

## ORGANIZATIONAL DEVELOPMENT

---

### A Resource Guide for Departmental Managers and HR Professionals



# Public Service Secretariat

---

Revised, September, 2009  
Government of Newfoundland and Labrador  
P.O. Box 8700  
St. John's  
Newfoundland and Labrador

# Table of Contents

<b>THE ORGANIZATIONAL DEVELOPMENT PLAN.....</b>	<b>4</b>
<i>ORGANIZATIONAL DEVELOPMENT .....</i>	<i>5</i>
<b>LEGISLATIVE COMPLIANCE .....</b>	<b>7</b>
OCCUPATIONAL HEALTH AND SAFETY CONSIDERATIONS FOR MANAGEMENT.....	8
<b>SUPPORTING ORGANIZATIONAL SUCCESS.....</b>	<b>10</b>
A. IDENTIFICATION OF LEARNING NEEDS .....	10
B. OTHER ORGANIZATIONAL DEVELOPMENT INITIATIVES .....	12
<b>DEVELOPING THE PLAN.....</b>	<b>15</b>
GUIDELINES.....	15
STEPS IN PLAN DEVELOPMENT .....	16
<b>MONITORING AND REPORTING .....</b>	<b>17</b>
<b>APPENDICES .....</b>	<b>19</b>
APPENDIX A .....	20
<i>Identifying Legislation Compliance Requirements</i>	
APPENDIX B .....	22
<i>Other Points for Consideration</i>	
APPENDIX C .....	24
<i>Departmental Learning and the Organizational Development Plan – Submission Forms</i>	
APPENDIX D .....	29
<i>Departmental Learning and Organizational Development Plan - Sample</i>	
APPENDIX E.....	35
<i>Sample Progress Report</i>	

---

*This document is intended to assist departments with the identification of OD needs, and to support departmental planning of initiatives to address these needs.*



## THE ORGANIZATIONAL DEVELOPMENT PLAN

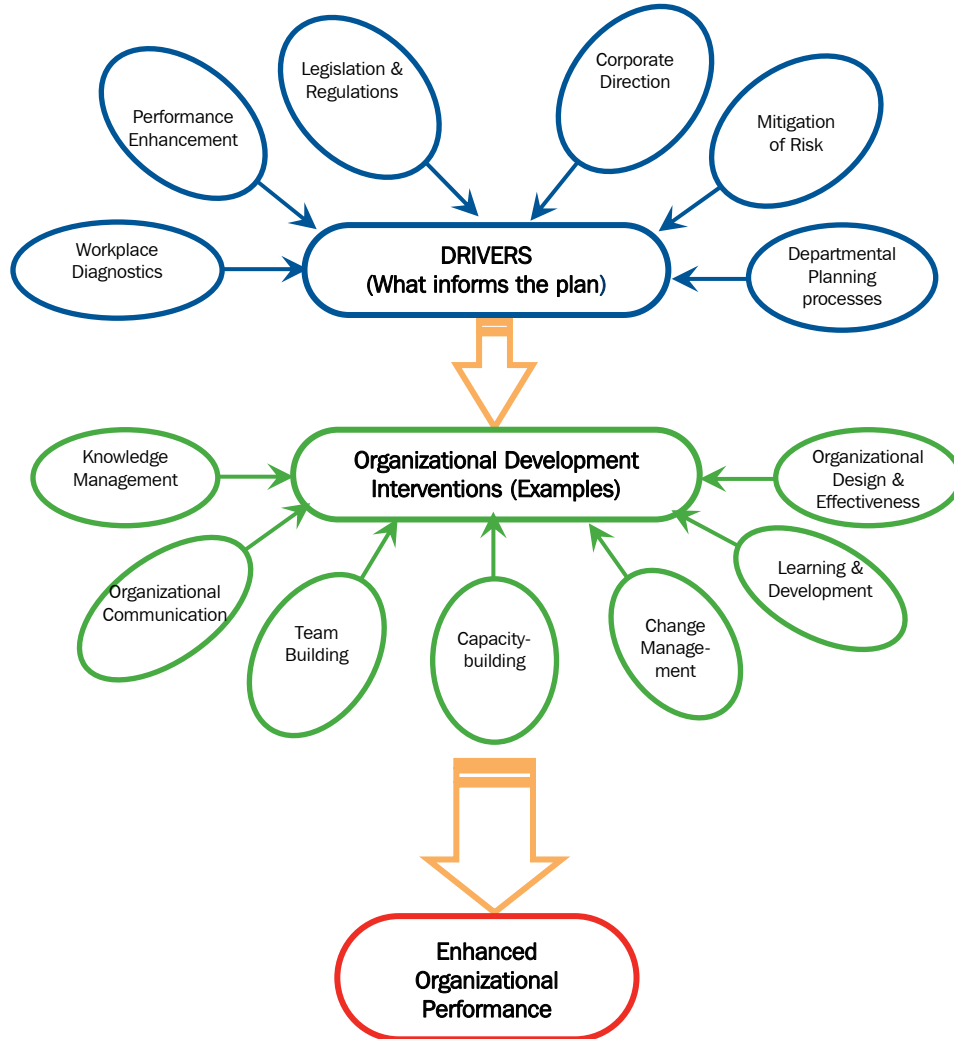
Organizational development consists of the processes and practices through which an organization engages to link its employees with its mission. In its broadest sense, organizational development means anything that we do in an organization (i.e. a group of people and resources that form a unit) to promote positive change or growth. The most familiar type of organizational development is education and training. However, Departments may also want to consider other developmental approaches, including the following:

