



STAFF REPORT ACTION REQUIRED

Succession Planning

Date:	June 20, 2016
To:	TTC Human Resources & Labour Relations Committee
From:	Chief Executive Officer

Summary

Further to the Human Resources and Labour Relations Committee (“the Committee”) meeting on September 10, 2015, the purpose of this report is to provide an update on succession planning efforts at the TTC.

Recommendations

It is recommended that the Board:

1. Receive this report for information.

Financial Impact

This report has no financial impact beyond what has been approved in the current year’s budget.

Accessibility/Equity Matters

This report does not contain any accessibility issues, however all equity matters will be considered in the creation of developmental and succession planning initiatives.

Decision History

This report has been completed in response to a [request dated September 10, 2015 \(see Item 5\)](#) by the Committee to provide a further update for each TTC Group and report back on succession planning issues and concerns.

Issue Background

In line with the five-year Corporate Plan, “People” was identified as one of the seven strategic objectives that would transform the TTC. Its objective is “An empowered, customer-focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.”

In support of this objective, the succession plan was developed to ensure talent is being nurtured, the right people are in the right jobs, and a modern and inclusive management culture exists. To achieve this, the TTC has embarked on a comprehensive succession planning strategy to identify, develop and retain high potential talent for priority positions including leadership positions at all levels and critical technical positions. The benefit of such a plan minimizes the operational, business continuity, reputational and/or financial risks potentially associated with vacant key position(s).

As a first step, the TTC Executive met and identified critical positions at an executive level and a pool of potential employees that could fill those positions. To guide the Executive through this identification process, the attached form was utilized (see Appendix “A”). The next step in this process will be to conduct an in-depth assessment of the identified talent pool which would address any gaps in competencies and strategies to overcome those gaps. Additionally, efforts are underway to roll out this exercise corporately across groups and departments in an effort to have all high priority positions assessed with plans for succession.

It is also important to note that a number of interdependent corporate initiatives and development of tools are underway which supports the TTC’s culture shift to a leadership team which embraces an inclusive style of management. Some examples include: the Personal Development Plan (“PDP”) which offers a framework for developmental dialogue between management and the employee (see Appendix “B”); reviewing organizational structure to explore cross functional work assignments for employees; the creation of a revised reward and recognition program which rewards desired employee behaviours; new leadership training courses to further develop skills; improving HRIS systems to include a performance management module which engages the employee in personal and career development; setting top-down goals and objectives to align with the corporate vision; creation of a new Diversity and Inclusion Plan which supports advancement opportunities for all employees including those from equity seeking groups; implementation of a retention premium for critical technical positions; offering formal leadership developmental opportunities and programs to broaden skills of current and future leaders. A snapshot of these developmental programs is set out in our Program Summary Chart (see Appendix “C”).

Building a talent pipeline and planning for the future requires the engagement of current employees and an overall inclusive approach to conducting business to ensure leadership continuity in key positions. This approach is critical to retaining and developing intellectual and knowledge capital for the future. There are several key activities which are complete, on-going or in progress at the Commission which are reflective of this practice. These activities center around four focus areas which include: employee

engagement; diversity & inclusion; workforce capacity and leadership development. Our attention on these focus areas will ensure that we meet our goal of transforming employee culture and the needs of our customers. (see Appendix “D”).

In summary, all these succession management initiatives will lead to the development of a talent pool of ready performers so that priority vacancies can be filled with minimal disruption to service. Furthermore, we are helping employees reach their full potential by providing increased development opportunities which specifically supports our “People” strategic objective and overall Corporate Plan.

