



**SUBJECT: Building a 21st century workforce**

**TO: Committee of the Whole**

**FROM: Human Resources Department**

Report Number: HR-03-18

Wards Affected: All

File Numbers: 300-01

Date to Committee: June 4, 2018

Date to Council: June 18, 2018

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**Recommendation:**

Receive and file human resources department report HR-03-18 summarizing the strategies and initiatives the City has undertaken to build a 21<sup>st</sup> century workforce.

**Purpose:**

- An Engaging City
- Good Governance

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**Background and Discussion:**

The work undertaken at the City of Burlington to achieve the goals as outlined in the Strategic Plan can be categorized into three broad categories:

City of Burlington's Strategic Plan		
Building a 21st Century City	Building a 21st Century Workforce	Building an Exceptional Quality of Life in Burlington

The purpose of this report is to provide Council with an update on the strategies and initiatives the City has undertaken to build a 21st century workforce. Why is this important? If we focus

on developing skills, providing learning opportunities and creating a work environment that supports innovation, respect, and creativity, employees will be better engaged in the work they deliver to the community and this will have a positive impact on the service they provide. When employees are engaged and supported and when they understand how their work contributes to the quality of life by residents, they better serve the community. Simply put, look after your employees and they will look after your customers.

According to a 2013 article from the Harvard Business Review entitled Employee Engagement Does More than Boost Productivity: “Organizations with a high level of engagement do report 22% higher productivity”. Organizations with engaged employees, have lower turnover because they see the direct connection between what they do and the positive impact to their customer. “People want to come to work, understand their jobs, and know how their work contributes to the success of the organization.”

Additionally, labour market risk has been identified in the City’s Enterprise Risk Registry as one of the top risks the City is currently facing (please refer to CM-16-16 and CM-5-17). Building a 21st Century Workforce is focused on attracting, developing and retaining the best workforce so that we better serve our community and thereby mitigate the labour market risk. For all the reasons outlined above, building a 21st century workforce is a good business strategy.

## **Strategy/process**

### **The Approach:**

The City’s approach to developing and implementing workforce initiatives has been to engage employees from all departments, roles and perspectives so that the outcomes will be inclusive, meaningful and sustainable. To that end, the following groups are examples of the approaches taken at the City of Burlington:

#### **1. Four Culture Teams (comprised of a total of 45 employees):**

- **Staff Investment:** This team is working on a new employee recognition, award and mentorship programs.
- **Innovation Team/Innovation Cafe:** Innovation Café, developed through the Mohawk Future Ready Leadership Program, is a way for staff to bring new, innovative ideas forward. The Innovation Culture Team developed the “Think Tank” which is a mentorship program for those who wish to submit an idea to the Innovation Café and are interested in receiving assistance/feedback with their idea.
- **Values:** A staff team focused on the development of organizational values and behaviours.
- **Communications:** This team acts in an advisory role with Government Relations and Strategic Communications and they act as a resource to the other culture teams.

#### **2. Mohawk Future Ready Leadership Program (MFRLP) Teams – (50 participants):**

- The MFRLP is a leadership development program designed to teach staff leadership through project management. Seven teams have now completed this program and three more are in process. Projects have included:
  - Electronic Documents Management Strategy
  - Creation of an Urban Design Advisory Panel
  - Innovation Café
  - Volunteer Management Strategy
  - Inclusivity Framework (Internal)
  - New Site Plan Approval Process
  - Corporate Vehicles – Process and Policy Alignment
  - Design Awards
  - Reducing Corporate Waste
  - Welcome to Burlington

In addition to the work being completed by the Culture teams and the Mohawk participants, work is also being undertaken by various departments, project teams, supervisory/managerial staff and the leadership team.

**The Initiatives**

The following initiatives are those that are newly completed, in process, or on the upcoming workplan however, it should also be acknowledged that there is a significant amount of day to day work focused on supporting employees that have not been identified in this report. For this report, the following key initiatives have been identified:

<b>BUILDING A 21<sup>ST</sup> CENTURY WORKFORCE</b>	
<b>Category</b>	<b>Initiatives</b>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Inclusivity and Diversity Framework</li> <li>• Corporate Performance Management</li> <li>• Competitive Market Position</li> <li>• Organizational Values</li> <li>• Dennison Culture Survey</li> </ul>
<b>Talent Acquisition</b>	<ul style="list-style-type: none"> <li>• Employment Brand</li> <li>• On-boarding</li> </ul>
<b>Talent Management</b>	<ul style="list-style-type: none"> <li>• Succession Management Program</li> <li>• Coaching</li> <li>• Mentorship</li> <li>• Innovation Café</li> <li>• Mohawk Future Ready Leadership Program</li> <li>• Leadership Competencies</li> </ul>
<b>Total Rewards</b>	<ul style="list-style-type: none"> <li>• Employee Recognition and Awards Program</li> <li>• Non-union Job Evaluation</li> </ul>
<b>Learning and Development</b>	<ul style="list-style-type: none"> <li>• Corporate Learning and Development</li> </ul>

