People Strategy

2019-2023

 MISSISSAUGA

Contents

Talent Management

Action 1:
Implement the Talent Management Strategy

Action 2:
Implement the Talent Acquisition Strategy

Action 3:
Continue to build a culture of learning

Action 4:
Implement program enhancements to the Leadership Succession Planning program

Action 5:
Implement the Workforce Diversity and Inclusion Strategy

Action 6:
Establish a Change Management Support Structure

Total Rewards

Action 7:
Develop and Implement a Total Rewards Strategy

Action 8:
Continue to evolve HR related metrics and performance indicators

Action 9:
Transition to the cloud based Human Capital Management System (THRIVE) and explore emerging technologies

Healthy Workplace

Action 10:
Develop an Employee Relations Strategy

Action 11:
Develop a Union Collective Agreement Negotiation Strategy

Action 12:
Implement the Wellness Strategy

Action 13:
Complete the implementation of the Health and Safety Management System

Action 14:
Complete the implementation of the Health and Safety Balanced Scorecard

HR Business Partnership/Customer Service

Action 15:
Implement the recommendations from the review the HR organization structure and service delivery model.

Executive Summary

The People Strategy 2019–2023 builds on the achievements of the People Strategy 2015–2017 and creates our future direction.

The People Strategy 2019–2023 is being implemented in a fast paced environment with a changing labour market and workforce demographics. The People Strategy 2019–2023 builds on the achievements of the People Strategy 2015–2017 and creates our future direction.

Some key trends impacting the Strategy include:

• Skills shortages in the labour market
• Increased competition for talent
• Eligibility for retirement
• A diverse and inclusive workforce

In order to address the key trends and ensure that we have a skilled and effective workforce to meet the City's Strategic Plan, the Strategy outlines a number of actions organized under four strategic priorities.

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Talent Management:

Talent Management ensures that the City has in place the quality and diversity of skilled employees in the right numbers to meet our current and future business needs. It covers all aspects of the employee lifecycle from acquiring, measuring, developing to retaining employees.

Action 1: Implement the Talent Management Strategy The goal of implementing the Talent Management Strategy is to acquire, measure, develop and retain talent that ensures the right quantity and quality of people are in place to meet the City's business needs.

Action 2: Implement the Talent Acquisition Strategy Addressing the high competition for talent in the labour market, the implementation of this Strategy will assist the organization to find and obtain key talent to meet the City's staffing needs.

Action 3: Continue to build a culture of learning Focusing on a "culture of learning" positively impacts business results and contributes to the health of the organization by encouraging all employees to enhance their knowledge, competence and performance.

Action 4: Implement enhancements to the Leadership Succession Planning Program Building on the success of this program, enhancements will be made in order to ensure that the City is leadership ready.

Action 5: Implement the Workforce Diversity and Inclusion Strategy The implementation of this comprehensive strategy will assist the City to address the competition for talent and changing workforce demographics.

Action 6: Establish a Change Management Support Structure This action would build an enterprise wide Change Management Support structure which would support organizational change in the City, allowing for increased agility and project success.

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Total Rewards:

Total Rewards provides tools available at the City that may be used to attract, motivate retain and engage employees. The City's elements of total rewards include compensation, benefits, elements of work-life balance, as well as effective management of performance and recognition programs and practices.

Action 7: Develop and implement a Total Rewards Strategy The Strategy will help attract, engage and retain employees and will ensure that the City remains competitive in the labour market.

Action 8: Continue to Evolve HR related metrics and performance indicators This action will further build on our existing measures and metrics in order to support and provide for strategic HR and leadership decision making.

Action 9: Transition to cloud based Human Capital Management (THRIVE) and explore emerging technologies THRIVE's mission is "Transforming How we Hire Learn and Grow." This project will modernize the City's talent management processes and systems including recruitment, on-boarding, performance and goals, career development, succession planning and learning management.

Technology is changing the way HR connects with employees and future talent. Emerging technologies such as Artificial intelligence will begin to impact the workplace. We will monitor the impact on HR processes and practices.

Healthy Workplace:

A healthy workplace culture contributes to a positive and engaged workforce. It's a respectful environment that supports individual employee health and safety, helps to maximize productivity and ensures we lead the industry in good people leadership and wellness practices.

Action 10: Develop an Employee Relations Strategy An Employee Relations Strategy will outline common philosophies that the City will adhere to when approaching matters involving staff. It will strengthen the relationship between management and staff resulting in a healthy workplace.

