



## Management Approach: Organizational Development

Personal growth and career development are essential ingredients for Stantec's success. By enhancing our talent pool with information, tools, and other resources employees need, we

- Help our employees reach their full potential
- Reduce voluntary turnover
- Increase employee engagement
- Improve motivation, teamwork, and effectiveness
- Gain an advantage over our competition

### Talent Management System

Stantec utilizes TalentHub, an integrated talent management system which integrates many human resources processes into one centralized system. Specific to organizational development, this system currently houses information pertinent to succession planning, career development and pathing and is the central location for learning content.<sup>1</sup>

### Career Framework

Employees at every level are encouraged to anticipate new trends, adapt to change, and develop strong leadership and technical skills. We provide resources so employees can determine their strengths, interests, values, and skills, as well as identify career options, set goals, and create a career development plan.

We want our people to manage their careers and seek career opportunities. Not everyone has the same career goals, skills, and preferences, so we offer a choice of career pathways. Each pathway is distinctly focused, is equally valued, and has leadership opportunities.

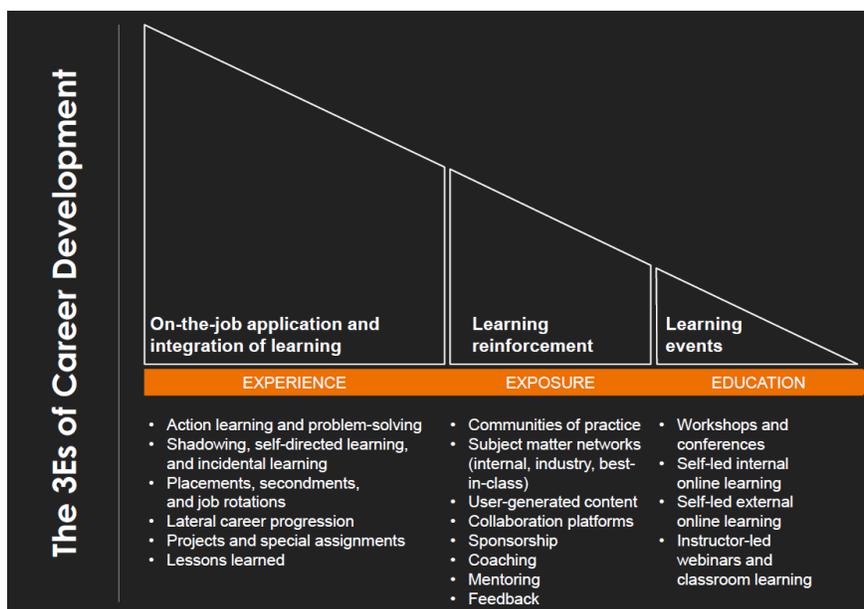
### Learning

We support the three Es of development: education, exposure, and experience. Our blended learning environment offers various training approaches and learning methods—formal and informal, in-person and virtual events, facilitator-led and self-paced, internally and externally delivered.

- **Experience (on-the-job training):** Employees can build their skills working on challenging, meaningful, and iconic projects. Because of our market position and global presence, our people gain experience working on projects from around the world.
- **Exposure:** Employees can learn through exposure to experts via mentoring, coaching, and partnering. One of our coaching programs, in partnership with FranklinCovey®, connects peers through “accountability partnerships” to coach and support each other in improving their effectiveness at work. Our mentoring program connects mentors with employees at various stages in the employees’ career development. Our project management, client development, and leadership development programs include expert leader-facilitated case studies where critical thinking and problem solving are integral content.
- **Education:** Employees can grow through high-quality, adult learning programs. Stantec’s Talent and Organizational Development team designs learning programs for our global workforce. As an Accredited Provider of the International Association for Continuing Education and Training (IACET)<sup>2</sup>, Stantec designs and delivers high quality courses and programs that follow industry-recognized instructional design principles. Content mastery is based on learning objectives and is measured. This rigor means we can provide professional development hours or continuing education units (CEUs) to support employees professional licensing requirements. Apart from creating our own content, we enter into agreements with third-party vendors to offer an extensive array of online learning options to our employees.

<sup>1</sup> The learning content in TalentHub is currently live for North America and is progressively expanding to other geographies.

<sup>2</sup> Accredited Provider status is awarded by IACET through an accreditation process that ensures providers deliver high-quality instruction that adheres to the ANSI/IACET Standard for Continuing Education and Learning. Stantec was reaccredited in 2020.



### Learning Return on Investment

Stantec measures learning outcomes using the Phillips and Phillips® evaluation methodology. The model classifies learning effectiveness into five levels. Stantec currently applies level 1 (reaction) and level 2 (increase in knowledge or skills and change in attitude) to our learning programs. For selected learning programs, we plan to extend our measurement into level 3 (behavior change), and level 4 (results achieved while on the job). As well, we adopted the methodology to measure our return on investment (Level 5) for learning in selected learning programs using the Center for Talent Reporting's® measurement practices.

### Leadership Development

Stantec's Leadership Development framework develops leadership competencies at every career level across our global workforce. This framework mixes instructor-led (in-person or virtual) training, self-led online training, mentorship, and coaching.

We have a High-Potential Framework that identifies our high-performance, high-potential talent at three levels: evolving talent, leadership talent, and executive talent. To retain and progress top talent, we assist these employees in managing their career through development plans, leadership development, and sponsorship.

### Performance Feedback

We utilize TalentHub to provide multidimensional performance appraisals in a collaborative, dynamic year-round process. The appraisals help employees evaluate achievements of the previous year and set clearly defined business goals for the coming year. Through assessments, reviews, and coaching from supervisors, employees measure success, review their contributions, identify career development options, and establish strategic performance objectives.

### Succession Planning

Our chief executive officer and board of directors work together on executive succession planning. Other Stantec leaders participate by identifying potential candidates for leadership positions and developing plans to prepare those candidates for advanced roles and duties. This results in a pipeline of agile and ready leaders across Stantec.

### See Also

Management Approaches

- [Attracting Talent](#)
- [Employee Engagement](#)
- [Inclusion and Diversity](#)
- [Total Rewards](#)