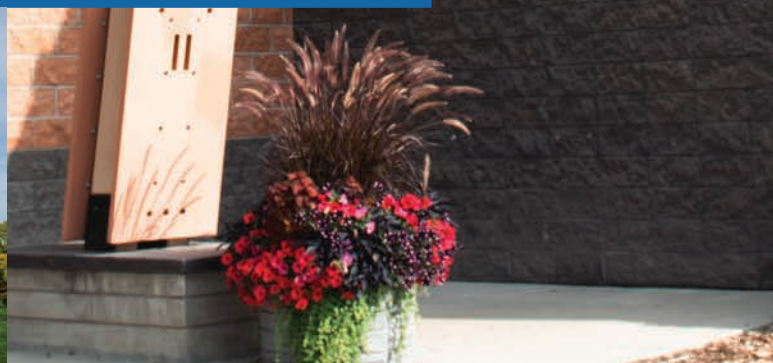




People Strategy & Plan  
2025-2029

Empowering Employees.  
Serving Community.



## With Gratitude

There's a saying that culture eats strategy for breakfast—a reminder that even the best-laid plans will fall flat without genuine buy-in and commitment. A well-written strategy with strong ideas and sound reasoning is only as powerful as the people who bring it to life. That's why this *People Strategy & Plan* was co-created with employees, management, senior leadership, the Leduc Fire Fighter's Association, and the Employee Services department—to ensure it reflects the real needs, aspirations, and experiences of our workforce.

Special thanks go to the following organizations and individuals who took time to share their insights, strategies and materials as we embarked on this work. We recognize that to fuel innovation, we needed to extend into the broader ecosystem of other organizations, particularly Canadian municipalities. Sharing knowledge and experience only serves to amplify the collective impact we have on the lives of the people we serve; by doing this, we are making a positive difference to society as a whole. Their willingness to share our excitement about the latest trends and shifting priorities is very much appreciated.

- City of Edmonton
- Town of Newmarket
- City of St. Albert
- City of Vancouver
- EPCOR
- MacEwan University

This document is more than words on a page; it's a roadmap for meaningful action. At its heart is the belief that City of Leduc employees are dedicated to serving their community and deserve the support, opportunities, and environment to grow and thrive within the organization. We thank every person who took the time to respond to a survey, write a comment on a sticky note, speak up at a Town Hall, share their experience or in any other way contribute to the creation of this *People Strategy & Plan*. Special thanks go to members of the Employee Services department, the Employee Experience Advisory Committee (EXAC), the City Manager's Employee Engagement Team (CMEET), Vitalize Solutions, the Leduc Fire Fighter's Association, and Executive Team for dedicating many hours to shaping this *People Strategy & Plan*.

## Land Acknowledgment

The City of Leduc acknowledges that the land we now know as Canada is the traditional territory of many First Nations, Métis, and Inuit. Leduc is located on Treaty 6 land, the traditional territory to the Cree, Dene, Blackfoot, Anishinaabe, and Nakota Sioux. We recognize and pay homage to these and all Indigenous Peoples—past, present and future—that continue to support, educate and contribute to the strength of our region and country. We are committed to listening and building our understanding of the sovereignty, lands, histories, languages, knowledge systems, and cultures of First Nations, Métis and Inuit Nations.

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# From the City Manager

**Derek Prohar**  
CITY MANAGER



**The City of Leduc is a vibrant and attractive city because of people: people who plow our streets in the winter, mow our sports fields in the summer, welcome us into our facilities, protect us, issue our notices, promote us to industry, and in so many other ways help our community thrive.**

Our people are at the heart of everything we do. Every step of an employee's journey with us shapes who we are as an employer—from investing in their growth and development, ensuring their safety, and promoting their wellbeing, to fostering exceptional leadership, negotiating with unions, creating an

outstanding first-day experience, and ensuring they leave our organization feeling better off than when they joined. The way we treat our employees reflects our commitment to their success and defines us as an employer of choice.

Everyone benefits when employees are treated fairly and respectfully, including residents, visitors, businesses, industry, social agencies, partners and employees. This *People Strategy & Plan* (the strategy) is our roadmap to the employee experience for the next five years, guiding the actions and programs that will help us attract and retain talented people who are passionate about making a positive impact in our community.

**It reflects our commitment to deliver a City of Leduc experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.**

Serving as our north star, this strategy ensures the City's approach to its workforce is strategic, evidence-based, and adaptable to both current and future needs. It is the culmination of hundreds of hours of conversation about how we want to treat our people, how our people want to be treated and how we want to show up as the city's largest employer. Many of our employees are also residents, reinforcing our dual responsibility as an employer and a municipality that cares about supporting its people and making the City of Leduc a great place to live, work and play.

I want to thank the many people who contributed to the development of the strategy. Whether you filled out a survey, spoke up in a focus group, participated in the Employee Experience Advisory Committee (EXAC) or the City Manager's Employee Engagement Team (CMEET), or took pen to paper, your efforts are making a meaningful difference. Together, we're shaping a brighter future for our employees—enabling us to continue delivering excellent service to the community.

# Executive Summary



## The City of Leduc's People Strategy & Plan sets a bold direction for building a thriving, people-centred workplace and positioning the City as an employer of choice.

Rooted in shared values and created through extensive engagement across all levels of the organization, the strategy shows how the organization will deliver a City of Leduc experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.

In response to both local challenges and global workforce trends—including demographic shifts, evolving employee expectations, and advances in technology—the strategy focuses on building a people-centred, inclusive, and resilient workplace. It reflects our commitment to psychological safety, continuous improvement, and holistic wellbeing, while aligning directly with Council's strategic goals.

Several guiding principles served as touchstones as the strategy developed. To be considered successful, the *People Strategy & Plan* had to deliver accountability and sustainability, prioritize employee-centred initiatives, be realistic and achievable and support a diverse and inclusive workforce.

The *People Strategy & Plan* is anchored in four key pillars: **Attract Talent**, **Foster Belonging**, **Inspire Growth**, and **Thrive Together** and is supported by a foundation of **Technology and Service**. Together, these pillars reflect our commitment to cultivating an environment where employees feel valued, supported, and empowered to contribute to our collective success.

Each pillar is supported by specific objectives that define how we will bring our vision to life. Initiatives for each objective under each pillar create a cohesive and actionable plan for the next five years. These initiatives range from modernizing recruitment and leadership development to strengthening mental health supports and advancing inclusive practices. Measures and an annual review process will ensure we stay on course, demonstrating accountability and transparency.



## Attract Talent

We are an employer of choice, welcoming great people who are passionate about making a difference.

Being an “employer of choice” means building a reputation as an organization where people want to work—not just because of competitive pay or benefits, but because of the culture, opportunities for growth, and shared purpose. Employees told us how important it is for them to feel like they’re making a positive impact in their daily work.



## Foster Belonging

We cultivate an inclusive workplace where employees feel valued, supported and connected.

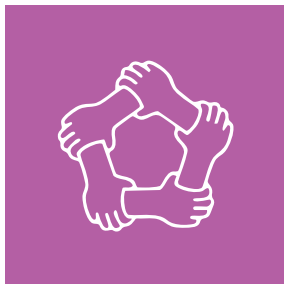
We believe that every employee should feel welcome, respected, and supported. At the City of Leduc, we strive to build a workplace where people value one another, feel appreciated, and know their voice matters. Fostering belonging means creating a culture where employees feel safe to express ideas, share perspectives, and challenge the status quo—sparking innovation across our organization.



## Inspire Growth

We create opportunities for growth, empowering people to flourish personally and professionally.

Inspiring growth means providing meaningful opportunities for learning, skill development, career advancement, and personal enrichment. It also means cultivating a culture where continuous improvement is a shared goal, and employees feel empowered to pursue their ambitions. This pillar reflects our commitment to investing in our people by fostering an environment where growth is not only encouraged but actively supported.



## Thrive Together

We prioritize safety and wellbeing, creating a supportive environment that enables collective success.

The Thrive Together pillar embodies the City of Leduc’s commitment to fostering a workplace where employees are physically and psychologically safe, supported, and empowered to succeed—both individually and as a team. We recognize that employee wellbeing is a fundamental priority that fuels our organization’s overall success.



## Technology & Service

We have modern, responsive human resources systems and services that empower employees and support informed decision making.

The foundation that underpins this strategy is a focus on excellent human resources services and the technology and systems that support this work. As lead for several initiatives included in the *People Strategy & Plan*, Employee Services must have the systems, capability, capacity, and confidence to meet expectations while continuing to serve the broader organization with excellence.

Through the pillars of Attract Talent, Foster Belonging, Inspire Growth, and Thrive Together—and by strengthening our foundation—we are building a resilient, vibrant organization.

This strategy builds on lessons learned, insights from audits and reviews, conversations with other organizations, and direct input from employees, leaders, and union partners. It represents a shift from transactional human resources functions to strategic Employee Services, embedding a human-centred approach that honours our employees’ passion for public service, strengthens trust, and reinforces our shared commitment to making a meaningful impact in the community we proudly serve.

Ultimately, this *People Strategy & Plan* is a shared commitment to shaping a respectful, high-performing, and purpose-driven workplace where employees feel valued and equipped to make a positive difference. It positions the City of Leduc as an employer of choice, empowering our people to thrive today and into the future.

# People Strategy

Deliver a ‘City of Leduc’ experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.



# Using this Document

## Tips for better navigating this document and its contents:

Many of the terms used in this document are listed alphabetically and defined in Appendix 1: Glossary of Terms. Examples are included to support understanding.

## The document is made up of three main sections:

- **Background:** The first section describes the purpose of the strategy and plan, why it was created, and how it was developed.
- **Pillars and initiatives:** The next section outlines what we want to achieve and the specific work we commit to. It includes measures to hold the organization accountable for achieving results.
- **Appendices:** The final section includes a glossary of terms and references.

## Brent Emery

MANAGER, PARKS & OPEN SPACES,  
EXAC MEMBER

“When we provide the right support and opportunities, employees can build remarkable careers here. The People Strategy & Plan will transform how we invest in our greatest asset—our staff.”

**My City of Leduc experience:  
Kindness. Service. Environment.**



# Context

The context within which we work is constantly evolving. To prepare for and respond to the needs of the current and future workforce, it's essential to understand these shifts and their implications for our organization. In developing the *People Strategy & Plan*, we considered leading practices, reviewed strategies from comparable organizations, and reflected on the unique context of the City of Leduc.

## Leading Practice Research

Generational changes in workforce demographics, employee values, and the rise of technologies such as generative artificial intelligence are pushing organizations to recognize the business and ethical advantages of creating value for their employees rather than merely extracting value from them. These changes are creating a shift toward more human-centric measures such as belonging, wellness and sense of purpose.

Our larger society is evolving its approach to social priorities. There is a noticeable shift away from the language of equity, diversity and inclusion—terms that, while originally well-intentioned, have increasingly sparked polarization. Instead, the focus is towards fostering human outcomes that resonate universally: access, belonging and community. By emphasizing access, the goal becomes creating environments where everyone has the opportunity to succeed, free from barriers that limit participation. A focus on belonging allows for cultivating spaces where individuals feel accepted, valued, and connected, regardless of their backgrounds. Community highlights the importance of working together to build relationships grounded in mutual respect and care. The result is a greater emphasis on human connection, collaboration and

empathy, placing attention on actions that unite rather than separate, and encouraging meaningful conversations that build authentic relationships.

Studies show that building trust, listening to employees and investing in human skills such as empathy, creativity and curiosity improves both human and business outcomes far more than a focus on productivity alone. It's critical that organizations support the shift from talent management to people success. This is accelerated by the rapid rise of disruptive technology such as generative artificial intelligence, which is quickly reshaping today's job roles and skill requirements.

