



pwc

Retention and

Employee Experience

Roadmap

November 2023

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1. Executive Summary

Executive Summary

The labour market has shifted significantly post-pandemic. Across industries, employee needs have evolved as employees seek greater flexibility, career development opportunities, equitable pay and work-life balance. Understanding the needs of its employees and turning current talent challenges into opportunities will enable the City of Windsor (the City) to gain an edge in the “war for talent”.



Scope

PwC was engaged to help the City **identify activities** to **address and improve employee experience and retention** in the short, medium and long term.

Activities

In order to understand the current employee needs, the engagement team conducted **internal stakeholder interviews** (with Corporate Leadership Team (CLT), Senior Management Team (SMT) and union heads), **focus groups** (front line staff, supervisors and managers) and **a retention and employee experience survey**.

Next, an **environmental scan** was conducted to analyze industry best practices and workshops were facilitated with the Chief Administrative Office (CAO) and Human Resources (HR) Executive Director to **co-create a roadmap** of suggested activities to implement.

Solution

Five **key themes** were identified as areas of opportunity for the City: **Culture and Leadership, Talent and Career Development, Diversity, Equity and Inclusion (DEI), Recognition and Rewards and Workplace Flexibility**. In addition, two enabling factors (HR Processes and Technology) were identified to support the key themes. Each theme was broken down into **actionable initiatives** and an **implementation roadmap** was developed to prioritize these initiatives over the short, medium and long term.

Objectives

The key objective of this engagement is to understand and assess the City's current challenges related to employee experience and to suggest improvements in order for the City to retain its workforce. **This report is a summary of the actionable initiatives and implementation roadmap** (i.e. Focus 2 and 3).

Focus 1

Assess Current State

Conduct a **current state assessment** through focus groups, interviews and a survey to understand employee sentiment and reasons for attrition.

Focus 2

Identify Opportunities

Identify **recommendations** from 2019 findings related to employee experience and retention and any **new activities/initiatives** to **address challenges** from the current state assessment.

Focus 3

Co-create Implementation Roadmap

Co-create a **roadmap** with the **prioritized activities** and understand dependencies and factors to support the implementation of the activities.

2. Approach

Recap of the 2019 Report to Indicate the Baseline

In 2019, the Internal Audit at the City conducted an advisory review of processes pertaining to HR recruiting and retention strategy. To serve as a reference, the engagement team reviewed and validated the 2019 HR Recruiting Processes and Retention Strategy Report to pinpoint recommendations aligning with the current scope of the employee experience and retention project. These recommendations are indicated by a checkmark below, and the corresponding actions are incorporated into the 2023 implementation roadmap. Recommendations without a checkmark fall beyond the scope of this project and will undergo review and consideration through alternate channels (i.e., Recruitment Review).

HR Process and Technology

- Do a cost-benefit analysis (i.e. operational impact of the job vs. waiting several weeks for police check (where the application is not eligible for a waiver)). Define scenarios and strategies where it is beneficial to wait and where absorbing the cost is the efficient choice.
- Explore applicant tracking software that allows uploading of digital versions of certificates required for hiring.

Recognition and Reward

- Investment in employee recognition programs has significant benefits to retention and motivation. The City should revisit its overall budget on this area.
- Recognition programs that are linked to organizational values and talent strategies positively impact retention, employee experience and productivity. They also help with financial goals. This should be evaluated as a long-term strategy.

Talent and Career Development

- Analyze root causes for courses that have long waitlists and if there is a need to offer more of them. This will help enhance employee experience and would make talent development timely and relevant.
- Reposition development plans as a development tool that will help with succession planning and offering growth opportunities to employees.
- Define a framework to capture training needs and align it with business needs.

Workplace Flexibility

- Examine how other Canadian municipal organizations offer flex work and employee discounts. Revisit previous discussions and consider this as a requisite aspect to be addressed in the long term and its impact on attracting future workforce.

Talent Acquisition and Employer Branding

- Employer branding: Increase social media presence on sites like LinkedIn and Glassdoor to attract future workforce.
- Invest in making the Career Page more appealing. Highlight why a candidate should work for the City – it's the 'first point of contact' with future employees.

Five Focus Areas Proposed for Implementation

The key findings report provided a summary of some areas of improvement that impact the City's retention and employee experiences. The following sections in this report outline the recommendations for improving retention and employee experience and an implementation roadmap the City can execute over the short, medium and long term.

Culture and Leadership

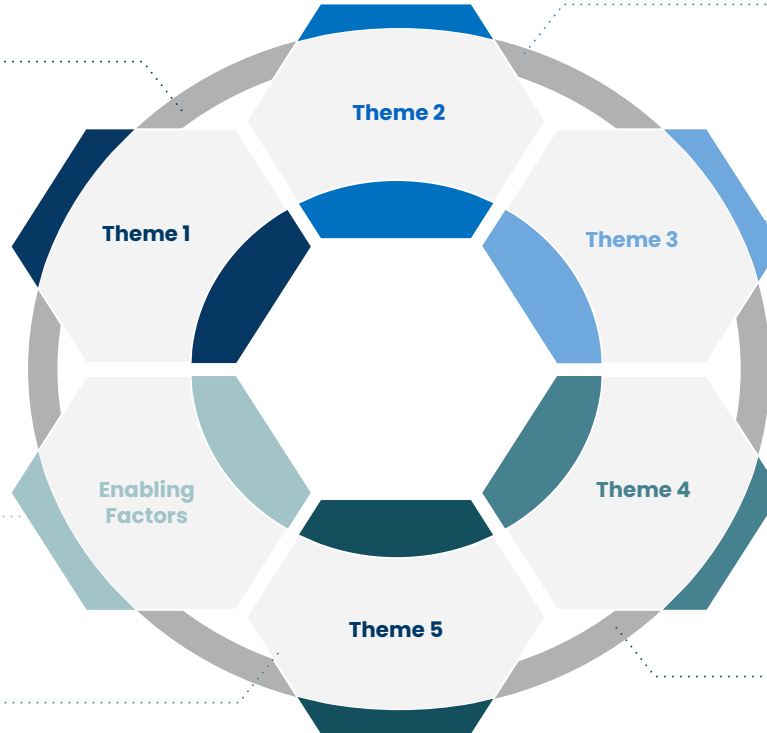
Establish a distinctive organizational culture that serves as the cornerstone of retention and employee experience. Encourage leaders to promote a psychologically safe environment to foster collaboration and innovation and breathe life into the organizational strategy.

HR Process and Technology

Update and optimize technology platforms to streamline HR processes to support focus areas outlined above.

Recognition and Rewards

Provide a holistic set of financial and non-financial rewards to retain the employees.



Diversity, Equity and Inclusion

Continue to create a diverse and an inclusive work environment that minimizes unconscious bias and enables equality of opportunity through fairness and transparency.

Talent and Career Development

Emphasize a skills-first approach that unlocks the full potential of talent by providing upskilling opportunities and new career pathways.

Workplace Flexibility

Expand the hybrid work model and improve implementation to empower employees with the flexibility on when and where they work.










19 Strategic Objectives Were Reviewed to Address Current Gaps

Based on the outputs of the key findings report, 19 strategic objectives across focus areas are recommended to address existing pain points and challenges. Key stakeholders and other considerations have been identified in Section 4 to support the delivery of the objectives.

