



STAFF REPORT INFORMATION ONLY

Succession Planning

Date:	September 10, 2015
To:	TTC Human Resources & Labour Relations Committee
From:	Chief Executive Officer

Summary

As of the date of this report, 19% of the TTC's workforce is eligible to retire. Like many transit agencies, the TTC is faced with the challenge of an aging workforce. This challenge is compounded by market forces – namely a shortage of technically skilled labour. The difficulty is in attracting qualified staff with the same level of skills and knowledge to replace outgoing retirees.

The TTC recognizes these challenges and is minimizing the risks posed through the People objective of its Corporate Plan. The People objective aims to ensure adequate succession planning is in place. This is largely accomplished through a combination of planning, recruitment strategy, and training and development initiatives.

International LEAD, TTC LEAD, Leadership APTA and the Governor General Leadership Program are initiatives designed to identify talented internal staff and prepare them for promotion into leadership positions. Early identification of successors through these programs allows for more time to transfer critical knowledge and provides a readily available pool from which to draw upon in the event of a critical vacancy. Our low turnover rate of 0.8% tells us that we have loyal employees and we want to reward that loyalty by offering development programs that grow talent to its full potential.

To balance internal promotion, we have employed a targeted external recruitment initiative - HiP's (High Performers, High Potentials). This initiative ensures the right talent is being drawn into the fold. One example is the recent hire of an exemplary external candidate in the Director of Change Management position – a highly visible role that will be pivotal in leading the TTC's modernization. While, in the past, we have tended to appoint internally for senior level positions (Level 13 and above), this has been changing through our HiP's strategy.

These and other succession planning initiatives are summarized in the chart contained within this report. Not only do they build us a strong talent pool for succession planning purposes, they improve our brand recognition overall. We are seeing encouraging signs by the quality of recent recruits and are confident these efforts will make significant inroads in modernizing our culture.

Financial Summary

No financial impact beyond what has been approved in the current year’s budget.

Accessibility/Equity Matters

There are no accessibility or equity issues associated with this report.

Decision History

This report has been completed in order to inform the committee on succession planning efforts at the TTC.

Succession Planning Initiatives

The TTC has embarked on a comprehensive succession planning strategy to identify and develop high potential talent to fill priority positions including leadership positions at all levels and critical technical positions. The strategy involves several programs and initiatives summarized in the chart below.

Initiative	Summary	Purpose
HiP’s (High Performers, High Potentials)	An external recruitment initiative targeting high potential leadership and technical talent.	To ensure TTC has the right talent to fill critical roles and is taking steps towards modernization.
International LEAD (Leadership Exchange and Development) Program	Open to senior management Level 13SA and above who are selected to participate in leadership sessions at five North American transit agencies.	Identifies talent for executive positions. Exposes successors to leadership best practices across multiple transit agencies.
Leadership APTA (American Public Transportation Association) Program	Open to senior management Level 13SA and above who are selected to become part of the Leadership APTA Class. Participants complete a year-long program involving conferences and workshops with APTA members.	Identifies talent for executive positions. Provides networking opportunities with other transit leaders.

Initiative	Summary	Purpose
Governor General Leadership Program	Open to managers Level 11SA and above who are selected to participate in a “study tour” of a Canadian region where they learn from peers about leadership on a community level.	Identifies talent for executive and mid-management Level positions. Builds up the core competencies necessary for success in a leadership role.
TTC LEAD (Leadership Exchange and Development) Program	Open to all levels of staff that have been recognized as future leadership talent in a succession plan. Program exposes participants to leadership training and developmental rotations across the TTC.	Identifies talent for first level management positions. Ensures new leadership is equipped with the competencies required for success in management roles. Rotations across the TTC promote information sharing and break down silos.
Graduate Development Program	Open to new graduates who have been identified as high potential talent. Grads are recruited from universities and colleges in their last year of school and invited to participate in a 24 month internship involving at least three work rotations and training.	To attract high potential talent to the TTC. Work rotations aid new grads in finding the right career path. Most will be offered permanent employment at the end of the internship.
Succession Plans	Succession plans assist managers in identifying and developing internal staff who have the potential to be promoted into high priority positions. All TTC chiefs have been asked to review their areas and complete succession plans. Human Resources developed form tools to assist.	To retain critical knowledge by identifying successors who can be trained by senior, retirement eligible staff. Identifying and training successors ensures priority vacancies can be quickly filled with minimal disruption to service.
Retention Premium for Technical Staff	Pay premiums are applied to technical positions to ensure retention of key staff. Labour market forces have made retention at the normal salary rate difficult.	Used for technical staff in high priority positions to ensure retention of critical technical skill.

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