

# ENABLING BUSINESS SUCCESS:

Practical L&D strategies in the era of change

Helen Naoumov, STDP, CCPC, Prosci CCP  
Director, Learning & Development



As a Crown Agency, we are a bridge between public and private sector





# IO has five lines of business



Project Delivery



Real Estate  
Services



Commercial  
Projects



Infrastructure  
Lending



Development

# Project delivery

Since 2005, IO has been assigned 142 P3 major public-private partnership projects worth more than \$139 billion.

**\$139 billion**

Value of assigned projects



**83**

Projects  
completed



**28**

Projects  
under  
construction



**31**

Projects in transaction/  
pre-transaction phase

As of September 30, 2023

# General Real Estate Portfolio

IO is responsible for management of the General Real Estate Portfolio, comprised of nearly 4,400 government-owned facilities and one million acres of provincial land.

**4,350**

Government-owned facilities



**1 million**

Acres of land



**43 million**

Rentable square feet of  
office and facility space



**84%**

Special purpose buildings, e.g.,  
courthouses and laboratories.



As of March 31, 2023

# Lending Program statistics

IO's Lending Program has approved over \$12 billion in affordable long-term financing to public sector organizations, supporting more than 3,500 infrastructure renewal projects.

**3,700+**

Infrastructure renewal projects



**\$13.5  
billion**

Approved  
loans



**468**

Clients



**\$21.6 billion**

Total project value

As of December 31, 2023



- 25% growth 2 years in the row

**850**

Employees

**5 years**

Average tenure

**41**

Average Age

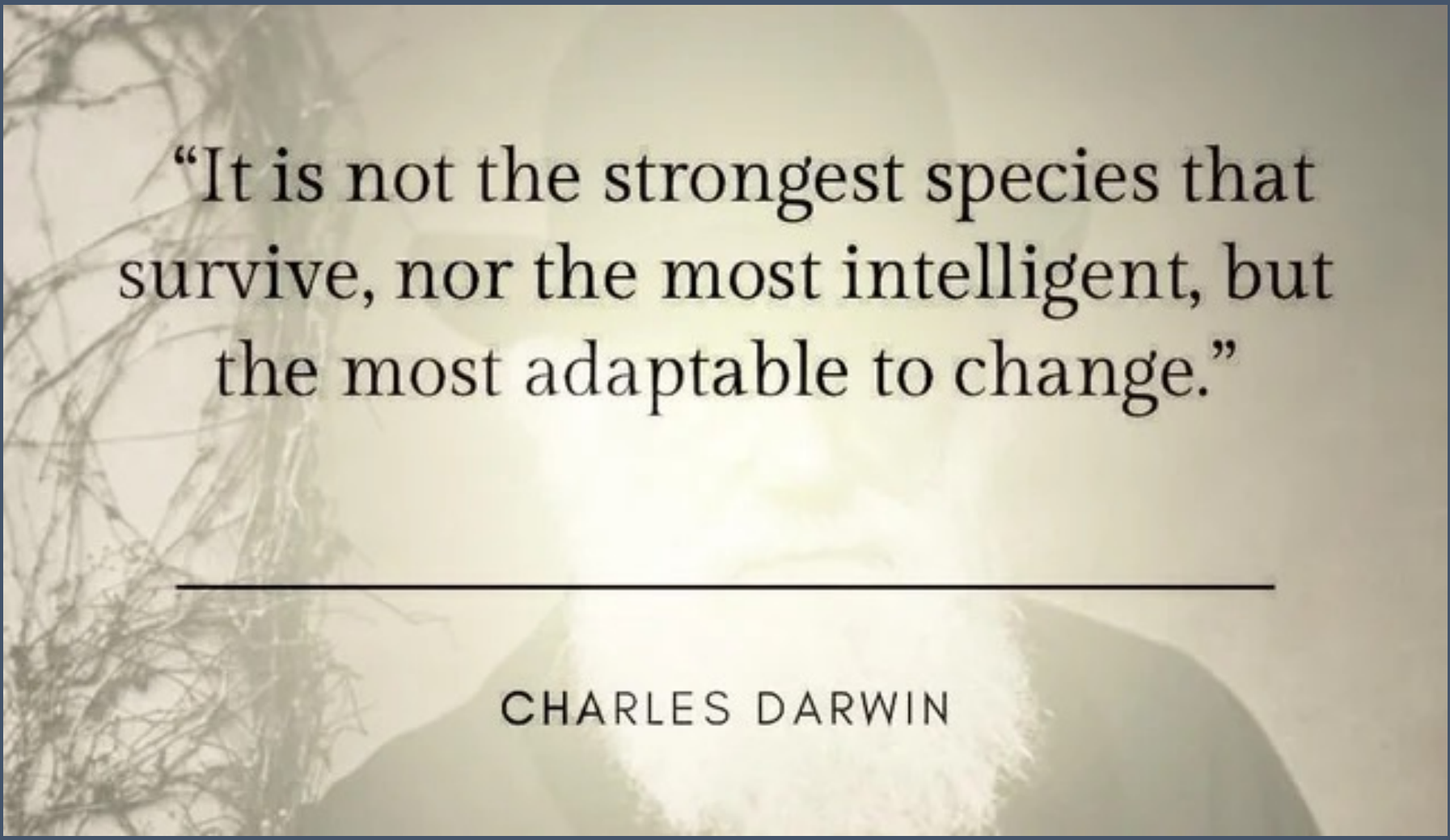
**+200**

Growth



# Practical L & D Strategies in the Era of Change





“It is not the strongest species that survive, nor the most intelligent, but the most adaptable to change.”

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CHARLES DARWIN



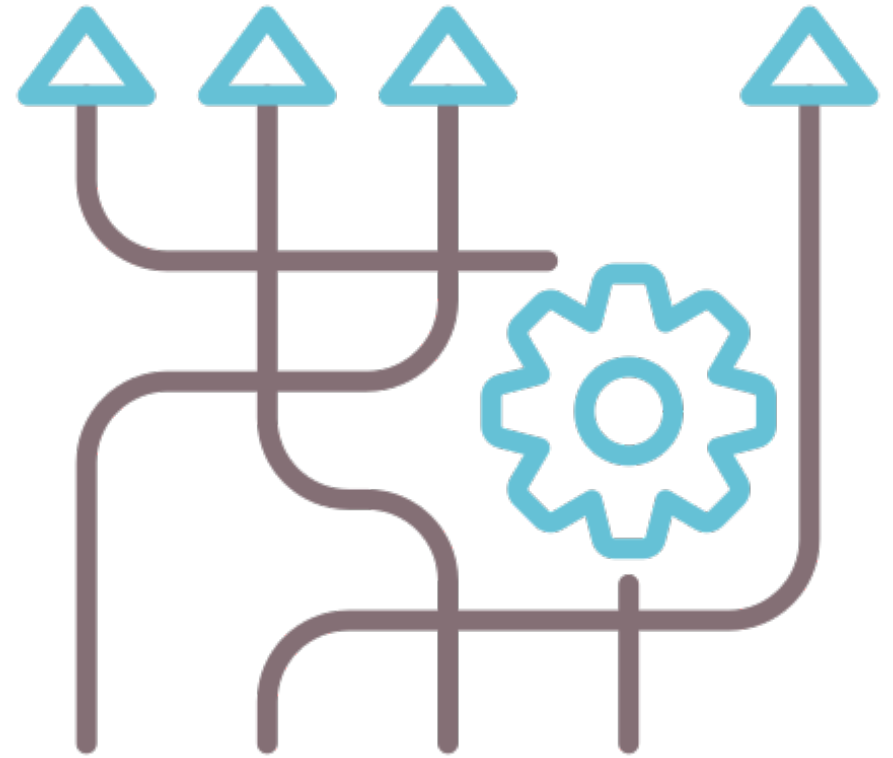
# Ecosystem

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- Agility
  - Diversity
  - Interconnectedness
- 