Culture and Leadership	Objective 1: Foster employee buy-in and understanding of business imperatives through frequent communication	Objective 2: Strengthen the leadership development programme to build motivation, pride, trust and inclusion in employees	Objective 3: Improve the organizational culture
DEI	Objective 4: Strengthen leadership accountability and capabilities for DEI Objective 7: Launch a DEI and psychological safety communication campaign	Objective 5: Disrupt bias in career management by embedding DEI into policies and practices Objective 8: Renew long-term DEI strategy and roadmap for the City	Objective 6: Create openness, drive inclusive behaviours and tackle microaggression
Talent and Career Development	Objective 9: Provide more opportunities in talent and career development	Objective 10: Enhance individual growth through effective career pathways	Objective 11: Embrace and prioritize skills and competencies to enhance internal talent mobility
Workplace Flexibility	Objective 12: Continue to build a future-ready hybrid city	Objective 13: Identify and address root causes of burnout to solve the right problem	Objective 14: Increase employee awareness of available mental health and wellness services through frequent promotion and communication
Rewards and recognition	Objective 15: Embed recognition and celebrating success as part of the culture Objective 18: Leverage employee recognition technology platform to transform the City's people strategy	Objective 16: Establish (or refresh existing) recognition ambassador network Objective 19: Ensure employees fully understand the value of their current total rewards package	Objective 17: Provide training to managers and employees on meaningful recognition

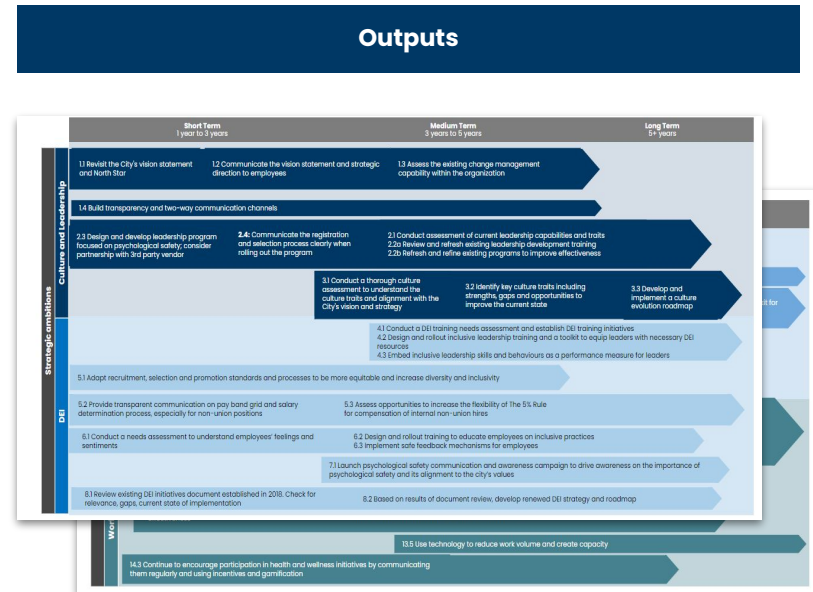
Initiatives Were Evaluated Based on Impact, Complexity and Relativity

A prioritization exercise was completed to identify the timeline and order in which initiatives could be implemented by the City. Factors such as the difficulty level of implementation, level of organizational impact and association with ongoing or other newly proposed initiatives were considered during this exercise.

Factors Considered	
 Effort Level	 Change Management Capability
 Resource Availability	 Subject Matter Expertise
 Financial Constraints	 Union Implications
 Risk Tolerance	 Related Ongoing Initiative
 Decision Making Autonomy	

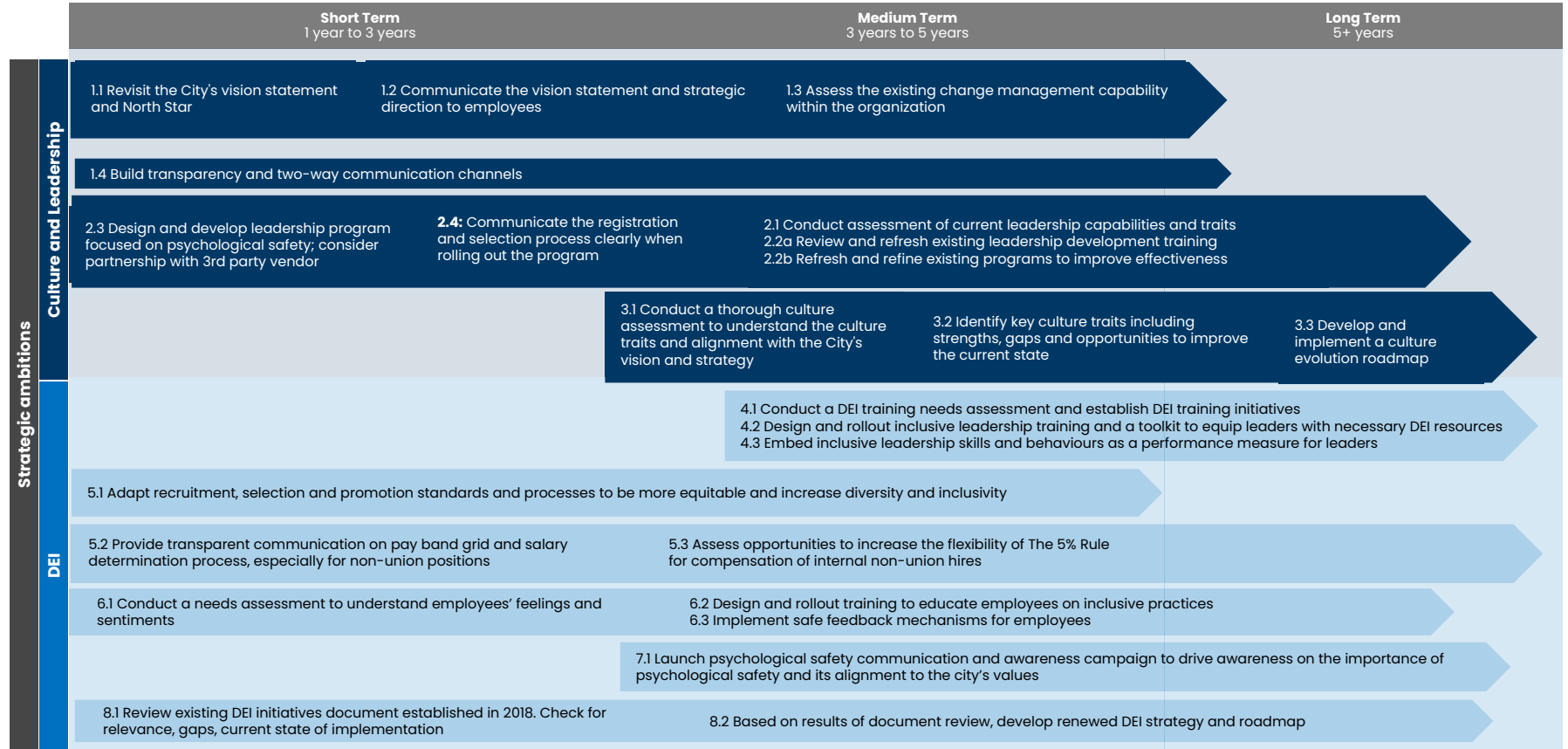
Approach to Implementation Roadmap

To inform the design of the retention and employee experience roadmap, a number of inputs were considered. These inputs ensure the implementation roadmap addresses the retention and employee experience gaps identified during the current state assessment.

