THE CORPORATION OF THE CITY OF WINDSOR
POLICY

Service Area:	**Office of the City Clerk**	Policy No.:	**HRDEV – POL - 0001**
Department:	**Human Resources**	Approval Date:	**March 23, 2015**
Division:	Organizational Development	Approved By:	**City Council CR61/2015**
		Effective Date:	**March 23, 2015**
Subject:	**LEARNING & ORGANIZATIONAL DEVELOPMENT POLICY**	Procedure Ref.:	
Review Date:	One year after implementation and every five years thereafter or as required.	*Pages:*	Replaces: Learning & Development Policy And the Performance Appraisal & Development Policy and the Report on Succession Planning – A Practical Approach
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1. **POLICY**

    1.1 The Corporation of the City of Windsor (Corporation) recognizes the benefits of Organizational Development as a method to increase an organization's effectiveness and efficiencies. There is a belief that proactive performance management; workforce and succession planning; and learning and development strategies are critical to ensure the Corporation maintains a highly skilled workforce, thus enhancing the delivery of services and programs to our community.

2. **PURPOSE**

    2.1 To establish key principles, goals and objectives related to organizational development, learning and development, performance management, and workforce and succession planning which meets legislative requirements and is aligned with both Windsor's Community Strategic Plan and the Corporate Strategic Plan.

3. **SCOPE**

    3.1 This policy applies to City of Windsor employees, regardless of employment status.

    3.2 This policy applies to individuals inclusive of but not limited to City Council, non-paid placements and volunteers, unless otherwise noted.

4. **RESPONSIBILITY**

    4.1 **The Mayor and City Council** are responsible to Support the Learning and Organizational Development Policy in principle and through the approval of budget dollars allocated towards the implementation of this Policy.

    4.2 **The Chief Administrative Officer (CAO)** is responsible to support the Learning & Organizational Development Policy including: recommending to City Council the necessary budget dollars to carry out the intent of this policy and its

procedures; and resolving/arbitrating issues that may arise from the implementation of this policy and related procedures, as required.

4.3 **Corporate Leadership Team (CLT), Executive Directors, Managers and Supervisors** are responsible to support the Learning and Organizational Development Policy adhering to all goals, objectives, principles and statements as indicated in this document and applicable procedures including: the communication of this policy to staff; facilitating compliance and consistency in its application; and appropriate allocation of budget dollars.

4.4 **Project Managers** are responsible to advise Human Resources of any new corporate systems being implemented that require future training sessions as governed by this policy so as to facilitate consistency in training and the maintenance of records across the Corporation.

4.5 **The Executive Director of Human Resources** is responsible to assess, develop, review, audit, budget, administer, inform and direct matters related to this policy.

4.6 **Employees and other Individuals as identified in Section 3** are responsible to comply with this policy and applicable procedures including demonstrating an active commitment to continuous learning; managing their own career; and participating in the performance management process.

5. **GOVERNING RULES AND REGULATIONS**

5.1 DEFINITIONS

5.1.1 **Learning and Development Opportunities** shall include, but is not limited to, on-the-job training/experience such as coaching, special projects, acting assignments, mentoring, job-shadowing, and external secondments. It also may include more formal learning opportunities such as conferences, e-learning, webinars, formal classroom training, educational assistance, license designation, membership fees, apprenticeship programs, foreign credential assessment, prior learning assessment, and programs specifically designated to target various employee groups such as a management certificate program.

5.1.2 **Corporate Training/Learning & Development Opportunities** refers to development activities and training that is linked to the Corporate Strategic Plan. It is applicable or made available to the majority of individuals throughout the Corporation. Examples of such training include employee orientation, or equity and inclusion training.

5.1.3 **Site/Department Specific Training/Learning & Development Opportunities** refers to training, learning and developmental opportunities that are specific to one or a few departments, not the entire Corporation. It is training that is not regulated in legislation, standards or guidelines from a Corporate perspective. Examples include: waste water treatment programs at the Pollution Control Plant or training on lifts at Huron Lodge.

5.1.4 **Legislated Training/Learning & Development Opportunities** refers to required legislated training for individuals in the workplace. Examples include health & safety and accessibility standards training.

5.1.5 **Individual Training/Learning & Development Opportunities** refers to enhancing individual capabilities, skills and competencies to improve on-the-job-performance and for career development. Examples include lunch & learn sessions and acting assignments.

5.1.6 **Workforce Planning** is a systematic process of analysing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. It encompasses a process to develop talent, is flexible, of a long term nature and involves all positions within an organization. It's a process of ensuring that the "right people are in the right place at the right time" to accomplish the mission and achieve the goals of the organization. It however does not involve cloning or replacement planning.

5.1.7 **Succession Planning** is a strategy within workforce planning that focuses on the development of current employees to assume positions required to support the future continuation and growth of the organization.

5.1.8 **Performance Management** is a system by which an organization evaluates and develops its people's skills, behaviours and individual performance in order to improve organizational performance. It is an ongoing process where the Manager/Supervisor and the employee work together to plan, monitor and review an employee's work objectives, goals and overall contribution to the organization.

