

Integrated Workforce Strategy



The purpose of this document is to outline the interrelated components which will comprise our Integrated Workforce Strategy. This strategy will communicate how we will enable an employee experience which is inclusive, dynamic, respectful, and aligned to the vision of our City. It will signal a new way for leadership and guide our actions to attract, develop, lead, reward, and recognize all employees in our modern municipal corporation.

This document is organized into three sections which outline the ***completed, commenced and in progress, and future initiated*** elements of the Strategy. Note that the Integrated Workforce Strategy is an agile document which will be responsive to the evolving needs of our City and, therefore, our City of Edmonton's employees. The purpose of integrating all of the following components into a strategy is to ensure that all of the elements work together to focus on the employee, and result in positive change. Together, these Frameworks will articulate the goals and vision of our future workplace. Our commitment is to ensure the very best employee experience at the City of Edmonton.

The Integrated Workforce Strategy will build the foundational pieces in culture, safety, and the *This is How We Work* project.

COMPLETED INITIATIVES

Culture Blueprint

The blueprint for building organizational culture was released in May 2018. The Culture Blueprint, ***What We Do Is Who We Are*** is the framework which guides how we will work together to achieve Council's vision and serve Edmontonians. With the release of the Culture Blueprint, five cultural commitments were introduced to the organization. To date, 104 actions within the five outcome areas are identified with the intent to evolve our culture. The blueprint is dynamic and continually responds to changing needs and priorities.

Completed: Q2 2018

Mental Health and Healthy Living Strategy

This Strategy is aimed to provide enhanced and targeted programming and resources for employees to improve their physical, mental and emotional health through various employer supported initiatives. A key area of focus of the Strategy is trauma support, which includes enhancements to existing prevention, incident response, and support and reintegration services for employees involved in traumatic incidents. A second key area of focus of the Strategy is the implementation of the Working Minds Training Program throughout the corporation as part of continuously enhancing the suite of mental health services and supports for employees.

Completed: Q4 2018

This is How We Work Program

The *This Is How We Work Project* guided the development of an integrated and informed approach to addressing respectful workplace concerns that promote a culture of safe disclosure and conflict resolution. The project included the development of a new Administrative Directive and Procedure, a Safe Disclosure Office (SDO), communication tools and materials, alternative means to conflict resolution, and a training plan to support adaptation. The City of Edmonton is a leader in the emerging concept of providing a safe, neutral, and confidential space where employees can talk about an incident or report wrongdoing and receive guidance on options for next steps. Since opening on January 28th the SDO has supported over 107 requests. Although the project is now complete, the *This Is How We Work Program* provides momentum for sustaining and building upon this work through existing and new initiatives to enhance our respectful workplace, address respectful workplace concerns, and support an inclusive workplace in which employees are recognized for their unique perspectives and feel a sense of belonging. The *This Is How We Work Program* services the corporation, and provides expert leadership across the spectrum of preventing and addressing harassment and discrimination including: raising awareness through targeted communications, training (Respectful Workplace Training, Implicit Bias Training, Gender-based Analysis Plus (GBA+) Training, etc.), supports and services (the SDO and Workplace Restoration Unit, equity consulting, etc.), and work dedicated to preventing and addressing harassment and discrimination of employees from the public, among other integrated approaches to preventing and addressing respectful workplace concerns.

Completed: Q1 2019

COMMENCED AND IN PROGRESS

The following frameworks are in development and will be implemented in a phased approach to complete the Integrated Workforce Strategy.

Organizational Design Framework (includes Change Leadership)

The Organizational Design Framework will guide the approach and decision rights for our organizational structure and how our structure evolves over time. This will include organizational design standards (spans, layers, and position management), reporting and data analytics for decision making. This Framework outlines the partnering approach between Employee Services and other departments to plan and adapt structures aligned to the services we provide. Last, this Framework will include a change management approach that addresses the practices required for leaders to create positive change when organizational structures evolve.

To Be Completed: Q2 2019

Labour Relations Framework

The Labour Relations Framework will guide the City of Edmonton in developing a fair, consistent and strategic approach to Labour Relations including collective bargaining, collective agreement administration, employment-related policy and program management, contract interpretation, advice on discipline matters and the full range of dispute resolution mechanisms. Equally important, it will help build and maintain relationships with our union stakeholders, our employees, our managers and our leaders.

To Be Completed: Q2 2019

Workplace Restoration Framework

The City takes a restorative approach to addressing conflict in the workplace in order to promote workplace health and productivity. The Workplace Restoration Framework provides an overview of Workplace Restoration as a program led by the Workplace Restoration Unit which offers direct support to employee groups that experience harmful conflict while at work. The Workplace Restoration Unit supports teams that are experiencing significant relationship and trust issues that represent barriers to a healthy and productive experience while at work. This unit represents the City's internal subject matter expertise for restorative work, and conflict resolution.

