COUNTY OF HASTINGS

Organizational Planning Project

Final Report

January 26, 2006

THE RANDOLPH GROUP
MANAGEMENT CONSULTANTS INC.

Outline of report

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Appendix – List of People Consulted

I. PROJECT BACKGROUND

This section of the report outlines the objectives of the project and summarizes the project process.

Project context and objectives

This project is a proactive initiative by the County – something good organizations do. In reaction to significant changes in it is responsibilities and accompanying growth in its staffing, the County wants to take stock of how well its organization is working today. The County also wants to look ahead at how it may need to adapt its organization in the future.

Organizational Context	Project Objectives
■ Tremendous expansion of responsibilities since 1998 ■ Increased focus on human services ■ Growth in staff to accommodate new responsibilities ■ Significant provincially driven change and influence over services and operations ■ Strategic planning process to set future directions	To assess whether the County: ■ Is organized the best way possible to deliver current responsibilities ■ May need to adapt its organization to accommodate future changes in the County's responsibilities ■ Has the organizational capabilities, processes and resources required to be successful in the future

Project process has involved:

Phase I – Needs Assessment
• Initial issues discussion with County Council • Interviews with most management/supervisory staff • Group discussions with staff from all departments • Review of documentation on County operations and future plans • Presentation of findings to CAO and department heads • Phase I report to County Council • Briefing meeting with management group • Communication to all staff

Phase II – Options and Recommendations
• Development and analysis of organizational options • Review with CAO and Director of Human Resources • Development of Phase II report • Review of Phase II report by CAO and department heads • Presentation of report for information to County Council • Presentation to Council Committees and Hastings/Quinte partner Councils

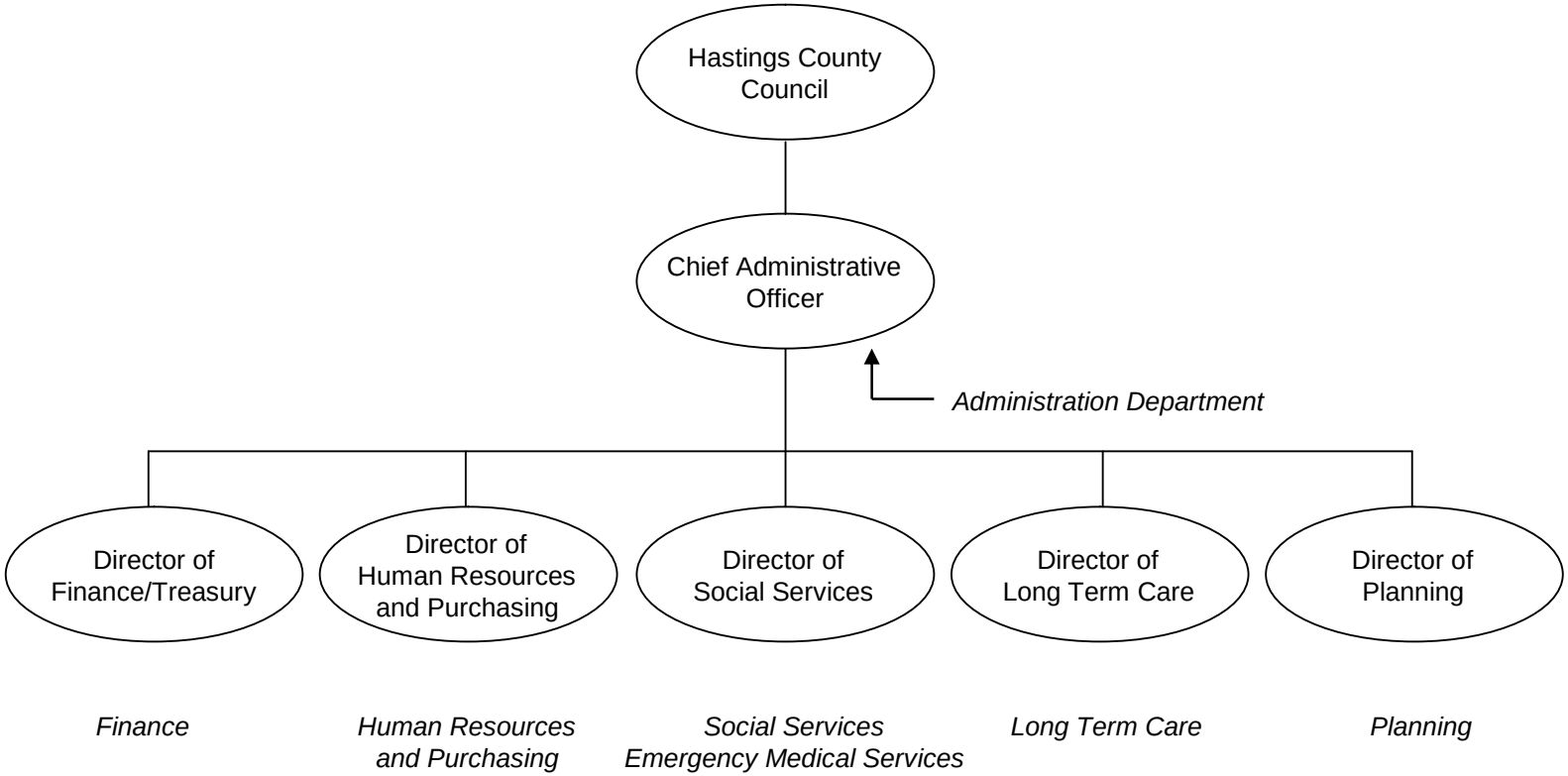
Phase III – Decision-Making and Implementation
• Assessment of position/people and financial impacts • Development of implementation plan • Review with CAO and Director of Human Resources • Presentation to Finance Committee • Presentation to Council