Articulating and implementing a strong employee strategy and putting it in motion is no longer a “nice-to-have” but a “must-have.” Achieving better outcomes for people means rethinking how we work. It takes a change in mindset across the organization—including leaders and human resources—and a fresh approach to functions like performance management, skills development, data and analytics, leadership, culture, and job design. Human resource functions need to support the organization to build stronger capabilities, adapt more quickly, and work more collaboratively.

## Our City's Context

Leduc is Alberta's tenth largest city, situated at the highly strategic transportation hub of the QEII highway, the Canadian Pacific Railway, and the Edmonton International Airport. This powers economic benefits and the city's growth as a complete and thriving community within the greater Edmonton region. Leduc has a strong presence in the industrial, large retail and oil and gas sectors.

The city's geographic location, young and fast-growing population, and high quality of life are key considerations in shaping an employee value proposition, retention efforts and talent attraction strategies. These unique characteristics provide a strong foundation for developing workforce initiatives that resonate with both current and future employees.

Leduc's rapid growth presents both opportunities and challenges. Between 2019 and 2023, the population grew by 9.2%—a trend expected to continue. By 2030, the population is projected to surpass 40,000. To meet increasing demands, the City must build a resilient, flexible, and agile workforce to continuously adapt, innovate, and meet the expectations of residents.

Today, approximately 500 employees deliver 88 distinct municipal services to a community of 36,000 residents. The roles span a wide range—from accountants to Zamboni operators—reflecting the complexity and diversity of both our service delivery and the people who work here.

A review of Canadian comparator organizations highlights leadership development as a key lever for driving positive change. Talent attraction and retention also emerged as top priorities, with several municipalities identifying the importance of strengthening their employer brand to remain competitive in the labour market.



## Sira Diabira

**BUSINESS LICENCE ADMINISTRATOR,  
CMEET MEMBER**

“The People Strategy & Plan serves as a tool for me, sparking ideas and initiatives that can help us achieve the four pillars’ goals. It gives us a clear vision to guide us toward our common purpose.”

**My City of Leduc experience:  
Improvement. Support. Teamwork.**

## Towards a Comprehensive People Strategy

An initial commitment of the City Manager when hired in 2020 was to review organizational culture with an eye to continuous improvement. In 2021, City staff participated in an employee experience survey and a mental health and wellbeing survey; this information provided an initial understanding of the City of Leduc employee experience. The City introduced a series of improvements, including micro skills webinars on topics such as stress, anxiety, mental health, and burnout; a new Respect in the Workplace policy; and the designation of Mental Health First Aiders across the organization.

The efforts toward continuous improvement on workplace culture accelerated in 2022, following an internal investigation into allegations of misconduct and the subsequent class action lawsuit. The case emphasized the need to support organizational progress towards a more respectful and psychologically

safe environment. It also revealed that improvement was required in certain foundational human resources practices critical for preventing and managing issues.

The City engaged external consultants to review performance in the Human Resources department and to assess the organization through the lens of equity, diversity, and inclusion (EDI). The goal was to understand our strengths and opportunities, and use that insight to guide meaningful change.

In 2023, the City contracted Ember Experience to evaluate the current state of the City as a workplace in relation to leading practice in the EDI space. The project included a comprehensive Listening Tour that involved interviews, focus groups and a full employee survey. This assessment highlighted key strengths in the organization, and opportunities for growth that have been considered while developing the *People Strategy & Plan*.



## Lee Ann Iwaskiw

MANAGER, BUSINESS SERVICE,  
RECREATION SERVICES,  
EXAC MEMBER

“When we create a supportive environment and encourage each other, we grow stronger together. The People Strategy & Plan is about weaving this collaborative spirit through everything we do.”

**My City of Leduc experience:  
Supportive. Meaningful impact.  
Collaboration.**

## Transforming Human Resources

Like many other organizations, the Human Resources department focused on transactional responsibilities such as recruitment, payroll, and employee relations. However, recent experiences made it clear that this approach was no longer sufficient to meet the evolving needs of the organization. There was a growing recognition that the human resources function needed to mature to a more holistic, people-centred approach—supporting the entire employee experience, from the moment someone considers applying to the City to their departure, and every interaction in between.

In response, the Executive Team directed the department to evolve their approach from transactional and reactive to strategic and proactive. Through this transformation, the renamed Employee Services department emerged—re-imagined through many conversations in which department employees shared their care, passion and pride for working in service to the organization and making a positive impact on the community and its residents.

**Employee Services staff co-created a refreshed mandate:**

“Deliver a City of Leduc experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.”

This *People Strategy & Plan* outlines how the City will deliver the mandate, and the way Employee Services will elevate its contributions to the organization—and, ultimately, in service to the community.

## Living Our Commitment to Inclusion and Belonging

This *People Strategy & Plan* builds on the findings of Ember Experience and directly addresses many of the recommendations. It intentionally embeds the elements of an EDI strategy to amplify positive outcomes for every employee. Through the *People Strategy & Plan*, we are better positioned to achieve the positive outcome described in the Ember report<sup>1</sup> when we infuse the principles of EDI.

Fostering a sense of belonging and building trust begins the moment an individual applies to our organization and continues throughout every stage of the employee lifecycle, right up to their departure. These moments that matter must be intentionally designed to create meaningful, positive impact, while also meeting legislative and regulatory requirements.

As a municipal organization, we exist to serve our community—and we want to do that well. When employees feel safe, respected, and empowered, it directly enhances our ability

to deliver high-quality, responsive, and inclusive services. Our internal culture shapes the experiences we create for others.

When we ground our work in shared values and align our actions with the outcomes we want to achieve, we create a more inclusive, responsive, and connected workplace—one where employees from all backgrounds feel heard, valued, and empowered. A workplace where diverse perspectives aren't just welcomed but actively shape our path forward.

We are cultivating a culture rooted in inclusivity, belonging and authenticity—one that honours diversity, supports psychological safety, and strengthens collaboration, empathy and trust. This isn't just a project or initiative; it's becoming a fundamental part of how we work, lead, and grow together in service to one another and the community we're proud to serve.

<sup>1</sup> Ember Experience EDI Audit Report, P. 12



# Our Corporate Values

Our 2023–2026 Corporate Business Plan includes our corporate values. This *People Strategy & Plan* aligns to these values and demonstrates how, over the next five years, we will embed them even more deeply into how we work:

## Teamwork

We collaborate and support one another to achieve common goals.

## Service

We are dedicated to improving our organization and our community.

## Respect

We make every effort to understand each other, be accountable for our actions, and build mutual trust.

## Leadership

We understand that we are all leaders regardless of whether we supervise others and will endeavour to be a model for others.

# Alignment to Strategy

The City's 2023–2026 Corporate Business Plan outlines how Administration will support the priorities in City Council's Strategic Plan. A capable and motivated workforce is essential to achieving each of these goals—whether it's creating a city where people want to live, planning for the future, driving economic prosperity, or strengthening community collaboration. Employees are at the heart of delivering these priorities. That's why focusing on their experience and supporting them to do their best work is so important.

Recognizing this, the Corporate Business Plan includes a dedicated goal to empower a workforce that will help bring the City's vision to life.

**Goal 5: Engaged and Empowered Employees** outlines a series of actions to promote employee engagement and wellness, and to foster a safe, diverse, and inclusive work environment.

This *People Strategy & Plan* responds directly to Action 5.1.1: Build an overarching HR strategy designed to cultivate an inclusive, respectful, engaging, and high-performing workplace culture that aligns with our core values and supports the organization in achieving its strategic objectives.

## Shayne Kirkland

**FIRE PREVENTION OFFICER,  
CMEET MEMBER**

"Service is putting the needs of someone else before your own desires. The People Strategy & Plan recognizes this fundamental value that drives our work at the City of Leduc."

**My City of Leduc experience:  
Question. Evaluate. Grow.**





## Christine Isaac

COMMUNITY DEVELOPMENT  
COORDINATOR, CMEET MEMBER

“The People Strategy & Plan will provide employees with clear shared goals, fostering collaboration as we work to make the City an even better place. My hope is that everyone will see themselves reflected in the plan, recognizing their contributions and feeling a strong sense of belonging within our organization.”

**My City of Leduc experience:  
Rewarding place to work.**

# Hearing from Our People

In addition to reviewing corporate materials such as Council’s Strategic Plan and audit reports, it was essential to hear directly from employees to fully understand the current context.

In November 2024, all employees were invited to share their perspectives on what’s working well and what could be improved through a gallery walk at a Town Hall, followed by a corporate-wide survey. Leaders from across the organization were also engaged through the newly formed EXAC, made up of representatives from various departments. This committee serves as a formal platform for dialogue on reshaping the employee experience, including the development and refinement of programs and services.

Given their role in delivering programs and services, the entire Employee Services department participated in dedicated engagement sessions to provide input. In March 2025, CMEET was launched to

give the City Manager a direct connection to non-supervisory employees and an opportunity to hear about their day-to-day experiences. The Leduc Fire Fighter’s Association was also engaged at key intervals in the development of this document.

Each of these groups played an advisory role, meaning they did not make decisions but provided open, honest feedback that helped inform the development of this *People Strategy & Plan*. Group sizes were intentionally kept small to encourage meaningful dialogue, and leaders were engaged separately from employees to help create a safe space where individuals could share their insights freely and authentically.



## Chad Bugnet

FIRE CAPTAIN, AND PRESIDENT,  
LEDUC FIRE FIGHTER'S ASSOCIATION,  
LOCAL 4739 OF THE INTERNATIONAL  
ASSOCIATION OF FIRE FIGHTERS

"By prioritizing growth and continuous development through the People Strategy & Plan, we're addressing the fundamental need for employees to stay challenged and connected to their purpose. This approach fosters a team that truly thrives together in service to Leduc."

**My City of Leduc experience:  
Teamwork. Service. Commitment.**

## Employee Perspective

Employee perspectives on what is working well vary across the organization; however, common themes emerged. Strengths include strong communication and transparency through various channels, leadership's openness and support, a collaborative and inclusive work environment, and effective recognition programs. Employees also said they appreciate the organization's focus on making a difference in the community, flexible work arrangements, and opportunities for continuous learning and growth. Additionally, the emphasis on work-life balance, comprehensive benefits, and resources for mental health and wellbeing was well received.

In terms of key areas needing attention, employees expressed a desire for more consistent and clear communication, especially around decisions and changes. Enhancing accountability, leadership's ability to build trust, and resource allocation were highlighted as critical. There are also concerns about heavy workloads, support for collaboration across departments, and the need for better recognition and appreciation. To improve further, suggestions include expanding professional development opportunities, better succession planning, and promoting internal career growth. Employees told us that addressing these areas could strengthen employee engagement, trust, and satisfaction across the organization.

## Leadership Perspective

Leaders within Employee Services completed a risk identification exercise that directly informed the initiatives contained within this *People Strategy & Plan*.

The Employee Experience Advisory Committee built on these risks and conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis, using their own experience and perspectives as well as what they heard from employees. Strengths include the City of Leduc's high quality of life, dedicated employees, and a healthy financial status, alongside a responsive Employee Services department and an engaged Executive Team. The organization benefits from its young, fast-growing city context, diverse training opportunities, and a strong health and safety record. Additionally, a history of minimizing layoffs, high survey response rates, and a focus on quality public service reflect past strengths that can serve as a foundation for rebuilding trust and driving future improvements.

The committee also identified several weaknesses. These include a lack of maturity in human resource functions, an opportunity to further develop leadership skills (such as conflict management and performance management), and challenges in defining leadership competencies.

Concerns around employee listening, succession planning, and the ability to handle change effectively were noted, along with inconsistencies in communication and recognition practices across departments. There was a perception of challenges in managing city growth, silos between departments, and a lack of innovation.

