

Re: EMPLOYEE TRAINING AND DEVELOPMENT

At the Council meeting of November 22, 1976 an enquiry was made regarding the Transactional Analysis (TA) training in which the senior staff took part earlier this year. While that particular question was answered, your Manager feels that this is an appropriate time to give Council a review of training activities in the Corporation over the past year and a summary of what is intended for 1977.

Projects undertaken in 1976 can be split into two general groups; those related to installation of the new compensation system for senior staff and those related to general supervisory and technical training.

As Council is aware, the installation of the new merit salary plan for senior staff implied a change in management philosophy for the organization. Individuals are now to be held accountable for their performance and their progress would be assessed periodically by their superior. To aid us in the transition to this system, workshops were held with the Department Heads to expose them to "Accountability Management" which is similar in nature to M.B.O. and other recent techniques.

Use of techniques like this, developed in private industry, is difficult in a government situation. However, we do feel that they should be applied as widely as possible and that, with some modifications, they can be used to more thoroughly assess the effectiveness and efficiency of individuals and of programs.

Attached to members' of Council copies of the agenda is a copy of the "Accountability Management" workbook which was used in the sessions with the Department Heads.

Related to this program were the T.A. workshops which were designed to improve inter-personal communication skills. These workshops were of greater assistance to some staff members than others, and for a multitude of reasons the sessions were shortened over those originally planned.

The other area where it was felt training was required was in the field of general supervisory skills. In the past few years, Burnaby has had a large number of new supervisors and, as war veterans and others reach retirement, this trend will continue over the next few years. To meet this problem, a three day "Supervision I" workshop was developed and conducted by our own staff. About 150 supervisory personnel have attended this workshop which is designed specifically to meet the needs of supervisors in a municipal organization.

It is, perhaps, a trite statement to say that the most valuable resource in an organization is its people. However, in a municipal organization, we are labour intensive and most of our operating budget is salaries. If we are to have any hope of keeping our costs under reasonable control and still deliver services effectively, we must depend on an experienced, knowledgeable and dedicated staff.

In the coming year, we will continue to expand and modify the "Accountability Management" system so that it can become an integral part of our planning and management process. This will be done with our own staff.

We will continue to run the Supervision I workshop periodically for new supervisors and for employees who might seek promotion to supervisory jobs. We also propose to initiate a Supervision II level workshop to concentrate on management techniques in more depth with more experienced supervisors.

This is for the information of Council.

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