Minutes – Executive Policy Committee – April 18, 2007

REPORTS

Minute No. 284 **Red Tape Commission – Recommendation 27 – Support the Winnipeg Public Service as it works to create a more Flexible, Unified Civil Service Organization**
File GP-1

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the administrative recommendation, namely:

1. That the report dated March 7, 2007 from the Acting Chief of Human Resources and Corporation Services confirming the implementation of Recommendation 27 of the Final Report of the Mayor's Red Tape Commission be received as information.

Minutes – Executive Policy Committee – April 18, 2007

DECISION MAKING HISTORY:

Moved by Councillor O'Shaughnessy,
That Rule 9.3 of the Procedure By-law be suspended in order that the following item, which was received too late to be placed on the regular agenda, be considered by Committee.

Carried

Moved by Councillor Wyatt,
That the administrative recommendation be concurred in.

Carried

RE: Red Tape Commission Report: Recommendation 27 – Support the Winnipeg Public Service as it Works to Create a More Flexible, Unified Civil Service Organization

FOR SUBMISSION TO: **EXECUTIVE POLICY COMMITTEE**

ORIGINAL REPORT SIGNED BY: Acting Chief of Human Resources and Corporate Services

REVISED REPORT DATE: March 7, 2007

RECOMMENDATION(s):

1. That this report, confirming the implementation of Recommendation 27 in the Mayor's Red Tape Commission report, be received as information.

Report Summary

Key Issues:

- At its meeting of July 20, 2005, Executive Policy Committee received as information the Final Report of Mayor's Red Tape Commission dated June 28, 2005. Furthermore, EPC referred to the Chief Administrative Officer for review and recommendation a series of first phase recommendations of the Red Tape Commission, one of which was Recommendation 27, namely:

> **Recommendation 27**
> Support the Winnipeg Public Service as it works to create a more flexible, unified civil service organization.

- In elaborating on the intent of the recommendation, the Final Report of the Red Tape Commission stated that "Council should support ongoing and forthcoming projects designed to allow the Chief Administrative Officer to lead the Winnipeg Public Service in a manner that allows for greater flexibility, greater identification with the organization as a whole, and greater opportunities for training and advancement across the Public Service rather than simply within one department."

- The intent of Recommendation 27 has been recognized by the Chief Administrative Officer in many of the initiatives introduced for employees in the Civic Service. Some of these initiatives are:

    - the City of Winnipeg's Human Resource Strategic Plan that sets the framework for the management of the City's human resources,
    - competency profiles for all senior leaders, WAPSO and WAPSO–exempt positions, and "core" competencies for all employees,
    - Leadership Learning Paths in the City's Corporate Education Division leadership curriculum for three levels of leader,
    - negotiating changes to collective agreements to increase flexibility,
    - a Workforce Planning Guide to assist managers in their future workforce planning efforts,
    - The Action Plan for Creating a Diverse Workforce that establishes actionable goals and objectives,
    - The annual Diversity Report Card that reports on the progress of the above goals and objectives
    - addressing workplace issues identified through the employee cultural research project,
    - the Safety Health & Organizational Wellness (SHOW) Strategic Plan,
    - Inter-Departmental Working Teams,
    - Corporate Education's Guest Trainer Program,
    - The City/CUPE Education, Training & Staff Development Fund,
    - The City/WAPSO Professional Development Fund,
    - On-line Career Planning Tools, In-Class Learning, & a Lending Library.

Implications of the Recommendation(s):

General Implications

( ) None
(**X**) For the organization overall and/or for other departments
( ) For the community and/or organizations external to the City
( ) Involves a multi-year contract

Comment(s): These initiatives are intended to assist the CAO in strengthening the organization's flexibility and capacity by supporting the workforce planning efforts of all leaders and assisting employees in managing and planning their careers.

