

# Charting a Course to Organizational Effectiveness

## LifePath™ Progress Report



### City of Lethbridge

## Investing in People

### Background . . .

*The City's organization needed to address the changing environment.*

The City of Lethbridge is the third largest city in Alberta, employing approximately 1000, primarily long-term (15+ years), employees and operating within eight collective agreements.

As with most organizations today the environment around them is changing rapidly, including such issues as deregulation and changing customer demands, and the City has embarked on a variety of training initiatives including LifePath to help position the organization and employees for success.



## Conclusion

*Tapping into organizational potential.*

### LifePath

The LifePath program has been offered to City employees – both in and out-of-scope – since September of 1999. The desired outcomes of the program were as follows:

1. Move people to a level of personal responsibility for their careers and their own development.
2. Assist in corporate succession planning.
3. Create opportunities for discussions with other staff regarding aspirations.
4. Support the change in the "employment" contract (from paternalistic to adult-to-adult).
5. Assist people who's needs are not being met in their current role.
6. Support people who want to move up, down, side-ways or out.

### Interim results of the LifePath program

Interim success measures are showing that the investment in LifePath is meeting, and in many cases exceeding the original success criteria. The most marked change has occurred in the Public Operations area, where the highest percentage of the employee population has taken part in the LifePath training. There are also changes noted in other departments of the organization. These changes include:

1. Increased individual and team contribution to business unit success
2. Increased success in filling internal postings with the 'right' person.
3. Increased satisfaction with work 'assignments' due to better matching of talents and work to be done.
4. Increased personal initiative in identifying and completing work.
5. Increased self-confidence and certainty as it relates to personal and organizational contribution.

In the future, as more employees continue to attend the workshop, follow-up will continue. The success of the program is now moving to different areas of the organization, and both the organization and employees believe it to be "one the best investments they have ever made".

### For more information, please feel free to contact:

Bryan Horrocks, City Manager (403) 320-3901  
 Warren Andrews, Manager of Public Operations (403) 320-4957  
 Kathy Hopkins, Director of Corporate Services (403) 320-3015  
 Jody Meli, Human Resources Coordinator (403) 329-7365  
 Phil Mittertreiner, Potentials Unlimited Inc. (403) 830-4442



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