

OUR PEOPLE AND PERFORMANCE PLAN



Hamilton



OUR PEOPLE ▶ OUR PROGRESS ▶ OUR PLAN

Our People and Performance is a priority of our 2016-2025 Strategic Plan.



Our desired outcome is that Hamiltonians have a high level of trust and confidence in their City government.

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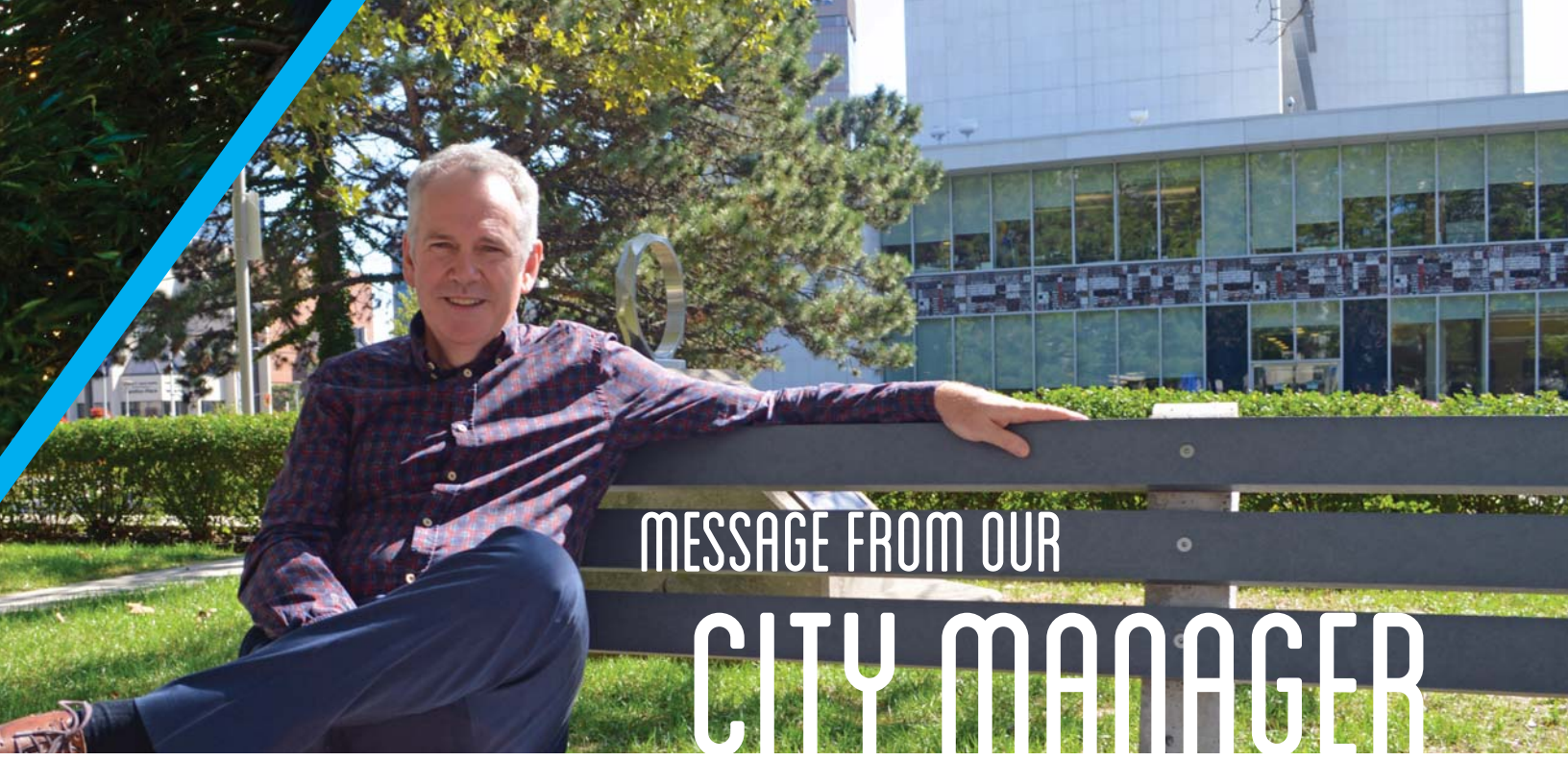
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“Our People and Performance Plan will be a blueprint for how we will invest in our people, how we will perform and be held accountable.”

- Chris Murray



MESSAGE FROM OUR CITY MANAGER

Dear Colleagues,

I have had the great fortune of working and living in more than half of the provinces in this country. As a city planner, I have a professional and personal love for urban and rural spaces, the people that live and work in them and the quality of life they offer. To me, Hamilton is an exceptional community for all of these reasons.

Those of us that grew up elsewhere know that Hamilton is a major contributor to our rich Canadian history and a dominant player in the economic bread basket of this country. Like all cities, there are socio-economic ups and downs and now we are, once again, the talk of major media – we are a place where people want to live their lives, raise their families and grow old successfully.

Looking ahead to the next twenty years, we know this country, and our city, will be challenged by a number of factors. There is a growing, aging population, a looming infrastructure deficit that could slow economic growth and the hurdle of climate change. There is also the uphill challenge of students graduating into the job market where contract work with minimal benefits will become the norm. We also have a housing market that's too expensive and we know that citizens' expectation of government is increasing dramatically. If this sounds daunting, it certainly will be – unless we do something about it.

Over the past 21 years, I have worked with many people that I have great respect for and a few that were, frankly, disappointing. That's fair. Comparisons to the private sector occur from time to time with the notion they're better in some measures than the public sector. That's not been my experience having worked for both. My faith in our union and non-union employees is real and we deserve much more credit than we receive.

The Plan you are about to read is, in many respects, a blueprint for how we will invest in our people, how we will perform and be held accountable. It's about being open for business without compromising our professionalism or integrity. It's about how we have been preparing for the culture we want at the City. Are we there yet? No. But the foundation for better leadership, a more engaged frontline and results-based accountability is there. This will enable us to achieve our Strategic Plan and earn the trust and confidence of our citizens.

I don't expect this will be easy but you and I both know that nothing worthwhile ever is. There is a significant amount of work for us to do together. Thank you for taking the time to read this Plan and helping build an organization that will proudly serve Hamiltonians for generations to come. I hope you see yourself in this Plan. I certainly do.

With Warm Regards,



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 - OUR GREATEST CITY ASSET

As you read through our Plan, you will notice one overarching theme. It's all about our people. Whether we talk about leadership development, performance measurement or technology, the Plan is about our People and enabling their performance.

And in order to develop Our People and Performance Plan, we needed to look at the most basic question – why are we doing this? Why are we investing the time, energy and resources to support and develop our employees, in all roles, within the corporation? It's because it makes sense.

There is ample research from the private sector that specifically ties supported and motivated employees to financial success for a company. By investing in its employees, companies are able to improve customer satisfaction and realize positive, bottom-line, financial results. Motivated and engaged employees contribute to a better work environment for all which results in higher productivity and achievement of corporate business goals and targets.

BUT WE ARE GOVERNMENT, WE ARE DIFFERENT, AND THAT'S EXACTLY THE POINT

As public servants, it's our role to provide the very best services we can to our citizens. And we know that our people, our employees, are attracted to public service jobs because of this. They take care of their communities and the people in them, day in and day out. Our employees do this with pride.

PUBLIC SERVICE IS A CALLING

But to be a public servant also means we must be stewards of our community's resources and be accountable for our service results. Our goal is that Hamiltonians have a high level of trust and confidence in their City government. That is our desired success as public servants. It's not about financial gain. It's about gaining the trust and confidence of those we serve – our residents, institutions and businesses. And we can only achieve this success through the efforts of our people.

We know and believe this. To fulfill the great mission and vision of our City, our City needs to be well led with a strategic, planned and focused approach. And our employees need to be supported and engaged in their day-to-day performance. If we take care of our people, they will take care of our city.



“I love working with the public. I love working on a program that directly benefits our communities.”

- Employee



WHAT THIS PLAN IS ALL ABOUT

The People and Performance Plan consolidates our current people and performance practices and guides our strategies going forward. The purpose of the Plan is to 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
- provide high quality cost conscious public services to the satisfaction, trust and confidence of our citizens.

The People and Performance Plan is anchored by **our Culture** and is organized around FIVE Areas of Focus:

1. EFFECTIVE LEADERSHIP

2. HEALTHY, RESPECTFUL AND SUPPORTIVE WORKPLACE

3. CONTINUOUS LEARNING

4. PERFORMANCE EXCELLENCE AND ACCOUNTABILITY

5. ENABLING COMMUNICATIONS

This Plan creates a long-term vision for the City’s workforce and identifies priorities and 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.

As initiatives in the Plan are implemented, priorities will change and others will take their place with changing organizational needs. It is a fluid Plan. That is its strength. 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. It’s about moving forward, adjusting to new realities and providing innovative solutions to move people, and the organization as a whole, forward.

The Plan needs to be collectively owned by all employees.

WE WILL 'WALK THE TALK'

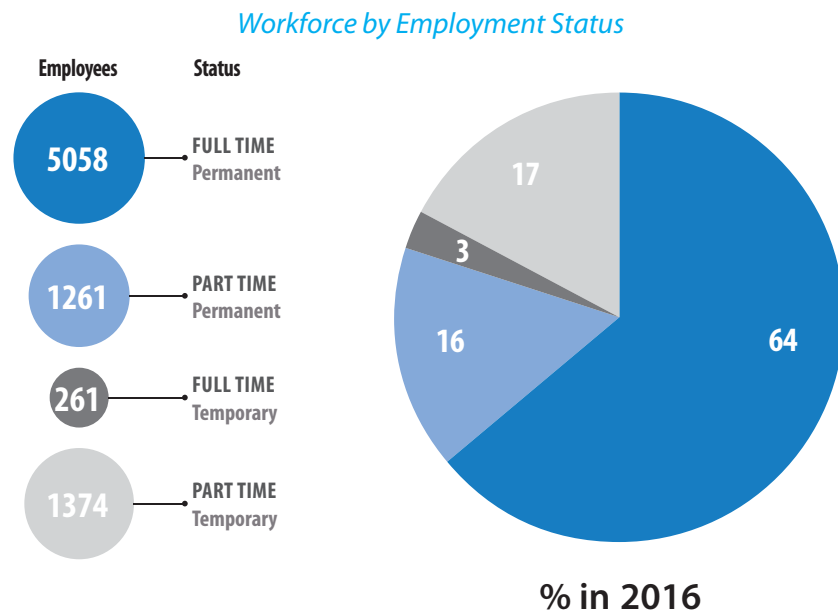
As providers of public service, we are all entrusted to continuously improve performance and provide value for citizens' tax dollars. It is what our people say and do on a daily basis that will earn Hamiltonians' trust and confidence in their City government. And, it is what our leaders say and do on a daily basis that will earn our people's trust and confidence in the City's leadership. It's about 'good government.' It's about going beyond what is expected. It's about believing and supporting our employees to deliver 'best in class' services and programs. We all need to 'walk the talk' to ensure that we deliver on the services and programs that the citizens want and expect at the highest level of service.