II. CURRENT ORGANIZATIONAL DESIGN AND SERVICES

This section of the report documents the current organizational design and services of the County of Hastings.

Overview

- The County of Hastings' organization consists of six departments.



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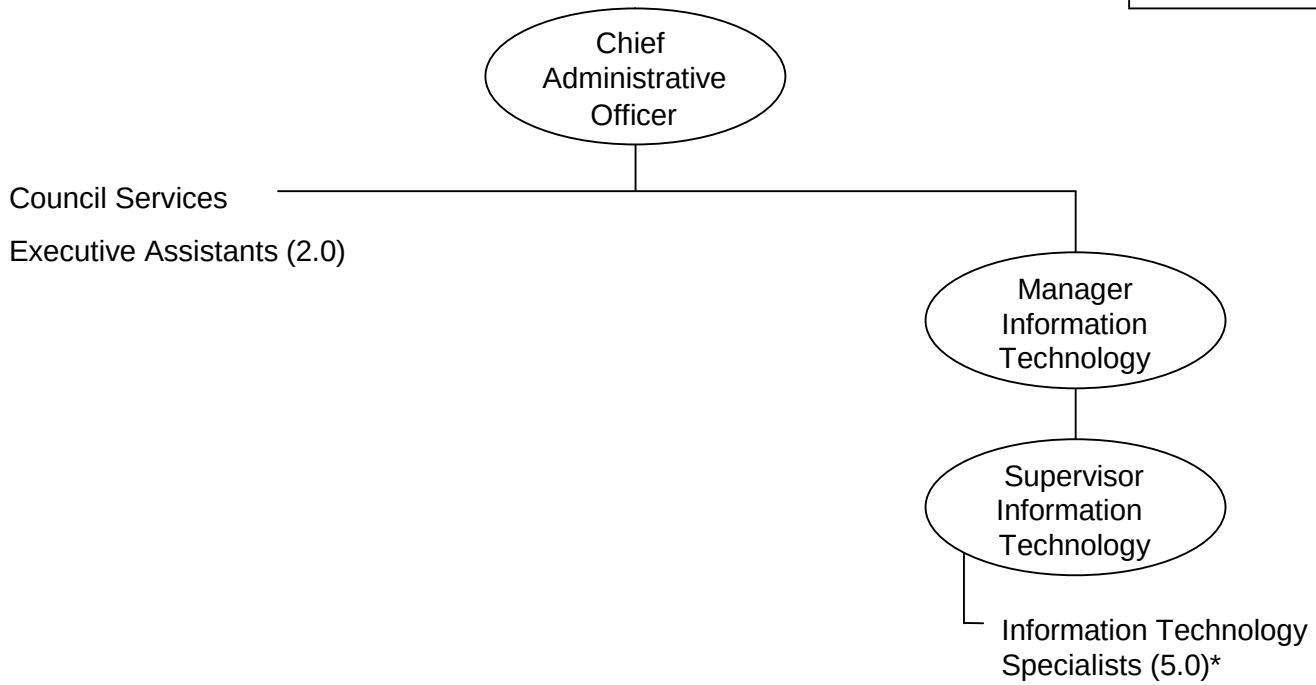
Administration Department – Organization

