

OUR PEOPLE AND PERFORMANCE PLAN



OUR PEOPLE ▶ OUR PROGRESS ▶ OUR PLAN

General Issues
Committee
October 5, 2016



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

What Our Employees Told Us.....



Work-life balance should be respected and valued by leadership

Don't let leaders off the hook when they demonstrate poor leadership behaviours

City should value on-going education and have supports in place to help employees

We need new ways to reach employees who don't have electronic access

We need input on decisions from the people who have to implement the results of management decisions

I would like to see mandatory annual performance reviews and ongoing feedback on performance

We need consistent practices/policies for all employees

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

People and Performance Plan Focus Areas



Effective Leadership



**Healthy, Respectful and
Supportive Workplace**



Continuous Learning

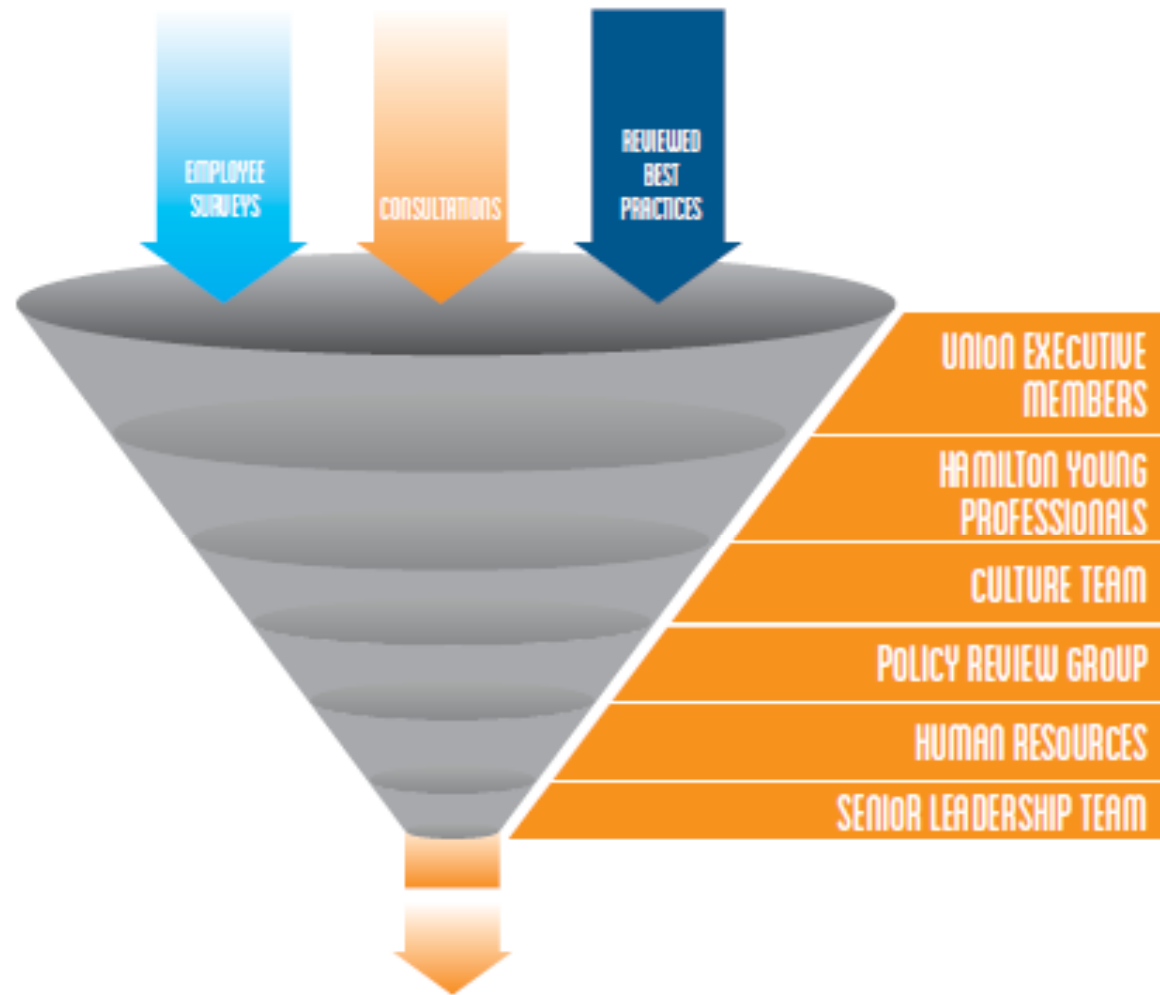


**Performance Excellence
& Accountability**



Enabling Communications

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



OUR PEOPLE AND PERFORMANCE PLAN

Our Culture



Collective
Ownership

Steadfast
Integrity

Courageous
Change

Sensational
Service

Engaged
Empowered
Employees

Effective Leadership



“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

LEADERSHIP PROFILE

Raising the Bar Together - Building Phenomenal Leaders



Hamilton



OUR PEOPLE AND PERFORMANCE





CITY OF HAMILTON
STRATEGIC PLAN
2016-2025

FOCUS AREA 1

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

