



Engineering for people

Leadership Development Program

Nomination for:
Canadian Consulting Engineer Awards 2021

CATEGORY I:
COMMUNITY OUTREACH AND IN-HOUSE INITIATIVES

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Project summary

At CIMA+, we believe in the continuous growth of our leaders and future leaders.

To support their development, we implemented the CIMA+ Leadership Development program. The goal of this program, which encompasses three modules – Horizon+, VISION360, and Perspective, was established on a solid foundation to ensure the company's sustainability, support and to maintain CIMA+'s corporate culture, and to provide the management group with the skills and opportunities to thrive in the organization.



Nature of the Project

Building leaders of the future

The CIMA+ Leadership Development program was established after feedback received from the 2014 annual employee satisfaction survey. Our company's executives and Human Resources teams identified priorities and the need to develop a leadership model for our growing management group. After one year of planning and working collaboratively, we launched the program in 2015.

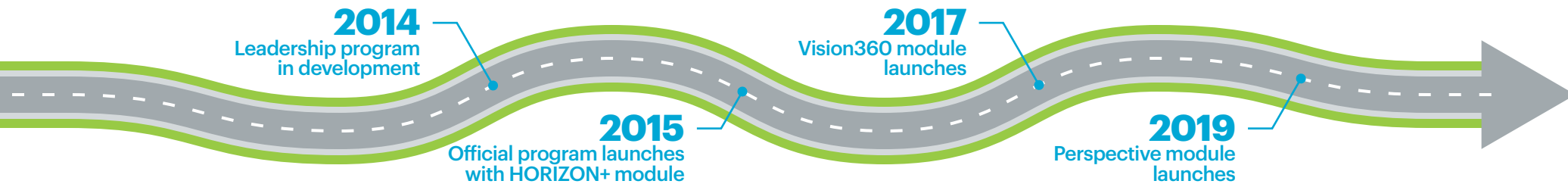
To date, we have supported 184 leaders on their journey and we project to have another 60 employees complete the program in 2021.

Built on a strong foundation in support of future growth, we have implemented three modules- Horizon+ in 2015, VISION360 in 2017, and Perspective in 2019. This initiative, which was designed to roll-out across our 30+ offices nationwide, ensures

that the company's most promising leaders enter an accelerated program to develop their leadership skills – from reflection and experience sharing, to learning new behaviours and techniques that are used in real-world business situations.



Nature of the Project (continued)



Perspective:

Focuses on Employees or Associate Partners who are responsible for the coordination of group activities without having formal management responsibilities. This five-month program helps participants develop their early leadership skills.

VISION360:

Targets Managers, Associate Partners, and new Partners with less than five years of management experience or who need further development. Over the course of one year, participants develop their intermediate management skills.

HORIZON+:

Focuses on senior-level Associate Partners and Partners who show strong development potential, is an important contributor to the company's future, and who is a strategic leader, is placed into this one-year program to cultivate and further expand their leadership skills.

CIMA+s leadership model is rooted in the culture, practices, and values of our company. These include:

- > Ethics and Integrity
- > Excellence and Passion
- > Team Spirit
- > Entrepreneurship
- > Sustainable and Responsible Development

Its purpose is three-fold:

- > To support and maintain the company culture across our offices;
- > Identify the ability and behaviours we value in our leaders;
- > Identify candidates for roles in succession planning.

To support the company goal, two prerequisites are crucial in the development and sustainability of being a leader at CIMA+: personal and professional credibility. These elements form the basis of our leadership model.

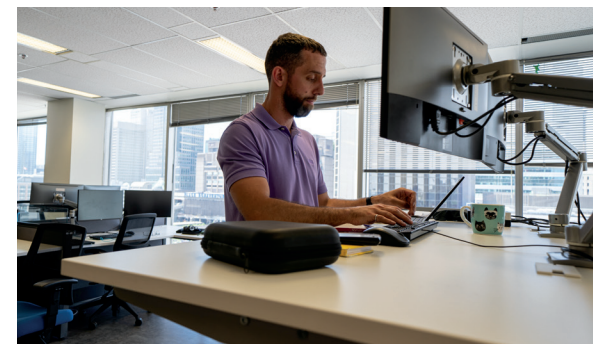
Effort and Complexity

A collaborative approach

Since the program's 2015 launch, each year, CIMA+'s senior management works with the Human Resources team to select a limited group of recruits who meet our Leadership Development requirements based on employee performance reviews. Together, they develop a personalized roadmap for participants, who are then placed into a specific training module (HORIZON+, VISION360 or Perspective) centered on their tailored needs, business acumen, and leadership level.



Selected participants work hand-in-hand with their manager and HR Advisor for the duration of their training program, which can range from five months to one year. Progress throughout the program is monitored closely through key performance indicators.



Effort and Complexity (continued)

The road to success

The main indicator for success is the participant's personal and professional accountability. CIMA+ provides the tools needed to succeed, and the biggest challenge is to ensure each participant takes responsibility for their leadership development.

We focus on five insightful themes throughout the program:

> Towards the self:

VISION

> Towards the team:

INSPIRATION ABILITY

> Towards the client:

BUSINESS ACUMEN

> Towards self:

SELF-MANAGEMENT

> Towards the task:

COURAGE

Accountability is key

It takes a lot of time, effort, and commitment from the individual participant, their manager, and HR Advisor, to nurture and grow their skills as a leader.

Manager

- > Based on the employee performance review rating and band level, the manager identifies exemplary employees they would like to grow and who meet CIMA+'s leadership development requirements.
- > Works directly with Human Resources and their recruit throughout the program as a mentor and accountability coach.
- > Provides feedback to the participant on their progress in the program; continues to support the participant once they have finished their training.

Human Resources

- > Once a recruit is identified, an HR Advisor is assigned to work closely with the participant and their manager.
- > The HR Advisor schedules the participant's training program and regularly monitors progress and challenges that may arise.

Recruit/Participant

- > The recruit commits to the program and works with their manager and HR Advisor to develop and nurture their leadership skills.
- > As an active participant in the program, they take responsibility and accountability for their success as a leader.

Since the implementation of the CIMA+ Leadership Development program, we have promoted exemplary employees to the following positions:

Employees → Management 81

Employees → Associate Partners 23

Associate Partners → Partners 24

We would like to extend our congratulations to employees who have been promoted and for their commitment to the CIMA+ Leadership Development program!



Social and/or Economic Benefits

Company engagement and employee growth

As a Canadian and employee-owned firm that operates from coast-to-coast, the biggest reward comes from the success of our employees. Through the Leadership Development program, we have fostered the growth of 47 employees who have joined our Associate Partner and Partner groups.

Appointments as an Associate Partner or Partner are based on recognition of past and future contributions to CIMA+. In addition, they must meet a set of criteria focused on business acumen, technical and personal skills, interest in having a higher level of leadership and responsibility in the company, and recognized as an asset by their peers and key decision makers.

As a direct result of this investment in CIMA+'s employees, leaders, and future leaders, we strongly believe this program has helped to significantly reduce employee attrition. Since its implementation, we went from **18% staff turnover down to 3% across 30+ offices and 2,400 employees.** In addition, our employees have ranked CIMA+ amongst the Best Employers in Canada for over 20 years through Kincentric.

Leaders supporting leaders

Through CIMA+'s Leadership Development program, we are cultivating our employees' potential to grow both personally and professionally by providing them with training and valuable skills they can leverage today and into the future. In addition, our leaders are encouraged to pay it forward through mentorship, staying active in their communities and associations, and by participating at events and conferences. To date, most of our management team and employees maintain membership and play key roles in associations, are thought leaders, and contribute significantly to the consulting engineering sector.

KINCENTRIC
Best Employer

CANADA 2019





Social and/or Economic Benefits (continued)

A sustainable and better tomorrow

In September 2020, CIMA+ completed our company rebrand, which includes a new tagline – Engineering for People. This tagline is a testament not only to our work in the consulting engineering sector, but for our company's global vision. Everything we do is about people. Whether it is building a better tomorrow for our employees, working together with our partners on key projects,

and most importantly, creating a sustainable future for generations to come, CIMA+ walks the talk.

We pride ourselves on our work and the role our leaders play in guiding us to a better tomorrow. As engineers, we took an oath to better the world and it is our mission to continue to pave the way.

