



Staff Report

Report To: Council Meeting
From: Magda Badura, CAO/Treasurer
Date: 2024-05-23
Subject: Update on Recommendations from the Organizational Review

Recommendation:

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Update on Recommendations from the Organizational Review for information only.

Background:

On January 25, 2024, Linton Consulting presented the council with the final Organizational Review report, providing a detailed overview of our organization. The purpose of this report was to consolidate all project findings, present detailed recommendations, propose staffing realignments, and outline the sequence for implementing these recommendations. The council received the report and approved the recommendations outlined.

The Organizational Review report grouped the recommendations into two phases: Phase 1 - Quick Wins, and Phase 2 - Building Capacity. The table below summarizes the milestones achieved, the challenges encountered, and the plans moving forward.

Rec #	Milestone Achieved	Description	Remarks
R6	01/25/2024	Create a shared Specialist, Asset Management position reporting to the Manager, Corporate Services (Treasurer) with responsibility to implement the Municipality's asset management strategy in compliance to statutory requirements.	The position was established in early January in collaboration with the Township of Southwold and the Municipality of Dutton-Dunwich. The new Asset Specialist is being shared for approximately two days per week.
R7	02/16/2024	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 Municipality being an "employer of choice". This position will report to the Manager, Corporate Services (Treasurer).	Currently, the County of Elgin is able to provide professional HR services upon request. However, there is no capacity at the county level to create a shared generalist position. At this point, our needs are being met with services rendered upon request. This initiative will be closely monitored and

			re-evaluated early next year to determine if a generalist position is truly necessary.
R3	03/12/2024	"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."	This position was created and approved by the council on January 11, 2024. The job posting went up on March 12, 2024, and the recruitment process began on April 10, 2024. The recruitment is ongoing, and our goal is to have this position filled by September 2024.
R9	05/31/2024	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.	The first Town Hall meeting is scheduled for May 31, 2024.
R1	06/13/2024	Formalize three levels of leadership with clear position roles, responsibilities, and expectations at each level.	Final report will be available at June 13, 2024 Council meeting.
R10	6/27/2024	Provide mandatory "people management" training to all managers and supervisors	Mohak College Enterprise has been contacted to develop training modules for senior staff and supervisors. The training course will be based on the organizational review findings, staff feedback, and issues encountered. A detailed proposal will be presented to the council for approval at the June 27th council meeting.
R8	QTR 4 - 2024	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.	Phase 2 – Implementation cannot proceed until R2 is completed.
R2	QTR 3 - 2024	"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."	This recommendation can only be implemented if the Manager of Corporate Services position is filled. Without this role, establishing the fourth department is not feasible, as all standalone activities currently fall under the responsibility of the CAO.

R4	QTR 1 - 2025	Revise the job description of the current Manager of Operations and Community Services to become 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."	Phase 2 – Implementation cannot proceed until R2 is completed
R5	QTR 1 - 2025	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.	Phase 2 – Implementation cannot proceed until R2 is completed.

Financial Implications:

The organizational review recommendations have been included in the 2024 Operating Budget, with the exception of training expenses. According to the consultant, this training requires a series of sessions tailored to our organization's needs. Although the cost of the training is not yet available, a detailed proposal will be presented to the council for approval in June.

Alignment with Strategic Priorities:

Infrastructure Improvement	Recreation	Economic Development	Community Engagement
<input type="checkbox"/> To improve West Elgin's infrastructure to support long-term growth.	<input type="checkbox"/> To provide recreation and leisure activities to attract and retain residents.	<input type="checkbox"/> To ensure a strong economy that supports growth and maintains a lower cost of living.	<input type="checkbox"/> To enhance communication with residents.

Report Approval Details

Document Title:	Update on Recommendations from the Organizational Review - 2024-14-Administration Finance.docx
Attachments:	
Final Approval Date:	May 21, 2024

This report and all of its attachments were approved and signed as outlined below:

Terri Towstiac