



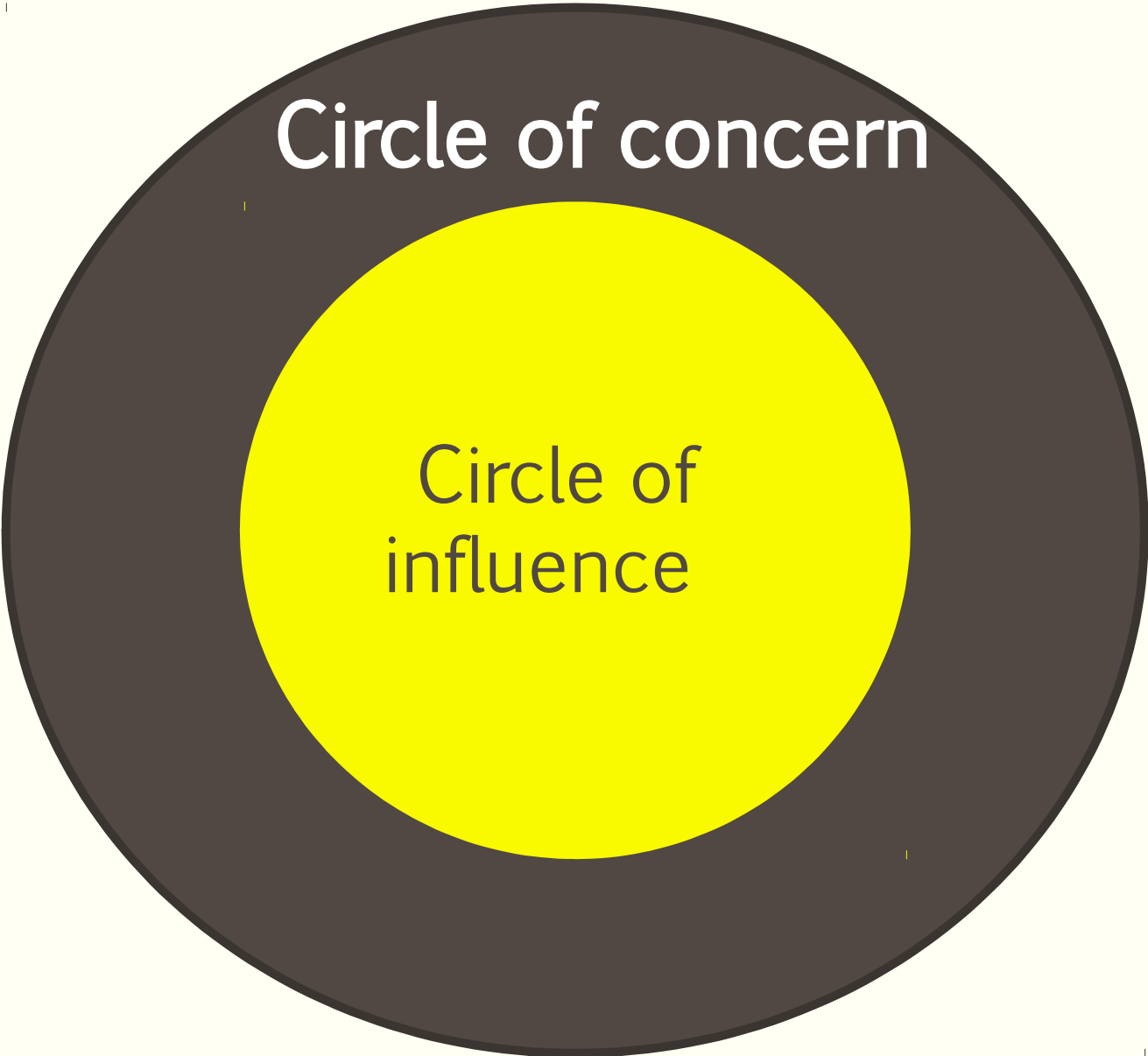
# “BUILDING TALENT”

OBOA Leadership Workshop  
Presented by Sandra McKenzie,  
Manager of Human Resources, Town of Aurora

# OVERVIEW

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- Plan
- Attraction
- Selection
- Onboarding & Training
- Coaching & Performance Management



# PLAN

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- Retirements & attrition
- Current workloads
- Impact of technology
- Space & budget requirements
  
- Municipal growth – speed and types of development
- Legislative changes
- Election cycle

## Table discussion 1:

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Could you develop a four year staffing plan, right now?

