ORGANIZATIONAL REVIEW FOR THE UNITED TOWNSHIPS OF HEAD, CLARA AND MARIA

An analysis of staffing, structure, and office culture.

Expertise for Municipalities (e4m)
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June 2019

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Introduction

In July of 2018, the Council of Head, Clara and Maria (HCM) received a "Go Forward" report jointly prepared by Wishart Municipal Law Group (WMG) and Expertise for Municipalities (E4m), in which recommendations were made to "rebuild confidence between the members of Council, the municipal staff and the public". October 2018 saw a new Council elected who chose to continue with this work and in January of 2019, requested that E4m complete a combined Organizational and Service Review.

Upon review of the proposed workplan and changes in the office (March 25, 2019), Council decided to postpone the Service Review and scale back the Organizational Review focusing only on the following aspects;
- Organizational Structure and Culture
- Roles and Responsibilities
- Organizational Policies and Procedures
- Job Description Analysis

In order to build a lean and responsive organization that maximizes efficiencies while maintaining desired levels of service, the following components need to be in place:
- A Term Plan that describes a desired future state and a road map to get there,
- A stable organizational foundation that is appropriately staffed and operates in alignment with the Term Plan goals,
- A review of Service/Operational processes and deliverables that informs the Term Plan,
- A workplan for the various departments to guide activities and expenditures and is continually monitored and reported on.

This work is also in support of the "Go Forward" recommendations to:

- Build a culture of trust

- Improve decision making

- Strengthen leadership

- Develop the 'team'

This report is the final deliverable and includes E4m's findings from engagements with all members of Council and staff, a review of organizational documentation and analysis of relevant comparative data.   The report concludes with recommendations for organizational improvements within the scope as listed above.

Any decisions made regarding the recommendations in this report rest with Council and staff who should employ their own due diligence to ensure alignment with their overall goals and Term Plan and to deliver on desired outcomes.

We wish to acknowledge the efforts Council and staff in their desire to 'look within' their day to day operations and provide critical input into the analysis and recommendations. Their involvement and willingness to share their experiences and desires, as well as respond to numerous requests for information, demonstrate their commitment to continuous self and organizational improvement and to providing quality service to the ratepayers of HCM.

Methodology

Source:

The above graphic represents the various components that make up the health and vitality of an organization. In a robust review, all aspects of an organization are taking into account which creates a picture of what is working well, what areas need to be addressed, and where outdated ideas and processes need to be retired. The overall assessment can focus on status-quo, meaning the activities of the review are aimed at maintaining the current state with greater efficiencies, or it can be growth oriented and incorporate aspects of innovation and flexible thinking which involves new ways of looking at the organization and how it does business.

An innovative approach to this work would be Asset Based Community Development. It is an approach to assessment and planning that focuses on what is working and what are the assets and desires of the community. There exists the potential to balance planning and assessment requirements that fulfill the obligations of the Municipal mandate with the open collaboration of the community in designing and sustaining its desired future.

For the purposes of this review, the former approach was utilized within the limitations of the scope of work requested.

A standard methodology was employed to review the internal workings of the Municipal office.
1. Assess – what is the current state and challenges to the in-scope aspects of the office?
2. Evaluate – what are the contributing factors to these challenges? What are other (comparable) municipalities doing?
3. Recommend – how can the Municipal office improve on the in-scope aspects?

The assessment phase included data gathering via

- Interview with Mayor

- Council Questionnaire

- Review of Municipal/Office Documents

- Staff Interviews (JD)
- Review of Comparators – staffing structure, roles, job descriptions

Limitations

An in-depth review of the internal workings of the HCM Municipal office was limited to a refined scope and did not include a broad analysis of office processes and deliverables. As well, to keep costs of the review to a minimum, data gathering was to be conducted via distance (telephone, email) and did not allow for ease of access to documentation (i.e. policy binder and files), observation of office procedures, communications and cultural norms, ability to assess roles (i.e. delegation and support), relationships/interactions and performance levels. This means that data/findings were not appropriately triangulated or validated.

For instance, although employees were interviewed/completed a job analysis form, there was no way to easily verify the data, assess how the tasks are completed or if they are needed, or determine levels of performance.

Findings and Recommendations

The Municipal Office of HCM has undergone significant changes and challenges in recent years. From operating as an office of 4 employees (CAO, Treasurer, Office Manager, Admin Asst), long-term absences and a recent resignation of key personnel has put pressure on the remaining staff to manage the backlog created by these absences, as well as learn while doing to fill in the gaps while managing their own roles and responsibilities. The remaining staff members have demonstrated their dedication to meeting these challenges by asking for help/support when needed, such as mentorship in supporting council meetings, completing financial tasks including year-end procedures, and providing candid feedback to this review process.

A general feeling of things having improved was communicated by both office staff and council members. Therefore, the following recommendations are provided within the context of supporting staff in meeting the challenges of a changed/changing workplace, and an organizational commitment to incremental and continuous improvement.

An understanding of the resource limitations of a small municipality were also taken into consideration to best position these improvements within the abilities of the organization to both fund, support and sustain them.

Organizational Structure

When compared to other Townships of similar population and services, it is likely that the office would be optimally staffed by:
- A Clerk/Treasurer
- An Admin Asst or Deputy Clerk/Treasurer + Admin Asst

A temporary/casual assistant could be utilized to help with larger projects such as archiving, updating website content, filing, and organizing resources. As well, use of consultants/contractors are a cost-effective way to help fill in needed services and expertise while managing workloads for regular staff. For example, an HR consultant would be effective in creating/updating policies, procedures, tools and mentoring in the creation of a Performance Management system that links to the design of Learning and Development plans, and just in time mentoring of the Clerk and Council in HR matters such a conducting Performance Appraisals.