OUR PEOPLE AND PERFORMANCE IS A STRATEGIC PRIORITY

As a priority of the 2016 - 2025 Strategic Plan, the People and 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. Further, we will ensure that our people have a healthy, respectful and supportive workplace.

A SNAPSHOT OF OUR WORKFORCE

As of January 1, 2016, the City had a workforce of 7,954¹ permanent and temporary employees.



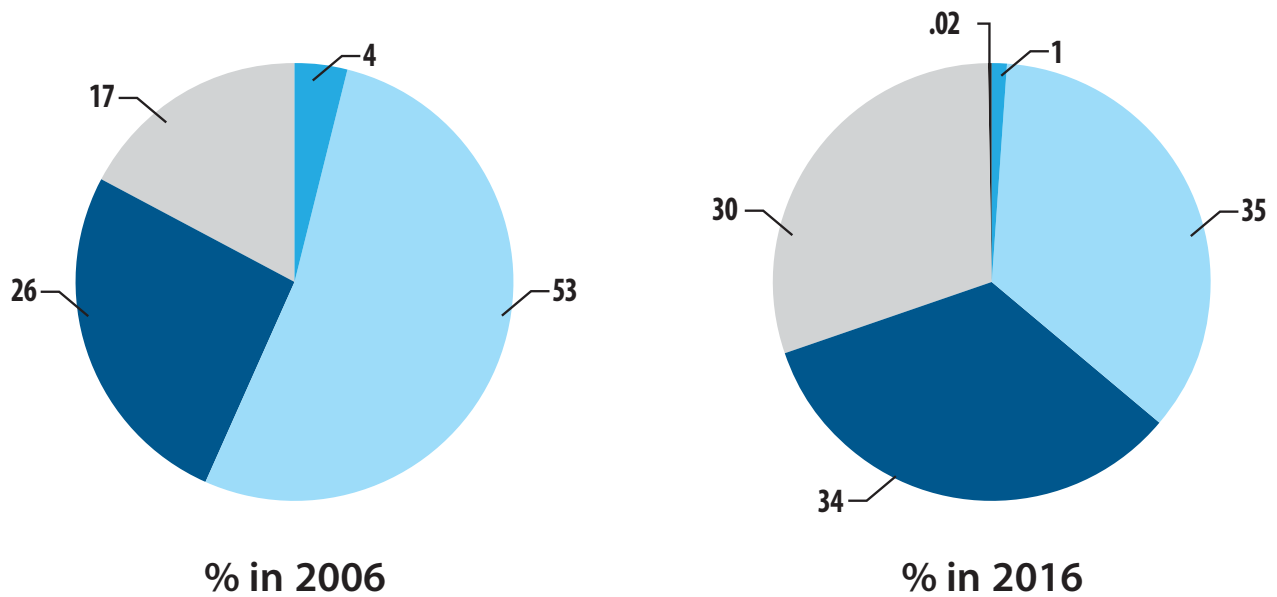
Total Employees 7954

¹ All data has been acquired from the City's PeopleSoft system and is reflective of our workforce on January 1, 2016 unless otherwise indicated.

CURRENTLY WE HAVE FIVE GENERATIONS WITHIN OUR WORKFORCE

The following charts show the shift in generations over the last 10 years. Our boomers are now retiring and the City will soon be facing the retirement of Generation X as this cohort is reaching the 30 years of service mark. The time is now to capture and transfer this corporate memory before it goes out the door and to proactively retain the best of our Gen Y's.

Generations² in our Workforce



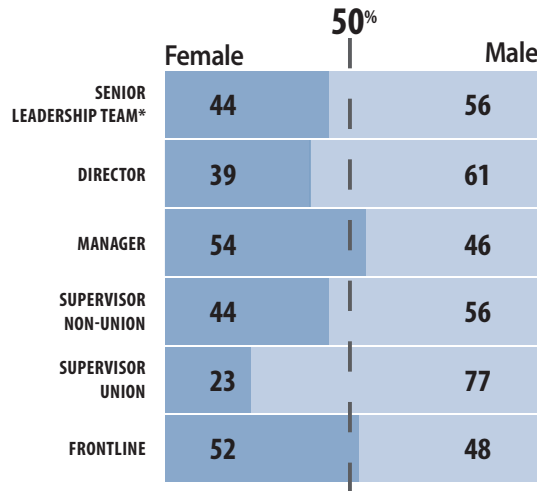
VETERANS born before 1945	BABY BOOMERS born 1945 - 1965	GEN X born 1966 - 1979	GEN Y - MILLENNIALS born 1980 - 2000	GEN Z born after 2000
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² The generational definitions are those used by Conference Board of Canada as found in: Conference Board of Canada "Winning the Generation Wars: Making the Most of Generational Differences and Similarities in the Workplace." November 2009.

GENDER RATIO

While the gender ratio is 50/50 for the total employee population, there is variability for each employee level.

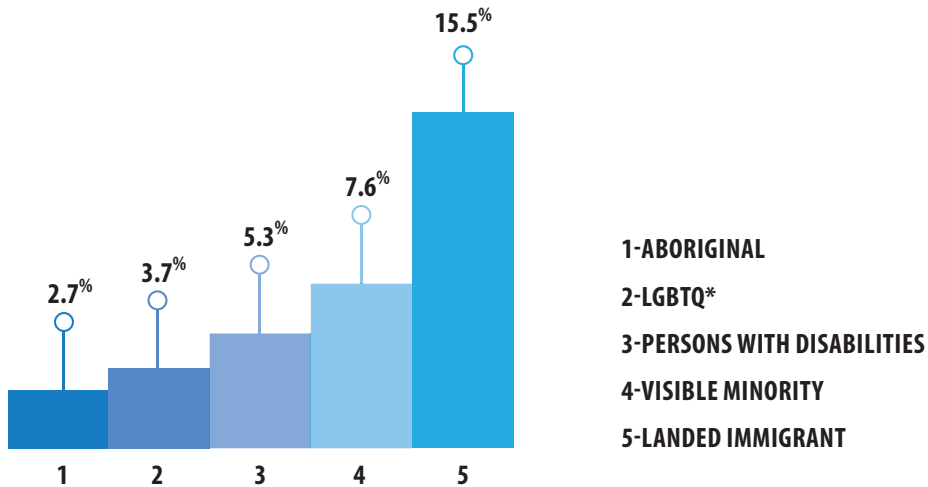
Gender Ratio by Employee Level



REFLECTING OUR COMMUNITY IN OUR WORKFORCE

The demographics of Hamilton are changing and our workforce is changing with it. Our Workforce Census, conducted in 2011, provided the City with its first snapshot of diversity within our organization. At that point in time, the employee population reflected our community with respect to aboriginals, LGBTQ* and persons with disabilities but was under-represented by visible minorities and landed immigrants³. The City will be replicating the demographic questions asked in the Workforce Census in the 2017 'Our People Survey' to determine our current diversity. We will be delving deeper into the composition of our workforce.

Employee Self-Identification in 2011 Workforce Census



* LGBTQ, as defined in the Workforce Census, includes Lesbian, Gay, Bisexual, Transgender, Two Spirit or Questioning.

³ Each category is not mutually exclusive; in the Workforce Census employees could identify with every category that they belonged.

WHAT OUR PEOPLE HAVE TOLD US - MAKING IT REAL

Over the past ten 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.

“I love contributing to my community, to make Hamilton a better place. To me this is the joy of public sector employment.”

- Employee

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.



Our employees have highlighted the value that they place on good relations within their work units and have spoken to the **respect that they have for their coworkers** and the cohesion that they feel within their teams.

“I love the people I work with. They keep me engaged and informed. They work hard for the City and make this City a better place to live. It’s a privilege to work with them.”

- Employee

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.



THE “ONE” THING

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?” The following themes and associated quotes have emerged through our surveys, our Culture workshops and more recent employee consultations. Employees have told us that we can do a better job in the following areas.

Leadership – Employees have spoken to the importance of having leaders who are skilled, fair, progressive, ethical, and consistent. They want leaders to provide clear direction, manage performance and lead by example.



Organizational communication and communication within work areas – Employees have told us that our traditional methods of communicating internally are not working as they don't reach the frontline. We need to do a better job of communicating the great work that is going on at the City.



Employee input in decision-making and continuous improvement – Employees want to be informed about the strategic direction of the City and want to be asked for input on decisions that impact them. They want to have the opportunity to make service delivery improvements and take risks within their role.

- We need input on decisions from the people who have to implement the results of management decisions.
- Start reaching down into the organization to find solutions to larger scale challenges.
- Use continuous quality improvement model. Take calculated risks. Provide transparency in decision-making.

Feedback and Recognition – Our employees want regular feedback and to be recognized for a job well done.

- I would like to see mandatory annual performance reviews and ongoing feedback on performance.
- We need to increase employee recognition. Employees should be more encouraged and receive more feedback and/or rewards from Supervisors.

Learning and development and career advancement opportunities – Our employees are educated, skilled, and knowledgeable. They want to continue to develop their skills and advance with the changing times as well as develop their career in the corporation.

- City should value on-going education and have supports in place to help employees.
- Employees should be supported in their path to grow and develop their skills and knowledge.
- We need 'inboarding' for those managers who take on new roles as well as onboarding.

Work-life Balance – Employees are concerned about work-life balance and increasing workloads, and highly value flexibility within the workplace.

Allow for more flexible arrangements.

Work-life balance should be respected and valued by leadership.

Consistent Application of Policies – Employees want to know that the application of our people policies and processes are transparent, fair and consistent.

Enforce the policies that are in place.

We need consistent practices/policies for all employees.

Fairness in promoting people to different jobs is needed.

Respectful, Diverse and Inclusive Workplace – Employees value a work environment that is diverse, inclusive, and equitable.