Action 11: Develop a union Collective Agreement Negotiation Strategy Most of the collective agreements with our unions expire in 2019. A negotiation strategy will define the parameters and goals for collective bargaining so that mutually beneficial settlements with each of the City's bargaining units can be achieved.

Action 12: Implement the Wellness Strategy Further implementation of our Wellness Strategy with a particular focus on mental health will ensure that we have a healthy work environment which should achieve measurable benefits including a decrease in lost time.

Action 13: Complete the implementation of the Health and Safety Management System The Health and Safety Management system is a proactive approach to injury and illness prevention. Through best practices it will help the City to continuously improve our health and safety policies and procedures.

Action 14: Continue to implement a Health and Safety Balanced Scorecard The balanced score card measures, monitors and reports on progress toward strategic health and safety targets. This scorecard will support and measure our goals under the Health and Safety Management system.

HR Business Partnership

Through HR Business Partnerships with our internal customers, HR support is provided in recruitment and retention, employee/labour relations, workforce planning and organization development and design. Strategic partnerships are built, where the business goals and outcomes of our clients is a shared objective. The aim is to provide outstanding customer service which adds value, leads to strong work units and is critical to organizational change and success.

Action 15: Implement the recommendations from the review of the HR organization structure and service delivery model. With the implementation of the revised People Strategy and THRIVE (the cloud based Human Capital system), a review of the HR division roles and responsibilities, the organization structure and service delivery model was conducted. Implementation of the recommendations from this review will ensure that HR has the appropriate resources, skills and structure to achieve the goals of the People Strategy and deliver outstanding customer service.

The HR Division

The Human Resources Division staff at the City have developed the People Strategy and are leading the initiatives that are contained in the Strategy. Here is a snap shot about the HR division.

Mission

We promote excellence in people by delivering innovative Human Resources strategies and programs that enable clients to successfully achieve their business goals.

Vision

Acquire, engage and inspire people in a supportive and innovative work environment, to achieve the City's vision.

Values

Agility: Move quickly and thoughtfully

Collaboration: Win or lose as a team

Courage: Share without fear

Diversity: Embrace unique perspectives

Integrity: Do what's right

Partnership: Leverage collective genius and experience

Quality: Do what we do well

The HR Environment

What forces are driving the People Strategy? Consider these seven factors.

1. Skills shortages in the labour market. This is driving organizations to broaden their outreach for talent by leveraging social and mobile technology, growing talent internally, using internships/ apprenticeship programs and developing talent using robust succession planning programs.

2. Increased competition for talent. To be competitive in the labour market organizations are required to modernize total reward programs and ensure compensation and benefits packages support the attraction, engagement and retention of talent.

3. Financial constraints. While we're trying to be competitive in the labour market, compensation and benefits have major cost implications. As a municipal government, we strive to be fiscally responsible. The City is accountable to the public to keep expenses in line and tax increases low. Employee wages and benefits account for more than 65% of our operating budget and those costs continue to increase. Balancing these demands is a challenge.

4. Eligibility for retirement. While skills shortages, competition and turnover are a reality, the City of Mississauga also faces the potential of many impending retirements. A high number of staff and an even higher number of senior leaders are eligible to retire in the next five years. Due to these demographics, the City must have good retention and succession plans.

5. Multiple generations. Evolving workforce demographics are driving the need for organizations to understand employees' distinct needs and wants, and employ strategies that will motivate and satisfy members of each generation.

6. Fostering a diverse and inclusive workforce. Diversity and inclusion is a vital part of the fabric of Mississauga. In the City's Strategic Plan, it talks about the importance of recognizing and celebrating our community's makeup. As an employer, not only is it important to reflect the diversity of the city but also to acknowledge and embrace individual differences. In doing so, this will foster employee engagement leading to a more productive organization.

7. Technology is changing the way HR connects with employees and future talent. With the fast paced growth of technology, employees and candidates expect to have quicker access to information and more intelligent self-service options. While not yet a mass technology, AI (artificial intelligence) and machine learning technology will begin moving into the workplace. AI brings potential for more process efficiency and consistent delivery of services; and also better access to timely and relevant information that will further transform the HR management function.

Our Strategic Priorities

★ Talent Management

Talent Management ensures that the City has in place the quality and diversity of skilled employees in the right numbers to meet our current and future business needs. It covers all aspects of the employee lifecycle from acquiring, measuring, developing to retaining employees.

$ Total Rewards

Total Rewards provides tools available at the City that may be used to attract, motivate retain and engage employees. The City's elements of total rewards include compensation, benefits and, elements of work-life balance, as well as effective management of performance and recognition programs and practices.

