developed with staff involvement. Specifically we:

- Conducted an Employee Engagement Survey that determined the level of staff engagement and what drives that engagement;
- Completed an environmental scan that set out the current state of our workplace as well as identified trends within the organization as well as in the labour market in general;
- Completed benchmarking and best practices research to determine what other municipal employee strategies look like and actions they are taking to strengthen their workplaces; and
- Consulted with staff through the Employee Strategy Working Group and Sounding Board which included representation from every Town Division. Working Group and Sounding Board members then reached out to staff in their areas for input on what would make an ideal workplace.

These efforts resulted in the development of the Employee Strategy vision statement: “We will be a workplace where employees are valued and empowered to collaborate, innovate and grow”. To work towards this vision, three goals were developed:

Goal 1: Strengthen our Work Culture

Goal 2: Grow and Develop People

Goal 3: Prepare for the Future.

In addition, a series of specific outcomes and actions along with an implementation plan for the next 3 years were developed so there is a clear path for working towards this vision.

Examples of specific actions identified in the Strategy include:

- Update the onboarding program that welcomes new staff to Richmond Hill so it is clear how their role aligns with the corporate vision, mission and values;
- Convene regular lunch and learn sessions to share information on Departmental priorities;
- Develop and implement a Leadership Development Program for future leaders as well as those already in leadership positions that link to the Town’s competencies and values;
- Update the Town’s performance review program so it aligns with the Town’s competencies and values;
- Develop learning objectives for staff, linked to the Town’s competencies and skills needs for current positions as well as future career opportunities;

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- Develop a Workforce Planning Framework including career pathing and succession planning to support both employees and organizational needs on a corporate and departmental level;
- Review and update the recruitment policies and processes to allow flexibility while maintaining integrity in the process.

Full details are in Appendix A to Staff Report SRCFS.18.040, pages 12 through 23 of the Strategy.

Progress of the Strategy's implementation will be reported to staff on an annual basis beginning in fall 2019 and continue over the life of the Strategy. In addition, a follow-up employee engagement survey will be conducted in late 2020 or early 2021 to evaluate progress and to determine if there are new or different issues that should be considered moving forward. In addition, key performance indicators (KPIs) will be developed to measure progress and there will be a continuous process of review and refinement of initiatives over time to ensure effectiveness.

The Employee Strategy will be officially launched to all staff in September 2018.

Workforce Planning Update

Workforce planning is a key component of being in a position to provide exceptional public service and as a result, a number of specific workforce planning activities are identified in the Employee Strategy.

Workforce planning is a program that supports staff and management in ensuring we have the right staff with the right skills to provide the services to meet the needs of residents. It focuses on providing staff with opportunities to grow and develop so they may meet both current and future career objectives.

In late 2017, a Workforce Planning Team, made up of representatives from every Department, was established to develop a Workforce Planning Framework for the Town. This Team developed a specific approach to address all aspects of workforce planning including:

- Career pathing – a process to support the organization and staff throughout their career. This includes a robust onboarding program; development of Richmond Hill University which will include a training essentials program for all Town staff; a Leadership Development program; development of Department specific training; and, development of individual career development plans.
- Succession planning – a process and program that allows the organization to respond quickly and effectively when staff leave the organization for any reason. This includes identifying at risk positions within the organization due to pending retirements, difficult to fill positions or those with high turnover; identifying existing staff who could potentially step into these positions provided they receive the training and guidance required to grow; recruiting staff with the potential to

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grow based on the Town's leadership competencies; and, developing knowledge transfer plans for staff.

- Management supports – ensuring that the organization and management are supported in all aspects of human resources. This includes having dedicated human resources support to Departments; effective and updated human resources policies; an updated performance management program; competitive salary and benefits; efficient technology systems and processes; and adequate resources to allow for effective workforce planning.

A new Workforce Planning section was established in the Human Resources Division in June 2018 to focus on these activities and to lead the overall implementation of the Employee Strategy. The timing of upcoming key deliverables are as follows:

- Updated Onboarding Program – fall 2018;
- Development of Richmond Hill University – a coordinated learning and development program that caters to the needs of Richmond Hill – launch January 2019 with leadership development and other programs rolling out over the next three years;
- Succession planning – program development underway with launch of first phase to begin February 2019 and second phase to begin in December 2019;
- Lunch and Learn staff information sessions – starting in November 2018.

Full details are set out in the implementation plan of the Employee Strategy included in Appendix A to Staff Report SRCFS.18.040.

Financial/Staffing/Other Implications:

There are no specific financial, staffing or other implications related to this report. Any financial or staffing requirements that may be determined will be brought forward during future budget processes for consideration.

Relationship to the Strategic Plan:

The development of the Employee Strategy, including workforce planning is in direct response to Strategic Plan Goal 4, wise management of resources. To provide the services required by residents the organization needs to have an effective and responsive workplace. In addition, the development of an Employee Strategy was a specific action item in the Phase 3 Implementation Plan of the Strategic Plan.

Conclusion:

Richmond Hill's mission is to provide exceptional public service to our residents. The Town already has a strong and committed workforce, however, there are always opportunities for improvement. The Employee Strategy will guide the organization as we work to make Richmond Hill "...a workplace where employees are valued and empowered to collaborate, innovate and grow" all in an effort to continue to meet the needs of our employees as well as those of our residents.

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Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call contact person listed in this document.

- Appendix A to Staff Report SRCFS.18.040 – Richmond Hill Employee Strategy

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Report Approval Details

Document Title:	SRCFS.18.040 - Employee Strategy and Worfoce Planning.docx
Attachments:	- Employee Strategy - Final.pdf
Final Approval Date:	Sep 10, 2018

This report and all of its attachments were approved and signed as outlined below:

Meeta Gandhi - Sep 10, 2018 - 10:53 AM

MaryAnne Dempster - Sep 10, 2018 - 3:00 PM

Neil Garbe - Sep 10, 2018 - 3:30 PM