It is important to have some redundancy in a small office where the absence of a single staff member can stall regular work and create a backlog. Ensuring that there is coverage for day-to-day tasks that serve the ratepayers and manage the office is important. Staff need to have access to a procedures folder, and a decision-maker should they require it.

Redundancy is also important for vacation planning. It can be challenging to for an employee to take vacation time when there is no one to adequately fill-in for them, or the work piles up in their absence making for a difficult return to work. As well, current office employees have young families that may require them to work from home from time to time. An ability to access files via a VPN would facilitate this.

The municipal office should be staffed to carry out both the day to day operations as well as contribute to the goals of the Council Term Plan. There should also be clearly defined reporting requirements. One person needs to have the position of authority over operations. Typically, it would be the Clerk-Treasurer.

Observations	Recommendations
Staffing levels/administrative costs seem out of alignment with other similar and larger municipalities	Reconfigure the organizational structure to include: - A Clerk/Treasurer, and - An Admin Asst or Deputy Clerk/Treasurer - Part time/casual Receptionist/Admin Asst (see below)
Limited redundancy for backfilling	Provide cross-training for full-time employees to create enough redundancy to manage the day to day operations for a limited time. Include the potential for contracting/hiring a temporary/casual assistant to help cover over multi-day absences and planned vacations.
Time/resource management – there is a steep learning curve and time requirement for the reduced staff to complete recommended tasks and processes. In particular, to fill in the gaps for needed HR processes and tools.	Contract HR specialist to create HR policies and processes and support the implementation of such including the Performance Appraisal process for Sn. Leadership. Option: Leverage Renfrew Country VP HR offer of "12 free hours".

Organizational Culture/Communications

During times of change, there is the opportunity to be proactive and design a desired culture. This means that the Council and staff of HCM can begin to communicate with one another about how they want the culture to be – how it feels to work at the office and what behaviours are supportive of the desired culture, as well as those behaviours that are detrimental to it.

Culture is established over time and is inherited by new councils and employees. The opportunity presented with a new council and staff is ripe for this kind of work. Culture needs to be articulated to be seen. Meaning, we often don't see the culture we are used to … it takes fresh eyes to notice things.

Currently, there is a cultural norm around there being too much work and not enough time or resources to manage it. This can be addressed immediately by creating a visual list of tasks/projects and aligning resources and time accordingly. If there are any 'hotspots', these can be addressed proactively as well as with a contingency plan – such as casual labor. For instance, during at fiscal year-end, when the treasurer is required to focus on the books, a temporary staff member can support the Admin Asst to keep the office moving afloat.

Observations	Recommendations
Comments in reviewed documentation and interviews referenced a continuous backlog of work. It is unclear as to exactly what the backlog is and how it initially occurred. Some insight was provided into routine maintenance of records (updating, filing, archiving) being part of the issue.	Create an inventory of backlog issues, prioritize and draft a plan of action for resolving these and sustaining the improvements. This may include hiring temporary help to 'get ahead' of some issues.
Office Hours: Daily interruptions by ratepayers create challenges to completing work that requires extended focus. The one day per week office closure to public is felt to be extremely helpful to office staff and yet may be less desirable to the community. In addition, office staff are able to book appointments when they have a set schedule of office closures.

In addition, there is more pressure on fewer staff to manage the workload. | Review options for office closure to the public – such as 2 partial days each week, or compressed hours of access (i.e. 10-2). The outcome needs to support both the public and the office staff. It may be wise to trial a new arrangement and solicit feedback to its viability.

As well, closing the office to the public for a week in January allows staff to complete to complete necessary year-end procedures in an effective and efficient manner – reducing stress and potential backlog.

Options:
- Open 8am-2pm with later hours on council meeting nights
- Compress public hours and create system to book appointments if needed. |
| Issues with time and resource management relating to backlog, office hours, vacation planning, minimal redundancy, and communications with Council regarding office workload. There is a sense of continual fire-fighting within the office due to a lack of insight into what has been completed and what is still outstanding. | Create a brief (one page) annual operational and HR plan that includes the plan of action for resolving backlog issues. Post and update the plan as needed for ease of reference for staff, Council, consultants and temporary employees.
This brief plan should directly link to the Council Term Plan. This plan can be used to inform the annual Performance Assessment and to track real vs. projected work and related costs.
This can also be used to track accomplishments and communicate what activities are outstanding. |
| Council support in managing office workload | Council to be proactive in conducting some of their own research regarding Municipal business. |
| While there were previous issues with staff/council relations, these seem to have been resolved with office changes. However, it is noted that the role of Clerk will now have more direct contact with Council members and there is a need for proactive relationship and communication building. | Clerk and Council members to take time to have a 1:1 conversation about roles and responsibilities and preferred work styles and communications. The emphasis is on building a cooperative relationship by creating greater understanding of each other's motivations, limitations and work requirements. It is vital to the health of the organization that a shared understanding of how work is prioritized and carried out is created, communicated and supported. |
| It is felt that residents, at times, expect unreasonable turn-around times for requested items and services. This creates a stressful work environment. | The "Go Forward" plan included education for residents around roles and responsibilities. Communication regarding reasonable turn-around times for requests can be included in this education/communication. As well, staff and Council can support communications by setting reasonable response times during the initial contact. It is important to follow up on these agreements even if the answer is not yet available.
i.e. "I'll get back to you within # hours/days." |
| Isolation of Clerk with regard to peers and external resources | It is challenging for a new Sn. Manager to perform well without being able to ask questions and assess performance and duties without being able to talk through ideas and solutions and garner insight from peers, particularly those with more experience in the role. It is recommended that the Clerk spend time developing her professional network with staff in other municipalities that can |

	provide both peer support and build a community of shared resources and peer learning. This should be a part of the Clerk's annual Learning and Development plan and is actively supported by members of Council. Note: Mayor Grills has offered to help build a list of contacts.