Opportunities lie in leveraging new technologies like Workday and artificial intelligence, enhancing employee engagement, and defining a stronger employee value proposition (EVP). There is potential to improve learning plans, leadership development, and talent attraction, as well as a desire for more consistent and effective communication. Threats include political and budget uncertainties, an aging workforce, resistance to change, and the risk of losing staff to other organizations. Additionally, concerns about reputation due to past legal challenges, survey fatigue, and maintaining a sense of belonging in a hybrid work model were highlighted as critical risks to address.

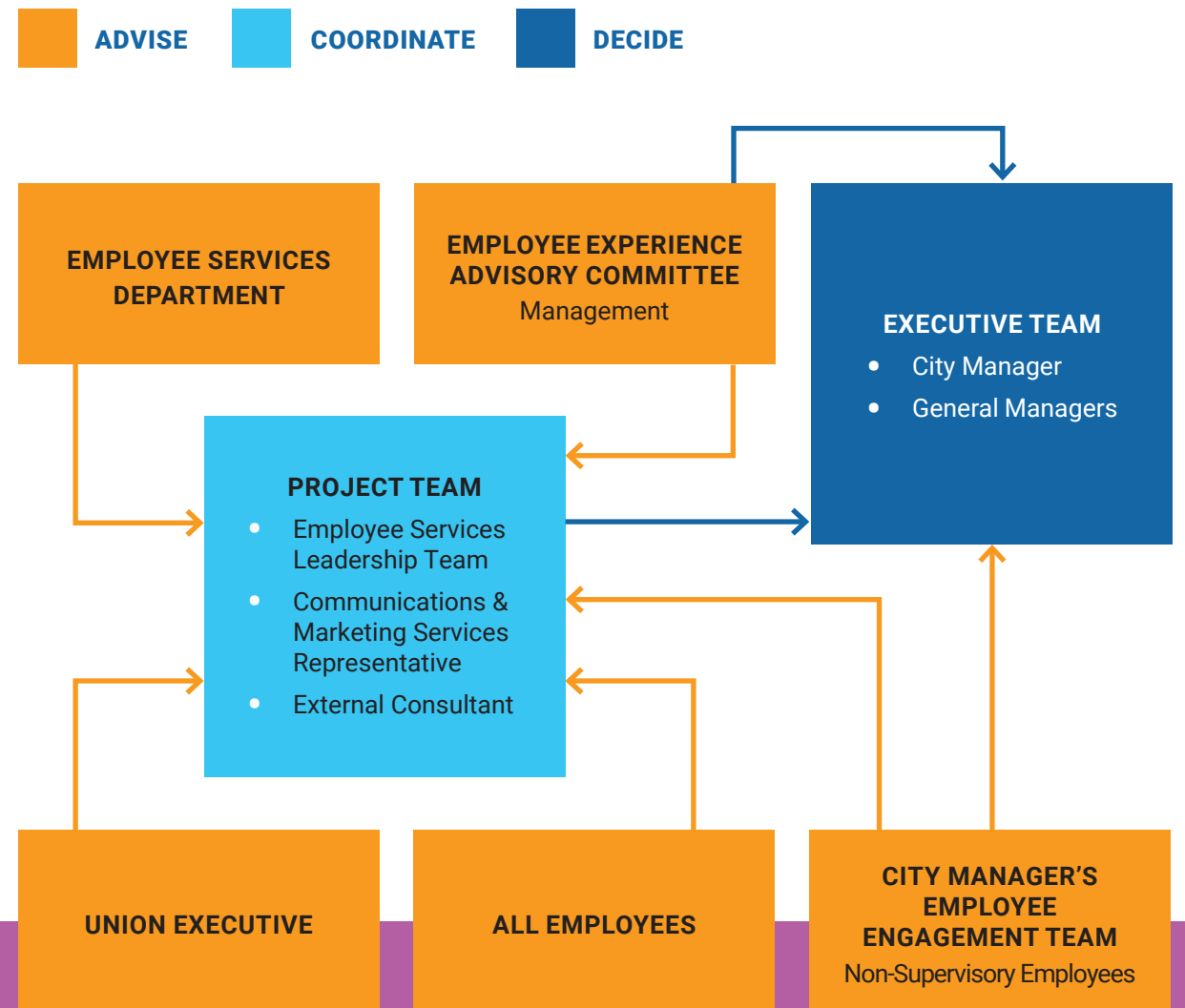


# Building the People Strategy & Plan

The Executive Team approved the development of a *People Strategy & Plan* in summer 2024. A project team was formed consisting of members of the Employee Services Leadership Team and a representative from Communications and Marketing Services, with support from an external consultant. The work started with a review of research on leading trends and practices, examining Leduc’s unique context, and collecting information from other organizations (mainly municipalities) across Canada.

## Project Structure

The project team relied heavily on input and feedback from several groups as shown in the figure below. The Executive Team, which includes the City Manager and General Managers, made the final decisions.



## Co-creation

The project team deliberately chose to develop this strategy by actively involving employees in designing, shaping and improving the strategy through multiple iterations—a process of co-creation.

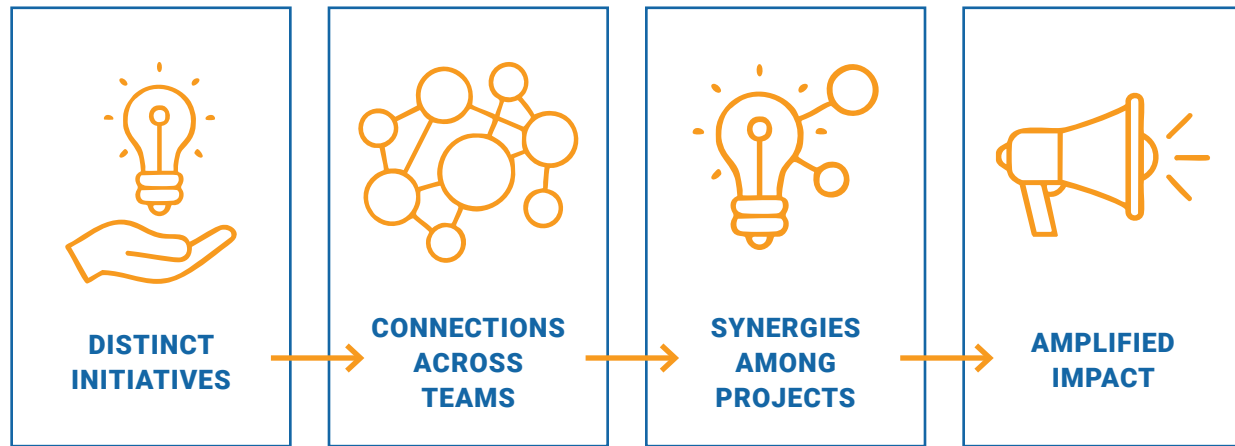
This way of working reflected the same values the strategy aims to promote: collaboration, inclusion, accountability, and transparency.

By working with employees from all levels, the team modelled collaboration. By listening to a wide range of voices and making meaningful changes based on their input, they demonstrated inclusion and respect for different perspectives. Sharing updates and progress regularly showed accountability and transparency.

Co-creation builds trust, ownership and leads to more relevant, practical and accepted solutions. When people see their fingerprints on the final product, they commit to reaching successful outcomes. Since we are all responsible for making the City a great place to work, it was important we all had an opportunity to participate in this co-creation process.

# Engagement

The *People Strategy & Plan* aligns workforce practices with the City's evolving needs while fostering an inclusive, respectful and high-performing culture. It organizes the many distinct initiatives and communicates the impact of this work in service to the organization. By discussing plans, programs and services together, we can strengthen our connections across teams, better identify synergies among initiatives and amplify the impact of our collective work.



Research findings were shared with EXAC, the Employee Services department, and the Executive Team to set the stage for discussion. Each group was asked what was working well and what could be improved. The same questions were posed to all employees during Town Hall sessions in November 2024 and through a follow-up survey.

EXAC played a key role in shaping the strategy and plan. Members provided input on the structure and gave feedback on drafts of the guiding principles, pillars, outcomes, objectives, initiatives, and actions.

In March 2025, CMEET held its first meeting. Composed of non-supervisory employees from across the organization, CMEET operates as an employee-led think tank—gathering insights and offering feedback on programs, initiatives, and emerging challenges. One of their first discussions focused on the work to create this *People Strategy & Plan*. Their input on its importance, content, and how best to communicate it to peers was instrumental.

# Guiding Principles

EXAC and the project team developed a set of principles to guide the development of the City's *People Strategy & Plan*. The purpose was to have a clear and consistent approach to making decisions about what would be included in the strategy and plan. Once the principles were endorsed by the Executive Team, EXAC and the project team used these principles throughout the co-creation process of identifying pillars, outcomes, objectives and initiatives. Going forward, these principles will continue to guide the development of programs and services identified within this strategy.

## Deliver Accountability and Sustainability

- Foster a positive culture that promotes wellbeing, trust, collaboration, and responsibility for personal and organizational success.
- Drive results through cost-effective labour practices, ensuring the responsible use of public resources.
- Use transparent, data-driven decisions, monitor progress and communicate updates effectively.

## Set Realistic, Achievable Goals

- Establish clear, attainable objectives with practical timelines.
- Empower and equip leaders and employees with resources and training to support change.
- Ensure initiatives are designed for long-term sustainability and impact.

## Build a Diverse and Inclusive Workforce

- Attract and retain a diverse, talented and engaged workforce.
- Promote fair and competitive compensation practices for all employees.
- Cultivate inclusivity, belonging and authenticity by honouring diversity and fostering a psychologically safe workplace.

## Prioritize Employee-Centred Initiatives

- Focus on initiatives that meet the needs of current and future employees, investing in their long-term growth.
- Adapt strategies to stay relevant and deliver maximum value for employees, the organization and community that we serve.
- Prioritize the physical and mental health and safety of employees.

## Prioritizing Initiatives

Once initiatives were identified, it became clear that there were too many to complete within five years, both from a capacity standpoint (doing the work well) and a change management perspective (the organization's ability to absorb change).

Recognizing that prioritizing can be highly subjective, the team established clear criteria to guide the process. Each initiative was assessed through a three-step evaluation:

### Step 1: Alignment

The team reviewed recommendations from the external Equity, Diversity, and Inclusion (EDI) Audit, the external Human Resources Audit, the Class Action settlement, and the Certificate of Recognition (COR) Audit (which focuses on health and safety) to identify the initiatives that supported each recommendation. They also assessed initiatives based on the Employee Services risk register, as well as alignment to strategy.

### Step 2: Classification

In this step, the team assessed each initiative to determine the additional resources (budget, people) required, the level of effort required, the level of impact on the organization, and the completion time.

### Step 3: Decision

Finally, initiatives were assessed based on the score it received in Step 1, how it was classified in Step 2, and whether it was an initiative required before other initiatives could proceed. Initiatives were also assessed based on whether they directly addressed feedback from EXAC and employees, and how well the initiative aligned to the research into best practices.

## Initiatives Marked for Future Consideration

While all the initiatives identified in the strategy are valuable, it was recognized they cannot all be completed within the five-year timeframe, due to limited resources and a finite capacity for change within the organization. As a result, some initiatives—many of which were suggested or supported by employees—will be considered at a future time. These initiatives remain part of the overall strategy and may be addressed as circumstances allow.

To maintain transparency and focus, deferred initiatives will be revisited during the strategy's annual review. Their timing will be reconsidered based on three key factors:

- **Capacity** – Is there sufficient time and resources to take on the work sooner?
- **Context** – Have internal or external conditions shifted?
- **Strategic Alignment** – Have organizational or Council priorities evolved?



# Sustainment and Accountability

The *People Strategy & Plan* will be reviewed annually and may be revised as context evolves. Ongoing review is essential for several reasons. First, some initiatives may not achieve their intended outcomes and will need to be reconsidered. Second, the broader environment may shift unexpectedly, as it did during the COVID-19 pandemic in 2020, an unpredictable event that forced a major reordering of priorities. Third, the organization's response to change must be monitored, as some initiatives may progress more quickly or slowly than expected, allowing others to be accelerated or delayed.