Policy Implications
(**X**) No
( ) Yes

Regulatory Implications
(**X**) None
( ) Eliminates or reduces regulatory impact
( ) Proposes regulatory impact

Environmental Implications
(**X**) No
( ) Yes

Human Resources Implications
( ) No
(**X**) Yes
Comment(s): These initiatives are intended to ensure the City of Winnipeg has a diverse, flexible, skilled workforce equipped to meet the organization's current and future needs.

Financial Implications
(**X**) Within approved current and/or capital budget
( ) Current and/or capital budget adjustment required
Comment(s): There are no immediate financial impacts related to this report.

REASON FOR THE REPORT:

At its meeting of July 20, 2005, Executive Policy Committee received as information the Final Report of Mayor's Red Tape Commission dated June 28, 2005. Furthermore, EPC referred to the Chief Administrative Officer for review and recommendation a series of first phase recommendations of the Red Tape Commission, one of which was Recommendation 27, namely:

> **Recommendation 27**
> Support the Winnipeg Public Service as it works to create a more flexible, unified civil service organization.

HISTORY:

On November 23, 2004, the Mayor officially established a Red Tape Commission to review City operations and regulations in order to improve customer service while granting administrators more freedom to innovate.

On June 28, 2005, the Red Tape Commission completed its work and submitted its final report containing 30 general recommendations with numerous more detailed recommendations beneath them.

DISCUSSION:

Support the Winnipeg Public Service as it works to create a more flexible, unified civil service organization.

In elaborating on the intent of recommendation 27, the Final Report of the Red Tape Commission stated that "Council should support ongoing and forthcoming projects designed to allow the Chief Administrative Officer to lead the Winnipeg Public Service in a manner that allows for greater flexibility, greater identification with the organization as a whole, and greater opportunities for training and advancement across the Public Service rather than simply within one department."

A number of initiatives are already in place or are underway that address this recommendation.

The City of Winnipeg's Human Resource Strategic Plan (HRSP), approved by City Council in July 2001, stated as the City's vision for human resource and organizational effectiveness: *(See Appendix #1)*

- A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg.

The HRSP provides a policy framework to guide all aspects of the City's human resource practice in order to support the achievement of the City's corporate goals. Key success factors identified in the HRSP that relate to recommendation 27 of the Red Tape Commission include:

  - A proactive approach to human resource planning,
  - A positive, respectful, safe and healthy work environment, and a
  - Shared employer/employee commitment for career and self-development.

To enhance our ability to have a more unified workplace, the City has established both "core" competencies for all employees as well as "leadership competency profiles" specific to Senior Leaders, WAPSO, and WAPSO-exempt leadership positions and Foremen. Competencies are those behaviours, skills, capabilities, knowledge, attributes and attitudes that characterize excellent performance within a job or function. In order to streamline HR processes and align with the priorities and key success factors of the HRSP, the City chose the Lominger Leadership Architect Competency Model© to incorporate competencies into its human resource practice.

The five "core" competencies that are required of all employees include Customer Service, Ethics/Values, Integrity/Trust, Respecting Diversity, and Results Orientation. These "core" competencies send a clear message to all employees regarding organizational priorities, and the environment in which we will work. As such, they assist in creating a unified workplace. The leadership competency profiles focus on the critical skills for our foremen, supervisors, managers, and executive leaders. Competencies are being incorporated into recruitment, selection, hiring and promotion activities through City bulletins and advertisements and through behaviourally based competency interviewing. Competencies are also incorporated into the City's Employee Work Planning and Performance Feedback process which will better focus learning and development opportunities for employees and assist in departmental workforce planning and employee's career planning activities. *(See Appendix #2)*

