Report - Executive Policy Committee - May 7, 2008

Item No. 5 Workforce Planning Audit
File FA-2

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On May 7, 2008, the Executive Policy Committee concurred in the recommendation of the Audit Committee and submits the following to Council:

1. That the Workforce Planning Audit dated December 2007 be received as information.

2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Report - Executive Policy Committee - May 7, 2008

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On May 7, 2008, the Executive Policy Committee concurred in the recommendation of the Audit Committee and submitted the matter to Council.

AUDIT COMMITTEE RECOMMENDATION:

On April 28, 2008, the Audit Committee recommended that the Workforce Planning Audit dated December 2007 be received as information, and submitted the matter to the Executive Policy Committee and Council.

Winnipeg

Workforce Planning Audit

Final Report
December 2007

Audit Department

Leaders in building public trust in civic government

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Executive Summary

Workforce planning is a critical element within an integrated human resources strategy to ensure that an organization has the workforce to meet the challenges of today and build for the challenges of tomorrow. In the City of Winnipeg, changing demographics and increased competition for qualified employees makes workforce planning critically important to the future delivery of City services.

An audit of workforce planning was requested by the Audit Committee and included in the department's 2007-2009 Audit Plan.

The objective of the audit was:

- To evaluate whether the City has developed and implemented an effective workforce planning program to achieve its goals and maintain and improve the quality of service delivered to citizens.

The governance structure for the City's human resource program includes roles and responsibilities for several positions. The Director of Internal Services (DIS), formally called the Chief of Human Resources and Corporate Services (CHR/CS), and Corporate HR staff are responsible for providing strategic leadership, leading initiatives that cross-departmental boundaries and reporting on the performance of the human resource program. Departmental human resource staff are responsible for implementing corporate policies and programs and providing specialized advice to management and staff.

In 2001, the former Chief of Human Resources and Corporate Services developed a *Human Resource Strategic Plan.* While the plan recognized that the issue of workforce planning needed to be addressed, adequate strategies have not been implemented on an organization-wide basis to mitigate the associated risks identified.

The City's workforce is considerably older than the average for Manitoba and a full 56% of the City's management staff will not only be eligible to retire within three years but will have surpassed the average years of service for staff in their particular job functions. Looking to the future, the demand for labour will outstrip the growth in supply meaning that for every new position created there is only one person available. This will be a significant departure from recent years where the supply of labour outpaced the demand.

Some occupational groups, such as accountants and engineers, critical to the delivery of City services, are already at full employment levels. This means that when the City requires these types of professionals, the available supply of labour is already quite limited. To attract quality staff, the City must be viewed as more attractive than other organizations competing for the same individuals. During a workshop the Audit Department conducted with HR managers from all the departments, 100% of participants either disagreed or strongly disagreed with the statement that "the City is an employer of choice".

A further forty-five percent (45%) indicated that it was either difficult or very difficult to retain current staff and a majority (89%) indicated it was either difficult or very difficult to attract staff. A full 100% indicated that they foresee either having a difficult or very difficult time attracting staff in the future.

We found during the audit that City departments have developed and implemented workforce plans to varying degrees. Some departments have performed significant analysis, implemented strategies and are monitoring the results. Other departments have performed some analysis and developed some strategies but cannot be certain the initiatives target the highest risk areas. Lastly, the remaining

departments still need to perform considerable analysis to be able to understand fully the magnitude of their workforce risks.

Corporate HR staff have shown leadership by developing several key tools, such as an award-winning competency framework, a performance management tool, the *Workforce Planning Guide*, and training and development programs to guide and facilitate workforce planning activities in departments. We applaud these efforts. Nevertheless, to date, there appears to have been an insufficient commitment to monitoring the results of departmental activities, identifying and implementing coordinated solutions to common gaps, and reporting to decision makers on the status of workforce planning from a corporate perspective.

In some cases, the City has experienced delays in filling positions at the most senior levels of the Public Service.

There is no doubt that there has already been an impact on both service delivery and the morale and productivity of staff across the organization. There is every reason to assume that this situation will not change significantly in the near future.

A contributing factor to the issues identified has been the absence of a permanent incumbent to head the human resource function for the last couple of years. A new Director of Internal Services has recently been hired who is responsible for human resources as well as information technology, legal services and research, printing, graphics and mail services. While we recognize that this is a challenging portfolio, we believe that rejuvenated leadership from the new Director of Internal Services will provide more focus to workforce planning activities to ensure that the City will continue to have "a dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the citizens of Winnipeg".

Mandate of the City Auditor

The City Auditor is a statutory officer appointed by City Council under the *City of Winnipeg Charter Act*. The City Auditor reports to Council through the Audit Committee (Executive Policy Committee) and is independent of the City's Public Service. The City Auditor conducts examinations of the operations of the City and its affiliated bodies to assist Council in its governance role of ensuring the Public Service's accountability for the quality of stewardship over public funds and for the achievement of value for money in City operations. Once an audit report has been communicated to Council, it becomes a public document.

Audit Background

Over the next two decades the demographics of the Canadian workforce will change dramatically. The upcoming retirement of the baby boom generation and a decrease in the overall supply of labour will alter the employer – employee relationship.

> The most important management issue facing federal, provincial and municipal organizations over the next few years is retirement, recruitment, retention and succession planning.
>
> *2004 Survey of Federal and Provincial Deputy Ministers and Municipal CAO s*
> *Institute of Public Sector Administration*

The City, like many other public and private sector organizations, will be faced with an increasing challenge to retain and recruit key talent to deliver City services. For example, in the past couple years the City has seen almost a hundred percent turnover in its executive complement. In some cases, it took several months (or years) to replace senior staff. For this reason, an audit of Workforce Planning was requested by Audit Committee in 2007 to provide assurance that the City is ready to meet this on-going challenge.

Audit Objective

The objective of the audit was:

- To evaluate whether the City has developed and implemented an effective workforce planning program to achieve its goals and maintain and improve the quality of service delivered to citizens.

Audit Approach

We have conducted the audit in accordance with generally accepted auditing standards. **Appendix 1** provides a flowchart of the audit process.

- We conducted interviews with key managers and staff associated with workforce planning to gain an understanding of the process, the division of roles and responsibilities between corporate and departmental staff and to identify potential issues or areas of focus for the fieldwork phase of the review.
- We reviewed related reports, policies, procedures and other relevant background documentation related to workforce planning and other associated human resource areas.
- We compared the City's *Workforce Planning Guide* to guides available from other organizations including the Public Service Human Resources Management Agency of Canada's *Succession Planning and Management Tool.*
- We conducted a session with all departmental Human Resource

managers to identify strategic priorities for human resources generally and to focus on the status of departmental workforce planning initiatives specifically.

- We conducted one on one interviews with departmental Human Resource managers to gain a better understanding of the extent of workforce planning and development of associated initiatives to mitigate the identified risks.
- At the conclusion of the audit, we provided a report to management, the Director of Internal Services, the Chief Administrative Officer, and Council.

The conclusions in our report are based upon information available at the time. In the event that significant information is brought to our attention after completion of the audit, we reserve the right to amend the conclusions reached.