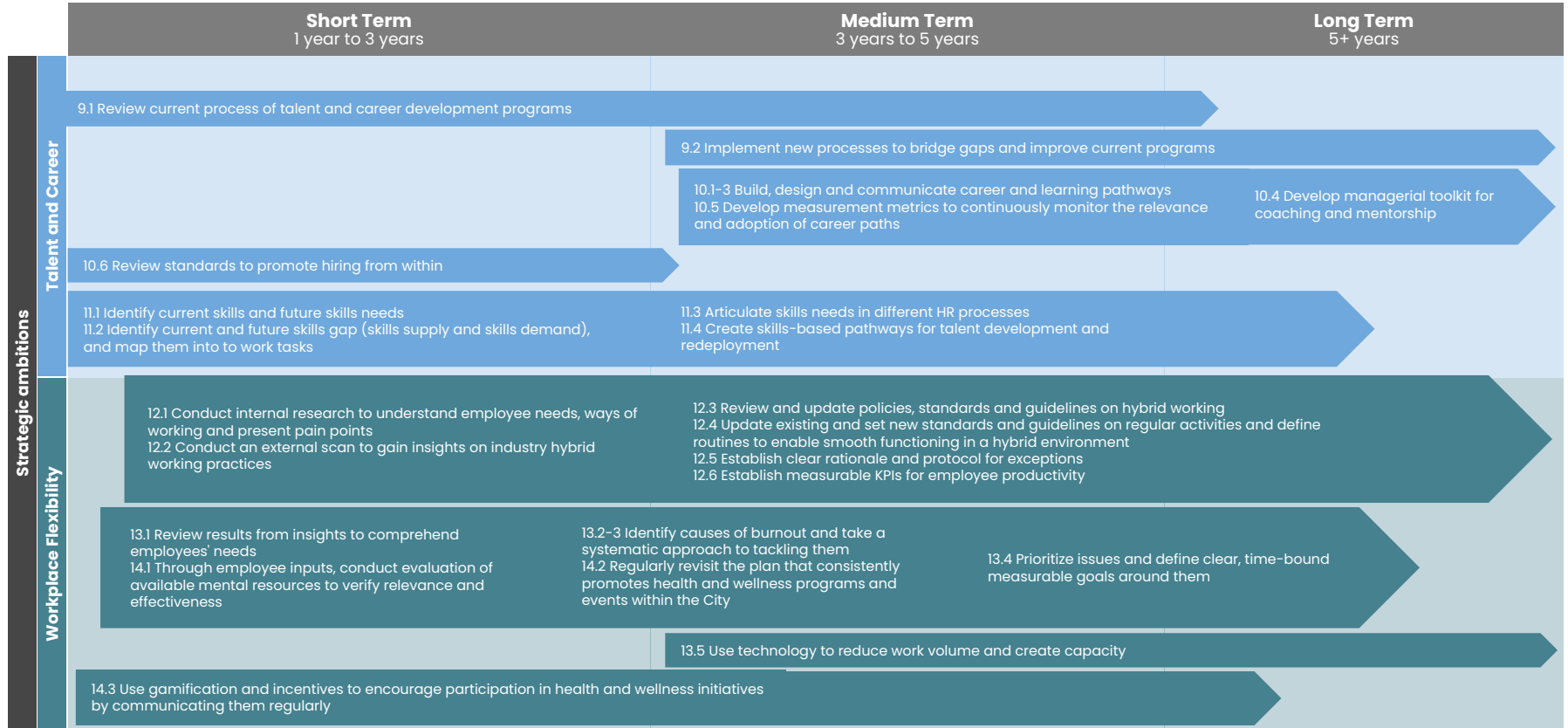


3. Implementation Roadmap

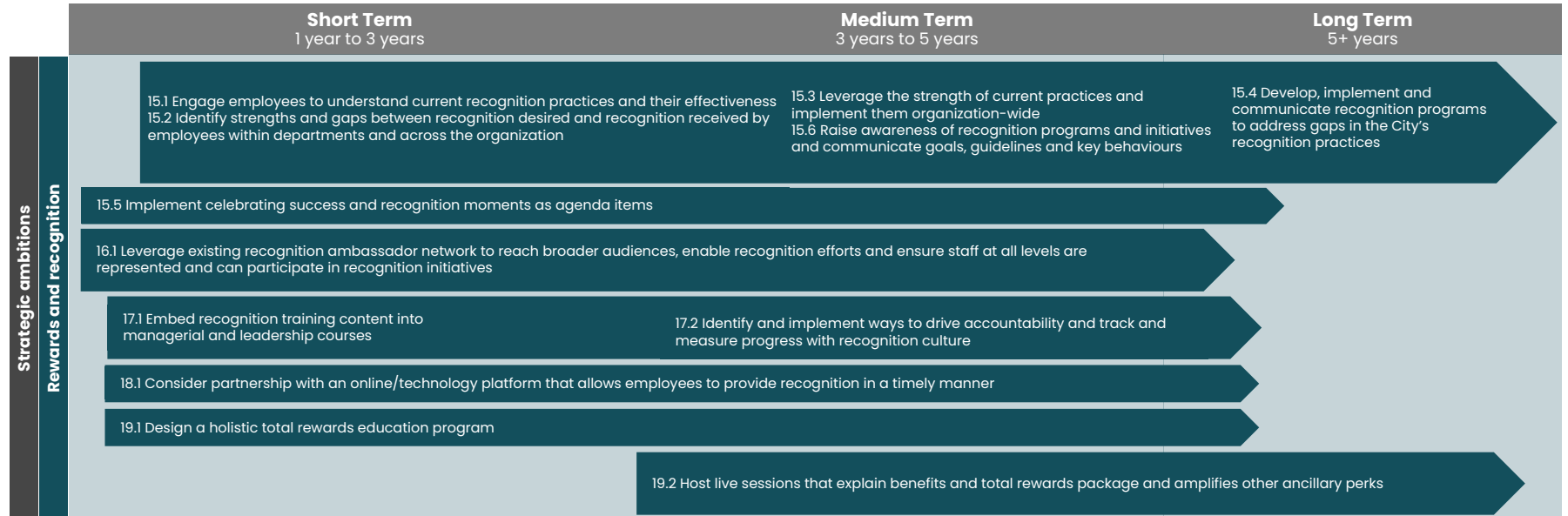
Cluster Roadmap



Cluster roadmap (cont.)




Cluster roadmap (cont.)



4. Detailed Initiatives

Guide to the 'Objective' Pages

Culture and Leadership	DEI	Talent and Career Development	Workplace Flexibility	Rewards and recognition	
Objective <div data-bbox="376 259 672 307" style="background-color: #333; color: white; padding: 5px;"> Top bar shows the key theme with which the objective aligns </div>					
Faster employee buy-in and understanding of business imperatives through frequent communication					
Detailed Activities <div data-bbox="537 478 795 521" style="background-color: #333; color: white; padding: 5px;"> Activities to implement this objective </div>		Dependencies <div data-bbox="923 489 1182 580" style="background-color: #333; color: white; padding: 5px;"> Resources, current initiatives and factors that influence the City's ability to execute the objective </div>		Stakeholders involved <div data-bbox="1309 471 1568 559" style="background-color: #333; color: white; padding: 5px;"> All stakeholders including those who will "own" the implementation process and those impacted </div>	
<p>1.1: Revisit the City's vision statement</p> <ul style="list-style-type: none"> Review the existing vision statement Based on the review, update the vision statement to align with the City's latest strategic objectives <p>1.2: Communicate the refreshed vision statement and strategic direction to employees via different channels (e.g. newsletters, townhall, CAO office email, etc.)</p> <p>1.3: Assess the existing change management capability within the organization (i.e. if there is a resource/office to support change management)</p> <p>1.4: Build transparency and two-way communication channels</p> <ul style="list-style-type: none"> Identify specific gaps in communication and transparency, topics on which staff would like to have more information/regular updates such as: communication on key decisions, feedback regarding actions and ideas, updates on progress for initiatives, etc. Explore and implement various ways to better narrate the stories that need to be better communicated, better understood and appropriated by staff (e.g. strategic decisions, difficult decisions, change management, etc.) – potential to explore requirements and community 		<p>statement</p>		<ul style="list-style-type: none"> Impacted: <ul style="list-style-type: none"> All leaders 	
		Success Metrics <div data-bbox="962 784 1221 853" style="background-color: #333; color: white; padding: 5px;"> Proposed performance indicators to measure progress and effectiveness </div>		Considerations <div data-bbox="1317 784 1568 853" style="background-color: #333; color: white; padding: 5px;"> Factors to consider in the implementation of the objectives </div>	
		<ul style="list-style-type: none"> Proposed performance indicators to measure progress and effectiveness 		<ul style="list-style-type: none"> Factors to consider in the implementation of the objectives 	