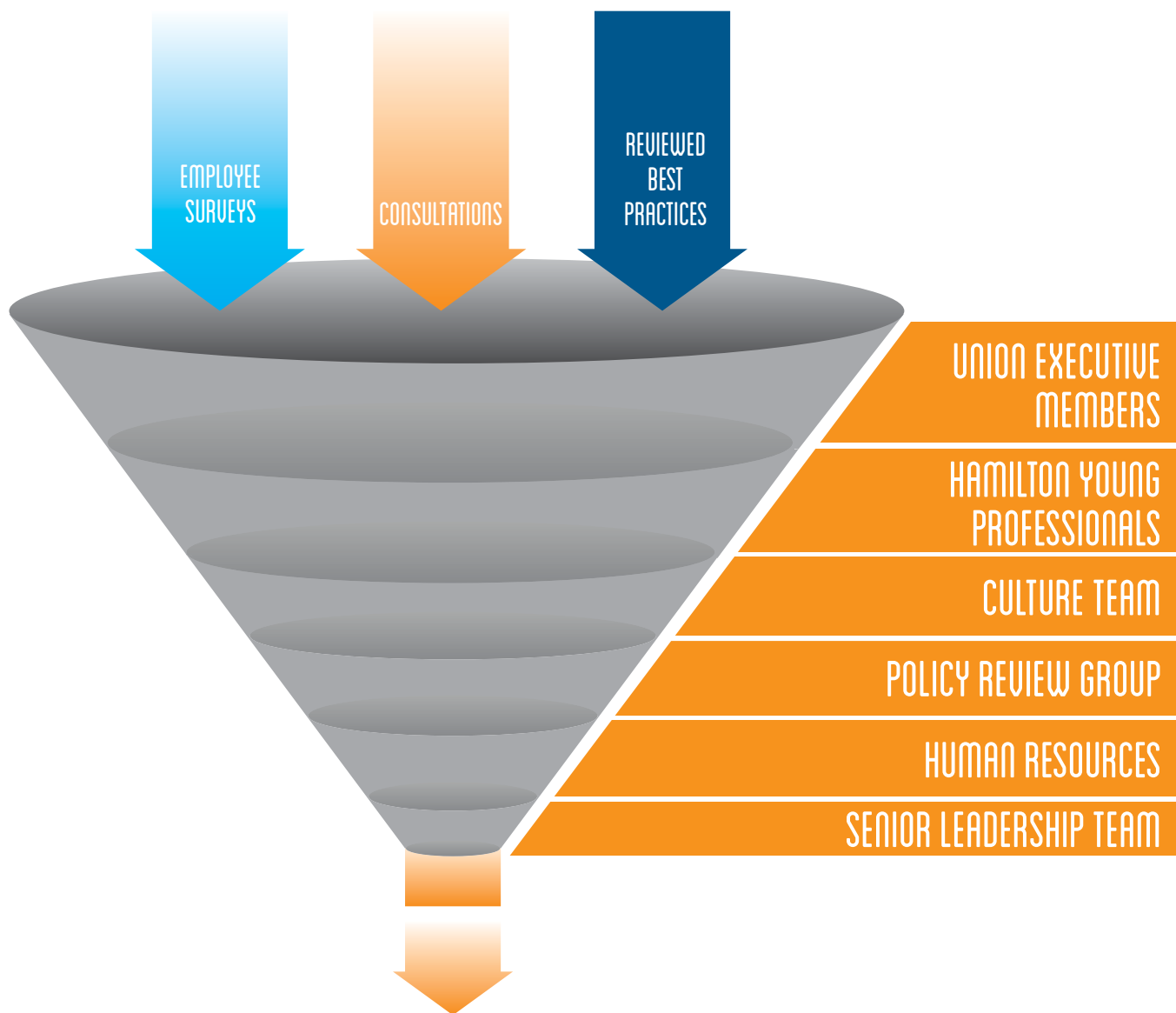
More diversity = better decisions gained from broader and different perspectives.

We need to continue to focus on diversity and inclusion, making an effort to do more than merely comply with regulation.

Being able to completely be myself and let my true colours shine through.



You spoke. We listened. Here's the Plan.



OUR PEOPLE AND PERFORMANCE PLAN

HOW THE PLAN WAS DEVELOPED

Over the last 10 years a number of program and policy initiatives have been developed to respond to the issues identified through our corporate surveys. In addition, Human Resources undertook a consultation process in 2016 with a variety of cross-sectional employee groups. We reviewed what we heard from our employees and what the organization has done to date based on the employee feedback. We asked them 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, in addition to our subject matter experts within Human Resources.

We took stock of the concerns raised by our employees, the additional inputs from the 2016 consultation process, and reviewed the best practices of high performing organizations. We then 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. Anchored by **our Culture** the Plan is organized around FIVE Areas of Focus:

1. EFFECTIVE LEADERSHIP
2. HEALTHY, RESPECTFUL AND SUPPORTIVE WORKPLACE
3. CONTINUOUS LEARNING
4. PERFORMANCE EXCELLENCE AND ACCOUNTABILITY
5. ENABLING COMMUNICATIONS

HOW THE PLAN WORKS

It all begins with our Culture, followed by our Focus Areas, followed by our Action Plans. 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.

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. The Plan will also be shaped by performance measures, continuous improvements and directions of Council, concurrent with the multi-year budgeting process.



“We are engaged, empowered employees providing sensational service to the citizens of Hamilton. Our service demonstrates our collective ownership, our steadfast integrity and our willingness to make courageous change in addressing the needs of our citizens.”

OUR PEOPLE AND PERFORMANCE PLAN



IT BEGINS WITH OUR CULTURE - HOW WE DO WHAT WE DO

What is culture? Research tells us that culture is not inherent. It is learned. What this means is that when someone says a company or organization has a certain culture, they are describing a certain set of values, beliefs, customs and a set of “norms.” Culture is a shared understanding. It is like when someone says, “This is how we do things around here.” The culture of an organization has a major impact on the performance and reputation of an organization.

CULTURE IS A SHARED EXPERIENCE

With this understanding, the Senior Leadership Team (SLT) initiated a process in 2012 to build a corporate culture that would reflect the City’s values, drive high performance and build the trust and confidence of our citizens and our people.

The process involved a cross section of employees with diverse backgrounds and experiences, from frontline to senior management, all who shared a commitment to the future of the organization. Through a series of facilitated workshops, this group of 35 employees shaped a culture aspirational statement. This statement described what it would be like working for the City of Hamilton in the year 2017.

“We are engaged, empowered employees providing sensational service to the citizens of Hamilton. Our service demonstrates our collective ownership, our steadfast integrity and our willingness to make courageous change in addressing the needs of our citizens.”

The City of Hamilton’s culture then formed around what became known as the five pillars of our corporate culture: engaged, empowered employees; sensational service; collective ownership; steadfast integrity; and courageous change.

These Corporate Culture Pillars were communicated to the entire employee population, starting in 2013, and have since been embedded in all of our people programs and systems including: hiring practices, new employee orientation, training, performance evaluation, employee recognition, Human Resources policies, team meeting processes and communication tactics e.g. sharing good news stories on our eNet. These tools and processes all guide and reinforce behaviours and decisions that align with our City’s culture.



**Collective
Ownership**

**Steadfast
Integrity**

**Courageous
Change**

**Sensational
Services**

**Engaged
Empowered
Employees**



OUR CULTURE GUIDES OUR CONDUCT

On March 30 2016, City Council adopted the five pillars of our Culture as the values that guide the conduct, behaviours and actions of the City of Hamilton - our employees and members of Council. Our Culture is now embedded within our City's Strategic Plan and our conduct is guided by the following:

- COLLECTIVE OWNERSHIP** - we cooperate and collaborate; we support teamwork and breaking down silos. We build relationships across departments and divisions to achieve our objectives and bring the ideas of others forward. Each and all of us understand that what we do affects the work of others and the results we achieve. We are one City with one vision and one mission, serving our citizens and stakeholders.
- STEADFAST INTEGRITY** - we build trust and demonstrate integrity in our work. We are direct and truthful individuals, accountable for doing what is right. We can be trusted to perform in an accountable and respectful manner.
- COURAGEOUS CHANGE** - we embrace innovation, creativity and risk taking. We support, discuss and proceed with innovative ideas and actions to continuously improve our service delivery. We make evidence-based recommendations.
- SENSATIONAL SERVICE** - we are passionate about customer service and service delivery excellence. We take a citizen-centred approach to providing exceptional service in a timely and responsive manner. We communicate in an open and transparent manner, especially when mistakes occur. We take pride in our work as public servants, serving our community. Performance measurement is a cornerstone to our service delivery.
- ENGAGED EMPOWERED EMPLOYEES** - we invest in our employees, support and empower them to improve performance and to be accountable for results. We communicate clear purpose and direction, build relationships through ongoing communication, regularly invite input and feedback, and treat employees equitably. We create a work environment where there is continual development, respect and recognition. Our employees are trusted, inspired to do their best work, and wouldn't hesitate to recommend the City of Hamilton as a great place to work.



“We need better leadership with a solid plan of what direction the City is going... we need to see leaders ‘walk the talk’ from the top down.”

- Employee

OUR FOCUS AREAS

EFFECTIVE LEADERSHIP

Our Aspiration – Leadership creates the future, provides inspiration, guidance and direction, and empowers our people to realize their potential and achieve results. Leadership ensures that we have the right people, at the right time with the right skills to achieve the City's strategic objectives.

WHAT IS LEADERSHIP?

Leadership is a complicated word to fully define and capture. While the definition is simple – it's the act of leading a group of people or an organization – the reality is much different. Some leaders have no title but still they lead. How can this be? That's because leaders don't need a title. When they see an opportunity, they simply lead. Our People Plan will help you recognize those opportunities, stretch your skills and challenge you to define your style of leadership. The People Plan will help guide you to become effective leaders in our organization. And it's your organization, so your strength as a leader affects the strength of the entire organization. So here's the Plan.

BUILDING LEADERSHIP SUCCESS

As a City, we are building leadership capability to create and foster a high performance culture. We have laid the foundation for this journey by creating a *Leadership Profile*. This profile defines what it takes to be a successful leader at the City of Hamilton. It describes what our organization expects leaders to know, understand, achieve and be. In its totality, it describes - 'what our leaders are expected to do' (accountabilities and responsibilities), 'how our leaders are to do their work' (competencies and character) and 'what our leaders commit to' (commitments).

