



Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 2, 2018
SUBJECT/REPORT NO:	Our People and Performance Plan Process Update (CM18009) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

Council Direction:

Not Applicable

Information:

In October 2016, Council endorsed the “Our People and Performance Plan” (the “Plan”) which has served as an overall guide to support and engage City employees in their day to day performance. Recognizing that employees are the City’s greatest asset, delivering 72 services to its citizens, businesses and institutions, with a total annual expenditure of approximately \$2.0 billion, the Plan has helped set out the strategies and initiatives for the City’s employees. The ultimate desired outcome of the Plan which addresses priority 7 of our Strategic Plan, has been to help drive a high level of trust and confidence of Hamiltonians in their City government. Anchored by our Culture Pillars, the Plan consolidates our current people and performance practices and guides our strategies going forward. 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

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Notwithstanding changing priorities as well as ongoing resource challenges, significant progress has been made with respect to a number of the initiatives within the five areas of focus. This progress is summarized below:

1. EFFECTIVE LEADERSHIP

Leadership Profile

The objective of the Leadership Profile (LP) tool is to describe what our organization expects leaders to know, understand, achieve and be, in order to develop confident and competent leaders who engage employees to deliver sensational service. To date, the LP has been developed for the City Manager, General Manager and Director level positions; it has focussed on leadership and career coaching skills as well as building future capacity and capabilities. The LP has been incorporated into the revised Performance Appraisal Development (PAD) process for these levels. In 2018, Human Resources will further develop the LP for Manager and Supervisory positions.

Workforce Planning

With the establishment of the newly created Human Resources Business Partner role in late 2017, Human Resources will be embarking on more in-depth data analysis of age and service demographics to better forecast attrition throughout the organization. Particular emphasis will be placed on difficult to fill positions and the development of knowledge capture and transfer to ensure institutional continuity and sustainability. This proactive approach to workforce planning will also highlight opportunities for employee development with a view to improving the organization's overall readiness for succession planning and career path enhancements.

Establish and Improve Performance Accountability Development (PAD) System

The revised Performance Accountability Development (PAD) training program was introduced in 2017 and included the conversion of five (5) half day modules into two (2) full day modules. New training sessions launched in 2018 include introductory PAD training as well as Coaching for High Performance.

Establish & Improve Talent Review & Succession Planning System

In 2018, Human Resources will be introducing new talent management strategies that are reflective of our diverse community and workforce composition. It will include recruitment and attraction strategies within underrepresented community groups. The plan also includes the implementation of voluntary applicant candidate demographic information collection that will allow for better identification of our data trends and analysis. Human Resources staff will continue with the identification of our future

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leadership talent pool, including high potential, high performers with targeted retention strategies.

2. HEALTHY, RESPECTFUL & SUPPORTIVE WORKPLACE

Workplace Mental Health and Wellbeing Strategy

Council endorsed the Workplace Mental Health & Wellbeing Strategy in 2017 that includes mental health-related data; the establishment of a workplace mental health advisory committee; the launching of the “The Working Mind” training program to all management and front line employees that addresses and promotes mental health and reduces the stigma of mental illness; the introduction of Mental Health@Work Certificate Training for Leaders arranged through Queens University and Mourneau Shepell that aligns with the National Standard for Psychological Health and Safety in the Workplace; and the introduction of the first-responders Post Traumatic Stress Disorder (PTSD) prevention and response related policies and programs. The “Mental Health Indicators” as provided through the Psychological Health & Safety in the Workplace National Standard were included in the “Our People Survey” that was also launched in 2017.

Workplace Diversity and Inclusion Strategy

Council endorsed the Human Rights, Diversity and Inclusion Strategy in 2017 that is based on the principle to create, foster, support and ultimately sustain a City culture whereby all people feel a strong sense of inclusion, empowerment and opportunity for development and growth.

The Transgender Protocol Agreement was also developed and executed in 2017. As part of our commitment to the Protocol Agreement, the Transgender training program to all People Leaders has been launched in 2018 and will include a Train-the-Trainer program.