Audit Conclusion

The audit work we performed led us to the following conclusion:

- The City has developed and implemented elements of an effective workforce planning initiative. One of these elements is a practical *Workforce Planning Guide*. Departments are aware of and have used the guide, to varying degrees, to analyze their workforce and develop strategies to mitigate identified risks. Corporate Human Resources, since the development of the guide, has not actively monitored departmental implementation, identified common issues and trends or coordinated efforts to address workforce risks that cross the organization. Furthermore, Corporate HR has not reported to Senior Management and Council on the significance of the workforce related risks facing the organization.

Acknowledgement

The Audit Department wants to extend its appreciation to the management and staff from all City departments who participated in the review and, in particular, the corporate and departmental Human Resource managers who participated in our session.

Members of the Audit Team

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City Auditor

December 2007
Date

What is Workforce Planning?

Workforce planning is a critical element within an integrated human resources strategy to ensure that an organization has the workforce to meet the challenges of today and build for the challenges of tomorrow. In the past, workforce planning was limited to calculating the gap between talent supply and demand. In today's business environment, workforce planning has evolved to a more sophisticated process, akin to risk management or supply chain management.

The development of a workforce plan requires an analysis of critical positions; a review of present workforce competencies; an identification of competencies needed in the future; a comparison of the present workforce to future needs to identify competency gaps and surpluses; the preparation of plans for building the workforce needed in the future; and an evaluation process to assure that the workforce competency model remains valid and that objectives are being met. It enables an organization to adjust and respond quickly to immediate and future changes to its business requirements.

In its simplest terms, workforce planning is the process of ensuring that the "right people are in the right place at the right time" to accomplish the mission and goals of the organization. This brief definition disguises a comprehensive process that translates strategic thinking into concrete action plans in the areas of staffing and training. The workforce planning process provides managers with a framework for making staffing decisions based on their mission, business objectives, budgetary resources, and a set of desired workforce competencies.

Workforce Planning – a process of analysing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. Workforce planning is a systematic process for identifying the human resource requirements necessary to meet future organizational goals and developing strategies to meet those requirements.

Workforce Planning Guide
City of Winnipeg

Workforce planning is not a stand-alone process; it is a strategic process that includes several components of an integrated human resource function. Some of these components include

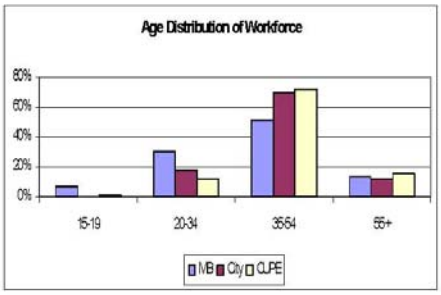
- a governance function to provide the linkages among policy direction, departmental coordination and service delivery and to monitor and report on results;
- a competency framework to define the desired skills, behaviors and knowledge required for both the current and future workforce;
- a performance management system to review current staff competencies and identify plans to assist staff to enhance current or develop new competencies;
- training and development programs to build these competencies; and
- recruitment initiatives to attract the type of employees required to deliver City services.

Why is Workforce Planning Important at the City of Winnipeg?

Workforce planning allows organizations to address systematically issues that are driving workforce change. Some of the factors that are impacting the City of Winnipeg include the following:

Retirements – In 2000, statistics the City generated indicated that 30% of the workforce could retire by the end of 2005 and that 50% could retire by the end of 2010, based on age and years of service. While the City did not experience that volume of retirements in 2005 they are inevitable and may simply be spread out over a longer timeframe.

When we compared the demographics of the available workforce in the Province of Manitoba to the City's workforce and to CUPE (the union representing the largest number of City staff), it was clear that the City's workforce is considerably older. The following graph highlights the imbalance in terms of age distribution between the City and the Manitoba workforce as a whole.



This graph indicates that the City may be faced with a larger number of retirements in future years than other organizations bracing for the wave of baby boom retirements.

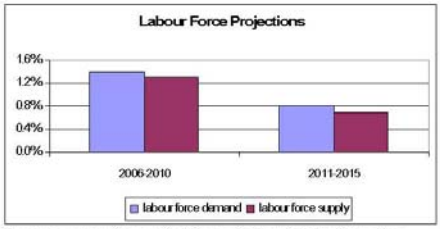
> Canada's labour force landscape is undergoing profound changes. Beginning in 2010, the baby boom generation will be retiring in droves, leaving untold vacancies in their wake. Employers will become locked in a war for employees as they struggle to hire and retain qualified workers.
>
> *Industrial Relations Outlook 2007*
> *The Conference Board of Canada*

One of the reasons why the potential volume of retirements in 2005 did not occur may be due to the fact that those statistics were based on eligibility alone. In many instances, an individual remains with an employer after becoming eligible to retire for a variety of reasons. A better predictor of retirements may be years of service. The average years of service at retirement do fluctuate among the various types of job functions; however, the current average years of service at retirement for a City employee is 29.5 years. In 2003 the annual average years of service was 31.82 indicating that the trend is moving slowly towards earlier retirement.

The management job function at the City includes department directors and other senior staff including departmental controllers, human resource professionals, IT professionals and the most senior police and fire paramedic officers. Within three years, 56% of the staff in this category will not only be eligible to retire, but likely will retire as their years of service will have exceeded the benchmark for this job function. This volume of retirements at the most senior levels puts the City at a high level of risk due to a loss of corporate knowledge and management skill and may result in negative impacts in the City's ability to continue to deliver services.

Competition for new employees – According to many industry experts, we are entering the tightest labour market since the 1950's. The pool from which to recruit new

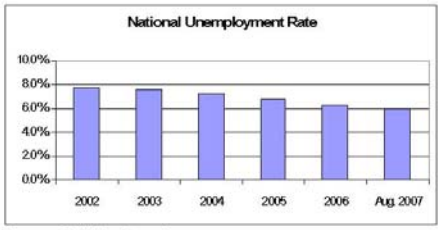
employees, especially highly skilled knowledge workers, is shrinking. A recent study by Human Resources and Social Development Canada suggests that in the coming years the annual rate of growth in the demand for labour will outpace the growth in the supply of labour. This is contrary to the past trend where the growth in supply outpaced the growth in demand. In its simplest terms, for every new position created in the market there is only one person available for that position.



Source: Looking Ahead: A 10-year Outlook for the Canadian Labour Market (2006-2015)
Human Resource and Social Development Canada

These statistics take on a greater importance for certain positions within the City. Specific types of professionals such as appraisers, engineers, mid-level accountants and trades people are becoming increasing difficult to recruit. In the next three years, based on service projections, the City may lose up to 18% (134 positions) of its professionals and 13% (154 positions) of its trades people. The City is already experiencing difficulty in attracting these types of individuals.

A restriction in the national supply of labour is confirmed by some recent statistics published by Statistics Canada. Over the last number of years, Canada's national average unemployment rate has continued to decline and reached 6% in August 2007, which many consider to be the lowest attainable rate. (See table below.)



Source: Statistics Canada

The associated unemployment rate for the National Occupational Group (NOC) that includes engineers was 3.3% in August 2007. Similarly, the unemployment rate for the NOC that includes accountants was 1.5% in August 2007. These rates signal that these occupational groups are at or near full employment levels. For those organizations attempting to recruit these types of professionals, the available pool is quite limited.