HOW THE LEADERSHIP PROFILE WORKS

The Leadership Profile outlines what it takes to become a great leader for those who aspire to a leadership role. It provides a performance standard for our current leaders; and it provides the foundation for succession planning and leadership development. We will use the Leadership Profile as a guide to attract, select, develop, retain, coach and motivate current and future leaders at the City. All people systems and processes will be reviewed and adapted to reflect and align with the Leadership Profile. We'll connect it all for our leaders – so that you can see for yourself how it connects for you.

LOOKING AROUND THE CORNER

Economic developers and futurists often talk about the ‘war for talent’. While we know that’s an extreme comparison, there’s some merit to this notion. We have strong leaders in place at the City of Hamilton. But we also need to look around the corner for talent. That’s because we know we have a significant number of leaders who will retire in the coming years. We need their knowledge and mentoring. So we will be looking around the corner, so to speak, for emerging talented people.

PLANNING FOR THE FUTURE

The City of Hamilton is taking a proactive approach to preparing its workforce for what the future holds. We are starting with strategic planning and then aligning workforce planning and our talent management systems with where our organization is headed, guided by the best practices of high performing organizations.

With Council’s adoption of the *2016 - 2025 Strategic Plan*, our leadership is now providing strategic leadership on each of the identified priority areas. The strategic plan is being communicated throughout the organization through multiple channels. Our employees will be engaged in productive dialogue about the strategic plan and on how their roles contribute to the City’s objectives. And, our leadership will find ways to continually reinforce the strategic priorities and our culture to make them relevant to the day-to-day operations of our people.

The City’s performance accountability process also provides an annual opportunity to reinforce the importance of every employee’s contribution to the City’s vision, mission, culture and strategic priorities and to acknowledge what is within their sphere of influence.



Utilizing a *workforce planning* model, our leaders have been equipped to assess whether they have the right number of people, with the right skills and knowledge to deliver services that meet current and future business needs. Forecasting anticipated turnover, along with a review of current people capacity and capabilities, is enabling our leaders to think through any workforce implications that would put their service delivery plans at risk.

Workforce planning is also turning our leaders' minds to whether they need to acquire or develop new skills and competencies. Preparing a workforce plan that is integrated with the multi-year budgeting process will ensure that our City has capable people to deliver its services.

RAISING THE BAR FOR THE BENEFIT OF ALL

The City's success and productivity is dependent on every person in our organization working up to their potential, achieving results that are aligned with the priorities and strategic directions of the strategic plan and the objectives of departmental work plans. In this regard, a renewed *Performance Accountability and Development (PAD)* system was established for leaders to effectively manage the performance of their employees as well as support their development and career objectives. In this way, we are making it real for all employees with set expectations and deliverables for success.

Collectively implemented by all people leaders, the PAD system ensures that every employee will know what is expected of them at work. They'll also receive regular feedback about their performance. And importantly, they will have conversations about a development plan to help them improve their skills for their current role or advance their skills for future roles. Real conversations lead to real success.

MOVING THE TEAM FORWARD

Essentially, we want to move the team forward in every department. Setting clear goals and expectations along with an annual learning and development plan will ensure that employees at all levels are accountable and supported in their own jobs, as well as prepared for future career opportunities. The PAD system was introduced first to the leadership tiers in the organization and is working its way through to all front line employees. Continuous improvement in raising the quality of the performance conversations and enhancing the learning and development plans will be the focus of ongoing PAD training for leaders.

WAITING IN THE WINGS

The City is placing a high priority on attracting, developing and retaining our next generation of leaders, as retirement rates rise across the municipal sector accelerate the competition for leadership talent. This 'war for talent' is real with coveted leaders being sought out by recruiters across all municipalities. So we need to develop the next generation of leaders so that they are waiting in the wings, to use a theatrical term, ready to go on stage. But we will need our current leaders to help guide them. The People Plan will help with this challenge.

Senior leadership is undertaking a disciplined and tiered approach to *succession planning* whereby internal employees with high potential are identified and developed to fill future leadership roles. Using a transparent systematic process, candidates are identified and assessed based on multiple inputs and are measured against the competencies, character and commitments outlined in the Leadership Profile. When fully implemented, the succession management program will have identified talent for the critical roles at each level of leadership as well as other critical positions in the organization.

PUTTING A LENS ON POTENTIAL TALENT

It's important to note that being identified as 'having potential talent to advance' is not a guarantee of promotion to a specific position, rather it is an expression of the organization's commitment to investing in and retaining high potential employees through career planning and development opportunities. The succession planning process also helps the City to proactively identify where the City may need to attract qualified candidates from outside the organization. It puts a closer lens on the future needs of the organization.

LETTING THE LEADERS OF TODAY DELIVER TOMORROW'S LEADERS

Developing effective leaders takes time so the sooner the City can identify emerging high potential employees, the longer the runway for development. Also, by identifying successors in a timely fashion, the retiring employee is able to provide on-the-job mentoring and can transfer valuable tacit knowledge to the successor.

Such transitions are especially important for senior leadership roles where the knowledge transfer extends to external relationships with other organizations and levels of government, executing multiple strategies, and ensuring continuity in people performance processes. Capturing knowledge before it leaves the City ensures business and service continuity. It's also smart business and provides value for the tax dollar.

OUR FOCUS AREAS

A HEALTHY, RESPECTFUL & SUPPORTIVE WORKPLACE

Our Aspiration – *The City's workplaces are healthy, safe, inclusive and supportive. Teamwork, integrity and respect for individual perspectives, expertise and diversity are valued and recognized. The City is a welcoming workplace. High performing employees are proud to work for the City of Hamilton, are committed to the City's success, and are recognized for a job well done.*

OUR EMPLOYEES ARE SAFE, APPRECIATED, AND RESPECTED

When our employees head to work, we want them to feel three things. We want them to feel safe, appreciated and respected. That's our goal. Creating a Healthy, Respectful & Supportive Workplace has long been a priority for the City. We know that our employees spend the better part of their day at work and our culture and work environment have a significant impact on their health and wellbeing. When employees do not feel healthy, safe, respected or supported, they are not able to bring their whole self to work and cannot contribute to their full ability. We also know that our employees' work impacts their personal life outside of the workplace - their ability to enjoy their life with their family and friends. We get this. So we aim to take this on and do our best to ensure we support our employees.



HOW WE WILL ACHIEVE THIS

Through policies, procedures and programs related to such matters as *Harassment and Discrimination Prevention*, *Workplace Violence Prevention*, *Code of Conduct and Ethics*, *Workplace Accommodation*, *Workplace Breastfeeding*, and supporting transgender and gender nonconforming employees, to name a few, the City is demonstrating a commitment to this focus area.

We know that providing employee training on Respectful Workplaces and Health and Safety ensures our employees have an understanding of these policies and are given the tools and confidence to address workplace issues as they emerge. To support employee health and wellness, the City has invested in an *Employee and Family Assistance Program*, healthy lifestyle resources such as *SPROUT* and *Life Speak*, ergonomic improvements to workstations and equipment, employee influenza immunization clinics, and critical incident support in times of intense trauma within the workplace. When injury or illness impacts their ability to perform work, employees are supported through employee-centred return to work programs.

Employee Recognition Programs including *The City Manager's Award for Public Service Excellence* and the *Employee Spirit Award* formally recognize employees going above and beyond their role. Other recognition mechanisms such as October being Employee Recognition Month provide opportunities for all employees to be recognized as well as honour our employees with 25 years of service.



LOOKING TO THE FUTURE

While the City has many programs that support a Healthy, Respectful, and Supportive Workplace, we recognize that there is still more to be done. Over the duration of the People and Performance Plan, the City will continue to improve existing policies, programs and initiatives while placing new emphasis in the areas of Mental Health, Diversity and Inclusion, Work-Life Harmony and Rewards and Recognition.

INVESTING IN MENTAL HEALTH

The impact of poor mental health is one of the most pervasive and difficult issues faced in workplaces today. Most people will be affected by mental illness or addiction at some point in their lifetime, either directly or indirectly, through a family member, friend or colleague.

The costs associated with poor mental health can be great; for employees it can include poor overall health, lowered commitment and job satisfaction, and reduced creativity and innovation. Through the development and implementation of a comprehensive *Workplace Mental Health Strategy*, the City will build upon its existing programs and initiatives that provide support to employees by developing a workplace mental health policy; introducing workplace mental health promotion, prevention and anti-stigma initiatives; training for management and our union leadership; and additional employee assistance programs. The overall goal of this strategy is to promote mental health and prevent the onset or reduce the severity of mental illness in our employee population.

“As City employees we have expectations as well. We expect a respectful, diverse and equitable work environment. We want to come into work every day and work hard and be happy.”

- Employee

A DIVERSE CITY GOVERNMENT

Hamilton is a city that has always been rich in its diversity, but increasingly so with recent immigration and settlement patterns and a growing indigenous population. As a public institution, we have a moral obligation to reflect the diversity of the community we serve, in order to develop a reflective community voice, drive human progress and shape societal norms.

Research shows that increased diversity in workplaces has a positive impact on productivity and performance. Diverse teams have been found to be more engaged, more productive and drive greater innovation⁴.

⁴ Roberge, Marie-Élène and Rolf van Dick. “Recognizing the Benefits of Diversity: When and How does Diversity Increase Group Performance?” *Human Resources Management Review*. 2010: Volume 20, Issue 4, Pages 295–308.

A WELCOMING ENVIRONMENT

To meet our obligations to our community and to leverage the benefits of a diverse workforce, it is essential that the City of Hamilton develop and implement a Diversity and Inclusion Strategy. This is not only to reflect and encourage diversity within our workforce but also to ensure that we establish inclusive practices and operate in a welcoming environment.

Our Diversity and Inclusion Strategy will build upon the recommendations of the City's first *Workforce Census* and *Employment Systems Review* as well as expand on targeted programs that foster diversity and inclusion.

The Diversity and Inclusion Strategy will include deliberate actions such as:

- Development of a corporate Equity and Inclusion lens to be applied and embedded within all practices.
- Delivery of education to create awareness of unconscious bias and to ultimately reduce and limit unconscious bias through a review and redesign of existing City programs and processes.
- Establishing partnerships with institutions and organizations in the community to improve employment opportunities for our diverse community while breaking down biases and barriers within the organization.

SUPPORTING WORK-LIFE HARMONY

We know that our employees place high value in having flexibility to meet their work and life responsibilities. There is growing recognition that work-life harmony, where employee family and workplace roles are integrated and complementary, is beneficial not only for employee health but also for employers through greater productivity, higher performance and increased employee engagement.