The newly formed Anti-Racism Resource Centre was officially launched on April 4, 2018. This initiative represents a three party arrangement between the City, McMaster University and the Hamilton Centre for Civic Inclusion. The Centre is designed to collect data on all types of discrimination and racism issues that occur in the City of Hamilton and that are currently unrecorded. The Centre will allow for much needed insight into the needs, lived experiences and resulting policy implications within our community. Human Resources has played an active role on the Oversight Committee and related activities to support the successful launch and implementation of the Centre.

Human Resources has been working in cooperation with the Neighbourhood and Community initiatives team to assist in the development of related policies to support the Urban Indigenous Strategy such as the Use of Indigenous Medicines Policy.

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Human Resources continues to assist in the development and communication of staff learning opportunities to enhance relevant knowledge and understanding.

Finally, representatives from Human Resources serve as Staff Liaisons to eight Volunteer Advisory Groups and support work plans, which include efforts on Truth and Reconciliation Calls to Action and recommendations to Council.

Work Life Harmony

Primarily in response to *Bill 148, Fair Workplaces, Better Jobs Act, 2017*, Human Resources staff have revised and communicated the work life balance related policies such as Personal Emergency Leave, Pregnancy/Parental Leave, Family Medical Leave, Flexible Work Arrangements, etc. These components were also incorporated into workforce census and diversity questions of the Our People Survey with a view to ensuring relevant and supportive work life harmony within the workplace as well as demonstrating ongoing commitment to related policies and programs.

Rewards and Recognition

A comprehensive review of the City's corporate wide policies respecting Employee Recognition began in 2017. In Q2 of 2017, Human Resources launched a new Corporate Recognition program that included 2 new awards - the Lifetime Achievement Award and the Continuous Improvement Award. The first recipients of these awards were recognized in January, 2018. In 2018, our focus will shift to review and analyze local/department recognition practices with the objectives of optimizing resources and ensuring a fair and consistent approach to Employee Recognition across the organization.

3. CONTINUOUS LEARNING

Performance & Learning Strategy

In the Fall of 2017, Human Resources developed a strategy to articulate and develop a roadmap for the City's learning & development offerings. This initiative will be presented to Senior Leadership Team (SLT) for endorsement in April, 2018. Implementation is intended to occur in phases between 2018 through to 2021. The strategy aims to support and empower all employees in their journey of continuous improvement and career mobility. Specifically, the objectives are three-fold:

- Attract and retain a high-performance workforce
- Achieve and maintain our desired culture
- Provide high-quality, cost conscious public services to the satisfaction, trust and confidence of our citizens

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Some initiatives related to the Performance & Learning Strategy are:

Orientation & Onboarding

As part of the Performance & Learning Strategy, a new employee orientation program will be introduced that will ensure proper on-boarding for all levels of staff with the appropriate delivery model (online, in-person, etc.). This new program will begin in 2018 and be fully implemented by 2020.

Enabling Learning Technology

Training Administration technology was scoped and assessed against existing HR software in 2017. In 2018, the implementation of a Corporate Training Administration system will begin, with full implementation of all divisions targeted for Q2 - Q3 of 2019. This new system will enable a corporate view of job specific training requirements, organizational competency based training requirements, regulatory certification requirements, vendor details and training costs for all internally facilitated and job specific learning, as well as self-service features for employees and managers, including an automated notification system to alert of expiring certifications to ensure compliance.

Corporate Learning Management System

Flowing from the Performance & Learning Strategy, Human Resources will review all training offerings in order to ensure alignment with the City's competencies so that an appropriate determination can be made with respect to appropriate learning methods and required systems. Human Resources will investigate the appropriateness and value-add of a Corporate Learning Management System to support internal, online learning. Implementation of this initiative is targeted for 2019/2020.

4. PERFORMANCE EXCELLENCE AND ACCOUNTABILITY

Strategic Plan

The Strategic Plan has been communicated broadly across the Corporation. This was evident in the results of the Our People Survey that asked specific questions related to our employees awareness of the Strategic Plan and how their work contributes to it every day.