- ❖ Team-building
- ❖ Organizational effectiveness
- ❖ Change management
- ❖ Talent management
- ❖ Knowledge management
- ❖ Organizational communication
- ❖ Capacity building

A systematic approach is usually employed to align elements of organizational structure, leadership, learning, strategy, and relationships in order to maximize organizational success. Needs may be identified through a number of drivers (i.e. processes, directives, or information) that provide valuable input into plan development, revealing where the organization is currently and where it needs to be. Such drivers may include the following:

- ❖ Legislation/Regulations
- ❖ Internal/External Scan
  - Employee surveys
  - Labour Market Trends
- ❖ Corporate Directions
  - Speech from the throne
  - Corporate HR Strategy
- ❖ Departmental Planning Processes
  - Strategic/ Business/ Activity Planning
  - Workforce Planning
  - Succession Planning
- ❖ Performance Enhancement
  - Career Planning
  - Bridging skills gaps
  - Competency Development

## ORGANIZATIONAL DEVELOPMENT



The Government of Newfoundland and Labrador is committed to excellence in organizational development. As such, each Department is required to prepare an Organizational Development Plan which outlines the learning needs of the department while also outlining the activities needed to support and enhance organizational development. This forms the framework for investment.

To assist departments in meeting identified needs, the Public Service Secretariat (PSS) provides a mechanism for the prioritization of organizational development activities within departments. The Organizational Development Initiatives Fund is a part of this mechanism and may offset some costs associated with the activities identified.

For the purpose of this guide, the primary focus is on learning for legislative compliance and organizational success.

### Legislative compliance

**These learning needs reflect legal requirements for compliance with the *Occupational Health and Safety Act and Regulations* and with any other legislation affecting government operations.** This is referred to as Priority 1 learning in this document.

The plan should also include learning that is related to occupational requirements needed to mitigate risks. Whether or not mandated by legislation, these should also be reflected in the plan for priority consideration.

### Learning for organizational success

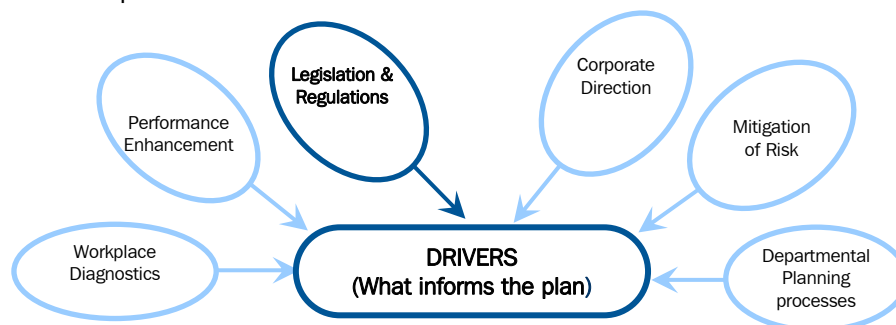
**Any learning and development required to achieve program objectives/results in the short to medium term must be identified.** These are specific competencies that must be developed to help the organization deliver its programs/services. Departments should ensure that the plan includes any identified development, including those that fall within the mandate of the Centre for Learning and Development. This is referred to as Priority 2 learning in this document.

The Centre for Learning and Development (CLD) and Strategic Human Resource Management (SHRM) Units provide key support to the process.

# 2

## LEGISLATIVE COMPLIANCE

Learning that is **essential** for legislative compliance must be a priority for all Government departments, and investment in such learning activities will take precedence over all other learning and development.



Some examples of legislation and regulations that will inform the requirement for Priority 1 learning are included below. Departments are required to reference the noted legislation and regulations, if applicable, as well as any other legislation and/or regulations which directly impact departmental operations in determining Priority 1 learning needs.

