

ITEM	14
MANAGER'S REPORT NO.	35
COUNCIL MEETING	1981 07 27

148

REPORT

The implementation of this Policy will ensure that employees have the opportunity to use initiative and self-development to prepare for promotion. It will also ensure that all management and supervisory staff give emphasis to training and development of employees, and succession planning, as a major accountability of their positions. This emphasis has been vague and inconsistent in past years.

During the past several years, it has become evident that greater emphasis should be given to training and development and succession planning to fill anticipated vacancies in the organization. This is not only evident with respect to senior positions, but also with positions at other levels in the organization where organization experience and knowledge are essential for successful performance and effectiveness. It is also recognized that advance planning for employee training, development and promotion will capitalize on employee initiative, improve morale and reduce turnover.

A Steering Committee on training and development composed of three Department Heads, the Deputy Municipal Engineer, and several Superintendents have been developing a proposed Policy and Procedure which gives increased emphasis to manpower planning and promotion from within the organization. The recommended Policy reflects the outcome of several meetings of the Steering Committee, reviews by the Municipal Manager, and discussion and ratification by a meeting of the Department Heads on 1981 July 15. It was felt desirable by the Municipal Manager and the Department Heads that the Policy portion have the endorsement of Municipal Council.

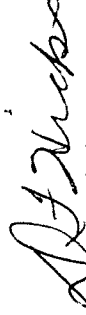
Council adopted a policy on Hiring and Promotion in 1977 November (see Attachment "A"). The main features of that policy are reflected in Section 1.1 of the policy statement in Attachment "B" headed "Hiring and Promotion". Thus, the 1977 policy can be rescinded.

Section 1.2 of the policy statement recommended for Council's adoption headed "Employee Development and Succession Planning Policy" provides a balanced emphasis on employee training and development and promotion from within the organization.

Section 2 of the report headed "Administration" deals with the implementation of the Manpower Planning and Development policies, under the general direction of the Municipal Manager. This is included for information purposes only.

DFH:mg

Attach.


D. F. Hicks
PERSONNEL DIRECTOR

ITEM	14
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Policy No. 195
11/77

THE CORPORATION OF THE DISTRICT OF BURNABY

HIRING AND PROMOTION POLICY

Appointments to positions within the Municipal service shall be based on the principle of ability and competence, having regard to the nature, scope, duties and responsibilities of the positions to be filled and the prescribed standards of education, skill, knowledge, ability and experience.

In all cases of vacant established positions, competitions shall be conducted, including appropriate postings and advertising, in order to attract qualified applicants.

Applicants will be given consideration based on the principle of equal opportunity without regard of age, sex, race, colour, religion, marital status, ancestry, place of origin, political belief or any other reason or factor not related to the required qualifications. There shall be no preferential treatment in the hiring or promotional competitions due to influence or partiality exercised by any person, and in all such decisions the candidate with the greatest skill, knowledge and ability shall be selected.

When several qualified candidates, including one or more permanent employees of the Corporation, have equal qualifications, the length of service of the qualified in-service candidate shall be the determining factor.

The Corporation shall make every effort to identify and make known the qualifications which are required for every position. It shall normally be the responsibility of all applicants to have obtained in advance such qualifications as may be required for any position. The Corporation recognizes its responsibility to assist current employees in this endeavour and may provide various forms of assistance as provided in the Employee Development Policy.

In the event that any wording of this policy is found to be in conflict with a collective agreement between the Corporation and one of its respective unions, the wording of that collective agreement shall take precedence.

Adopted by Council
November 28, 1977.

MANPOWER PLANNING AND DEVELOPMENT

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1.0 MANPOWER PLANNING AND DEVELOPMENT POLICY1.1 Hiring and Promotion Policy

Appointments to positions within the Municipal service shall be based on the principle of ability and competence, having regard to the nature, scope, duties and responsibilities of the positions to be filled and the prescribed standards of education, skill, knowledge, ability and experience.

In all cases of vacant established positions, competitions shall be conducted, including internal postings, and external advertising where appropriate, in order to attract qualified applicants.

1.2 Employee Development and Succession Planning Policy

(a) The Corporation will give emphasis to employee training and development as a means of ensuring promotional opportunities from within the organization, recognizing the positive impact of internal promotions on the morale and motivation of employees. The Corporation supports the principle that maintaining a well trained and highly qualified work force will ensure a high standard of service to the community.

