



Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 5, 2016
SUBJECT/REPORT NO:	Our People and Performance Plan (HUR16020) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Helen Hale Tomasik (905) 546-2424 Ext. 4155
SUBMITTED BY:	Chris Murray, City Manager
SIGNATURE:	

Council Direction: Not Applicable

Information:

The City of Hamilton has established a new 10-year strategic plan that will guide our work from 2016 to 2025. It will help us make decisions, set priorities and focus our work on the right activities to achieve our vision and mission. The priorities of our Strategic Plan will be delivered through the efforts of our people. To fulfil the great mission and vision of our organization – our City needs to be well led and our employees need to be supported and engaged in their day to day performance. Our people are the City of Hamilton’s greatest asset, delivering 89 services to its citizens, businesses and institutions, with a total expenditure of approximately \$2.0 billion.

Our People & Performance Plan (attached as Appendix A to HUR16020) sets out the strategies and initiatives over the next 10 years that will invest in our people and enable our City to:

- attract, engage and retain a high performing workforce
- achieve and maintain our desired culture, a culture that inspires our employees to say “I am proud to be a City of Hamilton employee” and our future talent to say “ the City of Hamilton is an organization that I want to work for”, and
- provide high quality cost conscious public services to the satisfaction, trust and confidence of our citizens.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

The desired outcome of Our People and Performance priority within our Strategic Plan is that Hamiltonians will have a high level of trust and confidence in their City government.

The People & Performance Plan needs to be collectively owned by all 8000 full and part-time employees at the City of Hamilton. As providers of public service, we are all entrusted to continuously improve performance and provide value for citizens' tax dollars. It is what our people say and do on a daily basis that will earn Hamiltonians' trust and confidence in their City government. And, it is what our leaders say and do on a daily basis that will earn our people's trust and confidence in the City's leadership. As one of the 7 priorities of the 2016 - 2025 Strategic Plan, the People & Performance Plan will ensure that our organization has the capability and capacity to deliver all of the strategic priorities as well as adapt to changing needs and expectations for high quality public service over the next 10 years.

The City has sought feedback from our employees. At a corporate level, the City conducted an employee survey in 2006, a Workforce Census in 2011, an ethics survey in 2013, and also convened corporate culture workshops in 2012 and 2013. More recently there have been departmental employee surveys in Public Works, Public Health Services, and Community and Emergency Services. In addition, Human Resources engaged in an external review of our employment systems in 2013 that involved employee input and feedback.

Employees have consistently told us that they are proud to work for the City of Hamilton. Employees are committed to providing sensational service, are committed to excellence, and are aware that they are making a meaningful contribution to both the corporation of the City of Hamilton and to the community that we serve.

In our 2006 survey, employees identified their top 5 areas of concern as being: organizational communication, strategic leadership, continuous improvement, employee involvement in decision making, and performance management. Other areas ranked as being important and requiring improvement included: communication within work areas, opportunities for advancement, learning and development, satisfaction with division management, individual recognition and reward, and workload. Employees provided many opportunities for improvement in response to the question "What one thing would you change to make the City a better place to work? " Employees have told us that we can do a better job in the following areas:

- effective leadership
- organizational communication and communication within work areas
- engaging employee input in decision-making and continuous improvement
- providing learning and development and career advancement opportunities
- supporting work-life balance

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- providing feedback and recognition
- providing a respectful, diverse and inclusive workplace
- ensuring consistent application of policies

How the People and Performance Plan was Developed

We have listened to our employees.

Over the last 10 years, a number of program and policy initiatives have been developed to address the issues they have identified. In 2016, Human Resources undertook a consultation process with a variety of cross-sectional employee groups to review what we heard from our employees, what the organization has done to date based on the employee feedback, and to garner their insights into what was working well, what needed further improvement and where we should be focused next.

Consultations were held with the corporate Culture Team, the Hamilton Young Professionals, the corporate Policy Review Group, the leadership of our Unions, the Senior Leadership Team as well as subject matter experts. Taking stock of the concerns raised by our employees, the additional inputs from the 2016 consultation process and leveraging the best practices of high performance organizations, staff created a People and Performance Plan that will support the City's strategic plan going forward. Our Plan starts with our Culture as our consultations affirmed and reaffirmed that our Culture is foundational to our employee engagement and organizational performance.

Our People and Performance Plan Overview

Anchored by our Culture, the Plan consolidates our current people and performance practices and guides our strategies going forward. The Plan is organized around five areas of focus:

- Effective Leadership
- Healthy, Respectful and Supportive Workplace
- Continuous Learning
- Performance Excellence and Accountability
- Enabling Communications

Each focus area starts with an aspiration, which describes our desired future state as an organization. The action plan for each focus area identifies priority actions for this term of Council (to the end of 2018) and over the subsequent seven years to align with the term of the City's strategic plan.

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As initiatives in the People and Performance Plan are implemented, priorities will change and others will take their place with changing organizational needs. The Plan will be modified and refined based on learnings from Our People Survey in 2017 and subsequent employee surveys. In addition, directions of Council, continuous improvement initiatives and ongoing review of performance measures will shape the Plan in years to come.

Critical to the success of the People and Performance Plan will be acquiring the enabling technology systems to support performance measurement, performance accountability, workforce management and continuous learning. Going forward, we need to communicate this Plan to all of our people, engage them in the decisions that impact them on a daily basis, and provide them with the supports required to be successful in their current jobs as well as their future careers at the City.

APPENDIX ATTACHED:

Appendix A to HUR16020 – “Our People and Performance Plan”