

# City of Mississauga Talent Management Strategy

OMAA OMHRA Workshop

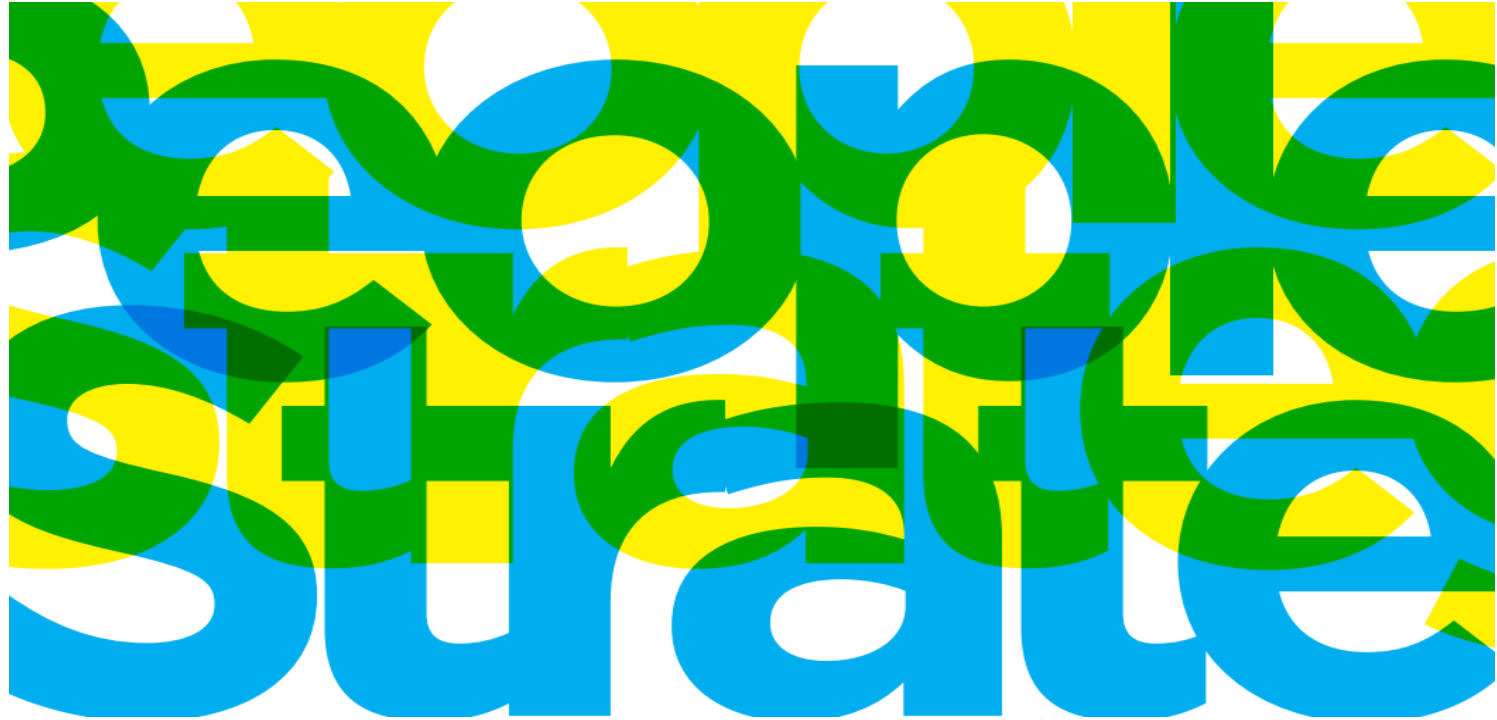
February 23, 2018



# Our Talent Management Journey



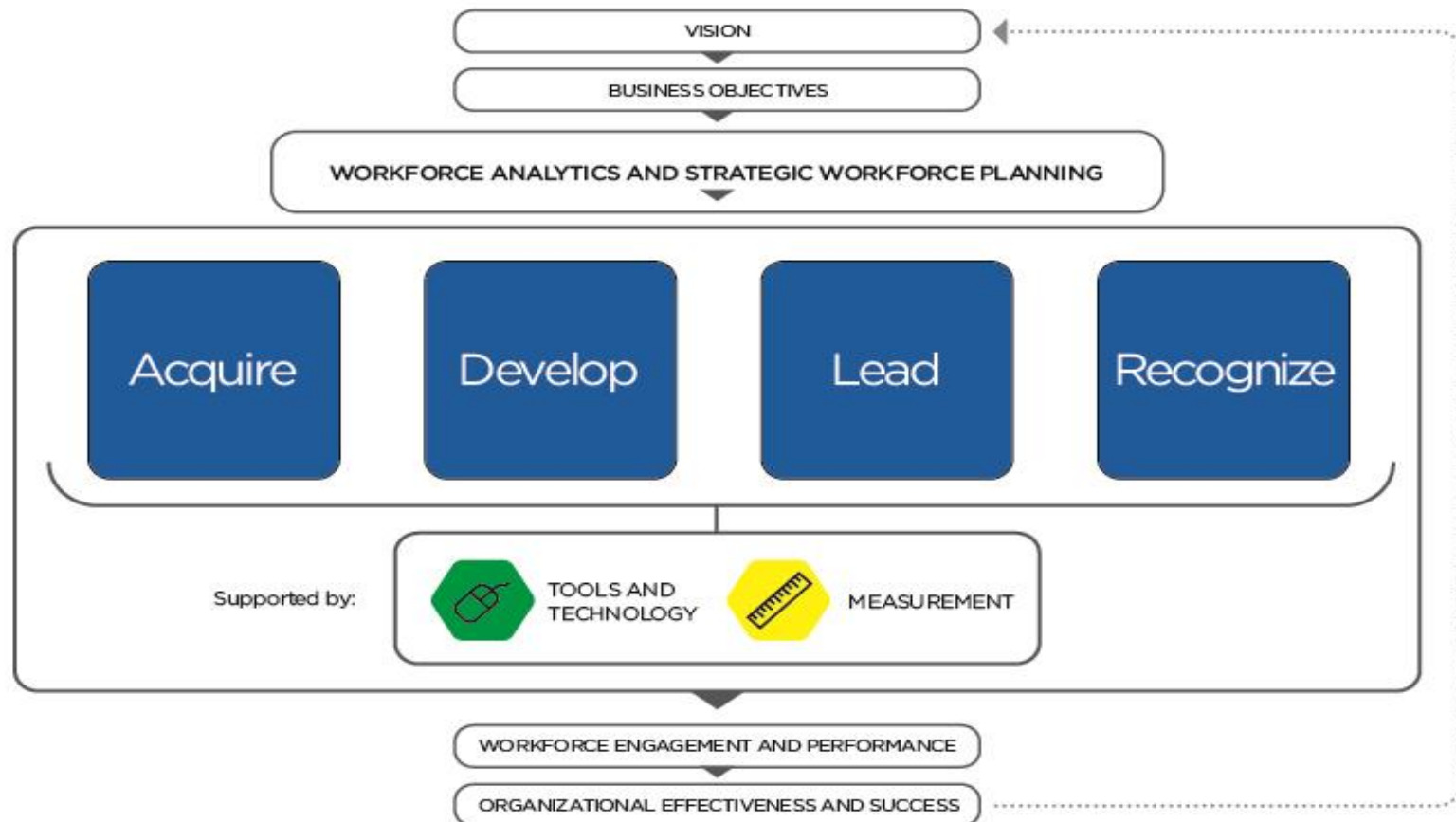
# People Strategy



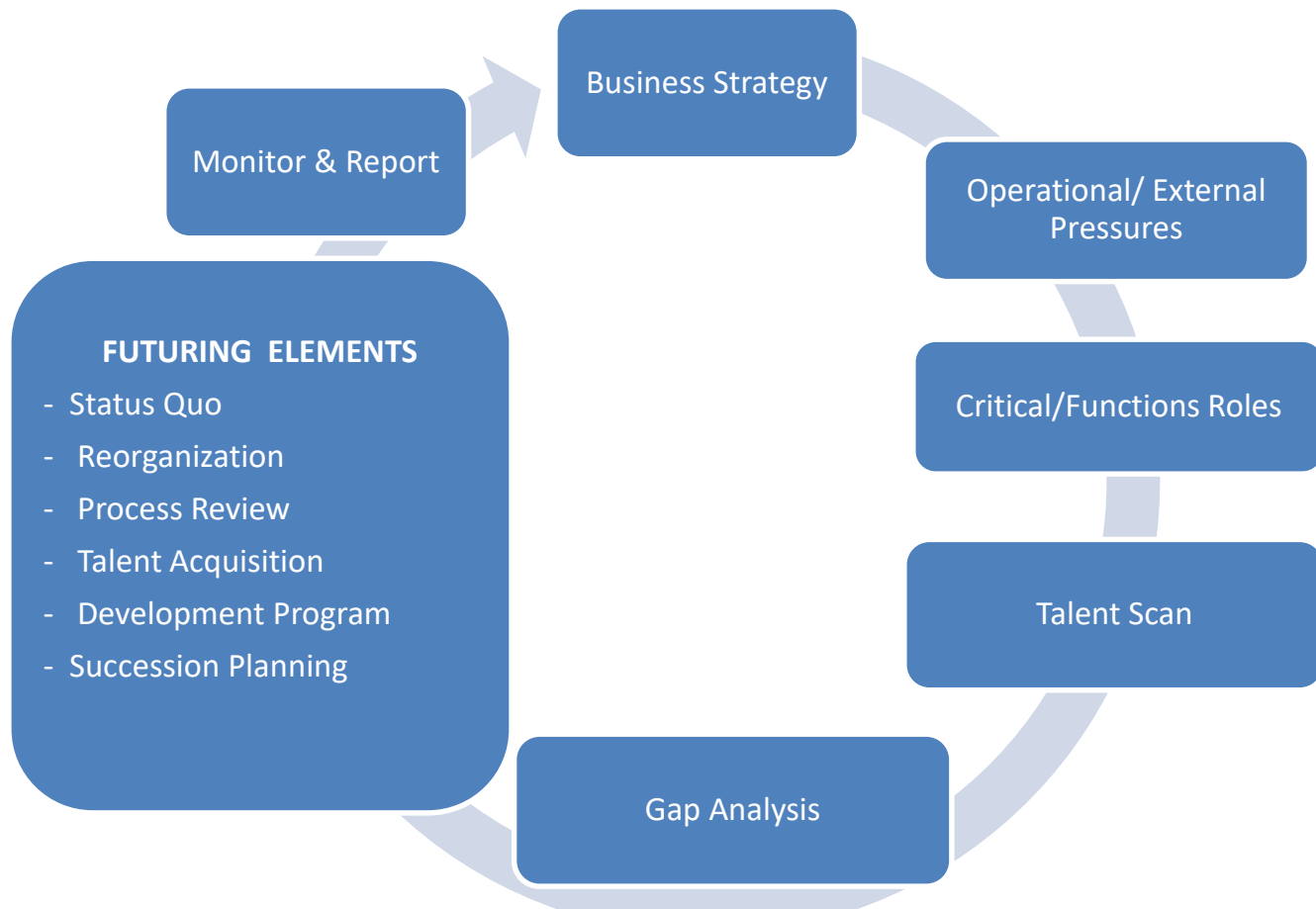
## What did we identify as our talent challenges?

1. Linking talent to achieving business priorities
2. Sharing our value proposition as an employer
3. Developing leader capability at all levels
4. Retirement eligibility of our leaders
5. Measuring our progress

# TALENT MANAGEMENT STRATEGY



# Challenge #1: Linking talent to achieving business priorities



## Challenge #2: Sharing our value proposition as an employer

At the City of Mississauga, you are part of an amazing team of talented and motivated people that work together for a single purpose – to make a positive difference in the lives of the people who live and work here. It's work that you'll be proud to be part of.

Here you are part of an enthusiastic and supportive team that is focused on delivering on our commitment to building a stronger and more vibrant future for Mississauga. Working at the City, you'll have the chance to grow personally and professionally and make new connections with interesting people, each with a unique story to share.

