

Talent Management Strategy

City of Yellowknife

Presentation to the Governance and Priorities Committee of Council

January 9, 2023



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Building on the Foundation of Your Values, Vision and Mission

The Talent Management strategy will be reflective of the City's organizational values and will be in alignment with your strategic plan.

YOUR VISION

Yellowknife is welcoming, inclusive and prosperous community with a strong sense of pride in our unique history, culture and natural beauty.

YOUR MISSION

Council will provide leadership, vision, and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are environmentally, socially and fiscally responsible.

VALUES

- Reconciliation
- Responsiveness
- Solutions-oriented
- Responsible decision making
- Connection
- Multi-generational

City of Yellowknife > Areas of Focus

While the Talent Management Framework includes numerous components, the City of Yellowknife has identified the following areas of focus:



Recruitment for the Future

Develop strategies and tactics that the City can use to find, attract, engage and nurture talent before they apply for a job that will prepare the City for future success and the changing environment.



Enhancing Leadership

Activities that improve the skills, abilities and confidence of leaders and other City staff that allow them to direct and support staff in performing their duties successfully.



Succession Planning

Process and strategy for replacement planning or passing on leadership roles. It is used to identify and develop new, potential leaders who can move into leadership roles when they become vacant.



Retention, Engagement, Rewards & Recognition

Engagement: Worker's emotional commitment to an organization and effort the employee is willing to put in.

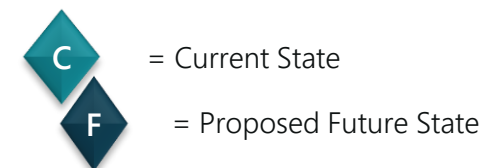
Retention: Strategies that improve likelihood of keeping talent with an organization (e.g., training, career development, advancement).

Rewards: Pay, bonus, perks, benefits.

Recognition: Informal and formal ways of acknowledging performance/impact.

Talent Management at the City

Current State Gaps | Summary



Key Theme(s)

Recruitment for the Future

Recruitment & Employment Branding: Understanding how the City is positioned and prepared as an employer of choice and how to source candidates within the market.

Onboarding: Understanding how the City is orientating their new hires to the workplace.



Enhancing Leadership

Leadership & Management: To support leaders in the management of staff so they can effectively deliver services to the public.



Succession Planning

Succession: The process that the City of Yellowknife uses to identify and select employees for advancement and opportunities within the City.



Retention, Engagement, Rewards & Recognition

Retention: To support the City in retaining employees for the short term and long term.

Engagement: To ensure employees are satisfied, happy, and challenged by their work, tasks, and day to day operations

Rewards & Recognition: To ensure employees are satisfied, happy, and challenged by their work, tasks, and day to day operations



Setting the Stage

There is not one single solution and a multipronged approach is required

Retention two ways

Many organizations and municipalities are looking to retain employees from two different demographics and for different reasons:

- **Retirement-age workers** to keep their organizational, on-the-job wisdom
- **Younger workers** who have flexibility and opportunities to pick and chose in a tight labour market

Recognizing these differences and analyzing in-house data to better understand the nuances of who is leaving and why will allow companies to get ahead of the issues.

Global competition

Flexible working arrangements and remote work is becoming more widely accepted across various industries, leading to greater competition with not only local or regionally based companies but also global competitors. Although remote work is not consistently implemented across municipal governments, they need to be mindful of how their competition for talent are implementing these practices.

Building up internal capabilities

Recruiting externally not only incurs recruiting and hiring costs but also a loss of productivity to get the new person up to speed. Building internal capability via proactive succession to assume new roles or promotions not only supports staff retention but also allows for organizational cost and productivity savings.

Whole-person approach


There continues to be greater recognition regarding the interconnection between personal and professional wellbeing. This has resulted changes to benefits and supports for staff that also contribute as proactive retention strategies.

Recommendations Summary

How to Start Moving Towards the future of Talent Management at the City

For the purposes of this final draft, recommendations have been organized into 4 main talent management areas of focus and associated to a strategic initiative.

Goal: Talent Management practices that enables our staff, creating a stable work environment, to best serve our City.

