



Hamilton

# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	September 24, 2018
<b>SUBJECT/REPORT NO:</b>	Performance and Learning Strategy (HUR18016) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources and Organizational Development
<b>SIGNATURE:</b>	

## Council Direction

Not Applicable

## Information

On April 12, 2018, Senior Leadership Team approved the Performance and Learning Strategy (Strategy). The Strategy will support the People and Performance Plan by creating a three year, future-focused Performance and Learning Strategy for the City of Hamilton (City). The key objective of the Strategy is to create a framework for how the City will invest in our people. This will enable the City to attract, engage and retain a high-performing workforce, and achieve and maintain our desired culture which inspires employees to be proud of working for the City of Hamilton. The Strategy also supports the delivery of high quality, cost conscious public service to ensure satisfaction, trust and confidence from our citizens.

The Strategy incorporates best practices and trends which integrates learning and development into a culture of continuous learning and rewards development and growth. Through the use of technology, the City will modernize the learning experience and make learning accessible to all employees. The City is taking a holistic, talent management approach. The Strategy will support engaged, empowered employees, who are proud to deliver sensational service to Hamiltonians.

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## **Approach and Methodology**

A Learning and Development review was conducted to gain a better understanding of current state, needs and challenges. In discussion and collaboration with internal subject matter experts involved in various departmental and divisional learning and development initiatives, a high level review was completed. The Organizational Development and Learning (OD&L) team in Human Resources, along with a Project Team consisting of Human Resource Leaders and subject matter experts, considered the City's Mission, Vision, Values and Strategic Priorities, the Our People and Performance Plan (specifically Focus #3 – Continuous Learning), outcomes of the Our People Engagement Survey and a number of other internal and external resources. This approach ensured that the Strategy reflects best practices and current trends.

## **The Performance and Learning Strategy Guiding Principles**

As illustrated in Appendix A to Report HUR18016, a Framework was used to guide the initial high level review, set future goals and identify key actions required to be successful. The Framework contributes to the elements identified and established as the City's Talent Management Model (see Appendix B to Report HUR18016). Both the Framework and Talent Management Model were developed in consideration of a number of guiding principles which include the premise that learning and development should be equally accessible to all employees, based on core competencies that enhance performance and support career mobility. People Leaders in the organization must develop confidence and competency to coach for improved performance and support employees in achieving their career goals. By leveraging our internal resources and creating vendor relationships which align with the Strategy and the City's financial directives, we will provide learning tools, resources and systems that facilitate self-directed learning.

## **Workforce Demographics**

As an organization committed to continuous learning, the City of Hamilton wants to offer employees an agile, accessible, inclusive and on-demand learning experience which supports employees in their professional development and career mobility. In consideration of our multi-generational workforce, the Performance and Learning Strategy will meet the diverse learning styles and needs of all employees.

By identify our customer segments (Executive Leaders, New/Current People Leaders, Emerging People Leaders, New/Current Individual Contributors and Eligible Retirees) learning and development can be targeting and customized. To take it a step further, the

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Strategy also identifies six career stages, which employees will declare as part of their Performance Accountability and Development (PAD) discussions with their leaders. These career stages include new employees, employees who wish to stay in their current role and develop subject matter expertise, employees who wish to step up into a promotional opportunity, employees who wish to step back into a role with less responsibility or time commitment, employees who wish to step across into lateral positions in a different area, or employees who are preparing to retire and are available to mentor and ensure knowledge transfer.

### **Next Steps and Action Items**

Alignment to the City's Mission, Vision, Values, Strategic Priorities, and the Our People and Performance Plan is essential to the success of the Strategy. To clearly articulate the City's commitment to these values, Human Resources is embarking on a branding exercise to create and market the City's Employer Value Proposition. This proposition will attract key talent, promote employee engagement and develop a robust communication and marketing strategy for learning and development programs that aligns with the vision and image we want to create as an employer of choice.

A Learning and Development (L&D) Governance Structure will be established to clarify roles, responsibilities and decision making authority. This will include the creation of an L&D Advisory Committee with cross-organization representation. To build on the existing Leadership Profile, which focused on executive leadership (City Manager, General Manager and Director Level), Leadership Profiles for the Manager and Supervisor level will be developed to clearly articulate their respective responsibilities and accountabilities.

OD&L is currently working with internal subject matter experts to identify the knowledge, skills and abilities required for each of the City's core competencies. Having already established competency-based performance accountability and development through the PAD process and form, the OD&L team will now focus on embedding these core corporate competencies into learning and development assets such as curriculum and training materials. Determining which assets to pursue will require aligning our current learning and development with the core competencies, and identifying gaps in our current offerings that will require solutions which will support increased performance through sustained growth. The outcome will be maximizing the City's return on investment in their people. Moving forward, to ensure consistency and alignment with these efforts, Human Resources will have oversight of all corporate learning programs.

By leveraging existing technology and modernizing the learning experience through online tools, capital investment and self-serve capabilities, we are well on our way through the development of the HR Portal (scheduled for launch in November, 2018). Human Resources will continue with the implementation of a training administration module in PeopleSoft to track regulatory and/or legislative training and certification, along with

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corporate mandated learning and training. To maintain momentum and ensure success, a capital budget request to implement a talent management technological solution will enable the City to leverage a learning management system to deliver training and content. Our continued support of learning and development through the acquisition of a learning management system will be accelerated by the pace of technology. In order to keep up, resources and capital investment is imperative to ensure we reap the benefits of the best digital tools available, broaden our understanding of how to implement them, and demonstrate return on investment through efficiencies and enhanced learning experiences and outcomes. Human Resources needs to position itself as a leader in digital transformation, and accordingly, our Performance and Learning Strategy requires technological investment to set our employees and leaders up for success.

To demonstrate the value of learning and development programs, learning metrics will be identified and reported on, to support continuous improvement and determine the degree to which learners acquire skills and transfer the knowledge back into the workplace.

Finally, identification and securing of resources necessary to implement the Strategy successfully will involve an analysis of training dollars spent, assessment of resource requirements moving forward (human and capital), the financial mechanisms to track training expenditures, and the establishment of a centrally managed vendor roster to enable quick response to internal requests. By communicating these factors to key stakeholders, we will ensure alignment and buy-in of the Strategy at all levels of the organization.

## **Outcomes**

The People and Performance Plan (specifically Focus Area #3) outlines our organization's aspiration towards continuous learning; a City that fosters learning as an integral part of work life, continuous improvement and innovation. The City encourages creativity and innovation by promoting and investing in the ongoing skills 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.

Career engagement is an empowering and impactful initiative which places ownership for learning and career development in the hands of the employee. Accordingly, the Strategy is designed to guide the organization in performance and learning, which will be employee enabled, manager facilitated and corporately supported. A well-defined and communicated Performance and Learning Strategy will be essential to attract, engage and retain the best employees. Creating modern tools and agile technology to deliver on-demand learning experiences will enhance career direction and employability at each stage of an employees' time with the City of Hamilton. Finally, the proper governance structure which defines oversight, responsibilities and the proper learning structure will

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provide People Leaders with the support necessary to respect and support an individual's career aspirations.

In conclusion, the Performance and Learning Strategy will allow the City to embrace a culture of continuous learning and high performance. Through the use of technology, effective governance and best practice, we will create a City of engaged, empowered employees who take pride in delivering sensation service to our citizens.

### **Appendices and Schedules Attached**

Appendix A to Report HUR18016 – Talent Management Model

Appendix B to Report HUR18016 – New Performance & Learning Framework