

PART F
APPENDIX

Human Resource Strategic Plan

(Condensed Version)

A dynamic and diverse workforce of highly skilled people
working together to deliver excellent service
to the community of Winnipeg



Vision A dynamic and diverse workforce of highly skilled people
working together to deliver excellent service
to the community of Winnipeg

This document is a condensed version of the City of Winnipeg
Human Resource Strategic Plan, published in March 2001
and approved by Council in July 2001.

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Mayor's Foreword

Winnipeg is at the cusp of a renaissance. We are creating a civic government that is more affordable and responsible, a leader in Canada. We're witnessing a rebirth in our City's downtown and Exchange District. We are using new technology to make information more accessible to citizens. And we're continuing to invest in the core services that make this a richly rewarding place to live, work and play.

Our challenge is to keep saying "yes" to innovation and opportunity. To do that, we need to continue investing in our workforce, which is already among the finest in Canada. We have to build on our many strengths and skills, and anticipate and develop new ones. That is the purpose of this Human Resource Strategic Plan.

This Plan will guide us as we move to a smaller, more flexible, more highly skilled workforce. Just as important, it commits us to a work environment that supports, affirms and equips employees as they prepare to meet the service challenges ahead. It will help us open up new opportunities for our staff, on the front lines and in management.

Much hard work, consultation, and care has gone into the preparation of this Plan. I would like to thank my colleagues on City Council, for their support in initiating this project; our civic unions, who have been partners from the outset; and all the staff who have helped to put the Plan together. As we move ahead, let's keep working hard and let's do it together – that's the Winnipeg spirit.



Glen Murray
Mayor

CAO Foreword

At such a critical time in our life as an organization, I am pleased that we have this new Human Resource Strategic Plan – a blueprint for the future. It is often said that people are our most important resource. If that is true – and I am convinced it is – how crucial it is that we have the tools to do something about it!

As an organization, we have a strong commitment to sound, service-based planning. We have developed departmental business plans, to ensure that we are always focused on results. We have established an overall Corporate Action Plan, to ensure that every department's work is advancing Council's priorities. And now, with this Human Resource Strategic Plan, we are taking the next logical step – ensuring that the development of our workforce is consistent with Council's vision, and that its skills are consistent with the tasks Council sets before us.

As you read these pages, you will discover a single theme: we are building a dynamic and diverse workforce of highly skilled people, working together to deliver excellent service to the community of Winnipeg. To begin, we have adopted four immediate priorities: leadership development, performance management, human resource planning, and CUPE classification and compensation. As implementation of the Strategic Plan proceeds, we will be reviewing all areas of our human resource practice, to give us the organizational strength and flexibility we need, while giving employees the opportunities they deserve.

Like the Mayor, I would like to thank all the partners who have made this initiative possible. To all those whose work in implementing this Plan is just beginning – I look forward to working with you, and let's make it a great success.



Gail Stephens
Chief Administrative Officer

A Human Resource Strategic Plan

What Is It?

A Human Resource Strategic Plan provides a framework to guide the application of all aspects of an organization's human resource practices. It identifies a long-term vision, supporting success factors, and the most immediate priorities needed to achieve the business strategy (together with detailed action plans to implement the priority projects).

This Plan is intended to help the City systematically improve its organizational effectiveness and address its most important issues. It provides a long-term strategy for managing human resources that is aligned to the City's corporate goals. In addition, the development of this Plan sends a powerful message to employees that the City of Winnipeg values its people and is committed to becoming an employer of choice.

This Human Resource Strategic Plan encompasses both organizational elements and human resource elements because human resource issues encompass both areas. The organizational elements need to be in alignment with the human resource elements, and vice versa. The Plan also addresses the key success factors and organizational enablers that are required to support and sustain initiatives in the long run. It defines what needs to happen within the City to ensure a positive impact on the effectiveness of people and the organization as a whole. This broad approach serves as a framework to guide the organization in the long term.

A framework to guide the organization's human resource practices



Why Have One?