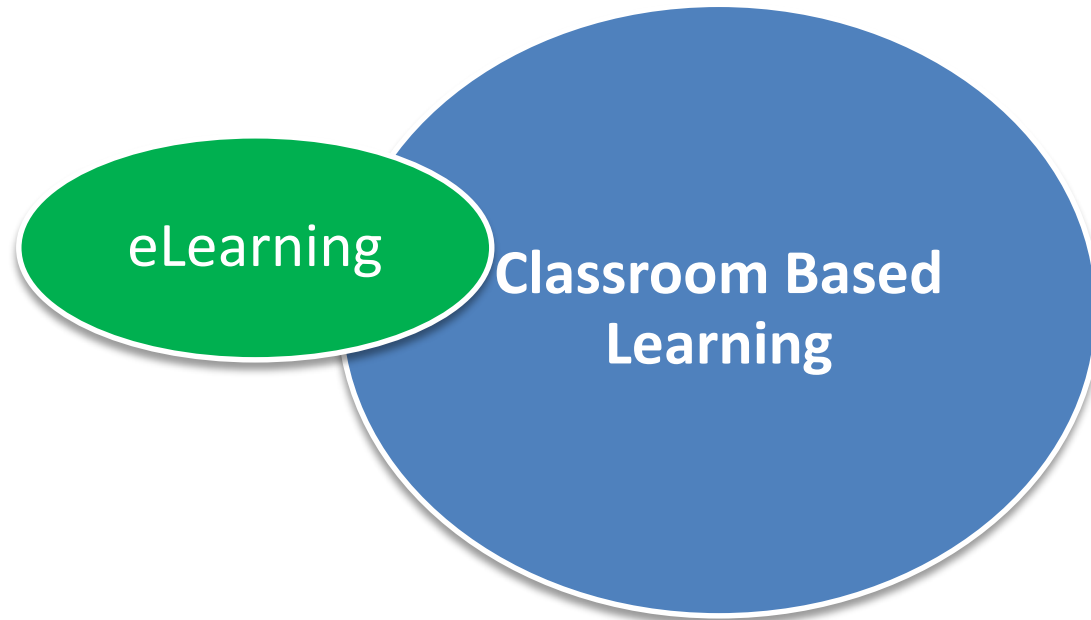
We encourage you to be who you are and to follow your own path – to be the spark that leads to change, to be innovative, to find the best way to deliver what our community needs.