	<ul style="list-style-type: none"><li>• Working Minds Training</li><li>• Peer Support Program</li><li>• Think Tank</li></ul>
Tools and Technology	<ul style="list-style-type: none"><li>• Mobile Workforce Strategy</li><li>• CRM</li><li>• Business Intelligence</li><li>• ERP/MMS</li></ul>

For more information on each of the initiatives listed above, please refer to Appendix A.

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**Financial Matters:**

Not Applicable

**Total Financial Impact**

Not Applicable

**Source of Funding**

Not Applicable

**Other Resource Impacts**

Not Applicable

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**Conclusion:**

As outlined above, there is a lot of great work being accomplished by employees across this organization to make our workplace and employees the best. As we enter an era where retirements will rise and where we will be competing with public and private sector companies for talent, it is important to recognize that by building of a 21st century workforce, we are investing in a good business strategy, one which will provide us a competitive advantage into the future.

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Respectfully submitted,

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Extension 7631

**Appendices:**

- A. Burling a 21<sup>st</sup> Century Workforces – Current Initiatives

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.

**Appendix A – HR-3-18**

**Building a 21<sup>st</sup> Century Workforce – Current Initiatives**

<b>STRATEGY</b>			
<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<b>Inclusivity Framework</b>	A Mohawk Future Ready Leadership Program (MFRLP) team developed an internal facing inclusivity framework to assist the City in creating a workplace where all employees and potential employees feel welcomed and included.	This has been identified as a priority within the City Manager’s workplan. This framework is supported by the Ontario Human Rights Code and will make the City a better and inclusive workplace for all.	The Inclusivity and Diversity portfolio has been included in the job description for the Deputy City Manager position(DCM). The DCM will be working with members of this team, BIAC and staff to develop and implement training, and to review policies and practices from an inclusivity perspective.
<b>Corporate Performance Measurement</b>	The Project Management Office (PMO) and the Business Intelligence (BI) team are coordinating the creation and communication of measures to be used by staff and by the community.	Dashboards with measures to track against the Strategic Plan and service delivery will inform the community on the progress of realizing the strategic goals.	Development of a framework and dashboard that will inform citizens and staff on the progress of achieving strategic and operational goals.

		<p>This will also allow the leadership team to more easily measure operational excellence and service delivery and for employees to connect what they do to the strategic plan.</p>	
<p><b>Competitive Market Position review (non-union)</b></p>	<p>Approved in 2000, the City’s approved non-union market position is stated as the third quartile, tending towards the 65<sup>th</sup> percentile. In addition, the City has thirteen approved comparators used to track its position within the external market.</p>	<p>The non-union market position is a key component of the City’s ability to attract qualified candidates and keep talented employees.</p> <p>It is important to have this external view to the market to ensure we maintain competitiveness.</p>	<p>Report to Council in early 2019 with an analysis of our actual position and recommendations on:</p> <ul style="list-style-type: none"> <li>• Market Position; and</li> <li>• Comparators</li> </ul>
<p><b>Organizational Values</b></p>	<p>The Values Team, an employee culture team teams is collecting employee feedback to define a core set of values that all levels of staff will be able to relate to, follow in their behaviour and expect to receive in the behaviour of co-workers.</p>	<p>Values are the “DNA” of the City – they set the framework for the culture of the organization.</p> <p>Programs, practices and expectations should all be informed by the</p>	<p>The team has identified two objectives:</p> <ul style="list-style-type: none"> <li>• Clearly define and articulate our organizational values along with the associated behavioural statements.</li> <li>• Turn the values into behaviours and make them a</li> </ul>

		approved set of values.	part of practices, processes and policies.
<b>Dennison Culture Survey</b>	<p>In 2016, the first culture survey was completed which resulted in the organization of the employee culture teams. This survey provided an opportunity to score the organization against:</p> <ul style="list-style-type: none"> <li>• Adaptability;</li> <li>• Mission;</li> <li>• Consistency; and</li> <li>• Involvement</li> </ul>	<p>Employee feedback from all levels, positions and employee groups gives invaluable insight into how the organization is managing overall. It allows the organization to focus its efforts appropriately on initiatives that will make it a better workplace.</p>	<p>Follow-up survey in 2019 to determine what changes have occurred since the last survey and to help set the focus for the future</p>