---

### Some Regulations and Legislation that may Dictate Training Needs

---

- Occupational Health & Safety Act and Regulations*
  - First Aid Regulations*
  - Workplace Hazardous Materials Information (WHMIS)*
  - Transportation of Dangerous Goods Act*
  - Canadian Aviation Regulations*
  - Canadian Firearms Safety Course (as referenced under the Criminal Code)*
  - Radiation Health and Safety Act and Regulations*
  - Mines Safety of Workers Regulations*
  - Workplace Health, Safety and Compensation Act*
  - Asbestos Abatement and Exposure Code Regulations*
  - Access to Information and the Protection of Privacy Act*
-

To assist in the identification of priorities, a worksheet has been provided. See [Appendix A - Preparing Legislative Compliance Requirements](#).

Departmental Management is also responsible for monitoring all certification and recertification requirements to ensure that their employees meet current standards and have appropriate certification, thereby mitigating any health and safety or other liability risks.

Management has a responsibility known as “**due diligence**”, which means that an employer shall take all reasonable precautions, under the particular circumstances, to prevent injuries or accidents in the workplace. A recognized part of this “**due diligence**” is a requirement for the employer, through its management, to provide the appropriate training and education to employees so that they understand and carry out their work according to the established policies, practices, and procedures in compliance with the legislative requirements. Legislation does not always impose or prescribe the specific steps for compliance. Instead, it holds employers responsible for determining which steps are required at the various levels of the organization to ensure the health and safety of employees.

For example, the Centre for Learning and Development, as part of its Resource Management Package, provides education to managers in all departments through a module entitled “The Employer’s Role in Occupational Health and Safety.” Managers are required to complete an assessment of the education and training needs of their respective organizations within the context of the parameters outlined in the module.

Should managers require assistance in the identification of legislated requirements, the Strategic Human Resource Management team can help.

## Occupational Health and Safety Considerations for Management

Management should review Section 36.1 of the *Occupational Health and Safety (OHS) Act*, other relevant sections of the *OHS Act and Regulations*, and any other pertinent legislation/regulations to identify applicable requirements. For example, Management is required by section 36.1 of the *OHS Act* to establish and maintain an occupational health and safety program in accordance with the regulations where 10 or more workers are employed at a workplace.

One of the components of an OHS Program is safety education and training which must be connected to the hazards and risks presented through departmental operations and the corresponding elements of the corporate and departmental OHS Program. Management will need to take a systematic approach to OHS education that includes a review of the legislative requirements and an assessment of the department’s OHS program elements in order to determine the required educational and training supports.

Examples of education and training which may be included in an organization’s plan are listed below.



---

### Sample OHS Education and Training Considerations

---

- Rights and responsibilities under the *OHS Act*
  - Safe work practices and procedures
  - Proper use and maintenance of personal protective equipment
  - Specific hazards associated with their specific job tasks
  - Hazard recognition and control
  - Accident/incident investigation
  - First Aid
  - Roles and responsibilities in the OHS Program
  - Roles and responsibilities of the OHS Committees
-

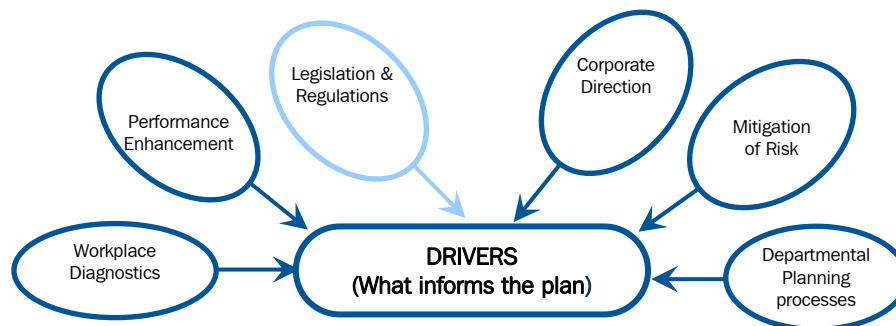


## SUPPORTING ORGANIZATIONAL SUCCESS

Through a systematic approach to learning and organizational development, a department can develop internal capacity to meet its business goals and objectives and to sustain itself over the long term. This begins with a response to immediately identifiable needs, and proceeds through a host of strategic interventions to better position the department to meet current and future needs.

### A. IDENTIFICATION OF LEARNING NEEDS

Once planning for legislative compliance is complete, the next major step in developing an organizational development plan is related to required individual and group development related to the organization's stated directions, as well as changes to the internal and external environment. A solid understanding of Government and ongoing departmental business and human resource priorities, emerging changes and trends, and the impact of legislative reforms are needed to determine and identify such needs.



### Workplace Diagnostics

To ensure that organizational development initiatives are consistent with the needs of the organization, it is often necessary to create or utilize some form of workplace diagnostic. It may be necessary to diagnose or assess a wide array of elements including personal factors, the physical environment, organizational/management factors, process-related factors, or technology. Some recent examples of workplace diagnostics in Government include the Workplace Wellness Survey, and the Work Environment Survey (WES).