Employee Services, as stewards of this *People Strategy & Plan*, are responsible for initiating the annual review. Recommendations will be validated with EXAC and, where appropriate, with CMEET. Substantive changes, particularly those related to initiative sequencing require approval by the Executive Team.

All updates to this *People Strategy & Plan* will be clearly identified and posted on The Loop to maintain transparency with employees. Archived versions will also be maintained for reference.

Employee Services is responsible for assembling an annual report on the progress of the *People Strategy & Plan*. This will include the status of initiatives and a report on objective key results. It will be presented to the Executive Team and provided to employees. Reports will be posted on The Loop to maintain transparency and demonstrate accountability.

## Jaspreet Singh

APPLICATIONS ANALYST,  
CMEET MEMBER

"I believe in leveraging technology to streamline processes and deliver exceptional service. The People Strategy & Plan supports this vision by fostering the continuous development needed to drive innovation and create meaningful impact."

**My City of Leduc experience:**  
**Enhanced service. Proactive monitoring. Impactful innovation.**

# Roles and Responsibilities

We all have a role to play in making the City of Leduc a great place to work. Here are specific responsibilities of groups within the organization as they relate to this *People Strategy & Plan*:

## Executive Team: Decision and Guidance

The City Manager and General Managers set the direction required to achieve City Council's Strategic Plan. As an Executive Team, they are accountable for ensuring the workforce is capable and has the resources needed to deliver excellent service to the community. They are responsible for:

- Providing the mandate related to workforce
- Approving the content of the *People Strategy & Plan*, including annual recalibrations
- Championing the work with employees, City Council, and the public
- Leading or assigning leadership to initiatives that are broader than the scope of one department

## Employee Services: Steward

The Employee Services Department is assigned stewardship of the *People Strategy & Plan*. They are responsible for:

- Updating the *People Strategy & Plan*
- Tracking progress on initiatives
- Leading the development and implementation of assigned initiatives
- Providing status updates to the organization, including the annual report
- Leading the annual review and recalibrating the *People Strategy & Plan* as needed with approval from Executive Team
- Supporting the organization through changes resulting from the implementation of initiatives



## Elaine Bilar

**BENEFITS & PENSION COORDINATOR**

“The People Strategy & Plan will support a safe and supportive environment where employees feel engaged and empowered to excel. When we create a high-performing workplace through this initiative, the City becomes better positioned to achieve its goals.”

**My City of Leduc experience:  
People. Progress. Community.**

## Communications & Marketing Services: Support

The Communications & Marketing Services Department supports the translation of the *People Strategy & Plan* into content that is meaningful to employees. They are responsible for:

- Supporting the communication of the *People Strategy & Plan* to stakeholders, including employees, leaders and the public in a meaningful way
- Leading the development and implementation of assigned initiatives
- Advising on appropriate communication strategies for status updates, initiative launches and annual recalibrations
- Supporting change efforts resulting from the implementation of initiatives with strategic communications

## Corporate Information Technology: Support

The Corporate Information Technology Department supports the implementation of IT systems improvements that are foundational to this work. They are responsible for:

- Leading implementation of reconfigurations, ensuring stabilization of the system
- Communicating system updates and providing training as needed
- Identifying risks and opportunities for further improvement

## Employee Experience Advisory Committee: Co-creator

This committee's purpose is to engage in dialogue on reshaping the employee experience. Its responsibilities include:

- Providing advice and guidance to shape the *People Strategy & Plan* and its initiatives
- Ensuring alignment with corporate priorities, programs, guidelines, standards and initiatives
- Communicating progress to their division/department and peers
- Acting as a communication bridge between leaders and employees
- Monitoring progress and assessing impacts of initiatives
- Providing feedback and recommendations for continuous improvement while maintaining cost-effectiveness
- Championing change management activities

## City Manager's Employee Engagement Team: Advisor

This advisory body made up of non-supervisory employees provides insights and feedback to the organization. Its responsibilities include:

- Promoting the *People Strategy & Plan* to co-workers and responding to questions
- Acting as a check-in on how the *People Strategy & Plan*, its initiatives, status updates and annual recalibrations are landing with employees
- Offering feedback on initiatives as they are developed and implemented to ensure alignment with non-supervisory employee needs
- Encouraging peers to be part of this change

## Directors, Managers and Supervisors: Champion and Communicator

As leaders, these individuals are most often whom employees look to when they have questions or need information. Their responsibilities include:

- Discussing the *People Strategy & Plan* with teams to ensure they are aware of what the organization is doing to support an improved workplace
- Responding to questions from employees related to this *People Strategy & Plan* and initiatives
- Communicating feedback from employees to the Employee Services department to support the development of initiatives and continuous improvement
- Supporting the rollout of initiatives as they are launched
- Provide updates on *People Strategy & Plan* initiatives and progress, including status reports
- Understanding the desired outcomes of the *People Strategy & Plan* and taking them into consideration when making decisions
- Embedding the principles that underpin the *People Strategy & Plan* in their leadership practices

## Union Executive: Advisor

Responsibilities include:

- Raising concerns and opportunities with initiative leads to ensure they meet the needs of membership
- Offering feedback on initiatives as they are developed and implemented to ensure alignment with membership needs

## Employees: Advisor

Responsibilities include:

- Providing feedback to support continuous improvement efforts and evaluation of progress
- Participating in opportunities to share perspectives on the work environment

## We are all responsible for creating a great place to work.

A great workplace is built through collective effort. While the organization invests in its people and fosters a great work environment, employees are equally responsible for showing up with integrity, treating others with respect, and contributing positively to our workplace and community. We all play a role in modelling our values and delivering excellent service.

# People Strategy & Plan Structure

The choices an organization makes to reach its desired end state are shaped by its context, culture, resources, strengths and opportunities—and together, those choices form its strategy.

## There are six components to the People Strategy & Plan:

- **Pillars** (key areas of focus)
- **Outcomes** (what we aim to achieve)
- **Foundation** (supports achievement of the pillars)
- **Objectives** (what is required to achieve the outcome)
- **Initiatives** (actions that support us in meeting the objective)
- **Objective Key Results** (OKR – the measure we will use to determine if we have achieved the objectives)

## Pillars and Outcomes

A pillar is like a support column that holds up a structure. Without strong pillars, a building wouldn't stand. In this *People Strategy & Plan*, pillars are the key focus areas that guide how we create a great workplace. They are anchored in the employee lifecycle, which refers to the moments that matter during the journey we all have with our employer: from the time we apply for a job to when we leave the organization. The four key pillars are: **Attract Talent, Foster Belonging, Inspire Growth, and Thrive Together.**

## Foundation

**Technology & Service** underpins our pillars. Just like a building needs a solid base to stay strong and stable, our foundation ensures that the work in each pillar is grounded and connected. While many of the initiatives in each pillar can stand independently, they all rely—at least in part—on the tools, systems, and services within this foundation. It includes efforts to deliver excellent human resources support and to harness technology like Workday to make our work easier, faster, and more connected.



### Attract Talent

We are an employer of choice, welcoming great people who are passionate about making a difference.



### Foster Belonging

We cultivate an inclusive workplace where employees feel valued, supported, and connected.



### Inspire Growth

We create opportunities for growth, empowering people to flourish personally and professionally.



### Thrive Together

We prioritize safety and wellbeing, creating a supportive environment that enables collective success.



## Technology & Service

We have modern, responsive human resources systems and services that empower employees and support informed decision making.



## Jana Mullin

FINANCE CLERK, CMEET MEMBER

“As both an employee and a resident, I see how the People Strategy & Plan strengthens our ability to provide caring and informative support to our community members. When we develop our people, we develop Leduc as a safe and thriving place to live.”

**My City of Leduc experience: Friendly, efficient service.**

## Vanessa Eckert-Good

EMPLOYEE SERVICES ADMINISTRATOR

“By investing in employee growth through the People Strategy & Plan, we’re creating a cycle of leadership development and organizational strength. When staff feel valued and supported in their professional journeys, they give more in return and become leaders who do the same for others—building a foundation for our continued success.”

**My City of Leduc experience: Inspire. Empower. Thrive.**



## Objectives and Initiatives

Each pillar includes a set of objectives that describe how we will achieve its intended outcome. Objectives are specific, measurable goals to accomplish within a defined timeframe. These objectives are then translated into initiatives—the actual work that will take place over the next five years.

An initiative could be a project, program, framework, or set of actions designed to support an objective. Some initiatives are identified as core building blocks, meaning other work depends on these pieces to be in place first.

## Objective Key Results (OKRs)

Measures help us track progress and make timely adjustments when results aren’t aligning with expectations. What we choose to measure matters. Often organizations focus on outputs or key performance indicators (KPIs)—such as the number of training sessions delivered or new hires onboarded—

rather than outcomes, like improved employee capability or satisfaction with onboarding. In other words, delivering more training doesn’t necessarily mean employees are learning or applying new knowledge, skills or behaviours.

OKRs help align cross-functional teams around shared outcomes, driving clarity and focus.

### OKRs

- Direct the whole organization
- Set organization growth goals
- Focus on future achievement
- Challenging and lofty
- Outline the organization’s aspirations
- Progress to accomplish an objective

### KPIs

- Direct employees’ day-to-day tasks
- Set employee or team-specific tasks
- Focus on current performance
- Obtainable and expected
- Outline a team’s daily operations
- Progress to achieving an output

*Adapted from: OKRs versus KPIs: Learn how to use both to motivate your team*

## OKRs were developed for each objective to measure progress toward strategic outcomes.

Usually, a baseline is established as a starting point and then targets are set. In some cases, existing data at the City of Leduc allows for baseline measures; in others, data limitations make it difficult to establish them with confidence. These challenges will be addressed through the foundational initiative TS.1.6: Implement Workforce Analytics and Enhanced Reporting to Support Data-Driven Planning and Decision-Making.

As this *People Strategy & Plan* is reviewed and refined annually, more baseline data will be incorporated, and targets may be adjusted accordingly. In many areas, we currently lack a clear view of our starting point, making it challenging to set appropriate targets for improvement.


It’s also important to note that the organization will track many measures beyond those listed in this *People Strategy & Plan*. The OKRs included here are those most closely aligned to the strategy’s core objectives.

## Summary

This *People Strategy & Plan* structure illustrates a clear connection from every initiative to the overarching mandate: Deliver a City of Leduc experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.

Deliver a 'City of Leduc' experience that inspires and empowers employees to thrive, celebrate and grow within our organization and strengthen our community.

 <h3>Attract Talent</h3> <p>We are an employer of choice, welcoming great people who are passionate about making a difference.</p>	 <h3>Foster Belonging</h3> <p>We cultivate an inclusive workplace where employees feel valued, supported, and connected.</p>	 <h3>Inspire Growth</h3> <p>We create opportunities for growth, empowering people to flourish personally and professionally.</p>	 <h3>Thrive Together</h3> <p>We prioritize safety and wellbeing, creating a supportive environment that enables collective success.</p>
<p><b>AT.1</b> Build a strong employer brand that reflects our values and vision.</p> <p><b>AT.2</b> Enhance recruitment practices to attract, engage, and hire a diverse pool of top talent.</p> <p><b>AT.3</b> Offer a competitive, fair, and comprehensive compensation and benefits package that positions the City as an employer of choice.</p> <p><b>AT.4</b> Design organizational structures and roles that inspire purpose, foster engagement, and maximize contributions and impact.</p>	<p><b>FB.1</b> Build an inclusive culture that values diverse perspectives and unites employees under a shared purpose.</p> <p><b>FB.2</b> Foster a supportive workplace that sets clear expectations, resolves issues effectively, and promotes a positive, productive environment.</p> <p><b>FB.3</b> Create a culture of service excellence, trust and continuous improvement where employee feedback drives meaningful change.</p> <p><b>FB.4</b> Recognize, appreciate, and celebrate employee contributions consistently and authentically to reinforce a sense of belonging.</p>	<p><b>IG.1</b> Evolve talent management practices to support talent mobility, retention, and development.</p> <p><b>IG.2</b> Provide growth experiences that support employees' evolving needs and aspirations while meeting organizational workforce priorities.</p> <p><b>IG.3</b> Build leadership capability and capacity through impactful learning and development.</p> <p><b>IG.4</b> Mature workforce planning to guide departments in analyzing, aligning, and prioritizing their talent needs.</p>	<p><b>TT.1</b> Strengthen relationships through collaborative engagement to build trust and alignment.</p> <p><b>TT.2</b> Foster a proactive safety culture by integrating applied health and safety into daily operations.</p> <p><b>TT.3</b> Cultivate a psychologically safe and healthy workplace where employees feel valued and supported.</p> <p><b>TT.4</b> Promote holistic wellness by providing access to resources and initiatives that support employees' physical, mental, and social wellbeing.</p>



### Technology & Service

We have modern, responsive human resources systems and services that empower employees and support informed decision making.