Recommended "Leadership Learning Paths" have been developed for the three levels of leaders in the organization, specifically, Foremen, WAPSO/WAPSO-exempt and Senior Leaders. Each path provides leaders with a learning progression that is readily applicable, and sensitive to the challenges faced at their particular level. The paths, which consist of a variety of courses, are designed to provide the leader and the organization with a comprehensive development plan. This plan focuses on the "core" competencies identified for all employees, as well as the key competencies required to lead effectively in the City of Winnipeg. Leadership Learning Paths are delivered through Corporate Education as a series of sessions. Each session allows employees from across the organization to come together in a learning environment and share knowledge and experiences. These "mixed" groups allow effective inter-departmental networking and for the sharing of ideas. *(See Appendix #3)*

Efforts are continuing to negotiate changes to collective agreements to provide flexibility to allow for efficient implementation of business plans. Examples include a more streamlined redeployment process for CUPE employees, more flexible scheduling provisions for police personnel, the City/CUPE Education, Training and Staff Development Fund and the WAPSO Professional Development Fund.

The Workforce Planning Guide assists mangers in developing workforce plans for their departments to ensure that the "right people are in the right place at the right time" to accomplish the mission and achieve the goals of the organization. This guide presents a step-by-step process for managers to follow in identifying their future workforce requirements and developing workforce action plans to address those future needs. *(See Appendix #4)*

The Action Plan for Creating a Diverse Workforce establishes actionable goals and objectives for providing for a more representative workforce, and fosters appreciation that a diverse workforce enhances our ability to better understand and take advantage of market changes and to better serve the needs of our diverse citizenry/community. *(See Appendix #5)*

Diversity is being driven by the changing demographics of a rapidly growing Aboriginal population, higher immigration rates and an aging workforce. Diversity is no longer just the right thing to do, it is a business necessity. The business case for diversity in the workplace rests on the premise that organizations whose workforce is reflective of its stakeholders will meet or exceed the expectations of its stakeholders (taxpayers, customers/clients, employees, suppliers and the community as a whole).

Diversity can be directed linked to our mission of being innovative, affordable and responsive in the delivery of service to the citizens of Winnipeg. A workforce reflective of its diverse stakeholders will: better understand citizen and customer needs (responsiveness); have diversity of ideas and thoughts (innovation); and find ways to deliver services more efficiently and effectively (affordable). As we become more diverse and respectful of differences, we will improve our ability to meet our mission.

Each year the CAO reports on the progress made in a report called the Diversity Report Card. *(See Appendix #6)*

The Employee Cultural Research Project was undertaken to assist in positioning the City of Winnipeg as an employer of choice. Recognizing the well documented empirical link between customer/citizen and employee satisfaction, employee responses were analyzed to determine potential drivers for increased job satisfaction. *(See Appendix #7)*

About 40% of City employees indicated the priority employees place on being treated with respect and on the opportunity to work for a respected manager. Leadership Learning Paths and endorsement of the Competencies model supports the value of a respectful workplace and enhances employee satisfaction at little financial cost. The identification of Citizen and Customer Focus as a core competency for civic employees highlights the importance and positive return of increased employee satisfaction.

Meaningful action plans have been developed by each department in response to the survey conducted. These plans identify and prioritize issues and propose solutions. Work is ongoing.

At the base of strong, productive organizations is a safe and healthy work environment where employees feel they can contribute in a meaningful manner. Many of the top companies report that a strong corporate culture is one of the reasons for their success. The Safety, Health & Organizational Wellness (SHOW) Strategic Plan aligns with the HRSP and moves us toward the key success factor of having a "positive, respectful, safe and healthy" work place in support of a "dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg". After much organizational consultation and external review, SHOW identified three key priority projects, which are; Safety Governance, Return to Work (Attendance Management), and Wellness. These three initiatives are fundamental to determining and operationalizing the culture we want within the City of Winnipeg. Projects such as these which specifically defining our 'culture" contribute directly to the unification of the organization in how we work, and how we support our employees. *(See Appendix #8)*

Cross organizational teams, those that require employees to come together to work towards shared understanding and a common "end", also support a unified organization. For example, the City has established Inter-Departmental Working Teams as a result of the implementation and roll-out of the PeopleSoft system. This integrated system requires that departmental needs are met, but also requires that the overall system meets organizational requirements as well. As we continue to develop and expand this system we will continue to bring together employees from all departments to work toward this common goal. Other cross organizational teams include the Human Resource Strategic Leadership Group, the Controllers Committee, and the Information Technology Committee who meet regularly to share information, prioritize issues and develop responses and/or plans of action.