To Be Completed: Q2 2019

Talent Acquisition Framework

This Talent Acquisition Framework will ensure the City of Edmonton's success to attract the right people, in the right positions, at the right time. Through innovation, partnerships, improved efficiencies and subject matter experts, we will enhance the candidate experience and strive to

attract and onboard an engaged and inclusive workforce. This includes actively striving to remove barriers to employment where they may exist. It will be closely aligned with the Diversity and Inclusion Framework, GBA+, Labour Relations Framework, organizational development and performance, as a part of an overall workforce plan.

To Be Completed: Q3 2019

Employee Engagement Framework

Building from the Culture Blueprint, this framework will be developed and implemented to provide opportunities for leadership to listen to the unique perspectives of employees. The framework will introduce an updated approach to employee surveys across the City that will include pulse surveys with simple survey questions, and an updated biennial survey. The framework will include identifying and tracking opportunities for leaders to engage with employees face to face on a more regular basis; and, will outline leadership's accountability to employee engagement actions that address employee needs at the Corporate, Department and Branch levels through a clearly identified reporting process.

To Be Completed: Q3 2019

Diversity and Inclusion Framework

The Diversity and Inclusion (D&I) Framework will identify goals and actions to develop and maintain an environment in which diversity is valued, and in which there is equitable access to resources and opportunities. It will guide the creation of conditions for employees to feel safe, respected, engaged, and valued for who they are and for their contributions to organizational goals. Initiatives supporting this framework include the corporate D&I Advisory Group and department-level D&I committees, Implicit Bias Training, employee resource networks such as Women@theCity, and expertise in equity, diversity, and inclusion.

To Be Completed: Q4 2019

Gender-based Analysis Plus (GBA+) Framework

The GBA+ Framework will support the City's D&I goals and help us to better meet the needs of diverse individuals and groups, both employees and citizens. GBA+ guides us through a process that identifies ways to be more inclusive in the decisions we make, the programs we develop, the services we implement, and the policies we create. The Framework will guide training and support in applying GBA+ across the organization, including GBA+ Centres of Excellence in each department connected to a cross-department GBA+ Advisory Committee.

To Be Completed: Q4 2019

Learning Framework

The Learning Framework will guide the employee experience as employees develop and evolve their careers with us. This framework will result in a refresh of the "School of Business", and outline our approach to becoming an agile, learning organization. Included will be funding and support for mandatory training, a refresh of the supervisory and leadership development options, outlining our external partnership approach, and ways to engage leaders to coach their employees in identifying learning goals for current and future career development.

To Be Completed: Q4 2019

Career Pathing Framework

Career development opportunities are a core driver to our engaged workforce. The Career Pathing Framework will launch in Q4 2019 and will provide leaders and supervisors with the skills to hold a career conversation at least annually. Additional components of a Career Pathing Framework include a career portal, stores and examples of career opportunities, career mentoring, and overall awareness of the myriad of career options as part of working at the City of Edmonton.

To Be Completed: Q4 2019

Employee Recognition Framework

In 2019, an **Employee Recognition Framework** will be developed as part of our Corporate Engagement priorities. In order to enhance employee engagement and anchor employee behaviours that are aligned to our organization's Cultural Commitments, this framework will provide a model for existing and new employee recognition programs to reflect our Cultural Commitments, effectively recognize our valued employees, and align all current employee recognition programs and services within the organization. Engaging employees in the creation of this framework will be a priority.

To Be Completed: Q4 2019

Leadership Competency Framework

Who is selected to lead, and how we lead are key components to an engaged culture. The Leadership Competency Framework will identify the critical leadership abilities and how they can be developed ranging from the individual contributor to the executive leader stages of a career. The Leadership Competency framework will inform decisions in recruitment and selection, learning and development, succession planning, and engagement because this framework underlies decisions in many parts of our Integrated Workforce Strategy.

To Be Completed: Q4 2019

Succession Planning Framework

The Succession Planning Framework will guide decisions on understanding the current and future capabilities of employees. This process will focus on talent review and development needs, and internal movement or hiring decisions. It will generate cross-department awareness of employees and future planning based on understanding demographics, and assist with planning for attraction and development into key positions within each department. The Succession Planning Framework builds upon the elements in the Leadership Competency Framework.

To Be Completed: Q2 2020

FUTURE INITIATED

Classification System Replacement Project

The Classification System Replacement Project will assess the current state of our classification system and will recommend an improved system to help the City maintain pace with its changing and evolving needs. This will improve equity and consistency in our classification and compensation approaches and will ensure our position classification and job design are aligned to the Organizational Design Framework. Overall, modernizing the classification systems will support the corporation's goal of becoming a nimble modern municipal corporation. It is estimated that this project will require a multi-year implementation as the City migrates to a newly defined and modernized compensation system.

Under review