The objective is presented in the banner on top

Objective 1

Foster employee buy-in and understanding of business imperatives through frequent communication

Detailed Activities	Dependencies	Stakeholders involved
<p>1.1: Revisit the City's vision statement</p> <ul style="list-style-type: none"> Review the existing vision statement Based on the review, update the vision statement to align with the City's latest strategic objectives <p>1.2: Communicate the refreshed vision statement and strategic direction to employees via different channels (e.g. newsletters, townhall, CAO office email, etc.)</p> <p>1.3: Assess the existing change management capability within the organization (i.e. if there is a resource/office to support change management)</p> <p>1.4: Build transparency and two-way communication channels</p> <ul style="list-style-type: none"> Identify specific gaps in communication and transparency, topics on which staff would like to have more information/regular updates such as: communication on key decisions, feedback regarding actions and ideas, updates on progress for initiatives, etc. Explore and implement various ways to better narrate the stories that need to be better communicated, better understood and appropriated by staff (e.g. strategic decisions, difficult decisions, change management, etc.) - potential to explore requirements and community 	<ul style="list-style-type: none"> Decision to either refresh vision or use existing one lies with city council Alignment with council to establish strategic plan Activity 1.2 dependent on the revision/refresh of the existing vision statement 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> Department heads/SMT responsible for communicating/translating vision and strategic decisions to employees Accountable: <ul style="list-style-type: none"> CLT responsible and accountable for establishing vision and strategic direction and sharing with senior leaders and broader employees Impacted: <ul style="list-style-type: none"> All leaders
	<p style="text-align: center;">Success Metrics</p> <ul style="list-style-type: none"> Increased read-receipts and other social metrics such as likes, shares and comments on content posted on the City's intranet Increased employee participation in providing feedback on ideas and initiatives within the City 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> Currently no organizational change management office/centre of excellence within the City; however, there is an existing facilitating change policy that the City can update and leverage The Communications team will play a vital role in supporting the CLT and other leaders in crafting and sharing key messages around the City's vision

Objective 2

Strengthen leadership development program to build motivation, pride, trust and inclusion in employees

Detailed Activities	Dependencies	Stakeholders involved
<p>2.1: Conduct leadership assessment to evaluate current leadership capabilities and traits and identify improvement opportunities</p> <p>2.2a: Review and assess effectiveness of existing leadership development training (e.g. Management Windsor Certificate, Emerging Leadership Programme, Art of Supervision, etc.) possibly done by defining and measuring intended outcomes, collecting feedback and data collection</p> <p>2.2b: Based on assessment findings (2.1 and 2.2a), refresh and refine existing programs to improve effectiveness</p> <p>2.3: Design and develop leadership program focused on psychological safety; consider partnership with third party vendor</p> <ul style="list-style-type: none"> • Training should enable leaders to practice and embed new ways of working and communication and turn information into new skills and behaviours 	<ul style="list-style-type: none"> • Availability of appropriate tools, resources and technology to support and streamline implementation • 360 degree feedback to support development of leadership capabilities 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders responsible and accountable for engaging an external vendor to support activities (culture assessment to evolution) and advising leadership of culture change outcomes based on data ○ Department heads/SMT responsible and accountable to support activities, model desired behaviours and drive change • Accountable: <ul style="list-style-type: none"> ○ Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors • Impacted: <ul style="list-style-type: none"> ○ All leaders
<p>2.4: Communicate the registration and selection process clearly when rolling out the program</p>	<p>Success Metrics</p> <ul style="list-style-type: none"> • Increase in employee satisfaction and level of participation in leadership training (i.e. number of managers/leaders who complete the training compared to the total number eligible) • Trending increase in positive sentiment (especially in regards to clarity of expectations, effective communication, respect and care) captured through periodic surveys 	<p>Considerations</p> <ul style="list-style-type: none"> • Psychological Health and Safety Plan already underway - opportunity to assess and potentially build on ongoing work • Consider partnership with third party vendor to support the development and delivery of psychological safety leadership program • Consider mandatory and regular leadership training • Ensure selection process for leadership development programs is equitable and followed consistently • Continue to explore various training delivery methods including digital and asynchronous learning

Objective 3

Improve the organizational culture

Detailed Activities	Dependencies	Stakeholders involved		
<p>3.1: Conduct a thorough culture assessment to understand the culture traits and alignment with the City's vision and strategy</p> <ul style="list-style-type: none"> Culture assessment should be done concrete, specific and objective terms through interviews, surveys, focus groups, etc. <p>3.2: Identify key culture traits including strengths, gaps and opportunities to improve the current state</p> <p>3.3: Develop and implement a culture evolution roadmap. Development of roadmap could include the following activities:</p> <ul style="list-style-type: none"> Define cultural aspirations based on strengths, challenges and strategic needs Establish and prioritize "critical few behaviours" to evolve the culture; these behaviours should align to the needs of the City Integrate mechanisms to reinforce and sustain the desired behaviour changes Pilot initiatives within select groups/teams to demonstrate impact Roll out comprehensive culture program with clear, quantifiable measure of success 	<ul style="list-style-type: none"> Clear definition and alignment of the City's North Star and vision, mission and values (VMV) Alignment with council on strategic objectives and direction Interdepartmental alignment on overall company culture 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible and accountable for engaging an external vendor to support activities (culture assessment to evolution) and advising leadership of culture change outcomes based on data Department heads/SMT responsible and accountable to support activities, model desired behaviours and drive change Accountable: <ul style="list-style-type: none"> Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors Impacted: <ul style="list-style-type: none"> All leaders 		
	<th data-bbox="826 672 1238 713">Success Metrics</th> <td data-bbox="1248 663 1850 967"> <th data-bbox="1248 672 1850 713">Considerations</th> </td>	Success Metrics	<th data-bbox="1248 672 1850 713">Considerations</th>	Considerations
	<ul style="list-style-type: none"> Increase in employee satisfaction and retention rate; decrease in employee turnover rate Company culture aligned with VMV statements (according to employee feedback) Change of employees' behaviour (versus baseline behaviours) 	<ul style="list-style-type: none"> Conducted cultural assessments previously in different areas of the organization, but none for the entire corporation - opportunity to align corporate culture across the organization Consider technology to collect and share accurate and timely data when evaluating work behaviour and culture Embed elements of desired culture and promote key behaviour in HR processes and talent management lifecycle (e.g. assessing for desired behaviours during recruitment, incorporating cultural values in performance assessment, delivering training that promotes desired cultural values, etc.) 		