Diagnosing the contributors to workplace performance or employee satisfaction will often assist in the creation and/or selection of appropriate organizational development initiatives.

## Performance Enhancement

The performance enhancement process is designed to link individual goals and objectives to divisional, branch, departmental and overall Government goals and objectives. The process ensures accountability for the achievement of results articulated through clearly stated performance targets and encourages open two-way communication between employees and their managers. It ensures that employee learning and development plans are directly linked to departmental and divisional plans and that they support the achievement of the performance targets often reflecting departmental and divisional goals.

## Corporate Directions

Government priorities are articulated in documents such as the Speech from the Throne, Budget Speeches, the Corporate Human Resource Management Strategy, Deputy Minister Performance Contracts, as well as other applicable documents that outline Government priorities requiring horizontal/departmental collaboration. Such documents may include the Poverty Reduction Strategy, the Northern Strategic Plan, and the Energy Plan.

## Mitigation of Risk

Risk Mitigation begins with identifying those areas where the organization, faces uncertainty related to a potential threat and determining whether and how the organization should respond to that potential threat. That determination might stem from an assessment of how probable the threat is and how critical the impact would be. If a risk exists, the organization may choose/need to:

- Act to reduce the likelihood of the risk occurring, and/or
- Plan to reduce the impact of the threat, should it occur.

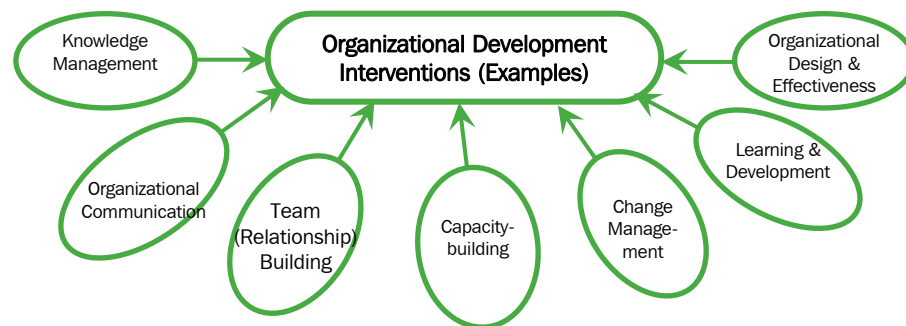
## Planning Processes

A good, solid understanding of organizational processes is essential to achieving performance objectives. Departments are already engaged in various planning processes that ensure consideration of its future course and organizational needs and all of these can inform the Learning and Organizational Development Plan. Such processes may include the following:

- ☑ Workforce planning - is a critical strategic activity, enabling the organization to identify, develop and sustain the workforce skills it needs to successfully accomplish its strategic intent.
- ☑ Strategic/Business planning - determines where the organization is now and where it wants to be in a specified period of time while ensuring alignment with Government directions. If the specified change requires employees to do something new or to do something in a new way, consider whether a learning intervention will accomplish this. Government priorities are articulated in documents such as the Speech from the Throne, Budget Speeches and other applicable government documents, including departmental Strategic and Business Plans.
- ☑ Succession planning - is about identifying what and where the key/critical positions are, and what competencies are required, and then planning for the support of those competencies in the workplace.

## B. OTHER ORGANIZATIONAL DEVELOPMENT INITIATIVES

The main focus of this document is to address organizational development linked to legislative compliance and learning for organizational success. However, a department may also want to explore additional processes and practices to link its employees with its mission and values, and to assist with developing its internal capacity to meet business goals and objectives over the long term. These are useful in promoting employee collaboration in the achievement of individual, departmental, and corporate development goals. Examples of such strategies are outlined below.



### Organizational Communication

Communication is a key element of the employee-employer relationship and it is also an essential component to building an organizational culture that values employees and encourages them to reach their full potential. Communication is also the foundation of supervisor-employee relations. If leaders do not articulate the vision for the organization, or if employees do not have a clear understanding of their role, know what is required to perform this role effectively, and receive feedback on how they are performing, it will be extremely difficult for an organization to fulfill its mandate and have successful employees who are meeting the needs and expectations of the organization's clients.

For communication to be effective, it must be timely and transparent, and it should occur throughout all levels of the organization. Employees must have opportunities to communicate with their managers and leaders on important workplace and work-related issues, as well as amongst themselves.

### Knowledge Management

Knowledge management refers to the range of practices and processes the organization uses to identify, create, exchange, and distribute knowledge. The knowledge that an organization has available to it, and how it is used, managed, and transferred within the organization is integral to meeting organizational directions.

For example, if most of the corporate knowledge about a given Government process rests with one particular employee, it puts the organization at risk for the effective continuation of that process, and places undue pressure on that individual. Where this situation exists, departments should seek ways of training, educating, or involving another employee(s) in the process.

