Agenda – Council – January 25, 2012

Report – Executive Policy Committee – January 18, 2012

Item No. 9 Corporate Leadership Training and Development Audit

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 18, 2012, the Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the City Auditor and recommends to Council:

1. That the Corporate Leadership Training and Development Audit dated September 2011 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 – January 18, 2012

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 18, 2012, the Executive Policy Committee concurred in the recommendation of the City Auditor and submitted the matter to Council.

Audit Department Report
Corporate Leadership Training and Development Audit – September 2011

An Audit of the Corporate Leadership Training and Development Program was included in the City Auditor's 2009-2010 Audit Plan and endorsed by the Audit Committee.

Report Summary

Corporate leadership development is coordinated by the Employee Development Branch in the Human Resource Planning and Services Division of Corporate Support Services but is also supported separately by the city departments.

The Human Resource Strategic Plan identifies leadership development as a strategic priority acknowledging its importance to the continued growth and success of the City. A city wide program for the development of the City's senior leaders needs to be developed to ensure the City can achieve its strategic priorities. The City can improve its overall performance by making a sound strategic investment in learning and development of its senior leaders. A key indicator of the City's level of investment and commitment is the level of spending on training and development per employee. Currently, the City is only spending a quarter of the average of other government organizations.

Human Resource Planning and Services has gained an understanding of the desired competencies of the City's senior leaders but due to the limited use of the performance management system and the current limitations of the system Human Resource Planning and Services does not have an understanding of the current skills and competencies of the City's employees. Through the Workforce Planning Database Data Review an understanding of the positions at risk has been achieved but an understanding of what it will take in terms of training and development to address this risk is not known. The City requires this information to accurately assess and prioritize its identification, training and development needs with respect to its senior leaders.

The City currently does not have a system in place to identify and develop high potential employees. Instead it is left to the departments and as a result is done to varying degrees on an informal basis. Given the complexities that exist in municipal management it is more desirable to develop this talent from within the organization than to hire it externally. In order to effectively do this the City requires a system in place to identify and develop these high potential employees.

The City provides senior leaders with limited training and development opportunities compared to other levels of government. Other levels of government use formal mentorship programs, secondments and sponsored higher education to develop their senior leaders. The City's primary reliance on courses offered through its Employee Development Branch limits the development opportunities available to current and future senior leaders. This makes the City a less desirable place for high potential employees and senior leaders to join and stay. More investment in development and opportunities for development are required to establish a sound leadership program.

Policy

The report is submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "Receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee".

Recommendation:

That the Executive Policy Committee, in its capacity as the Audit Committee, recommend to Council that the Corporate Leadership Training and Development Audit dated September 2011, be received as information.

Attachment

Corporate Leadership Training F

Report Written By J. Egert Approved by B.Whiteside November 8 , 2011