



A Guidebook for Managers & Supervisors

*Guidelines, Responsibilities & Resources
for Managing People*

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As a manager, supervisor or project leader within the Toronto Public Service you play a vital role in achieving results through your employees or through leadership of others. You know that effective management of people is critical to your success, the success of your operation and ultimately, the success of the City.

Managing people effectively does not need to cost a lot, but it does require your time and attention. This guidebook can make planning and management of staff easier by giving you the information you need about your responsibilities as a manager and a list of some of the resources available to assist you.

The People Strategy, adopted by City Council in April 2003, provides people-oriented guidelines for how the City of Toronto will be recognized as a leader and model of civic service excellence. See http://insideto.toronto.ca/hrweb/people_strategy/index.htm To support implementation of the Mayor's term priorities and Council's policy agenda, all staff share in a responsibility to build a foundation and work environment based on cooperation, trust and continuous learning leading to improvements.

This guidebook can be used in conjunction with the Performance Management Program to help you provide your best people management leadership. It highlights the five key result areas of the People Strategy, and provides for each:

- ♦ a suggested supervisory goal, objective and measures
- ♦ a checklist of supporting actions
- ♦ a list of web-based and other resources

This Guidebook is provided to all managers, supervisors and project leaders within the Toronto Public Service for their reference. Your feedback and comments on its usefulness are appreciated.

Key Result Area

Leadership – Leaders establish positive and productive relationships, develop and direct high performing staff, provide resources and manage for results while demonstrating respect for public service values and ethics.

Goal	Objective	Measure	Checklist of Supporting Actions	Resources
To ensure the goals and behaviours of individual employees are aligned with City Council strategic directions and divisional / divisional plans and goals.	<p>Employees understand Council's goals and priorities.</p> <p>Employees understand their roles and how they fit.</p>	<p>% of non-union employees with an ongoing performance planner.</p> <p>There has been at least one work unit-wide meeting to discuss Council priorities, business plans and goals with your employees.</p> <p>Every person with management responsibilities has attended at least one course, in the current calendar year, focused on leadership skills development.</p> <p>All Performance Planners are consistent with the Performance Management Program guidelines; training and objectives are linked to business plans.</p>	<p><input type="checkbox"/> Have you discussed the Mayor's term priorities & Council's policy agenda City Council's Strategic Plan and divisional business plans, goals and priorities with your staff?</p> <p><input type="checkbox"/> Have you made sure your employees know your division's performance measures?</p> <p><input type="checkbox"/> Do you routinely discuss with your staff progress being made on the division business plan?</p> <p><input type="checkbox"/> Have you made sure every non-union employee has a performance plan with clear links to the division business plan?</p> <p><input type="checkbox"/> Do you capture employees' ideas about how to improve the division's business and pass them on to the right people?</p> <p><input type="checkbox"/> Have you attended courses to develop your leadership skills?</p> <p><input type="checkbox"/> Do you have plans in place to promote the Key Result Areas of the People Strategy?</p>	<p>Division Business Plan Check with your division director.</p> <p>Developing Strategic/Business Plans Check with your Senior OD Consultant</p> <p>Performance Management and Competencies http://insideto.toronto.ca/hrweb/pm/guide_to_performance_management.htm</p> <p>Management Development Links http://insideto.toronto.ca/hrweb/shape_the_city/learning_links.htm</p> <p>Learning Activities for Leadership http://insideto.toronto.ca/hrweb/jobfamilies/learning/learning_leadership.htm</p> <p>Courses for Managers and Supervisors http://insideto.toronto.ca/hrweb/training/learning_guide/courses_managers_supervisors.htm</p> <p>People Strategy for the Toronto Public Service http://insideto.toronto.ca/hrweb/people_strategy/index.htm</p>

Key Result Area
Healthy and Safe Workplace - The organization is physically safe and supports a positive work environment.

