

## Appendix A: Talent Management Strategy Framework 2023

Category	Objective	Actions	Accountability	By When	Measuring Success
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.	1. Assess business needs, at both department & organizational level, to meet present and future plans.	EMT Managers HR	Q3	Increase in new services and programs related to strategic pillars.
		2. Identify any skill gaps within roles to meet strategic objectives. Develop learning plans to address skill gaps.	Directors Managers HR	Q4	
Attracting	Attract and retain a skilled, high performing and diverse workforce to meet the current and future needs of OPL and the community.	1. Review job postings for inclusive language.	HR	Q1	Increase in the representation of diverse employees for actions # 1, 2, and 3.
		2. Expand recruitment beyond traditional library avenues. Reach out to community groups that represent the diversity of the Oakville community.	HR	Q1	
		3. Leaders will participate in unconscious bias and inclusive hiring training.	HR	Q2	

Developing	Identify, develop, promote and encourage employees to live 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.	1. Employees – Develop career pathways to support internal and personal growth.	HR Managers	Q2	Increase in employees' professional development requests within the budget allocations for 2023.
		2. Leaders – Finalize 360 development plans and execute on actions that are identified in each individual plan.	Leaders EMT HR	Q4	Increase in leaders' professional development requests within the budget allocations for 2023.
		3. Create guidelines for coaching to support employee performance, development, and engagement.	EMT HR	Q2	Increase pulse survey result by 5% related to staff receiving meaningful feedback.
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.	1. Create an employee-led resource group for wellness and mental health and social interaction.	Employees HR	Q1	Increase pulse survey result by 5% related to the organization having supports in place to show they care about mental health.
		2. Completion of a benchmarking review of compensation & benefits.	HR	Q3	Maintaining industry standard retention rate.
Transitioning	Support employees in transitioning in and out of OPL to ensure that knowledge gained and experienced by employees is retained for	1. Create a knowledge transfer employee resource group for each department.	Directors Managers	Q2	Increase pulse survey result by 5% related to recognizing and appreciating individual contributions to the organization for actions # 1 and 2.

	both present and future needs.	2. Create a mentorship between aspiring leaders and leaders who have identified to retire within the next 5 years. This is to support the transition of the retiring employee and develop aspiring leaders.	HR	Q4	Measuring internal promotional opportunities vs resignations related to career advancement to maintain the retention rate of over 80%. Facilitate discussions on stretch projects when internal career advancement is not available.
		3. Review and update succession planning tools to ensure that talent is identified to meet present and future needs.	HR	Q2	