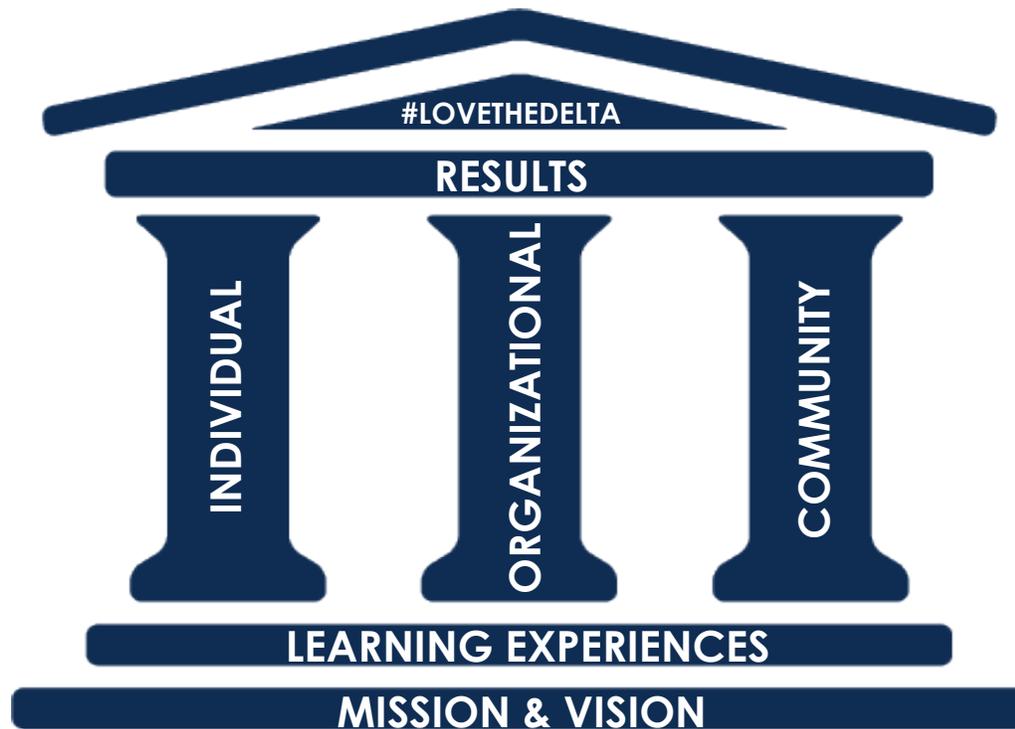




# LEARNING AND DEVELOPMENT STRATEGIC PLAN



We are on a **Mission** to inspire a culture of learning that cultivates personal and professional **confidence**.

Our **Vision** is to be thought partners in achieving **results** by investing in others.

## ALIGNMENT

### 1. Align core learning programs to performance

- **Performance-Based Learning:** Promote individual and organizational performance outcomes through learner-centered experiences.

### 2. Align a dynamic suite of learning solutions to data

- **Supervisor Development:** Certify new and existing supervisors in basic supervisory practices.
- **Succession Planning:** Develop emerging director-level leaders through self-awareness.
- **Career Advancement:** Cultivate resilience in employees on eligibility lists and prepare them for their next opportunity.
- **Diversity, Equity, and Inclusion:** Create an inclusive workplace where everyone feels comfortable being themselves.

## BUILD

### 3. Build a learning infrastructure

- **Staffing:** Operationalize staffing resources to achieve key strategic objectives.
- **Budget:** Implement a results-driven Learning and Development budget.
- **Branding:** Redesign divisional footprint in existing and new branding avenues.

## BUDGET & INVESTMENT

Program Type	Cost	Program	Learning Opportunities
Existing Programs	\$8k	Compliance Learning Program	2,500
	\$27k	Emerging Leaders Academy Cohort 3	25
<b>Budget</b>	<b>\$35k</b>	<b>Total</b>	<b>2,525</b>

Proposed Programs	\$3k	Supervisor Development*	50
	\$30k	Succession Planning	10
	\$2k	Career Advancement*	100+
	\$15k	Performance-based Learning Programs*	50+
	\$7k	Diversity, Equity, and Inclusion Training^	2,500
	\$3k	Learning Resources	-
	\$20k	New Mandated Compliance/Learning program to align with Council policy directive	2,500
<b>Budget</b>	<b>\$80k</b>	<b>Total</b>	<b>5,210+</b>

**Total Investment \$115k**      **All Programs - Total Learning Opportunities 7,735+**

\*These programs are scalable.

^Course titles are Workplace Diversity, Inclusion & Racial Sensitivity; Unconscious Bias; and Microaggressions in the Workplace.

## FIVE YEAR ASPIRATIONAL GOALS

1. Enhance digital literacy to support virtual learning and development.
2. Model a centralized approach to organizational learning.
3. Champion learning through the creation of a policy that provides organizational support with an expectation to grow.
4. Build an internal facilitator team from various departments that encourages diversity of thought while enhancing facilitators' content and delivery skillset, and leadership skills.
5. Transition the performance appraisal 'factors' to a competency and developmental framework that is job specific.
6. Create synergy with the City's Business Development Team to contribute to the development of a highly trained Riverside workforce.