



ITEM 10  
MANAGER'S REPORT NO. 60  
COUNCIL MEETING 1981 11 30

<u>Department</u>	<u>Name</u>	<u>Position</u>	<u>Year</u>
Parks	Mogenson, M.	Elder Citizens Coordinator	1984
Fire	Pontifex, B.	Assistant Fire Chief	1982
	Anderson, H.D.	Assistant Fire Chief	1982
	Phillips, H.	Chief Training Officer	1982
	Chapman, G.D.	Assistant Chief Training Off.	1982
	Merritt, H.E.	Fire Captain	1982
	Harman, R.J.	Fire Captain	1982
	McCafferty, J.	Fire Captain	1982
	Russell, L.E.	Fire Captain	1983
	Gurr, K.H.	Fire Captain	1983
	Williams, L.	Fire Captain	1983
	Gaudette, R.L.	Fire Captain	1984

The departments concerned are formulating succession plans for the various positions. Most of the above positions will provide promotional opportunities consistent with the thrust of the policy, and training and experience in the organization will be a primary asset.

2. Advance Postings

I will be asking the Department Heads concerned to approve posting of notice of these promotional opportunities and to invite advanced applications from present employees. This will then lead to a series of steps:

- (a) The assessment of applicants for promotional opportunity by Personnel and the department(s) concerned.
- (b) The selection of one (or more) trainee candidate(s) by two levels of supervision above the position that will be vacated.
- (c) A plan for coaching, training and development, acting assignments in the future vacancy and appraisal of the selected candidate(s) during the lead time period.
- (d) A formal competition and appointment at the time the position is vacated.

It has been difficult for departments to carry out all of the provisions of the Succession Planning Policy while the organization is undergoing major changes in structure and relationships. Consequently, it has not been possible to get the advanced postings of promotional opportunities implemented just yet. However, I anticipate that those anticipated vacancies most appropriate for succession planning will be posted by early 1982.

3. Supervisor and Management Training

The Steering Committee on Training and Development has met several times since July and has assisted in planning and evaluating training for management and supervisors. The following in-house seminars and training courses for supervisory staff have either been recently completed or are scheduled:

- (a) Supervisory Skills: This was completed. It had been conducted on five successive Fridays for 18 supervisors.
- (b) Inter-Personal and Supervisory Counselling Skills: This was a four day in-house seminar arranged during October for 15 Inside and Outside supervisors.
- (c) Leadership Effectiveness Training: This was a four day in-house seminar conducted during November for 16 senior supervisory staff, concentrating on effective counselling, problem solving and confrontation skills.
- (d) Employee Appraisal: This is a pilot seminar scheduled for early December for 12 supervisors to develop skills for more effective employee appraisal.

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4. Departmental Training

Seminars, courses and training to meet the specific needs of department technologies and functions are now the responsibility of each Municipal department, with assistance and coordination from Personnel.

Each department has budgeted funds to meet anticipated departmental training needs of a specific and technical nature, as well as to assist employees in training for senior positions pursuant to the succession planning policy. Departments have budgeted a total of \$77,000 for staff training in 1982.

There have been over 70 instances of departmentally arranged training courses and seminars since the new policy was adopted. This emphasizes the responsibility of department managers and supervisors to ensure that employees develop and improve their current qualifications and job-related skills as well as preparing for promotion.

In summary, there has been a considerable increase in training and development and succession planning since Council adopted the above policy in July. I expect that the concrete steps of posting future anticipated vacancies for completion will commence shortly.

  
D. F. Hicks  
PERSONNEL DIRECTOR

DFH:mg

1981 July 27

MANPOWER PLANNING AND DEVELOPMENT

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1.0 MANPOWER PLANNING AND DEVELOPMENT POLICY

1.1 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 or 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.

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- (4) It is the responsibility of the employee to exercise initiative, in advance of promotion, to obtain the necessary qualifications involved.

## 2.0 ADMINISTRATION

### 2.1 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 inter-departmental nature.
- (4) Coordinating information with regard to departmental training and development expenditure estimates.
- (5) Conducting or arranging for training of an inter-departmental 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

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 and 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.

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- (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 at the call of the Chair.

Section 1.1 and 1.2 approved by Council on 1981 July 27.

Section 2 received by Council for information purposes on 1981 July 27.