OUR PRIORITIES



- COMMUNITY ENGAGEMENT & PARTICIPATION**
Hamilton has an open, transparent and accessible approach to City government that engages with and empower all citizens to be involved in their community.
- ECONOMIC PROSPERITY & GROWTH**
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.
- HEALTHY & SAFE COMMUNITIES**
Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.
- CLEAN & GREEN**
Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.
- BUILT ENVIRONMENT & INFRASTRUCTURE**
Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.
- CULTURE & DIVERSITY**
Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.
- OUR PEOPLE & PERFORMANCE**
Hamiltonians have a high level of trust and confidence in their City government.

www.hamilton.ca

Planning for our Future & Moving the Team Forward



Healthy, Respectful & Supportive Workplace

FOCUS AREA 2



Mental Health and Wellbeing



A Diverse, Inclusive Workplace



“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 be happy.” - Employee

Employees are Recognized for Public Service Excellence



“We need to increase employee recognition. Employees should be more encouraged and receive more feedback from Supervisors.”

- Employee

Supporting Work-Life Harmony

“The one thing I would do to make the City of Hamilton a better place to work is to allow for more flexible work arrangements.”
- Employee



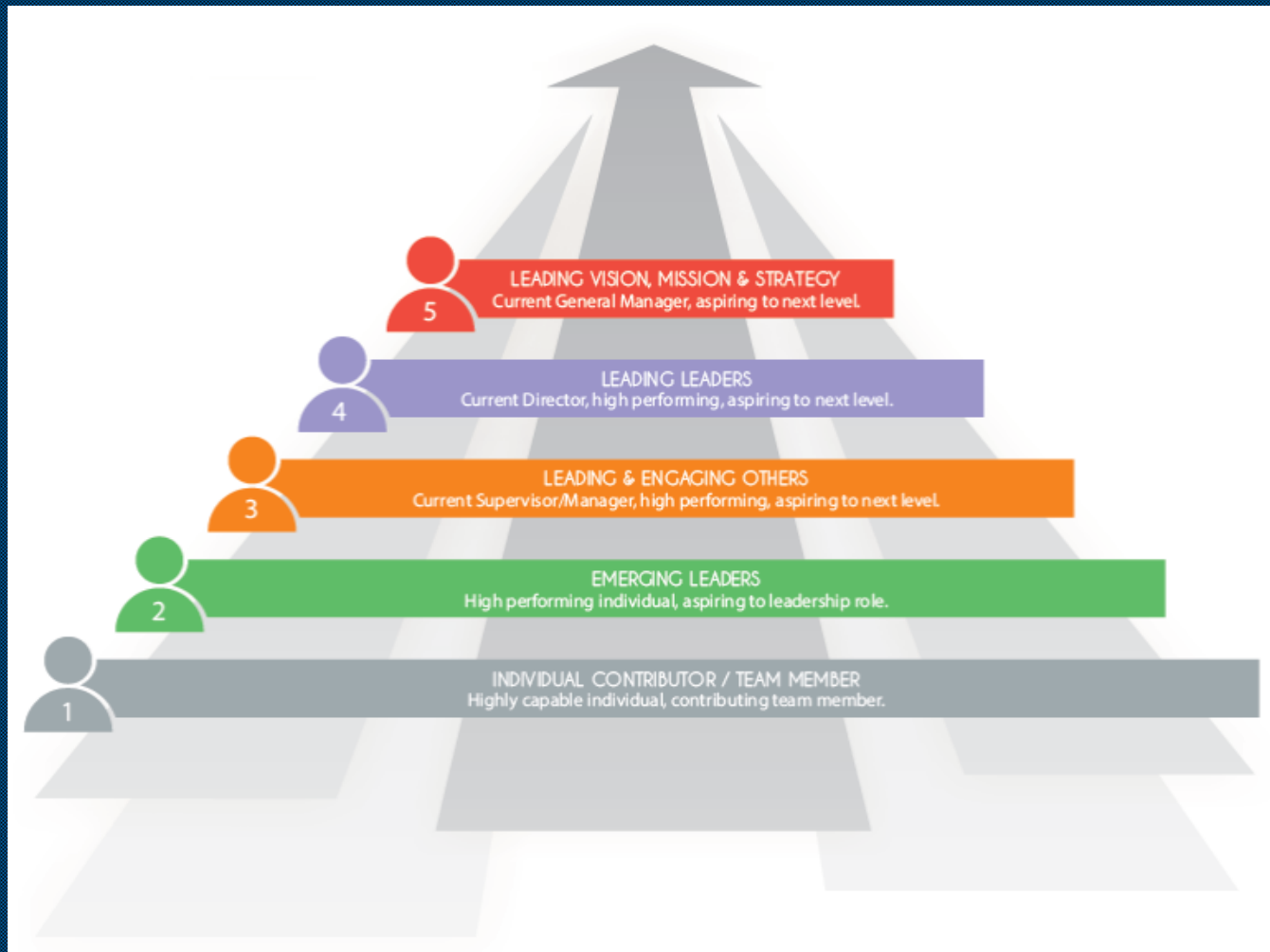
Continuous Learning



"Opportunities and support for professional growth should be recognized as an integral program component, not an add on."