Employee morale – Satisfied employees are more likely to take pride in their work, work hard at what they do and remain with an organization for a longer period of time. At the City-wide level absenteeism has increased approximately 12% between 2004 and 2006 (8.5% increase from 2004 to 2005). In contrast, absenteeism at the Province of Manitoba only increased 2.1% from 2004 to 2005. While part of the increase may be attributed to an aging workforce, the excessive increase at the City may also be attributed to decreased employee morale. On an Employee Cultural Survey completed in 2004, only 39% of respondents rated their department as a favorable place to work. On a positive note, since the implementation of a city-wide attendance management process in 2006, absenteeism in the City has decreased 5.3% from 2006 to 2007.

Becoming an employer of choice –All of the departmental HR managers who participated in our session felt that the City has considerable work to do to become an employer of choice. One hundred percent (100%) of participants either disagreed or

strongly disagreed with the statement that "the City of Winnipeg is an employer of choice". Participants also agreed that it currently is a challenge to attract high quality staff. Further, one hundred percent (100%) of participants voted that it will be either difficult or very difficult to attract high quality staff in the future. The workforce planning process requires the organization to look at social and environmental factors to evaluate any potential impact on the workforce and service delivery. Organizations competing to attract and retain employees need to review their remuneration and benefits packages and be sure they understand the different needs of the younger candidates they are hoping to recruit.

In one recent posting for a senior financial professional, a department received several applications from external candidates and offers were made to two candidates; however, both candidates declined the offers. In another posting for a technical support professional, a department received several applications from external candidates; however, all candidates subsequently withdrew their applications citing the lower than market remuneration package as the main reason. The difficulty in recruiting was confirmed in the City's 2004 Employee Cultural Survey that found that only 31% of respondents thought their department was able to attract high quality employees.

Capitalizing on diversity – Public sector organizations are at the forefront of ensuring employment equity and developing a diverse workforce. One of the core competencies defined for all City employees is *Respecting Diversity*. The City of Winnipeg as a whole is a true multicultural community and the makeup of the City's own workforce should attempt to mirror that diversity.

The single largest growing segment of the labour market in Winnipeg is the aboriginal population. Currently, aboriginal people account for approximately 7.9% of the available labour pool and a study by the Conference Board of Canada projected that to increase to over 16% by 2016. In January 2006, aboriginal people only accounted for 6.2% of the City's workforce, 1.7% below labour market availability; however, the City is making progress in that aboriginal people accounted for 8.9% of all new hires in 2006, which is 1% above the available labour pool. The current restriction in the overall labour supply, noted previously, places extra emphasis on attracting qualified candidates from the aboriginal population.

Service delivery - The City's implementation of Peoplesoft had broad implications for the competencies required of staff which required training and redefining of jobs. Technology solutions will continue to replace manual operations. The City is also reviewing alternative service delivery models including private sector partnerships to deliver more services. New managerial competencies are required to negotiate and manage complex contracts with service providers including the ability to establish more sophisticated models for risk and benefit sharing.

> "Only when the right employees are on board and are provided the training, tools, structures, incentives, and accountability to work effectively is organizational success possible."
>
> *Major Performance and Management Challenges*
> *United States Government Accountability Office*

To meet these challenges, the City must have an effective workforce planning program. At the highest level, the benefit will be the ability to continue to deliver effective and efficient services to citizens in the future.

Key Risks and Impacts Associated with Workforce Planning

Risk is defined as any circumstance or event that has an impact on the achievement of business objectives. Accordingly, risk can be either a threat or an opportunity. The failure to seize an opportunity can negatively impact the achievement of business objectives. The key sources of risk associated with effective workforce planning include the following:

- inadequate corporate attention and direction;
- inadequate human and financial resources to conduct workforce planning;
- lack of effective tools such as training, recruitment programs and mentoring programs to support workforce planning efforts;
- lack of an adequate performance management process to identify existing skill gaps;
- inadequate knowledge of the external labour market to base decisions on future recruitment;
- inadequate knowledge of the competitiveness of the City's compensation packages impacting the ability to retain or recruit staff; and
- lack of on going monitoring and reporting to ensure that workforce planning is achieving its intended outcomes.

Human Resource Function at the City of Winnipeg

Human resource professionals at the City of Winnipeg operate in a dynamic environment. The City employs approximately 8,500 full-time staff and nearly 2,000 seasonal staff with most being represented by one of seven different unions.

All City employees will move through a l lifecycle similar to the one depicted below:



Through these activities, human resource policies, procedures and practices affect each employee. This on-going interaction with staff means that the human resource function is an important contributor to the success of the organization.

The human resource function at the City could be characterized as a hybrid decentralized structure. This means that the responsibility for human resource activities is shared by many individuals. The governance structure for the City's human resource function includes explicit responsibilities for corporate leaders, human resource specialists and all City managers.

Since 2001, the human resource function has been headed by a Chief of Human Resources and Corporate Services (CHR/CS). (During the audit, these responsibilities were transferred to a newly created position, Director of Internal Services (DIS). The CHR/CS position was deleted.) The main human resource responsibilities of the CHR/CS and DIS positions include the following:

- provide strategic and tactical leadership that ensures strong linkages and support to Council;
- act as the senior HR specialist;
- develop efficient and effective HR services;
- continuously evaluate, enhance and report on the performance of HR; and
- champion or lead HR initiatives that cross more than one department.

Reporting to the CHR/CS (now DIS) are human resource specialists located within the Corporate Services Department (now called the Internal Services Department). These specialists are responsible for the areas of labour relations, human resource development, human resource planning, equity and diversity and research.

While the portfolio of each of these specialists is diverse, all positions include the following responsibilities:

- provide strategic and timely information to Council, senior management and line departments;
- research, design and implement corporate HR policies, directives, systems and services;
- provide direction and support to line departments;
- lead, coordinate and/or facilitate cross-departmental initiatives;
- identify emerging trends, issues, risks, etc., and proactively recommend change; and
- provide specialized HR services.

Together, the CHR/CS (DIS) and the corporate HR specialists set the direction for HR policies, procedures and practices. However, the majority of the interaction between HR and City staff occurs at the departmental level. The human resource specialists in departments implement the policies/directives, systems and processes designed by the corporate staff. They also provide specialized human resource advice to their departmental line managers and staff and liaise with applicable union representatives. All departmental HR specialists are also responsible for monitoring their own environments and developing and implementing programs that are specific to their business.

Finally, the managers, supervisors and foremen in the City play a key HR role due to the level of interaction they have with City staff. Each of these individuals must be knowledgeable about and consistent in their implementation of the City's HR policies, procedures and practices.

Human Resource Strategic Plan

In 2001, the CHR/CS produced a *Human Resource Strategic Plan (HRSP)*. The *HRSP* established the vision and direction not just for human resource effectiveness, but also for overall organizational effectiveness.