Many issues drive the need for a comprehensive Human Resource Strategic Plan for the City, including:

- The City workforce has steadily reduced to less than 9000 employees (down from 11,000 in 1990).
- Eight unions and associations represent City employees; over half are represented by CUPE.
- Salaries and benefits total approximately \$458 million per year, or about 38% of the City's annual tax supported and utilities operating budgets.
- 72% of Civic employees work in five departments: Police, Transit, Community Services, Public Works and Fire Paramedic Service.
- The average age of civic employees is 42.01 years.
- There is potential for significant turnover within the civic service.
 - 30% of the workforce will be eligible to retire in 2005.
 - 50% of the workforce will be eligible to retire by the end of 2010.
- The City faces major issues regarding affordability and the delivery of service – specifically the need to reduce costs within a dynamic global environment of ever-changing business needs and service demands. We require a more flexible workforce possessing a different mix of skills and knowledge.
- Many City policies and procedures dealing with human resource matters were developed incrementally over time, usually in reaction to a particular problem or event. Many components of the City's human resource systems (classification methodologies, job descriptions, etc.) are old and need updating. Others (such as the City's performance management system) require renewal to provide us with the flexibility we require to manage our human resources and respond quickly to changing work requirements.
- A number of program and policy initiatives are under development by the City to deal with a variety of human resource issues. Until now, these initiatives have lacked a comprehensive overview strategy framework to align them within the direction provided by the City's Corporate Plan.

We need to begin now to develop and implement programs in the area of succession planning and leadership development in order to prepare for this potential turnover and loss of knowledge to the organization.

These issues and challenges are addressed in this Plan, which is based on a comprehensive analysis of the current state of human resources within the City. This Plan creates a long-term vision for the City's workforce, and identifies strategic priorities.

Organizational Framework

City of Winnipeg Vision

“To be a vibrant and healthy city which places its highest priority on quality of life for all its citizens”

The City’s vision was developed through public consultation, and is articulated in *Plan Winnipeg ...2020 Vision*, adopted by Council in December 2001. *Serving Citizens – The City of Winnipeg’s Action Plan 2000-2002* identifies the following mission, values, principles and organizational goals. They reflect *Plan Winnipeg’s* principles and direction at the administrative level, and support and define the organization’s strategic direction in support of the vision.

Mission

Working together to achieve affordable, responsive and innovative public service

Values

Integrity ... behaving honestly, fairly and ethically

Respect ... treating people with dignity and acknowledging their value as individuals

Quality ... providing efficient and effective services

Accountability ... establishing responsibility, expectations, review and appropriate consequences

Diversity ... capitalizing on the diverse background and experiences of our staff and community

Principles

In the delivery of services, we aspire to:

- Focus our efforts on ensuring good value and results
- Engage employees
- Ensure sustainability
- Strive for fairness

Organizational Goals

Affordable

- Maximize efficiency and implement Council policies to achieve Council’s three-year budget
- Improve the quality of information for Council’s strategic decision-making

Innovative

- Ensure a skilled, productive and flexible workforce

Responsive

- Maintain a consistent high level of citizen satisfaction with key City services

These vision, mission, values, principles and organizational goals are the cornerstone for the development of a vision and key success factors for human resources.

They form the foundation for all aspects of human resource management in the City of Winnipeg. The process of aligning all human resource activity in the City will not occur overnight; it will evolve over time as attitudes and behaviours change and the culture of the organization shifts accordingly.

A Vision

For Human Resource/Organizational Effectiveness

A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg

Human resource issues are intrinsic to all activities undertaken within an organization. Employees at all levels are the people who accomplish all that we do; citizens are the people we serve. Management of human resources is not limited to human resource professionals working in a specialized functional area. The responsibilities of human resource management are spread throughout an organization, involving all levels of management, supervisors, and employees themselves.

This Human Resource Strategic Plan (HRSP) seeks to establish vision and direction not just for human resource effectiveness, but also for overall organizational effectiveness.

A dynamic workforce is one that is adaptable and flexible. It can respond quickly to changing requirements and demands. It is a workforce that is vibrant, energetic, and motivated.

A diverse workforce will reflect the cultural and ethnic diversity of the community we serve. It will reflect a variety of talents, skills, and perspectives.

City employees are already highly skilled and well-educated relative both to the positions they hold and in comparison to employees in other sectors. Nevertheless, the workforce of the future will need more and different skills to effectively meet the work challenges of tomorrow. Employees

will need a variety of skills, and the knowledge and ability to accomplish a greater variety of tasks than may be currently required. Highly skilled employees will need both formal education and on-the-job training in order to have the skills they need to accomplish their assigned work, and to allow them to pursue future opportunities.

Our vision emphasizes the need for employees to work together both within departments as well as across the organization. Working together will allow staff to share knowledge, to gain experience, and to reduce duplication of effort in order to improve the efficiency and effectiveness of all organizational activities.