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PERSONAL DEVELOPMENT PLAN

Appendix "B"

Name:

Current Position:

Date:

Key Strengths & Development Needs

Key Strengths:	Key Development Needs:
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Personal Development Goal

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Development Opportunity	Development Activities	Success Measures	Timing

Manager's coaching actions

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Comments (optional)

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Signatures (optional)

_____ Manager signature & date	_____ Employee signature & date
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In framing your development plan, please consider the following development areas:

<h3 style="text-align: center;">Experiences</h3> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop by doing</div> <ul style="list-style-type: none"> ▪ Stretch assignments ▪ Special projects ▪ Cross-functional and/or Developmental assignments ▪ Expand your area of expertise ▪ Job shadowing ▪ Community Relations – Volunteer ▪ Training/coaching someone else. 	<h3 style="text-align: center;">Training</h3> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop by learning</div> <ul style="list-style-type: none"> ▪ Classroom training. Internal (T&D), Tuition Aid (College, University, specialist org.) ▪ E-learning (TTC, external, e.g. <i>Lynda.com, EdX, Coursera</i>) ▪ Books, subscriptions, memberships. ▪ Cross-training ▪ Seminars & conferences ▪ Practice new skills with stakeholders ▪ Apply the training you learned ▪ Web feeds (e.g. <i>FlipBoard</i>) 	<h3 style="text-align: center;">Relationships</h3> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop with others</div> <ul style="list-style-type: none"> ▪ Your manager ▪ Mentors & coaches ▪ Subject matter experts ▪ Learning buddies ▪ Role models ▪ Employee Resource Groups ▪ Communities of practice ▪ Professional associations & networks ▪ Guest speakers (internal or external) ▪ Best Practice visits off-site. 	<h3 style="text-align: center;">Accountabilities</h3> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Develop yourself and others</div> <ul style="list-style-type: none"> ▪ Own your own development ▪ Collaborate in developing your IDP ▪ Increase your knowledge and expertise ▪ Coach/Teach others ▪ Share your expertise with Others • Debrief colleagues on anything you've learned
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Why is the ExTRA approach useful?

A well-balanced plan approaches development from multiple dimensions. ExTRA should serve as a reminder to leverage all areas of development in creating a robust and relevant plan.

How do you incorporate ExTRA into your development plan?

Consider all types of development (ExTRA) as well as an individual's time in position, prior experience and near/long term priorities to determine which development actions are most relevant. Identify [in brackets] the appropriate development area for each action. See example below.

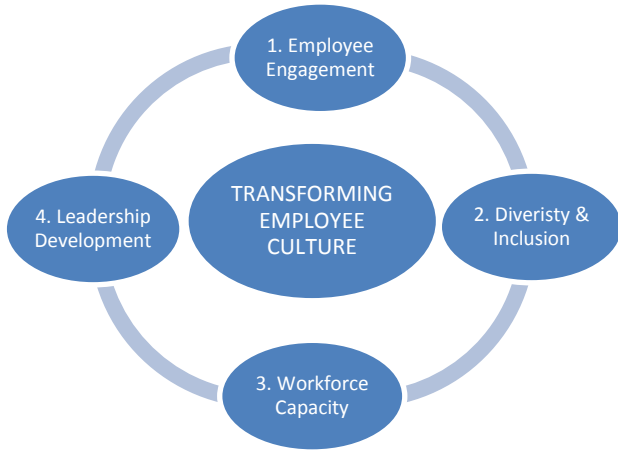
Example:

Development Opportunity	Development Action(s)	Success Measures
Increase presence and conciseness in presenting to senior management in 1-1 settings.	[Experience]: Work with manager to identify 2-3 opportunities to present to senior sales management.	Sue receives positive feedback from her senior sales management on her improved communication skills in small group settings.

Program Summary Chart

Program	Summary	Purpose	Status (as of May 17, 2016)
LEAD (Leadership Exchange and Development) Program	Open to Senior Management Level 13SA and above who are selected to participate in leadership sessions at eight North American transit agencies.	Developmental opportunity for preparing participants to take on future Executive management opportunities in the transportation industry. Exposes successors to leadership best practices across multiple transit agencies.	Two candidates have been selected and have participated in the first two rotations of the program (MTA & SEPTA). The TTC is the next host of the program for the week of June 6 – 10, 2016.
Leadership APTA (American Public Transportation Association) Program	Open to Management Level 11SA 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.	Developmental opportunity for mid to upper level management who have the ability to move to ranks of senior and executive positions in the near future. Provides networking opportunities with other transit leaders.	Applications have been submitted. Candidates to be reviewed and selection to occur by May 16, 2016. Selected candidate to be submitted to Leadership APTA by June 1, 2016.
Governor General Leadership Program	Open to Managers Level 10SA 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.	Developmental opportunity for mid-level managers and above who are likely to be senior leaders within the next ten years. Builds up the core competencies necessary for success in a leadership role with a focus on interactions between business, labour, government and the broader community.	Applications have been submitted. Candidates to be reviewed and selection to occur by July 29, 2016. Selected candidates to be submitted to Governor General’s Conference by September 30, 2016.