📄 Do you have one in place?

📄 What does it look like?

📄 If you don't, what information do you need?

📄 What variables do you need to consider?

CURRENT	2018	2019	2020	2021
5 FTEs	5	6	8	8
	(explanation)			

# Key take-aways

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- What is the current workload and service level?
- One year out is not far enough
- Need to be flexible
- Need to have data (prove it!)

# ATTRACTION

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- CET/Architectural Technology program,/construction engineering technology program
- Knowledge of BCA, OBC
- BCQ or CBCO or eligible
- MMAH – General Legal, House, small buildings, large buildings, HVAC etc...
- Computer skills
- Strong communication (written and verbal) skills
- Ability to work in a team
- Proficient in reading & interpretation of drawings, specifications
- Valid DL/VSS/PRC

# What are you looking for?

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- 'self starter'
- 'neat, professional appearance'
- 'considerable experience in building construction inspection field'
- Experience as a trades person and journeyman
- Training in enforcement
- Experience with inspections – agricultural, residential, commercial, industrial etc
- Math calculations
- Plans examination experience



# A dilemma

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## POSSIBLE CAREER PATHS.....

School/internships/courses	Workforce (0-3 yrs)	(3-5 yrs....)
Workforce	New career!	
School/courses		

## JOB POSTING REQUIREMENTS.....

	Most common job posting ask: 3-5 years experience
Where is someone to get 0-5 years experience?	

Time →

# Who is your target audience?

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- Local or out of town?
- Students?
- Working in the industry?

Have you actually looked at your pool?

who is applying and from where?

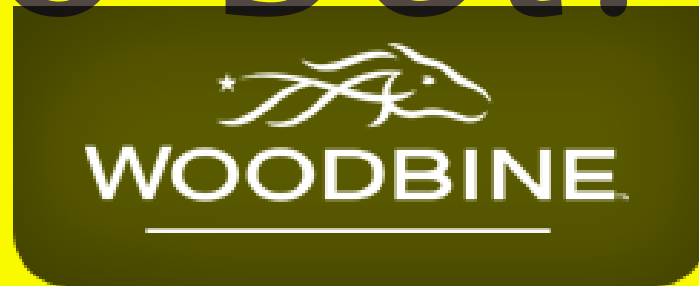
who is getting selected, and from where?

# Where are you looking?

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- OBOA
- Municipal World
- Linked In
  - Indeed
  - Municipal Information Network
  - Other professional associations?
  - Schools?

Want to learn  
how  
to bet?



# Discussion

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For those of you who've been in the industry for 10-20+ years – why did you get in the industry?

What keeps you here?

What has changed in the last 5-10 years?

## Table discussion 2:

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At your table, please come up with one or two sentences that is going to draw someone in!

Here's the catch: You can't use the following:

- ...great benefits
- ... growing municipality
- .... Fast paced, dynamic work environment
- .... Where staff are engaged, valued....