The City's Guest Trainer Program, through the Corporate Education Branch, is a long-standing program that provides employees with opportunities for personal and professional growth, as well as provide them with networking opportunities. Corporate Education staff recruit and work with "subject matter experts" to deliver programs/training to their fellow employees. This program builds or enhances the trainers' public speaking and presentation skills. It requires that instructors stay "current" on developments within their subject matter, thus requiring ongoing professional development. As all sessions are offered to employees across the organization, it also provides a natural networking environment that exposes both the instructor and the students to ideas and concepts outside of those from their "home" department. *(See Appendix #9)*

The City/CUPE Education, Training & Staff Development Fund was first established in 1999 through the Collective Bargaining process as a measure to ready employees for future work. The award winning City/CUPE Fund has since been recognized by the Canadian Association of Municipal Administrators (CAMA) and by the Human Resource Management Association of Manitoba (HRMAM) for its innovation and organizational impact. The fund has allowed for departments to target training and development specific to changes in technology and the evolution of work processes through the "Department Proposals Program". It has enhanced overall education levels through the delivery of the "Essential Skills Program" thus creating more flexible and "marketable" employees. The City/CUPE Fund also made "Career Development Opportunities" (CDO's) possible for ten employees. CDO's allowed employees the experience of working in, and learning about a new environment, one that was deemed to be important to "future work" with the organization. The Fund has also allowed for the creation of a computer lab (the E-Learning Centre), and supports the delivery of the Foremanship and Respectful Workplace Programs. As all of these programs are coordinated by City of Winnipeg employees who are members of CUPE Local 500, thus the positions themselves provide developmental opportunities for the people involved. *(See Appendix #10)*

The WAPSO Professional Development Fund also created through Collective Bargaining, targeted WAPSO/WAPSO-exempt level employees. The goal of this Fund was education, training and professional development. The Fund's specific purpose was "to *provide* reimbursement to WAPSO members of some portion of costs related to courses taken by the member at accredited post secondary institutions or such other course as may be agreed to by the member's Department". The City/WAPSO Professional Development Fund was well utilized by WAPSO/WAPSO-exempt employees across the organization. The types of courses and programs taken by employees included; audit/finance training, project management, courses that were part of a masters, or bachelor degree, web & technology courses, management & leadership development, safety & emergency training, human resource training, research courses, as well as engineering and other profession-based programs. All of these are well within the parameters of future work for the City of Winnipeg, and brought much needed skills to our employees and our organization. *(See Appendix #11)*

Another important component of current and future organizational flexibility and readiness is the need for each employee to actively plan their own career path. Historically, we have offered “career planning” sessions. Currently, we offer On-line Career Planning Tools that assist employees with resume writing, interviewing, cover letters, and general skills assessment and career pathing. These tools are available on the HRweb along with other on-line courses, and information from Corporate Education regarding “in class” courses as well as other supports such as books and videos. The intent is to have each employee actively engaged in their own learning and development to strengthen the organizations ability to meet current and future needs and to maximize our internal flexibility by having employees positioned to take on new challenges. *(See Appendix #12)*

Financial Impact Statement

Date: February 23, 2007

Project Name:

First Year of Program 2007

Red Tape Commission: Recommendation #27 - Support the Winnipeg Public Service as it Works to Create a More Flexible, Unified Civil Service Organization

	2007	2008	2009	2010	2011
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments: There are no immediate financial impacts related to this report.

