

Appendix B: 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.	<ol style="list-style-type: none"> 1. Identify any skill gaps within roles to meet strategic objectives. Develop learning plans to address skill gaps. 	Directors Managers HR	Q4	<p>% increase in hours charged to training and development.</p> <p>Reviewing hours for last 3 years to create % baseline for hours committed to training & development for 2024.</p>
Attracting	Attract and retain a skilled, high performing and diverse workforce to meet the current and future needs of OPL and the community.	<ol style="list-style-type: none"> 1. Review job postings for inclusive language. 2. Expand recruitment beyond traditional library avenues. Reach out to community groups that represent the diversity of the Oakville community. 3. Leaders will participate in unconscious bias and inclusive hiring training. 	HR HR HR	Q1 Q1 Q2	<p>% increase in the representation of diverse employees in categories identified in the 2022 DEI survey.</p> <p>OPL's 1st Diversity survey was in partnership with the Town of Oakville in 2022. Currently, in discussions with the Town of Oakville to determine a long-term process for identifying and tracking diversity levels.</p>
Developing	Identify, develop, promote and encourage employees to live the mission and values of OPL along with meeting	<ol style="list-style-type: none"> 1. Employees – Develop career pathways to support internal and personal growth. 	HR Managers	Q2	10% increase in employees' professional development requests within the budget allocations for 2023.

	their personal growth goals. Develop highly effective leaders who will lead, inspire, and manage employees in a manner consistent with organizational values.	<p>2. Leaders – Finalize 360 development plans and execute on actions that are identified in each individual plan.</p> <p>3. Create guidelines for coaching to support employee performance, development, and engagement.</p>	<p>Leaders EMT HR</p> <p>EMT HR</p>	<p>Q4</p> <p>Q2</p>	<p>5% increase in leaders' professional development requests within the budget allocations for 2023.</p> <p>Increase pulse survey result by 5% related to staff receiving meaningful feedback. Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused its pulse survey.</p>
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.	<p>1. Create an employee-led resource group for wellness and mental health and social interaction.</p> <p>2. Completion of a benchmarking review of compensation & benefits.</p>	<p>Employees HR</p> <p>HR</p>	<p>Q3</p> <p>Q3</p>	<p>Increase pulse survey result by 5% related to the organization having supports in place to show they care about mental health.</p> <p>Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused the pulse survey.</p> <p>Maintaining industry standard retention rate.</p>
Transitioning	Support employees in transitioning in and out of OPL to ensure that knowledge gained and experienced by	<p>1. Create a knowledge transfer employee resource group for each department.</p>	<p>Directors Managers</p>	<p>Q2</p>	<p>Increase pulse survey result by 5% related to recognizing and appreciating individual contributions to the organization.</p>

	<p>employees is retained for both present and future needs.</p>	<p>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.</p> <p>3. Review and update succession planning tools to ensure that talent is identified to meet present and future needs.</p>	<p>HR</p> <p>HR</p>	<p>Q4</p> <p>Q2</p>	<p>Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused the pulse survey.</p> <p>Measure the percentage of internal staff who have received promotional leadership roles over the last 3 years. Create a benchmark for measuring internal vs. external hiring for leadership positions for 2024.</p> <p>Measuring internal promotional opportunities vs resignations related to career advancement to maintain the retention rate of over 80%.</p> <p>Facilitate discussions on stretch projects when internal career advancement is not available.</p>
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