5.1.9 **Individual Development Plan** is a personal career plan for each employee. It is prepared by the employee in partnership with his/her supervisor. It outlines what competencies and skills require improvement or further development for either the employee's current position or possible future jobs; what actions need to be taken; and target completion dates. The plan should be achievable, practical and realistic. It is implemented with the approval of the employee's supervisor and accompanies the employee as they transfer from one position to another.

5.2 ORGANIZATIONAL DEVELOPMENT

5.2.1 The Corporation recognizes the objective of organizational development is to improve the Corporation's ability to handle internal and external functioning and relationships such as: interpersonal and group processes; improving communication; more effective decision making processes; improved skill in dealing with destructive conflict; more efficient and effective operational processes; and cooperation amongst employees. All staff shall implement organizational development strategies that make the Corporation more effective.

5.2.2 The Corporation shall establish values that it wants every member of the Corporation to have. Such values, as outlined in the Corporate Strategic Action Plan focus on:

   5.2.2.1 Being professional
   5.2.2.2 Being approachable
   5.2.2.3 Being effective

5.2.3 The Corporation will continue to take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when conducting performance management, and providing career and personal development opportunities to employees.

5.3 *LEARNING AND DEVELOPMENT PROGRAM*

5.3.1 The Corporation embraces the ideals that learning and development make a significant contribution to the Corporation and each employee. It enhances the quality and effectiveness of the organization; provides support, encouragement and motivation to employees; and contributes to the retention of staff.

5.3.2 It is recognized that employee training is the responsibility of the Corporation and its management staff while employee development is a shared responsibility of management and the individual employee.

5.3.3 Management shall provide the right resources and an environment that supports the growth and development needs of the individual employee commencing at the time of hire with orientation training/on boarding until the employee leaves the Corporation.

5.3.4 Learning and development needs shall be addressed by a combination of:

   5.3.4.1 Centrally coordinated programmes managed by the Human Resources Department and intended to develop core values and competencies; support organizational reform; meet legislative requirements; and build and maintain a well rounded dynamic workforce.

   5.3.4.2 Decentralized programmes that are managed by the respective department and are aimed at addressing specific substantive and technical needs specific to departments.

5.3.5 The objectives of the learning and development program are to:

   5.3.5.1 Enable the Corporation to attract, retain, motivate and develop its staff thereby creating a positive work environment and greater staff satisfaction and commitment.

   5.3.5.2 Offer quality workplace education programs.

5.3.5.3 Promote a balanced approach to training and development that will meet the corporate, professional, personal goals and development aspirations of our workforce.

5.3.5.4 Facilitate staff awareness of learning and development opportunities.

5.3.5.5 Offer all employees access to learning and development opportunities in accordance with participation criteria as outlined in applicable procedures. Management shall encourage and provide for the ability of staff to participate as part of the employee's career plan, at both the personal and professional level and related to both the employee's current position and possible future Corporate positions.

5.3.5.6 Deliver learning and development opportunities in a fiscally responsible and timely manner.

5.3.6 Individual Development Plans shall be created by the employee and their supervisor to assist employees with their education, training and development. Plans shall be customized based on the attributes, career aspirations, and performance assessment of the individual employee.

5.3.7 Educational assistance and tuition reimbursement will provide financial assistance to eligible employees as outlined in applicable procedures.

5.3.8 Learning and development initiatives shall be organized both corporately and departmentally in order to meet the following needs:

5.3.8.1 **Orientation (Corporate and Departmental)**
To introduce all new and rehire employees to the City of Windsor, including its strategic plan, structure, work environment and terms and conditions of employment.

5.3.8.2 **Job-Related Training**
To enable employees to maintain their effectiveness and optimal performance in their present position. This includes job/department specific training and corporate training providing core competencies to all staff.

5.3.8.3 **Occupational Health & Safety/Wellness Training**
To ensure employees are aware of and capable of meeting safety standards established in the workplace, and to encourage employees to maintain a healthy lifestyle, inclusive of a respectful workplace.

5.3.8.4 **Developmental Training/Continuous Education**
To improve employee skills, knowledge and core competencies for current and future positions.

5.3.8.5 **Legislative Training**
To sure employees are provided with the training as required by legislation such as AODA (Accessibility for Ontarians Disability Act).

5.3.9 Procedures related to the learning and development program shall be established at both the Corporate and Departmental level that reinforce the principles, statements and objectives of this policy. Procedures shall speak to budget planning and allocation, the registration process, distribution of training, meeting workforce and succession planning initiatives, training methods, and the types of training/development programs offered.

5.4 WORKFORCE PLANNING PROGRAM

5.4.1 The Corporation recognizes the importance of aligning the needs and priorities of the organization with those of its workforce to ensure legislative, regulatory, service, and organizational strategies are met.

5.4.2 An effective, cost efficient workforce plan shall be developed enabling the Corporation to:

5.4.2.1 Align workforce requirements directly to the Corporation's Community Strategic Plan.

5.4.2.2 Capture a comprehensive picture of where gaps and issues exist between the current workforce profile and future workforce requirements.