Learning System

AGILITY





# Adjustable Performance Objectives



## **DEFINE NORTH STAR:**

Strategic Goals and Corporate Priorities

## **ALLOW FLEXIBILITY IN THE PATH:**

Annual Objectives

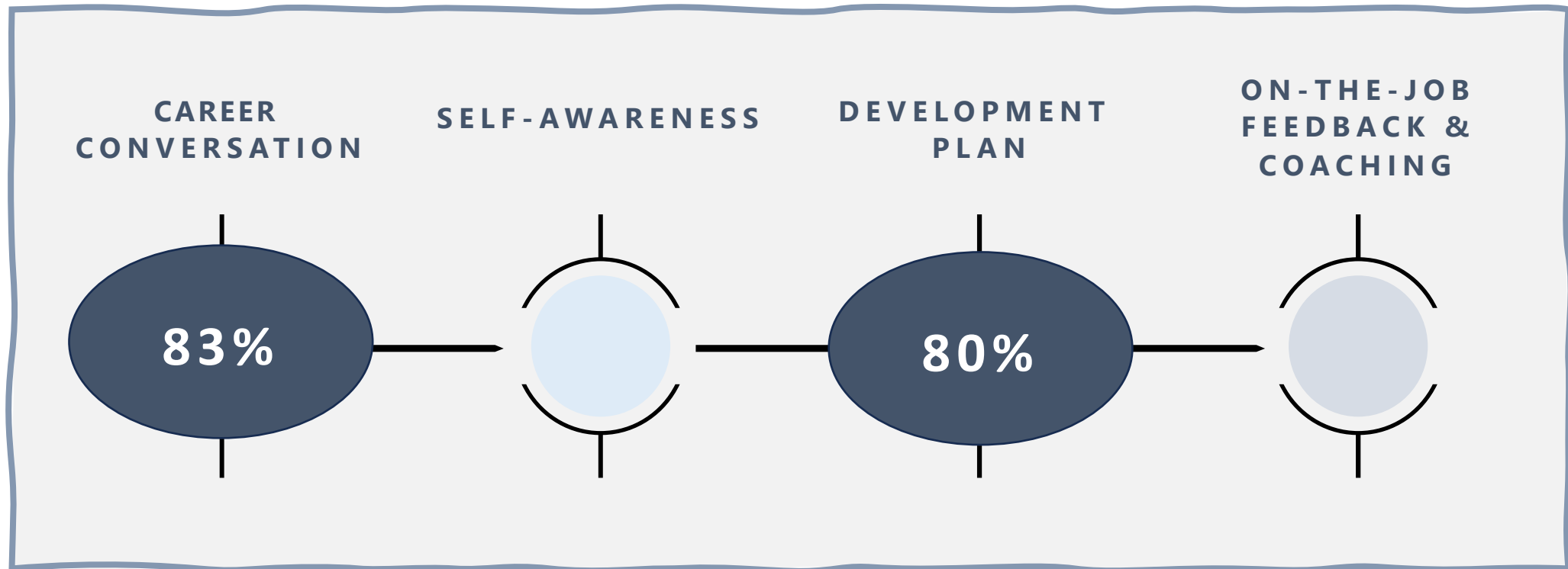
Q1 – Q3

- 40% internal hires

40% internal hires

# Flexible Talent Development Framework

- Leveraged by Employees and Leaders
- Sequence is not prescribed
- Career Conversations is focused on type of work, not roles





# Remove Barriers for Corporate Training



## **COMMON LEARNING NEEDS**

Driven by business + Corporate

## **NO MANAGER APPROVAL**

Direct access

## **TRUST**

Self-driven by an employee



# Work Flexibility

Connection	Collaboration	Creation	Celebration
<ul style="list-style-type: none"><li>• 1:1's</li><li>• Coaching</li><li>• Mentoring</li><li>• Networking</li><li>• Quarterly Check-ins</li></ul>	<ul style="list-style-type: none"><li>• Client meetings</li><li>• Leadership and Team meetings</li><li>• Roundtables</li></ul>	<ul style="list-style-type: none"><li>• Design Labs</li><li>• Focus Groups</li><li>• Working Groups</li><li>• Workshops</li></ul>	<ul style="list-style-type: none"><li>• On-boarding team members</li><li>• Project milestones</li><li>• Business achievements</li></ul>