The City has placed emphasis on Work-Life Harmony through the development of policies such as the *Flexible Work Arrangements Policy*, *Telecommuting Policy*, and *Unpaid Leave of Absence Policy*. While we have developed a strong policy base to support flexibility, we recognize that these programs have not been implemented consistently across the organization.

As such, the City will put effort into communicating the value and benefit of work-life harmony to all employees again and focus on the consistent implementation of policies and programs, where appropriate.

RECOGNIZING SUCCESS

It is through the work of our people that we are able to deliver services to the residents and businesses of Hamilton. Employee reward and recognition is key to ensuring that all employees feel valued for their contributions to the corporation. Our people are rewarded through competitive compensation, generous benefit offerings and a pension plan. The City will continue to provide these excellent offerings while ensuring the system is agile enough to meet the changing needs and diversity of our workforce.

The City recognizes the good work of its employees through a number of formal and informal programs at a corporate and departmental level. Recognizing employee contributions and accomplishments, especially when done by managers and supervisors, helps boost employee engagement. Over the course of the People and Performance Plan, the City will look to strengthen, consolidate and standardize recognition programs to ensure that all employees are recognized in a consistent manner.





“Opportunities and support for professional growth and development should be recognized as an integral program component, not an ‘add on.’”

- Employee

OUR FOCUS AREAS

CONTINUOUS LEARNING

Our Aspiration – *The City fosters learning as integral to work life, continuous improvement and innovation. The City encourages creativity and innovation by promoting and investing in the ongoing skill and knowledge development of its employees, tied to the organization’s goals. There is commitment and support for on-the-job learning and development as well as career growth opportunities based on personal and corporate objectives.*

A FOCUS ON LEARNING

When we learn, we gain new knowledge or skills through experience or instruction. Learning can be formal or informal. It can be academic or hands on. The format of learning is not the point. It’s about giving our employees the opportunities, support and options for learning through their roles at the City of Hamilton.

CREATING AN AGILE WORKFORCE

Our 2011 Workforce Census determined that our current employees are well educated and highly skilled. Nevertheless, our future workforce will inevitably need more and different skills to meet future service delivery requirements in a digitally transformed society. Our people need on-the-job training to advance their skills for current roles as well as prepare them for future opportunities.

Continuous learning is essential to sustain an agile, knowledgeable and skilled workforce. And, providing the opportunity for continuous learning tells our employees that we care about their growth and development.

An organization’s learning culture is highly dependent on:

- the capacity of leadership to be clear and consistent in its vision
- messaging and support for learning and development
- the ability to provide learning resources, technology and funding; and the ability to offer diverse learning delivery methods⁵

⁵ Conference Board of Canada, “Learning as a Lever for Performance”, December 2015

In 2012, the Senior Leadership Team adopted a *Learning and Development Framework*, which communicated the benefits of investing in employee development and laid out the principles that would guide learning and development at the City. At that time, a *Tuition Fees Reimbursement Policy* and a *Professional Affiliation Fees Reimbursement Policy* were approved, which together with the Framework, signalled leadership support for learning and development.

According to Conference Board of Canada's recent research on employee engagement⁶, opportunities for professional and personal growth have the single greatest influence on employees' likelihood of leaving their organization. Not having a clear and defined career path, opportunities for growth or the opportunity to achieve career goals will 'drive employees out the door.'

We know from our surveys and more recent consultations that our employees want the opportunity to learn and grow within this organization. In this regard, our employees are encouraged to have discussions with their supervisor about their career aspirations and the skills and experience required to succeed at internal promotions during the *performance accountability and development* process. Every employee, with the assistance of their supervisor, is required to complete a Learning and Development Plan as a part of this annual process.

From a corporate-wide learning perspective, the City has established an orientation/onboarding program and a leadership development pathway. In addition, a variety of educational programs have been created in response to legislative requirements and organizational needs, such as "Creating and Maintaining a Respectful Workplace", Occupational Health and Safety training, and Accessibility for Ontarians with Disabilities training.

The following provides some highlights of current programming, noting opportunities to strengthen our corporate learning strategy to support individual employee and organizational performance.

NEW EMPLOYEE ORIENTATION

All new employees are welcomed and introduced to the City through a corporate *New Employee Orientation (NEO)* which is provided on the second Tuesday of every month. Orientation is the first opportunity that our City Manager has to engage new employees in understanding the City's vision, mission and culture and to convey the City's desire to position our people for success.

⁶ Conference Board of Canada, "Employee Engagement – Leveraging the Science to Inspire Great Performance", July 2016

At this full day session, new employees are introduced to the organization's norms and policies regarding customer service, ethics and code of conduct, as well as policies and programs related to health, safety and wellness, and maintaining a respectful workplace. The program is continually modified based on employee feedback.

ONBOARDING GUIDE

New employees and leaders are also provided with an *Onboarding Guide* to help them transition into their new role. The onboarding process was designed to facilitate adaptation to a new work environment, foster organizational connection and employee retention, and enable employees to become productive workers as soon as possible.

The first 90 days of onboarding is an important time to establish job expectations, develop a professional and social network, and initiate learning and development plans. With the introduction of the Leadership Profile and new people and performance systems, there is an opportunity to accelerate the assimilation and integration of new leaders by creating a separate Orientation and Onboarding program for People Leaders that is hosted by the Senior Leadership Team. Such a program, in combination with the one-on-one onboarding currently provided, would foster collaborative leadership and help to indoctrinate the City's aspiration for leadership across the organization.



STRENGTHENING OUR REPUTATION & BRAND THROUGH OUR EMPLOYEES

The way in which our employees interact with our citizens influences the City's reputation and organizational performance. While all employees receive an overview of the City's customer service expectations during the corporate NEO, there was an opportunity to create a customer service training program in several divisions that would enhance the service experience of our citizens.

Through a partnership of the Customer Service, Recreation and IT divisions, front line employees were engaged in the creation of an online training program that provides tools, processes and support mechanisms to deliver every day sensational service. The training program has integrated the practical application of City policies and customer service standards.

Further, due to frontline employee engagement in the training program development, the learning curriculum was tailored to address the specific service needs and challenges experienced in their various program areas. Service performance metrics will be monitored to evaluate the success of the program as well as identify the opportunity to further enhance the service experience. The program will be piloted in the three divisions in 2017 with the opportunity for corporate-wide application and adoption thereafter.

FOCUS ON LEADERSHIP DEVELOPMENT

The City has created a *Leadership Pathway* to progressively build leadership skill and capacity of those who are in current leadership roles and those who aspire to becoming a leader. The Pathway includes education and development opportunities that build the competencies required of City leaders in alignment with the Leadership Profile.



The benefit of having one overarching leadership program is that it creates a common language and framework to build development, drive alignment between learning and behaviour expectations, and provide a consistent platform to raise the performance bar for all leaders. Working in partnership with McMaster University Centre for Continuing Education, the City has created “Leadership on the Inside” for those new to leadership roles or new to the City of Hamilton.

These onboarding modules cover topics such as:

- Ethics, Trust and Responsibility
- Creating and Maintaining a Respectful Workplace
- Recruitment
- Financial Management
- Procurement
- Health, Safety and Wellness
- Labour Relations

A VARIETY OF LEARNING OPPORTUNITIES

In addition, the City has selected courses from the McMaster Leadership Essentials Certificate program that align specifically with the City’s leadership competencies. Leaders can select these courses based on their individual learning goals and have the opportunity to earn a McMaster University Certificate of Completion after completing five days of training.

In support of ‘Just in Time’ learning for everyday management challenges, the City has acquired Harvard ManageMentor, a state-of-the-art online learning tool that covers 18 different management topics. A complete description of all leadership development offerings can be found through the Leadership Pathway on the City’s eNet.

Most of the City’s leadership program development to date has been focused on the supervisor and management levels in the organization. In the fall of 2016, the City launched a corporate pilot - *‘The Cutting Edge of Leadership’*, to develop emerging leaders, our high-performing employees who aspire to leadership roles in the future.

It is the City’s desire to identify, retain and accelerate the development of those with potential, early in their career, to create a pipeline for succession planning. With the adoption of the Leadership Profile, there is also the need to create learning and development opportunities for leading strategy, innovation, collaborations and cross-functional projects to advance the new leadership competencies.

DEVELOPMENT OF LEADERSHIP ASSESSMENT TOOLS

The Leadership Pathway will be further enhanced with a slate of standardized assessment tools to guide the learning of individual leaders, implementing a coaching framework and developing an in-house mentorship program for identified high potential employees. In addition, the creation of cross-corporate action learning teams will generate innovative solutions to problems while simultaneously developing leadership competencies 'on the job'. These are a few strategies planned and/or being explored to advance a leadership learning culture for the organization.

CORPORATE LEARNING STRATEGY

Here's what we know. Best practices' research on learning and development functions indicate that an enterprise learning strategy must be:

- aligned with the business strategy
- based on a comprehensive understanding of learner needs and experiences, and
- effectively governed to provide strategic direction and ensure responsible use of organizational budget and resources.

To create and sustain a culture of high performance, the learning strategy must support:

- continuously acquiring new skills and competencies
- embracing failure as a growth opportunity, and
- creating the time to reflect on actions and learn from these reflections.

In a learning culture, the responsibility for learning resides with each employee; the knowledge and skills acquired are shared with others on the team. What matters most is how the learning impacts the achievement of organizational results.

The City of Hamilton provides the technical training to support employees in their current jobs, core training modules based on legislative requirements, and has a plan to advance leadership development.

But what the City of Hamilton has yet to do is articulate a clear and comprehensive learning strategy for the organization. An enterprise-wide learning strategy would ensure a focus on the strategic priorities of the organization, improve access to learning for all employees, establish a workable funding model, and would be supported by dedicated Learning and Development (L&D) professionals.

ORGANIZATIONAL LEARNING & DEVELOPMENT PLAN

L&D professionals would conduct the organizational needs assessment, access internal and external expertise to deliver solutions to emerging learning needs and implement measurement systems to track the impact of upskilling/reskilling efforts. They would also be the content curator for a corporate learning portal that aggregates, sorts and displays digital information of corporate importance in a meaningful way for our employees.

The L&D professionals would consider the need for different learning solutions to accommodate learners throughout the employee lifecycle from the initial onboarding to the end of career knowledge transfer. Learners would be involved in the design of the learning that targets their specific roles and the delivery method would be 'style matched' to their needs.