## Team (Relationship) Building

Team building is a process that develops cooperation and teamwork within a group (e.g. division, branch, or department) of people who share a common goal, have respect for each other, and are motivated to use the strengths of each member to achieve their objectives. A team building success is when your team can accomplish something much bigger and work more effectively than a group of the same individuals working on their own. Team building is often seen as an important factor in providing a quality service and/or in remaining competitive. However, team building can mean very different things in different organizations and may be driven by such things as the organization's size, mandate, and culture.

Effective team building can result from a number of activities that provide an opportunity for individuals to brainstorm, collaborate, create, build trust, and provide and receive feedback. Most activities focus on areas such as problem solving, organizational development, and conflict resolution; however, the development of leadership, interpersonal, presentation, and other relevant skills can also be highlighted and included.

## Capacity Building

Departments need to ensure that employees have access to appropriate supports to enhance knowledge, skills and abilities; interesting and challenging work; and opportunities to advance their careers. Such development is essential in building a culture of innovation and in developing and effectively delivering programs and services. Furthermore, it is important to recognize that roles in Government are often specific to the public service, and therefore not readily available in university/college course calendars. These skills need to be continuously nurtured, honed and developed. Effectively managing people and having appropriate tools, programs, and initiatives available to assist employees, managers and departments to maximize available talent is essential for meeting organizational goals, and ensuring the provision of excellence in the public service. Departments may want to consider the following as options to employees as examples of available opportunities:

- ❖ Linking learning with organizational requirements of future skills
- ❖ Career development
- ❖ Reassignment (i.e. temporary assignment on a special project)
- ❖ Entry-Level positions
- ❖ Competency development

## Learning and Development

Learning and development is an important component of developing a workforce that is well-positioned to meet the needs of its clients and should be linked with current and future organizational and skills requirements.

From an employee perspective, it is both personal and professional in nature and is directly linked to his/her ability to be successful in work and in life. Ensuring that employees have the tools required to complete required tasks and duties, and be given opportunities to increase knowledge, improve existing skills and develop new ones will assist the Department in meeting its goals and objectives.

Departments may want to consider encouraging continuous education as a means to keep pace with the latest methodologies and technologies that are being applied in various areas of expertise; ensuring a skills gap analysis is occurring at the divisional level; ensuring that departmental priorities are being established and are in focus, and that all employees have a learning plan that is aligned with those priorities.

## Change Management

Once planning has occurred and a need for change has been identified, the change process will more likely succeed if departments take a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

What change is anticipated in your department? Which employees will be impacted? What learning initiatives would support employee transition?

For instance, if a department has identified a need to change its organizational structure to realign resources with industry demands, it may wish to systematically assess the impact of potential change and apply a change management framework to the process. This will involve a series of steps such as the following:

1. Create a sense of urgency
2. Establish a change management team
3. Create a vision for change
4. Communicate the vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change
8. Anchor the changes in corporate culture

## Organizational Design and Effectiveness

Organizational structures, business practices and processes as well as position descriptions are developed to ensure a focus on competitiveness and effective delivery of departmental programs and services. Organizational structures systematize work into units, divisions, branches, sectors, and horizontally across the organization. Effective business practices are designed to ensure optimal efficiency and effectiveness in the delivery of programs and services and position descriptions are developed to identify and clarify individual roles and responsibilities. Decisions on organization design, assignment of work and business practices are part of sound HR management. These decisions affect the long-term ability of the organization to not only deliver programs and services and maintain business continuity, but also to compete for resources and retain staff.



## DEVELOPING THE PLAN

The next step is plan development. The recommended approach to developing and finalizing the plan is outlined below.

### Guidelines

The Plan should identify the following:

- A detailed overview of the development need and proposed intervention.
- Current cost estimates, including travel costs.
- Indication of whether learning and development strategies have been developed and are ready for implementation or still require development. The Manager of Organizational Development will be a key resource in strategy development.
- Indications that the appropriate financial approvals have been received if multi-year activities are proposed.
- Demonstration of how the “employee benefits” subsection within departmental budgets will be utilized to build talent and address organizational initiatives.
- In the case of conferences, a detailed account of any learning and development that is linked to conference attendance. Conferences should normally be paid from the “employee benefits” subsection within departmental budgets. Should sufficient funding not be available within the organizations employee benefits budget, financial assistance can be considered.
- A statement by departments related to efforts to realize efficiencies in learning and development, through internal and external partnerships and/or corporate support through the CLD
- Indication of initiatives that enhance the Department’s competitiveness and its ability to serve the public of the province.