(Original signed by R. Abeysekera)

Radhika Abeyskera
Manager of Finance & Administration
Corporate Services Dept.

IN PREPARING THIS REPORT THERE WAS:

Internal Consultation With and Concurrence By:

Corporate Services - Corporate Education
- Human Resource Planning & Services
- Labour Relations & Compensation
- Research & Internal Services

External Consultation With:

THIS REPORT SUBMITTED BY:

Department: Corporate Services
Division: Human Resource Planning & Services
Prepared by: David Laird
File No.

APPENDIX

- ❑ Human Resource Strategic Plan — Appendix # 1
- ❑ Competency Profiles — Appendix # 2
- ❑ Leadership Learning Paths — Appendix # 3
- ❑ Workforce Planning Guide — Appendix # 4
- ❑ Action Plan for Creating a Diverse Workforce — Appendix # 5
- ❑ Diversity Report Card — Appendix # 6
- ❑ Employee Cultural Research — Appendix # 7
- ❑ Safety, Health & Organizational Wellness Strategic Plan — Appendix # 8
- ❑ Guest Trainer Program — Appendix # 9
- ❑ City/CUPE Joint Education, Training & Staff Development — Appendix # 10
- ❑ WAPSO Professional Development Fund — Appendix # 11
- ❑ Corporate Education on-line & in-class supports — Appendix #12

Appendix # 1

Human Resource Strategic Plan

http://www.winnipeg.ca/csinter/HRPlanningServices/HRSP%20Condensed%20-%20Final.pdf

Appendix #2

City of Winnipeg
COMPETENCY INITIATIVE

Comparison of All Leadership Competency Profiles

COMPETENCIES	LEADER (Up to Grade 4)	LEADER (Grade 5+)	SENIOR LEADER (Level B)	EXECUTIVE LEADER (Level A)
Level Specific				
Self-Knowledge				◆
Perspective				◆
Dealing With Paradox				◆
Managing Vision and Purpose			◆	◆
Strategic Agility			◆	◆
Managerial Courage			◆	◆
Political Savvy			◆	◆
Business Acumen			◆	
Interpersonal Savvy		◆	◆	◆
Decision Quality		◆		◆
Written Communications		◆		
Priority Setting	◆	◆	◆	
Directing Others	◆	◆		
Delegation	◆	◆		
Listening	◆	◆		
Problem Solving	◆			
Approachability	◆			
Informing	◆			
ALL Leaders				
Dealing With Ambiguity	◆	◆	◆	◆
Composure	◆	◆	◆	◆
Motivating Others	◆	◆	◆	◆
Building Effective Teams	◆	◆	◆	◆
ALL Employees				
Citizen/Customer Focus	◆	◆	◆	◆
Ethics and Values	◆	◆	◆	◆
Respecting Diversity	◆	◆	◆	◆
Integrity and Trust	◆	◆	◆	◆
Results Oriented	◆	◆	◆	◆

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Appendix #3

LEADERSHIP LEARNING PATHS

CORPORATE EDUCATION BRANCH

2006 - 2007

If you have employees reporting directly to you, you are a LEADER in the organization. "Leadership Learning Paths" are designed to provide leaders with a recommended, comprehensive development plan.

Three levels of "Leadership Learning Paths" have been identified. They are:

- **FOREMEN:** for Foremen and Acting Foremen
- **LEADERS**: for those with direct reports
- **SENIOR LEADERS/MANAGERS**: for Chiefs, Directors and Departmental Senior Leader Team Members

The "Paths" were enhanced by the work of the City's Competency Initiative and reflect the core competencies required for leadership excellence.

On the next page, please see each "Path" and its list of recommended courses. These courses are identified in the Corporate Education calendar by this Leadership Path icon.



Your "Path" is a starting point. We invite you to enroll in other calendar offerings to further enhance your leadership development.