♥ Healthy Workplace

A healthy workplace culture contributes to a positive and engaged workforce. It's a respectful environment that supports individual employee health and safety, helps to maximize productivity and ensures we lead the industry in good people leadership and wellness practices.

⌁ HR Business Partnership

Through HR Business Partnerships with our internal customers, HR support is provided in recruitment and retention, employee / labour relations, workforce planning and organization development and design. Strategic partnerships are built, where the business goals and outcomes of our clients is a shared objective. The aim is to provide outstanding customer service which adds value, leads to strong work units and is critical to organizational change and success.

Achievements

We are proud of the following achievements and progress from the People Strategy to date*:

• Built a Talent Management Strategy.

• Continued to implement the Leadership Succession Planning Strategy.

• Implemented a Building Leadership Capacity Strategy (2018 – 75% of Director positions filled internally).

• Expanded and enhanced employee development opportunities.

• Built a Talent Acquisition Strategy (2018 – Met our time to fill service level agreement 78% of the time).

• Developed a Diversity & Inclusion Strategy.

• Enhanced Total Rewards programs for employees.

• Improved HR administrative processes, systems and infrastructure.

• Developed a Wellness Strategy (2018 – over 100 Employees attended Wellness Information Sessions).

• Continued to implement a Health and Safety Management System.

• Reviewed the Respectful Workplace and Workplace Violence Programs and Policies (2018 – 7090 full and part time employees attended training).

• Implemented the 2015 Bargaining Strategy.

• Developed a Labour Relations Strategy.

• Developed strategic partnerships with business leaders.

• Evolved HR-related metrics.

*Appendix 1 provides details of the achievements and progress from the People Strategy 2015-2017

Future Actions

The achievements to date have allowed us to progress considerably toward achieving the objectives of the People Strategy.

The following section describes a number of actions which are planned in order to fully implement the Strategy. For each action, we explain what we're doing, why it matters and next steps (i.e. the specific actions required).

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Talent Management

Action 1: Implement the Talent Management Strategy

What is it?
The vision of the Talent Management Strategy is to acquire, measure, develop and retain talent that ensures the right quantity and quality of people are in place to meet the City's current and future business needs.

Why it Matters
As an output of a successful talent management strategy, research consistently shows that successfully managing talent has a significant positive impact on critical metrics, such as employee retention, engagement and productivity. Research suggests that investing in a comprehensive talent management strategy pays off as organizations with the most mature talent processes achieve lower employee turnover, higher employee engagement, higher ability to hire the best people and greater ability to develop great leaders.

Next Steps
Implement the Talent Management Strategy with the following key priorities:

1.3   Adopt a Competency Based approach to Talent Management where recruitment, performance evaluation and development are built on the same competencies.

1.2   Explore how to formally retain technical knowledge and key relationships for critical positions when employees leave the organization.

1.3   Explore a more flexible recruitment and staffing approach to fill project and temporary positions.

1.4   Implement recommendations from the Employee and Leader Onboarding review.

1.5   Review our Employee Engagement Survey Tool and Process.

Action 2: Implement the Talent Acquisition Strategy

What is it?
With the war for talent, and the numbers of staff leaving the workforce in the near future, we must be more strategic and intentional in acquiring talent. Talent acquisition is the process of finding and getting key talent for identified or targeted organizational staffing needs, particularly critical positions. This will involve a focus on effective methods to source and attract internal and external recruits, ensuring their effective orientation and development to increase retention.

Why it Matters
Research shows that creating and delivering an effective Talent Acquisition Strategy allows an organization to increase its access to key talent in the labour market.

A successful Talent Acquisition Strategy will ensure that the City can understand the changing skills required from certain positions. By defining those needs and talent gaps and identifying the goals of each work unit, we will be better able to tap into all available networks and resources to seek the best candidates for all positions.

Next Steps
Implement the Talent Acquisition Strategy with the following key priorities:

2.1   Enhance external and internal candidate experience.

2.2   Integrate social recruiting and use of professional networks to source and establish stronger relationships with candidates.

2.3   Enhance and modernize sourcing methods to more quickly and effectively find talent.

2.4   Explore creative options for filling hard to fill positions. For example, explore more apprenticeship programs and/or internship programs.