Staffing
10.0 FTEs



Denotes supervisory responsibilities.

* 1.5 FTEs are municipally funded specifically to support the Intake Screening Unit which is ending in June, 2005.

FTE = Full- Time Equivalent staff

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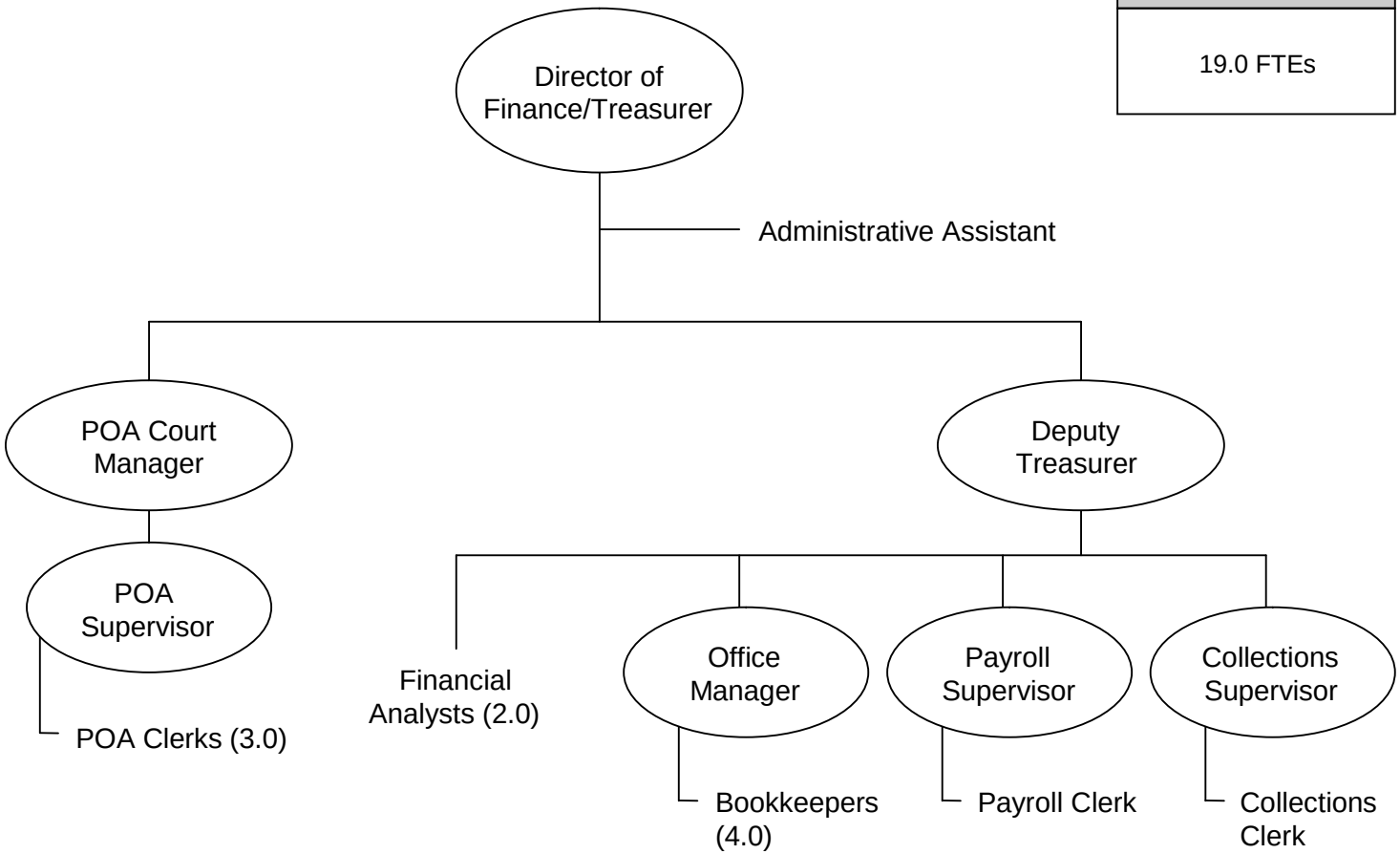
Administration Department – Services