Objective 4

Strengthen leadership accountability and capabilities for DEI

Detailed Activities	Dependencies	Stakeholders involved
<p>4.1: Conduct a DEI training needs assessment and establish DEI training initiatives</p> <ul style="list-style-type: none"> Select a sample group of employees at different levels and in different departments to assess DEI training needs Review existing training available and assess gaps Use information from training needs assessment to establish training plans for DEI training initiatives <p>4.2: Design and rollout inclusive leadership training and toolkit to equip leaders with necessary DEI resources</p> <ul style="list-style-type: none"> Run pilot training with select leaders to gather feedback and revise training as needed Roll-out training and toolkit to all leaders, coupled with communication from CLT on the business imperative of DEI Make training modules mandatory and track participation 	<ul style="list-style-type: none"> Development of clear and detailed criteria for availability of resources needed to conduct training needs assessment and design and rollout inclusive leadership training - may need to engage external consultant To avoid duplicate efforts, activities to implement will be dependent on outcomes from the anti-racism program 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible for conducting training needs assessment, establishing training plans and rolling out training Accountable: <ul style="list-style-type: none"> Department heads/SMT accountable for ensuring all leaders participate in training and behaviours are included as performance factors Impacted: <ul style="list-style-type: none"> All leaders
<p>4.3: Embed inclusive leadership skills and behaviours as a performance measure for leaders</p> <ul style="list-style-type: none"> Define what effective leadership looks like at the City With a clear leadership vision in mind, define the leadership behaviours to strive for Include leadership behaviours as performance factors for all supervisors/managers/leaders 	<p>Success Metrics</p> <ul style="list-style-type: none"> Participation in DEI and Inclusive Leadership training Overall scores in the leadership component of the performance evaluation 	<p>Considerations</p> <ul style="list-style-type: none"> This objective has been identified as a future goal pending the HR Modernization Projects. There is also an anti-racism RFP underway (as of June 2023) which includes other dimensions of diversity, and there is an opportunity to include Activities 4.1 to 4.3 as part of the anti-racism program, which can help address some of the existing DEI challenges as well as bringing DEI to council for budget consideration

Objective 5

Disrupt bias in career management by embedding DEI into policies and practices

Detailed Activities	Dependencies	Stakeholders involved
<p>5.1: Adapt recruitment, selection and promotion standards and processes to be more equitable and increase diversity and inclusivity</p> <ul style="list-style-type: none"> Conduct a comprehensive review of recruitment and promotion processes to identify potential biases and implement leading practices to mitigate them Adapt job descriptions to ensure requirements are not overestimated. Consider adjustments that could be made to criteria when reviewing internal candidate progression (e.g. is a specific designation required or a nice to have?) Mandate recruiters and hiring managers to complete unconscious bias training prior to interviews Provide hiring managers with formal policies and procedures when modifying testing and evaluation questions <p>5.2: Provide transparent communication on pay band grid and salary determination process, especially for non-union positions</p> <ul style="list-style-type: none"> Provide training/education on how the Joint job evaluation (JJE) / non-union job evaluation (NUJE) process works, allocation and meaning of points, salary determination for non-union, etc. Equip leaders with tools and guides to provide feedback to employees on JJE/NUJE evaluation outcome Review JJE/NUJE documents to ensure evaluation criteria are relevant to associated roles and job descriptions <p>5.3: Assess opportunities to increase the flexibility of The 5% Rule for compensation of internal non-union hires</p>	<ul style="list-style-type: none"> Development of clear and detailed criteria for evaluating candidates and crafting job descriptions; include examples of what “poor” and “excellent” look like Communication and education provided to recruiters, hiring managers and department heads on upcoming changes to processes and the importance of the change Development and rollout of unconscious bias training 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible for conducting review of processes (including The 5% Rule) and communicating changes to relevant leaders Accountable: <ul style="list-style-type: none"> Hiring managers accountable for ensuring they follow new processes and complete unconscious bias training CLT and Executive Director (ED) accountable for ensuring that hiring managers adhere to the adapted interview processes and guides CLT accountable for communicating/promoting DEI as a corporate imperative Impacted: <ul style="list-style-type: none"> Leaders, employees, potential candidates
	<p>Success Metrics</p> <ul style="list-style-type: none"> Diversity of candidate pool Diversity of new hires across various dimensions (e.g. ethnicity, ability, gender, etc.) New hire feedback on recruitment and onboarding experience 	<p>Considerations</p> <ul style="list-style-type: none"> Although The 5% Rule for compensating internal hires is the norm at this time, there’s an opportunity to modify the rule to allow for some discretion based on different recruitment scenarios Consider adding flexibility to the process and minimize the risk of losing high-performing employees

Objective 6

Create openness, drive inclusive behaviours and tackle microaggression

Detailed Activities	Dependencies	Stakeholders involved
<p>6.1: Conduct a needs assessment to understand employees' feelings and sentiments</p> <p>6.2: Design and rollout training to educate employees on inclusive practices (i.e. unconscious bias, inclusive behaviours, psychological safety, microaggressions, etc.).</p> <p>6.3: Implement safe feedback mechanisms for employees</p> <ul style="list-style-type: none"> Identify potential situations where there may be a need to provide feedback (e.g. discrimination, harassment, microaggression, preferential treatment, team meetings, etc.) Identify existing structures that may exist for some of these situations and ensure that they are well known or identify ways to better enforce and communicate them, such as code of conduct, harassment/discrimination policy Upskill employees on how to provide and receive positive and constructive feedback (consider any existing organizational resources for this) 	<ul style="list-style-type: none"> To avoid duplicate efforts, activities to implement will be dependent on outcomes of the anti-racism program Assessment of currently available training 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible and accountable for conducting needs assessment and rolling out training Accountable: <ul style="list-style-type: none"> CLT and senior leaders accountable for communicating/promoting DEI as a corporate imperative and modeling inclusive behaviours Impacted: <ul style="list-style-type: none"> All employees
	Success Metrics	Considerations
	<ul style="list-style-type: none"> Number of employees who complete inclusive practices training Utilization of feedback mechanisms by employees 	<ul style="list-style-type: none"> The City currently has training that may address this objective. There's an opportunity to review available training, refine as needed, make it available organization-wide and mandate some or all of the training modules for all employees. Continue to explore various training delivery methods including digital and asynchronous learning Utilize tech-enabled performance management tools to collect and track feedback

Objective 7

Launch a DEI and Psychological Safety communications campaign

Detailed Activities	Dependencies	Stakeholders involved		
<p>7.1: Launch psychological safety communication and awareness campaign to drive awareness on the importance of psychological safety and its alignment to the City's values</p> <ul style="list-style-type: none"> Determine critical elements to include within psychological safety communication campaign Develop communication and materials to share the importance of psychological safety and drive awareness amongst leaders and their teams on the importance and alignment psychological safety has to the City's values Schedule and roll out psychological safety campaign, collect feedback and iterate as needed 	<ul style="list-style-type: none"> To avoid duplicate efforts, implementation of Activity 7.1 will be dependent on outcomes of the anti-racism program (communication and awareness campaign to begin in the medium term) 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible for assessing the need for an external vendor help create the campaign and relevant resources Accountable: <ul style="list-style-type: none"> HR leaders accountable for ensuring the campaign schedule and materials are created and rolled out efficiently CLT accountable for communicating/promoting psychological safety as a corporate imperative Impacted: <ul style="list-style-type: none"> All employees 		
	<th data-bbox="826 699 1234 749">Success Metrics</th> <td data-bbox="1244 683 1850 969"> <th data-bbox="1244 699 1850 749">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 699 1850 749">Considerations</th>	Considerations
	<ul style="list-style-type: none"> Employee engagement with the campaign measured through readership, online interaction with content and intranet read receipts 	<ul style="list-style-type: none"> Anti-racism RFP underway as of June 2023. RFP includes other dimensions of diversity - opportunity to include Activity 7.1 as part of the anti-racism program Currently developing Psychological Hands Utilize digital technology and collaboration platforms (such as MS Teams, Yammer, social intranet platforms) for efficient communication 		

