

NO: **R216**

COUNCIL DATE: **November 18, 2019**

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **November 12, 2019**

FROM: **General Manager, Corporate Services**

FILE: **2800-01**

SUBJECT: **Emerging Leaders Program**

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## RECOMMENDATION

The Corporate Services Department recommends that Council receive this report for information.

## INTENT

The intent of this report is to provide Council with an update of the City of Surrey Emerging Leaders Program (“ELP”) activities in 2019 and to invite Council to the Emerging Leaders Program graduation on December 5, 2019.

## DISCUSSION

In 2014, the City Manager placed forward the concept of a foundational leadership development program for emerging leaders in our organization. The vision was to build a leadership program that could anchor a more structured approach to learning and development for all City staff. This approach is critically important in terms of effectively dealing with the changing labour markets and tougher competition for key talent as well as the growing service demands on staff. Accordingly, building a City leadership program based on best practices and learning excellence engages staff and ensures the City retains the human resources required to sustainably deliver on Council’s vision.

ELP is a two-year program designed to develop staff with the skills required to lead in a complex environment while simultaneously providing benefits to the City through hands-on project implementations. The program transforms the attainment of theory into skillful capabilities through a holistic blend of workshops, team assignments, presentations, City projects, and mentoring. An overview of the program’s design and implementation can be referenced in Corporate Report No. R158; 2014, attached to this report as Appendix “I”

Since the launch of ELP, 32 staff have completed and graduated from the program, with 19 of these individuals having already advanced into more challenging senior roles. This internal development empowers our staff and promotes greater engagement in our work. Further, by developing the City’s internal emerging leaders rather than relying solely on sourcing external candidates for these positions, the City has saved an estimated \$450,000 in recruitment services over the past 5 years.

ELP also enabled the successful implementation of 22 City projects aligned with the City's strategic priorities. Notable projects include:

- Implementation of a 'Pop-up junk drop', which promoted City beautification by diverting ~1,250 tonnes of waste;
- Development of award-winning Evidence Based Decision Making materials designed for municipalities, as recognized by the Canadian Association of Municipal Administrators (CAMA);
- Implementation of a CCTV registry program (project IRIS) to promote public safety, enabling 100 RCMP footage queries and 30 documented hits;
- Assessment of City awards programs to enhance strategic alignment; and
- Development of a 'safe to swim' program to ensure all Surrey children have water-safe swimming capabilities.

ELP has been crucial in supporting the City's leadership development, preparing us well for the future demands of our City. Since the launch of ELP in 2015, several municipalities have sought guidance from the City to shape their own leadership programs. In addition, the program's quality has been recognized by Royal Roads University through formal accreditation, which was achieved in 2019. This accreditation validates that the Emerging Leaders Program meets or exceeds standards of excellence, as determined by experts in the field of education.

### **ELP Graduating Class of 2019**

This December, the current cohort of Emerging Leaders Program participants will be graduating from the program and joining our Emerging Leaders Program alumni. Council will be invited to attend in the honouring and celebration of this achievement, with details being provided closer to the time of the event.

This year's graduating class includes 15 exemplary staff, representing Exempt and Unionized staff from across 8 City departments. In 2021, the Emerging Leaders Program will continue to support Surrey Excel's objective to "attract the best, develop and retain our people", by elevating the skills of our future leaders through the launch of our next cohort.

### **SUSTAINABILITY CONSIDERATIONS**

The work of the Emerging Leaders Program supports the objectives of the Sustainability Charter 2.0. In particular, this work relates to the Sustainability Charter 2.0 theme of Inclusion. Specifically, the initiatives support the following Desired Outcome ("DO"):

- Social Infrastructure and Innovation DO25: Surrey has a culture of collaboration and innovation to solve complex social problems.

## CONCLUSION

The Emerging Leaders Program sets the City apart as a best-in-class organization by enabling ongoing staff development through impactful, meaningful City projects that advance the City's strategic objectives. The City will continue to focus its learning program initiatives to ensure that it has the great leaders and engaged staff needed to best serve the residents of Surrey and deliver on Council's initiatives and priorities.

Rob Costanzo  
General Manager, Corporate Services

Appendix "I": Corporate Report No. R158; 2014

<https://surreybc.sharepoint.com/sites/corporateservicesadmin/corporate-reports-final/11-18-2019/emerging-leaders-program.docx>  
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NO: R158

COUNCIL DATE: **September 29, 2014**

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**REGULAR COUNCIL**

TO: **Mayor & Council**

DATE: **September 23, 2014**

FROM: **City Manager  
General Manager, Human Resources**

FILE:

SUBJECT: **Emerging Leaders Program**

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**RECOMMENDATION**

The City Manager and the General Manager Human Resources recommend that Council receive this report as information.