This year's calendar also includes the competency profiles of Chiefs/Directors, Senior Leaders, Leaders in WAPSO and WAPSO - exempt positions (see page 124) and functional profiles completed for WAPSO/WAPSO - exempt positions (see page 127).

To help you select other courses specific to your development needs, and or your functional profile, please see our NEW Index of Courses by Competency on page 146.

For more information about "Leadership Learning Paths", please contact:

- Cindy Bolton, HRD Consultant (986-7230)
- Cindy Gammon, HRD Consultant (986-2262)
- Pauline Griffith, HRD Consultant (986-3261)
- Tricia Hill, Respectful Workplace/Foremanship Coordinator (986-5452)

*LEADERSHIP LEARNING PATHS***

FOREMEN For Foremen and Acting Foremen	**LEADERS** For those with direct reports	**SENIOR LEADERS/MANAGERS** For Chiefs, Directors & Dept Senior Team Members
	Foundations of Supervisory Development	
	Frontline Leader or Workplace Leader	**Workplace Leader**
	Emotional Intelligence	**Workplace Leader Follow-Up**
Foremanship:	**Building on Service**	**Building on Service**
Level I	**Respectful Workplace Awareness**	**Respectful Workplace Awareness**
Level II	**Diversity in the Workplace - Role of the Supervisor**	**Diversity in the Workplace - Role of the Manager**
Level III	**Safety Responsibilities for Supervisors**	**Safety Responsibilities for Managers**
Frontline Leader	**Leading Through Ambiguity & Change for Leaders**	**Leading Through Ambiguity & Change for Senior Teams**
	Addressing Workplace Conflict	
	Offer to Assist - Part 1	
	Giving & Receiving Feedback	**Giving & Receiving Feedback**
	Employee Work Planning & Performance Feedback	**Employee Work Planning & Performance Feedback: Establishing Your Departmental System**

*** Leadership Learning Paths are a recommended starting point.*
Please enroll in other courses in the calendar to
further enhance your leadership development.

Appendix #4

Workforce Planning Guide



Workforce Planning Guide - Fin...

(pdf, 1.16mb)

Appendix #5

Action Plan for Creating a Diverse Workforce

http://www.winnipeg.ca/csinter/HRPlanningServices/shared/equityDiversitymain.stm

Appendix #6

Diversity Report Card

http://www.winnipeg.ca/csinter/HRPlanningServices/shared/equityDiversitymain.stm

Appendix #7

Employee Cultural Research



employee cultural.pdf

(pdf, 131kb)

Appendix # 8

City of Winnipeg
Safety Health & Organizational Wellness Strategic Plan



SHOW Strategic Plan.pdf

(1.39mb)

Appendix # 9

City of Winnipeg Guest Trainer Program

Corporate Education Branch

Guest Trainers are City of Winnipeg employees occupying positions in various City departments who deliver selected Corporate Education and E-Learning courses.

The pool of over 100 in-house Guest Trainers are made up of various employee groups such as Managers, Supervisors, Foreman, HR Professionals, Clerical, Technical and subject matter experts.



Guest Trainers are a major strength to the City's ongoing efforts in the area of employee education and development as they provide value and credibility to the various courses they deliver.

Workplace examples are used to illustrate concepts in the classroom. This gives the concepts a foundation in the "real world", and in turn results in a more meaningful learning experience for participants. As well, participating as a Guest Trainer provides an ongoing developmental opportunity for employees involved.

Guest Trainers deliver a wide range of courses. Topics include everything from soft skill courses like Leadership and Respectful Workplace, to hard skill courses like Project Management and computer software courses in the City's E-Learning Centre.

Guest Trainers play an integral role and are key in preparing the City's workforce for the future.

Appendix # 10
(note full hard copy evaluation also available)

City/CUPE Education Fund Overview

Through three consecutive Letters of Understanding (LOU), the City and the Union have stated it is to the mutual benefit of the employer and the employee to improve the educational, training, and developmental opportunities of the workforce. The Letters created the City/CUPE Joint Education Committee with equal representation from the City and the Union. The "Joint Committee" reports to a Senior Steering Committee comprised of the Mayor, Chief Administrative Officer and the President of CUPE Local 500.