Organizational Capacity

Financial/Asset Management

Observations	Recommendations
Chart of Accounts and Financial Reporting: The current chart of accounts is cumbersome, and the financial reports need to be prepared manually for Council to have the financial information that they want to see for variance reporting.	Amend the chart of accounts and remove/suspend accounts that are duplicates and add no value. This will reduce improper categorization of revenues and expenses and provide more accurate financial reports. Create a report within the Munisoft system that provides the variance report in a way that assists Council in their decision making i.e. by department itemizing revenues, grants, and expenses. Create a policy on how reserve funds and reserves will be set up.
No Reserve Policy – all established reserves are not in a separate account established for that purpose. The practice is that there is an operating account and a treasury account. Money gets moved back and forth between the two to cashflow operations. The Reserves are not included in the Chart of Accounts. This means that the Treasurer must manually account for each of the reserves that have been created. In some cases, there is no information specifying the purpose of the Reserve. Additionally, some of the reserves and more importantly the amount that has been put into a specific reserve like "Contingency" are significant. The Library reserve is in with the Municipality's reserve.	Have a single file for Reserves which includes all bylaws/resolutions that clearly define the Reserve the purpose for it and what happens to the funds should they not be needed for the purpose that they were originally dedicated for. Use reserve funds instead of just reserves for large future infrastructure expenditures (Like closure and post closure costs for the landfill). Remove the Library reserve from the Municipality's reserve. Libraries are to act independently of the Municipality.
Library Bookkeeping – the Municipality currently provides services to the Library that are not actually captured in the Library Budget or the Municipality's budget. There is no agreement between the Municipality and the Library Board as to what services the Municipality will provide.	An agreement should be established between the Municipality and the Library as to the responsibilities of each party with respect to the use of the Municipal Building for the provision of Library Services as well as what other services will be provided and establish "in-kind" costs that are reflected in both budgets.
No capital budget – current practice is that capital expenditures are capture either in departmental operating costs of in "special project" accounts.	Establish a five- or ten-year capital budget which covers financial investments into municipal infrastructure that would be in keeping with the Municipality's Asset Management Plan.
Budgeting process time consuming and there is a hectic rush to complete for annual planning cycle	Treasurer, in collaboration with Council, to create and manage a phased approach. Have departments start their budget process in July to submit in draft to council for Aug. By Oct, council should be in a state to work through the items and by Dec, have a good sense of what the budget will look like.
Treasurer needs to be able to create an investment portfolio for long-term planning – large expenditures	Policy to empower/direct Treasurer to make investment decisions to build up funds for large future infrastructure expenditures.

such as $ for landfill requiring a large outlay of funds in 20 years.	
No current Council Term Plan to guide decisions and inform staff and ratepayers of priorities and projects.	Creation, implementation and ongoing review of a Council Term Plan that includes metrics.
Current Asset Management has not been updated and should be in order to be proactive in managing municipal infrastructure.	Creation of an updated Asset Management place that ties to both Council Term Plan and an Operational Workplan for the Roads Superintendent and Municipal Office.

Human Resources

This diagram shows the interrelatedness of developing both the personal and professional interests and skills of municipal employees. A planned and balanced approach to Learning and Development directly impacts levels of engagement, innovation, productivity and overall culture.

Employees (and volunteers) are the biggest assets for a municipality; they not only do the work, but they carry on the history and culture of the organization. Investing in staff in a wholistic manner, personal and professional, both acknowledges that staff are more than their roles, and creates an environment where people can flourish.

Graphic - Source unknown

HR Processes

Observations	Recommendations
Personnel files are missing essential documentation.	Create a checklist of required documentation for personnel files. Review the personnel files of all active employees and ensure the checklist is complete for all active files. Create a system for maintaining files, including updating, archiving, and destroying old files once the requisite time has elapsed. Request for E4m to provide sample checklist.
Inconsistent Performance Management practices and documentation.	Standardize a process that allows for quarterly check-ins and an annual formal review for all employees. Annual reviews should include the creation and updating of an employee Learning and Development plan. Manage and document the process in a manner that allows employees to own their development plans. Renfrew County VP of HR has offered '12 free hours', as well, Wishart Municipal Law Group can help with drafting policies and procedures.
New employees and employees new to roles need to have support that is outlined in a Learning and Development plan. Currently, there are no formal plans that link work requirements, strategic initiatives, and employee interests. This makes it difficult to budget for training and development as well as manage performance.	Create a simple Learning and Development (L&D) template that all employees can utilize. The form can be kept online for ease of access. Completed forms are to be filed in each personnel file. Quarterly and annual check-in should reference the L&D plans. Request for E4m to provide sample template.
Learning and Development resource planning	Review budget allocations to ensure appropriate funding is available throughout the year to support a variety of development

	opportunities (in person training, online courses, subscriptions, webinars, peer-learning, coaching, just-in-time training, seminars, conventions, hosting learning events for other municipalities (shared costs).

Learning and Development Plans

While there is a policy on Employee Education and Training, there is no policy that supports the development of Employees. Each employee that undergoes a formal review process requires a learning and development plan that outlines their annual development goals and corresponding activities (courses, actions, support required) in support of these goals. The learning and development plan should take into consideration the needs of the office, the needs of the Council Term Plan (Strategic Plan), best use of municipal resources, and of course the needs and desires of the employee. The Learning and Development plan is a living document that is updated at least annually during the employee review process. It informs decision making around training and development budgets, succession planning and redundancy planning, and it should take into consideration the employees preferred learning modality.

With the absence of 2 key roles (CAO and Treasurer), the current staff are being asked to stretch into greater roles than they were originally hired for. This stretch requires various forms of support to ensure the employees are feeling confident in their new responsibilities. Beyond training, provision of mentorship/coaching, and regular check-ins with their direct report should be part of their Learning and Development Plan.