- TS.1:** Leverage technology and innovation to enhance human resources information systems.
- TS.2:** Pursue excellence in delivering responsive human resources services.

## Numbering System

Each initiative is numbered in a manner that ties back to its objective and its pillar. Pillars are abbreviated: Attract Talent (AT), Foster Belonging (FB), Inspire Growth (IG) and Thrive Together (TT). Objectives are numbered 1–4. Each objective may have many initiatives, so the initiative is numbered with decimal places.

As an example, an initiative labelled AT.3.1 would be the first (1) initiative of the third (3) objective related to Attract Talent, as exemplified below:

- AT. Pillar**
  - AT.1 Objective**
    - AT.1.1 Initiative**
    - AT.1.2 Initiative**
  - AT.2 Objective**
    - AT.2.1 Initiative**
    - AT.2.2 Initiative**

Note that some initiatives could contribute to multiple objectives within different pillars. Initiatives were organized based on best fit.

## Timeframes

General start dates for the work, as well as how long an initiative will likely take to complete, are provided within the pillar and foundation tables. Timing is affected by many variables, including the lead department's capacity to do the work and the capacity of organization to absorb the change. Some initiatives are dependent on others, so the initiatives must be completed in sequence.

Many initiatives are already underway. This includes but is not limited to:

- **FB.2.2:** Modernize HR policies and procedures to align with evolving employee and organizational needs.
- **FB.3.2:** Establish continuous improvement mechanisms to assess and address employee feedback.
  - EXAC and CMEET were established to raise feedback and ideas regarding the employee experience with Executive Team.
- **TT.4.3:** Evaluate and align health and wellness benefits to better support employees' overall wellbeing.



**Shawn Olson**  
DIRECTOR OF ENGINEERING & ENVIRONMENT, EXAC MEMBER

"We only thrive together if there is something in it for everyone. The People Strategy & Plan ensures no one gets left behind as we work to make Leduc a better community for future generations."

**My City of Leduc experience: Collaboration. Compassion. Growth.**



Employees told us how important it is for them to feel like they're making a positive impact in their daily work.

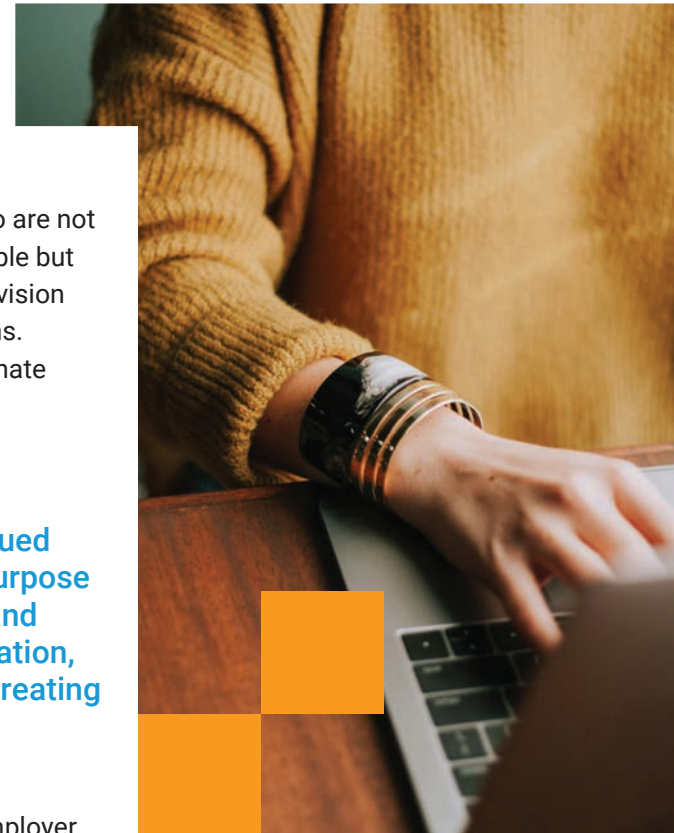
They also identified opportunities to improve the recruitment experience for candidates and onboarding experience for new employees. The Employee Experience Advisory Committee had conversations about how a welcoming and engaging onboarding experience sets the tone for the employee's entire experience with the City.

We want the City of Leduc to be a place where people want to work and stay. That means improving how we hire, offering fair pay and benefits, and making sure our jobs are meaningful. Being an employer of choice means building a reputation as a company where people want to work—not just because of competitive pay or benefits, but because of the culture, opportunities for growth, and shared purpose. In a competitive labour market, being known as an employer of choice helps the organization stand out. Talented individuals are more likely to seek opportunities with a company that invests in its people and shares their values.

Welcoming great people who are not only skilled and knowledgeable but are deeply motivated by our vision and values builds great teams. When employees are passionate about their work, it fosters collaboration, innovation, and a sense of purpose.

Employees who feel valued and connected to our purpose are more likely to stay and grow within the organization, reducing turnover and creating long-term institutional knowledge.

A strong reputation as an employer of choice has ripple effects. It enhances the organization's brand in the eyes of the community, reinforcing trust and credibility. By striving to become an employer of choice, we are laying the foundation for sustainable growth, high-impact outcomes, and a workplace where individuals thrive while collectively making a difference. This focus on shared passion ensures alignment between employees' personal drive and our mandate to make a positive impact for the people of Leduc.



# Attract Talent

## OUTCOME

We are an employer of choice, welcoming great people who are passionate about making a difference.

**OBJECTIVE AT.1: Build a strong employer brand that reflects our values and vision.**

INITIATIVES		WORK TO COMMENCE	DURATION
AT.1.1	Create a compelling Employee Value Proposition (EVP).	2025	1 year
AT.1.2	Strengthen our digital presence to increase visibility and reflect employer brand.	2026	1 year
AT.1.3	Improve the candidate experience to foster early engagement.	2026	1-2 years
AT.1.4	Pursue employer awards to boost credibility and recognition.	2025	Ongoing

**OBJECTIVE AT.2: Enhance recruitment practices to attract, engage, and hire a diverse pool of top talent.**

INITIATIVES		WORK TO COMMENCE	DURATION
AT.2.1	Modernize recruitment strategies and processes to reflect leading practices and industry trends.	2025	3+ years
AT.2.2	Expand outreach and partnerships to attract diverse talent and deepen the candidate pool.	2027	1-2 years
AT.2.3	Create a hiring manager training program to improve recruitment outcomes and candidate experiences.	2026	1-2 years

**OBJECTIVE AT.3: Offer a competitive, fair, and comprehensive compensation and benefits package that positions the City as an employer of choice.**

INITIATIVES		WORK TO COMMENCE	DURATION
AT.3.1	Update the City's Compensation Philosophy to build trust, transparency and understanding.	2025	1 year
AT.3.2	Develop a total compensation and rewards framework to create a holistic employee offering.	2025	1-2 years
AT.3.3	Develop a program for salary and benefit benchmarking to maintain competitiveness.	2027	1 year
AT.3.4	Construct a cohesive flexible work program that prioritizes operational needs and supports inclusivity and employee wellbeing.	2028	1-2 years

**OBJECTIVE AT.4: Design organizational structures and roles that inspire purpose, foster engagement, and maximize contributions and impact.**

INITIATIVES		WORK TO COMMENCE	DURATION
AT.4.1	Modernize the City's job architecture to better support evolving workforce needs.	2026	3+ years
AT.4.2	Establish an HR delegated authority matrix to streamline decision-making.	2026	1-2 years
AT.4.3	Develop an organization design framework that aligns roles with strategic goals.	Future Consideration	
AT.4.4	Standardize role profiles to ensure consistency and clarity.	Future Consideration	

# How we know we're successful

OBJECTIVE	OBJECTIVE KEY RESULT (OKR)	BASELINE	ANTICIPATED TARGET	TIMELINE
AT.1	<b>Employer Brand Perception</b> Percentage of candidates rating their application and onboarding experience as positive.	TBD	75%	2027
AT.2	<b>Hiring Manager Training</b> Percentage of hiring managers completing training programs.	0%	80%	2028
AT.3	<b>Compensation Benchmarking</b> Percentage of job families meeting market benchmarks.	TBD	80%	2029
AT.4	<b>Decision Efficiency</b> Implementation of an HR delegated authority matrix.	0%	Fully Implemented	2027





# Foster Belonging

## OUTCOME

We cultivate an inclusive workplace where employees feel valued, supported, and connected.



This pillar is rooted in the belief that every employee should feel welcome, respected, and supported.

We're building a workplace where people value one another, feel appreciated, and know their voice matters. Fostering belonging means creating a workplace culture where all employees feel included and recognized for their unique contributions.

When we asked employees what's working well and what could be better about the workplace, most of the feedback centred on the core human needs of belonging and trust. Suggestions included improving understanding of diversity and inclusion by embedding the practices throughout the organization: into our policies, performance management practices, leadership expectations, and employee listening, for example. Employees reinforced the importance of leadership modelling positive behaviours, such as treating employees fairly and consistently.

Fostering belonging is the right thing to do on many levels. When employees feel a sense of belonging, they know they matter. They feel safe to express ideas, share perspectives, and challenge the status quo—sparking innovation.

Employees from diverse backgrounds who feel respected and connected are more likely to collaborate effectively and co-create meaningful solutions.

Valued employees believe their skills and experiences contribute to the organization's success and are appreciated by the community they serve. They can bring their whole selves to work, sharing ideas, seeking help, and engaging fully.

Employees with a strong sense of belonging are more likely to be engaged, motivated, and committed. High engagement improves productivity and reduces turnover, lowering the cost of recruitment and onboarding. Research shows that inclusive workplaces see better performance, lower absenteeism, and stronger service delivery. Leaders play a vital role in fostering belonging through relationship-building, nurturing a positive culture, and managing conflict effectively.

The initiatives in this pillar will help embed this vision into the way we work together and in service to the community. FB.1.2 provides a strong starting point: Review organizational systems to identify and remove inclusivity barriers.



OBJECTIVE FB.1: Build an inclusive culture that values diverse perspectives and unites employees under a shared purpose.

INITIATIVES		WORK TO COMMENCE	DURATION
FB.1.1	Strengthen onboarding processes to build early connection and engagement.	2027	1 year
FB.1.2	Review organizational systems to identify and remove inclusivity barriers.	2025	Ongoing
FB.1.3	Provide education and tools to foster a welcoming and inclusive work environment.	2026	2 years
FB.1.4	Enhance accessibility in workplace design and operations to support diverse needs.	Future Consideration	

OBJECTIVE FB.2: Foster a supportive workplace that sets clear expectations, resolves issues effectively, and promotes a positive, productive environment.