2.5   Explore supports for candidates considering relocation.

Action 3: Continue to build a culture of learning

What is it?
A "culture of learning" is our organizational values, processes, and practices that encourage all employees to enhance their knowledge, competence, and performance. This learning culture positively impacts business results and contributes to the health of the organization. To support our culture of learning both leadership and employee development is offered, through insight – your learning source, in a variety of ways including a "back to basics tool kit", corner stone curriculum, e-learning and mobile learning opportunities. These learning options support the modern approach to learning that includes formal, informal and social learning.

Why it Matters
Organizations that promote a culture of learning for have higher levels of employee productivity and engagement, higher customer satisfaction levels, a greater ability to deliver services as well as a greater ability to attract top talent. We need to ensure a well-developed leadership pipeline at all levels. By focusing on developing our leaders we will be better equipped to drive strategic and business plan priorities. Having the right development will meet career needs/goals, reduce turnover, and grow employee's collective capabilities.

Next Steps
3.1   Implement individual development plans (IDP) for all leaders and employees to determine areas of development and identify actions and resources required to support development.

3.2   Explore mobile learning technologies which include handhelds, notebooks, smart phones and tablets.

3.3   Develop a Knowledge Hub to house the City's learning resources, toolkits and information that supports concept of just in time, self-directed learning.

3.4   Establish a formal Leadership Mentoring network.

3.5   Determine what learning is needed annually from the Human Resources Centres of Expertise and the needs from Finance, Information Technology, LEAN, Procurement, Project Management and build an integrated learning design and delivery plan, under the platform of insight-your learning source.

3.6   Create an Enterprise Learning Management System (LMS).

Action 4: Implement program enhancements to the Leadership Succession Planning program

What is it?
The City has adopted a strong leadership development culture anchored in four drivers: have a future-focused approach to growing leaders, grow a robust leadership pipeline, see high potential employees (HiPos) as a valuable asset and offer transparent leadership experiences that are progressively more accountable. The City implemented many elements of the Leadership Succession Planning Strategy and each year reviews the program to make enhancements.

Why it Matters
The Leadership Succession Planning Strategy was developed in response to a changing business landscape, a shortage of available talent in the marketplace, and an aging workforce. In the next 5 years, 50% of our leaders are eligible to retire. The strategy strengthens how we define key roles, the requirements for those roles, and ways to prepare staff to move into them. Implementing program enhancements will put the City in a strong position to be leadership- ready.

Next Steps
Implement program enhancements to the Leadership Succession Planning Program with the following key priorities:

4.1 Implement the four mandatory formal training courses (Change Management, Situational Leadership II, Coaching and Developing Yourself and Others) for HiPos through insight, your learning source.

4.2 Identify critical experiences for each of HiPo levels e.g. labour/ employee relations experiences, budgeting, business planning.

4.3 Establish greater HiPo networking and innovative "think tank" opportunities at the corporate, department and divisional levels.

4.4 Explore leader led talent panel reviews.

Action 5: Implement the Workforce Diversity and Inclusion Strategy

What is it?
To help us strengthen and support our current practices, policies and programs, we have established a Workforce Diversity and Inclusion Strategy (Strategy). The Strategy includes 22 recommended actions that focus on diversity, inclusion, sustainment and measurement.

Why it matters
As an employer, we recognize and respect the uniqueness and the diversity of the workforce. The City is committed to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation. The Strategy ensures we are planning ahead for many important strategic trends such as the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup.

Next Steps
Implement the Workforce Diversity and Inclusion Strategy with the following key priorities:

5.1 Conduct a needs assessment of required diversity and inclusion training initiatives and develop a comprehensive Diversity and Inclusion Learning Plan.

5.2 Establish Departmental diversity and inclusion committees as well as Employee Resource Groups (ERGs) with executive sponsors.

5.3 Conduct a census of all City employees through an inclusion survey.

5.4 Expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups.

5.5 Add diversity and inclusion competency performance measures to the performance management program (Performance Development Program).

5.6 Develop a Diversity and Inclusion Scorecard for reporting to the Leadership Team and Executive Diversity Committee.

Action 6: Establish a Change Management Support Structure

What is it?
Leading organizations are working to build Enterprise Change Management capabilities to support their organizational agility and increase overall project success rates. One of the steps taken to build this capability is the creation of a structure to support change management in the organization, usually in the form of a Change Management Office, Center of Excellence, Community of Practice or some other entity dedicated to change management.

Why it Matters
This "organizational footprint" for change management can look different from organization to organization, varying in terms of size, location, composition and role. However, data and experience show that a functional group focused on change management provides value on the enterprise journey of building change management maturity. Such a group would increase effectiveness and efficiency of change management by providing commonality and a single go-to point.