Objective 8

Renew long-term DEI strategy and roadmap for the City

Detailed Activities	Dependencies	Stakeholders involved
<p>8.1: Review existing DEI initiatives document established in 2018. Check for relevance, gaps, current state of implementation</p> <p>8.2: Based on results of document review, develop renewed DEI strategy and roadmap</p> <ul style="list-style-type: none"> • Develop centralized team to act as advisors for DEI • Define governance structure to drive accountability and momentum • Develop DEI strategy and roadmap tasks including ownership and supports for tasks and DEI KPIs • Share DEI vision, strategic ambitions and roadmap with executive leaders and relevant stakeholders to align on their role in elevating DEI • Share vision, strategic ambitions and roadmap with broader leaders and employees in both written and verbal communication channels (i.e. emails, town-halls, all-hands meetings, etc.). Ensure senior leaders are vocal in their support and endorsement of the roadmap 	<ul style="list-style-type: none"> • Availability of resources required to review and implement DEI initiatives 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders responsible for collaborating with relevant stakeholders to review DEI initiatives and current state and to develop renewed DEI strategy • Accountable: <ul style="list-style-type: none"> ○ CLT accountable for defining DEI vision, elevating DEI within the organization and obtaining required approval from city council to implement initiatives • Impacted: <ul style="list-style-type: none"> ○ All employees
	<p style="text-align: center;">Success Metrics</p> <ul style="list-style-type: none"> • Clear and (resources, timeline and budget considered) realistic DEI vision and roadmap created by centralized team • Broader leader and employee buy-in measured through participation count-in channels such as all-hands meetings and town halls 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> • Significant effort was put into the development of the DEI strategy in 2018; a high level review and refresh of existing document can be considered to evaluate relevance in today's context and current status of initiatives

Objective 9

Provide more equitable opportunities in talent and career development

Detailed Activities	Dependencies	Stakeholders involved
<p>9.1: Review current processes for talent and career development programs (i.e, application, selection, registration, enrollment process, etc.) to identify gaps and improve communication and transparency</p> <ul style="list-style-type: none"> • Provide a communication plan for development opportunities to ensure awareness • Identify training needs and assess training delivery methods based on employees' preferences • Clarify the process of application/approval/selection • Investigate current courses that have long waitlists and identify ways to reduce the wait. This would enhance employee experience and make talent development timely and relevant <p>9.2: Implement new processes to bridge the gaps and improve current talent and career development programs</p>	<ul style="list-style-type: none"> • Available resources within HR department to focus on talent and career development related initiatives 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ Department heads/SMT responsible for reviewing talent and career development processes within teams ○ HR leader responsible for communicating and monitoring the initiatives • Accountable: <ul style="list-style-type: none"> ○ Department heads/SMT, HR leaders are accountable for those initiatives • Impacted: <ul style="list-style-type: none"> ○ All employees
	<p>Success Metrics</p> <ul style="list-style-type: none"> • Ratio of staff enrollments compared to the number of staff eligible for development programs 	<p>Considerations</p> <ul style="list-style-type: none"> • HR team is currently considering additional resources in organizational excellence division to focus on training needs and staff development. This implementation is encouraged as it can improve the ease of achieving this objective

Objective 10

Enhance individual growth through effective career pathways

Detailed Activities	Dependencies	Stakeholders involved
<p>10.1: Identify roles that make up career paths by determining the required skills and experiences to succeed</p> <p>10.2: Design career path framework and strategy to update career path</p> <ul style="list-style-type: none"> Develop learning pathways to support the development of career trajectory (incl. training, job shadowing, stretch assignments, etc.) Align and document various perspectives on advancement paths that allow for growth within a business function Balance career paths so they create the right mix of breadth and depth to create both “athletes” and “subject matter specialists” <p>10.3: Communicate career paths to employees and managers to boost transparency</p> <p>10.4: Develop managerial toolkit for coaching and mentorship to equip managers and employees to have meaningful and business-aligned career conversations</p> <ul style="list-style-type: none"> Communicate effectively with managers to drive buy-in and use of toolkit <p>10.5: Develop measurement metrics to continuously monitor the relevance and adoption of career paths</p> <p>10.6: Review standards to promote internal hiring without compromising DEI goals</p> <ul style="list-style-type: none"> Conduct a comprehensive review of the career development, performance management, promotion and succession planning processes to identify potential improvement opportunities Examples of changes include: increasing transparency and communication of internal projects and skills development opportunities; increasing access to upskilling/reskilling opportunities; evaluating internal and external candidates using a standardized process; offering feedback and coaching to employees interested in internal roles 	<ul style="list-style-type: none"> Identification of skills and experiences needed for success in different roles Availability of learning opportunities and experiences to enable career moves 10.4 is dependent on the ability of employees and their leaders to formally record/track career conversations during performance appraisal and throughout the year 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible and accountable for engaging an external vendor to support activities HR leaders responsible and accountable for all communication Accountable: <ul style="list-style-type: none"> HR leaders to own career pathways and initiative and review of promotion standards with sponsorship and support from CLT SMT Impacted: <ul style="list-style-type: none"> All employees
	<h3 data-bbox="954 707 1108 727">Success Metrics</h3> <ul style="list-style-type: none"> Adoption of career paths Internal mobility, employee engagement and retention rate Reduction in gap between employees' career goals/objectives and their achievements 	<h3 data-bbox="1476 707 1630 727">Considerations</h3> <ul style="list-style-type: none"> Consider focusing on vertical and lateral opportunities for progress for employees, understanding the skills and experiences necessary to succeed in each role Consider implementing program in phases beginning with a pilot in select department(s) Leveraging technology, review existing HR processes to ensure fairness and drive equity

Objective 11

Embrace and prioritize skills and competencies to enhance internal talent mobility

Detailed Activities	Dependencies	Stakeholders involved		
<p>11.1: Identify current skills and future skills needs</p> <p>11.2: Identify current and future skills gap (skills supply and skills demand) and map them onto work tasks</p> <p>11.3: Articulate skills needs in different HR processes (i.e. job descriptions in recruitment, skills requirements in succession planning and performance management)</p> <p>11.4: Create skills-based pathways for talent development and redeployment</p>	<ul style="list-style-type: none"> • Availability of technology platform and IT resources to support organizational-wide skills assessment • For critical roles that are hard to attract and retain (i.e. skilled trades labour), further explore future in-demand skills in skilled trades and collaborating with high school/post secondary institutions to develop trades designation pathway for apprenticeship programs 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ Department heads/SMT responsible for identifying skills needs and gaps and supporting skills-based pathways ○ HR leaders responsible for embedding skills needs in HR processes • Accountable: <ul style="list-style-type: none"> ○ HR leaders to own process for skills-based pathways and internal mobility with sponsorship from CLT • Impacted: <ul style="list-style-type: none"> ○ All employees 		
	<th data-bbox="828 692 1238 740">Success Metrics</th> <td data-bbox="1248 681 1850 971"> <th data-bbox="1248 692 1850 740">Considerations</th> </td>	Success Metrics	<th data-bbox="1248 692 1850 740">Considerations</th>	Considerations
<ul style="list-style-type: none"> • Increase in upskilled and qualified internal candidates for job postings • Recognize opportunity in hiring candidates who possess necessary skills for a position when available 	<ul style="list-style-type: none"> • Consider third-party partnership with technology vendor to support the enablement of skills assessment and upskilling initiatives • Consider potential mitigation and communication strategies when implementing in a unionized environment 			