**TALENT ACQUISITION**

<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<b>Development of an Employment Brand</b>	<p>Communications and Human Resources worked together to promote the City of Burlington as a premiere workplace destination that appeals to all professions across all generations. The goal is to attract the highest quality applicants and to hire the most qualified staff.</p> <p>The objective is to raise awareness of the</p>	<p>This initiative allowed the City to improve on its external facing messaging when advertising positions by:</p> <ul style="list-style-type: none"> <li>• Changing the focus to Burlington as a workplace and not describing Burlington as a location;</li> </ul>	<p>In 2018:</p> <ul style="list-style-type: none"> <li>• Work on an internal communications plan to engage current employees in the promotion of recruitment activities.</li> <li>• Provide a learning opportunity about how employees can share postings via</li> </ul>

	<p>positive benefits and attributes of working for the City of Burlington, promote Burlington as a workplace destination, and engage staff and prospective employees to find out why people want to work for the City of Burlington.</p>	<ul style="list-style-type: none"> <li>• Adding testimonials from staff;</li> <li>• Developing a recruitment video and promoting it on the city website, Facebook, Twitter, and LinkedIn. The video highlighted the faces, places and spaces of the city; and</li> <li>• Developing three additional videos for targeted marketing campaigns</li> </ul>	<p>social media and their networks.</p> <ul style="list-style-type: none"> <li>• Launch targeted marketing campaigns focused on themes such as:                      “A great career is closer than you think”                      “Turn Someday into Today”                      “If you worked for the City of Burlington you’d be home by now”</li> </ul>
<p><b>On Boarding Process</b></p>	<p>The on-boarding process is one which starts the moment the employee applies to a position at the City and up to approximately their one-year anniversary.</p>	<p>First impressions are important and once a candidate has applied to a position their contact with the City can determine their future retention.</p>	<p>In 2018 the City will be exploring processes to better connect with candidates once they have signed their employment agreement and processes for the first year to ensure they receive the proper training, start building networks, and receive the support they need to be successful.</p>

			Technology options such as enhanced portals will be explored as part of the ERP project.
<b>TALENT MANAGEMENT</b>			
<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<b>Succession Management Program</b>	The SMP is focused internally and is designed to prepare employees for future positions with the goal to retain them, their knowledge and their expertise.	<p>This program is important and is the foundation of a good attraction, retention and development strategy as it prepares the City to:</p> <ul style="list-style-type: none"> <li>• Fill vacancies with qualified staff;</li> <li>• Provide relevant stretch development opportunities;</li> <li>• Retain and attract employees; and</li> <li>• Meet our business goals in the face of increased retirements.</li> </ul>	<p>In 2018 the program will complete its first year and at that time will be assessed for its effectiveness.</p> <p>Development action plans for each participant will be reviewed for completeness and based on feedback a second year will be launched. In the second year it is anticipated that additional development opportunities will be offered.</p>
<b>Coaching</b>	In 2017 the City shifted its management approach for non-union employees away from	Developing a culture of continuous	In 2018 and 2019 additional learning opportunities to support different

	<p>the traditional once a year performance review, towards a culture of continuous feedback. The first step was to introduce coaching as one approach and all people leaders were trained in this technique.</p>	<p>feedback will create:</p> <ul style="list-style-type: none"> <li>• Increased competence;</li> <li>• Increased confidence;</li> <li>• Higher levels of engagement;</li> <li>• Attainment of business goals; and</li> <li>• Focused leadership development</li> </ul>	<p>performance management conversations will be offered to people leaders.</p>
<p><b>Mohawk Future Ready Leadership Program</b></p>	<p>A leadership development program taught over ten months and through the lens of project management.</p>	<p>This program is a different approach to leadership development in that it combines in-class training with real life project management.</p>	<p>In 2018 three teams will complete their projects and present to senior management. A fourth year will launch in the fall of 2018.</p>
<p><b>Leadership Competencies</b></p>	<p>The City has identified a set of leadership competencies to focus attraction, development and retention expectations.</p> <p>The competencies are:</p> <ul style="list-style-type: none"> <li>• Create and Communicate Vision and Strategy;</li> <li>• Develop People;</li> </ul>	<p>What do these mean for hiring?</p> <ul style="list-style-type: none"> <li>• When we are hiring people leaders we will be looking for candidates who demonstrate these competencies and evaluating their background</li> </ul>	<p>Leadership competencies and organizational values, as identified above, will be integrated to ensure consistent messaging. Competencies will continue to be used in hiring, development and retention activities.</p>

