



The Corporation of the Town of Milton

Report To:	Council
From:	Megan Mascarin, Director, Human Resources
Date:	January 21, 2019
Report No:	CORS-003-19
Subject:	Milton People Strategy

Recommendation: That report CORS-003-19 be received for information

EXECUTIVE SUMMARY

In the Fall 2018 the Strategic Management Team (SMT) endorsed the creation of a plan to align the Town's strategic business imperatives with the necessary initiatives to manage and motivate our workforce in order to drive organizational success. The Town engaged Mercer (Canada) Limited to assess current state, to evaluate current employment practices and opportunities for alignment with business priorities, and to create an actionable and measurable roadmap, resulting in the Milton People Strategy.

REPORT

Background

The Town of Milton has experienced significant growth since 2000 with plans for continued growth and the resulting increased service demands. In order to meet those demands, the Town needs to take a strategic approach to not only the levels and appropriate mix of staffing resources, but also the management of those staffing resources. This includes the attraction, development, retention, motivation and engagement of top talent. To a large degree the Town has been able to rely on its current strengths, including employee commitment, positive relationships and a sense of alignment that people feel toward the growth and success of the Town. There are, however, unfulfilled opportunities which create barriers to the Town's success from a human resource perspective, including leadership capabilities, unity across departments and connectedness to the vision, a focus on communication, a defined and articulated employee value proposition, critical capabilities to foster success of



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business imperatives, workforce/succession planning, and sense of pride and engagement across the various different employee groups. Following a few years of instability in the senior Human Resources position at the Town which has impacted the pace of HR improvements and the overall HR brand, there is new leadership and a renewed focus on strategic human resource management. There is also an articulated commitment from current senior leaders thereby creating a positive foundation for the success of the Milton People Strategy.

Discussion

The Milton People Strategy identifies five key focus areas, i.e. Talent Development and Leadership, Attraction and Engagement, Performance and Career Management, Workforce and Environment, and Human Resources Excellence. Each of the above mentioned key focus areas has associated initiatives that will become the focus of the Town's efforts to manage its human resource capital over the next several years.

These initiatives include:

1. Talent Strategy and Development
 - Develop a dynamic, high calibre, and high performing workforce - for today and for the future.
 - Focus people development investments on areas that will drive delivery of high quality services to the community.
 - Provide continuous learning and development opportunities for employees who strive to effectively meet community needs.
2. Leadership Development
 - Create a targeted Leader Development program and implement a management practice for leaders at all levels to build leadership capabilities (e.g., soft skills such as change leadership, performance coaching).
 - As a part of these efforts, develop an onboarding module for new leaders that identifies talent management accountabilities and provides support for individuals transitioning to a new leadership role.
3. Employee Value Proposition
 - In alignment with the new corporate brand, define and implement a refreshed employee value proposition or underlying "offer" that forms the basis for the employer brand. Align, expand, and embed supporting policies and tactics.
 - Identify initiatives and programs to support the EVP for different stakeholder groups to drive attraction and retention efforts.
4. Internal Corporate Communications



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- Define (revisit) the corporate communication strategy leveraging existing communication channels to drive engagement, enable two-way communication, and create a greater sense of community.
 - Develop a communication and engagement strategy that focuses on targeted messaging from leaders to segmented stakeholder groups.
5. Performance Management/Career Framework
- Review and simplify performance management tools and processes to enhance the quality of performance management activities.
 - Increase awareness, understanding, and adoption of a performance coaching approach.
 - Define roles and responsibilities related to the development and operationalization of a refreshed performance management program.
 - Communicate opportunities for career progression and enhance transparency around career paths/framework for PT and FT employees.
6. Learning Strategy/Plan
- Create a learning strategy/plan that defines future workforce skills/competencies requirements and outlines activities required to close gaps (assess current programs, new community demands, and evolving workforce development requirements).
 - Implement the learning plan based on defined timelines for specific groups, and establish evaluation methods/metrics to measure progress/success.
7. Workforce Planning
- Establish a workforce planning framework and process to understand and identify future workforce capabilities and requirements.
 - Determine critical roles, with a key focus on succession planning.
 - Workforce planning efforts to commence by ensuring each department has the required number of resources to meet health, safety, and community standards.
8. Governance Structure and Decision Making
- Refresh the governance structure to define delegation of authority and consultation in decision making across all levels.
 - Identify how SMT, LMT, and Council can better engage with the organization while focusing on effective decision making as appropriate for respective levels.
 - Identify process improvements required to enhance decision making and operational effectiveness across the corporation.
9. HR Brand and Capabilities
- Assess current HR capacity/capabilities and identify future HR requirements (e.g., structure, systems) to maximize effectiveness and efficiency. Immediate priorities may:
 - Define the level of service and types of service HR will deliver
 - Clarify ownership within HR (i.e., “who does what”) especially against new initiatives



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- Build HR capability in organization design and change management to support the business (e.g., design structure, functions, roles, and accountabilities to enable business strategy)
 - Apply continuous improvement efforts to HR programs, processes, and technology
10. Engagement Plan (Focus on Part Time)
- Create an engagement, recruitment, and retention strategy and program for all employees with a specific focus on part-time employees as a key priority.
 - Identify initiatives and programs required to enhance morale and reduce turnover specifically within the part-time group.
 - Partner with part-time workers to develop programs and initiatives that meet their unique needs.

Financial Impact

There are currently no new costs associated with the initial phases of the Milton People Strategy implementation. Rather, a focus on planned use of resources and approach to priorities and work planning will allow for completion of initiatives. Resource requirements for longer term strategic initiatives will be assessed in future years against other corporate priorities.

Respectfully submitted,

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For questions, please
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Attachments

CAO Approval
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