

NO: R158

COUNCIL DATE: **September 29, 2014**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **September 23, 2014**

FROM: **City Manager
General Manager, Human Resources**

FILE:

SUBJECT: **Emerging Leaders Program**

RECOMMENDATION

The City Manager and the General Manager Human Resources recommend that Council receive this report as information.

INTENT

The intent of this report is to provide an update to Council on a new learning program for City of Surrey staff. The Emerging Leaders Program (as described below) will begin enrollment of eligible staff once Council has received this report.

BACKGROUND

The City of Surrey faces a challenging service delivery environment, with significant demands for innovation, change and expanding volumes. In addition, the City participates in a highly competitive labour market to attract and retain its human resources. In this context, it is critical that the City provide staff with the opportunities to develop the skills needed for individuals and the City to remain successful. Staff initiatives that support learning, engagement and succession planning will benefit the City and its residents.

In recognition of this service environment in his 2014 Goals and Objectives, the City Manager made the following commitment:

“Development of a Managerial Leadership Program, for starting or aspiring managers to increase bench strength and increase their engagement;”

This report details the Emerging Leaders Program that has been developed to meet this 2014 Objective.

DISCUSSION

As the City grows in both the number of residents and in the diversity of services it provides to its residents, it is important to have a staff team that is engaged, willing and skilled to meet this growth. A key component of success for any organization is having leaders in place with the skills needed to support teams in delivering results to meet performance expectations and values.

Furthermore, in a labour market that is very competitive for certain skills, it is important that the City be able to attract, retain and motivate the best. One component of staff engagement is having the opportunity to grow their skill sets by participating in structured learning opportunities. People want to have long term careers with organizations, that involve learning, challenge and recognition.

The City Manager developed his 2014 training performance objective with this understanding. While the Emerging Leaders Program will not be the only development opportunity available to staff (**Appendix I** details current and planned training opportunities for City leaders in relationship to the new Program), is an important component of the City's plan to serve the residents while engaging staff.

Earlier this year, staff began creating a learning model that would focus on building the skills of the City of Surrey's current and future managers. The dual objectives of this initiative are:

- To provide staff with the skills and knowledge to provide the best service to City residents and customers; and
- To enhance staff engagement and retention by providing meaningful career development.

To optimize the learning model, staff researched best practices with respect to training and development models, met with other municipalities, discussed options with training and educational providers, spoke with staff about their training needs, and met with senior successful managers to determine key traits. Human Resources worked with an inter-departmental team on developing a leadership program in alignment with the aforementioned key objectives.

The Development Team confirmed with key stakeholders the value of building on the training currently available to staff who are either early in their management career or on the cusp of moving into a leadership role. The Team then defined the characteristics of a successful leader within the City. These characteristics included:

- Commitment to the City ethics and values
- An ability to personally deliver results and to lead others to deliver results
- Strong interpersonal and communication skills
- An understand of the City's vision and purpose
- An ability to inspire others
- A courage to take the right action even in challenging circumstances
- An unwavering commitment to customer services
- An ability to lead other
- Strong professional competency in either a functional or technical area

Based on this understanding, the Emerging Leaders Program was developed. It is a 2 year Program with a diversity of learning experiences that will commence in 2015. **Appendix II** details the framework and key components of leadership that are being developed in each participant. **Appendix III** details the variety of methods planned to be used in the Program **Appendix IV** provides a high level summary of the key topic covered in each phase. Each phase takes 6 months to complete).

Next Steps

Staff were made aware of the Emerging Leaders Program through the first issue of CityConnect on September 10, 2014. Additional information will be shared with staff to ensure transparency in the selection process. Enrollment for the Program will begin October 1, 2014, following the review of this Report by Council. It is anticipated that the first Emerging Leaders Program group (approximately 16-20 staff) will begin the Program in January 2015.

SUSTAINABILITY CONSIDERATIONS

The Emerging Leaders Program supports the Socio-Cultural Pillar of the City's Sustainability Charter by providing opportunities for staff development to engage staff fully in serving residents with excellence. This Program particularly supports the following City Sustainability Charter scope action:

SC1: Personnel Policies and Staff Training.

The City will continue to promote staff development corporate structures that support the physical and emotional health and well-being of individuals and contribute to a healthy and productive work environment.

CONCLUSION

The Emerging Leaders Program will provide staff with expanded skills and help develop a strong leadership culture at Surrey. This will support the achievement of the City's customer service objectives, while enhancing individual engagement and capacity.