Job Descriptions

A job analysis worksheet and/or interview was completed by 4 members of staff:

- Clerk
- Admin Assistant
- Roads Superintendent
- Disposal Site Assistant

Current job descriptions were reviewed against actual work done and compared with similar roles in other municipalities. While there were minimal discrepancies found for the roles of Disposal Site Attendant, Roads Superintendent, and Administrative Assistant, the role of the Clerk/Deputy Treasurer/Office Manager requires some work to ensure it is comprehensive. In addition, it is unknown how the staff in these roles are performing against the job descriptions as there were no formal performance appraisals on file.

Other municipal services were not analyzed as part of this review, so we are unable to determine how effective the current staffing levels are in providing the desired level of service. What is evident with respect to these positions, is that the job titles do not accurately depict the duties as described by the employees.

Role	Last Revision	Action Required
CAO	2012	None
Treasurer	2009	Review and update
Treasurer/Deputy Clerk	2009	None
Clerk/Deputy Treasurer	unknown	Review and update

Admin Asst – Recreation Programming	2018	None
Receptionist/Admin Support Trainee	2005	Review and update/close
Receptionist/Admin Support	unknown	Review and update
Fire Warden	2005	None
Roads Superintendent	2009	Review and update
Disposal Site Assistant (DSA)	2009	Review and update
Hall Caretaker	Jan 2019	None
Chief Building Officer (CBO)	2003	Review and update
Labourer – seasonal Part-time	2004	Review and update/close
Municipal Maintenance Worker	2010	None
Office Manager	2018	None

Observations	Recommendations
The Road Superintendent Position: there is no established work plan for this position, there has been no performance evaluation/ management of this position and a large portion of the work typically managed by such a position is contracted out. Additionally, a significant portion of the reported duties are labour intensive (cutting grass, plowing parking lots, sign repair, etc.). This is not a fulltime position. There are large distances to travel to "inspect" work that is carried out by a contractor and this is not a cost-effective method of providing oversight. Additionally, unnecessary travel shortens the life of Municipal vehicles. There is no annual reporting to Council.	Job title should be changed to Municipal Works Labourer – Roads, Parks & Recreation. The job description and duties aligned for more of a Labourer position. Further, the position should not be responsible for preparing workplans/budgets and that the wages more reasonably reflect the duties. Contract management should be done by the Clerk-Treasurer position and using a Ratepayer Feedback system. Additionally, provisions should be built into the contract that give clear directions to the contractor the level of service the Municipality requires. This should include relevant sections of the municipal road maintenance standards included in the *Municipal Act* as per Ontario Reg. 366/18 An annual workplan should be endorsed by Council, managed by the Clerk-Treasurer and the individual carrying out the work should have, at a minimum, monthly "check ins" with the Clerk-Treasurer to ensure that workplans are being followed. There should be annual performance appraisals done of this position. It is also important to note that a succession plan for this position is necessary. This needs to include ensuring all historic data and corporate knowledge is appropriately captured.
Waste Management: This service is managed by a part time person. There is no established workplan for the position or service level expectations. The only exception is that the landfill is open certain hours, garbage is collected on certain days and the environmental standards as described in the Municipality's operating documents need to be adhered to. There has been no performance evaluation/management of this position. The position title is Disposal Site Assistant. This position appears to have no responsibility to prepare budgets or provide ongoing reports.	Change the job title to Municipal Labourer- Waste Management Department which is more reflective of what the individual is doing. An annual workplan should be endorsed by Council, managed by the Clerk-Treasurer and the individual carrying out the work should have at a minimum monthly "check ins" with the Clerk-Treasurer to ensure that workplans are being followed. There should be annual performance appraisals done of this position. It is also important to note that a succession plan for this position is necessary. This needs to include ensuring all historic data and corporate knowledge is appropriately captured.
The Municipal Works type positions are largely labour positions and not management or department head positions.	Council should consider creating one full-time Municipal Works Labourer position instead of two and streamlining operations to

	support this. (i.e. change in landfill open hours in the winter to accommodate snow removal duties)
Record Tracking System Master List has not been kept up to date. There are positions listed in the Tracking System that may no longer be relevant.	Review and organize for better usability and update documents – establish a priority list
Various formats for JDs	Standardize a more comprehensive JD that directly relates to compensation, Performance Management processes, and Learning and Development plans. Template should be detailed in outlining tasks by role/sub-role, desired performance, and include candidate attributes, level of training/education/experience, and required skills *Note: Some good examples are found on the AMCTO site*
Out of date JDs	Priority job descriptions to complete/update include: Clerk/Deputy Treasurer, Receptionist/Admin Support, Roads Superintendent, DSA, CBO, and Fire Warden. If the municipal Librarian is on payroll, then a current job description should also be created and filed. Old job descriptions need to be closed off in the Tracking System and archived.

We have not considered the Chief Building Officer (CBO) position. However, we would like to note that the fees generated by the service should be sufficient to offset the provision of the service. This is not currently happening. This service is a stand-alone service and Council should re-evaluate the cost of the mandatory service and what is generated by the building permit fees. In all likelihood, Council will need to increase these fees annually to support increases in cost of living.

In updating roles that have been held for a long time, consider any new technology or processes that have been or could be incorporated into the work.

Policies

Observations	Recommendations
Policies are currently kept in a binder that includes an index, but no table of contents to quickly locate a particular item. A quick review of the policies suggest that many are due for an update as they are about 10 years old. There are also HR and Administrative policies that could be drafted to address performance assessments, personnel files, hiring, flexible work schedules including working from home, employee development plans, and overtime.	A Policy Review and Update project be undertaken that includes creating a central online place to house documents. The review would include organizing the various documents found in the Record Tracking System Master List (table of contents, index, categories with tabs etc.), updating where needed, recommending any missing policies, and creating a searchable data base for all documents. This is a project that requires uninterrupted time to dismantle the binder, organize and review the contents, and create an online (digital) version for ease of locating, sending, tracking, and risk management. Refer to Section 270 of the Municipal Act for a list of mandatory policies.