DIVERSITY



# Building Diversity

2022



## INCLUSIVE HIRING PRACTICES PROGRAM:

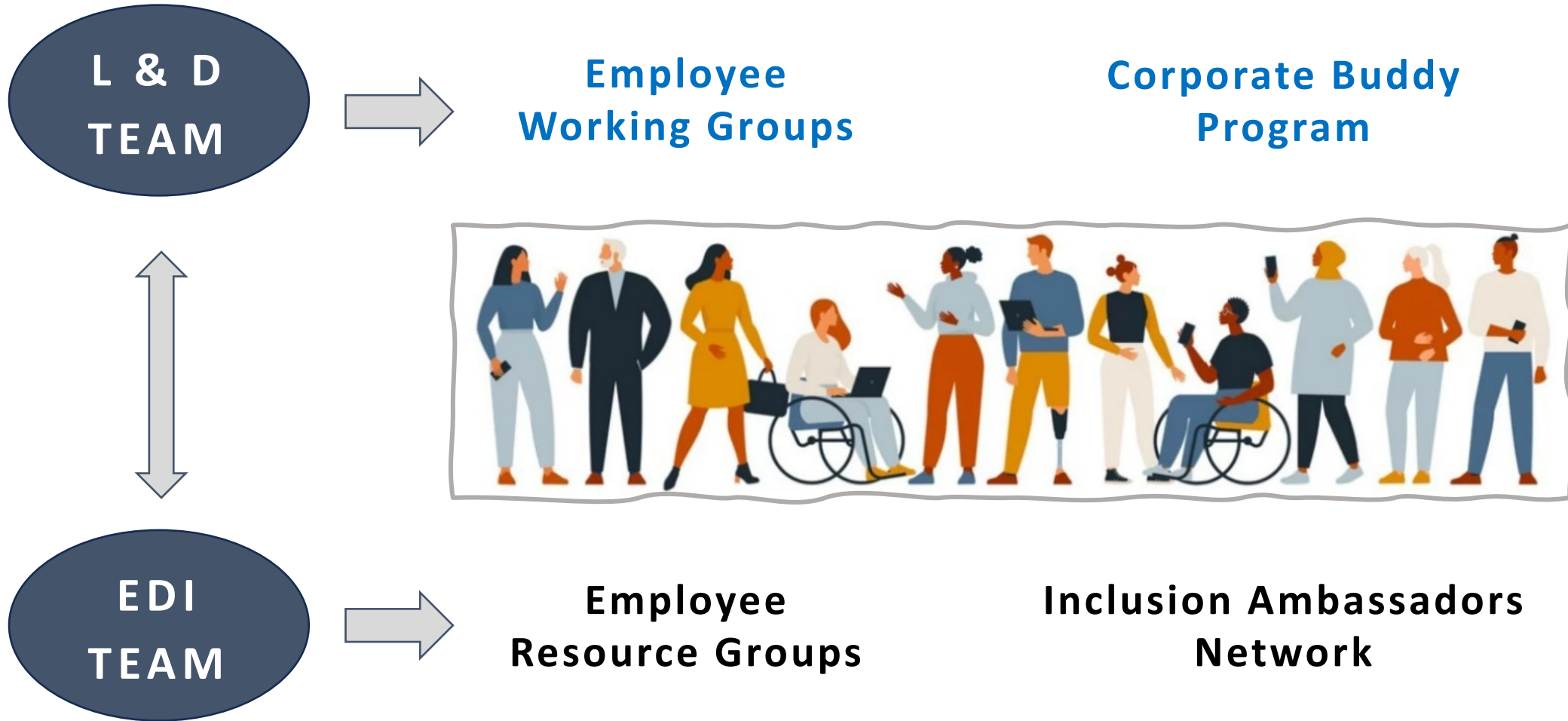
How to hire diverse talent that with the best fit