Vincent Lalonde, P. Eng.
City Manager



Nicola Webb
General Manager, Human Resources

- Appendix I Leadership Career Path
- Appendix II Leadership Framework
- Appendix III Leadership Development Method
- Appendix IV Leadership Phases

Leader Career Path

Appendix I

Supervisory Skills (BCIT)



Manager 101



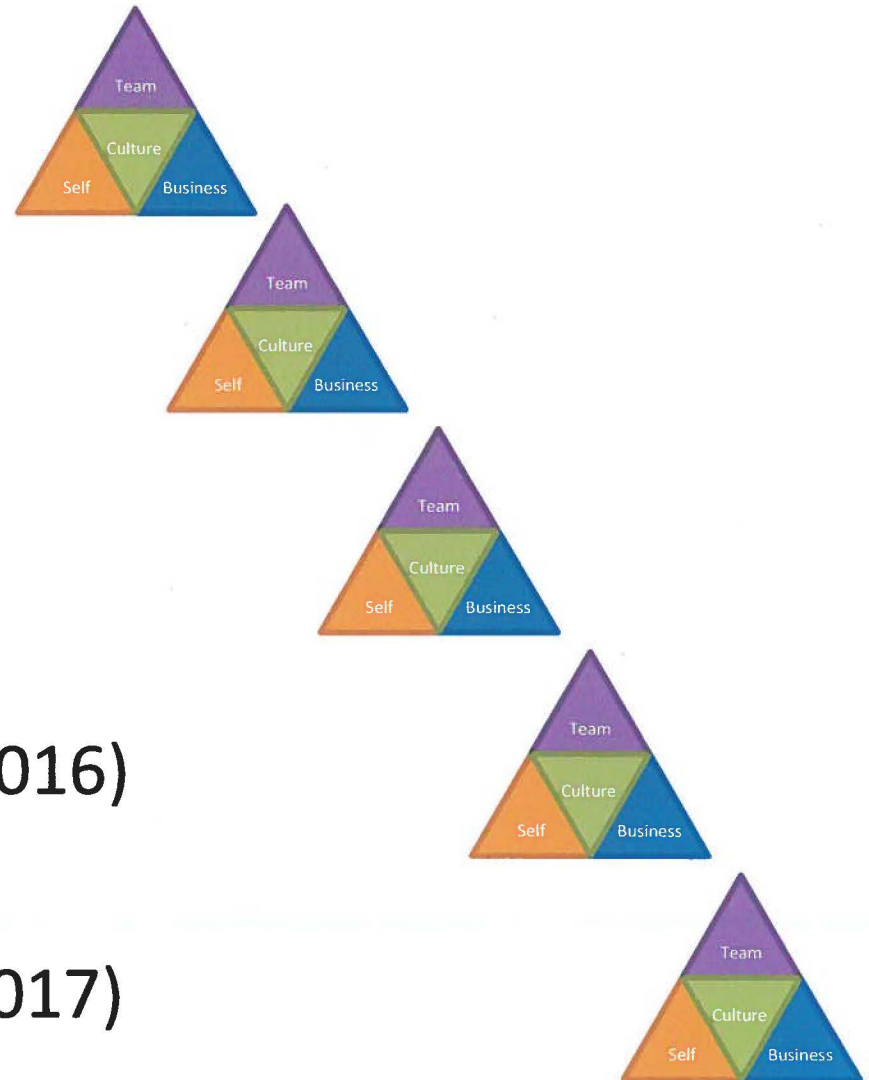
Emerging Leader



Experienced Leader (2016)



Executive Leader (2017)

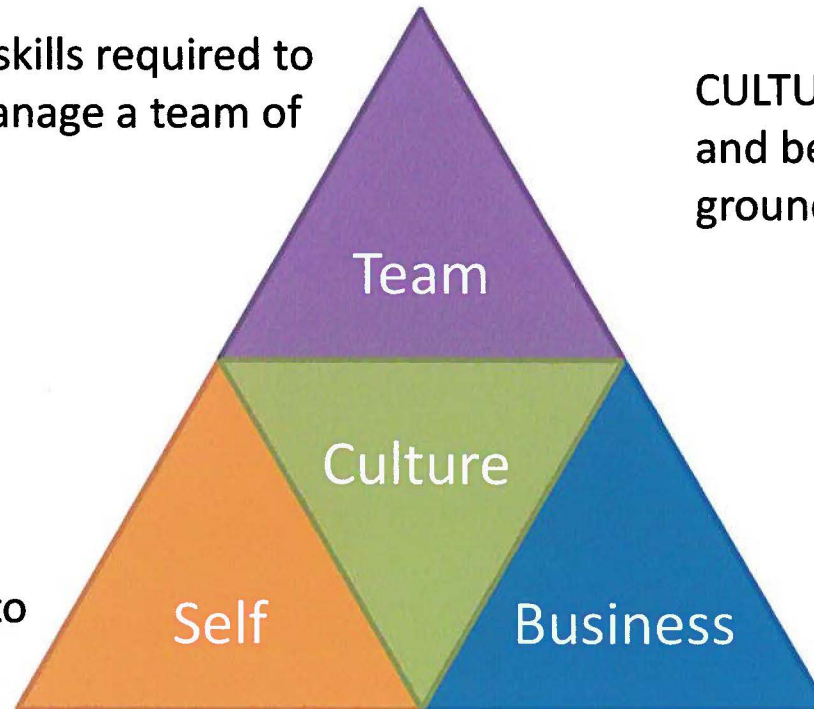


Leadership Framework

Appendix II

TEAM: The skills required to lead and manage a team of staff.