Next Steps
6.1   Identify the right structure to formalize change management support in the organization e.g. a Change Management Office, Center of Excellence or Community of Practice.

6.2   Determine organizational impacts and alignments to other areas within Corporate Services that offer similar services.

6.3   Establish governance or a charter document that identifies its value to the organization, its unique contribution and clearly defines roles and responsibilities.

6.4   Expand and build a robust change management community of practice which would include establishing formal certification (PROSCI) for targeted positions/areas within the organization.

6.5   Establish an implementation/change management plan.

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TOTAL REWARDS

Action 7: Develop and Implement a Total Rewards Strategy

What is it?
The Total Rewards strategy describes all the tools and programs available in the City that may be used to attract, motivate and retain employees. The City's elements of total rewards include; compensation, benefits wellness, recognition and performance management.

Why it Matters
The Total Rewards Strategy will help to attract, engage and retain employees, and will ensure that the City remains competitive in the labour market. Enhancing and promoting our overall rewards offering will enhance our employer brand.

Next Steps
Develop a Total Reward Strategy with quality metrics and measures to include the following key priorities:

7.1   Review City's core compensation program and principles.

7.2   Explore innovative opportunities to offer more integrated, flexible and personalized Total Rewards package.

7.3   Develop and implement Total Rewards Employee Statements.

7.4   Develop and implement an enhanced performance management program.

7.6   Build a retirement transition support program.

Action 8: Continue to Evolve HR related metrics and performance indicators

What is it?

A comprehensive set of meaningful HR measures and metrics that will support and provide for strategic HR and leadership decision-making.

Why It Matters

The right data will allows us to analyze trends and provide information to assist with strategic HR and leadership decision making. Key performance indicators are important to help focus on common goals and ensure those goals stay aligned within the organization.

Next Steps

8.1   Continue to increase automation of HR metrics and reporting.

8.2   Continue to increase accessibility to consolidated analysis of various HR measures and metrics for leaders and HR staff.

8.3   Enhance HR analytics to assist in more effective decision-making and future planning.

Action 9: Transition to the cloud based Human Capital Management System (THRIVE) and explore emerging technologies

What is it?

Modernization of City talent management processes and systems is the focus of the Human Resources Technology Roadmap. Named, Project THRIVE, its mission is "Transforming How we Hire, Learn & Grow." The Scope of the Project includes Recruitment, Employee On-Boarding, Performance & Goals, Career Development & Succession Planning and Learning Management.

Why it Matters

City workforce management tools and process must keep up-to-date with recent technology trends such as social networking, growth in mobile devices and cloud-based technology; and also respond to emerging workplace use of artificial intelligence and machine learning technology. Technology is continuously transforming what's possible, and what will become expected from leading employers. This is also having a significant impact on human resource management processes,

tools and best practices. From a business management perspective modernizing talent management processes & systems will help the Corporation better address recruitment and retention, identify talent gaps, support succession planning and staff development.

Next Steps

9.1   Complete project THRIVE implementation.

9.2   Develop and implement Success Factor's system administration and support structure.

9.3   Develop business case for migrating the City's current on premise HR/Payroll solution (SAP HCM) to SAP cloud based HR/Payroll solution (Success Factor's Employee Central).

9.4   Develop business case looking at the feasibility, benefits and costs of full digitization all HR information and Employee Records.

9.5   Explore other opportunities to utilize emerging technologies.

HEALTHY WORKPLACE

Action 10: Develop an Employee Relations Strategy

What is it?

An Employee Relations Strategy is a plan that manages the relationship between employees and employers. An Employee Relations Strategy will strengthen the relationship between management and staff and result in a healthy workplace as well as a productive and high performing one.

Why it Matters

An employee relations strategy will outline common philosophies that the City will adhere to when approaching employment matters involving staff, technological advancements and communication channels. This will ensure that the workplace is managed in a consistent and fair manner based on a solid foundation of trust and respect.

Next Steps

Develop an Employee Relations Strategy with quality metrics and measures to include the following key priorities:

10.1   Develop an implementation and communication plan.

10.2   Develop enhanced employee communication vehicles.

10.3   Strengthen leadership training.

10.4   Explore appropriate complaint and dispute mechanisms.

10.5   Develop a plan for building and maintaining strong relationships with the Union Executives.

Action 11: Develop a Union Collective Agreement Negotiation Strategy

What is it?

Most of our collective agreements with our unions will expire in 2019. A negotiation strategy will define the parameters and goals to be achieved during the upcoming bargaining table discussions. The goal is to achieve mutually beneficial settlements with each of the City's bargaining units.