	<ul style="list-style-type: none"> <li>• Uphold Integrity and Respect;</li> <li>• Collaborate with Partners and Stakeholders;</li> <li>• Promote Innovation and Guide Change; and</li> <li>• Achieve Results</li> </ul>	<p>. against these competencies.</p> <p>What do these mean for leadership development?</p> <ul style="list-style-type: none"> <li>• When the City offers formal leadership development opportunities it will ensure the programs are addressing these competencies.</li> </ul> <p>When employees are interested in a specific people leader role they can use these competencies to help build a development plan to address their gaps.</p> <p>What do these mean for retention?</p> <ul style="list-style-type: none"> <li>• If our people leaders demonstrate these leadership competencies consistently then the entire organization will benefit which will ultimately result</li> </ul>	
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		in higher employee engagement.	
<b>Mentorship Program</b>	The Staff Investment culture team will be working on developing a mentorship program which will match employees across the organization with mentors who will assist them from a learning and development perspective.	Mentoring programs provide the opportunity for those with substantial experience in the organization to connect with and support those with less experience. It is a significant retention and development strategy.	2018/2019 development and launch.
<b>Innovation Café</b>	<p>Innovation Café was a project developed through the MFRLP and was successfully implemented in 2017.</p> <p>Innovation Cafe is a way for staff to bring new, innovative ideas forward to increase productivity, efficiency and align resources to deliver exceptional municipal services and value to stakeholders. Individuals or teams identify ideas, test them with colleagues/stakeholders and build a supporting case to pitch to a panel of peers in an inviting forum.</p>	<p>This initiative is important as it supports the development of a culture of innovation. It provides an avenue for ideas to come forward and be implemented and focusses the workforce on continuous improvement.</p> <p>When staff are able bring their ideas forward they are more engaged, they feel heard, and they look for additional ways to</p>	<p>The process of recruiting the 2018 team is underway; once confirmed, the plans for year two of the Café will be communicated. A “Pitch Day” will be held later in year. Innovators (employees who make submissions) will have the opportunity to work with the Think Tank to brainstorm and prepare for Pitch Day.</p>

		<p>contribute to the organization</p> <p>In 2018, 35 submissions were received by Innovation Café from employees across the organization.</p>	
<b>TOTAL REWARDS</b>			
<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<b>Employee Recognition Program</b>	<p>The Staff Investment culture team has been researching and gathering feedback with the goal of creating a new way to celebrate employee effort and accomplishments.</p> <p>Feedback has indicated staff are looking for a recognition program that is transparent, open to everyone, easy to understand, consistent, and awarded in a timely way.</p>	<p>Recognizing employee effort in an appropriate and timely manner is a fundamental retention process.</p>	<p>Recommendations to the Burlington Leadership Team for a new recognition program in 2018.</p>
<b>Non-union Job</b>	<p>The non-union job evaluation system is the process followed to</p>	<p>This system must be pay equity compliant and</p>	<p>The City will be reviewing job evaluations</p>

<p><b>Evaluation Update</b></p>	<p>evaluate jobs to determine their placement with in the salary structure.</p> <p>This system provides consistency and internal equity between all the non-union positions.</p>	<p>provides the basis for the compensation system.</p>	<p>systems with the goal to recommend and implement a new system for non-union employees.</p> <p>Consideration to a two-year phased in approach will be given based on the selected system and adjustments required.</p>
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**LEARNING AND DEVELOPMENT**

<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<p><b>Corporate Learning and Development Team</b></p>	<p>The City offers a wide range of learning opportunities which are adjusted each year based on feedback and need.</p> <p>In 2018 a Learning and Development team was formed to provide additional learning opportunities through a series of lunch and learns.</p>	<p>Contributes to the growth of a learning culture at the City.</p> <p>It is important to keep the learning relevant and timely.</p> <p>Corporate learning and Development not only uses external facilitators but also provides support to employees in the development of in-house training modules.</p>	<p>The Learning and Development team will organize the annual Learn@Work week in September and provide lunch and learn sessions throughout the year.</p> <p>The corporate training function will continue to offer and update courses offered through Our Training Room.</p>