Strategic Initiative & Priorities 	Recruitment for the Future	Enhancing Management	Succession Planning	Retention, Engagement, Rewards & Recognition
1. Strategic workforce planning	✓	✓	✓	
2. Recruitment modernization	✓			
3. Onboarding improvements	✓			
4. Metrics establishment	✓	✓	✓	✓
5. Process modernization	✓		✓	
6. Technology modernization	✓			✓
7. Staff training improvements	✓	✓	✓	
8. Team engagement & wellness		✓		✓

Prioritizing Initiative Recommendations

This matrix was used to evaluate the relative impact and effort of initiative recommendations in order logically sequence them on an implementation roadmap. For the purposes of this final report, recommendations have been associated into one of the following quadrants.

Quick Wins

Timeline: 1 - 6 weeks

Activities that have valuable impacts on the organization, but are not time or resource intensive (~6 weeks)

Incremental Impact

Timeline: TBD

Activities that are identified as medium priority, require a longer timeframe to implement, and are more resource intensive.



Major Projects

Timeline: 2 – 12 months

Activities that are major organizational undertakings, require dedicated resources (both funding and individuals), and require a longer period of time to implement (~12 months)

Action Last

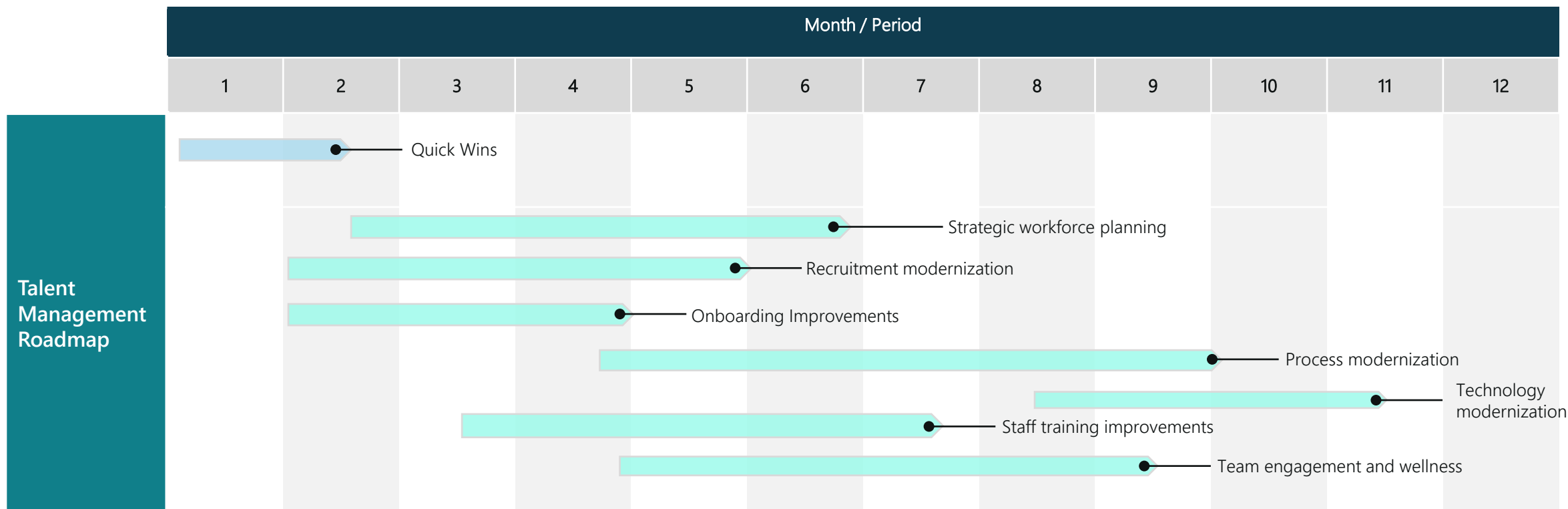
Timeline: TBD

Activities that are considered low priority, require a longer timeframe and are resource intensive.

Priority Recommendations Roadmap

Priority recommendations have been scheduled on a roadmap to support implementation

Pending the final prioritization and selection of recommendations, the following roadmap outlines a draft 12-month Talent Management Roadmap for the City.