Why it Matters

Achieving appropriate settlements with all of unions is critical to the continued smooth operation of the City. Mutually agreeable settlements maintain positive labour relations; achieve competitive total compensation and good working conditions all within a fiscally responsible framework.

Next Steps

Develop a Union Collective Agreement Negotiation Strategy with quality metrics and measures to include the following key priorities:

11.1   Develop an implementation and communication plan.

11.2   Establish the negotiation framework and steering committee structure to provide guidance and direction to Bargaining Committees.

11.3   Develop and deploy a comprehensive negotiation strategy that will set-out to achieve negotiated settlements for the nine bargaining units.

Action 12: Implement the Wellness Strategy

What is it?

The Wellness Strategy assists the organization to ensure that we have a healthy workplace culture. It focuses on several areas of both physical and mental well-being.

Why it matters?

Being a leader in wellness practices is part of the organization's draw as an employer and generates a tangible return on investment. Healthy workplaces support each individual's well–being, and can achieve measurable benefits ranging from a decrease in lost time to an increase in productivity.

Next Steps

Implement the Wellness Strategy with the following key priorities:

12.1   Develop a Mental Health strategy.

12.2   Explore a partnership with Excellence Canada to undertake an organizational assessment of the corporation's current state.

12.3   Support leaders to model a healthy lifestyle.

12.4   Develop and Implement a Musculoskeletal Disorder Prevention & Ergonomics program.

Action 13: Complete the implementation of the Health and Safety Management System

What is it?

Health and safety is evolving from a set of policies to an integrated system. The Health and Safety Management System (HSMS) supports programs and measures that take a more robust and proactive approach to prevent work-related injury/illness.

Why It Matters

The HSMS will ensure compliance with Ontario health and safety legislation and City policies, and will go beyond the minimum standards through best practices. The system will provide for continued improvement for all policies, procedures and protocols related to health and safety, and will clearly outline staff's roles and responsibilities.

Next Steps
Implement the Health and Safety Management System with the following key priorities:

13.1 Review and update current health and safety management system elements and drivers.

13.2 Implement a Quarterly Objectives Management Review Process.

13.3 Implement a Hazard Identification and Risk Assessment Process.

13.4 Deliver Due Diligence and Hazard Recognition Training to all Managers and Supervisors.

13.5 Review and Update Contractor Management Element to reflect the COR program.

13.6 Complete the Accident Reduction Project.

13.7 Complete the Preventable Vehicular Reduction Project.

13.8 Implement Senior Leaders Health and Safety Quarterly Audits Process.

Action 14: Complete the implementation of the Health and Safety Balanced Scorecard

What is it?
The Health and Safety Balanced Scorecard is an organization wide and department scorecard that is aligned to the City's health and safety strategic management process as part of the Healthy and Safety Management System. It measures and monitors progress towards our defined targets.

Why it Matters?
The Health and Safety Balanced Scorecard will track accidents by division and department at the City. It will identify trends and allow us to develop preventative measures to address these trends. It will set key performance indicators and allow us to monitor our progress in relation to those indicators.

Next Steps
Complete the implementation of the Health and Safety Balance Scorecard with the following key priorities:

14.1 Evaluate the score card based on feedback from senior leaders.

14.2 Develop and implement tactics based on the analytics from the Balanced Scorecard to implement preventative measures to mitigate identified trends.

14.3 Leverage the Balanced Scorecard to drive an increase in safety awareness.

HR Business Partnership/Customer Service

Action 15: Implement the recommendations from the review the HR organization structure and service delivery model.

What is it?
In order to ensure that HR delivers outstanding customer service our service delivery model was reviewed. With the implementation of the revised People Strategy and the implementation of the cloud based Human Capital Management system (THRIVE), the HR division needs to make changes to HR roles and responsibilities and the organization structure to ensure that HR staff can effectively support the new Strategy and utilize the new system.

Why it Matters?
Ensuring that HR has the appropriate resources, skills, structure and service delivery model is critical to the timely and effective delivery of HR strategic initiatives and services.

Next Steps
15.1 Implement the recommendations from the review of the HR staffing structure and service delivery model.

