



Management Approach: Organizational Development

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

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

TalentHub Management System

Stantec utilizes a human capital management system called TalentHub, which integrates human resources processes into one centralized system. Specific to organizational development, this system currently houses information pertinent to succession planning and career pathing and will soon be the central location for all learning content.

Career Path 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 improve their employability. Not everyone has the same career goals, skills, and preferences, so we offer a choice of career streams. Each stream is distinctly focused, is equally valued, and has leadership opportunities.

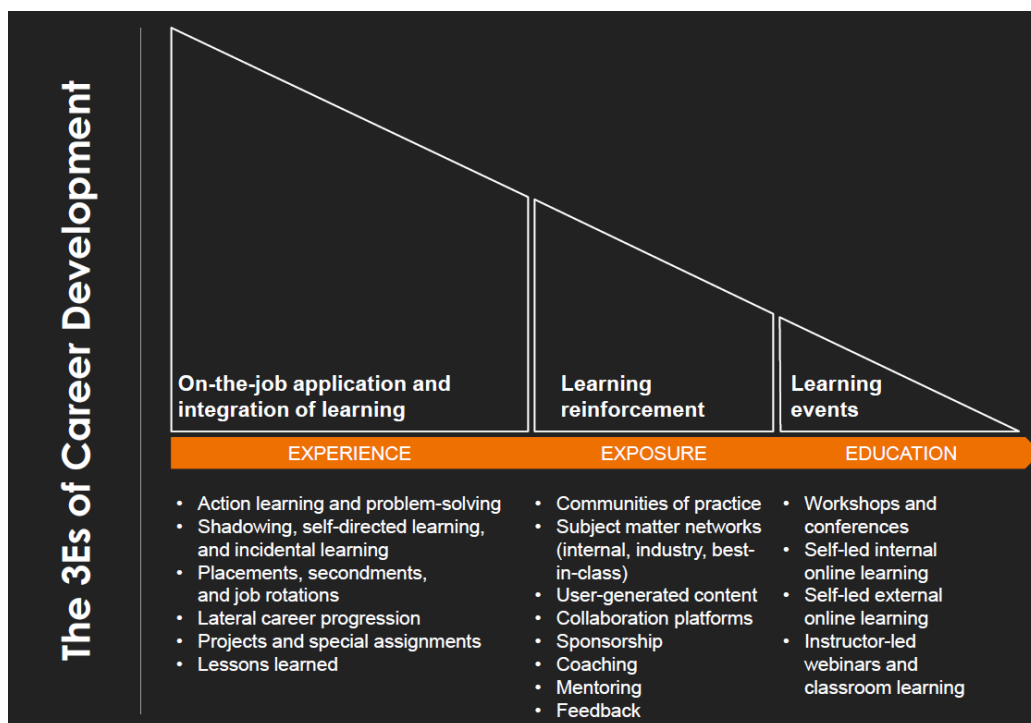
Stantec career streams include

- Business
- Discipline
- Project management
- Functional services

Learning

Ensuring our people have the skills and knowledge they need to perform their roles is fundamental to employee success and vital to the future of our Company.

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. Stantec offers learning streams that align with the above-mentioned career streams. Soon, learning options will be available through the TalentHub platform.



- **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:** Our coaching program, in partnership with FranklinCovey®, connects peers through “accountability partnerships” to coach and support each other in improving their effectiveness at work. Our mentor protégé program connects mentors with employees at various stages in the employees’ career development. Our project management, account management, and development programs include leader-facilitated case studies where critical thinking and problem solving are integral content.
- **Education:** Stantec’s Talent and Organizational Development team designs learning programs for our global workforce. Accredited as an International Association for Continuing Education and Training (IACET)¹ provider, 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.

Learning Return on Investment

Stantec measures learning outcomes using the Kirkpatrick Evaluation Model®. The model classifies learning effectiveness into four levels. Stantec currently applies level 1 (reaction) and level 2 (increase in knowledge/skills and change in attitude) to our 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 Phillips and Phillips® methodology to measure our return on investment for learning in selected learning programs and the Center for Talent Reporting’s® measurement practices.

¹ IACET is a rigorous accreditation process that ensures providers provide high-quality instruction following the ANSI/IACET Standard for Continuing Education and Learning.



Leadership Development

Stantec's Leadership Development program develops leadership competencies at every career level across our global workforce. This program 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: emerging talent, leadership talent, and executive talent. To retain and progress top talent, we assist these employees in managing their career development plans and provide 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 successes of the previous year and set clearly defined goals and objectives for the coming year. Through assessments, reviews, and coaching from supervisors, employees measure achievements, review their contributions, identify career development and training 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.

See Also

Management Approaches

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