The City's guiding imperative is to deliver high quality services to the citizens of Winnipeg. Community implies shared values, a common interest, and involvement. Though we serve a variety of sometimes competing needs and interests within the community of Winnipeg, our commitment is to the greater good for all.



The workforce of the future will need more and different skills.

Key Success Factors

An important component of the Human Resource Strategic Plan is the definition and application of key success factors that will support and reflect the achievement of its vision. These key success factors emerged from interviews and focused discussion groups conducted with members of Council, managers, union and association leaders, and employees at all levels within the organization during the development of this strategic plan. They represent the factors that we, as an organization, collectively feel are critical to the successful achievement of our corporate vision, mission, and organizational goals.

Shared Leadership

- Political, administrative and bargaining unit leadership that supports the vision, strategies and values
- Demonstrated by behaviours and accountability

Clear Roles, Responsibilities and Accountabilities

- Effective work, job design and delegation of authority
- Line managers and supervisors held accountable for effective human resource performance and well-being
- Employees are aware of corporate and departmental direction and how their performance directly affects achieving goals and objectives
- Leaders and employees held accountable and recognized not just for performance and results but also for demonstrating the corporate values

Collaborative Union/Management Partnerships

- Joint initiatives, agreements and collaborative problem-solving that reflect the HR vision and values

Clearly Articulated Human Resource Policies

- Current policies that are meaningful, communicated and recognize the need for departmental flexibility
- Consistent application of those practices requiring a corporate approach

A Proactive Approach to Human Resource Planning

- Researching demographics, effective service delivery, internal and external best practices and workforce trends

A Positive, Respectful, Safe and Healthy Work Environment

- Conflict is managed and differences are respected
- An environment that supports the physical, psychological and social well-being of employees

Access to Enabling Technologies and Tools

- Employees have access to tools, resources, training, etc. to allow them to deliver quality service

Shared Employer/Employee Commitment for Career and Self-Development

- Employee commitment to managing his/her own continuous learning and growth
- The City provides opportunities and information to support continuous learning and growth
- Core competencies are identified and training provided around specific jobs/occupations