15.2 Review service level agreements based on the new service delivery model.

15.3 Develop customer service feedback mechanisms.

Corporate Services Shared Services Model

Our Mission	To Deliver Excellent Public Service to our Partners and Customers		
Our Commitments	Customer Service	Value for Money	Talent & Technology
Our Services	Transactional Activity	Expert Services	Decision Support
Our People	Finance Strategic Communications Info. Technology	Human Resources Legislative Services Facilities & Property Mgmt.	Revenue & Materiel Mgmt. Corporate Performance & Innovation

Benefits to the Customer:

Standards and Accountability
Partnership and Knowledge Management
Sourcing Expertise

Aligning with the Corporate Services Shared Services Model, the People Strategy illustrates through the following future actions how we ensure that our internal and external customers continue to receive optimum customer service, value for money and talent & technology:

Customer Service:
• Reviewing the internal and external candidate experience during recruitment.
• Enhancing the employee and leader onboarding experience.
• Implementing the Workforce Diversity and Inclusion Strategy.
• Developing an Employee Relations Strategy.

• Completing the Health and Safety Management System.
• Developing an HR service delivery model.

Value for Money:
• Exploring video screening and interviewing.
• Expanding internship and temporary recruitment rosters.
• Developing a Total Rewards Strategy.
• Developing a Health and Safety Scorecard.
• Developing a Collective Agreement Negotiation Strategy.

Talent and Technology:
• Transitioning to cloud based Human Capital Management (THRIVE).
• Continuing to evolve HR related metrics and performance indicators.

Appendix 1

Achievements from the 2015 to 2017 People Strategy

Built a Talent Management Strategy

- Developed a Talent Management Strategy based on assessing current initiatives and researching best practices.

- Developed an implementation plan, including a communication plan for the Talent Management Strategy and quality metrics and measures e.g. Number of High Potentials (HiPos) promoted, number of participant hours of training, number of Leadership Succession Planning candidates and Recruitment Service Level Agreement.

- Implemented many of the recommended actions:
  - Implemented a model, process, tools and templates to assist. business sections in implementing workforce planning strategies.
  - Offered a revised leadership and employee development curriculum.
  - Received approval to implement talent management software.

Continued to implement the Leadership Succession Planning Strategy

- Implemented the remaining recommendations in the strategy including:
  - Expanded identification of high potential staff(HiPos) at all five levels of leadership.
  - Built Talent Panel composition criteria, tools, documentation, data collection and metrics reporting practices to support the process.
  - Conducted Talent Panel Reviews and identified HiPo's at all levels of leadership through the organization.
  - Increased frequency and quality of check-ins for Director level HiPos to ensure coaching and development is on track.
  - Formalized transition support for HiPos promoted to Director and Commissioner level positions.
  - Identified strategies to move HiPo's into vacancies and /or projects to accelerate their development.
  - Implemented and funded career development assignments for HiPos.

Implemented a Building Leadership Capacity Strategy

- Developed an implementation plan for the Building People Leadership Capacity Strategy, including a communication plan and quality metrics and measures e.g. Number of participants participating in face to face training by level, number of training hours conducted by Human Resources staff, participant evaluations of training.

- Implemented the Building People Leadership Capacity Strategy, including:
  - Established an external partnership with Schulich School of Business with the Masters Certificate in Municipal Leadership.

- Expanded the target audience for leadership development to include all levels of leadership.

- Integrated foundational leadership training programs into formal curriculum.

- Partnered with the Business Planning Committee to develop learning that will increase business acumen amongst leaders.

- Developed a Leadership Competency Profile for the City's family of leaders.

Expanded and enhanced employee development opportunities

- Established in house virtual learning design expertise to build customized City eLearning offerings.

- Reviewed and revised e-learning course offerings.

- Introduced a curriculum for business communication and change management.

- Established a formal Learning Community of Practice to support alignment and consistency of learning initiatives, practices and technology.

- Offered a revised employee development curriculum.

- Established learning and organizational development metrics and measures that align with other business metrics e.g. Number of eLearning participants in City of Mississauga specific modules such as Overtime, Concur and Respectful Workplace and Workplace Violence.

- Established lunch and learn offerings with a focus on organizational and employee wellness.

Built a Talent Acquisition Strategy

- Developed a Talent Acquisition Strategy based on assessing current initiatives and researching best practices.

- Developed an implementation plan, including a communication plan for the Talent Acquisition Strategy and quality metrics and measures e.g. Adherence to Recruitment Service Level Agreement, number of LinkedIn followers.

- Implemented many of the recommended actions:
  - Developed a branding strategy for the City including an Employment Value Proposition.
  - Implemented LinkedIn and trained recruiters on using technology.
  - Developed a LinkedIn presentation for employees and leaders.
  - Revised recruitment guidelines and support documents.
  - Implemented recruitment service level agreements for HR and hiring managers.
  - Created International Recruitment work flow to support hiring of candidates outside of Canada.