Without being able to be on-site to review the binder (hardcopy) we are not able to provide a more in-depth analysis and recommendations for remediating any issues with policies.

Other

- Audio-visual use is challenging for conferencing due to internet instability/limited bandwidth
- Ability to work from home (access to files) is also impacted by internet instability and lack of VPN
- Back office – Council conducting an in-camera meeting can be heard through the closed door of the back office. In addition, there is an opportunity to inventory back office furniture, conduct repairs and organize contents. This is also a place to post communications.
- Filing system is currently done primarily by paper. This is a risk of loss should there be a fire, flood or other mishap. Creating a digital back up, especially of historic and priority documents is recommended. Good project for a part-time/casual Admin Asst.

Benchmarking and Metrics

Without a 'to be' or desired future state clearly defined, it is challenging to identify meaningful metrics. A desired future state would be one of the outcomes of a Council Term Plan, that engages staff in describing how it wants to function and where additional efficiencies and innovations may be found that would contribute to, and not further challenge, a lean organizational structure.

Possible metrics include:

1. Customer Service - Ratepayer complaints and positive feedback
2. Annual/Seasonal use of facilities
3. Staffing Costs – this number needs to be assessed against service delivery (flow through), employee engagement/satisfaction, and internal projects
4. Training and Development hours per employee – reflects the organization's commitment to employee Learning and Development
   - to build internal capacity by improving knowledge and skills,
   - to support employee career development and work satisfaction
   - to develop internal redundancies
   - to foster continuous improvement by incorporating best practices and innovations
   - to improve productivity, effectiveness and efficiencies
5. Sick/leave time
6. Overtime accruals

Comparators

NAME	AREA (KM2)	POP	# DWELLINGS	TIER	# OFFICE STAFF	General Gov Expenses (CAD)
HCM	728.38	248	110	Lower	- CAO (2017) - Clerk/Deputy Treasurer - Treasurer - Admin Asst - Roads Super	$440,640 (2017)

					- Disposal Site Attendant - CBO - P/T Labourer (summer)	
Baldwin	83.29	550	277	Single	- CAO/Clerk/Treasurer - Deputy Clerk - Municipal Works Foreman - Parks and Facilities maintenance - CBO - Building Official (p/t)	$318,529 (2018)
Calvin	140.69	568	251	Single	- Clerk/treasurer - Admin Asst - CBO - PW Super - Facilities Custodian	$308,001 (2018)
Casey	80.75	374	150	Single	- Clerk/Treasurer - Clerk/Treasurer Assistant - Roads Super - Staff (2) - CBO – provided by TMBA	n/a
Chamberlain	110.22	297	145	Singles	- Clerk/Treasurer/CAO - Deputy Clerk/Treasurer - CBO - Roads Super - DSA	$242,713 (2018)
Dorion	212.12	338	174	Single	- Clerk/Treasurer - PW Super - CBO (office open Mon, Tue, Thurs)	$258,646 (2017)
Hilton	115.78	261	257 perm 500 seasonal	Single	- Clerk/Treasurer - Roads Super - CBO contracted out - P/T labourer (summer)	$171,883 (2017)
Jocelyn	131.37	237	340 (157 perm)	Single	- Clerk/Treasurer - Deputy Clerk - CBO - Building Inspector contracted out (office open Tue-Fri, closed for lunch)	$205,630 (2017)
Joly	194.33	284	164	Single	- Clerk/Treasurer - Deputy Clerk/Treasurer (office closed on Mondays)	$265,862 (2017)
Pelee	41.79	171	382 (93 perm)	Single	- CAO/Clerk - Treasurer - Parks and Rec	$481,727 (2017)

				- Roads	
				- CBO	
				- Drainage Super	

Recommendations Table

Organizational Structure

Observations	Recommendations	Implications/Comments
Staffing levels/administrative costs seem out of alignment with other similar and larger municipalities	Optimize the organizational structure to include: - A Clerk/Treasurer, and - An Admin Asst or Deputy Clerk/Treasurer - Part time/casual Receptionist/Admin Asst (see below)	This should be implemented immediately. Admin Asst should become deputy clerk/deputy treasurer, create new position and job description. Create a Clerk/Deputy Treasurer job description and create an employment contract for the clerk/deputy treasurer position. Set a new salary for the admin asst deputy clerk/deputy treasurer position Increased workload for remaining office staff – this needs to be communicated to Ratepayers to set realistic expectations
Limited redundancy for backfilling	Provide cross-training for full-time employees to create enough redundancy to manage the day to day operations for a limited time. Include budget for contracting/hiring a temporary/casual assistant to help cover over multi-day absences, planned vacations, and end-of year processes.	Combine casual rec asst with casual admin asst position to train and backfill when required, potential as well to work on backlog, filing issues This position needs to be in place ASAP Requires allocated time to provide training (overtime?) More efficient and effective staff
Council support in managing office workload	Council to be proactive in conducting some of their own research regarding Municipal business.	With caution not to overstep boundaries or drive the grader

		This already exists to some degree
		Council to be proactive in pre-reading meeting materials and conducting own online research
		Reduced workload on reduced staffing
Time/resource management – there is a steep learning curve and time requirement for the reduced staff to complete recommended tasks and processes. In particular, to fill in the gaps for needed HR processes and tools.	Contract HR specialist to create HR policies and processes and support the implementation of such including the Performance Appraisal process for Sn. Leadership Option: Leverage Renfrew Country VP HR offer of "12 free hours".	This is a good start Research tools available, create peer network, accept County assistance. Contract temp. expertise – budget considerations With an additional p/t staff member, there is more time for staff to take on this work More efficient and effective staff