**INTENT**

The intent of this report is to provide an update to Council on a new learning program for City of Surrey staff. The Emerging Leaders Program (as described below) will begin enrollment of eligible staff once Council has received this report.

**BACKGROUND**

The City of Surrey faces a challenging service delivery environment, with significant demands for innovation, change and expanding volumes. In addition, the City participates in a highly competitive labour market to attract and retain its human resources. In this context, it is critical that the City provide staff with the opportunities to develop the skills needed for individuals and the City to remain successful. Staff initiatives that support learning, engagement and succession planning will benefit the City and its residents.

In recognition of this service environment in his 2014 Goals and Objectives, the City Manager made the following commitment:

“Development of a Managerial Leadership Program, for starting or aspiring managers to increase bench strength and increase their engagement;”

This report details the Emerging Leaders Program that has been developed to meet this 2014 Objective.

**DISCUSSION**

As the City grows in both the number of residents and in the diversity of services it provides to its residents, it is important to have a staff team that is engaged, willing and skilled to meet this growth. A key component of success for any organization is having leaders in place with the skills needed to support teams in delivering results to meet performance expectations and values.

Furthermore, in a labour market that is very competitive for certain skills, it is important that the City be able to attract, retain and motivate the best. One component of staff engagement is having the opportunity to grow their skill sets by participating in structured learning opportunities. People want to have long term careers with organizations, that involve learning, challenge and recognition.

The City Manager developed his 2014 training performance objective with this understanding. While the Emerging Leaders Program will not be the only development opportunity available to staff (**Appendix I** details current and planned training opportunities for City leaders in relationship to the new Program), is an important component of the City's plan to serve the residents while engaging staff.

Earlier this year, staff began creating a learning model that would focus on building the skills of the City of Surrey's current and future managers. The dual objectives of this initiative are:

- To provide staff with the skills and knowledge to provide the best service to City residents and customers; and
- To enhance staff engagement and retention by providing meaningful career development.

To optimize the learning model, staff researched best practices with respect to training and development models, met with other municipalities, discussed options with training and educational providers, spoke with staff about their training needs, and met with senior successful managers to determine key traits. Human Resources worked with an inter-departmental team on developing a leadership program in alignment with the aforementioned key objectives.

The Development Team confirmed with key stakeholders the value of building on the training currently available to staff who are either early in their management career or on the cusp of moving into a leadership role. The Team then defined the characteristics of a successful leader within the City. These characteristics included:

- Commitment to the City ethics and values
- An ability to personally deliver results and to lead others to deliver results
- Strong interpersonal and communication skills
- An understand of the City's vision and purpose
- An ability to inspire others
- A courage to take the right action even in challenging circumstances
- An unwavering commitment to customer services
- An ability to lead other
- Strong professional competency in either a functional or technical area

Based on this understanding, the Emerging Leaders Program was developed. It is a 2 year Program with a diversity of learning experiences that will commence in 2015. **Appendix II** details the framework and key components of leadership that are being developed in each participant. **Appendix III** details the variety of methods planned to be used in the Program **Appendix IV** provides a high level summary of the key topic covered in each phase. Each phase takes 6 months to complete).

## Next Steps

Staff were made aware of the Emerging Leaders Program through the first issue of CityConnect on September 10, 2014. Additional information will be shared with staff to ensure transparency in the selection process. Enrollment for the Program will begin October 1, 2014, following the review of this Report by Council. It is anticipated that the first Emerging Leaders Program group (approximately 16-20 staff) will begin the Program in January 2015.

## SUSTAINABILITY CONSIDERATIONS

The Emerging Leaders Program supports the Socio-Cultural Pillar of the City's Sustainability Charter by providing opportunities for staff development to engage staff fully in serving residents with excellence. This Program particularly supports the following City Sustainability Charter scope action:

### SC1: Personnel Policies and Staff Training.

The City will continue to promote staff development corporate structures that support the physical and emotional health and well-being of individuals and contribute to a healthy and productive work environment.

## CONCLUSION

The Emerging Leaders Program will provide staff with expanded skills and help develop a strong leadership culture at Surrey. This will support the achievement of the City's customer service objectives, while enhancing individual engagement and capacity.



Vincent Lalonde, P. Eng.  
City Manager



Nicola Webb  
General Manager, Human Resources

- Appendix I Leadership Career Path
- Appendix II Leadership Framework
- Appendix III Leadership Development Method
- Appendix IV Leadership Phases

Appendices available upon request