

Integrated Workforce Strategy

Recommendation

That the April 16, 2019, Employee Services report CR_7044, be received for information.

Executive Summary

Employee Services supports the City to attract and develop a safe and engaged workforce who enable a better life for all Edmontonians.

The Integrated Workforce Strategy outlines Administration's high level strategy to shift workplace culture, engage employees and develop the City's workforce. It includes a set of guiding documents for each emerging area of work in the Employee Services Department. Although still in development, the strategy will position Edmonton as a leader in advancing the municipal employee experience through an integrated approach to employee services.

This report provides an update on the status of the Employee Services Department and the Integrated Workforce Strategy.

Report

The Employee Services Department was created in 2018 to enable and support the more than 14,000 employees who are transforming the City of Edmonton.

The department organizational design has been determined (Attachment 1) and through a rigorous and competitive process, key department leaders have been hired and are working to create new ways to attract, develop, lead, reward and recognize City employees.

Integrated Workforce Strategy

The 2015 *Corporate Workforce Plan* articulates components of a workforce strategy, but with the establishment of a new department, with a more comprehensive suite of supports and services for employees, a new and interconnected vision document is required.

The Integrated Workforce Strategy will provide clarity on how the City will approach its work, from a systems and strategic perspective, to develop and sustain a healthy and engaged employee experience. It will guide the culture shift at the City and better enable employees to achieve the City's vision and goals.

The Strategy will reflect an integrated approach to employee services, and includes all aspects of the employee experience. It will address how the City attracts employees, recruits with an inclusion lens, onboards and develops employees, promotes and fosters career paths, and rewards and recognizes employees. This shift is foundational to the City's transformation to a modern municipal corporation and will enable responsiveness to increasingly complex work environments.

The Integrated Workforce Strategy will build upon existing work in culture and safety at the City (*Safety Culture Transformation*, 2017, *Culture Blueprint: What We Do Is Who We Are*, *Mental Health and Healthy Living Strategy*, 2018, and *This Is How We Work*, 2019). Attachment 2 outlines the components/frameworks of the Strategy that will guide Administration's work.

The frameworks are being collaboratively developed with all departments, and will incorporate work from the Enterprise Performance Management project. A communication and change management plan will accompany the finalized strategy.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Edmontonians are connected to the city in which they live, work and play			
Outcome(s)	Measure(s)	Result(s)	Target(s)
The City of Edmonton is responsive to increasingly complex work environments. The City of Edmonton workforce is safe and engaged to achieve the City's vision.	To be determined	To be determined	To be determined

Attachments

1. Employee Services Department Model
2. Components of the Integrated Workforce Strategy

Others Reviewing this Report

- R. Kits, Acting Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- R. Smyth, Deputy City Manager, Citizen Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor