



Oxford County A MCE CASE STUDY

Located in the heart of Southwestern Ontario, Oxford County is a **two-tier municipal government** made up of **eight area municipalities** that are “growing stronger together.” In 2015, Oxford County came to Mohawk College Enterprise (MCE) to develop a leadership development program. Oxford County had recently designed an internal ‘core and leadership competency framework’, therefore; customization was crucial.

Positive feedback from other municipalities influenced their decision to choose **MCE as their corporate training provider.**

THE PROGRAM GOALS

1. Create a **customized leadership** program that incorporates internal competencies, values, and practices
2. Develop **succession planning** through leadership development due to an aging workforce
3. Increase engagement in response to results from **employee engagement** surveys
4. Break down **departmental silos**
5. **Boost** employee attraction and retention

THE PROGRAM SOLUTION

Oxford County had a unique application process. Employees participated in an application form to gauge their interest in leadership development by stating future goals, thereby; indicating a desire for advancement opportunities within the organization. The first round resulted in 57 applications, demonstrating a high degree of interest and engagement.

Customized cohorts of 20 people were selected to take part in MCE’s **Future Ready Leadership 1 (FRL1)** program. These cohorts resulted in tremendous success, which would later lead to reengagement in **advanced levels** of the Future Ready Leadership (FRL) Signature Series including **FRL2** and **Leadership Acceleration**. Oxford County continues to enlist new leaders in various open-seat MCE leadership programs where participants have the opportunity to collaborate and share best practices with employees from other municipalities and organizations.

In addition to participating in various levels of the FRL Signature Series, MCE partnered with several departmental leaders who participated in FRL1, to design and facilitate various full-and half-day sessions, including workshops on **DISC®**, **Team Building** and **Change Management**. MCE tailored numerous types of training sessions based on specific needs, including duration, number of participants, content & skill level.



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THE OUTCOMES

- Total of **52 graduates** of FRL program level 1, 2 and Accelerated
 - **144 participants** in various full-and half-day training sessions
- FRL1 Cohort September 2021 to April 2022
- **92%** could relate course content to their role at work
 - **95%** said the training was engaging
- **100%** of FRL participants would recommend the program to a colleague (Our People Our Strength 2018-2020 Plan)
 - Executive/Senior Management Team vacancies filled with internal candidates **increased** from **40%** in 2015 to **71%** in 2017 (Our People Our Strength 2018-2020 Survey)

“So much information to use to make an impact in how you present. Great to hear from industry leaders and how they have grown through their journeys.”

Christina Rutherford, FRL1 Graduate

Oxford County took part in both open-seat sessions with other organizations, as well as their own **customized cohorts** which allowed for organization and department specific topics. The former is an **opportunity to network** with other municipalities and organizations to share knowledge and form meaningful relationships. The latter serves as an opportunity for targeted training to meet specific department needs, resulting in department-and/or organization-wide consistency. Employees benefit from saving time on travel since training is done on-site. Customized cohorts also provide an opportunity to network within the organization and strengthen existing relationships.

Amy Smith, Director of Human Resources at Oxford County, notes that when only a few employees attend training, implementation is less likely to create change because the rest of the team is unaware of the tools, theories, best practices, etc. learned in the classroom. Amy emphasizes that consistent development across employees and departments has the opportunity to create real organizational impact.

“Sandra (MCE facilitator) was very personable and connected with everyone throughout the session.”

Cristina McLaren, FRL2 Graduate