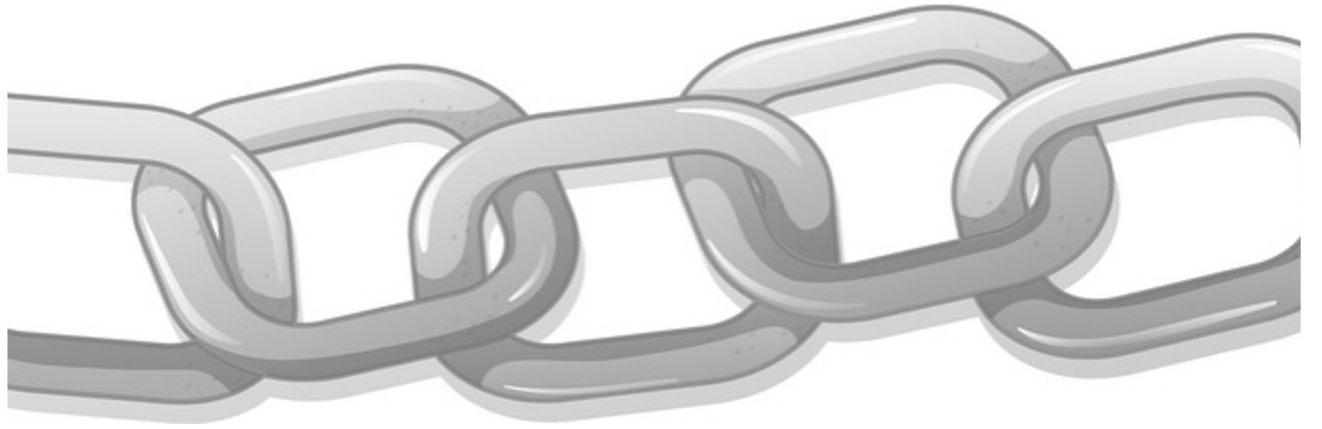
2023 hires



SURVEY QUESTIONS	2020	2021	2022	2023	Δ (3 YEARS)
I feel valued, respected, and safe to be my authentic self at IO	n/a	80%	83%	86%	+ 6%
I am comfortable voicing my ideas and opinions even if they are different from others	n/a	n/a	81%	89%	+ 8%
Leadership in my company is genuinely committed to attracting, developing, and keeping a diverse workforce	n/a	n/a	74%	91%	+ 17%

# Leveraging Diversity





INTERCONNECTEDNESS



# Integrating Learning into Performance

## PERFORMANCE

70%

On-the-job  
Experience

20% Informal  
Learning

10%  
Formal Learning

**Objective Setting:** Assign work with the development goal in mind.

**Ongoing Performance:** Opportunities that are aligned with career choices and development goals.

SURVEY QUESTIONS	2020	2021	2022	2023	Δ (3 YEARS)
My job provides me with an opportunity to do interesting and challenging work	83%	84%	84%	85%	+ 2%
Mistakes are viewed as an opportunity to learn and adapt	74%	71%	77%	76%	+ 2%