> A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg.
>
> *Vision Statement*
> *2001 Human Resource Strategic Plan*
> *City of Winnipeg*

The *HRSP* identified four immediate strategic priorities to support the achievement of the vision for human resources and organizational effectiveness:

- Training and Development (Leadership)
- Performance Management
- Human Resource Planning
- Classification and Compensation

The implementation of these priorities, supported by a commitment to the key success factors identified in the *HRSP*, were intended to grow a dynamic and diverse workforce. Highly skilled employees would be adaptable and flexible to respond to changing service delivery requirements. The resulting organization would be more efficient and better positioned to meet the demands of citizens.

In a workshop session conducted by the Audit Department with all the departmental human resource managers, and the corporate HR manager responsible for human resource planning, the organization's current HR risks were identified. Some of the more significant risks perceived included the following:

- impact on service delivery as a result of collective agreement process,
- inability to recruit qualified employees,
- legislative changes that relate to health and safety,
- inability to retain qualified employees,
- ineffective compensation and classification system, and
- benefit plans not keeping pace with market.

The breadth of the listing illustrates the challenging environment that human resource professionals work in today. The *HR Strategic Plan* has not been updated since 2001; the broad risks identified should be considered in establishing priorities for future revisions of the *HRSP*.

Workforce Planning Tools at the City of Winnipeg

Within the *HRSP*, the stated intent of human resource planning was to "develop and implement a framework to facilitate the identification of areas of change, risk and opportunity, and to prepare succession plans to meet the future needs". Initially, the focus was to be on improving information on the civic workforce and future needs through demographic analysis, a succession-planning framework, career planning requirements, workforce needs forecasting and deployment initiatives. It was acknowledged that this was a longer-term initiative that would involve consultation with several stakeholders.

Since the publication of the *HRSP*, the City has developed several planning tools. The following section will highlight some of the more significant tools and discuss how they relate to effective workforce planning:

Competency Initiative

Competencies are among the best predictors of performance and should be an essential building block in all human resource systems and processes – such as strategic HR planning, recruitment, employee work planning and performance feedback, employee development, education and training, succession planning and career planning.

The senior HR leaders of the City identified competencies as a priority and, in May 2004, after considerable research and consultation, the competency initiative officially was launched under the leadership of Corporate HR. The competency model implemented by the City provided the organization with a tool that helps to define the desired skills, behaviours and knowledge of both the current and future workforce. The importance and success of the City's competency initiative was recognized by the Human Resource Management Association of Manitoba in 2007.

> The Human Resource Management Association of Manitoba awarded the City of Winnipeg the Gold Level Excellence in Leadership Award for its work in developing competencies and the ongoing work of integrating them into the organization/HR processes.
>
> March 14, 2007

Employee participation was established as a key success factor early in the planning process. *The Leadership Architect by Lominger* was selected as the model to implement, and profiling sessions were initiated to identify the most important competencies for various positions. The profiling occurred top-down, starting with departmental directors and chiefs, then moved into departmental leadership groups. Next, profiles were developed by job function (IT, finance, foreman, customer service, etc.) since this was seen as a more efficient and effective way of determining mission critical competencies.

> What does it take to be EXCELLENT as a Leader at the City of Winnipeg, now and into the future 3-5 years?"
>
> *Focus Question for Profiling Sessions*
> *Competency Initiative*
> *City of Winnipeg*

This initiative has allowed the City to

- develop competency profiles for all levels of leaders and almost all functional areas;

- include competencies in recruitment bulletins and to build a strategic interviewing system based on competency profiles;
- align competencies with Corporate Education programs/courses; and
- integrate competencies into the Employee Work Planning and Performance Feedback System.

HR Performance Management

The City of Winnipeg has developed an *Employee Work Planning and Performance Feedback Tool* that helps to ensure that the manager and employee have a common understanding of the responsibilities, goals, priorities and competencies of the position concerned.

The City of Winnipeg tool includes an employee work planning section, which is linked to the City's competency model and sets the context for the employee to understand how his/her contribution to the work unit, the department and the organization's overall goals and objectives is important. It also includes a feedback section designed to recognize employee strengths and address areas for development and an employee development section where a plan is developed to address the short or long-term training needs of an employee. The tool also includes a section for employee information and employee comments.

This tool was designed to help to ensure the proper alignment between an employee's daily activities and career objectives and the organization's goals and objectives. *The Employee Planning and Performance Feedback Tool* is important to workforce planning because it assists departments in developing a current workforce profile and identifying work requirements and gaps in the skills that will be required in the future.

Training & Development

The City of Winnipeg advocates that training, education and development are critical components in improving the overall performance of the organization. Investment in training, education & development by the City and its employees supports future readiness. Training and development was seen as a critical strategic priority in the *HRSP* to ensure a dynamic, knowledgeable and skilled workforce.

Many training and development initiatives are currently in place at the City. The Corporate Education Branch of the Human Resource Development Division has developed a course calendar, which includes more than 175 courses. Each of these courses is linked to the City's competency framework. In 2006, over 4,900 spaces were occupied for courses delivered by the Corporate Education Branch.

A joint City/CUPE fund was also set up in 2000 to support training and education for CUPE employees. There was recognition that the City was undergoing significant change in terms of technology, restructuring, & budget reductions and it was identified that an investment was needed in education, training and staff development. As a result, the City/CUPE Joint Education Fund was created to be used for education training and staff development of members of the CUPE bargaining unit. Just under $7 million was provided for training for these City employees over six years, resulting in thousands of learning opportunities.

In addition to the joint City/CUPE education fund there is also a City/WAPSO Professional Development Fund that was created to be used for education, training, and professional development of members of the WAPSO (management) bargaining unit. Departments also include training dollars in their general budgets each year to be used for specialized training and development opportunities.

Diversity Report Card

The City's Diversity Report Card, which is an annual report from the CAO to the Citizen Equity Committee, is an excellent

tool to monitor progress in achieving benchmarks for the employment of designated groups. The City has identified group representation benchmarks for the percentage of

- women in the workforce,
- aboriginal people in the workforce,
- visible minorities in the workforce, and
- persons with disabilities in the workforce.

Increasing the representation of all these groups is a commendable goal and some City departments, with the support of and in some cases funding from Corporate HR, have implemented positive initiatives to achieve the desired results. (See highlight box below.)

> The Department recruits from the aboriginal community and places students, with the caveat that they stay in school, in either the Recreation Technician training stream or the Instructor Guard training stream. They get classroom and practical training (including advanced swimming lessons). We then 'hire' these staff to work in the summer recreation programs and many move up to part time and even permanent positions. In the Instructor Guard stream, we hire them as Instructor Guards in part time positions. This assists with both our recruitment and diversity goals.
>
> *Youth in Community Services Initiative. Community Services Department*

Workforce Planning Guide

The *Workforce Planning Guide* developed at the City of Winnipeg presents a step-by-step framework for managers to follow in developing workforce plans for their departments. This guide was intended to be flexible so that users can concentrate their efforts on those steps in the process most critical to their needs. The guide recognizes that the workforce planning process should serve the specific department or work area needs and is not an end in itself.

The *Workforce Planning Guide* utilizes a three phase, 8-step process.

