



The People Plan

A plan for us



A stylized graphic in the background consists of four human figures arranged in a circle, holding hands. The figures are composed of thick, curved lines for limbs and a solid circle for the head. The entire graphic is rendered in a lighter shade of the dark teal background color.

Introduction



The People Plan identifies the vision, areas of focus, and action items that will be delivered over the next several years.

The City of London's People Plan is our commitment to the future - the future of our organization and our employees. Guided by the City of London's Strategic Plan, this multi-year plan will help create the tools, programs and the infrastructure needed to create a respectful, inclusive and collaborative organization, attract and retain a talented and diverse workforce and continue to deliver valued services to our community.



Message from City Manager

At the City of London, we strive to create a culture and workplace that inspires, motivates, and encourages employees to deliver the highest level of service to our community.

It's also important to create a workplace where employees feel safe, valued and heard. To better understand what that looks like for City of London employees, a cross-section of people from across the organization were invited to share their thoughts, and to provide input and feedback. The result is a multi-year People Plan that identifies priorities and initiatives that will help shape our workplace for years to come.

The People Plan reflects our collective commitment to creating a workplace that supports and engages all employees.



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A stylized graphic in a lighter shade of green, depicting four human figures standing in a circle, holding hands. The figures are composed of simple, rounded shapes for heads and limbs, creating a sense of unity and community.

Developing the Plan



Because the People Plan impacts every employee, it was imperative that it was developed using a collaborative and consultative approach.

To ensure the People Plan remained employee focused, a Steering Committee including employees from each Service Area was created. This committee, supported by an outside consulting firm, considered high-level demographic information about City of London employees, reviewed external data like workforce trends, conducted focus groups and employee surveys to develop this Plan. People Plan Ambassadors also helped ensure employees had the opportunity for clear two-way communication about the development of the People Plan.

A large, faint, light purple graphic on the left side of the page depicts four stylized human figures standing in a circle, their arms raised and hands meeting at the top. The figures are composed of simple, rounded shapes. The background is a solid, medium purple color.

Vision

This vision for our People Plan guides our overall focus for what we are working to achieve.



A respectful, inclusive, and collaborative organization committed to delivering valued services to our community



Guiding Principles

While developing the People Plan, the committee worked within four guiding principles.



People Centric:

Employees are the heart of the People Plan. This plan is about improving experiences so that employees are supported and have the resources they need to provide the best service possible to the community.

Collaborative and Shared Accountability:

Accountability and responsibility for the initiatives of the People Plan will be shared across the organization. We will continue to garner input from employees as initiatives and action plans are put into place.

Future Focused:

The initiatives and actions of the People Plan will help us be prepared to provide excellent service now, the next 5-10 years, and beyond.

Living Document:

The People Plan is a long-term strategy and as such will require regular progress updates to ensure initiatives and actions are still appropriate.

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Areas of Focus



A Well-Workplace

We aspire to create an inclusive workplace where employees feel safe, respected, motivated, and supported to do their best.

A well workplace contributes to a positive and engaged workforce. It's an inclusive, respectful environment that supports individual employee health and safety, and ensures we lead through good leadership and wellness practices. We know that for you to do your very best work you need to feel supported, safe, engaged, and respected in an inclusive work environment – every day

We will increase mental health related resources and supports for employees by:

- Reviewing and revising the Workplace Mental Health Strategy, with a focus on fostering an environment supportive of employee's psychological and mental health concerns.
- Increasing awareness of programs and supports available to employees.

We will increase the diversity of the City's workforce in all areas and levels to reflect the community we serve by:

- Reviewing and revising our Workplace Diversity and Inclusion Plan.
- Identifying and implementing actions that will increase the collection of workforce demographic data and reporting.
- Measuring and monitoring workforce metrics and report back annually.
- Reviewing job descriptions and qualifications with an Anti-Racism and Anti-Oppression lens.



We will increase employee awareness and understanding of systemic racism and oppression by:

- Equipping employees at all levels with anti-racism and anti-oppression competencies, tools and resources.
- Developing and delivering Anti-Racism and Anti-Oppression training for all employees.

We will reduce the number of workplace injuries and their associated impacts by:

- Reviewing and revising our Health and Safety Management Systems, with a focus on creating a culture where safety is a priority for all employees.

We will create a safe environment where employees are respectful and considerate by:

- Enhancing our Respectful Workplace and Workplace Violence Prevention programs.
- Reviewing and revising our Workplace Diversity and Inclusion Plan.

We will improve the recognition of employees for their contributions to the success of the organization by:

- Updating the employee recognition program to focus on the acknowledgement of employees' efforts in a fair and timely manner.
- Providing service areas with the tools and resources to motivate, support and value our employees.



A Connecting, Communicating and Collaborating Workforce.

We aspire to have a culture of collaboration, where employees actively work together to provide exceptional and valued services to Londoners.