## Steps in Plan Development

The Director of Strategic Human Resource Management, through the Manager of Organizational Development or others, will

1. Work with departmental management to:
  - a. Identify organizational development needs
    - Conduct a review of legislative requirements for the division or program area. Reference can be made to the list supplied in the [Legislative compliance](#) section of this document for assistance in completing the worksheet provided as [Appendix E](#).
    - Refer to the section: [Legislative Compliance \(page 7\)](#)
    - Explore the section: [Supporting Organizational Success \(page 10\)](#)
  - b. Diagnose workplace issues, identify and develop strategies to address issues, and identify organizational development and outcomes
  - c. Complete the form located in [Appendix C](#).
2. Analyze each divisional submission to ensure that proposed interventions reflect the best possible response to the identified need.
3. Compile divisional submissions and categorize the needs identified as priority 1 or 2.
4. Identify common themes across divisions and create departmental/sector initiatives.
5. Consult with CLD and/or other divisions within central agencies, as appropriate, regarding draft plan.
6. Manager of Organizational Development to present draft plan to Director of SHRM.
7. Revise and update plan in accordance with feedback.
8. Director of SHRM reviews draft plan with Executive.
9. The Deputy Minister submits the Department's plan electronically to the Deputy Minister of the Public Service Secretariat (PSS), with letter of transmittal by deadline outlined in guidelines.





## Monitoring and Reporting

Once an Organizational Development plan has been established, monitoring its efficiency and effectiveness will be essential. Thus, each plan should be developed within an evaluation framework in order to measure progress and success in terms of the organizational outcomes achieved.

### Ongoing Monitoring

When monitoring the OD Plan, departments should consider whether:

- ❖ The proposed activities are proceeding on schedule;
- ❖ The activities are having the desired impact as outlined in the plan;
- ❖ The plan continues to reflect the priority needs of the department;
- ❖ The progress and outcomes will impact next year's OD plan.

### Activity Reports

The Manager of Organizational Development, working with departmental managers, will be responsible for monitoring and coordinating departmental learning and organizational development events on behalf of the Deputy Minister. The HR Unit will then, by September 15 and March 15 of each funded year, provide a cumulative progress report electronically for their respective departments on each item approved for funding and any new initiatives added as a result of changes in departmental priorities or resulting savings.

The report should focus on the extent to which the OD initiative responds to the need it was intended to address. Additionally, departmental progress reports should note when the event occurred, provide specifics on the event, any evaluative and performance indicators being monitored as a follow up to the event, and cost of the event. If savings are achieved through the course of the year, what learning or organizational development events the savings were applied to must be noted. Departmental costs, when available, should also be included in the progress report.

### CHANGING PRIORITIES

*Throughout the fiscal year, departments must ensure that if legislative requirements change or if additional interventions are required to ensure compliance, funding must be reallocated to ensure that these emerging needs are met. This must always remain the top priority.*

*Further, departmental priorities may shift over the course of a fiscal year for any number of reasons - a learning activity identified is no longer available, other learning activities are determined to be more appropriate, or an employee changes positions or leaves the organization. Thus, there will be times when funding allocated for a particular initiative will not be required for that initiative. When this happens, departments should use available funding to*

### Using the Learning and Development Tracking Code

The Learning and Development Tracking Code (060006) enables Government to generate expenditure reports relating to learning and development. In order for the reporting to be accurate, these two steps must be followed:

1. Any purchase order generated to cover applicable learning and development expenditures must reflect the tracking code as part of the accounting distribution (i.e. cost centre).
2. Any manager approving an invoice for payment must include the tracking code as part of the cost centre or clearly indicate that the invoice relates to Learning & Development so that accounts payable staff can assign the tracking code to the invoice.

The tracking code applies to all learning and development activities whether funded by the Centre for Learning and Development, the department's operating budget, or the Organizational Development Initiatives Fund (ODI). Applicable expenses are outlined in the table below.

#### APPLICABLE EXPENSES

- |  |
|--|
| <input checked="" type="checkbox"/> Registration   |
| <input checked="" type="checkbox"/> Learning materials   |
| <input checked="" type="checkbox"/> Facility costs, including rentals and refreshments                           |
| <input checked="" type="checkbox"/> Travel expenses  |
| <input checked="" type="checkbox"/> External learning contracts, including facilitator fees and associated costs |

The following expenses should not be assigned the learning and development tracking code:

---

**NON-APPLICABLE EXPENSES**

---

- Salary costs
  - Equipment purchases
  - Staff meetings
  - Planning meetings
  - Departmental social events
-

## Appendix A

### Identifying Legislation Compliance Requirements

## Worksheet template

The [Legislative Compliance](#) section of the document provided examples of the legislation, regulations, and types of information that departments should consider when preparing the Plan, in addition to any learning requirements under the *Occupational Health and Safety Act and Regulations*.

Some of the examples may be relevant to a department; however, the list is not exhaustive and therefore may not include others that govern departmental operations in any particular area.