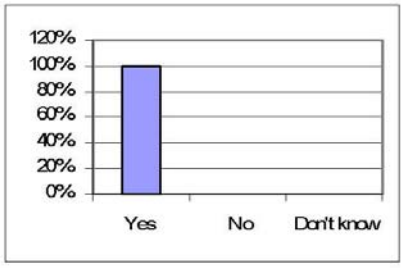
> *Phase 1*
> **What work must your department or work area do to accomplish its mission, achieve its goals, and implement its strategies?**
> **Step 1** Analyze Strategic Goals and Objectives
> **Step 2** Determine Future Functional Requirements
>
> *Phase 2*
> **Who can do what needs to be done and how will they do it?**
> **Step 3** Develop a Future Workforce Profile (Demand)
> **Step 4** Develop a Current Workforce Profile (Supply)
> **Step 5** Identify Workforce Requirements (Gap / Surplus Analysis)
>
> *Phase 3*
> **Choosing the Right Strategy**
> **Step 6** Develop a Workforce Plan
> **Step 7** Implement the Workforce Plan
> **Step 8** Evaluate the Workforce Plan

We compared the City's *Workforce Planning Guide* to workforce planning documents used by other organizations. We found that the City's guide compared favourably and included all the elements that would be considered "best practices" for workforce planning.

Departmental Implementation of the Workforce Planning Guide

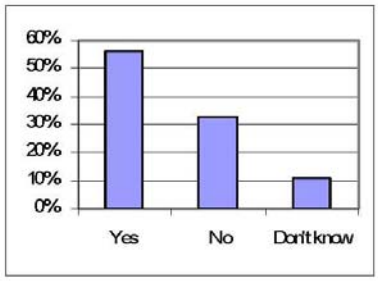
In the second part of the session and through follow-up interviews with departmental HR managers, we discussed implementation of the Workforce Planning

Guide. As the graph below indicates, all HR managers were aware of the guide.



The process defined in the guide is simple in outline but depends on rigorous and comprehensive analysis of the organization's business, workforce, and strategic direction. During our session, we asked the HR managers if the *Workforce Planning Guide* provides sufficient guidance to allow them to develop a workforce plan for their department.

The opinion of the majority of the HR managers was that the guide provides sufficient guidance to allow them to develop a workforce plan. In those instances where a department requires additional guidance, a request could be made to Corporate HR for assistance. A minority believed that the guide had to be customized to be useful in their environments. This could require significant time and effort.



The following sections will highlight the status of implementation of the *Workforce Planning Guide* according to the departmental HR managers.

Phase 1

What work must your department or work area do to accomplish its mission, achieve its goals, and implement its strategies?

Step 1 Analyze Strategic Goals and Objectives

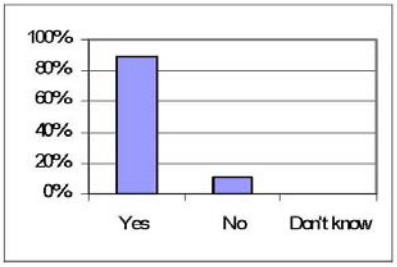
Step 2 Determine Future Functional Requirements

The first phase involves the analysis of a department's goals and objectives in order to understand the internal and external factors that will influence the department's future needs (or demand) for labour. When reviewing the department's direction, the aim is to develop a good understanding of the future mission, vision, business plans and goals, and the implications this may have on the workforce. City services have evolved over time and the skills required to support those services have also evolved due to technology and other factors.

The second step in this phase, ***determine future functional requirements***, requires an examination of the external environment. The external environment needs to be scanned to identify any factors and trends that may impact on the department's direction and its workforce. An environmental scan is a systematic analysis of trends and external forces across a range of factors. Tools used to conduct an environmental scan include:

- STEEP analysis – consideration of social/cultural, technological, environmental, economic and political/legal factors.
- SWOT analysis - a review and analysis of the department's internal and external strengths, weaknesses, opportunities and threats.

Through the City's business planning and budget processes, virtually all departments have defined strategic business goals and objectives. During the workshop with departmental HR managers, 88% indicated that their department had defined specific strategic business goals and objectives.



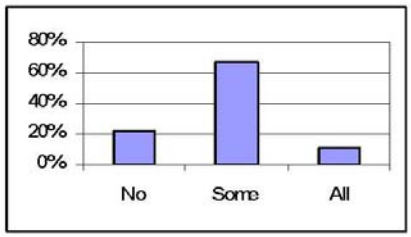
The business planning process also requires departments to develop a description of operational issues (a risk assessment). These plans are then submitted to and reviewed by the CAO Secretariat. This information serves as a good foundation for the development of a workforce plan.

Phase 2

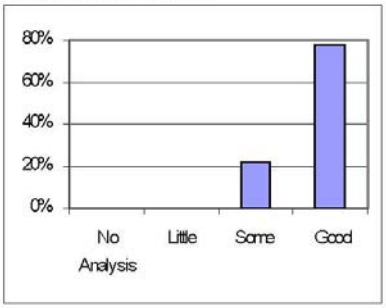
Who can do what needs to be done and how will they do it?

Step 3 Develop a Future Workforce Profile (Demand)
Step 4 Develop a Current Workforce Profile (Supply)
Step 5 Identify Workforce Requirements (Gap / Surplus Analysis)

Phase 2 provides an understanding of the current workforce and the pressures placed on the department to develop that workforce to meet future business objectives and goals. The first step in Phase 2 involves the development of a future workforce profile. To do this, the department needs to identify those positions that are critical to the achievement of business objectives and then forecast the future competency mix and staff size that will be required to meet future departmental goals. During the workshop with departmental HR managers, we asked if they had identified the current positions within their departments that are critical to the achievement of their business objectives. Only eleven percent (11%) of the participants indicated that they had identified all critical positions; 22 % indicated that they had not; and 67% indicated that they had identified some of the positions critical to the achievement of their objectives.



We then asked if the departments had a good understanding of the key competencies that would be needed in the future. The results for this question were more positive. Seventy-eight percent (78%) of participants indicated that they had a good understanding of the key competencies that would be needed in the future. During our follow-up interviews with the departmental HR managers many suggested that the skills necessary for employees to adequately perform their jobs will increase, but there should not be a significant transformational change in the competencies overall.

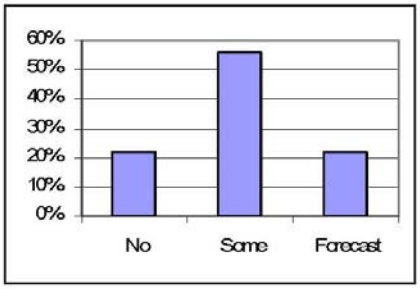


As a resource, departments can use the City's competency framework for a consistent description of the skills, knowledge and behaviours that are important and required for various positions. For example, the Property Assessment Department identified a need for more staff with the necessary competencies to fill valuation positions and implemented a

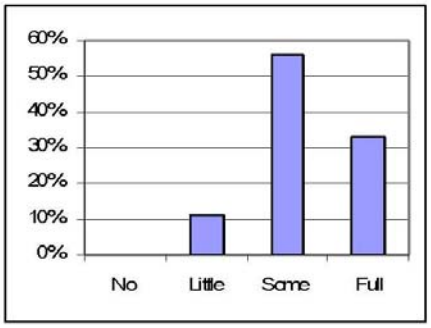
recruitment program to address those needs. (See highlight box below.)