Chief Administrative Officer	Council and Executive Support	Information Technology Services
• Strategic planning • Advice and support to County Council and Committees • Corporate administrative policies and operations • Recommendation of plans and policies to Council • Implementation of County Council decisions • Oversight of County operations and employees • Guidance and support to department heads • Liaison with County Solicitor and external legal counsel • External relations • Media relations • Municipal Clerk responsibilities	• Committee and Council agendas, reports, resolutions and minutes • Special committees and task forces • Council correspondence • Administrative support to Warden, and the Chief Administrative Officer • County records and coordinate implementation of records by-law • Research into legislative/administrative matters • County events and external events • Outstanding issues related to County roads	• Desktop support • Hardware/software management and support • Security of network • Server operations • Voice and data communications • Internet and Intranet • Web site development and maintenance • Business applications support • Database management and administration • Project management • IT vendors/external contracts liaison • Policies and standards • Research and development • Disaster recovery • Advice/assistance to area municipalities

Finance Department – Organization

Staffing
19.0 FTEs



Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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Finance Department – Services

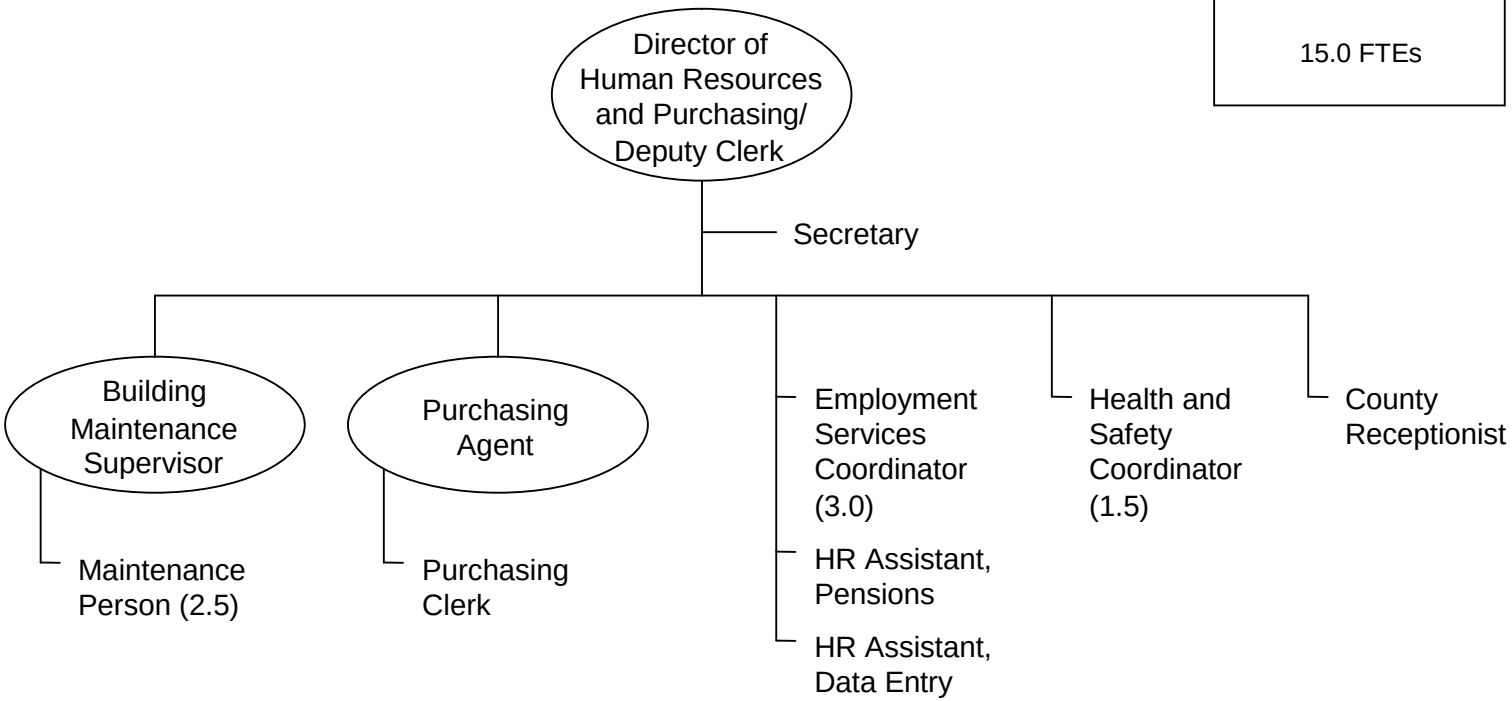
Accounting/Office Management	Collections	Finance/Treasury