The "Joint Committee" oversees the work of the Education Training and Staff Development Fund which assists employees in preparing for future work by providing development in areas such as computer training, essential skills development, respectful workplace training, leadership programs and responding to changes resulting from organizational restructuring, department business plans and/or technology advances. Courses and programs that are supported by City/CUPE Education Fund are identified by the "Tree" logo depicted above. For further information see the Corporate Education course calendar.

City/CUPE PROGRAMS

E-Learning Centre

The E-Learning Centre, located on the 5th Floor - 180 King Street (Dynasty Building), offers a wide variety of computer training courses to all City staff. In addition to the instructor-led software courses, participants can also take advantage of self-directed learning. CD tutorials are available which will assist in learning software such as Word, Excel, Outlook and more, or improving typing skills. Also available is a computer workstation that is set up to help employees determine their typing speed and level of knowledge in several different software programs, including Word, Excel, PowerPoint and Access.

Foremanship Program

The City of Winnipeg's Foremanship Training Program is a long running, highly respected training initiative for civic employees who aspire to be, or who are currently working as foremen. It is a comprehensive program that develops knowledge, skills and abilities to make foremen more effective in the field. The development of both soft skills and technical knowledge is emphasized throughout.

Objectives for the program include:

- To understand roles and responsibilities
- To develop effective leadership skills
- To utilize a proactive communication strategy
- To enhance the skill set of Foremen and leaders in the organization
- To provide opportunities for on-going learning
- To provide opportunities to develop technical expertise needed for the future
- To support the relevant training needs of Foremen in the City of Winnipeg

Respectful Workplace Program

The City/CUPE Program provides funding to support the Respectful Workplace Trainer position, and the various courses and supports delivered to the organization in this critical area of learning and development. A safe, healthy and respectful workplace is the HR vision for the organization.

Essential Skills Program

Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change.

Through extensive research, the Government of Canada and other national and international agencies have identified and validated nine Essential Skills. These skills are used in nearly every occupation and throughout daily life in different ways and at different levels of complexity. The nine Essential Skills are as follows:

- Reading
- Document Use
- Numeracy
- Writing
- Oral Communication
- Working with Others
- Continuous Learning
- Thinking Skills
- Computer Use

City/CUPE AWARDS

2006 CAMA Award – Category - Recognition of Educators, Practitioners or Organizations/ Municipal Partners.

2005 HRMAM Award – The Joint Committee of the City/CUPE Joint Education, Training and Staff Development Fund was recognized with Gold Level Award for organizational excellence from the Human Resource Management Association of Manitoba (HRMAM). Since its inception, the City/CUPE Education, Training and Staff Development Fund has supported thousands of learning opportunities for employees.

2004 Canada Post Literacy Awards - The City/CUPE Education Fund was named as Finalist For the 2004 Canada Post Literacy Awards. The City/CUPE Education Fund was nominated for the “Community Leadership Award". These awards are presented for programs that have demonstrated long-term achievement, innovation, leadership and excellence in furthering the cause of literacy or ESL/FSL training for at least three years.

CAMA Award 2004 - In two categories;

- **Learner Achievement Award** given to learners who have shown a strong commitment to learning. The award winner is Bill Bailey, who works in Insect Control, Community Services Department has been an active participant in the Essential Skills Program for the past 3 years.
- **Organizational Commitment to Workplace Literacy and Education**
  This award highlights cities that have shown leadership and long-term success in the field of workplace education. The leadership demonstrated by the City and CUPE, along with the

significant financial commitment and continued success of the many City/CUPE initiatives earned this important recognition for our program.

CAMA Award 2003 - Category - “Creative Design of Workplace Programs” for the “inclusive” nature created through the three stream approach of individual programs, department focused programs, and organizational programs developed by the City/CUPE Joint Committee.