(b) In order to encourage the development and promotion of employees from within the organization, the Corporation will:

- (1) Identify and make known the qualifications which are required for every position.
 - (2) Provide employees with opportunities to develop and improve their current qualifications and job-related skills.
 - (3) Give those employees with demonstrative potential and leadership ability the opportunity of improving their technical, administrative and managerial skills.
 - (4) Encourage promotional opportunities from within at all times, consistent with the above Policy.
- (c) Successful implementation of this Policy is dependent upon mutual recognition by management, the unions and employees that:
- (1) It is the responsibility of the Corporation to assist and encourage employees in improving their qualifications for their present positions as well as for promotion within the organization.
 - (2) It is the responsibility of the unions and the Corporation to be sensitive to the varied talents, abilities and interests of employees.
 - (3) It is the responsibility of the employee to exercise initiative in continuously improving his/her current qualifications and job-related skills.
 - (4) It is the responsibility of the employee to exercise initiative, in advance of promotion, to obtain the necessary qualifications involved.

2.0 ADMINISTRATION2.1 Municipal Manager

The Municipal Manager will ensure that each department, including his own, develops and maintains a viable and effective succession planning and employee development program.

The Municipal Manager will give general direction to the Personnel Director and Department Heads on the implementation of the Employee Development and Succession Planning Policy, including the commitment of the necessary fiscal resources, subject to the annual approval of the Municipal Council.

2.2 Personnel Director

The Personnel Director will be accountable for:

- (1) Assisting the Municipal Manager and Department Heads in developing and maintaining their respective succession planning and employee development programs.
- (2) Providing consultative and advisory services to management in matters relating to training and development and organization development.
- (3) Estimating Personnel Department budget funds to cover training and development expenditures of an interdepartmental nature.
- (4) Coordinating information with regard to departmental training and development expenditure estimates.
- (5) Conducting or arranging for training of an interdepartmental nature such as supervisor and management development.
- (6) Assisting Municipal departments and supervisors in the use of effective training and instruction techniques and resources.

2.3 Department Heads

Department Heads will be accountable for:

- (1) Arranging for all succession planning within their respective departments.
- (2) Training and developing of employees.
- (3) Estimating and budgeting expenditures if and where required to meet departmental training and development objectives.
- (4) Using the Personnel Department training and development advice, funds and resources, as required, to achieve their training and development objectives.

2.4 Promotional Opportunities

The Personnel Director will assist in the development and promotion of employees to fill anticipated vacancies by the following steps:

- (1) Maintenance of an inventory of management, supervisory, and technical positions and the required standards of education, skill, knowledge and experience required for competent performance.
- (2) Determining each year, in cooperation with the Department Head, those positions:
 - (a) which are likely to become vacant within the next several years due to promotions, retirements, and separations; and,
 - (b) where training and experience in the organization are a primary asset; and,
 - (c) which will provide promotional opportunities.
- (3) Posting notices of such promotional opportunities and invite advance applications from present employees.
- (4) Assessment of applicants for their potential to fill such vacancies, in terms of leadership, supervisory skills, the desirable educational base, and their individual potential for growth and development.
- (5) Cooperating with the Department Head and senior staff in providing assistance and advice to applicants who demonstrate potential to fill such vacancies, on internal and external training and educational courses they can take on their own initiative, coaching and development on the job, temporary acting assignments, and financial assistance where necessary.
- (6) Assisting management to monitor the growth and development of such employees through appraisals, coaching and feedback.

2.5 Training and Development Coordinator

152

The Training and Development Coordinator will assist the Personnel Director, with the implementation and administration of this Policy, including the following:

- (1) Acting in an advisory and consultative capacity to the Steering Committee on Training & Development, and to Department Heads and supervisors in determining training needs and priorities, linking these to training objectives, assisting in designing appropriate training programs, implementing such programs and assisting in their evaluation.
- (2) Conducting supervisory and management training of an inter-departmental nature.
- (3) Maintaining a training library and a supply of commonly used training facilities and equipment.
- (4) Maintaining an inventory of training resources available through other agencies and educational institutions.
- (5) Recording and maintaining a central information system with respect to individual employee training and development, for all Departments.

2.6 Steering Committee on Training and Development

This Committee is composed of a group of management representatives appointed by the Municipal Manager to act as an advisory body to the Personnel Director in the development of the Policy, determining training priorities and objectives, monitoring the effectiveness of training and development programs, and initiating suggestions and recommendations for their improvement.

The following are appointees to the Steering Committee as of 1981 July 15.

D. F. Hicks - Personnel Director
M. Jones - Chief Building Inspector
B. Bacon - Chief Librarian
M. Ross - Assistant Municipal Engineer
F. Smith - Supt. - Income Facilities
W. Spelay - Supt. - Grounds Maintenance
R. Stevens - Supt. - Works

The Steering Committee shall elect its Chairman from among its members and shall appoint a Secretary who need not be a member of the Committee. Meetings shall be held at the call of the Chair.