The results from the Our People Survey noted the following:

- 87.5% of respondents were aware of Our Vision
- 82.6% of respondents were aware of the Mission
- 87.8% of respondents were aware of Our Culture

As well, the results from the Our People Survey noted that 79.7% of respondents understand how their work contributes to the Strategic Plan Vision and Mission. The Strategic Plan Priorities have also been integrated into General Manager PADs, Multi-year Business Planning & Budget Processes and to all 72 Services that are reflected in the Trust & Confidence Report. As these processes continue to evolve, the strength of the linkages to the Strategic Plan will increase.

In 2018, the focus will be on finalizing the Strategic Plan Priority Goals, high level action plans and measures for monitoring progress.

Performance Measurement

Much progress has been made in the area of performance measurement. The City has adopted the Results-Based Accountability framework as the corporate standard for performance measurement.

The organization's first ever performance report was launched in January, 2018. This report is known as the "Trust and Confidence Report" and is available to the public at www.hamilton.ca/trustandconfidence. This performance measurement work included assessing and updating the City's service profiles, providing workshops so that management and staff can learn how to integrate performance measurement in their work, and the launch of Citizen Dashboard. Specifically,

- The Citizen Dashboard provides an opportunity for residents to access information about the performance of City services easily, including how these services contribute to quality of life in Hamilton. The dashboard includes straightforward indicators that will continuously improve over time. Ultimately, the City will focus on using this data to drive decisions.
- As of March 2018, there are 10 services published on the Citizen Dashboard. The Citizen Dashboard can be accessed at www.hamilton.ca/citizendashboard.

In 2018, more services will be added along with regular quarterly updates to the Dashboard.

Continuous Improvement

The City is committed to Continuous Improvement. To date, there have been three (3) cohorts of staff that have completed Lean Six Sigma Green Belt Training. Human Resources and the City Manager's Office collaborate to ensure that a high quality training experience that follows best practices in adult education is delivered. These staff members are then expected to complete a minimum of 1-2 continuous improvement projects per year.

In order to develop organizational capacity in continuous improvement, a Continuous Improvement Community of Practice has been created. In 2017, this Community of Practice held three sessions which provided training in continuous improvement concepts so that staff continued to develop their skills, share project findings so that they can learn from each other and network with like-minded colleagues so that future collaboration is possible.

To further support the analysis required in continuous improvement work, analytics software was purchased in March, 2018 so that further continuous improvement opportunities can be identified and action taken to achieve business benefits for the City.

Multi-year Business Plans & Budgets

As part of the 2018 Tax Supported Operating Budget process, the City of Hamilton took the first step towards integrating multi-year business planning within the budgeting process. An integrated business planning and budget process improves decision making by providing Council and tax and rate payers with more information about where the City funds are used, linking service costs to service levels and outcomes, and reinforce the connection between long-term goals and short-term spending decisions.

Multi-year business plans serve as a roadmap for the City to ensure Council's priorities, as outlined in the City's Strategic Plan, are converted into action. The initial four year (2018 - 2021) business plans were developed by each City department, and two of its boards and agencies (Hamilton Public Library and Hamilton Farmers' Market) as a way to communicate their contributions to the City's vision "to be the best place to raise a child and age successfully".

Based on the multi-year business plans, a Preliminary Tax Supported Operating Budget Multi-Year Outlook for the years 2019 - 2021 was presented to the General Issues Committee on January 19, 2018. The multi-year outlook allowed Councillors and interested stakeholders the opportunity to understand the upcoming significant Operating Budget drivers for the City before departmental presentations to Council began on January 30, 2018.

Multi-year business planning and budgeting will better position the City to assess current and future needs and make informed strategic recommendations on investments. The City does not have the financial resources or the organizational capacity to do everything at once. By establishing our priorities, creating achievable initiatives, and tracking progress with meaningful performance measurement, the City will realize its mission of providing high quality cost conscious public service that contributes to a healthy, safe and prosperous community.

