

REPORT

Oakville Public Library Board

Meeting Date: December 8, 2022

FROM: Oakville Public Library

DATE: November 29, 2022

SUBJECT: Talent Management Strategic Framework– December 8, 2022

RECOMMENDATION:

That the Talent Management Strategic Framework be received for feedback

KEY FACTS:

The following are key points for consideration with respect to this report:

- Oakville Public Library (OPL) is committed to attracting and retaining a diverse and skilled workforce to deliver the strategic goals, objectives, and values of OPL.
- The post-pandemic world offers new challenges related to recruitment and retention.
- There is a strong connection between the Talent Management Strategic Framework and the Diversity, Equity and Inclusion Strategic Framework (also included in the December 8 board package). The two will work in tandem to achieve the goals proposed for each.

BACKGROUND:

OPL cannot deliver a full range of service excellence without the right workforce or resources in place. The Talent Management Strategic Framework (Appendix A) seeks to address existing gaps and build a knowledgeable, resilient and committed workforce. The Framework recognizes the benefits of having an engaged, capable, diverse and skilled workforce that is focused on achieving OPL's short- and long-term priorities, strategies, and objectives while embodying OPL's values. It also represents a process through which OPL can identify updates and enhancements.

Talent Management Strategic Framework involves workforce planning, attracting high performing and diverse talent through recruitment and selection, developing talent through ongoing learning opportunities, managing performance, having a

comprehensive total reward package, and transitioning for the future through succession planning.

COMMENT/OPTIONS:

OPL has made significant strides in developing talent over past few years. At the same time, the library industry has seen major movement in talent due to high levels of CEO and upper management retirements and the corresponding cascade of career opportunities. This has been highlighted in the board's quarterly Employee Retention and Turnover Metrics reports. We are pleased by the number of OPL staff who have been either promoted within or moved onto new career advancement opportunities with other library systems. However, this has deeply stretched our talent pool. OPL strives to continue to be seen as an employer of choice within the Oakville community and a well-rounded talent management strategic framework will support this. The Talent Management Strategic Framework will focus on the follow 5 categories:

1. **Planning** - Identify the workforce needs of OPL based on the strategic plan to ensure that the talent we seek has the right skills and experience.
2. **Attracting** - Attract and retain a skilled, high performing and diverse workforce to meet the current and future needs of OPL and the community.
3. **Developing** - Identify, develop, promote and encourage employees to embody the mission and values of OPL along with meeting their personal growth goals. Develop highly effective leaders who will lead, inspire, and manage employees in a manner consistent with organizational values.
4. **Retaining** - Provide progressive employment and total rewards policies and procedures, programs and practices for all employees and nurture a culture that values and increases diversity at all levels of the organization.
5. **Transitioning** - Support employees in transitioning in and out of OPL to ensure that knowledge gained and experienced by employees is retained for both present and future needs.

Each of the 5 categories has actions and corresponding targets attached to be realized in 2023. The execution of the Talent Management Strategic Framework will be included as an organizational goal for 2023. The full Talent Management Strategic Framework can be viewed as Appendix A.

APPENDICES:

Appendix A – Talent Management Strategic Framework

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Submitted by:

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