Goal	Objective	Measure	Checklist of Supporting Actions	Resources
<p>To ensure the Toronto Public Service complies with legislation and ensures protection of the health and safety of employees and others who may work at City workplaces, and that employees work in a positive and productive work environment.</p>	<p>Employees receive support for their own safety and well-being.</p> <p>Employees are satisfied with their employment and committed to the Toronto Public Service.</p>	<p># of workplace safety audits completed.</p> <p>100% of supervisors attending mandatory Health & Safety training.</p> <p># of meetings held by the Joint Occupational Health and Safety team.</p> <p>All Health and Safety bulletin boards are up to date.</p> <p>Reduction in # of workplace accidents over the previous year.</p> <p># of employees accommodated through return to work actions.</p> <p># of employees participating in Career and Life planning courses, including “The New Spirit of Work”.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have all management staff attended the mandatory Health and Safety Competency Training? <input type="checkbox"/> Have all newly hired and any employees assigned to new or unfamiliar work attended Health and Safety Orientation? <input type="checkbox"/> Are you fully aware of your supervisory responsibilities under the Policy and Occupational Health and Safety Act? <input type="checkbox"/> Are you aware of your supervisory responsibilities in accommodating injured or ill employees through return to work initiatives? <input type="checkbox"/> Do you enforce and reinforce safe work practices? <input type="checkbox"/> Do you regularly inspect the worksite for health and safety hazards and take steps to involve employees in resolving health and safety issues? <input type="checkbox"/> Do you investigate accidents and injuries? <input type="checkbox"/> Are you aware of the services provided by the Employee Assistance Program? <input type="checkbox"/> Do you try to accommodate employees’ needs through workplace flexibility? <input type="checkbox"/> Are you aware of the guidelines on alternative work arrangements? 	<p>Occupational Health & Safety - Supervisory http://insideto.toronto.ca/hrweb/training/learning_guides/courses_occupational_health_supervisor.htm</p> <p>Health and Safety Orientation Training Policy and Programs Standards Check with HR – Health & Safety Consultant</p> <p>JHSC Workplace Inspections http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/b3563ed942fb79ea85256cc2005e8db5?OpenDocument</p> <p>Investigating and Reporting Injuries and Accidents http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/4968dc01ba67ee3a8525698100569401?OpenDocument</p> <p>Employment Accommodation Policy http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/1b217717b246f7c585256f020055886a?OpenDocument</p> <p>Employee Assistance Program http://insideto.toronto.ca/hrweb/eap/index.htm</p> <p>Employee Health and Rehabilitation http://insideto.toronto.ca/hrweb/health_and_rehab/index.htm</p> <p>Ergonomics http://insideto.toronto.ca/hrweb/health_and_safety/oeindex.htm</p>

Key Result Area

Management of People - The strategic management of people ensures that systems, tools, structure and program are in place for enhanced decisions-making. This ensures that services are delivered efficiently and effectively.

Goal	Objective	Measure	Checklist of Supporting Actions	Resources
Effective management of people to support employee commitment to customer service and other goals of the TPS.	<p>Employees have clear performance measures and expected outcomes.</p> <p>Employees receive formal and informal recognition for their contributions.</p>	<p>100% of non-union employees have participated in the Performance Management process.</p> <p>A one-on-one meeting has been held with each employee for coaching / feedback purposes.</p> <p>A formal process to recognize staff contributions has been implemented in the work unit.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Do your employees know what they have to do to succeed? <input type="checkbox"/> Do your employees have defined performance measures that they report on? <input type="checkbox"/> Do you meet regularly with your employees to discuss progress and celebrate successes within your unit? <input type="checkbox"/> Do you expect and promote teamwork to achieve outcomes? <input type="checkbox"/> Do you provide coaching support to employees to help them achieve desired outcomes? <input type="checkbox"/> Do you understand the collective agreements that govern labour relations / grievance handling? <input type="checkbox"/> Are you trained in handling disciplinary matters, keeping records and counselling skills? <input type="checkbox"/> Do you make a connection to the division business plan for your employees when you give them feedback or recognition? <input type="checkbox"/> Have you identified non-monetary ways to recognize your employees, and asked them how they prefer to be recognized? <input type="checkbox"/> Are you fully aware of the Interest-Based Problem Solving / Negotiation approach within the TPS? 	<p>Corporate Courses http://insideto.city.toronto.on.ca/hrweb/training/index.htm</p> <p>Employee & Labour Relations http://insideto.city.toronto.on.ca/hrweb/labour_relations/index.htm</p> <p>Handling Grievances Check with your HR Employee & Labour Relations Consultant</p> <p>Collective Agreements http://insideto.city.toronto.on.ca/hrweb/labour_relations/agreements.htm</p>

Key Result Area

Retention and Recruitment - Strategies are used to retain and attract skilled people that demonstrate the values consistent with those of the Toronto Public Service.