• Accounts payable • Accounts receivable • General ledger • Trust accounting • Processing of cheques and deposits • Account reconciliations • Cash accounting • Financial administration policies and procedures • Bank reconciliations • GST claims	• Downloading of outstanding POA accounts • Preparation and mailing of notice letters • Direct contact with debtors • Implementation of other collection strategies • Negotiation of payment plans • Monitoring of accounts • Initiation of legal action	• Financial statements • Budget development/coordination • Financial reporting • Provincial service contracts and subsidy claims • Provincial financial reports • Agreement development and monitoring • Insurance • Debt negotiation and administration • External audit liaison • Municipal Performance Measures • Controllership

Finance Department – Services (cont'd)

Financial Analysis	Payroll	Provincial Offences Administration
• Financial analysis • Budget support to departments • Special projects and committees • Non-profit housing provider operating budgets • Internal audits • Audits of service contracts/agreements • Policies and procedures development • Support to year-end close • Financial Information Returns	• Time inputting • Processing of pay • Verification of service provider payroll processing • Payroll account distributions • Payroll account reconciliations • Government remittances • Payroll reports	• Administration and intake (e.g. answering inquiries, receiving and processing payments) • Court support (e.g. swearing in witnesses, processing arraignments, processing exhibits, monitoring equipment) • Part I prosecutions (e.g. trial scheduling, notification, preparation of court submissions) • Enforcement (e.g. suspending licenses, processing payment defaults) • Coordination on collections

Human Resources and Purchasing Department – Organization

Staffing
15.0 FTEs



Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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Human Resources and Purchasing Department – Services