Learning programs would be designed to expand employee capabilities to improve productivity and achieve business objectives as well as enhance skills needed to thrive in the future workplace. Employee learning needs and current barriers to learning identified during the 2016 consultation process would be addressed in the learning strategy.

UTILIZING TECHNOLOGY TO ENABLE LEARNING

There is significant opportunity to advance continuous learning at the City through enabling technology. Technology-based delivery includes e-learning, virtual classrooms, webinars, simulations, blogs, discussion forums, collaboration space to share knowledge, conferencing software, interactive videos, podcasts, E-mentoring, learning applications and micro-learning, to name a few methods discussed in the L&D literature.

QUICK BURSTS OF LEARNING OPPORTUNITIES

Micro learning is a technique that is gaining a lot of traction with millennial learners and busy professionals. Micro-learning delivers learning content in short, bite-sized segments for three to five minutes, several times a week. It can be delivered on desktops, smartphones, tablets and is particularly conducive to mobile work environments.



“We need more opportunity for innovative work which includes empowerment, collaboration, opportunity and measurement”

- Employee

OUR FOCUS AREAS

PERFORMANCE EXCELLENCE & ACCOUNTABILITY

Our Aspiration – Excellence in service delivery is achieved through performance measurement, evidence-based decisions, common standards and processes, and enabling technology. Accountability is achieved through robust processes of planning, evaluating, measuring and improving performance. Employees at all levels are engaged in continuous improvement to ensure programs and services are delivered effectively and efficiently. Innovative activities that will improve customer experience and organizational performance are encouraged and supported.

DIGITAL PLATFORMS DELIVERING MUNICIPAL SERVICES

Innovation in technology, the availability of information and tools for real time communication are impacting the way municipalities deliver services to residents and businesses. The way residents and businesses interact with government, as well as their expectations of those encounters, is rapidly evolving.

Three words – service, delivery, expectations. That is what is driving the current push for municipal governments to deliver services to its citizens on-line in convenient, 24 hour, 7 day a week platforms. It is about respecting our citizens' time and offering services that are convenient to them.

In a digital world, performance excellence takes on new meaning. There is an expectation of more services available on-line, that response times are faster and that governments make information readily available in a format that is easy to consume.

In turn, availability of information enables performance measurement and reporting like never before. Cities around the world are using technology to understand how effective their service delivery is, and performing against targets that are set, monitored and reported on, including on a public dashboard real-time. The City is placing a high priority on becoming an organization that is focused on performance excellence and accountability. In order to achieve this, it needs to continue to modernize infrastructure, processes and capabilities.

FROM STRATEGIC PLAN TO MULTI-YEAR BUDGETS AND BUSINESS PLANS

Senior leadership is developing a corporate wide program that will link the Strategic Plan with multi-year budgets and business plans, annual work plans, and performance accountability. This integrated planning, budget and performance measurement program will support our organization's desire to communicate the performance of City services. The multi-year business plans and annual work plans will put Council's strategic priorities into actions. The multi-year budgets will support the business plans by ensuring the activities in the plan are funded. And, the performance measurement program will assess service performance by monitoring progress in achieving the intended results.

Multi-year budgets and business plans will provide direction for operational plans through to individual work plans, aligning services delivered end to end throughout the organization. In essence, our programs and services will be led by an overarching strategy, backed by prioritized investments, implemented through daily operations, and continuously monitored through performance measurement.

Our performance measurement will be used to continuously improve our processes, and will drive evidence-based business decisions. The outcomes will inform business planning and budget processes, to ensure the City is doing the right things at the right time to achieve its goals.

PERFORMANCE MEASUREMENT BEST PRACTICES

The City is committed to ensuring that the citizen sees value in the services they receive for their tax dollar. Based on a review of other municipalities throughout North America, the City has identified and will be implementing select performance measurement best practices within a corporate-wide performance measurement system. This initiative seeks to improve the use of data and analytics to further City objectives related to innovation and transformation, workforce management, and improved reporting of performance outcomes to citizens.

The City will work to ensure the availability of adequate human resource capacity in terms of training, knowledge and skills as well as technology supports to integrate the use of analytics, analytic tools and performance measurement. A formal methodology in results-based accountability will be introduced, with training delivered to all departments. The City will also adopt a City Performance Dashboard which will be supported by technology, tools and analytics skills implemented across the City.

CONTINUOUS IMPROVEMENT

To support a culture of continuous improvement, the City has adopted Lean Six Sigma thinking and methodology as one Continuous Quality Improvement tool. Lean Six Sigma is based on the principle that front line employees are the key to identifying opportunities for improvement, working out innovative solutions, and implementing change. Further work in adopting a corporate framework for integrating continuous improvement into our day-to-day business activities will harness the City's ability to engage our employees in the pursuit of sensational service, collective ownership and performance excellence.

“Aspire to continuous improvement, not as a ‘good thing to do’ periodically, but as a ‘cultural way of life.’”

- Employee



THE GUIDE THAT GOVERNANCE PROVIDES

Senior Leadership has recognized the need for enterprise governance. Effective corporate governance is about ensuring the organization is doing the right work at the right time, managing and optimizing both investment and resources. It includes understanding what the organization needs to achieve its goals and what it takes to deliver services end to end. Good governance ensures priorities are set and commonly understood. Those priorities drive investments and use of resources.

“We need to prioritize on what we can realistically do in a given period of time, dedicate the appropriate resources to it so that we can do it well and maintain the momentum that is needed to follow through.”

- Employee

Governance guides the whole organization by evaluating needs, setting direction, including ensuring business requirements are understood and linked to activities, and monitoring performance. It is about having consistent information technology standards, processes, products, and roles across the organization.

Governance is also a tool for ensuring value for money up front and throughout the process, while understanding the benefits of the service and monitoring risks. Good governance can only be achieved by ensuring that we have a high-performing workforce that have the skills and organizational support to execute work in pursuit of established goals.

EMPOWERING EMPLOYEES THROUGH TOOLS & TECHNOLOGY

City leadership is committed to ensuring that all employees have the necessary tools, resources and processes to be successful in their jobs. Having standard tools and processes for continuous improvement, project management, change management, performance measurement, business plans, policy administration and record management, for example, fosters administrative efficiency and employee productivity across the organization. Having one stop shopping for all corporate tools and templates along with automation and self-service for common employee transactions would further enhance organizational efficiency.

SEAMLESS CUSTOMER SERVICE PLATFORMS 24/7

Customer experience in the modern world is delivered in partnership. Customer Service, Communications and Information Technology are foundational to seamless experience in a digital world, supporting all departments in service delivery. This means we will be maximizing our customers' experience across multiple channels (digital/web, social media, telephone, front line counters, e-mail, dashboards and over time, specifically developed applications).

As services continue to evolve, we will leverage the strategic investments in business and technology that Council has made in the past number of years. In order to meet the needs of residents, visitors, and businesses we will use and evolve all channels enabling existing technology to optimize our customers' experience. This is the foundation of open government in Hamilton. This means creating a seamless customer-service experience for all residents.

DELIVERING OPEN DATA

Open Data means making internal City of Hamilton information available publically so it can be reused. Open data needs to be timely, meaningful, and of high quality. This requires collaboration across the City. Communications and Information Technology have launched an Open Data program and are establishing an initial digital catalogue based on best practices in the industry. To reach full potential, the program will need to be supported by the necessary technology and processes, and enabled by engaging the community on information being shared.

This focus on performance excellence and accountability will also help move the City towards being a more open, transparent and accessible government, as outlined in the Strategic Plan's Community Engagement and Participation priority. This will make the City more accountable to its citizens and Council, while supporting all employees in the delivery of services every day to our community.





OUR FOCUS AREAS

ENABLING COMMUNICATIONS

Our Aspiration – *The City uses effective communication to engage and empower our people. Our people are supported and enabled through consistent, regular and transparent communication, effective solutions and an enterprise framework that establishes and sustains our ‘one’ City of Hamilton brand.*

Communications. It’s the cornerstone of connecting people, ideas and innovation. But at the City of Hamilton, communications has been lacking. That’s what we found out from our people. But as they say in taking on challenges – knowing is half the battle. So we are taking on this challenge on a number of fronts.

“Employees don’t see the great work that is going on in the organization - they can’t see it, find it, and know where to look for it.”

- Employee

SHARING THE “GOOD NEWS STORIES”

Employees, at all levels, have consistently indicated that the City needs to provide better and continual communications with increased regularity. While there are pockets of some success with communications, it has tended to be presented in ‘silos’ by department or section areas. Broadly, the City has not been telling its “good news stories” about its people and has not been effective in reaching the frontline. We aim to change all that.

COMMUNICATIONS REALITY CHECK

In 2016, there was a review of the current state of communications to understand what was working well, what needed support and what clearly wasn’t working. As a result, a series of initiatives were launched to both open the channels of communications, as well as modernize the way the City of Hamilton communicates internally and externally.

LEVELLING THE COMMUNICATIONS 'PLAYING FIELD'

Two of the biggest challenges to communications continue to be the sheer number of workforce locations, as well as the fact that a large complement of our employees lack electronic access. While this does present a challenge, it can be overcome. For instance, while some of our people do not have a computer assigned to them, many have a personal phone. By continuing to upload the City Manager's videos to YouTube, our people will have access to watch at a time that is convenient for them. Liaising directly with the frontline will be increasingly emphasized and the use of social media will help in levelling the playing field. Corporate communications will strive to look for opportunities and innovative solutions to deliver communications through a multitude of platforms to increase access for all.

"Ideally updates and current information could be accessed by employees directly rather than have information flow from supervisors down."

- Employee

DELIVERING COMMUNICATIONS BY KNOWING YOUR AUDIENCE

The implementation approach in communications is multi-pronged and will leverage a series of strategies and tactics. Communications will be aimed at 'style-matching' with the workforce to deliver messages in a format that works for employees. Knowing the audience to deliver communications in a real and easy format is imperative. The information exchange will be bi-directional to encourage direct engagement with the frontline. What's key is that the information is received in a format that works for the individual.

NEW CHANNELS, NEW OPPORTUNITIES, WIDER AUDIENCE

Changes in the delivery of communications are underway. In the summer of 2016 a City-wide newsletter was launched in both print and digital formats. It will be one of the vehicles that will be used to “tell our own stories” showcasing the great work of the City and its people. It will also deliver corporate messages in a clear and consistent format and enable employees to raise awareness and share with their colleagues their contributions to the corporation. On another front, eNet is also being redesigned and will be a central, online resource for information. Additional communication tactics will continue to roll out in parallel to implementation of a broader modernization of communications.