Organizational Culture/Communications

Observations	Recommendations	Implications/Comments
Comments in reviewed documentation and interviews referenced a continuous backlog of work. It is unclear as to exactly what the backlog is and how it initially occurred. Some insight was provided into routine maintenance of records (updating, filing, archiving) being part of the issue.	Create an inventory of backlog issues, prioritize and draft a plan of action for resolving these and sustaining the improvements. This may include hiring temporary help to 'get ahead' of some issues.	P/T or casual admin asst position will fill this gap, may require significant effort initially Time set aside to create inventory (overtime?) Requires assistance from Council Eliminates backlog
Office Hours: Daily interruptions by ratepayers create challenges to completing work that requires extended focus. The one day per week office closure to public is felt to be extremely helpful to office staff and yet may be less desirable to the community. In addition, office staff are able to book work appointments when they have a set schedule of office closures. In addition, there is more pressure on fewer staff to manage the workload.	Review options for office closure to the public – such as 2 partial days each week, or compressed hours of access (i.e. 10-2). The outcome needs to support both the public and the office staff. It may be wise to trial a new arrangement and solicit feedback to its viability. As well, closing the office to the public for a week in January allows staff to complete necessary year-end procedures in an effective and efficient manner – reducing stress and potential backlog. Options: - Open 8am-2pm with later hours on council meeting nights - Compress public hours and create system to book appointments if needed.	An office open 5 days a week after lunch hour should work with mornings allowing time for staff to write reports, keep the wheels on, and sustain the business Staff to provide hard data re: walk-ins/phone calls, and on what is most effective from their observations. Survey public and try out for a trial period. Office should close for lunch so staff can have lunch without interruption. Consider later opening on Thursday maybe noon to 8 pm

		A week closure in January after the first week of the month should not be an issue if promoted in newsletter and on web page. Optimally, having the office closed half of every day might make this redundant. Staff already work unpaid additional hours outside of the 8-4 office hours – to be considered in adding any additional 'overtime' hours. Have council consider having meetings during regular office hours Introduce booking appointments as required. It emphasizes the importance of everyone's time. Scheduling, education and communication with public via social media, newsletter and website.
Issues with time and resource management relating to backlog, office hours, vacation planning, minimal redundancy, and communications with Council regarding office workload. There is a sense of continual fire-fighting within the office due to a lack of insight into what has been completed and what is still outstanding.	Create a brief (one page) annual operational and HR plan that includes the plan of action for resolving backlog issues. Post and update the plan as needed for ease of reference for staff, Council, consultants and temporary employees. This brief plan should directly link to the Council Term Plan. This plan can be used to inform the annual Performance Assessment and to track real vs. projected work and related costs. This can also be used to track accomplishments and communicate what activities are outstanding.	Who would create this plan? Office staff with Council? Organizational review Greater efficiency and effectiveness
While there were previous issues with staff/council relations, these seem to have been resolved with office changes. However, it is noted that the role of Clerk will now have more direct contact with Council members and there is a need for proactive relationship and communication building.	Clerk and Council members to take time to have a 1:1 conversation about roles and responsibilities and preferred work styles and communications. The emphasis is on building a cooperative relationship by creating greater understanding of each other's motivations, limitations and work requirements. It is vital to the health of the organization that a shared understanding of how work is prioritized and carried out is created, communicated and supported.	Great idea! Agree Potential for job shadowing
It is felt that residents expect unreasonable turn-around times for	The "Go Forward" plan included education for residents around roles and responsibilities. Communication regarding reasonable turn-	There is an onus on staff to communicate to persons what they may expect for turnaround times

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requested items and services. This creates a stressful work environment.	around times for requests can be included in this education/communication. As well, staff and Council can support communications by setting reasonable response times during the initial contact. It is important to follow up on these agreements even if the answer is not yet available. i.e. "I'll get back to you within # hours/days."	and requested services. How the public is dealt with goes a long way towards how the information is received. Education and communication with residents Provide timelines for all issues Don't make promises you can't keep Satisfied residents and less stressed staff
Isolation of Clerk with regard to peers and external resources	It is challenging for a new Sn. Manager to perform well without being able to ask questions and assess performance and duties without being able to talk through ideas and solutions and garner insight from peers, particularly those with more experience in the role. It is recommended that the Clerk spend time developing her professional network with staff in other municipalities that can provide both peer support and build a community of shared resources and peer learning. This should be a part of the Clerk's annual Learning and Development plan and is actively supported by members of Council.	Mayor Grills has offered to help build a list of contacts. Attend conferences and meeting outside the municipality. Mayor to make introductions Agreement to job shadow in other municipalities Increased understanding of role and resources Concern about the time needed to complete this with current workload and reduced staffing. Ensure Learning and Development budget is in place to support networking and learning

Financial/Asset Management

Observations	Recommendations	Implications/Comments
Chart of Accounts and Financial Reporting - the current chart of accounts is cumbersome, and the financial reports need to be prepared manually for Council to have the financial information that they want to see for variance reporting.	Amend the chart of accounts and remove/suspend accounts that are duplicates and add no value. This will reduce improper categorization of revenues and expenses and provide more accurate financial reports. Create a report within the Munisoft system that provides the variance report in a way that assists Council in their decision making i.e. by department itemizing revenues, grants, and expenses.	Council to convey what they need and want in the financial reports Better understanding by Council and staff. Less time required to produce and review financial reports Greater upfront work that will pay-off later
No Reserve Policy – all established reserves are not in a separate account	Create a policy on how reserve funds and reserves will be set up.	Set time aside to create