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IT Governance

As part of the Information Technology (IT) Governance initiative, the IT division launched the development of their Strategy in the Fall of 2017. This included a data gathering process that allowed for input from all City stakeholders. The Strategy is aligned with the City's broader strategic priorities, and the outcome will be a three to five year roadmap of the initiatives that will help meet the departmental business goals. The IT Strategy will be finalized by the end of April, 2018 and governance protocols will be developed subsequently to complement the implementation of the Strategy.

HR Employee Self-Service Enhancements

Significant work has begun into the design and implementation of an HR Portal. The objective of the Portal is to provide an enhanced employee experience for all HR related needs, as well as to "mobilize" all HR services. The solution will promote HR as an accessible and client focussed department. In order to do this, the solution will be delivered in a way that is accessible to all staff, including those without easy access to a computer or network account. The solution will also scale to desktops, tablets and handheld devices. It will be delivered in the format of a downloadable application for handheld devices and tablets and a webpage interface for home personal computers or City of Hamilton desktops. The marketing, communication and implementation of the HR Portal are anticipated to be launched in the Fall 2018.

5. ENABLING COMMUNICATION

Internal Communication

Internal communications efforts increased in 2017 and have continued into 2018, with the goal of improving transparency and accountability across all levels of the organization through increased information sharing and access to information. These improved methods of communication include:

- Bi-monthly publication of @CityofHamilton employee newsletter.
- Office of the City Manager monthly videos and corresponding emails informing staff of corporate updates.
- Access to the Office of the City Manager anonymous feedback form, which gives staff direct access to ask questions or make suggestions.
- Increased usability of content on eNet.
- The use of teleconferences to hold town halls for staff with the City Manager during periods that require more intensive messaging and communications with staff.

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Staff will continue to foster an environment of open and transparent communication between all levels of management and staff. As well, the City Manager will continue with his monthly “A Day in Your Life” visits with staff to learn about their day-to-day work and share information directly through face-to-face interaction.

Digital Strategy

The City is in the process of developing both a Smart City Strategy as well as a Digital Strategy, both of which will be completed in 2018. The Smart City Plan will focus on enabling the City to use technology and information to be more responsive, improve sustainability, increase quality of life and improve operating efficiency.

The Digital Strategy focuses on digital transformation at the City. This includes enabling more services to be available on-line, as well as increasing openness and transparency through data sharing and enabling a two way dialogue with residents. It also includes continuing to enable staff to use technology to assist them in the work they do every day.

Employer Branding Strategy

Human Resources will be developing the employer brand and value proposition strategy in 2018 in order to help elevate and differentiate the City in the talent marketplace as well as secure it as an “employer of choice”. This value proposition will be articulated and leveraged both internally and externally to the organization. Specifically, the creation of a distinctive employer brand will allow the City to better attract and retain diverse individuals who are representative of the community demographics.

Our People Survey

Phase 1 (Design, Development and Data Collection) of the “Our People Survey” was launched in the Fall, 2017 – and was intended to create an organizational baseline measuring the City’s 5 focus areas: engagement; culture; workplace ethics & integrity; health, safety and wellness; and workforce census & demographics.

With a response rate of 65%, the City’s overall results were very good and highlights include:

- Overall, City employees are very clear on the purpose of their job and feel a high sense of commitment to client/citizen service.
- Our employees indicated they are very proud to be City employees.
- 35 out 51 Divisions had scores indicating high levels of agreement/engagement overall.

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Having said this, the City's results also identified areas for improvement on an organizational, departmental and sectional level. These areas include:

- While Workplace Behaviours scores between co-workers and Supervisors were better than the vendor's database average, the external workplace behaviours (i.e. harassment) from City clients was worse than the vendor's database average.
- General areas for improvement include – top-down communication, the need for more staff, increased training opportunities, better work processes/policy & procedure practices, improved management and better recognition for work performed.
- Some sectional areas within the organization scored low levels of employee morale.

Staff will continue to share the survey results and engage employees in building action plans. The implementation of action plans, monitoring of process and celebrations to take place September, 2018 – September, 2020. This survey will be repeated in the Fall of 2020 to measure our progress to date, particularly as it relates to the baselines measurements within the 5 focus areas.

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

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

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