- Employee

Leadership Development



Using Technology to Enable Learning



Performance Excellence & Accountability



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

- Employee

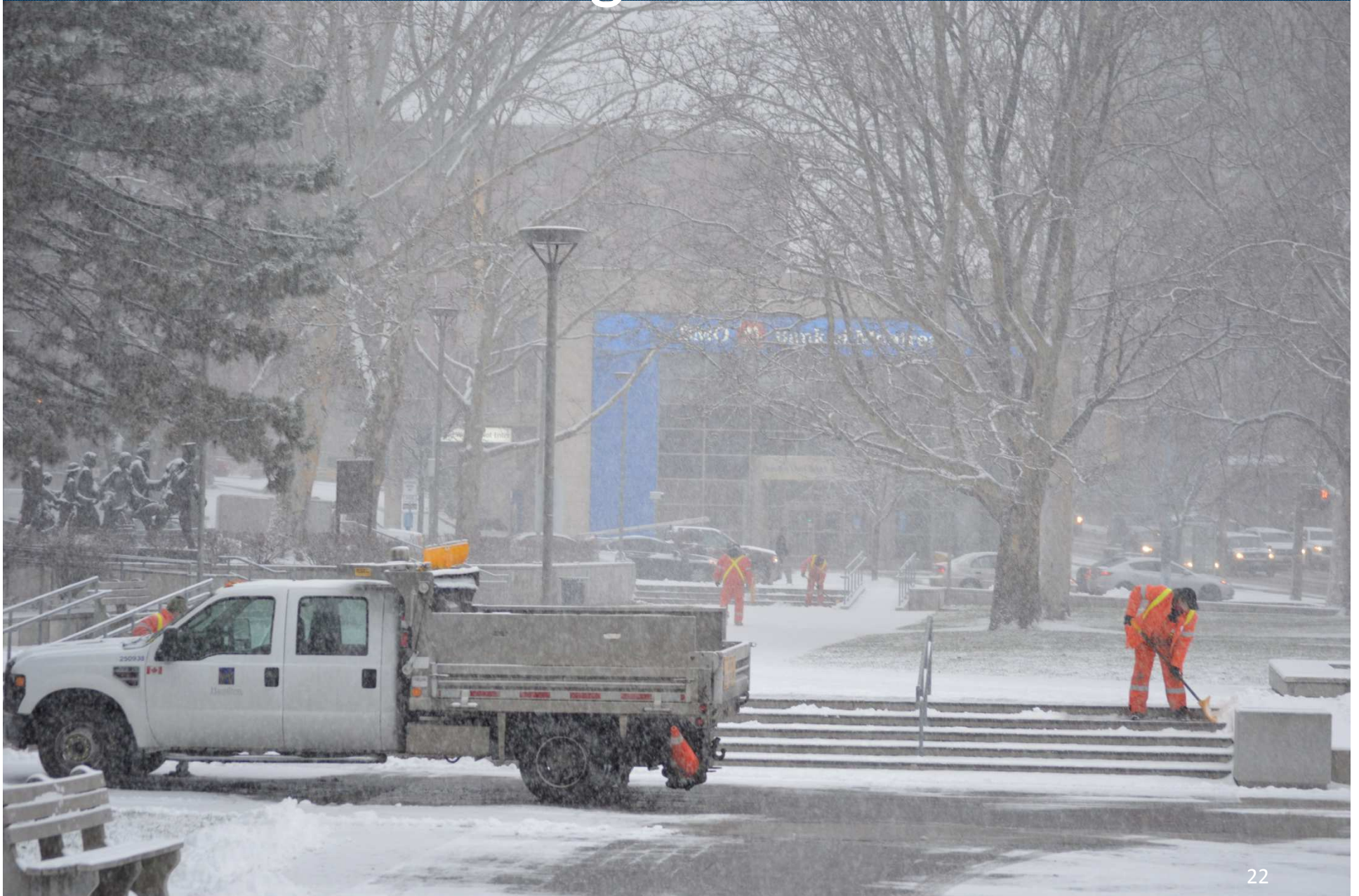
Enabling Communications

“Below the Supervisor level, most employees are unaware of all the opportunities and support systems the City Offers.”

- Employee



Measuring our Success



Implementing the Plan - Priorities and Actions



ACTION PLAN

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	*	

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Next Steps
Questions?
Comments?