# Integrating Performance into Learning

## Performance Assessment



# Integration of Leadership Competencies

PERFORMANCE

Promote a Healthy and Respectful Workplace



Provide Direction



Enable Innovation



Empower Performance



Think Commercially



Grow Talent



Influence Stakeholders



Inspire People

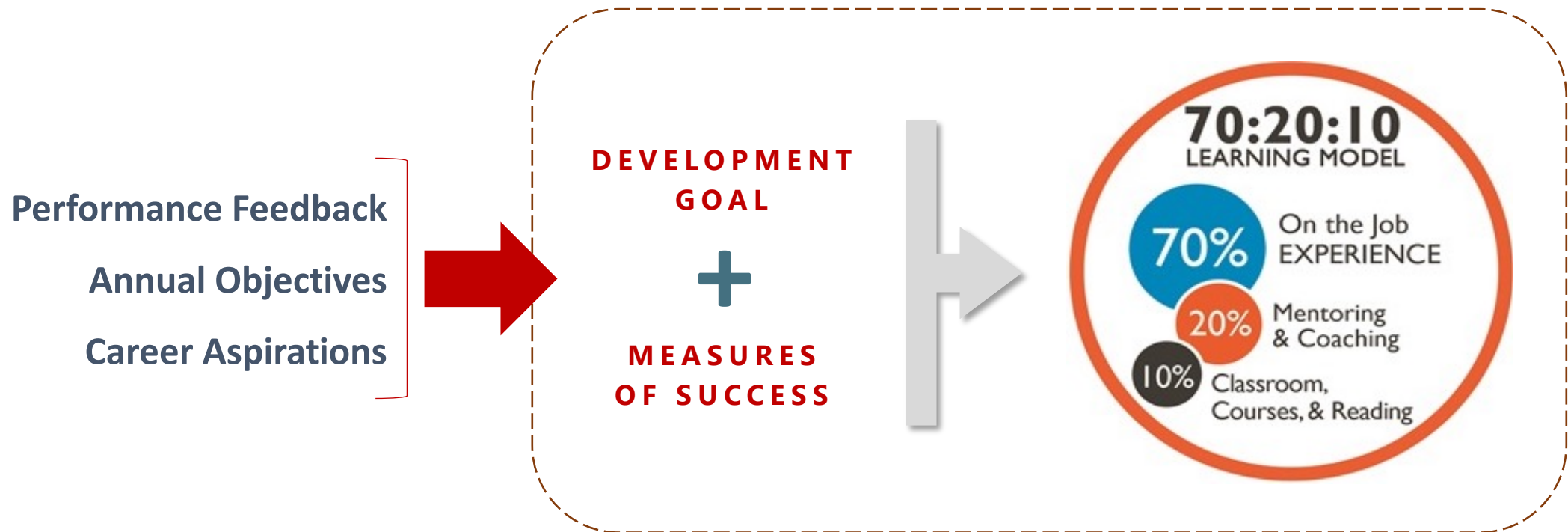


Build Collaboration

DEVELOPMENT



# Development Plan Ties It Together



# Development Plan Ties It Together

## DEVELOPMENT PLAN

Employee name:

Manager name:

Date last revised:

Career goal (What type of work you would like to be doing in 3-5 years?):

Development Goal	Action Steps	Measures of success
Skill or competency you aim to improve with clearly identified targeted behaviours	Learning options: 70% on the job learning; 20% social learning; 10% training	How do you know that you achieved your goal?
<div>Skill or Competency:</div> <div></div> <div>Targeted Behaviour:</div> <div></div>	<div>70:</div> <div></div> <div>20:</div> <div></div> <div>10:</div> <div></div>	

# 10:20:70 Integration into Formal Training

TRAINING EVALUATION QUESTIONS	RESULTS
This program was useful to me	99%
The program provided me with relevant and practical tools and techniques	95% - 100%
I had an opportunity to practice new skills	90% - 99%
The instructor created a safe space for the participants to share their experience and learn from each other	99%
I am motivated to apply what I have learnt	98%

# Development-Focused Talent Review

- Last career conversation
- Development Plan
- Development Goal
- Receptivity to Feedback
- Commitment to Development