Goal	Objective	Measure	Checklist of Supporting Actions	Resources
<p>To ensure the Toronto Public Service is an attractive employer for current and potential employees and to ensure employees can adapt to meet changing needs.</p>	<p>Divisions anticipate and respond to future human resource needs.</p> <p>Movement within and across divisions is used to promote learning from different experiences.</p>	<p>% of employee turnover within work unit.</p> <p>A plan is in place to develop skills in staff that will enable them to cover key positions.</p> <p>At least 3 assignments have been identified to provide developmental opportunities for staff.</p> <p>There is a succession management plan in place for your Division.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Do you identify gaps in skill levels within your work unit, and seek out training/development? <input type="checkbox"/> Have you identified your vulnerable (hard to fill) positions and have a plan in place for replacement? <input type="checkbox"/> Have all supervisors/managers within your area of responsibility attended courses on Staffing and Human Rights responsibilities with the TPS? <input type="checkbox"/> Are you trained in objective selection (egg. interviewing techniques, position-related questions and collective agreement/legal implications)? <input type="checkbox"/> Do you encourage employees to take on leadership roles? <input type="checkbox"/> Do you encourage sharing of project or work successes and failures to encourage knowledge transfer to others? <input type="checkbox"/> Do you provide developmental assignments for your employees? <input type="checkbox"/> Do you keep informed of related programs or efforts in other divisions that might provide opportunities for your employees? <input type="checkbox"/> Do you seek out developmental moves for yourself? 	<p>Learning and Skill Development http://insideto.toronto.ca/training_skills/index.htm</p> <p>Human Resources Policies http://wi.toronto.ca/intra/hr/policies.nsf</p> <p>Basics of Staffing (for Management) http://insideto.toronto.ca/hrweb/training/learning_guide/courses_civic_administrations.htm#01</p>

Key Result Area

Building a Productive Workforce - A productive workforce has the residents of the City as its ultimate concern in providing high quality services and programs. The workforce is skilled, motivated and characterized by high performance standards.

Goal	Objective	Measure	Checklist of Supporting Actions	Resources
To ensure the organization has the knowledge, skills and abilities to accomplish current and future business plan goals.	<p>Employees identify and develop the skills they will need to succeed.</p> <p>Employee learning and skill development is expected and supported.</p> <p>Learning and skill development plans are intentionally linked to business plans to ensure the success of current and future needs of the operation.</p>	<p>Each employee has attended at least one day of training/skill development over the last year.</p> <p>Every employee has developed a personal learning plan.</p> <p>Every new employee has had an orientation to the work unit / organization.</p> <p>All non-union employees know the City of Toronto's competency framework.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are your employees aware of the knowledge and skills they need to succeed? <input type="checkbox"/> Do you work with your employees to develop annual learning and development plans? <input type="checkbox"/> Do you encourage your employees to develop their skills for future or senior positions? <input type="checkbox"/> Have you discussed career goals with your employees? <input type="checkbox"/> Do you ensure your employees know the City of Toronto competency model? <input type="checkbox"/> Do you give your employees challenging assignments designed to develop their skills? <input type="checkbox"/> Are you aware and support the City's coaching or peer learning programs? <input type="checkbox"/> Do you regularly review progress on employees' learning plans and hold employees accountable for learning? <input type="checkbox"/> Do you role model a commitment to acquiring skills and knowledge? <input type="checkbox"/> Do you ensure your employees are aware of the resources available to them for training and development? 	<p>Skills Development http://insideto.toronto.ca/training_skills/index.htm</p> <p>Customized Training for Teams Check with your HR Organization Development & Learning consultant to discuss intact work team sessions.</p> <p>Competencies http://insideto.city.toronto.on.ca/hrweb/jobfamilies/manage_your_career.htm</p> <p>Organization Development & Learning http://insideto.city.toronto.on.ca/hrweb/odl/index.htm</p> <p>Competency Development Assessment https://insideto-secure.city.toronto.on.ca/CDA/login.jsp</p>