Objective 12

Continue to build a future-ready hybrid city

Detailed Activities	Dependencies	Stakeholders involved		
<p>12.1: Conduct internal research (i.e. focus groups, surveys, etc.) to understand employee needs, ways of working and present pain points</p> <p>12.2: Conduct an external scan to gain insights on industry hybrid working practices</p> <p>12.3: Review and update policies, standards and guidelines on hybrid working (i.e. Disconnecting from Work - Wellness Strategies)</p> <p>12.4: Update existing and set new standards and guidelines (such as the Disconnecting from Work Guidelines) on regular activities (virtual communication, working hours and availability, etc.) and define routines (daily huddles, weekly team meetings, etc.) to enable smooth functioning in a hybrid environment</p> <p>12.5: Establish clear rationale and protocol for exceptions</p> <p>12.6: Establish measurable KPIs for employee productivity</p>	<ul style="list-style-type: none"> Approval of hybrid work by City Council 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> Department heads/SMT responsible for identifying employee KPIs and implementing hybrid working policies and guidelines to improve employee experience Accountable: <ul style="list-style-type: none"> HR leaders accountable for all hybrid working policies and processes Impacted: <ul style="list-style-type: none"> All employees 		
	<th data-bbox="828 689 1234 738">Success Metrics</th> <td data-bbox="1244 681 1852 971"> <th data-bbox="1244 689 1852 738">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 689 1852 738">Considerations</th>	Considerations
	<ul style="list-style-type: none"> Clear organization-wide guidelines and protocols set for hybrid work within the City 	<ul style="list-style-type: none"> Need to understand the impact of current hybrid policy to employee productivity and effectiveness before additional workplace flexibility (hybrid working) changes can be implemented (i.e. leveraging technology to analyze employee productivity) Amending policies is a long process; therefore some topics (e.g. Disconnect from Work) are shared as procedures (versus policies) 		

Objective 13

Identify and address root causes of burnout to solve the right problem

Detailed Activities	Dependencies	Stakeholders involved
<p>13.1: Review results from pulse checks, surveys and Employee and Family Assistance Program (EFAP) and Greenshield insights to understand employees' needs</p> <p>13.2: Based on the review in 13.1, identify root causes of burnout among employees (e.g. toxic work behaviour, workload issue, process inefficiencies, values, reward, control, fairness, community, etc.)</p> <p>13.3: Take a systematic approach to tackle the root causes of burnout among employees (e.g. improve imbalances between job demands and job resources, address toxic work behaviour, provide psychological safety, create inclusive work environment, enable individual growth opportunities, promote sustainable work, hold leadership accountable, serve employees' needs)</p> <p>13.4: Prioritize issues and define clear, time-bound measurable goals around them—with a standardized measure of burnout being given equal importance to other key performance metrics such as financial metrics, safety/quality, employee turnover and customer satisfaction</p> <p>13.5: Explore opportunities to use technology to reduce work volume, create capacity and lead the employee experience</p>	<ul style="list-style-type: none"> • Availability of results/data listed in Activity 13.1 • Availability of resources to conduct deep dive into employee needs and uncover root causes of burnout 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders responsible for implementing activities to address objectives in collaboration with relevant stakeholders and vendors • Accountable: <ul style="list-style-type: none"> ○ HR leaders with support/sponsorship from CLT • Impacted: <ul style="list-style-type: none"> ○ All employees
	Success Metrics	Considerations
	<ul style="list-style-type: none"> • Reduced levels of stress-induced burnout as reported by employees through wellness surveys, pulse checks, one on one check ins, feedback channels, and through EFAP and Greenshield insights • Adoption of technology introduced to increase efficiency and reduce work volume • Employee engagement rate (i.e. Employee Net Promoter Score - eNPS) 	<ul style="list-style-type: none"> • Achieving this objective goes beyond implementing wellness programs and providing employees with coping mechanisms. The City should consider seeking out the root causes and drivers of work-related stress and burnout among employees and addressing them • Health and wellness resources and dashboard presently exist and can be leveraged to communicate existing programs • Currently circulating an RFP in support of the Peer Support program

Objective 14

Increase employee awareness of available mental health and wellness services through frequent promotion and communication

Detailed Activities	Dependencies	Stakeholders involved		
<p>14.1: Through employee inputs, conduct evaluation of available mental resources to verify relevance and effectiveness of current health and wellness services</p> <p>14.2: Regularly revisit the plan that consistently promotes health and wellness programs (e.g. EAP/EFAP program, Extended Benefits) and events within the City, incorporating insights from pulse checks and surveys</p> <p>14.3: Integrate the use of gamification and incentives (e.g. additional paid day(s) off, etc.) to encourage participation in health and wellness initiatives, which are regularly communicated (e.g. via email communications from the CAO's office)</p>	<ul style="list-style-type: none"> • Availability of mental health and wellness resources and data • A Wellness Committee that is well represented across the organization to collect feedback and thoughts 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders, in collaboration with Wellness Committee, responsible for increasing awareness • Accountable: <ul style="list-style-type: none"> ○ HR leaders with support and messaging from CLT and senior leaders • Impacted: <ul style="list-style-type: none"> ○ All employees 		
	<th data-bbox="826 727 1234 776">Success Metrics</th> <td data-bbox="1244 720 1850 969"> <th data-bbox="1244 727 1850 776">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 727 1850 776">Considerations</th>	Considerations
<ul style="list-style-type: none"> • Employee interaction with newsletters, meetings and other avenues through which the City aims to promote health and wellness programs • Employee participation in health and wellness initiatives 	<ul style="list-style-type: none"> • Consider having wellness ambassadors - employees at different levels and in different departments to help spread the word as wellness champions and build excitement around wellness initiatives • RFP presently (as of August 2023) being circulated for a Peer Support Program 			

Objective 15

Embed recognition and celebrating success as the part of the City's culture

Detailed Activities	Dependencies	Stakeholders involved
<p>15.1: Engage employees (e.g. through surveys, focus groups and interviews) across the City to understand current recognition practices and assess the effectiveness</p> <p>15.2: Identify strengths and gaps between recognition desired and recognition received by employees within departments and across the organization</p> <p>15.3: Leverage existing strengths and amplify/implement them across the organization to reach the desired recognition culture</p> <p>15.4: Develop and implement program to address gaps in recognition practices aligned to the city's goals and employee preferences</p> <ul style="list-style-type: none"> Consider both a top-down approach (leadership role modelling) and a bottom-up approach (front-line motivators) to address the gaps and make the changes stick <p>15.5: Implement celebrating success and recognition moments as agenda items for meetings, town halls, employee communications, etc. Successes and recognitions can be shared by employees (peer-to-peer) and do not always need to be shared by the leader</p> <p>15.6: Bring employees' awareness to the recognition program and initiatives and communicate the goals, guidelines and key behaviours by leveraging communications through key channels and engagement</p>	<ul style="list-style-type: none"> STAR committee to be continuously involved in promoting recognition initiatives Funding support from the council if providing monetary rewards 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders and STAR committee responsible for engaging employees, developing recognition program and all associated communications STAR committee and department heads to identify existing recognition practices to amplify Accountable: <ul style="list-style-type: none"> Department heads/SMT accountable for modelling and driving behaviour around celebrating success and recognition moments HR/STAR committee (with support from departments heads and CLT) to drive recognition culture Impacted: <ul style="list-style-type: none"> All employees
	Success Metrics	Considerations
<ul style="list-style-type: none"> Employee response and participation rates in surveys, focus groups, etc. regarding recognition at the City Frequency of utilization of various recognition platforms and avenues 	<ul style="list-style-type: none"> Employees are concerned about providing recognition to employees outside of immediate team; providing a safe environment for recognition and articulation of the need by senior leadership is critical to success To implement 15.3 as a quick win, existing positive recognition practices within some departments can be socialized with others departments 	

