

Municipality of West Elgin

Achieving Organizational Excellence

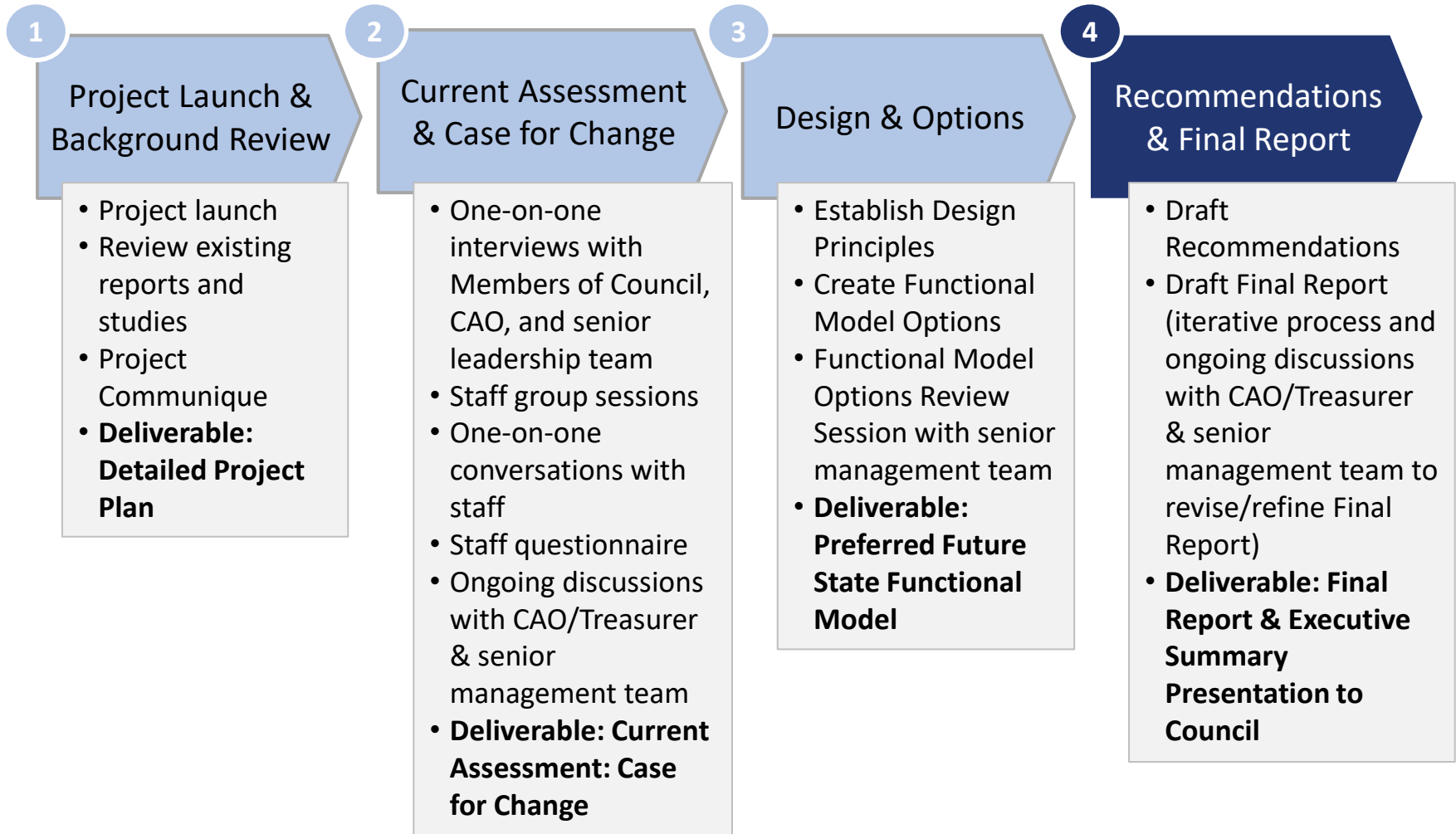
EXECUTIVE SUMMARY

January 11, 2024

- Project Objectives
- Our Approach
- Current Assessment: Case for Change
- Recommendations
- High-Level Implementation Plan
- Anticipated Benefits

- The purpose of this project is to assess whether West Elgin has the resources, skillsets, capacity, positive working environment and organizational configuration required to achieve their strategic priorities.

- Project outcomes:
 - Assess current capacity of the organization to achieve Council-approved strategic goals and priorities.
 - Review departmental functions in terms of workflow and alignment. Identify gaps and role duplication/overlap.
 - Review staffing levels and determine the appropriate staffing resource levels required to meet the workload demands.
 - Produce a high-level implementation plan.