established for that purpose. The practice is that there is an operating account and a treasury account. Money gets moved back and forth between the two to cashflow operations. The Reserves are not included in the Chart of Accounts. This means that the Treasurer must manually account for each of the reserves that have been created. In some cases, there is no information specifying the purpose of the Reserve. Additionally, some of the reserves and more importantly the amount that has been put into a specific reserve like "Contingency" are significant. The Library reserve is in with the Municipality's reserve.	Have a single file for Reserves which includes all bylaws/resolutions that clearly define the Reserve the purpose for it and what happens to the funds should they not be needed for the purpose that they were originally dedicated for. Use reserve funds instead of just reserves for large future infrastructure expenditures (Like closure and post closure costs for the landfill). Remove the Library reserve from the Municipality's reserve. Libraries are to act independently of the Municipality.	At a glance referencing Further understanding of financial impact and requirements (\$ required through taxes for present and future) Will provide clear instruction for staff and Council will have a better understanding of how reserves and reserve funds work.
Library Bookkeeping – the Municipality currently provides services to the Library that are not actually captured in the Library Budget or the Municipality's budget. There is no agreement between the Municipality and the Library Board as to what services the Municipality will provide.	An agreement should be established between the Municipality and the Library as to the responsibilities of each party with respect to the use of the Municipal Building for the provision of Library Services as well as what other services will be provided and establish "in-kind" costs that are reflected in both budgets.	It should be made clear that the Municipality is the landlord when it comes to any repairs or upgrades to the library. Also, it should be made clear that financial reporting will be done by the Clerk/Treasurer for simplicity and cost saving, and that the librarian is a Municipal employee and paid as such. Greater clarity around costs associated with having a library Part-time assistance would help create the time needed to complete this
No capital budget – current practice is that capital expenditures are capture either in departmental operating costs of in "special project" accounts.	Establish a five- or ten-year capital budget which covers financial investments into municipal infrastructure that would be in keeping with the Municipality's Asset Management Plan.	Part-time assistance would help create the time needed to complete this
Budgeting process time consuming and there is a hectic rush to complete for annual planning cycle	Treasurer, in collaboration with Council, to create and manage a phased approach. Have Treasurer begin departmental budget processes in July to submit in draft to council for Aug. By Oct, council should be in a state to work through the items and by Dec, have a good sense of what the budget will look like.	Education and communication with staff Training where required Financial requirements are known, and budget can be passed early in the fiscal year
Treasurer needs to be able to create an investment portfolio for long-term planning – large expenditures such as \$ for landfill requiring a large outlay of funds in 20 years.	Policy to empower/direct Treasurer to make investment decisions to build up funds for large future infrastructure expenditures.	Training and assistance from investment advisor Increasing capital required for infrastructure without increasing taxes

No current Council Term Plan to guide decisions and inform staff and ratepayers of priorities and projects.	Creation, implementation and ongoing review of a Council Term Plan that includes metrics.	Begin strategic planning More transparent and better understanding of where tax dollars will go Recognize resource requirements for completing, implementing and evaluating plan.
Current Asset Management Plan has not been updated and should be in order to be proactive in managing Municipal infrastructure.	Creation of an updated Asset Management Plan that ties to both Council Term Plan and an Operational Workplan for the Roads Superintendent and Municipal Office.	Important to implement all in this category in order to better understand when, where and costs to maintain the Municipality's assets Important for Council to prioritize these larger projects and ensure there is time and resource allocation to complete them. Work with staff to devise a workable plan.

HR Processes

Observations	Recommendations	Implications/Comments
Personnel files are missing essential documentation.	Create a checklist of required documentation for personnel files. Review the personnel files of all active employees and ensure the checklist is complete for all active files. Create a system for maintaining files, including updating, archiving, and destroying old files once the requisite time has elapsed.	Request for E4m to provide sample checklist This is a good project for a part-time/casual position Utilize County resources Files are easy to navigate – legal and uniform
Inconsistent Performance Management practices and documentation.	Standardize a process that allows for quarterly check-ins and an annual formal review for all employees. Annual reviews should include the creation and updating of an employee Learning and Development plan. Manage and document the process in a manner that allows employees to own their development plans.	Utilize County resources Greater satisfaction and self-awareness for staff. Increased pride in setting and reaching goals. This is an important task that needs to be completed
New employees and employees new to roles need to have support that is outlined in a Learning and Development plan. Currently, there are no formal plans that link work requirements, strategic initiatives, and employee interests. This makes it difficult to budget for training and development as well as manage performance.	Create a simple Learning and Development (L&D) template that all employees can utilize. The form can be kept online for ease of access. Completed forms are to be filed in each personnel file. Quarterly and annual check-in should reference the L&D plans.	Request for E4m to provide sample template Greater satisfaction and self-awareness for staff. Increased pride in setting and reaching goals.

Learning and Development resource planning	Review budget allocations to ensure appropriate funding is available throughout the year to support a variety of development opportunities (in person training, online courses, subscriptions, webinars, peer-learning, coaching, just-in-time training, seminars, conventions, hosting learning events for other municipalities (shared costs).	Greater satisfaction and self-awareness for staff. Increased pride in setting and reaching goals. Time allocated for training/development. Currently, staff are primarily using personal time to complete training courses.

Job Descriptions

Observations	Recommendations	Implications/Comments
The Road Superintendent Position: there is no established work plan for this position, there has been no performance evaluation/ management of this position and a large portion of the work typically managed by such a position is contracted out. Additionally, a significant portion of the reported duties are labour intensive (cutting grass, plowing parking lots, sign repair, etc.). This is not a fulltime position. There are large distances to travel to "inspect" work that is carried out by a contractor and this is not a cost-effective method of providing oversight. Additionally, unnecessary travel shortens the life of Municipal vehicles. There is no annual reporting to Council.	Job title should be changed to Municipal Works Labourer – Roads, Parks & Recreation. The job description and duties aligned for more of a Labourer position. Further, the position should not be responsible for preparing workplans/budgets and that the wages more reasonably reflect the duties. Contract management should be done by the Clerk/Treasurer position and using a Ratepayer Feedback system. Additionally, provisions should be built into the contract that give clear directions to the contractor the level of service the Municipality requires. This should include relevant sections of the municipal road maintenance standards included in the *Municipal Act* as per Ontario Reg. 366/18 An annual workplan should be endorsed by Council, managed by the Clerk/Treasurer and the individual carrying out the work should have, at a minimum, monthly "check ins" with the Clerk/Treasurer to ensure that workplans are being followed. There should be annual performance appraisals done of this position. It is also important to note that a succession plan for this position is necessary. This needs to include ensuring all historic data and corporate knowledge is appropriately captured.	Previous Council created this job title as it was thought to be beneficial to the Municipality. Job title should be changed immediately as well as job description It may be prudent for this year to set performance goals for the Road Super with regard to creating a manual of tasks, when they are performed, how frequently performed, and things to be aware of/watch out for. This would help with succession planning and the development of workplans and budgets Consider hiring someone to shadow the Road Super, Disposal Site Attendant with the intent of combining roles/succession planning. Clerk/Treasurer needs to lead the process (in collaboration with appropriate staff member) for workplan and budget planning. This will need to be mandated by Council to be effectively communicated Obtain examples of Ratepayer feedback systems Hard data required