TTC LEAD (Leadership Exchange and Development) Program	Internal TTC program open to all levels of staff. The program offers participants operational and corporate cross exposures and helps build leadership skills.	Develops internal capability for various levels of management. Work rotations across the TTC promote information sharing and break down organizational silos.	Program concept has been approved. Departmental feedback to be collected. Implementation date of January 2017.
Graduate Development Program	Open to recent graduates who have graduated in last 12-24 months. . Graduates are recruited to participate in a 24 month paid internship involving formal training and identified work rotations and exposures across the Commission.	To attract high potential talent to the TTC. Work rotations aid new graduates in finding the right career path while exposing them to broader corporate initiatives and interdepartmental relations.	Recruitment of graduates to take place in August/September 2016 with anticipated start dates in October 2016.



Building a Talent Pipeline: Succession Planning Approach at a Glance - Focus Areas

Our Goal is to transform our employee culture into an empowered, customer focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.

1. EMPLOYEE ENGAGEMENT	2. DIVERSITY & INCLUSION	3. WORKFORCE CAPACITY	4. LEADERSHIP DEVELOPMENT
<p>An organization where employees are engaged and empowered to make decisions and committed to their work.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> ■ Institution of Employee Charter that values our most important asset: its employees. ■ Conduct an annual Employee Engagement Survey (EES) and report out results. ■ Recruitment of a Change Management team to manage areas of improvement as identified by staff in the EES. ■ Implementation of a new Rewards & Recognition Program which acknowledges exceptional employee behaviour. * Development of a Labour and Employee Relations engagement strategy with our union partners. * Improved performance management framework including top-down goals aligning with corporate vision. 	<p>An organization committed to promoting and supporting diversity and inclusion (D&I) in all corporate policies, programs and services.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> ■ Development of a D&I annual plan. ■ Introduction of a D&I policy detailing responsibilities and commitments. ■ Development of a D&I Lens which aids managers and employees to identify and address unintended barriers and impacts to equity-seeking groups. ■ Increase employee knowledge of diversity issues through enhanced training programs. ■ Increase community outreach to attract more diverse job applicants. * Develop and augment new D&I data collection practices to measure diverse representation. * Assist in bringing together employee resource groups to help support and develop employees. 	<p>An organization which attracts, develops and retains skilled and high-caliber employees.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> ■ Targeted recruitment and modern work strategies increase the TTC’s capacity for recruiting top talent. * Develop an internal mentoring program which provides employees with operational and cross-corporate exposures. ■ Increase e-learning modules in priority areas such as: customer service and professional development training. * Implementation of a Graduate Development Program to attract recent graduates. * Development of Succession Plans and tools to help Departments identify priority positions and succession management candidates. * Introduction of a Personal Development Plan (PDP) to guide career development discussions. ■ Implementation of a retention premium for technical and specialized skills staff. 	<p>An organization which produces effective leaders building a high-performing workforce that values exceptional customer service.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> ■ Enhanced leadership training to ensure business needs and development of employees. * Participation in external Leadership Development Programs (LEAD, Leadership APTA and Governor General’s Conference) to develop our current leaders and inclusively grow our pool of future leaders. ■ Succession Plans which identify successors for key leadership and Executive positions in the future. * Create development plans and learning strategies to address gaps in competencies amongst identified talent pool.

☑ Denotes Complete * Denotes In Progress