Quick Wins | Summary of Recommendations

Timelines > 1 – 6 weeks

#	Strategic Initiative Name	Recommendations
1	Strategic workforce planning	N/A
2	Recruitment modernization	<ul style="list-style-type: none"> a) Improve the external candidate experience b) Develop City-specific employment brand material, employee reviews and testimonials c) Refresh and proactively modernize job postings d) Utilize evergreen job postings for positions that are hard to fill
3	Onboarding improvements	<ul style="list-style-type: none"> a) Frequently offer and/or record the orientation HR provides to new hires b) Define and implement a standard employee onboarding experience survey
4	Process modernization	<ul style="list-style-type: none"> a) Assess and standardize telephone pre-screening processes b) Establish immediate continuity plan for 9 critical positions and scenario plan (SuccessFinder) c) Establish a short-term continuity plan for critical City positions that only have 1 incumbent d) Continue to leverage team and individual performance through existing recognition and reward initiatives e) Public Recognition Considerations f) Private Recognition Considerations g) Conduct Stay Interviews with current employees h) Recognition of classifications working independently i) Modernize exit interviews
5	Technology modernization	<ul style="list-style-type: none"> a) Modernize the hiring requisition process
6	Staff training improvements	<ul style="list-style-type: none"> a) Facilitate a session with all levels of leadership regarding the hiring directive b) Blend Self-Paced Learning with Peer or Instructor-Led Training c) Social learning (learning through others)
7	Team engagement and wellness	N/A

Recommendations | Succession Planning for Key Roles

The City can benefit from using this 4-step process to define current and future requirements for the 9 critical positions as well as to identify and develop possible succession candidates for each of the critical positions

1 Identify & define	2 Review & assess	3 Plan & develop	4 Review & revisit
<ul style="list-style-type: none"> • Determine which positions are critical to the City's success • Determine what is expected for each of the critical positions • Identify future job requirements • Update job descriptions to include future requirements 	<ul style="list-style-type: none"> • Establish a Management Committee or a group • Identify potential succession candidates • Conduct talent review / assessment • Conduct consensus meetings as required 	<ul style="list-style-type: none"> • Prepare professional development plans (PDPs) • Engage with career coaches / managers regularly • Explore learning and development opportunities (action, social, and structured learning) • Define frequency for follow-ups • Meet with candidates to monitor progress 	<ul style="list-style-type: none"> • Review candidate progress • Refine the talent pool being considered • Re-evaluate program • Identify new needs as required

Applicability to City of Yellowknife

- The City has identified 9 Key Leadership Positions as critical to the City's future success.
- The benefits that the City would gain from implementing this process is that the City would establish a structure and rigour around defining key role requirements as well as putting in place a structured process for identifying and continuously developing potential succession candidates.
- The ultimate purpose of this process and program is to proactively build a pipeline of ready-now candidates at the time when these critical roles need to be filled. This process would be in contrast with reactively hiring for these roles when they become vacant.

Major Projects | Summary of Recommendations

Timelines > 1 – 12 months

#	Strategic Initiative Name	Description
1	Strategic workforce planning	<ul style="list-style-type: none"> a. Establish a Strategic Workforce Plan b. Local talent: Initiate partnerships with local post-secondary education institutes and high schools c. National talent: Initiate proactive relationships across Canada d. Develop and implement a DEI Strategy for the City of Yellowknife e. Partner with other firefighting/integrated service departments nationally f. Proactively establish scholarship programs for local talent
2	Recruitment modernization	a. Partner with organizations that are well established with Equity Deserving groups
3	Onboarding improvements	N/A
4	Process modernization	N/A
5	Technology modernization	a. Modernize the tools used for onboarding practices
6	Staff training improvements	<ul style="list-style-type: none"> a. Revive its existing mentoring program b. Establish formal firefighter promotion development training selection and delivery process
7	Team engagement and wellness	<ul style="list-style-type: none"> a. Implement Annual Leadership Summit for Senior Leaders b. Implement Values-based Employee Recognition at the City c. Conduct a culture assessment to establish a baseline of the City's cultural atrophy

Thank you!



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