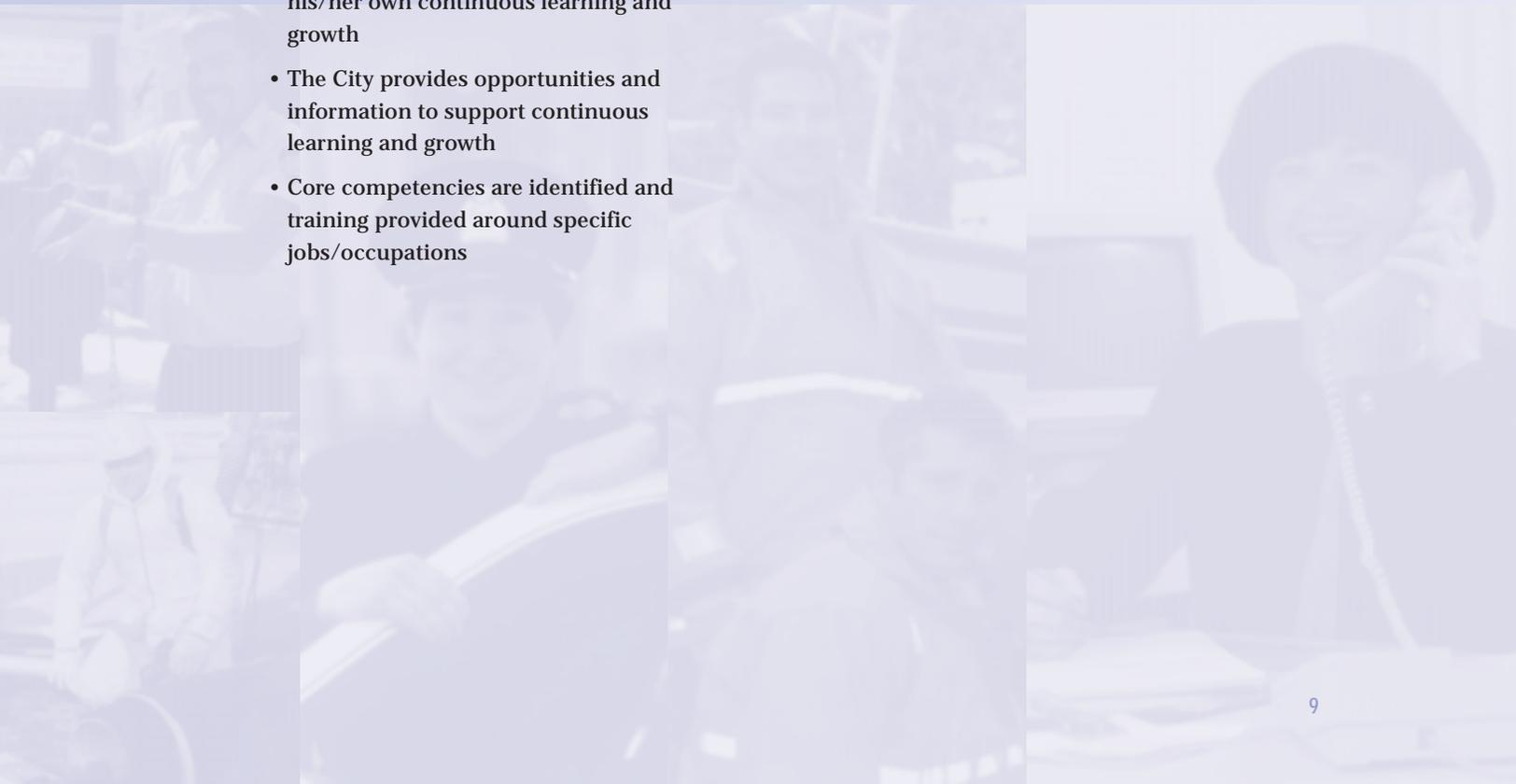
Open Communication and Knowledge Growth

- Sharing knowledge on trends, best practices, etc. throughout the organization
- Information sharing across all levels

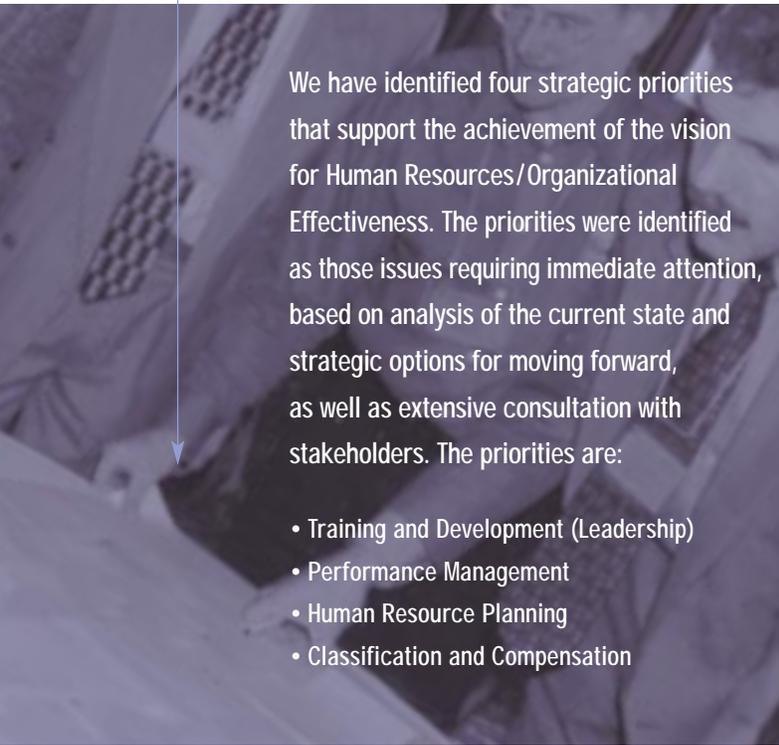
Value and Recognize Employee Contribution

- Encourage participation of employees in decisions and issues in the workplace
- Receptiveness to varying ideas and celebrating successes
- Create an environment that capitalizes on employee differences allowing all participants to reach their full potential
- Employees are recognized as the City's most valuable resource

These factors are critical to the successful achievement of organizational goals.



Organizational Priorities



We have identified four strategic priorities that support the achievement of the vision for Human Resources/Organizational Effectiveness. The priorities were identified as those issues requiring immediate attention, based on analysis of the current state and strategic options for moving forward, as well as extensive consultation with stakeholders. The priorities are:

- Training and Development (Leadership)
- Performance Management
- Human Resource Planning
- Classification and Compensation

The value of the strategic priorities lies in their ability to support us in achieving the organizational goals identified within the City's Corporate Plan. In each priority area, we are directing efforts toward specific activities and projects determined to be of particular importance as we move toward our vision. As the Human Resource Strategic Plan is implemented throughout the organization, the priorities can and will change, as they are either completed, and others take their place, or according to shifts in organizational needs relative to the priorities.