Developed a Diversity Strategy

- Developed a Workforce Diversity and Inclusion Strategy based on assessing current initiatives and researching best practices.

- Developed an implementation plan, including a communication plan for the Workforce Diversity and Inclusion Strategy and quality metrics and measures.

- Implemented recommendations approved from Corporate Reflection Room Pilot.

- Expanded the Career Edge program, a non-profit, innovative program providing paid internships to recent graduates, graduates with disabilities, Canadian Armed Forces Reservists and internationally qualified professionals.

- Implemented job postings with Workopolis and Equitek, a diverse and inclusive outreach service.

Enhanced Total Rewards programs for employees

- Enhanced the City's Retirement Gift program.

- Implemented modifications to the City's Alternative Work Arrangement program.

- Implemented enhancements to the non-union benefits program.

- Implemented a health care spending account for non-union part-time, seasonal and contract employees.

- Expanded the OMERs employee information sessions to include one-on-one counseling and targeted group sessions.

- Completed an audit of the City's Weekly Indemnity and LTD programs.

Improved HR administrative processes, systems and infrastructure

- Partnered with IT to develop a future HR technology Strategy.

- Implemented an HR Shared Services Service Level Agreement for administrative processes.

- Implemented the automation of the Position Authorization Form and the Employee Personal Information Change Forms.

- Implemented mobile SAP FIORI Leave Request Form for all full-time non-union employees.

- Implemented SAP Fiori Pay Statements for all non-union employees.

- Expanded Employee Self-Serve functionality to part-time employees.

- Completed a review and re-design of the City's Labour Gapping Report.

- Implemented a training program for Approvers and Time & Labour Reporters on Overtime protocols and reporting procedures.

Developed a Wellness Strategy

• Developed a Wellness Strategy based on assessing current initiatives and researching best practices.

• Developed an implementation plan, including a communication plan for the Wellness Strategy and quality metrics and measures. E.g. number of participants at wellness sessions, number of participants in the flu clinics, number of STD claims by type and duration, number of modified worked hours, number of LTD claims by claim.

• Implemented many of the recommended actions including:
  - Presented targeted health promotion initiatives.
  - Launched Wellness learning programs through insight.
  - Partnered with Mississauga Fire and Emergency Services. (MFES) to initiate a total health strategy which includes mental health training.
  - Commenced mental health training for the rest of the organization.
  - Developed a post-traumatic stress plan for MFES.
  - Partnered with IT to enhance the Lost Time Dashboard.
  - Implemented the Attendance Management and Support Program Training.

Continued to implement a Health and Safety Management System

• Developed Protocols for all of the Health and Safety Management System Elements.

• Confirmed compliance with regulatory policies.

• Updated City's driver training program to ensure compliance with Ministry of Transportation and maximize internal resources.

• Achieved 100% employee participation for the Ministry of Labour Awareness Training.

• Achieved City's highest employee engagement score re." knowing how to report safety issues."

• Completed over 400 training sessions; training over 3600 employees on hazard awareness.

• Withdrew from the Drivers Certification Program, significantly reducing administration processes.

Reviewed the Respectful Workplace and Workplace Violence Programs and Policies

• Updated Respectful Workplace and Workplace Violence program and policies.

• Developed an integrated program which includes resources such as guide books and mandatory eLearning training and face to face sessions.

• Conducted eLearning and face to face training sessions for all employees.

Implemented the 2015 Bargaining Strategy

• Established the bargaining framework and steering committee structure to provide guidance and direction to the Bargaining Committee.

• Developed and deployed a comprehensive bargaining strategy.

• Achieved negotiated settlements for six bargaining units.

• Developed and executed an implementation and communication plan.

Developed strategic partnerships with business leaders

• Delivered strategic workforce planning support to our clients.

• Built current and future focused talent acquisition strategies to ensure our clients have the right talent at the right time.

• Operationalized and analyzed Service Level Agreement metrics to establish accountability and define timelines for service delivery.

• Provided coaching, advice, and customized solutions to address workplace culture, optimize performance and achieve operational efficiencies.

Evolved HR- related metrics

• Developed a HR Measures & Metrics Framework that includes seven metrics e.g. staffing, work environment, retention, compensation and benefits and HR service delivery.

• Created a central SharePoint depository for all HR related metrics.

Appendix 2

2019-2023 People Strategy Action Plan & Metrics

Hyperlink to Appendix 2 document.