- 1. Leadership & Decision-Making** – While there is widespread agreement among Members of Council and staff that the relationship between Council and the administration is very respectful and positive, the current workload on the CAO/Treasurer is unsustainable and does not contribute to effectively managing the organization.
- 2. Customer Service & External Communication** – While there have been some improvements, there is agreement that external communications needs to improve. Currently, there is a lack of internal capacity for this function.
- 3. Teamwork & Collaboration** – There is a perception that staff can work well together when there is a sense of urgency or a deadline, but there is some frustration regarding the lack of consistent internal communication and collaboration.

- 4. Roles, Responsibilities & Workload** – Widespread agreement among management, staff and Councillors that the workload on the CAO/Treasurer and the Manager, Operations & Community Services is too heavy. They are unable to dedicate sufficient time/effort for either strategic leadership or mentoring their staff.
- 5. Succession Planning & Staff Morale** – High staff turnover was identified by Councillors, managers and staff as the most critical issue facing the municipality. While rate of pay was identified as a major cause, poor staff morale and interpersonal conflicts also contribute to this situation.



Recommendations 1-4

Recommendation 1 - Formalize three levels of leadership with clear position roles, responsibilities, and expectations at each level.

Recommendation 2 - Establish a four-department structure with manager-level department heads reporting to the CAO. These departments are Infrastructure & Development Services, Community Services, Corporate Services, and Fire & Emergency Services.

Recommendation 3 - Create a Manager, Corporate Services (Treasurer) position reporting to the CAO with responsibility to oversee and manage the Township's finances, technology systems and services, human resources, customer services, and transit administration. This position will be part of the senior management team.

Recommendation 4 - Revise the job description of the current Manager of Operations and Community Services to become the Manager, Infrastructure & Development Services. This position will continue to report to the CAO with responsibility to manage and maintain the Township's transportation network, utilities, drainage, and landfill assets while overseeing all planning and building inspection activities. This position will continue to be part of the senior management team.

Recommendations 5 & 6

Recommendation 5 - Revise the job description of the current Municipal Clerk position to become the Manager, Community Services (Municipal Clerk). This position will continue to report to the CAO with responsibility to manage legislative/clerk services, Council support, information/records management, bylaw compliance, communications/community engagement and recreation, facilities and parks; review workload after six months to determine if a shared Specialist, Communications & Community Engagement position is required. This position will continue to be part of the senior management team.

Recommendation 6 - Create a shared Specialist, Asset Management position reporting to the Manager, Corporate Services (Treasurer) with responsibility to implement the Township's asset management strategy in compliance to statutory requirements.

Recommendations 7 - 10

Recommendation 7 - Work with Elgin County to add a shared Generalist, Human Resources position with the responsibility to create and implement progressive HR processes, policies, and practices to contribute to the Township being an “employer of choice”. This position will report to the Manager, Corporate Services (Treasurer).

Recommendation 8 - Add emergency planning function to the Fire Services Department and formalize the Fire Chief as the Community Emergency Management Coordinator (CEMC); rename this department “Fire & Emergency Services” under the Manager, Fire & Emergency Services (Fire Chief). This position will continue to report to the CAO.

Recommendation 9 - Initiate quarterly CAO/senior management team-led town hall sessions with all staff to build positive morale and ensure that all staff hear consistent messages from their leaders.

Recommendation 10 - Provide mandatory “people management” training to all managers and supervisors

Phase 1: Quick Wins (6 months)

R10: Facilitate first CAO-led staff town hall

R1: Formalize 3-level leadership model

R2: Establish a 4-department model with timelines to add manager-level positions

R3: Create and fill Manager, Corporate Services (Treasurer) position

R6: Create and fill the shared Specialist, Asset Management position

R7: Move forward with a shared Generalist, HR position in partnership with Elgin County

R10: Provide mandatory “people management” training for all managers and supervisors

Phase 2: Building Capacity

(1 year)

R4: Revise the Manager of Operations & Community Services to become the Manager, Infrastructure & Development Services

R5: Revise the Municipal Clerk position to become the Manager, Community Services (Municipal Clerk)

R8: Add emergency planning to the Fire Services Department and formalize the Fire Chief as the CEMC

- ✓ Address current workload of the CAO/Treasurer by splitting this role and ensuring all functions have a “home department”.
- ✓ Provides a much-needed Manager, Corporate Services (Treasurer) to manage finances and drive corporate-wide initiatives to improve efficiency, effectiveness, and responsiveness across all departments.
- ✓ Reduce span of authority and workload of the current Manager of Operations and Community Services by shifting recreation, facilities and parks to the Community Services department.
- ✓ Address current functional gaps (e.g. human resources, communications, emergency management, and economic development) to achieve positive benefits for the community.
- ✓ Demonstrate that people are valued by implementing recommendations to improve internal communication, address workload issues, and provide staff with access to a shared human resources professional.



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