> The Department has identified succession management for the valuation positions as a major risk. This is due to the shortage of qualified people in the Valuation Industry in Canada.
>
> To address this situation, we have initiated a Valuation Positions and Recruitment Plan project whose main goal is to develop and implement a detailed and aggressive marketing and recruitment plan with strategies aimed at increasing the public's awareness of the property assessment/ appraisal industry and recruiting qualified candidates to valuation positions. By increasing awareness, we will be able to attract interested parties to become involved in the profession.
>
> The expectation is that this project will address the longer-term shortages, which will occur in the next 5 years. In order to address the current shortages we are working with CUPE to aggressively attract both City of Winnipeg and outside candidates who may be interested in the profession but require assistance in gaining the required qualifications.
>
> *Valuation Positions and Recruitment Plan Project*
> *Property Assessment Department*
> *City of Winnipeg*

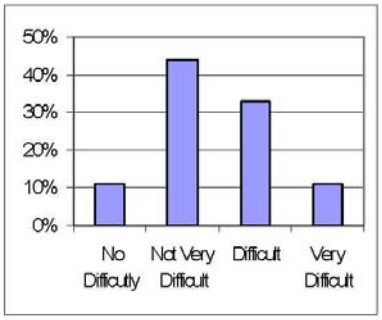
The next question posed to the departmental managers assessed their knowledge of how their staff size for the required competencies may change in the future. The responses were not as encouraging with twenty-two percent (22%) indicating that they had performed this analysis; 56% indicating that they had done some forecasting; and 22% indicating that they had done no forecasting. Understanding future changes in the workforce is a critical step in developing a workforce plan.



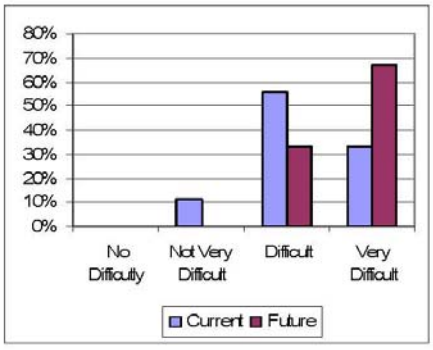
The second step of this phase requires the development of a current workforce profile which includes an analysis of the current supply. When we asked the departmental HR managers to what extent had they analyzed the make-up of their current workforce, 33% responded that they had carried out a full analysis, while 56% indicated that they had performed some analysis.



We were a bit surprised at this level of response since forty five percent (45%) of the managers also indicated that it was either difficult or very difficult to retain staff. In discussions, managers indicated that there is ambiguity about the future direction of the City in some cases and that this impacts the ability to develop competencies.

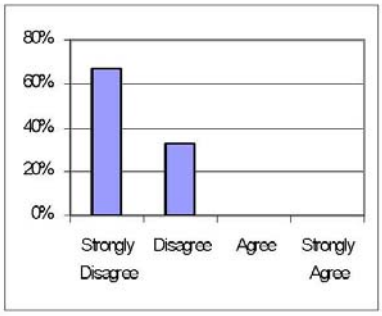


A majority (89%) also indicated that it was either difficult or very difficult to currently attract and hire staff and a full 100% indicated that they foresee having either a difficult or very difficult time in attracting and hiring staff in the future.



The lack of analysis of the current labour supply means that the City is not well positioned to identify the areas or job functions that are most at risk.

In the opinion of the HR managers this anticipated degree of difficulty in retaining and attracting staff may relate to the fact that the City of Winnipeg is not viewed as an attractive place to work. All HR managers either disagreed or strongly disagreed with the statement that the City of Winnipeg is an "employer of choice".



Issues such as salary and benefits, reputation and negative media attention were identified as reasons why the City is not viewed as a favorable employer. Some managers also expressed the belief that the City needs a shared human resource strategy that is endorsed by Council, the Public Service and the Unions. This would provide needed leadership to focus on barriers preventing the City from becoming an organization that can compete strategically in today's challenging labour environment.

The HR managers also noted that staff with specialty certifications and/or police experience are being lured away by organizations that are willing to pay a premium for these talents. The HR managers did recognize that they need to have discussions with their employees to determine the support required to acquire the necessary competencies for the future.

The final step in this phase is an analysis of the current versus the future workforce profile. If there is a projected short fall (when projected supply is less than forecasted demand) effective strategies such as recruitment, training and succession planning need to be developed and implemented. Some departments have undertaken this analysis and have developed strategies to address identified gaps. They have worked within their departments and current budgets to find creative ways to plan for their future

demands. Other departments have not gathered and analyzed the information to be able to complete this analysis. Without a good understanding of the complete picture, it is not possible for the City to answer the question, "Who can do what needs to be done and how will they do it?"

As an example of a proactive recruitment initiative, the Water and Waste Department created an engineer-in-training program:

> The Department has created the Engineer-in-Training (EIT) Program to:
> 1. provide graduate engineers the work experience necessary to become a registered professional engineer in Manitoba,
> 2. expose the individuals to a broad cross section of engineering skills in the 4 Water and Waste Branches
> 3. provide guidance and mentoring to the EIT,
> 4. allow the EIT to gain and demonstrate a higher level of municipal engineering skills which will provide a solid foundation for development in the later portion of the program.
> 5. provide opportunity to fill vacant engineering positions in the Engineering Division with qualified in-house individuals.
>
> The individual would rotate through four Water and Waste branches on an annual basis which will provide four years of supervised training in four branches. Upon completion of the rotation, the EIT would then have the opportunity to apply for any vacant engineering positions that may be available. The EIT will remain in the program until such time as they become successful in an engineering position. Upon successful promotion, a new EIT will be hired and placed into the program.
>
> *Engineer-in-Training Program*
> *Water and Waste Department*
> *City of Winnipeg*

We believe that this is the type of program that is needed on a broader scale within the City to address skill gaps in other professions.

As a second example, the Public Works Department, in conjunction with other departments and with support from Corporate HR, has implemented a program to assist internationally-trained engineers:

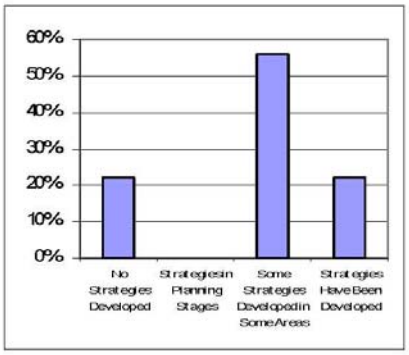
> The Public Works Department (along with Water and Waste and PP&D) has developed a relationship with some educational groups and institutions. For example, we provide a paid work experience for IEEQ students (Internationally Educated Engineers) so they can qualify for the Canadian standard. This program is a way for internationally-educated engineers to be considered academically qualified by the Association of Professional Engineers & Geoscientists of Manitoba (APEGM).
>
> This is a 12-month program, divided into two parts. The first eight months consist of senior-level engineering courses and the last four months consist of a paid co-op experience.
>
> In 2005 and 2006, we were able to give work to several participants and two of the participants are now employed full-time with the City as engineers.
>
> *Public Works Department*
> *City of Winnipeg*

HR managers noted that they have limited time and resources to undertake these types of broader initiatives. In some instances, participants believe that when issues cross several departments they require a City-wide solution. For example, there was recognition that greater use of technology will not only require new competencies but more flexibility in collective agreements.

