2023-2026 Playbook
Human Resources

Strategic Outcome Alignment	Annual Actions / SMART Deliverables What we plan to do	Annual Metric The measure of what was done	Term Impact What we're trying to achieve by 2026
Business Unit: Human Resources			
4.1	1. Establish roadmaps (talent management, L&D and health and safety) that will feed into the People Strategy 2. Socialize the strategy with key stakeholders 3. SLT approval 4. Execution and evaluation of the strategy	# of participants in TRCA's Employee Engagement Survey	Implementation of an Integrated People Strategy that integrates TRCA's talent management, learning and development and health and safety roadmaps, in support of a strong and skilled workforce.
4.1	1. Identify talent and aquisition implications Determine the scope of the talent roadmap, considering key insights and talent implications •Roadmap discovery •Stakeholder survey •Best practice review •Alignment with TRCA's strategic plan •SWOT Analysis •PESTLE analysis 2. Establish the future state Prioritize talent implications, create strategic pillars, and identify HR outcomes 3. Pinpoint gaps Understand the current state compared to the desired future state to determine gaps that HR initiatives will address 4. Create a roadmap Develop an action/implementation plan and communication plan 5. Evaluate roadmap Metrics review and success measures assessed on an ongoing basis	# of identified critical roles with succession plans in place	Implementation of a Talent Management Roadmap that enables TRCA to attract and retain environment minded, inclusive, high performing and innovative talent to deliver on TRCA's strategic priorities.
4.1		# of succession Plan in place for all TRCA identified critical roles.	
4.1		# of DEI Strategic Playbook initiatives completed aligned to the Build Inclusive Leadership Capacity	

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4.1	1. Conduct a needs analysis Establish short and long term vision for TRCA's learning and development program and conduct a comprehensive needs analysis.	# of training hours per year	Implementation of a Learning and Development Roadmap that fosters a learning culture and creates a learning ecosystem that provides on demand, accessible, 'learn anywhere' programming, complemented with technically focused training, and succession development, in support of a high-performance workforce.
4.1	Ensure alignment with TRCA's strategic plan Enhance accessible, JIT and 24/7 learning opportunities Assess integration of L&D mechanisms into HR processes	# of employees in required positions with Development Plans in place	
4.1	2. Define the L&D framework Identify the primary learning needs for employee Identify and create pathway for L&D to TRCA's PDP, SDP and potential career pathing Identify and design learning journeys SWOT/PESTLE 3. Create and implement roadmap Address gaps between the L&D framework and current state that will produce the greatest impact Create action plans to support the roadmap 4. Measurement of impact on business performance Evaluation of success measures and performance indicators	# of completed training courses by division	
4.1	Complete COR Certification Conduct annual review of TRCA's Health and Safety Management Program	# of TRCA employees with a Flexible Work Arrangement Agreement in place	Provide a healthy and safe workplace that supports employee's physical and mental health and wellness.
4.1		% increase in the employee engagement Work Environment priority drive	
4.1		# of lost time incidents	
4.1		# of WSIB reportable workplace incidents/accidents (including lost time accidents)	
4.1		% reduction in average lost time days on an annual basis	
4.1		# of MOL Orders	
4.1		Achievement of COR certification	
4.1		Annual Health and Safety Management System review completion	
4.1		# of TRCA wellness initiatives provided to employees	
4.1		# of TRCA employees participating in wellness initiatives	
4.1	Supporting each strategic pillar are initiatives (actions, projects, partnerships, training etc.) that TRCA will implement to drive DEI efforts in 2022, 2023, 2024. All actions are outlined by year in the DEI Strategic Playbook file:///C:/Users/natalie.blake/Downloads/DEI-Strategic-Playbook%20(5).pdf	# of launched managaement specific DEI training programs	Implementation of TRCA's People First Diversity Equity and Inclusion (DEI) Strategic Playbook to provide an inclusive workplace for all employees and programming for the community in which we serve.
4.1		# of employees completed mandatory DEI training	
4.2	Provide flexible and adaptable work options for employees to perform in their most optimal way	# of TRCA employees with a Flexible Work Arrangement in place	Implementation of an Integrated People Strategy
4.2	Accelerate the use of data to support process improvement and organizational modernization	% change in level of business satisfaction with HR	

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4.4			
4.4	Implementation of an Integrated People Strategy that integrates TRCA's talent management, learning and development and health and safety roadmaps, in support of a strong and skilled workforce.	# of participants in TRCA's Employee Engagement Survey (annual)	
4.4		% of identified critical roles where succession plans are in place	
4.4		% completion of required people leader training	
4.4		% of job descriptions reviewed for accuracy within the last 4 years	
4.4	Implementation of a Talent Management Roadmap that enables TRCA to attract and retain environment-minded, inclusive, high-performing and innovative talent to deliver on TRCA's strategic priorities	% completion of DEI Strategic Playbook initiatives aligned to incorporate inclusion into TRCA's Corporate Life Cycle Strategic Pillar	
4.4		% completion of DEI Strategic Playbook initiatives aligned to build inclusive leadership capacity	
4.4		% increase within TRCA's Employee Engagement Index	
4.4		% increase within 4 years in TRCA's Employment Engagement Net Promoter (EXM) score	
4.4		Succession plan in place for all TRCA identified critical roles	
4.4		# of training hours per year	
4.4	Implementation of a Learning and Development Roadmap that fosters a learning culture and creates a learning ecosystem that provides on-demand, accessible, 'learn anywhere' programming, complemented by technically focused training and succession development in support of a high-performance workforce	# of employees in required positions with Development Plans in place	Implementation of an Integrated People Strategy
4.4		% of identified critical roles where succession plans are in place	
4.4		# of completed training courses by division	
4.4		# of TRCA employees with a Flexible Work Arrangement Agreement in place	
4.4		% increase in the employee engagement Work Environment priority drive	
4.4		# of lost time incidents	
4.4	Provide a healthy and safe workplace that supports employees' physical and mental health and wellness	# of WSIB reportable workplace incidents/accidents (including lost time accidents)	
4.4		% reduction in average lost time days on an annual basis	
4.4		# of MOL Orders	
4.4		Achievement of COR certification	
4.4		Annual Health and Safety Management System review completion	
4.4		# of TRCA wellness initiatives provided to employees	
4.4		# of TRCA employees participating in wellness initiatives	
4.4	Implementation of TRCA's People First DEI Strategic Playbook to provide an inclusive workplace for all employees and programming for the community in which we serve	% completion of the multi-year DEI initiatives aligned to TRCA's 5 DEI Strategic Pillars	
4.4		% increase in the employee engagement inclusion priority drive	
4.4		% completion of mandatory DEI training	