Although the priorities address common areas of need that will always be present, the priorities themselves will also shift as the organization reshapes itself and becomes more effective.

Training and Development (Leadership)

Ongoing training and development for staff is a critical support to ensure a dynamic, knowledgeable and skilled workforce.

Initially, our focus will be on leadership development. The organization may face a "management crisis" if the next wave of leaders are not proactively developed prior to anticipated retirements. Creating the desired organizational culture cannot be achieved without an organizational approach to leadership development supported by senior management.

To help the organization prepare for the loss of knowledge and leadership that will result from retirements and attrition, our intent is to develop leadership skills, knowledge and abilities at all levels of the organization.

Leaders throughout the organization must be skilled and capable of setting clear direction, determining priorities, ensuring that staff and resources are aligned to achieve organizational goals, and providing quality information to Council for its decision-making.

Enhanced staff development and organizational effectiveness will also be achieved through a variety of work opportunities, including job rotations, secondments, mentoring, etc.

Developing leadership skills, knowledge and abilities at all levels of the organization

Performance Management

Performance management helps ensure meaningful alignment between organizational goals and objectives and employees' day-to-day work plans, accountabilities, and career objectives. Initially, our focus will be on effective work planning and performance feedback systems. The need for performance feedback was one of the strongest messages provided by employees during consultation for this Plan.

Employees need to know what is expected of them; they need the right skills, training, tools, equipment, direction and authority to do their work; and they require clear feedback on their performance.

This Plan defines performance management as a developmental tool for the organization. The intent is to encourage employee ideas and input; to value innovation, creativity, and risk-taking; and to promote and demonstrate that employee contributions are valued. Performance management must have strong links with training and development initiatives.

Human Resource Planning

Proactive management and planning of human resources will allow the organization and its employees to be better prepared to meet the City's future requirements in ensuring effective delivery of services to the public.

The human resource planning initiative will develop and implement a framework, to facilitate the identification of areas of change, risk, and opportunity, and to

prepare succession plans to meet future needs. Initially, our focus will be on improving information on the civic workforce and future needs through demographic analysis, a succession-planning framework, career planning requirements, workforce needs forecasting and deployment initiatives. These will allow us to proactively manage our human resources.

We will identify departmental workforce requirements and explore opportunities for cross-departmental cooperation. This initiative requires research to determine the City's future needs, as well as extensive consultation with departments, unions and associations, with a focus on areas of the organization where the risk is greatest.

Classification and Compensation

A redesigned classification system will support and promote broader employee skill sets that are required to meet changing public demands for services. It will allow us to be proactive in reorganizing delivery of service to citizens.

Initially, we will focus on redesigning the CUPE classification and compensation system, to allow for cross-training and increased flexibility in work assignments while reflecting each department's needs. Our intent is to contribute to efficiencies and cost savings, to enhance our ability to deploy human resources in response to service requirements through the broadening of job classifications, and to develop clearer lines of progression and provide career paths for CUPE members.

Moving Forward

Human Resource/Organization Effectiveness Vision

A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg

Key Success Factors

- Shared Leadership
- Clear Roles, Responsibilities and Accountabilities
- Collaborative Union/Management Partnerships
- Clearly Articulated Human Resource Policies
- A Proactive Approach to Human Resource Planning
- A Positive, Respectful, Safe and Healthy Work Environment
- Access to Enabling Technologies and Tools
- Shared Employer/Employee Commitment for Career and Self-development
- Open Communication and Knowledge Growth
- Value and Recognize Employee Contribution

Strategic Priorities

- Training and Development (Leadership)
- Performance Management
- Human Resource Planning
- Classification and Compensation

Key elements of this Human Resource Strategic Plan are continued communication of its vision and key success factors, and implementation of those initiatives identified as areas for initial focus. The strategic priorities work together to produce a balanced strategy with long-term focus for the future. These priorities link to both Council and administrative priorities.

This Plan provides a framework for long-term direction in human resource and organizational effectiveness. It is concerned with all aspects of human resource management within the organization. The Plan identifies a number of initiatives that need to be addressed in the short term. However, over time, our intent is to review and continuously improve all elements of our human resource management to ensure their ongoing alignment with the City's overall direction.

Human Resource Strategic Plan



For more information on the City's Human Resource Strategic Plan, please contact:

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A copy of this plan is also available electronically at www.city.winnipeg.mb.ca

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