		Increased understanding of the position requirement and time management
		This needs to happen sooner than later. Former CAO/Clerk was to begin succession planning for this role in 2019. Potential for seasonal labourer to be hired as candidate for succession and thereby learn the role by working with Roads Super and then later with the DSA.
Waste Management: This service is managed by a part time person. There is no established workplan for the position or service level expectations. The only exception is that the landfill is open certain hours, garbage is collected on certain days and the environmental standards as described in the Municipality's operating documents need to be adhered to. There has been no performance evaluation/management of this position. The position title is Disposal Site Attendant. This position appears to have no responsibility to prepare budgets or provide ongoing reports.	Change the job title to Municipal Labourer-Waste Management Department which is more reflective of what the individual is doing. An annual workplan should be endorsed by Council, managed by the Clerk/Treasurer and the individual carrying out the work should have at a minimum monthly "check ins" with the Clerk/Treasurer to ensure that workplans are being followed. There should be annual performance appraisals done of this position. It is also important to note that a succession plan for this position is necessary. This needs to include ensuring all historic data and corporate knowledge is appropriately captured.	This should happen immediately. It may be prudent for this year to set performance goals for the Disposal Site Attendant with regard to creating a manual of tasks, when they are performed, how frequently performed, and things to be aware of/watch out for.
The Municipal Works type positions are largely labour positions and not management or department head positions.	Council should consider creating one full-time Municipal Works Labourer position instead of two and streamlining operations to support this. (i.e. change in landfill open hours in the winter to accommodate snow removal duties)	Consider hiring someone to shadow the Road Super, Disposal Site Attendant with the intent of combining the roles/succession planning. Obtain legal advice to avoid "constructive dismissal" and how to promote the suggested changes Possible contract for casual labour to support Roads work during busy time.
Record Tracking System Master List has not been kept up to date. There are positions listed in the Tracking System that may no longer be relevant.	Review and organize for better usability and update documents – establish a priority list	Set aside time to implement Creates a more efficient system – for instance Roads Super checks all roads in township, then on Tue and Thurs, the DSA takes the same routes to collect garbage. It would reduce costs and streamline work.

		This is an important task that needs to be completed and properly resourced
Various formats for JDs	Standardize a more comprehensive JD that directly relates to compensation, Performance Management processes, and Learning and Development plans. Template should be detailed in outlining tasks by role/sub-role, desired performance, and include candidate attributes, level of training/education/experience, and required skills *Note: Some good examples are found on the AMCTO site*	Research templates and complete Request assistance from E4m and County
Out of date JDs	Priority job descriptions to complete/update include: Clerk/Deputy Treasurer, Receptionist/Admin Support, Roads Superintendent, DSA, CBO, and Fire Warden. If the municipal Librarian is on payroll, then a current job description should also be created and filed. Old job descriptions need to be closed off in the Tracking System and archived.	As above Employer and employee will better understand what is expected and how their performance appraisal is tied to the job description Remove Fire Warden as this is not an HCM position- instead, combined CBO and Fire Safety Officer position Determine new structure and complete appropriate JDs for new and existing roles

Policies

Observations	Recommendations	Implications/Comments
Policies are currently kept in a binder that includes an index, but no table of contents to quickly locate a particular item. A quick review of the policies suggest that many are due for an update as they are about 10 years old. There are also HR and Administrative policies that could be drafted to address performance assessments, personnel files, hiring, flexible work schedules including working from home, employee development plans, and overtime.	A Policy Review and Update project be undertaken that includes creating a central online place to house documents. The review would include organizing the various documents found in the Record Tracking System Master List (table of contents, index, categories with tabs etc.), updating where needed, recommending any missing policies, and creating a searchable data base for all documents. This is a project that requires uninterrupted time to dismantle the binder, organize and review the contents, and create an online (digital) version for ease of locating, sending, tracking, and risk management. Refer to Section 270 of the Municipal Act for a list of mandatory policies.	Time set aside to complete (overtime?) This is a major project and suitable for a part-time/casual employee. Staff can determine what is and is not needed. Considerable time will be needed to upload electronically. This is an important task that needs to be completed.

Appendices

The following Workplan template is provided to better enable the Council and staff of HCM to review the recommendations in this report and move them to actionable items. This is a sample of a usable template, please use it as a base for creating a suitable format for your use. A landscape layout often works best to capture decisions and other content.

The template requires:

- A designated owner who will update the content on an ongoing basis

- Collaborative decision-making by council and appropriate staff

- A standing agenda item at council meetings to provide updates on progress and solicit needed input and decisions

ITEM #	RECOMMENDATION	NOTES	DECISION	LEAD	RESOURCES NEEDED	DUE DATE	DONE (Y/N)
1	Optimize the organizational structure to include: - A Clerk/Treasurer, and - An Admin Asst or Deputy Clerk/Treasurer - Part time/casual Receptionist/Admin Asst						