CAMA Award 2002 - Canadian Association of Municipal Administrators awarded in the category of "Development of Effective and Successful Partnerships" for the unique and successful partnership between the City, and CUPE, its largest union**.**

Appendix # 11



City/WAPSO
Professional Development Fund
2004 - 2006

FINAL REPORT

History

The City of Winnipeg and the Winnipeg Association of Public Service Officers negotiated a Letter of Understanding within the 2000 – 2003 Collective Agreement entitled "Professional Development Fund." Subsequently, a second LOU was created which expired Oct, 11, 2006.

The most recent Letter specified "***during the term of this Agreement, the City will create a Professional Development Fund of two hundred thousand dollars ($200,000.00) to be used for education, training and professional development of members of the WAPSO bargaining unit****."* Subsequently, the Chief of HR requested and received and additional $60,000.00 to allow the same professional development opportunity to WAPSO Exempt employees, as identified within a motion of Council.

The LOU identified that "***the purpose of the Fund is to provide reimbursement to WAPSO members of some portion of costs related to courses taken by the member at accredited post secondary institutions or such other course as may be agreed to by the member's Department****."* A joint City/WAPSO Committee with equal representation was struck and formulated a plan including criteria, application and approval processes that would be consistent with the identified purpose.

Joint City/WAPSO Committee

The Joint City/WAPSO Professional Development Committee is comprised of;

- Rhonda Tone, Manager of Human Resource Development, CSD
- Jerry Comeau, Manager of Civic Accommodations, PP & D
- Bryan Verity, WAPSO President
- Bill Comstock, WAPSO Executive Director (was Tony Chuback who has since retired)

Principles, Process & Criteria

The Joint City/WAPSO Committee created principles, process and criteria for the Fund. It was established each employee could access up to $1,000.00 per "window" with 3 separate "windows" of opportunity being provided over the life of the LOU. (See APPENDICES One & Two)

Applicants were advised to seek approval for their requests through their immediate supervisor who determined the appropriateness of the request relative to the guidelines within the LOU, as well as the criteria established by the Joint Committee.

At the outset of each "window", information regarding the Fund and its application procedures was sent via email to all WAPSO and WAPSO Exempt employees. This was followed up with reminder emails. The complete information package and application form were also available on the City's intranet.

Usage of the Fund

Applications

Establishment of the Fund saw $200,000 set aside for employees who were members of WAPSO (with an additional $3,454.05 carried over from the previous LOU) and $60,000.00 (with an additional $974.22 carried over from the previous LOU) for WAPSO Exempt employees. The Fund began with a total of $264,428.27

From 2004 – Oct 11, 2006, two-hundred and eighty (280) applications were approved for a total of $188,280.35 (71.2% of total dollars available).

WAPSO Exempt employees made 76 applications, and accessed $56,365.80 or 92.4% of the total funds available to them.

City employees were are members of WAPSO made 204 for a total of $131,914.55 utilizing 64.8% of the funds available to them

On average, each application was for approximately $672.43

Types of Courses/Programs

The types of courses and programs taken by employees included; audit/finance training, project management, courses that were part of a masters, or bachelor degree, web & technology courses, management & leadership development, safety & emergency training, human resource training, research courses, as well as engineering and other profession-based programs.

Summary

The 2003 – 2006 City/WAPSO Professional Development Fund was well utilized by WAPSO/WAPSO Exempt employees across the organization. Applications made to the Fund were within the identified parameters allowing for the approval of most, if not all of the requests made.

Each department Human Resource Manager has been given a summary of the applications made by their employees that included the type of program, and amount of request.

Corporate Education on-line & in-class supports

Appendix # 12

Highlights – Corporate Education Calendar

(presentation provided to all departments – Fall 2006)



Highlights -
Corporate Education

(pdf, 835kb)