INITIATIVES		WORK TO COMMENCE	DURATION
FB.2.1	Develop an employee relations framework to guide workplace interactions, promote fairness, and ensure consistent resolution of issues.	2026	1-2 years
FB.2.2	Modernize HR policies and procedures to align with evolving employee and organizational needs.	2025	2+ years
FB.2.3	Equip leaders and employees with education and tools to uphold healthy workplace norms and behaviours.	2025	2 years
FB.2.4	Enhance complaints, investigations, and restoration procedures to instill fairness and trust.	2025	1-2 years
FB.2.5	Strengthen collaboration through intentional team building and development activities.	Future Consideration	

OBJECTIVE FB.3: Create a culture of service excellence, trust and continuous improvement where employee feedback drives meaningful change.

INITIATIVES		WORK TO COMMENCE	DURATION
FB.3.1	Design a comprehensive listening strategy to capture employee insights and foster responsiveness.	2027	1 year
FB.3.2	Establish continuous improvement mechanisms to assess and address employee feedback.	2025	1 year
FB.3.3	Design and implement a meaningful employee surveying approach.	2028	1 year

OBJECTIVE FB.4: Recognize, appreciate, and celebrate employee contributions consistently and authentically to reinforce a sense of belonging.

INITIATIVES		WORK TO COMMENCE	DURATION
FB.4.1	Enable leaders and employees to recognize contributions and achievements.	2028	1 year
FB.4.2	Refresh the annual corporate awards program to celebrate excellence and impact.	2027	1 year
FB.4.3	Infuse recognition and appreciation through employee communications and events.	2025	1 year

# How we know we're successful

OBJECTIVE	OBJECTIVE KEY RESULT (OKR)	BASELINE	ANTICIPATED TARGET	TIMELINE
FB.1	<b>Inclusion</b> Percentage of employees who agree they feel a sense of belonging and inclusion as measured in the annual employee survey.	73%	85%	2028
FB.2	<b>Policy Modernization</b> Percentage of HR directives reviewed and aligned with evolving organizational needs.	0%	100%	2026
FB.3	<b>Employee Listening</b> Percentage of employees who agree that their feedback is heard and acted upon.	TBD	70%	2028
FB.4	<b>Engagement &amp; Recognition</b> Percentage of employees who agree that they receive meaningful recognition for their contributions at work.	57%	70%	2028





# Inspire Growth

## OUTCOME

We create opportunities for growth, empowering people to flourish personally and professionally.



Employees were clear that having opportunities to develop their knowledge and skills is a priority, and they feel improvements could be made to the quality and accessibility of training and development offerings.

This pillar reflects the City of Leduc’s commitment to investing in its people by fostering an environment where growth is not only encouraged but actively supported. Inspiring growth means providing meaningful opportunities for learning, skill development, career advancement, and personal enrichment. It also means cultivating a culture where continuous improvement is a shared goal, and employees feel empowered to pursue their ambitions.

A focus on growth ensures that employees continually build the skills needed to adapt to changing demands and challenges. This adaptability is crucial for a municipal workforce tasked with responding to evolving community needs and delivering high-quality services.

When people feel supported in developing their skills and reaching their full potential, they become more engaged, innovative, and capable of driving positive change within the City. Opportunities for growth are a key driver of employee satisfaction and loyalty.

When employees see a clear path for advancement and skill-building, they are more likely to stay with the organization—reducing turnover and lowering the costs of hiring and onboarding.

Inspiring growth is about more than just professional development; it’s a holistic approach to empowering people to thrive in all aspects of their lives. For the City of Leduc, this means building a stronger, more resilient workforce ready to meet the challenges of today and tomorrow.



OBJECTIVE IG.1: Evolve talent management practices to support talent mobility, retention and development.			
INITIATIVES		WORK TO COMMENCE	DURATION
IG.1.1	Develop a competency model to guide employee development, role alignment and career progression.	2027	2 years
IG.1.2	Optimize the performance management program to align goals and support growth.	2026	2 years
IG.1.3	Implement a succession planning program to ensure organizational continuity and talent readiness.	2026	2 years
IG.1.4	Design an integrated talent management framework to strengthen practices that support career advancement, employee retention, and skill enhancement.	Future Consideration	
IG.1.5	Create career pathway tools to help employees pursue their aspirations.	Future Consideration	
IG.1.6	Provide career planning resources and supports to empower employees in owning their growth and development.	Future Consideration	

OBJECTIVE IG.2: Provide growth experiences that support employees' evolving needs and aspirations while meeting organizational workforce priorities.			
INITIATIVES		WORK TO COMMENCE	DURATION
IG.2.1	Design a corporate learning and growth strategy to align employee development with organizational priorities.	2027	1 year
IG.2.2	Ensure learning and development programs are accessible, relevant, and inclusive.	2028	1 year
IG.2.3	Introduce experiential and social learning opportunities, such as mentoring and job shadowing, to build skills and increase capacity.	Future Consideration	
IG.2.4	Implement reporting tools to track the impact of learning initiatives on employee and organizational growth.	Future Consideration	

OBJECTIVE IG.3: Build leadership capability and capacity through impactful learning and development.			
INITIATIVES		WORK TO COMMENCE	DURATION
IG.3.1	Identify and define leadership competencies to guide development.	2027	1 year
IG.3.2	Assess leadership capability and capacity to identify strengths and gaps.	2028	1 year
IG.3.3	Design progressive leadership programs focused on building foundational and advanced skills.	2027	3 years
IG.3.4	Introduce experiential and social learning opportunities for leaders, including mentoring, coaching and stretch assignments to foster growth.	Future Consideration	
IG.3.5	Establish clear pathways for leadership progression through defined roles and opportunities.	Future Consideration	

OBJECTIVE IG.4: Mature workforce planning to guide departments in analyzing, aligning, and prioritizing their talent needs.			
INITIATIVES		WORK TO COMMENCE	DURATION
IG.4.1	Develop a workforce planning framework to align capabilities with organizational goals.	Future Consideration	
IG.4.2	Conduct talent and skills assessments to identify gaps and inform talent strategies.	Future Consideration	
IG.4.3	Provide centralized workforce planning support to help departments manage workforce needs effectively.	Future Consideration	

# How we know we're successful

OBJECTIVE	OBJECTIVE KEY RESULT (OKR)	BASELINE	ANTICIPATED TARGET	TIMELINE
IG.1	<b>Internal Mobility</b> Increase the percentage of positions filled by internal candidates.	26%	33% of vacancies filled by internal candidates	2027
IG.2	<b>Learning Accessibility</b> Percentage of employees who agree that learning opportunities are accessible and effective.	TBD	70% agreement	2029
IG.3	<b>Leadership Readiness</b> Increase the percentage of identified leadership candidates who are prepared for leadership roles.	TBD	70% readiness rate	2029
IG.4	<b>Talent Gap Identification</b> Conduct and apply talent and skills assessments to address workforce gaps.	Future Consideration		





Employees told us they see a need to strengthen the organization's support for mental health, wellness, and psychological safety.

They shared a broad view of what's needed to create a safe and supportive environment, ranging from access to mental health programs and help managing workloads to knowing their concerns will be heard and addressed.

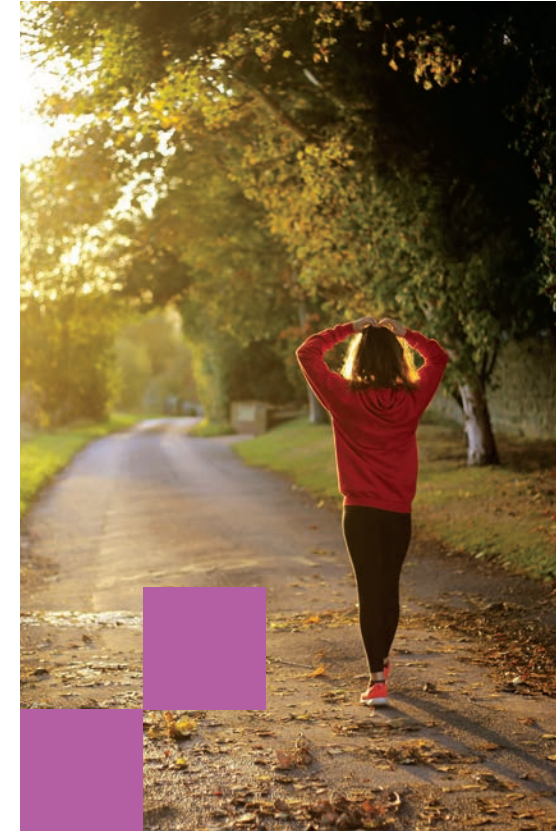
This pillar recognizes that a thriving workforce is key to delivering high-quality services and making the City of Leduc a great place to work. Work should be a place where every employee feels safe and supported. The Thrive Together pillar embodies our commitment to fostering a workplace where employees feel safe, supported, and empowered to succeed—both individually and as a team. This outcome emphasizes that employee wellbeing is a fundamental priority that drives the City's overall success.

Supporting holistic wellness through access to physical, mental, and social wellbeing resources enhances employee satisfaction while boosting engagement, productivity, and retention.

When employees thrive, they are better equipped to deliver exceptional public services, strengthening the City's ability to serve the community effectively.

This commitment also reinforces our reputation as an employer of choice, attracting top talent and supporting a resilient, high-performing workforce.

By focusing on both physical and psychological safety, we build trust and foster a workplace where employees can bring their best selves to work. Strengthening labour/management collaboration, fostering open communication, holding leadership accountable, and ensuring employees can raise concerns without fear of retaliation are essential steps toward a healthy, inclusive environment.



# Thrive Together

## OUTCOME

We prioritize safety and wellbeing, creating a supportive environment that enables collective success.

OBJECTIVE TT.1: Strengthen relationships through collaborative engagement to build trust and alignment.			
INITIATIVES		WORK TO COMMENCE	DURATION
TT.1.1	Strengthen Labour/Management collaboration for collective impact.	2025	1-2 years
TT.1.2	Optimize leadership accountability to promote trust and alignment.	2027	2 years
TT.1.3	Enhance collaborative networks to improve cross-functional communication and teamwork.	2025	1 year

OBJECTIVE TT.2: Foster a proactive safety culture by integrating applied health and safety into daily operations.			
INITIATIVES		WORK TO COMMENCE	DURATION
TT.2.1	Develop a COR integrated Health and Safety Framework to enable a safe, healthy and thriving workplace.	2026	2 years
TT.2.2	Strengthen the health and safety management system by focusing on proactive program elements that reduce risk, ensure regulatory compliance, and drive continuous improvement.	2027	2 years
TT.2.3	Equip leaders and employees with education and tools tailored to their experience to foster a culture of safety and accountability.	2028	2 years
TT.2.4	Evolve the Health and Safety Committees to proactively support workplace safety and enhance organizational leadership capacity.	2026	1 year

OBJECTIVE TT.3: Cultivate a psychologically safe and healthy workplace where employees feel valued and supported.			
INITIATIVES		WORK TO COMMENCE	DURATION
TT.3.1	Equip leaders and employees with education and tools to enhance psychological safety guided by the National Standard for Psychological Health and Safety.	2025	1 year
TT.3.2	Evolve the peer support program to provide consistent support, enhance engagement during and after incidents, and strengthen incident reporting protocols.	2025	2 years
TT.3.3	Promote respectful interactions to strengthen connections between employees and those they serve.	2025	2 years

OBJECTIVE TT.4: Promote holistic wellness by providing access to resources and initiatives that support employees' physical, mental, and social wellbeing.			
INITIATIVES		WORK TO COMMENCE	DURATION
TT.4.1	Create and implement a duty to accommodate framework to ensure legislative compliance balancing employee and organizational needs.	2027	1 year
TT.4.2	Enhance the Abilities Management Program to support employee recovery and return-to-work processes, ensuring distinct approaches for work-related and non-work-related injuries and illnesses.	2026	1 year
TT.4.3	Evaluate and align health and wellness benefits to better support employees' overall wellbeing.	2027	1 year
TT.4.4	Design a comprehensive fit for duty program to ensure legal compliance, workplace safety, and employee health.	Future Consideration	
TT.4.5	Strengthen the ergonomic program to support employee safety, comfort, and performance.	Future Consideration	

# How we know we're successful

OBJECTIVE	OBJECTIVE KEY RESULT (OKR)	BASELINE	ANTICIPATED TARGET	TIMELINE
TT.1	<b>Collaborative Engagement</b> Percentage of leadership and employee committees reporting improved trust and alignment.	TBD	70%	2027
TT.2	<b>Safety Training Completion</b> Percentage of employees completing mandatory safety training.	20%	90%	2026
TT.3	<b>Psychological Safety Index</b> Percentage of employees agreeing they feel psychologically safe and supported at work.	59%	70%	2027
TT.4	<b>Wellness Engagement</b> Percentage of benefit eligible employees participating in wellness, self-care, or resilience programs.	LRC Membership: 60% EFAP: 30%	60%	2028





The foundation initiatives are essential supports for the work identified in each pillar. While many pillar initiatives can operate independently, all rely—at least in part—on the systems and services outlined in this foundation.