The absence of critical information such as future competency requirements and the workforce supply leaves the City susceptible to not being able to recruit qualified employees which may have a detrimental effect on the cost and quality of future service delivery.

Phase 3
Choosing the Right Strategy
Step 6 Develop a Workforce Plan
Step 7 Implement the Workforce Plan
Step 8 Evaluate the Workforce Plan

Phase 3 involves the development of strategies to address the identified gaps or surpluses. Once the plans are formalized, they must be implemented and evaluated. The first step in Phase 3 involves the development of the workforce plan. During the HR manager's session, we asked the participants if their department has developed strategies or programs to address staffing areas that are "at risk". Twenty two percent (22%) indicated that strategies have been developed; 56% indicated that some strategies have been developed for some areas; and 22% indicated that no strategies have been developed.



To assess fully the effectiveness of a workforce strategy and associated plan, departmental HR managers should be able to answer some of following questions:

- Did the strategy achieve its objectives?
- If not, have the department's strategies on which the plan is based changed? Are other factors preventing attainment of the goals?
- What worked well? What could be improved?
- Were there any unexpected outcomes?
- Have the conditions changed so that the strategies and actions need to be modified?
- Do the workload and workforce gaps still exist?
- Are the skills of employees being developed quickly enough to become effective?

Through our follow-up interviews with departmental HR managers, we noted that while none could provide us with a formal workforce plan, some departments had performed significant analysis and developed and implemented strategies to mitigate identified risks. These departments were also monitoring the most critical aspects of their plans. In these cases, the only factor preventing them from providing us with a copy of a workforce plan was the time required to formally document their activities.

In other cases, a more concerted effort has to be made to ensure that the implemented strategies are targeting the highest risk areas. The next step for these departments will be to monitor the initiatives to ensure the expected results are achieved and the known risks mitigated.

Finally, some other departments still need to perform considerable analysis to fully understand the potential workforce gaps before they will be able to develop strategies aimed at the highest risk areas. Some departmental HR managers indicated that the resources (time, money and people) required to undertake workforce planning is just not available. These departments provide numerous public services making the development of a formal workforce plan that much more difficult. At the same time, a

plan is that much more critical due to the impact that one key employee can have on the ability to continue to deliver that service.

Departments that do not engage in systematic reviews of their workforce planning efforts are at risk of being unable to respond to changes as they occur and, ultimately, of being unable to achieve their business goals.

Corporate Governance

The governance structure for the City of Winnipeg's human resource program is described in *Administrative Directive No. HR-001*. The *Directive* defines the roles, responsibilities, decision making authority and accountability with respect to human resources. The CAO has delegated most responsibilities relating to human resources to the CHR/CS (now DIS). The key HR responsibilities of the CHR/CS (DIS) include the following:

- provide strategic and tactical leadership that ensure strong linkages and support with Council;
- act as the senior HR specialist;
- develop efficient and effective HR services;
- champion or lead HR initiatives that cross more than one department; and
- continuously evaluate, enhance and report on the performance of HR.

Reporting to the CHR/CS (DIS) are several corporate human resource specialists. Their key responsibilities include:

- provide strategic and timely information to Council, senior management and line departments;
- research, design and implement corporate HR policies, directives, systems and services;
- provide direction and support to line departments;
- lead, coordinate and/or facilitate cross-departmental initiatives;
- identify emerging trends, issues, risks, etc., and proactively recommend change; and
- provide specialized HR services.

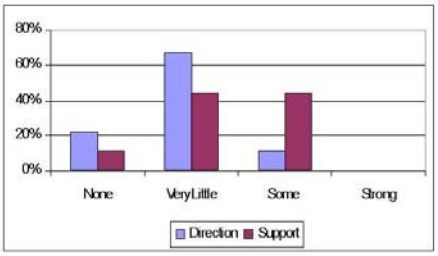
Together, the CHR/CS (DIS) and the Corporate HR specialists set the direction for HR policies, procedures and practices. The CAO has also delegated to department directors the responsibility to participate on committees and working groups to address various inter-departmental HR issues. Reporting to the departmental directors are departmental human resource specialists who implement the corporate policies and provide specialized human resource advice to departmental managers and staff. Collectively, these are the key human resource positions and associated responsibilities that have been created to support and develop the City's workforce. The department directors are responsible for reporting to the CAO on the results of all department programs including workforce planning. The CHR/CS (DIS) is responsible for reporting to the CAO on the overall performance of the human resources program.

In interviews, the former acting CHR/CS indicated that he believed that the current governance structure was clear and appropriate but that the "devil is in the details". He noted that issuing a directive is one thing but making if function effectively is another matter. In his view, the City has good tools and policies in place but they are not always functioning adequately. He believed that it was his responsibility to provide corporate direction but that implementation of workforce planning was the responsibility of the departments.

When we spoke to the Manager of Human Resource Planning and Services, he expressed a similar viewpoint. He indicated that in the City's decentralized environment, the corporate role was to provide general direction and then offer support upon request. Specific to workforce planning, he and his staff developed the *Workforce Planning Guide* and then offered assistance to help departments in their implementation efforts. He was not aware of the extent to which departments had used the *Workforce Planning* Guide or whether or not they had

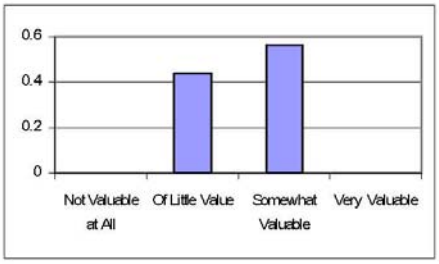
developed any workforce plans. He did not see it as a Corporate HR responsibility to monitor departmental implementation.

We asked the departmental HR managers about the level of direction and support they receive from Corporate HR:



As the chart above indicates, overall, the departmental HR managers thought that the support they receive from Corporate HR is better than the level of direction, but that there was room for improvement in both areas. All participants believed that Corporate HR needs a strong leader to address the corporate-wide issues that are beyond the scope of individual departments. They noted that there had not been a permanent incumbent assigned to the position of CHR/CS for the past couple of years. Instead, an individual was assigned an "acting" role and served more in a caretaker capacity in anticipation of a future permanent incumbent.

In general, Departmental HR managers appreciated the development of standard tools (workforce planning guide, competency framework, performance management system, training and development programs) to assist in the implementation of workforce planning. At the same time, they noted that often tools required modification to be used effectively in their departments. Some HR managers have modified and used the corporate tools to develop processes that are effective in their own environments to help them in fulfilling their departmental responsibilities.



While the authority and responsibility to implement HR initiatives such as workforce planning was delegated to departments through *AD HR-001,* the accountability to continually evaluate, enhance and report on HR results remains with Corporate HR. To date there has been little evidence of the exercise of this accountability from Corporate HR. The Acting CHR/CS advised us that there is "no formal reporting process in relation to HR issues to Executive Policy Committee (and, hence, Council)". The Manager of Human Resource Planning and Services also indicated that there is "not a lot of reporting being provided to Council relating to HR issues". He further noted that with the change in the requirements for departments to no longer submit full business plans, Corporate HR does not have access to the level of information it did in the past. There has been no attempt to initiate a formal process for obtaining information on workforce planning on an ongoing basis from departments. The reporting process developed to gather information on equity and diversity initiatives from departments could be used as a model.