Print Edition



Digital Edition

STRATEGIC COMMUNICATIONS

Communications is evolving as an enterprise service across all departments and programs. Consistent communications support will be available.

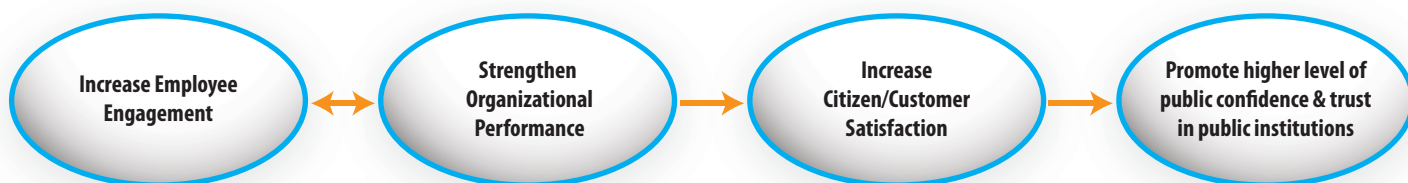
As part of the commitment to deliver strategic communications, the City needs to take a broader view of all opportunities. It is important that Communications, as a function, identifies future channel needs for communicating internally and externally. This will include enhancing our use of contemporary media, expanding use of video and photo journalism-style tactics and growing and emerging social media and digital channels.



MEASURING OUR SUCCESS

Canadian researchers⁷ have found a positive relationship between employee engagement, citizens' service satisfaction, and trust and confidence in public institutions. This model of service excellence has become known as the 'public sector value chain.' It is based on the evidence that engaged employees lead to citizen satisfaction with service delivery which leads to trust and confidence in public service.

In essence, the research has demonstrated that if employee engagement increases, it will strengthen organizational performance and drive higher levels of citizen satisfaction, which ultimately fosters increased confidence in the public organization⁸ as per model depicted below.



THE CHAIN REACTION

Operational performance and employee engagement are interdependent and reinforce one another and both improve client satisfaction. Understanding this important correlation in the public sector value chain has spawned research into the drivers of performance for each element in the value chain by provincial governments and some municipalities in Ontario.

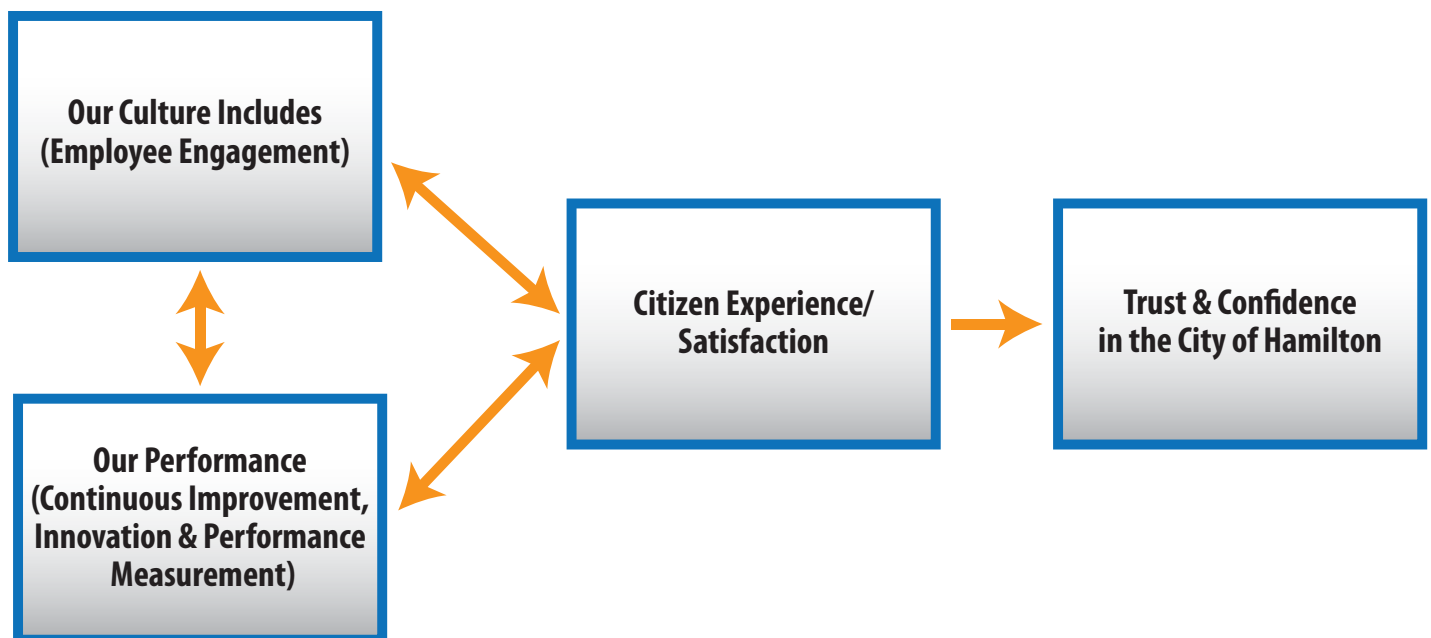
⁷ Heintzman, Ralph and Marson, Brian 2005. People, Service and Trust: Is There a Public Sector Service Value Chain? *International Review of Administrative Services*, 71(4); 549-575

⁸ Brian Marson, Senior Advisor, Treasury Board of Canada Secretariat, April 30, 2009 presentation to City of Hamilton Senior Leadership Team, "Improving Public Sector Performance: People, Service and Trust"

DELVING INTO BEST PRACTICES

The municipalities of Peel, Ottawa and Vaughan have researched and published their service excellence drivers. The City of Hamilton has further adapted the model to illustrate the importance and interdependence of fostering Our Culture (which includes employee engagement), Our Performance and Citizen Experience to achieve Confidence and Trust in the City of Hamilton (see model below). The City has an opportunity to test this model through a corporate-wide employee survey, implementation of our Performance Measurement Framework along with citizen satisfaction and confidence surveys.

City of Hamilton Service Excellence Model



THE LAUNCH OF OUR PEOPLE SURVEY

In 2017, the City will be launching 'Our People Survey' which will include an assessment of our culture, employee engagement, diversity, inclusion and respect, employee health and wellness. This survey will be repeated every three years and will serve as a barometer for our employee experience. Survey results will inform any necessary modifications to the People Plan and multi-year business plans going forward.

MOVING FORWARD

The City's success can be largely attributed to the talents of our workforce. The People and Performance Plan lays the foundation of how we will build and sustain our people capacity to achieve organizational performance today and moving forward.

We have considered our employee concerns in the development of this Plan and will continue to do so as we reach out for feedback through Our People Survey in 2017. The Plan identifies a number of actions that will be implemented in the short-term (2016 to 2018), many of which will become operationalized as ongoing programs. Other identified initiatives in the Plan will be introduced in the business plans for 2019 – 2020 and beyond.

The People and Performance Plan has been endorsed by our Senior Leadership Team who will ensure that the Plan is implemented and monitored. From 2016 to 2018, efforts will be focused on: developing effective leaders, extending performance accountability and succession planning deeper into the organization, taking care of the mental health of our employees, advancing diversity and inclusion, laying the foundation for a corporate learning strategy, and implementing a continuous improvement and performance measurement program.

NEXT STEPS

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. And, most importantly, 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.





IMPLEMENTING THE PLAN - PRIORITIES & ACTIONS



LEADERSHIP EFFECTIVENESS

PRIORITY	ACTIONS	2016-2018	2019 →
Leadership Profile	Elevate the level of competencies for City Manager (CM), General Managers (GM) and Directors	*	
	Embed LP in all people systems for CM/GM/ Directors – revised PAD, revised position descriptions, recruitment & selection , assessments, succession planning, learning & development plans	* →	
	Develop LP for Manager – role accountabilities and responsibilities and revise competencies	*	
	Embed LP in all people systems for Manager level and Supervisor level	* →	
	Evaluate, review & update Leadership Profile and amend people programs and systems accordingly		*
Strategic Plan Implementation	Communicate the strategic plan throughout the organization	*	
	Engage employees in dialogue so they understand how their roles contribute to the City’s priorities	*	
	Utilize PAD process to reinforce individual employees’ sphere of influence to help achieve the strategic priorities, and by reflecting the priorities in their annual objectives and measuring against success	* →	
	Translate the strategic plan into multi-year budget plans	* →	
Workforce Planning	Integrate workforce planning in multi-year business planning to ensure that City has capacity and capability to implement the strategic plan, anticipate and respond to future business needs and mitigate risks	* →	
	Promote & establish co-op and internship programs to address specific position gaps/skill requirements identified through workforce planning	* →	
	Create an Employer Brand that effectively communicates the benefits & intrinsic rewards of working for the City	*	

continued on next page

LEADERSHIP EFFECTIVENESS

PRIORITY	ACTIONS	2016-2018	2019 →
Establish & Improve Performance Accountability & Development (PAD) System	Continue to roll out PAD to the frontline reaching all segments of the workforce by the end of 2018	* →	
	Ensure training of all People Leaders on Performance Accountability & Development to support consistent and effective implementation	*	
	Ensure all employees are educated and aware of the PAD process	*	
	Continuously review and improve the PAD process to support individual and organizational effectiveness, to include automation of the PAD process, and on-going training.	* →	
Establish & Improve Talent Review & Succession Planning System	Establish & implement Performance Calibration process within Leadership Team levels, aligned with Leadership Profile implementation	* →	
	Refine High Potential assessment process to align with the Leadership Profile	*	
	Ensure delivery of a learning strategy to meet the critical development needs of corporately identified High Potentials	* →	
	Develop & implement succession planning process for manager positions and other critical roles across the organization	* →	
	Pilot Emerging Leader Development Program to identify, retain and accelerate the development of those with potential, early in their career; sustain as ongoing program based on evaluation	* →	
	Develop and implement a knowledge management transfer protocol for all leader and single incumbent roles to preserve corporate memory and ensure successful transition for the new person	*	
	Develop protocol and implement 'skip level' retention meetings for identified high potentials and top performers		*
	Evaluate the effectiveness of our actions and sustain those actions that make a difference	* →	
Enabling HR Technology	Scope and implement Profile management to set the foundation for talent management automation, including but not limited to the creation of job profiles, the creation of person profiles (skills inventory), on line performance management, and succession management tools	*	
	Implement automation of Talent Management System to support People and Performance Plan		*