Technology plays a critical role in the employee experience. When it functions well, it streamlines work and helps manage workloads. When it doesn't, it can create frustration, inefficiencies, and reliance on off-system workarounds.

An Employee Services department that delivers excellent service is fundamental to the success of this *People Strategy & Plan*. As the lead for much of the work, the department must have the systems, capability, capacity, and confidence to meet expectations while continuing to serve the broader organization.

The 2023 Ember Experience Audit Report noted that “the perceived lack of stability and confidence within HR can create barriers to [EDI]. The instability and lack of confidence seem to be creating doubt in the organization’s commitment to foster long-lasting substantive change.”

That same year, an audit of the HR department identified further opportunities for improvement. A new Director was subsequently hired with a mandate to transform the department and elevate the quality of service it provides. This transformation is ongoing and captured within the Technology & Service foundation to ensure accountability and sustained momentum.



# Technology & Service

## OUTCOME

We have a modern, responsive human resources systems and services that empower employees and support informed decision-making.

**OBJECTIVE TS.1: Leverage technology and innovation to enhance human resources information systems.**

INITIATIVES		WORK TO COMMENCE	DURATION
TS.1.1	Optimize the Workday Human Capital Management platform to improve operational efficiencies and enhance reporting and analytics for evidence-based decision making.	2025	Ongoing
TS.1.2	Enhance health and safety systems technology by improving the functionality and utilization of Intelix.	2025	Ongoing
TS.1.3	Digitize employee records to improve accessibility and streamline document management.	2026	1-2 years
TS.1.4	Eliminate off-system processes and forms to standardize and improve workflow efficiency.	2025	1-2 years
TS.1.5	Integrate third-party apps and platforms to enhance system connectivity and functionality.	2026	3+ years
TS.1.6	Implement workforce analytics and enhanced reporting to support data-driven planning and decision making.	2025	2+ years

**OBJECTIVE TS.2: Pursue excellence in delivering responsive human resources services.**

INITIATIVES		WORK TO COMMENCE	DURATION
TS.2.1	Enhance the ES service delivery model to improve efficiency, responsiveness, and impact.	2025	1-2 years
TS.2.2	Align functions, roles, and skills to support the new ES structure and organizational needs.	2025	1-2 years
TS.2.3	Develop and strengthen ES competencies and skills to enhance service delivery and expertise.	2026	3 years
TS.2.4	Establish efficient, consistent, and human-centred HR processes to improve employee experience and operational effectiveness.	2025	Ongoing

# How we know we're successful

OBJECTIVE	OBJECTIVE KEY RESULT (OKR)	BASELINE	ANTICIPATED TARGET	TIMELINE
TS.1	<b>Improved Efficiency</b> Percentage of Workday HCM users reporting improved efficiency and access to actionable people data.	TBD	75%	2027
TS.2	<b>Client Satisfaction</b> Percentage of internal clients reporting satisfaction with the responsiveness and quality of HR services.	60%	75%	2027





## Michael Warchol

MANAGER, PROGRAM SERVICES,  
RECREATION SERVICES

“Despite our relatively smaller size, we are unafraid to lead the way. The People Strategy & Plan represents this bold approach—investing in our teams so they can respond to the continuously evolving needs of our residents.”

**My City of Leduc experience:  
Purpose. Progress. Impact**

# What We Learned

To support the engagement required for the initiatives within the *People Strategy & Plan* and future iterations of this document, the following learnings were captured:

- **Language:** Establishing a common understanding of terms is critical for any team. Assumptions that everyone assigns the same meaning to human resources terms can be detrimental to a productive conversation. Any time a concept that might be new was introduced, it was helpful to define it and provide examples. The glossary of terms in Appendix 1 was developed in response to this finding.
- **Volume of content:** This document was built through considerable research, consultation and analysis. Providing that information in the interest of supporting good decision making needs to be presented in a manner that doesn't overwhelm or confuse the audience. In cases where the information is complex, a separate orientation to materials prior to a session seeking feedback or decisions proved helpful. Having enough time to review materials was also appreciated and led to better conversations.
- **Desire for meaningful change:** Employees and leadership expressed an almost universal hope to set a better path for the organization through this *People Strategy & Plan*—and wanting to see clear steps to making that a reality. Originally the output from this project was to create a people strategy; that evolved to include a plan that translated the strategic outcomes to specific initiatives.
- **Hearing voice:** There was continuous appreciation for seeking different perspectives and demonstrating changes to approach and decisions based on feedback. Deliberately showing how feedback was incorporated proved effective in building trust and collective ownership.

- **Diverse perspectives:** Seeking different viewpoints throughout the organization proved essential as issues in one area of the organization were often seen as strengths in another area. The City has a diverse workforce; it was important to build an understanding of the current experience, where issues lie and what matters most across roles, departments, and buildings. Within co-creation sessions, there was significant benefit in mixing individuals between operations and corporate roles to develop a broader understanding amongst the group of each other's reality.
- **Building understanding:** By definition, co-creation means not having the answers when engaging, and, for some, working in ambiguity was a new and sometimes uncomfortable experience. While this may have caused confusion and even frustration, it also reinforced this was a genuine co-creation journey, with work shifting according to input and feedback. This included building awareness of human resources terminology. As Einstein famously said, "everything should be made as simple as possible, but not simpler." Together, we are all on a learning journey, where we will grow, broaden our worldview, and come out with a deeper understanding of where we were, where we want to be, and how we will get there.
- **Communication:** How we communicate is as important as the message we want to convey. This project focused on conversation as its main method of communicating, and lessons were reinforced about over-reliance on email rather than privileging a format that's most meaningful: face-to-face interaction. Building collective understanding happens one conversation at a time. Every interaction is an opportunity to engage in respectful dialogue, share different perspectives and strengthen relationships. This human connection is what builds trust, elicits the best feedback, and builds positive energy.
- **Time for conversation:** People engaged in the development of this strategy were passionate about the many topics covered. Creating adequate time and space for conversation during sessions was important to hear different perspectives, build a common understanding and glean insights needed.
- **Beyond 2029:** Prior to the final year of this strategy, it would be helpful to re-evaluate the outcomes to ensure they resonate with current context. This is an opportunity to recalibrate objectives, initiatives and measures to build on this work.



## Linda Glaicar

ADMINISTRATIVE ASSISTANT, HEALTH, SAFETY & WELLNESS

"The People Strategy & Plan represents our dedication to creating growth opportunities for our team members, which strengthens our entire organization. When we prioritize employee development and wellbeing through this initiative, we build a workforce that's engaged, motivated, and equipped to serve Leduc with pride."

# Appendix 1:

## Glossary of Terms

**Abilities management** – the way we support employees through illness, injury, and disability by minimizing barriers to help them successfully participate in the workforce.

*Example: workplace accommodations, return-to-work plans, and sick leave management.*

**Capability** – the skills, knowledge and competencies that enable employees to perform effectively in their roles and contribute to the organization's goals.

*Example: data literacy is the ability to interpret, analyze and use data to inform decisions, and is an important capability for leaders.*

**Capacity** – the resources—such as people, time, and tools—available to deliver work and meet organizational demands.

*Example: a team might not be able to take on a new project because of existing workloads and a recent retirement.*

**Career pathway** – a structured progression of roles, skills, and development opportunities that provide clarity on how individuals can grow and advance—vertically, laterally, or cross-functionally—within an organization.

*Example: an administrative assistant might begin in a support role, then move laterally into another department before moving into a supervisor position—all supported by training and development to align to their career goal.*

**Coaching** – a goal-oriented development process where a leader or experienced professional provides guidance, feedback, and support to help an individual enhance specific skills or behaviours and overcome challenges.

*Example: a leader works with a coach to learn how to better manage conflict within their team, sharing real examples and reflecting on their approach.*

**Compensation benchmarking** – also known as salary benchmarking, the process of comparing an organization's internal roles and salaries against similar external roles and salaries to ensure fair and competitive compensation.

*Example: analyzing job descriptions, required qualifications, salaries and benefits to compare our engineer roles and salaries to those in other similar-sized municipalities.*

**Compensation philosophy** – a formal statement that outlines an organization's approach to pay and benefits, including principles on salary structure, variable pay, transparency, and equity to support fair and competitive practices.

*Example: part of the philosophy could be an aim to have salaries that are same or better than 60% of similar-sized organizations in the same industry.*

**Competency model** – a structured framework outlining the essential behaviours, skills, and knowledge needed for success in specific roles within an organization, supporting recruitment, development and performance management.

*Example: competencies for frontline customer service roles could include effective communication, problem solving, community focus.*

**Diversity** – the range of identities, backgrounds, and perspectives that make each person unique.

*Includes but isn't limited to dimensions such as: race, gender, age, ability, culture, religion, economic status and lived experience.*

**Digital presence** – the City's overall visibility, identity, and engagement in the online space, including its website, social media channels, search engine rankings, digital marketing, and online interactions that shape public perception.

*Includes: how the City provides information, engages with residents, and delivers services through official digital platforms.*

**Duty to accommodate** – the legal obligation for employers to make reasonable adjustments that remove barriers and support equal access for individuals based on protected grounds under the Alberta Human Rights Act.

*Includes: making adjustments to policies, practices, workplace culture, and physical environments.*

**Employer brand** – the way an organization is viewed by employees, candidates, and the public as shaped by its values, culture, leadership, and practices—its reputation as an employer.

*Example activities: use positive online reviews, industry awards and employee testimonials to strengthen our reputation and position as an employer of choice.*

**Employee Value Proposition (EVP)** – the unique blend of benefits, growth opportunities, and workplace culture that defines what an organization offers to attract, engage, and retain talent.

*Example: showcasing development opportunities, commitment to employee wellbeing and offering flexible work opportunities in recruitment campaigns.*

**Employee experience** – the journey of every interaction and moment that shapes an employee's perceptions, emotions, and engagement with an organization, from the time they apply for the job to when they leave.

*Example: a well-designed onboarding process that is personalized and engaging makes a positive impact on the individual's journey.*

**Employee lifecycle** – the series of stages an employee experiences during their time with an organization, from recruitment to exit, with each representing key moments that influence the employee's experience, engagement, and performance.

*Example: stay interviews are used to gather feedback and address concerns, strengthening an employee's commitment to remaining with the organization.*

**Employee wellbeing** – a holistic approach to supporting employees by fostering a positive work environment, ensuring work-life balance, providing professional growth opportunities, and offering resources for personal and career development.

*Example: offering flexible work arrangements, access to mental health resources, wellness challenges, and development opportunities.*

**Employee wellness** – targeted programs and resources—such as fitness classes, mental health support, and nutrition initiatives—designed to promote healthy behaviours, prevent illness, and support a healthier, more productive workforce.

*Example: on-site fitness classes, workshops on time management and work-life balance.*

**Ergonomic** – relating to the design of tools, equipment, and workspaces that support comfort, safety, and efficiency by reducing physical strain and the risk of injury.