CULTURE: The values and behaviors that ground our leaders.

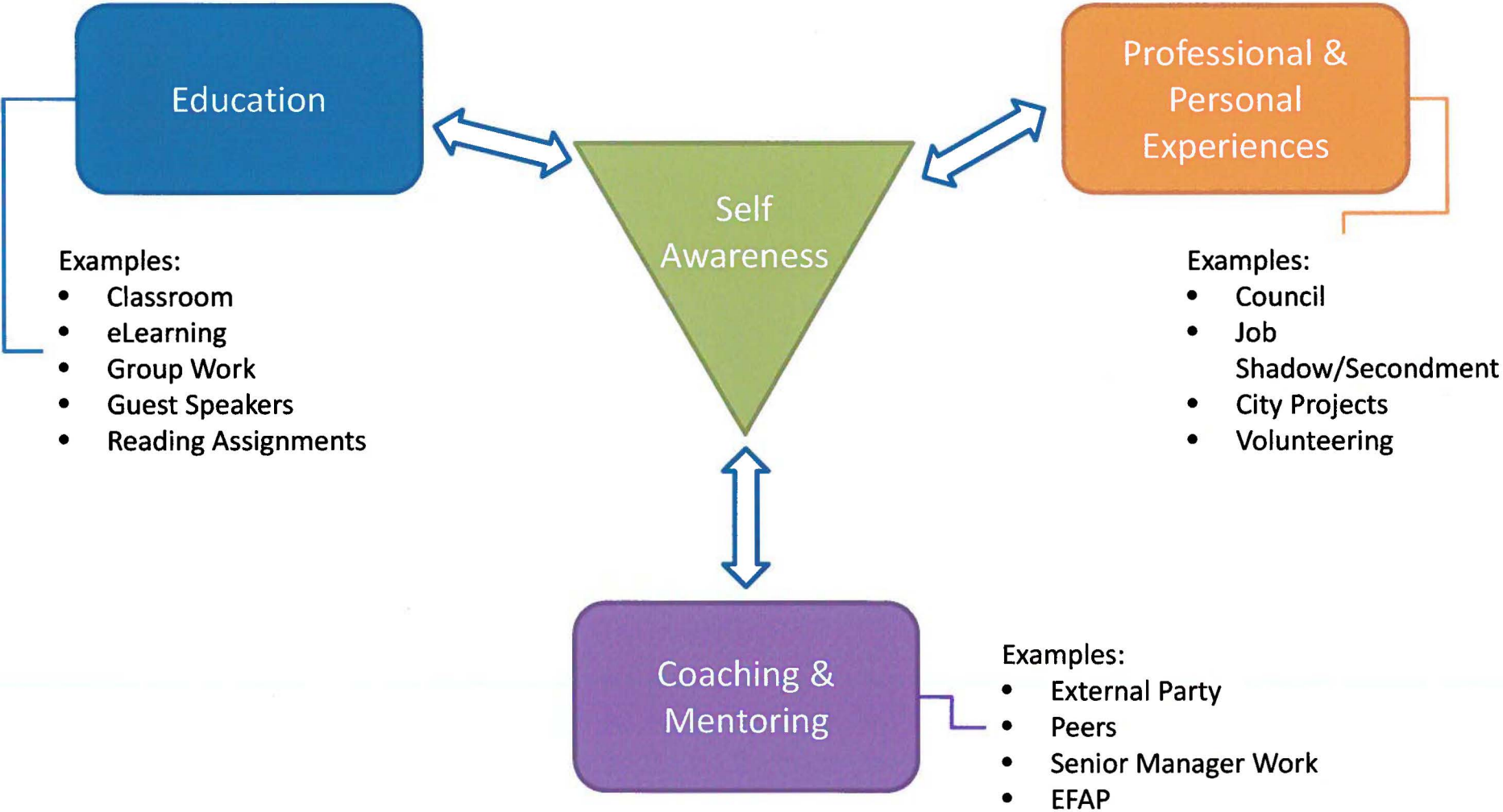


SELF: The individual attributes and behaviours required to be a CoS manager.

BUSINESS: The skills, knowledge and experience required to run a business unit outside of people management.

Development Method

Appendix III



Leadership Phases

Appendix IV