Objective 16

Establish (or refresh existing) recognition ambassador network

Detailed Activities	Dependencies	Stakeholders involved		
<p>16.1: Leverage existing recognition ambassador network to reach broader audiences, enable recognition efforts and ensure staff at all levels are represented and can participate in recognition initiatives</p>	<ul style="list-style-type: none"> • Funding support from the Council for financial reward • Senior leadership support and sponsorship to acknowledge the importance of non-financial rewards; these are more effective for long-term motivation, act as social reinforcement of desired behavior and have a more significant impact on performance than financial rewards 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ STAR Committee responsible for reaching out to broader audience across the organization, promoting recognition initiatives to enhance visibility • Accountable: <ul style="list-style-type: none"> ○ HR leaders, STAR Committee accountable for employee recognition programs • Impacted: <ul style="list-style-type: none"> ○ All employees 		
	<th data-bbox="826 702 1232 751">Success Metrics</th> <td data-bbox="1244 696 1845 971"> <th data-bbox="1244 702 1845 751">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 702 1845 751">Considerations</th>	Considerations
	<ul style="list-style-type: none"> • Increased staff participation in recognition initiatives 	<ul style="list-style-type: none"> • Continue to leverage the existing STAR committee for recognition initiatives targeting a wider range of representatives across the organization (including Local 82 members who are providing recognition to the majority of field workers) • Consider promoting more non-financial rewards and “in the moment” rewards as means of increasing social value 		

Objective 17

Provide training to managers and employees on meaningful recognition

Detailed Activities	Dependencies	Stakeholders involved
<p>17.1: Include recognition training content in managerial and leadership courses to build awareness on how to embed recognition in the organizational culture. This may include topics such as:</p> <ul style="list-style-type: none"> • What is recognition, and why is it important? • Difference between formal and informal recognition • When and how to recognize others • Key principles of sustainable recognition such as sincerity, timeliness of recognition and specificity of recognition to the recipient • How to be a recognition ambassador and further drive a culture of recognition throughout the City <p>17.2: Identify and implement ways to drive accountability, track and measure progress with recognition culture (this activity can be included as part of Activity 15.4)</p>	<ul style="list-style-type: none"> • Availability of recognition-related best practices and content for HR leaders to embed into existing managerial and leadership training courses 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders responsible and accountable for adding recognition training content to existing courses • Accountable: <ul style="list-style-type: none"> ○ HR leaders ○ CLT to own and model recognition culture • Impacted: <ul style="list-style-type: none"> ○ Employees enrolled in courses
	<p>Success Metrics</p> <ul style="list-style-type: none"> • Increase in the frequency of formal and informal top-down (i.e. managers/leaders to broader employees) recognition across various platforms and avenues 	<p>Considerations</p> <ul style="list-style-type: none"> • Explore recognition-related best practices and content; tailor and incorporate them into existing managerial and leadership courses • Coach and empower leaders through recognition training and guidelines in order to empower them to recognize their team members on a frequent, consistent and meaningful way

Objective 18

Leverage employee recognition technology platforms to transform the City's people strategy

Detailed Activities	Dependencies	Stakeholders involved		
<p>18.1: Consider partnership with an online/technology platform that allows employees to provide recognition in a timely manner.</p> <ul style="list-style-type: none"> Consider a platform that has the option to send recognition publicly or privately to better cater to the preference of the recipient This platform can include gamification and flexible redemptions, which can positively influence the adoption of recognition behaviours and thus enhance employee experience 	<ul style="list-style-type: none"> Level of maturity of existing recognition culture within the organization Depending on the choice of technology, may require support from external vendor/contractor to enable the recognition transformation Funding approval 	<ul style="list-style-type: none"> Responsible: <ul style="list-style-type: none"> HR leaders responsible for selection of technology platform and consulting with external vendor if required Accountable: <ul style="list-style-type: none"> HR leaders with sponsorship from CLT Impacted: <ul style="list-style-type: none"> All employees 		
	<th data-bbox="826 701 1234 748">Success Metrics</th> <td data-bbox="1244 697 1848 968"> <th data-bbox="1244 701 1848 748">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 701 1848 748">Considerations</th>	Considerations
	<ul style="list-style-type: none"> Adoption/utilization of the online platform 	<ul style="list-style-type: none"> Currently not a priority due to budget constraints; potentially a long-term sustainment strategy for the City to consider once the organization improves its current recognition culture and practices The adoption of the employee recognition platform can help enable the long-term sustainability and support timely and effective recognition 		

Objective 19

Ensure employees fully understand the value of their current total rewards package

Detailed Activities	Dependencies	Stakeholders involved		
<p>19.1: Design a holistic total rewards education program that may include:</p> <ul style="list-style-type: none"> • 1:1 or group sessions with financial coaches knowledgeable of the City's total rewards • On-demand resources webinars, short videos, FAQs • Integrated microsite with links to various resources • Coordination with other benefit vendors <p>19.2: Host live sessions that explain benefits and total rewards package (compensation, retirement benefits, health insurance) and amplify other ancillary perks provided by the City</p>	<ul style="list-style-type: none"> • Availability of resources (in-house or external) to deliver the initiative • Frequent and clear communication from the HR department to indicate the need and benefits of attending the session 	<ul style="list-style-type: none"> • Responsible: <ul style="list-style-type: none"> ○ HR leaders responsible for implementing activities • Accountable: <ul style="list-style-type: none"> ○ HR leaders accountable for effectively communicating the value of City's total rewards ○ CAO/CLT are also responsible for supporting this communication • Impacted: <ul style="list-style-type: none"> ○ All employees 		
	<th data-bbox="826 704 1234 756">Success Metrics</th> <td data-bbox="1244 698 1850 972"> <th data-bbox="1244 704 1850 756">Considerations</th> </td>	Success Metrics	<th data-bbox="1244 704 1850 756">Considerations</th>	Considerations
	<ul style="list-style-type: none"> • Employee interaction with education program elements (e.g. microsite, on-demand webinars, etc.) and attendance of live information sessions 	<ul style="list-style-type: none"> • Information presently exists via My Info Intranet page, but further improvements can be done to enhance information accessibility and navigation of the portal (e.g. through FAQs) 		

5. Appendix

Acronyms

Below is the list of acronyms used in this document:

CAO	Chief Administrative Office
CLT	Corporate Leadership Team
DEI	Diversity, Equity and Inclusion
EAP	Employee Assistance Program
ED	Executive Director
EFAP	Employee and Family Assistance Program
eNPS	Employee Net Promoter Score – <i>a metric used to measure employee engagement and loyalty and assess the overall employee experience. It is derived through a survey question that asks employees how likely they are to recommend their organization as a place to work</i>
HR	Human Resources
JJE	Joint Job Evaluation
NUJE	Non-Union Job Evaluation
SMT	Senior Management Team
VMV	Vision, Mission and Values

Definitions

Below is the list of defined terms used in this document:

360 degree feedback	Also known as multi-source or multi-rater feedback assessment, this method allows individuals to comprehend their personal strengths and weaknesses by utilizing the constructive feedback from others who work with them the most (i.e. supervisors, colleagues, direct reports, customers, and vendors)
People Strategy	A comprehensive plan or approach that outlines how an organization attracts, manages, develops, supports, and retains its workforce to achieve its goals and objectives
Psychological Safety	An environment or setting where individuals feel comfortable, accepted, and empowered to express themselves, take risks, and contribute without fear of negative consequences
Microaggression	A subtle, often unintentional, comment, action, or behavior that communicates derogatory or negative attitudes toward individuals based on their marginalized or underrepresented identity characteristics
North Star	Represents the overarching, aspirational goal or guiding principle that aligns and directs the organization's strategy and decisions towards its ultimate vision and purpose

Our Services were performed and this Report was developed in accordance with our engagement letter dated March 6, 2023 and are subject to the terms and conditions included therein. Our role is advisory only. The Corporation of City of Windsor is responsible for all management functions and decisions relating to this engagement, including establishing and maintaining internal controls, evaluating and accepting the adequacy of the scope of the Services in addressing The Corporation of City of Windsor needs and making decisions regarding whether to proceed with recommendations. The Corporation of City of Windsor is also responsible for the results achieved from using the Services or deliverables.

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