**Action**

**Align**

**Support**

**Develop**

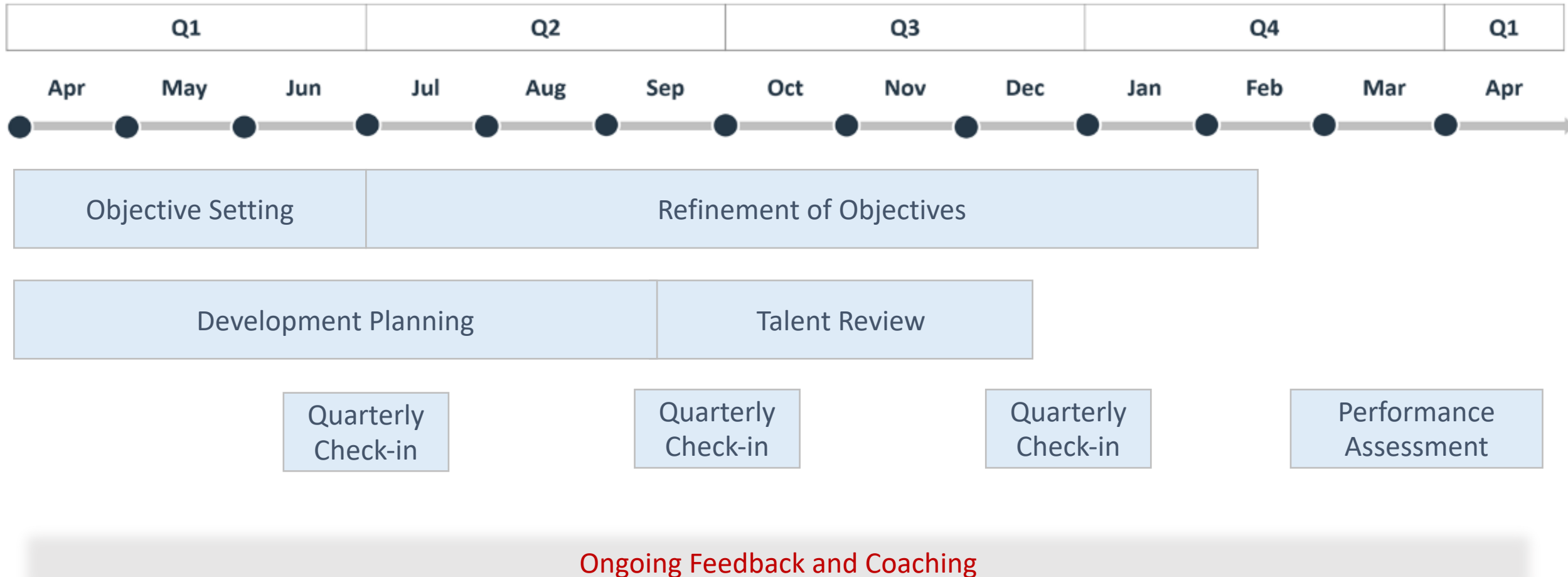
**Leverage**

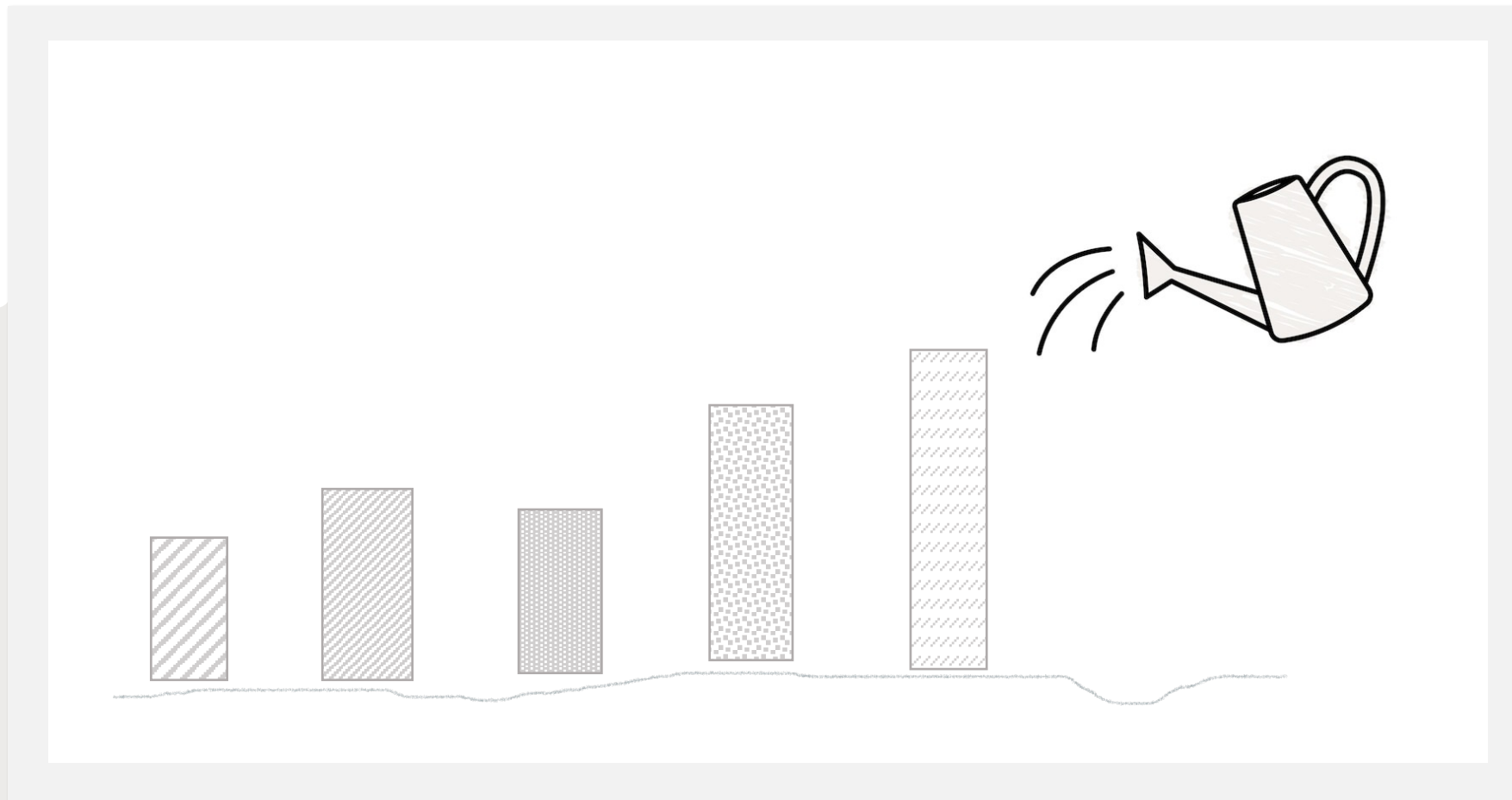
**Accelerate development**

EE with inconsistent performance
Manager and EE are not aligned on development goal
<ul style="list-style-type: none"><li>■ EE returning from a leave</li><li>■ New employee</li><li>■ EE who is dealing with life events</li></ul>
EE is performing and engaged and align with the manager on development goal
EE is an expert and satisfied in their role
High-performer with ambitious career aspirations



# Performance & Development Cycle





ESSENTIAL CONDITIONS

# Normalizing Feedback Across Organization

## PROCESS

- Feedback functionality (IT system)
- Quarterly check-ins (multi-rater)
- Skip-level meetings
- Ongoing performance feedback
- Performance and Talent Review calibrations

## TRAINING

- Challenging Conversation Program
- SBI feedback model
- Curated LinkedIn Learning courses
- Feedback Workshop for Intact Teams

**EMPLOYEE SURVEY**

**EDI SURVEY**

**CORPORATE KPIs**

# Role of a Leader





# Development and Support for Leaders

## **CAREER CONVERSATION**

## **PERFORMANCE CONVERSATION**

## **FEEDBACK CONVERSATION**

## **ALIGNMENT CONVERSATION**

- 3<sup>rd</sup> party Leadership Assessments
- 3<sup>rd</sup> party EQi-360 tool
- Emerging Leaders Program
- Internal Candidate Journey
- Managing@IO Program
- Situational Leadership (external vendor)
- Mental Health for Leaders (Queen's Certification Program)
- Learning Labs (Peer group learning)
- Confidential Role-Play Simulations (external vendor)
- Group Coaching for senior leaders (external vendor)
- Development Planning Consultations
- In-house Executive Coaching

Thank you!