<p><b>Innovation Team - Think Tank</b></p>	<p>Think Tank was created and supported by the Innovation culture team. It provides a structured innovation process that facilitates people through idea generation, impact testing and game plan development resulting in new ideas that make an impact in the organization</p>	<p>Think Tank provides a valuable resource to staff who have ideas but need support. Think Tank:</p> <ul style="list-style-type: none"> <li>• Provides staff with a way to think through and build on their ideas; and</li> <li>• Shifts the corporate culture to a "let's try it" environment.</li> </ul>	<p>In 2018 Think Tank will continue to work with Innovation Café and with any employees who are looking for support for their new ideas.</p>
<p><b>Working Minds Training</b></p>	<p>Working Minds training is an education based program developed by the Mental Health Commission of Canada to address and promote mental health and reduce the stigma of mental illness in the workplace.</p>	<p>Keeping employees healthy not only from a physical perspective but also from a mental health perspective reduces costs and time away from work.</p>	<p>Training will continue to be offered for employees and supervisors throughout 2018.</p>
<p><b>Fire Peer Support Program</b></p>	<p>Launched in 2018 this program provides in-house support to employees and their families to manage workplace and personal stress that may affect their work.</p> <p>Seventeen employees have been trained as peer supporters. These employees provide a</p>	<p>Early intervention into issues at work help keep employees healthy and at work. This program will also help identify those who may need more support through additional channels.</p>	<p>The program will continue to be developed through 2018 and 2019.</p>

	safe, supportive, confidential and non-judgmental opportunity for conversation with employees who may be struggling with concerns at work.		
<b>TOOLS AND TECHNOLOGY</b>			
<b>Initiative</b>	<b>What is it?</b>	<b>Why does it matter?</b>	<b>What to look out for</b>
<b>Mobile Workforce Strategy</b>	This strategy looks at technology, physical space and the work environment for employees. It supports the need for flexible work spaces and approaches to work.	There is a growing expectation for agility in how and where work is performed. The city is supportive of this strategy and has focused it on the needs of the customer first.	The strategy has launched and interested employees work directly with their supervisor to determine if their a mobile approach to work is appropriate for the work they perform for the City.
<b>Customer Relationship Management Project (CRM)</b>	<p>A CRM will:</p> <ul style="list-style-type: none"> <li>• Implement full end-to-end service for customers with "one stop shopping" -</li> <li>• Offer a robust set of self-service functionalities for residents contacting the City for any reason.</li> </ul>	<p>CRM's have become important as the technology will:</p> <ul style="list-style-type: none"> <li>• Create a Knowledge Base accessible to Customers and staff;</li> <li>• Provide performance reporting with customer data;</li> </ul>	The planning work is in process for this project and phase one of the CRM will consist of five departments within the City implementing the technology starting in 2018.

		<ul style="list-style-type: none"><li>• Provide a history of customer and staff interactions;</li><li>• Effectively manage customer relationships;</li><li>• Empower staff to take ownership of the customer experience;</li><li>• Maintain a single source as repository for all customer information that eliminates duplication between departments;</li><li>• Use both qualitative and quantitative information to make decisions and provide service (integrate with Business Intelligence tool, GIS).</li><li>• Provide the ability to search the data and recognize trends and needs, by customer segment, which are identified and</li></ul>	
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		<p>prioritized for investment; and</p> <ul style="list-style-type: none"> <li>• Decrease administrative tasks for subject matter experts and increase time to do core work.</li> </ul>	
<b>Business Intelligence (BI) Project</b>	<p>Business Intelligence is a combination of strategies and technologies that transform data in to information for use in decision-making</p>	<p>Business Intelligence technology will allow staff to:</p> <ul style="list-style-type: none"> <li>• Assess the quality of source system data;</li> <li>• Perform data modeling;</li> <li>• Cleanse and mask data, and</li> <li>• Translate data into formats that will link to data from other sources; and</li> <li>• Drill down to new levels of detail and let you see data in new ways from one single system, or it can combine data from multiple systems.</li> </ul>	<p>BI will roll out in five incremental phases, starting in early 2018 and running until 2020.</p> <p>Phase One will implement Business Intelligence for six service areas and 10 to 12 data systems. Further details for each phase will be communicated to staff with regular and ongoing.</p>
<b>ERP/MMS Upgrade</b>	<p>The ERP project consists of those enterprise systems which support Finance,</p>	<p>ERP systems are fundamental to the management of the organization.</p>	<p>The ERP and MMS replacements will occur over the next one to five years.</p>

	<p>Payroll and Human Resources.</p> <p>The MMS system is a work order management and asset management system.</p> <p>These systems have reached their life expectancy and require replacement over the next one to five years</p>		
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