**Working for the City of Mississauga means you are part of something big, something special!**

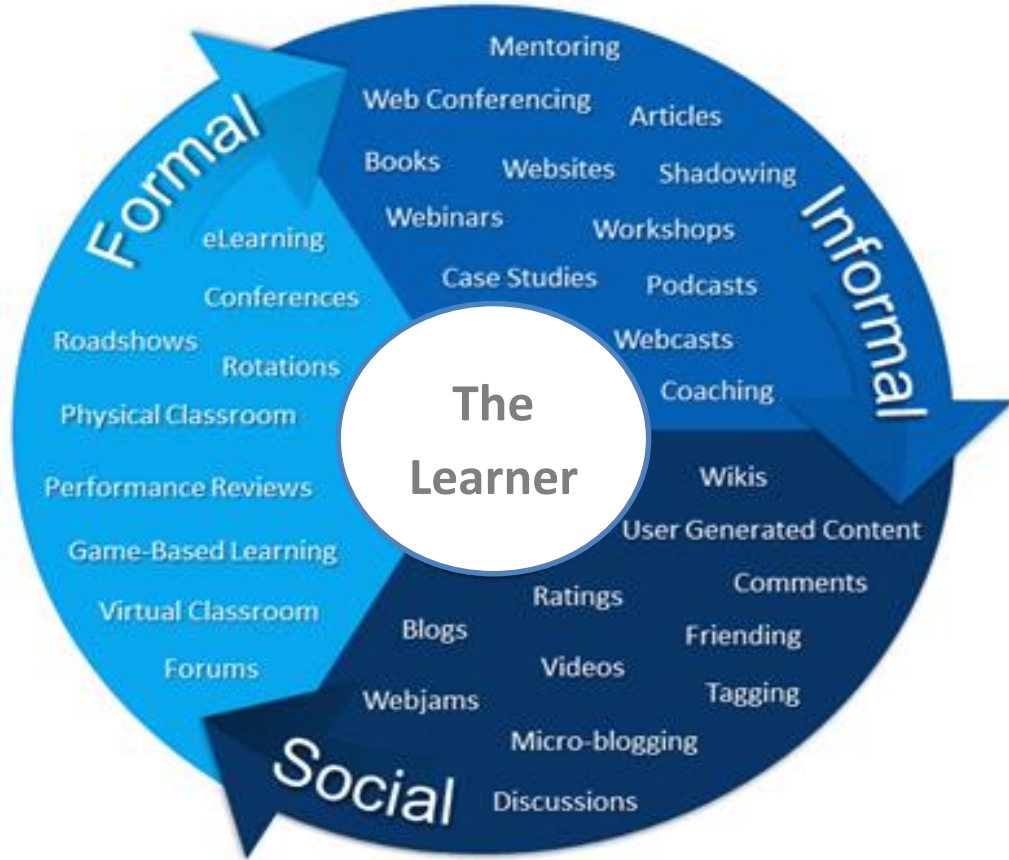
**Be Part of Something Big!**



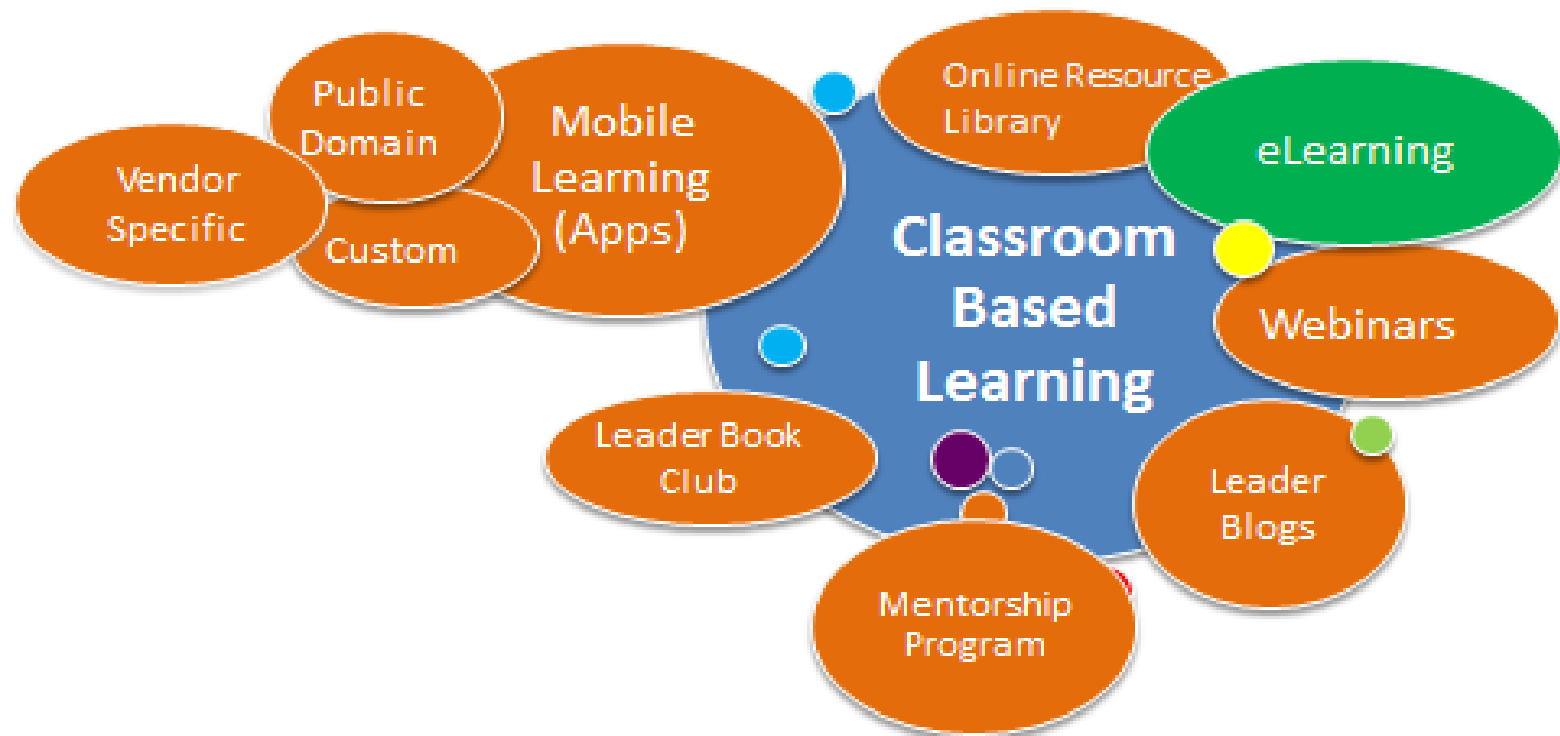
## Challenge #4: Developing leader capability at all levels