5.4.2.3 Identify and implement gap reduction strategies.

5.4.2.4 Make decisions pertaining to organizational structure and deployment of the workforce.

5.4.2.5 Identify and overcome internal and external barriers to accomplishing strategic workforce goals.

5.4.2.6 Facilitate succession planning and staff retention strategies.

5.4.2.7 Utilize sufficient budget dollars to fund workforce planning initiatives.

5.4.3 It is recognized that workforce planning is a collaborative effort between Departments and Human Resources. Departments are primarily responsible for identifying and forecasting workforce needs based on their business processes and Human Resources is responsible for providing various tools to facilitate workforce planning initiatives. Such tools may include but are not limited to, organizational charts, staff establishment,

job profiles, recruiting, succession planning, retention strategies and learning and development opportunities.

5.5   SUCCESSION PLANNING PROGRAM

5.5.1   The Corporation recognizes the value of succession planning in order to prevent:

5.5.1.1 A loss of knowledge
5.5.1.2 Interruption of customer service and business continuity
5.5.1.3 Risk of critical error due to lack of experience
5.5.1.4 Adverse staff morale

5.5.2   The Corporation shall maintain a succession planning program that:

5.5.2.1 Uses a simple, practical, expeditious and effective approach that avoids huge costs, excessive analysis and a time-consuming complicated process.

5.5.2.2 Recognizes the value of looking from within the Corporation to develop staff for succession planning purposes.

5.5.2.3 Recognizes that succession planning is for all employees, regardless of status or position.

5.5.2.4 Looks at the gaps in knowledge and skill set of employees and identifies if providing training will close the gap in order for employees to move to different positions.

5.5.2.5 Holds Departments responsible for identifying and planning for staffing needs including succession planning requirements.

5.5.2.6 Holds the employee responsible for identifying, preparing and pursuing career aspirations and personal and professional development.

5.5.2.7 Provides departments and employees with tools to assist in their responsibilities for meeting staffing needs and career aspirations.

5.5.2.8 Utilizes the job evaluation and job posting process to identify competencies and skills required for positions.

5.5.2.9 Provides a full range of staff training and development opportunities.

5.5.2.10 Integrates the Performance Appraisal and Development Plan system as a method to initiate dialogue with employees; capture employees' career goals and aspirations (inclusive of their intention to retire); and identify succession planning initiatives.

5.5.2.11 Uses a longstanding fair, equitable and consistent recruitment process across the organization to fill vacant positions and identify employees who have the potential to advance within the Corporation.

5.5.2.12 Utilizes a mechanism or a method to transfer and retain critical knowledge from predecessor to successor.

5.5.2.13 Uses sufficient budget dollars to fund succession planning initiatives.

5.6 *PERFORMANCE MANAGEMENT PROGRAM*

5.6.1 The Corporation recognizes performance management as an integral part of overall organization management and a vital component of the managerial role.

5.6.2 The key objectives of Performance Management is to:

5.6.2.1 Support the achievements of Windsor's community, corporate, departmental, and divisional strategic goals and priorities.

5.6.2.2 Promote a collaborative effort amongst an employee and their manager/supervisor to establish and communicate clear goals and individual performance expectations.

5.6.2.3 Ensure employees have the on-going feedback they need to improve their job performance and progress in their careers.

5.6.2.4 Measure actual behaviour and results against expectations.

5.6.2.5 Implement best performance management practices by focusing on on-going employee performance improvement, professional and personal development.

5.6.2.6 Recognize that performance appraisal and development planning are important components of employee growth, retention and career planning.

5.6.2.7 Serve as tools for ensuring the Corporation plans its workforce; initiates succession initiatives; and prepares employees for increased responsibility and job satisfaction.

5.6.3 In meeting the objectives of this policy the Corporation shall implement and maintain a well-designed, documented performance management process and procedures that incorporates the following:

5.6.3.1 Ensures and demonstrates objective and fair decision-making regarding compensation (where applicable), advancement, areas for improvement and discussion points.

5.6.3.2 Holds Management staff responsible to provide the necessary information, feedback, encouragement and support to staff throughout the year by promoting participation in the performance management process, including providing on-going guidance, monitoring, recognition, coaching, and maintenance of relevant documentation concerning staff performance management, career and educational goals.

5.6.3.3 All individuals under Section 3.1 shall participate in the Corporation's Performance Management process by having a meaningful, detailed meeting with their direct supervisor at least once a year, preferably on the anniversary date of the employee in the position (unless otherwise specified), to discuss the employee's current job position and job objectives, performance and improving performance, goals and objectives for the upcoming year, and career development. The meeting will be documented using the approved Performance Appraisal and Development Plan form and the documentation will form part of the employee's personnel docket.

6.   RECORDS, FORMS AND ATTACHMENTS

6.1   All documentation related to matters under this policy shall be retained and filed in the Human Resources Department.

6.2.   Records will be retained in accordance with the record retention requirements of the *Municipal Freedom of Information and Protection of Privacy Act* and The City of Windsor's Records Retention Disposal By-Law 21-2013.