Ineffective monitoring of the implementation of the workforce planning program along with a lack of information has impacted the ability of the CHR/CS and Corporate HR to identify significant trends and risks and to lead broader HR solutions that cross departmental boundaries. The absence of a well-coordinated approach to workforce planning by Corporate HR has resulted in some departments being better positioned

to predict and manage change in the workforce than others. Some departments have performed substantial analysis of their workforce and developed many strategies aimed at recruitment, retention and succession planning. Other departments have only just begun to analyze their human resource environment and develop some targeted strategies.

We found that departments often worked in isolation to develop their own strategies to recruit and retain employees in positions that were difficult to recruit (for example, the efforts to develop engineers described in the previous sections). Developing a corporate strategy would be a more efficient and focused use of resources. In our interviews, department HR managers suggested other potential solutions to their workforce planning problems. One solution identified was to hire back retired staff on a part time basis to mentor their successors. The Manager of Human Resource Planning and Services advised that although there are specific criteria to abide by, this option is available to all departments. The Manger of Human Resource Planning and Services further advised that other programs such as internships and secondments have been used in the past but that there is no current, comprehensive corporate program in place as exists in many other organizations.

An example of a city-wide career development and succession planning program which was launched with the support of Corporate HR is noted in the highlight box below.

Since the early 1990's the City has had in place an Accountant Trainee, now called Accountant Technician, classifications. These classifications are intended to provide opportunities for the development of clerical employees working in finance related positions to become qualified accountants. This city-wide program reimburses employees who successfully complete courses in either the CMA or CGA programs for as long as they continue to progress in the program. Where there are no qualified internal candidates for these positions, the City hires individuals from outside the organization who are enrolled in the programs, providing them the education and work experience opportunities to become fully qualified accountants, and subsequently move into accounting jobs in the various departments of the city.

Accountant Trainee Program
Internal Services Department
City of Winnipeg

We did find that some HR managers were unaware of all of the options available to them. Transferring knowledge from retirees to successors is critical to ensure future efficiency and effectiveness of service delivery. We believe that Corporate HR can play an important role in ensuring that all departments are aware of existing corporate-wide initiatives and should look for new opportunities to take the lead in creating solutions that may work for many or all departments.

Furthermore, understanding the magnitude of the risk associated with workforce planning requires both corporate leadership and coordination. Corporate HR should be able to provide information to decision-makers on matters such as how many of the City's 8,500 full-time staff are, in fact, "subject matter experts" in critical positions. Subject matter experts (SMEs) are defined as individuals who hold strategic jobs or have special situational or historical

knowledge that is critical to the organization. The loss of a SME could result in significant loss of critical corporate knowledge and know how. By critical, we mean positions where the loss of the incumbent could have a significant impact on City service delivery because of an inability to quickly recruit or train a successor. There should be a corporate database of such incumbents and positions as well as clear direction to departments that a formal plan must be in place to recognize and plan for succession. This might include a formal strategy for knowledge transfer to a current colleague or new recruit prior to retirement. In fact, Corporate HR was unable to provide any information of this kind to us during the audit. Through our interviews with departmental HR managers, we found that departments that had performed this analysis discovered the number of SMEs/critical positions was usually quite manageable. Other departments believed that they intuitively knew which positions were critical. We have provided the DIS with a sample template that other organizations have used to assist in compiling this information.

The absence of monitoring of departmental activities by Corporate HR has resulted in a lack of coordination of workforce planning efforts and, by default, the acceptance of an unknown level of risk to future service delivery. This lack of reporting from Corporate HR to Senior Management and Council has resulted in an absence of information available for decision-makers regarding the state of the City's current and future workforce. The City has already experienced long delays in filling some key vacancies including those at the most senior levels of the Public Service. There is no doubt that this has had an impact on service delivery as well as staff morale and productivity.

We recognize that Corporate HR has shown leadership by developing corporate programs and tools to launch workforce planning in the organization. We have discussed these in previous sections. At the same time, monitoring, coordination, trend analysis and reporting activities have been inadequate. We believe that the new Director of Internal Services should make it a priority to assess the status of current workforce planning activities across the organization; identify opportunities for coordinated solutions to identified gaps; develop a risk-based corporate workforce plan for the information of Council; and continue to monitor, evaluate and report on workforce activities in the future.

Recommendation 1
We recommend that the Director of Internal Services, in consultation with the Chief Administrative Officer, clarify the Human Resource governance structure with corporate and departmental HR managers including the relative responsibilities and accountability for direction, implementation, coordination, monitoring and reporting.

Management Response
The Director of Internal Services agrees with this recommendation and is currently in the process of preparing a draft revised Human Resource Governance Directive to replace the current Directive. This revised version proposes, among other items:

- *that the departmental HR Managers have an indirect functional reporting relationship to the Director of Internal Services and,*
- *the creation of a formal HR Leadership Group with defined responsibility for reviewing HR priorities, practices, processes and activities and advising the Director of Internal Services accordingly on all HR matters.*

These proposals to formalize accountability in the area of human resources in the City of Winnipeg are designed to ensure consistency in the application of HR principles, programs, directives and procedures throughout the organization.

Time frame for approval: June 30, 2008

Recommendation 2
We recommend that the Director of Internal Services develop a process to gather information on current departmental workforce planning activities with a particular focus on risks associated with critical positions. This information should be analyzed with a view to developing a corporate workforce plan that identifies common risks, trends and barriers as well as potential solutions including the development of new corporate programs to address specific risk areas.

Management Response
Over the last number of years, the departments of the City, with support & leadership from the former Corporate Services Department, have developed a variety of workforce planning tools including the Workforce Planning Guide, the revised version of the Employee Work Planning & Performance Feedback Guide, competency profiles that have been developed for both leadership positions and job functions in the City, and the Strategic Interview System that facilitates the application of competencies in the recruitment process. The development of these tools has laid the foundation for departments, with the support of corporate Human Resources to review their future workforce needs, with a view to creating plans to address those needs.

Short-term action:
The Director of Internal Services agrees with this recommendation and will immediately begin the process of gathering information on current departmental workforce planning activities, with a focus on "at risk critical positions" in order to develop an organizational workforce plan including action plans to address specific risk areas.

Time frame: August 31, 2008

Long-term plan:
Following the approval of the new Governance Directive, the Director of Internal Services will review and recommend changes required to the organization structure of the Department of Internal Services to better support the work of the HR leadership Group and line departments and enhance the department's capacity to conduct HR planning, research and monitoring of departmental HR practice.

Time frame: November 30, 2008

Recommendation 3
We recommend that the Director of Internal Services update and report to Executive Policy Committee and Council at least annually on the status of the organizations workforce plan.

Management Response
The Director of Internal Services agrees with this recommendation to update and report to Executive Policy Committee and Council at least annually on the status of the organization's workforce planning efforts.

Appendix 1: Audit Process