# Our Current Learning Model

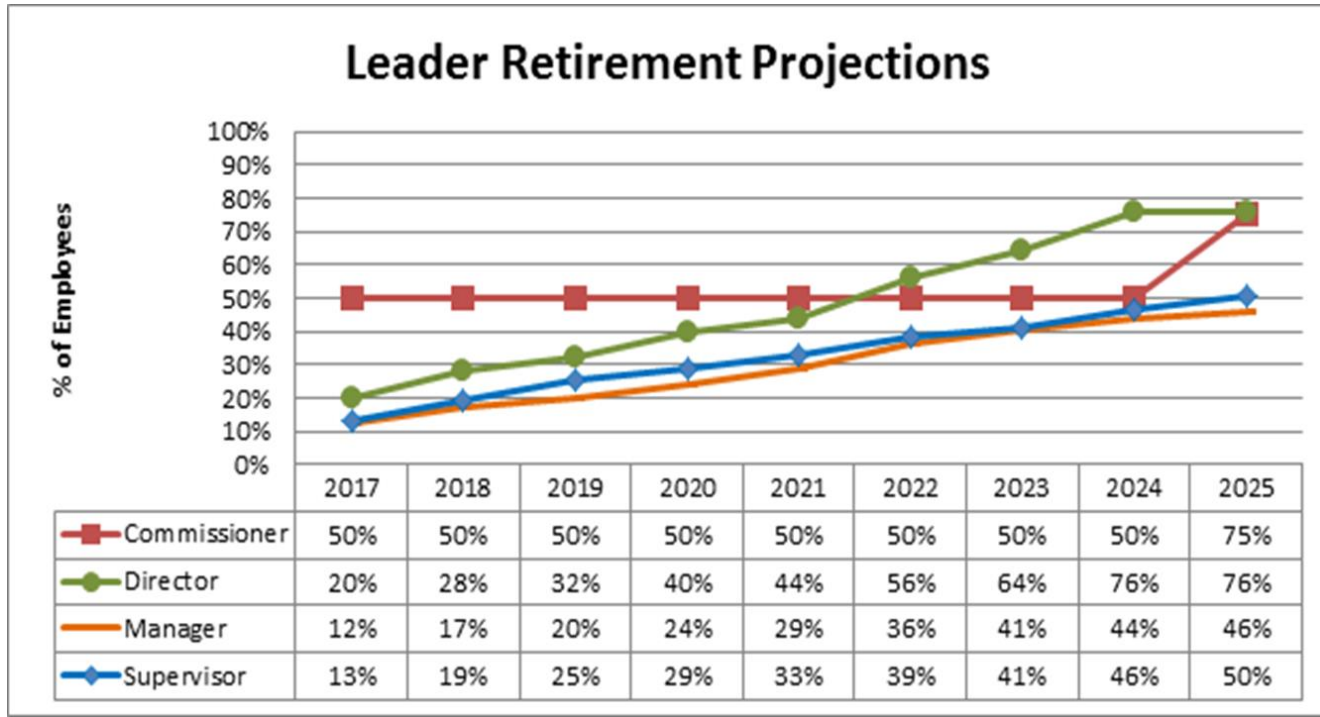


# Living our Current Learning Model



# Challenge #4: Retirement Eligibility of our Leaders

## Leadership Succession Planning Program



## **Challenge #4: Retirement Eligibility of our Leaders Leadership Succession Planning Program**

1. Create Pools of HiPo leaders at all levels
2. Integrate Succession Planning into the rhythm of the organization
3. Use the Leader Led Talent Panel Review concept
4. Prepare Individual Development Plans
5. Use customized 360° assessment with debrief support
6. Conduct quarterly check-ins
7. Offer formal development opportunities
8. Provide promotional transition support and mentoring

## Challenge #5: Measuring our Progress

- Talent Brand Reach
- Recruitment Service Level Agreement
- Learning Metrics
- Leadership Succession Planning Program Metrics

## Here's What We Have Learned

1. We have to care about a Talent Management Strategy
2. We have to know the gaps we are trying to fill and prioritize filling the gaps
3. It's a journey to fill the gaps and we don't "have to do it all ourselves"
4. Be stubborn about your goals and flexible in your methods
5. Human Resources staff have to embrace technology and measurement
6. Invest in change management to support people through the change
7. Strong leadership is required to maintain momentum



MISSISSAUGA