Below, a checklist has been provided to assist departments in keeping those priority areas in focus.

---

LEGISLATIVE REQUIREMENTS CHECKLIST

---

- Occupational Health and Safety Act and Regulations
- Workplace Hazardous Materials Information (WHMIS)
- Transportation of Dangerous Goods Act
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 
- 

---

## Appendix B

### Other Points for Consideration

## Organizational Culture

Organizational culture, or corporate culture, comprises the attitudes, experiences, beliefs and values of an organization. Culture impacts development of the plan in two ways:

1. It may impact the kinds of learning activities that will work best for your employees, for example, whether a classroom program or a practical, on-site session is better.
2. The organizational culture itself may be enhanced through organizational development interventions, including diversity training or an intervention to shift power balances within the organization.

## Respectful Workplace

Research provides evidence that unresolved conflict is a major stress for many employees and can be a barrier to productivity. Conflict is a natural occurrence when people work together, and it can be a healthy process that enables work groups to problem solve and reach a consensus. However, conflicts which do not get resolved can cause situations which are very negative and stressful for everyone involved. When dealing with a difficult workplace conflict, understanding the choices and services available to help is a critical first step. The Government of Newfoundland and Labrador's Respectful Workplace Program (RWP) was developed to provide individuals, work teams and Departments with healthy options to address the issue of workplace conflict. Consider, for example, whether the plan should include coaching or other forms of respectful workplace development, including information or intervention sessions led by one of the Public Service Commission's Respectful Workplace Coordinators.

## Formal and Informal Networks

Departments may want to encourage, develop and support the involvement of employees in communities of practice or communities of inquiry, professional associations, working committees, and other formal and informal networks. This will help employees to better understand their professional community as well as their own learning needs.

## Appeal Process

Any process through which a stakeholder can appeal decisions or policies is an opportunity for the organization to learn and grow. Have employees or clients appealed recent directions of the organization? Is a change in the business process necessary as a result of an appeal? If not, is training required in order to support employees in maintaining current procedures.

## Appreciative Inquiry

Departments may want to find ways to engage employees in meaningful discussions around what is working in the organization, and how to build upon those strengths. This can greatly impact on the organization's capacity for collaboration and change, and gives employees a sense of belonging. By acknowledging the contribution of employees, the organization is builds trust and reinforces organizational alignment. For instance, the organization has a published service standard manual that states that 80% of incoming correspondence will be responded to within 5 days; however, during peak periods, the response rate is at 50%. Instead of focusing on the negative, the organization may want to engage employees on what is going well and how those successes can be further developed.

## Appendix C

### Departmental Learning and the Organizational Development Plan

#### Submission Forms



**Organizational Development Plan  
 Budget Submission  
 Part A – Legislative Compliance**

Training Event	Act/ Regulation	Number of Employees	ODI Funding Requested	Dept Contribution	Funding Approval	Dept Actuals	ODI Actuals	Progress Notes Sept 15	Progress Notes March 15	Evaluative Summary (if available)
<b>Totals/ Summary</b>										

**Organizational Development Plan  
 Budget Submission  
 Part B – Supporting Organizational Success**

Priority	Issue	Associated Strategy	Specifics	# of Ee's	ODI Funding Requested	Dept. Contribution	Funding Approval	Department Actuals	ODI Actuals	Progress Notes Sept 15	Progress Notes March 15	Evaluative Summary
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
<b>Totals/ Summary</b>												

**Organizational Development Plan  
 Budget Submission  
 Part C – Other Organizational Development Initiatives**

Priority	Issue	Associated Strategy	Specifics	# of Ee's	Departmental Funding	ODI Funding Requested	Funding Approval	Dept Actuals	ODI Actuals	Progress Notes Sept 15	Progress Notes March 15	Evaluative Summary
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
<b>Totals/ Summary</b>												

**Summary**

<b>Learning Component</b>	<b>ODI Funding Requested</b>	<b>Departmental Contribution</b>	<b>ODI Funding Approved</b>
Legislative Compliance			
Supporting Organizational Success			
Other Organizational Development Initiatives			
<b>Totals</b>			

## Appendix D

Departmental Learning and Organizational Development Plan

Sample

**Organizational Development Plan**  
**Budget Submission**  
**Part A – Legislative Compliance – Sample Plan**

<b>Training Event</b>	<b>Act/Regulation</b>	<b>Number of Employees</b>	<b>Departmental Funding</b>	<b>ODI Funding Requested</b>
Occupational Health and Safety Committee	OHS Act	1 (new committee member)		100.00
Chain Saw Safety	OHS Reg	8	In-house	
General safety issues – Brochure developed by OHS committee	OHS Reg	All		1,500 Printing of Brochures – see attached brochure and cost estimate
				<b>1,600.00</b>