# Key take-aways

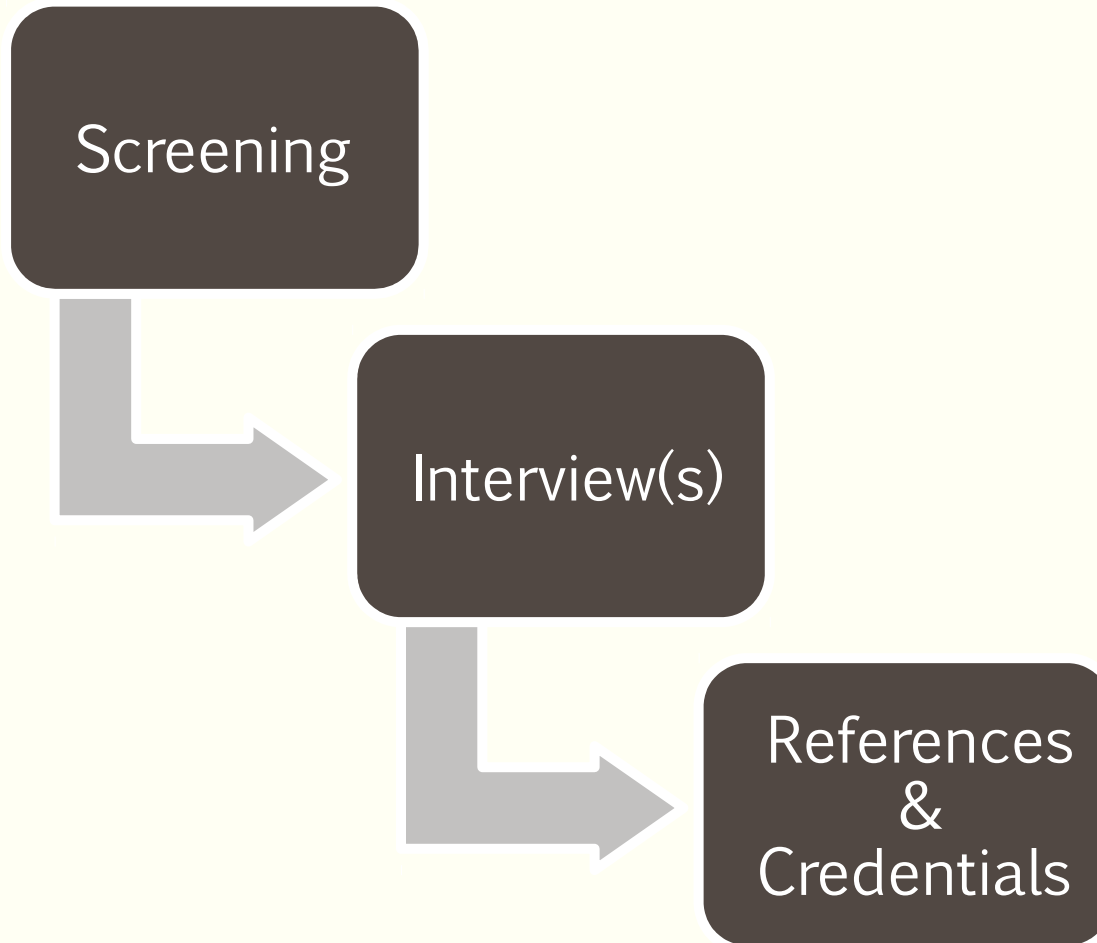
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- What attracted many of you to the industry and keeps you here has and is evolving. Remember that when looking to attract talent.
- What are you looking for? Is your pond too small? Can you make it bigger?
- Where are you looking? Fishing in the right pond?
- How are you going to get their attention?

# SELECTION

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# Be careful....

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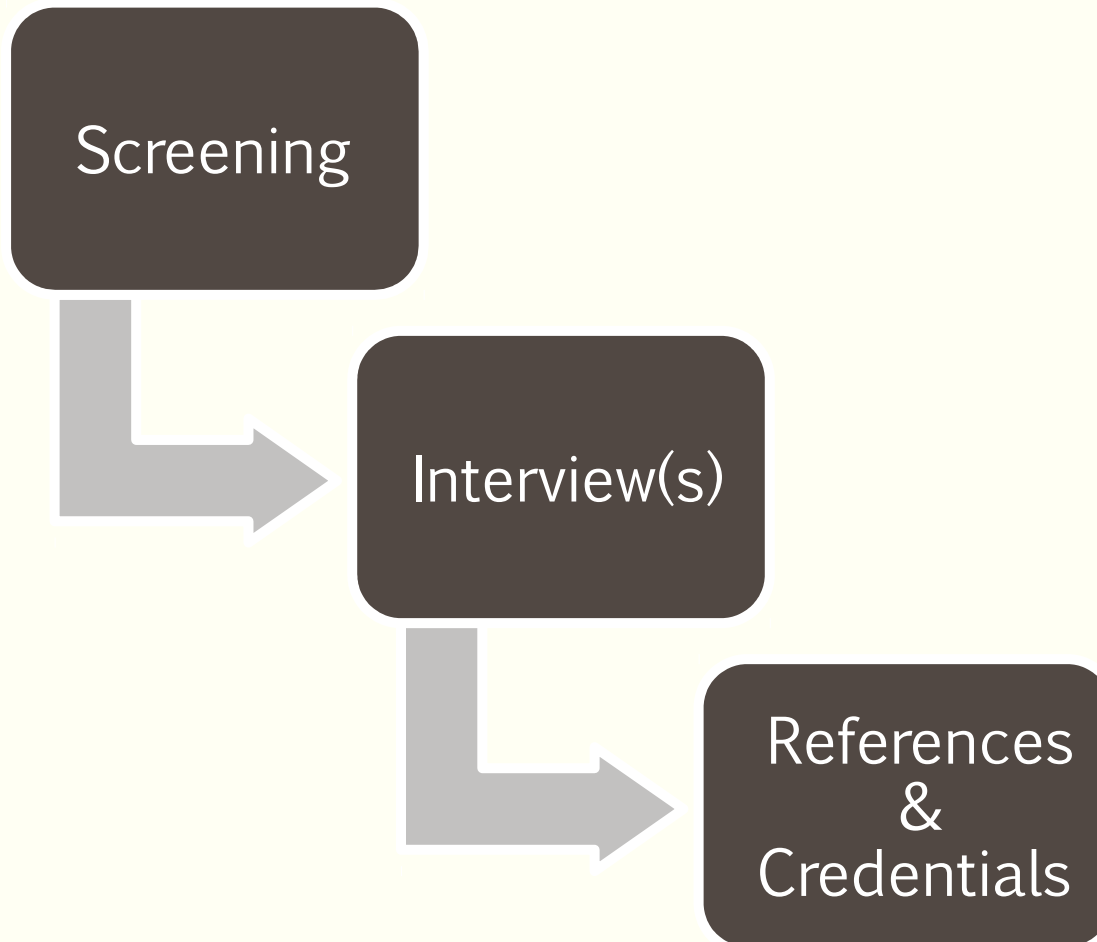
## Employment