There is power in collaboration and in the ability to see beyond your own vision to explore new and innovative ideas. To reach out to other areas in the organization for ideas and input. We want to create a culture of enterprise-wide connections, communications and collaboration.

We will increase enterprise-wide collaboration by:

- Establishing a Collaborative Task Force to increase collaboration across service areas and divisions.
- Providing more opportunities for employees to connect with each other outside of their direct work areas.
- Identifying opportunities and actions to increase collaboration.
- Leveraging a community of practice model to support enterprise-wide collaboration.
- Providing services areas with the tools and resources to encourage more collaboration.

We will improve access and opportunities to receive and share communications by:

- Reviewing and revising the current employee communication tools and systems.

We will increase employees' awareness and understanding of work by:

- Developing and implementing a decision-making model where employees are included in discussions about how their work is done and how decisions are made.



A Learning and Leading Organization

We aspire to be a workplace that values and supports continuous learning where every employee has the skills, knowledge, and opportunity to help foster a high-performing organization.

Life-long learning is an opportunity to focus on personal development, gain new skill sets and acquire knowledge throughout one's life. As an organization we need to focus on assessing, developing, managing and retaining the skills, abilities, knowledge and potential of employees; and effectively managing employee learning to ensure a high-performing, innovative and productive workforce.

We will increase the skills of employees to do their job effectively by:

- Developing a learning and development strategy that encourages and supports the development of employees' interpersonal and job skills to help meet the needs of our organization.

We will create an environment that supports continuous learning and development by:

- Expanding knowledge transferring tools to enable sharing across the organization.
- Increasing access to learning and development to all employees.
- Leveraging a community of practice model to support learning and development for all employees.



We will improve services offered to employees to support them in developing their career at the City of London by:

- Developing a career planning program that enables employees to acquire the skills needed for their current and future roles within the organization.

We will develop the leadership skills of our organization's people leaders by:

- Reviewing and updating leadership skills with a focus on developing great leaders.
- Implementing a leadership development program.

We will increase the amount of potential people leaders within the organization by:

- Creating and implementing a performance and development program accessible to all employee groups to expand their skill sets and development.
- Develop a career planning program that enables employees to acquire the skills needed for current and future roles.



A Strong Workforce and Operational Excellence

We aspire to have enterprise-wide systems, tools and processes in place that allow the City of London to be an innovative and nimble organization that can meet both the current and future needs of our organization and the community we serve.

By revisiting our people practices, effectively managing change and objectively measuring performance for continuous improvement, we can provide best-in-class business and service excellence to our community.

We will strengthen our people policies and practices to help attract and retain employees by:

- Modernizing our workplace policies, practices, and procedures.

We will expand the use of workforce planning, succession planning and knowledge transfer by:

- Establishing a workforce planning model and tools with a focus on aligning the needs and priorities of the organization with those of our workforce.
- Reviewing and updating the Succession Planning Program to incorporate a focus on training and preparing employees for future roles.



We will increase the City’s ability to recruit high-quality candidates from diverse backgrounds by:

- Reviewing and revising the organizations’ recruitment processes to ensure they are equitable and efficient.
- Reviewing employment qualifications and updating job descriptions using an Anti-Racism and Anti-Oppression lens.

We will increase our ability to meet the needs of our community through continuous improvement, innovative tools, and best practices by:

- Promoting and strengthening continuous improvement practices across the organization.
- Promoting and celebrating smart risk-taking and innovative approaches to meet the needs of our community through policy and practice.

We will enhance the systems and services within the organization to better support our people practices by:

- Assessing and acquiring a Human Resources Information System.
- Enhancing the ability of service areas and leadership teams to benefit from workforce planning analytics.



Message from the Senior Leadership Team



The People Plan is a corporate initiative to address our challenges, and identify opportunities to create a respectful, inclusive and collaborative organization that is committed to valued services to our community.

We have appreciated people's candid participation in the development of this plan, including the input survey and focus groups which provided us with valuable information about the kind of workplace you want to belong to.

As your Senior Leadership team, we're committed to providing the support and resources to accomplish the work outlined in the People Plan and make the City of London the place to work!

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Next Steps

Although the actions in the People Plan will take some time to achieve, many have already been identified as priorities and are currently underway. Ongoing reporting to employees on the status of these actions will be provided.

Our next steps include:

Assigning the Work:

In consultation with the Senior Leadership Team, decisions will be made as to which area will take lead responsibility for each action item and who will be the Project Manager.



Project Planning:

Each Project Manager will be responsible for developing a project plan that identifies specific objectives, timelines, ways of involving employees and the resources required to achieve an actionable item.



Monitoring and Evaluating:

Each Project Manager will be responsible for providing regular progress updates on their team's work and identify ways to measure the impact of the completed actions. On an annual basis, an update will be provided to employees on the implementation of the People Plan, the progress made each year and how this work is having a direct impact.



More Info

For more information, visit the People Plan page on Team London, talk to a People Plan Steering Committee Member or People Plan Ambassador