HEALTHY, RESPECTFUL & SUPPORTIVE WORKPLACE

PRIORITY	ACTIONS	2016-2018	2019 →
<p>Workplace Mental Health Strategy</p>	Consolidate and analyze 2014-15 employee mental health-related data	*	
	Establish a workplace mental health advisory committee	*	
	Establish communication strategy to reach all employees and raise awareness of our EFAP and mental health supports and guide management on effective use of programs to support their teams	*	
	Implement education programs for people leaders, targeted workshops for employees, and development and distribution of educational resources for all employees to increase skills on creating psychologically safe workplaces and increase individual resilience	*	→
	Assess first-responders Post Traumatic Stress Disorder (PTSD) prevention/response programs; implement the best practice	*	→
	Train key employees to deliver the Mental Health Commission of Canada’s “The Working Mind (TWM)” program to management and front line employees to reduce the stigma of mental illness, encourage dialogue on mental health in the workplace and to increase the resilience of employees	*	→
	Include Mental Health Indicators in Our People Survey to establish a baseline (and monitor every 3 years)	*	*
<p>Workplace Diversity and Inclusion Strategy – Diversity is our People Inclusion is our Processes Equity is our Outcome</p>	Measure workforce diversity & perceptions of inclusion and inclusive culture in Our People Survey. Use findings to inform Workplace Diversity and Inclusion (D&I) strategy	*	*
	Develop Transgender Protocol and Training program to supplement existing policies and to provide support and guidance for employees	*	

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HEALTHY, RESPECTFUL & SUPPORTIVE WORKPLACE

PRIORITY	ACTIONS	2016-2018	2019 →
<p>Workplace Diversity and Inclusion Strategy – Diversity is our People Inclusion is our Processes Equity is our Outcome cont'd</p>	<p>Develop & implement Workplace D&I Strategy to include:</p> <ul style="list-style-type: none"> • A corporate Equity and Inclusion Lens to be applied in all City practices • Education to increase awareness of unconscious bias; followed by a review and redesign of existing City programs and processes (where required) to reduce and limit unconscious bias • Partnerships with institutions and organizations in the community to increase employment opportunity for diverse groups and work to break down biases and barriers within the City • Education on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, indigenous laws and Aboriginal-Crown relations • Creation of metrics to inform D&I practices and evaluate success of strategy 	<p style="text-align: center;">*</p>	<p style="text-align: center;">→</p>
<p>Work Life Harmony</p>	<p>Reinforce and recommunicate existing policies and programs that provide opportunity for greater work life balance/work life integration and engage people leaders in a renewed commitment to these policies and programs</p> <p>Investigate new policies that recognize the diversity of our workforce and provide a supportive model to ensure employees can manage commitments both at home and in the workplace</p> <p>Develop and implement a corporate standard to reduce pressure to stay connected 24/7 and balance workload</p>	<p style="text-align: center;">*</p> <p style="text-align: center;">*</p> <p style="text-align: center;">*</p>	
<p>Rewards and Recognition</p>	<p>Review total compensation programs to meet changing needs of diverse workforce</p> <p>Create a corporate-wide policy to harmonize and foster a consistent culture of recognition across the organization; to include a review of all current Employee Recognition Programs across the organization and a procedure to leverage most effective practices</p> <p>Ensure that people leaders are recognizing their employees appropriately</p>	<p style="text-align: center;">*</p> <p style="text-align: center;">*</p> <p style="text-align: center;">*</p>	<p style="text-align: center;">→</p>

CONTINUOUS LEARNING

PRIORITY	ACTIONS	2016-2018	2019 →
Orientation & Onboarding our New Leaders Collectively	Establish Leadership New Employee Orientation Program that all new leaders attend where SLT communicates the expectations of all leaders, advises of strategic priorities, facilitates cross-corporate connections, orients them to key People Systems	*	→
	Ensure that all people leaders are on-boarded and in-boarded to their new roles within their departments	*	→
Leadership Development	Review and establish a corporate protocol for use of Leadership Assessment tools such as 360, Emotional Intelligence and other assessment tools that will provide opportunities for in depth leader assessment and reflection and incorporation of the learnings into their development plans	*	→
	Establish guidelines for when to use an internal/external leadership coach	*	
	Review best practices for a Formal Mentorship Program and pilot with a cohort of high potentials	*	→
	Create Action Learning Assignments to solve organizational problems and enable competency development for current and future leaders		*
	Pursue collaboration with Hamilton anchor institutions to create a leadership development forum and think tank that prepares senior leaders and creates an on-going venue for discussion regarding systems transformation, leading strategy, innovation, and cross-sector collaborations	*	→
	Use Corporate Leadership Team as a venue to develop leadership competencies, collaborate on strategy and grow together as a leadership team.	*	→
Corporate Learning Strategy & Consistent Platform for Learning	Review and update the City's Learning and Development Framework and associated policies to include budget standards, opportunities for engaging learners in the design and delivery of experiential learning programs within the context of their own work, cross-organizational communities of practice and informal networks to promote shared learning	*	
	Communicate and implement the updated framework, policies and procedures and ensure consistent and equitable access to learning opportunities	*	→
	Strengthen the PAD system by linking individual Learning & Development Plans with performance objectives and career plans	*	

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CONTINUOUS LEARNING

PRIORITY	ACTIONS	2016-2018	2019 →
<p>Corporate Learning Strategy & Consistent Platform for Learning cont'd</p>	<p>Pilot Customer Service Training (on-line and in-class participation) with employees from Recreation, Customer and IT Divisions. Make adjustments to training based on feedback. Plan for corporate-wide adoption thereafter</p>	<p>* →</p>	
	<p>Develop and implement a future-focused corporate learning strategy to include:</p> <ul style="list-style-type: none"> • Review of all corporate training currently offered • Creation of common curriculum to be accessed by all employees, aligned with the City’s culture, core competencies and skills required for future workforce as well as the needs identified through the 2016 consultation process (interpersonal communication, conflict resolution, respect and civility, stress management and resilience, technology/computer) • Provide common curriculum in multiple formats to support learner accessibility and coordinate corporately. Engage Unions and front line employees in the design and delivery of core modules. Apply micro-learning principles and solutions where ever appropriate. • Needs assessment process to identify emerging corporate-wide learning needs, conducted every 3 – 4 years • Resource requirements to support corporate learning strategy and consistent and accessible learning going forward • Evaluate the effectiveness of all corporate learning and sustain those actions that make a difference 		<p>*</p>
<p>Enabling Technology to Support Learning</p>	<p>Leverage technology to increase access to learning, drive employee-centric learning, using mobile, social and web-based platforms that can deliver on-demand learning anywhere, any time. Evaluate digital learning solutions.</p>	<p>* →</p>	
	<p>Deliver a corporate training administration tool to understand and effectively manage corporate training needs; track and deliver reports on all employee training</p>		<p>*</p>

PERFORMANCE EXCELLENCE & ACCOUNTABILITY

PRIORITY	ACTIONS	2016-2018	2019 →
Strategic Plan	Confirm existing Term of Council Strategic Directions	*	
	Align services to the Strategic Plan Priorities	*	
	Engage all employees around how they impact the Strategic Plan	* →	
	Develop measures for all 7 Priorities	*	
	Monitor progress	* →	
	Confirm new Term of Council Strategic Directions		*
Performance Measurement	Create a mature Corporate Performance Measurement Program to include: <ul style="list-style-type: none"> • Results-based accountability framework • Development of robust performance measures and analytics • Tracking of strategic plans and business plans • Public facing City Dashboard • Annual performance report • Enabling technology, training, policies and procedures 	* →	
	Implement Performance Measurement Program across all programs and services with the support of training, policies and procedures and enabling technology		*
Continuous Improvement	Establish corporate standards around continuous improvement	*	
	Establish a continuous improvement community of practice	*	
	Continue to build a culture of continuous improvement across all Departments	* →	
Multiyear Business Plans & Budgets	Integrate corporate processes around the community vision, strategic plan, multi-year business plans, and work plans with the budget process	* →	
	Develop multi-year budget and business planning policy and framework	*	
	Implement budget software	*	

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PERFORMANCE EXCELLENCE & ACCOUNTABILITY

PRIORITY	ACTIONS	2016-2018	2019 →
Multiyear Business Plans & Budgets cont'd	Implement change management and communication tactics	* →	
	Implement multi-year budget and business planning	* →	
IT Governance	Establish IT Governance structure and implement accordingly	* →	
	Create an overarching technology strategy that will modernize and guide the implementation of solutions that enable the People and Performance Plan	*	
	Define the business requirements and recommend the tools, implementation plan and capital budget required to improve the efficiency of people processes and transactions, support performance measurement, and other priority actions in the People and Performance Plan	*	
	Obtain Council approval for capital budget and implementation plan	* →	
Employee Self Service for HR Related Processes	Enhance HR Self Service capability to employees and managers by creating an integrated one stop shop for all HR related content and processes such as policies, forms, training information, workflow requests (e.g. address changes, manager workflows), pay cheques, absence information, and a central location to communicate HR messages to employees, accessible both from home and in the office	* →	
Getting Digital	Optimize channel delivery (web, social media, telephone, front line counters, e-mail, dashboards, and over time applications)	* →	

ENABLING COMMUNICATIONS

PRIORITY	ACTIONS	2016-2018	2019 →
Internal Communication	Roll out internal communications platforms	*	
	Use contemporary media to tell the City's stories, e.g. enhance video journalism	*	
	Develop supporting communication materials for managers and supervisors	* →	
	Focus on reaching the frontline through direct engagement	* →	
	Redesign eNet to be more functional and accessible	*	

MEASUREMENT

PRIORITY	ACTIONS	2016-2018	2019 →
Our People Survey	Select survey vendor, design survey tool, promote survey	*	
	Implement survey in the Fall of 2017	*	
	Create & implement action plans to make workplace improvements	* →	
	Modify People & Performance Plan based on Survey Results for next multi-year budget & business plan		*
	Repeat Our People Survey in 2020 and 2023		*
Citizen Satisfaction Survey	Implement survey in the spring of 2017; determine the frequency of the survey going forward	*	





“We take care of our people
so our people can take care
of our community.”

- Helen Hale Tomasik

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 PEOPLE AND PERFORMANCE PLAN

OUR PEOPLE ► OUR PROGRESS ► OUR PLAN

October 2016



Hamilton