- 5. (1) Every person has a right to equal treatment with respect to employment without discrimination because of **race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability**. R.S.O. 1990, c. H.19, s. 5 (1); 1999, c. 6, s. 28 (5); 2001, c. 32, s. 27 (1); 2005, c. 5, s. 32 (5); 2012, c. 7, s. 4 (1).

# Selection

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## Table discussion 3

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- What is 'fit'?
  - What do they need to 'fit' with?
  - How can you tell in a resume?
  - How you tell in the interview?
  - How would you defend your decision to (Council? An auditor? Human Rights Commission Tribunal? The union?)

# Key take-aways

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- What are the minimum requirements of the job?
- Can you defend your hiring decision?
- Respect the process – do you want people to trust you? Trust the process?

# ONBOARDING, TRAINING & DEVELOPMENT

Traditional	Non-traditional
Classroom	Secondments
Mentoring	Job exchanges
On-the-job training	Back up for leaves
Sink or swim	Projects
Job shadowing	Coaching (by supervisor or peers)
Apprenticeships	Transitional programs
Internships	E-learning, podcasts, webinars
Conferences	Associations & networks (formal & informal)
Post-secondary programs	Learning/leadership circles
Process charts & operations manuals	Blogs, instant messaging, wikis
Storytelling	Communities of practice

## Table discussion 4

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- What have you done in your municipalities specifically to develop people within this industry?
  - Bringing them in
  - Preparing for more senior roles or different scope
  - Supervising, then leading others