*Example: adjustable chairs and monitor risers help employees maintain proper posture and reduce musculoskeletal strain while working at a computer.*

**Experiential learning** – the process of learning by doing; hands-on approach, observing others, direct experience.

*Examples: stretch assignments, job shadowing, acting assignments, new projects.*

**Fit for duty** – the state in which an employee is mentally, physically, and emotionally capable of safely and effectively performing their job responsibilities without risk to themselves or others.

*Example: before starting a shift, an operator undergoes a routine check to ensure they are free from the influence of substances, fatigue, or health concerns that could impair their ability to operate a vehicle safely.*

**Flexible work options** – workplace arrangements that give employees greater control over when, where, and how they work to support productivity, work-life balance, and satisfaction.

*Examples: flexible hours, compressed workweeks, job sharing, remote work.*

**Framework** – a structured approach that provides guidance, tools, and processes to support consistent decision-making, policy updates, and effective implementation of strategies and programs.

**Generational changes** – shifts in the labour force's age composition as different age-based generations enter, move through, and exit the workforce, which influence workplace culture, communication, management styles, and employee expectations.

*Example: Baby Boomers [1946–1964] are retiring while Generation Z [1997–2012] are entering the workforce, and each has very different expectations; boomers often value job security and traditional hierarchies, whereas Gen Z tends to prioritize flexibility and inclusivity.*

**Health and Safety Management System** – a structured approach used by organizations to identify, manage, and reduce health and safety risks in the workplace, ensuring compliance with regulations and promoting a safe and healthy work environment.

*Examples: policies, risk assessments, procedures, training, and continuous improvement to protect employees, contractors, and the public.*

# Appendix 1: Glossary of Terms

**HR delegated authority** – the defined level of decision-making power assigned to specific roles for carrying out HR functions within an organization.

*Includes: authority over decisions related to hiring, compensation, promotions, discipline, and other workforce matters to ensure clarity, consistency, and accountability.*

**Human-centred** – an approach that places employee needs, experiences, and wellbeing at the core of people management and decision-making, fostering inclusive, responsive, and supportive workplace policies, processes and cultures.

**Inclusion** – the intentional creation of a culture that embraces, respects, and values diversity, where all individuals feel welcomed, respected, and empowered to contribute to their fullest potential.

**Inclusivity** – the outcome of intentional inclusion efforts, where diversity is actively recognized and leveraged to create an environment where everyone feels valued, respected, and empowered to contribute.

*Example: a project lead actively seeks input from quieter team members and encourages them to share their perspectives.*

**Individual Development Plan (IDP)** – a personalized plan created collaboratively by an employee and their manager to outline career goals, define objectives and steps to achieve them, and align professional growth with organizational needs.

*Includes: specific skills, training opportunities, timelines, measurable outcomes.*

**Initiative** – a time-bound, focused set of actions identified to drive progress on a specific objective of a broader strategy.

**Integrated talent management** – a comprehensive approach that aligns all aspects of attracting, developing, retaining, and engaging employees effectively.

*Example: leadership competencies are integrated into role profiles, job advertisements, learning outcomes, and individual development plans.*

**Job architecture** – a structured framework that defines and organizes roles within an organization to ensure alignment with business objectives, enhance role clarity, support pay equity, facilitate talent development, provide clear career progression opportunities, and enable effective workforce planning.

*Includes: job families, levels, titles, descriptions, competencies, career paths, and compensation structures.*

**Job shadowing** – an experiential learning experience where an employee follows and closely observes another employee to gain insight into their job responsibilities, workplace expectations, and required skills.

*Example: an employee interested in becoming a leader spends a day with their department manager, observing meetings and their daily tasks to better understand the position and its responsibilities.*

**Labour management** – the strategies and processes employers use to build strong, productive workplace relationships with employees, foster open communication and collaboration, and ensure fair treatment. Key components include employee relations, conflict resolution, collective bargaining, employee engagement, and compliance with labour law.

*Example: the employer establishes a City Manager's Employee Engagement Team, providing staff with a direct channel to share concerns and opportunities with leadership.*

**Labour market** – the environment in which employers compete for employees and individuals compete for jobs, shaped by factors like geography, industry, economic conditions, and organizational context.

*Example: municipal governments within the Edmonton Capital region.*

**Leadership competencies** – the skills, behaviours, and attributes that guide effective leadership, supporting goal achievement, team management, and performance improvement within an organization.

*Example: an effective communication competency, which emphasizes the ability to clearly convey information, actively listen, and adapt messages for different audiences, could be considered when hiring a new leader or to identify development opportunities.*

**Mentorship** – a professional relationship in which an experienced professional (mentor), usually within the same field, provides guidance, support, and knowledge to help another employee (mentee) develop skills, navigate career growth, and achieve their goals.

*Example: an employee who wants to become a leader connects with a mentor who helps them develop strategic thinking and decision-making skills.*

**Objective** – a clear, specific, and measurable goal that an individual, team, or organization aims to achieve within a defined timeframe, aligned with broader strategic priorities.

**Objective Key Results (OKR)** – metrics that focus on progress and impact rather than what is produced (outputs).

*Example: an OKR to enhance the onboarding experience could set a target to achieve 90% satisfaction rate in onboarding surveys, while a KPI could be to track the number of new hires onboarded in one year.*

**Organization design** – the intentional structuring of functions, roles, accountabilities and processes to align with strategic goals, enabling efficiency, adaptability, communication, collaboration, and performance.

**Outreach activities** – intentional efforts by an organization to engage with specific groups or communities, aiming to build relationships, raise awareness, or attract talent.

*Examples: collaborating with a university on an internship program or attending a job fair.*

**Peer support** – a structured form of emotional and psychological support where trained employees with shared experiences offer a safe space for colleagues to talk, helping them process difficult situations, reduce stress, and access additional resources if needed.

*Example: after a particularly tough call, a firefighter meets with their peer support team member, who understands the emotional impact of the job, to talk through the experience and get connected to mental health supports.*

**Performance management** – an ongoing process of setting clear expectations, establishing goals, providing feedback, and evaluating results to align individual performance with organizational objectives and support employee growth and accountability.

*Example: a supervisor schedules weekly one-on-one meetings with their employee to review the previous week's work, highlight positive feedback, discuss areas for improvement, and sets goal for the upcoming week.*

**Proactive safety culture** – an organizational approach to safety that emphasizes prevention and continuous improvement by integrating safety into daily practices and decision-making at all levels.

*Example: a cross-functional team including managers, supervisors, and frontline workers regularly identify potential hazards, review current safety practices, and discuss improvements, ensuring that safety is consistently addressed before any issues arise.*

**Program** – an ongoing coordinated set of activities designed to execute strategy and frameworks through structured planning, resources, and accountability to achieve specific outcomes.

*Example: a leadership development program works to prepare emerging leaders for future roles, including targeted training, coaching and stretch assignments aligned to leadership competencies.*

**Psychologically healthy and safe workplace** – a work environment that prioritizes mental wellbeing by preventing psychological harm, promoting respect and fairness, and supporting employees through stress reduction, workload management and mental health resources.

*Example: a team lead regularly checks with their employees about their workload and stress levels, redistributing tasks when someone has too much on their plate and is struggling to cope.*

**Psychological safety** – a work environment where employees feel safe to speak up, take risks, provide feedback, and share ideas without fear of judgment or negative consequences, fostering trust, respect, and open communication.

*Example: during a meeting, when an employee says they don't fully understand a process, the manager and co-workers offer support rather than criticize them for not knowing.*

**Resilience** – an employee's ability to adapt to challenges, manage stress, and maintain productivity—especially when supported with the right resources, supports and coping strategies.

*Example: an employee stays calm and professional when faced with an angry member of the public, using de-escalation techniques, seeking support from a supervisor when needed, and maintaining their composure.*

**Respectful workplace** – a work environment where all individuals are treated fairly and professionally, diversity is valued, and open, courteous communication fosters inclusion, collaboration, and a culture free from harassment and discrimination.

*Example: an employee who disagrees with a co-worker's approach to a project listens attentively to their perspective before offering their own viewpoint in a respectful, solution-focused way.*

**Role profiles** – a structured description of a role's core duties, responsibilities, skills, and competencies that supports consistency across the organization and forms the foundation for position-specific descriptions.

*Example: a "Project Manager" role profile outlines standard responsibilities like planning and risk management, while individual position descriptions vary by department, such as leading an IT project or overseeing capital infrastructure work.*

# Appendix 1: Glossary of Terms

**Social learning** – the process of informal learning—observation, interaction, collaboration, peer feedback or shared experiences.

*Example: supervisors from different departments regularly meet to share lessons learned, discuss common challenges, and apply insights from one another's experiences to improve their leadership approaches.*

**Strategy** – a high-level description of the choices an organization makes to reach a goal and the rationale for those choices, providing vision and long-term direction while allowing flexibility in how it is implemented.

**Succession planning** – a strategic process for identifying and preparing future leaders to ensure continuity in key roles through targeted development and talent readiness.

*Example: an organization assesses and identifies high-potential employees and offers them development plans, leadership training and stretch assignments to ensure a smooth transition into leadership or critical roles.*

**Talent management** – an integrated approach to attracting, developing, and retaining employees to support both individual growth and organizational success.

*Example: an organization implements a talent strategy that includes targeted recruitment campaigns, personalized career pathways and stay interviews. As a result, employees feel supported in their career goals while the organization builds a strong internal talent pipeline.*

**Talent mobility** – the ability for employees to grow and adapt by moving within an organization—through promotions, lateral moves, or project-based assignments—supporting both career development and organizational agility.

*Example: an organization has a rotational program that allows emerging leaders to gain experience in different departments to build their skills and broaden their perspective.*

**Talent pipeline** – a proactive approach to identifying, attracting, and nurturing a pool of qualified candidates for current or future roles, ensuring a continuous flow of skilled individuals ready to fill positions as they become open.

*Example: an organization partners with a post-secondary institution to host career fairs and offer internships, ensuring a steady stream of qualified candidates for upcoming roles.*

**Total compensation** – the full package of monetary and non-monetary compensation elements provided to employees in exchange for their work and expertise.

*Includes: salary, benefits (health benefits, retirement plan), bonuses, development opportunities, flexible work, recognition, and others.*

**Undue hardship** – a legal limit to an employer's duty to accommodate, where making the accommodation would cause significant difficulty or expense. This is assessed based on factors such as cost, health and safety risks, and the impact to operations.

*Example: an organization is unable to accommodate an employee's modified work schedule if doing so would result in inadequate staffing for essential emergency services, posing safety risks and significantly disrupting operations.*

**Workforce planning** – the process of analyzing, forecasting, and planning an organization's workforce to identify gaps and develop strategies to ensure the right people with the right skills are in the right roles at the right time to meet current and future business needs.

*Example: a City maintenance department anticipates the level of work and appropriate skill set needed to determine the number of seasonal staff to hire.*

**Workplace investigation** – the process of reviewing and assessing a complaint or concern to determine whether misconduct occurred and to identify any necessary corrective or restorative actions.

*Example: an employee tells their supervisor they overheard two co-workers shouting and using profane language. The supervisor reports the incident to Employee Services who investigates by interviewing all parties involved.*

**Workplace restoration activities** – processes that support individuals and teams in resolving conflict, rebuilding trust, and restoring healthy, respectful working relationships to improve the overall work environment.

*Example: following some difficult team interactions, a neutral facilitator is brought in to facilitate discussions, provide coaching, lead healing circles or conduct a team building activity to address underlying issues and help rebuild trust.*

# Appendix 2:

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### Conversations with:

- City of Edmonton
- Town of Newmarket
- City of St. Albert
- City of Vancouver
- EPCOR
- MacEwan University

VERSION NUMBER	AUTHOR	DATE	REVISIONS
1	Employee Services	June 2025	-