## Part B – Supporting Organizational Success – Sample Plan

Priority	Issue	Associated Strategy	Specifics	Number of Employees	Departmental Funding	ODI Funding Requested
1	Team Development	Train OD Manager  Train 4 Divisional Teams and 5 Regional Teams	Queen's University Team Development Course  In-house program developed and delivered by OD Manager as part of KT Plan	1  70	Associated travel costs for departmental employees	6,000  4,000 (venue) 6,000 (travel costs for OD manager) 1,000 (training materials)
2	Internal Communications	Participation in the Performance Enhancement Program	Implementation of Performance Enhancement Program for all managers	40	Associated travel costs	CLD to provide training
3	Respectful workplaces	Knowledge of Organizational Citizenship Behaviours (egs. altruism, civic virtue, conscientiousness, sportsmanship, courtesy)	HR unit to develop and deliver in-house information session	50	Associated travel costs of departmental employees	500 (program materials) 6,000 (travel costs)
4	Rigid management decision-making processes in place. Department wants to support innovation and creative employee input	Cultural assessment and strategy development	RFP for outside consultant			20,000

DEVELOPING A DEPARTMENTAL LEARNING AND ORGANIZATIONAL  
DEVELOPMENT PLAN  
A RESOURCE GUIDE

---

Priority	Issue	Associated Strategy	Specifics	Number of Employees	Departmental Funding	ODI Funding Requested
5	Knowledge Transfer	Support for Communities of Practice	Information session on CoPs to be developed and delivered by HR Planner to pilot group  Reference Material for CoPs to be available on-line	2 CoPs (10 employees)	200 (meeting costs)	7,000 (see attached journal requirements and applicable quotes)
					200 + departmental travel costs	44,500



### Part C – Other Organizational Development Initiatives – Sample Plan

Priority	Issue	Associated Strategy	Specifics	Number of Employees	Departmental Funding	LODI Funding Requested
1						
2						
3						
4						
5						

### Part C - Summary – Sample Plan

Learning Component	Departmental Funding	LODI Funding Requested
Legislative Compliance	In-house training costs	1,600
Supporting Organizational Success	25,000 + associated travel costs and costs associated with salaries for career development	41,750
Other Organizational Development Initiatives	200 + departmental travel costs	44,500
	<b>25,200 + associated travel, in-house training and career development salary costs</b>	<b>87,850</b>

Note: Items in a departmental plan which are assigned to the CLD should be discussed with the CLD prior to final sign off by the Deputy Minister. The CLD will have to review all requests from Departments to ensure that noted human and financial resources required will be available. Departments are not required to note costs associated with CLD learning delivery, as these costs will be included in the CLD's plan.

## Appendix E

### Sample Progress Report

**Sample – Progress Report**  
**Part A – Legislative Compliance**

Training Event	Act/Regulation	Number of Employees	ODI Funding Requested	Dept Contribution	Funding Approval	Dept Actuals	ODI Actuals	Progress Notes Sept 15	Progress Notes March 15	Evaluative Summary (if available)
Occupational Health and Safety Committee	OHS Act	1		100	Yes 100		120	Training Provided to new committee member on June 14 -15, 2008		New Committee member actively engaged in OHS programming
WHIMIS	OHS Reg	6		300	300		250	Training Scheduled for January, 2009	Training for 5 employees in February, 2009 – 1 employee changed positions	
Confined Space Entry	OHS Reg	10		1,000	Yes 1,000		1,000		Training provided to 12 employees in October, 2008	Director notes that there is evidence that employees are using safety learning when entering confined spaces
Chain Saw Safety	OHS Reg		In-house			In-house		Training is ongoing – 6 new seasonal employees received orientation to SOPs with respect to chain saw usage – May, 2008	Tail Gate meetings occur on a regular basis and discuss safety operations	Director comfortable that Chain Saws are being operated in accordance with safety procedures

DEVELOPING A DEPARTMENTAL LEARNING AND ORGANIZATIONAL DEVELOPMENT PLAN  
 A RESOURCE GUIDE

Training Event	Act/Regulation	Number of Employees	ODI Funding Requested	Dept Contribution	Funding Approval	Dept Actuals	ODI Actuals	Progress Notes Sept 15	Progress Notes March 15	Evaluative Summary (if available)
General safety issues – Brochure developed by OHS committee	OHS Reg			1,500 Printing of Brochures – see attached brochure and cost estimate	Yes 1,500		1,498	Brochures Printed		Brochures made available to all employees. Also available to new employees upon orientation
New Equipment (Name) Purchase	OHS Reg			None requested			2,400 (Funding from Program Specific Learning applied)	18 employees trained in new equipment		No reported injuries with respect to use of new equipment (Name)
<b>Totals/ Summary</b>				<b>\$2,900</b>	<b>2,900</b>		<b>\$5,168</b>			