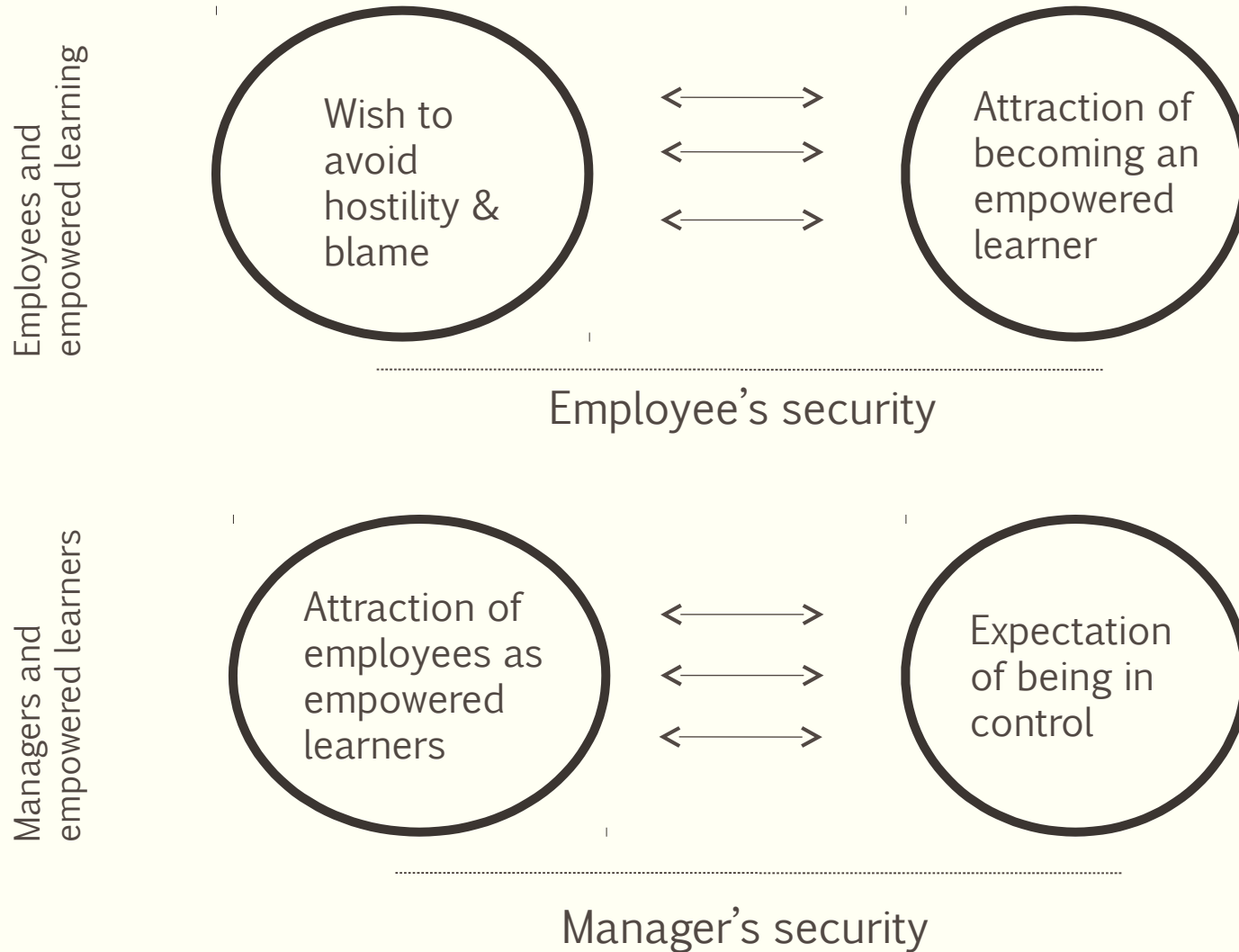
# How do you evaluate learning?

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Level	REACTION	LEARNING	BEHAVIOUR	RESULTS
Q?	Did they like it?	Did they learn it?	Did they use it on the job?	Did this change/improve organizational effectiveness?
% of organizations that measure it	75%	40%	20%	20%
How to measure it?	Smile sheets 😊	Pre and post tests	Observe and evaluate application on the job	Turnover, productivity, timing, reduced costs, improved service results

# Balancing act

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## Table discussion 4b

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In developing people within your industry....

- What has worked well?
- What didn't produce the results you were hoping for? Why?
- What could you do differently?

# Key take-aways

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- Remember your own orientation? Are we really setting people up for success if they are guessing how things work?
- Its not about what happens in the classroom, it's what happens afterwards. What are you doing to manage that?
- Employee owned, management supported
- Are you really ok with people trying new things? Within what framework is that ok? Do your people feel safe in taking risks?

# RETENTION

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- Musical chairs
- Secondments
- Partnering
- Special projects
- Internships

# COACHING & PERFORMANCE MANAGEMENT

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- Clear expectations
- Observe & monitor performance
- Provide regular feedback (positive & constructive)
- Document progress
- Escalate if no improvement – use your HR partners for support!

# Key take-aways

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- Remember: No one hits a home run their first time at bat
- If performance is poor, and you provide no feedback, you've effectively lowered the standard on what performance is expected
- For most people 'no news is good news' doesn't fly
- Feedback should always be respectful – it's about the work or the behaviour, not the person
- Check in – do you both have the same understanding of the expectations?

# STRONG FOUNDATION

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- Your ability to have real conversations
  - Why?
  - How?
  - Expected results?
- Professional & respectful
- Trust – for the right reasons, competent
- Dealing with conflict & difficult situations

# YOUR TOOLBOX

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- Within your organization – your team, your leaders, HR, others
- Outside your organization
  - Your colleagues here
  - OBOA and other professional associations
  - Other municipalities – don't reinvent the wheel!
  - What/whom else?
- Just say 'no' to the vinyl graveyard!

Thank  
You!