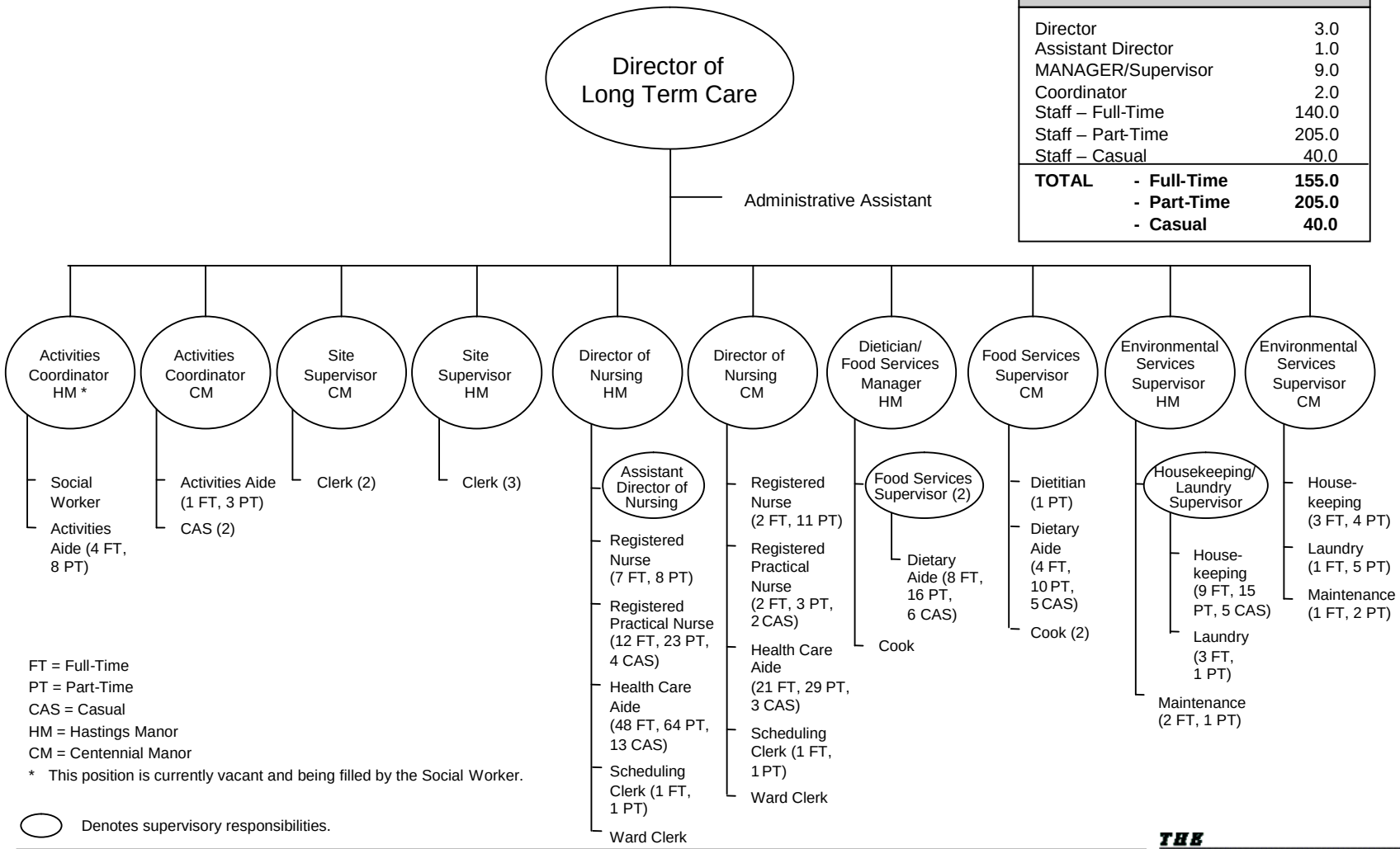
Purchasing	Health and Safety	Building Maintenance
• Policies and procedures • Sourcing • Vendor inquiries • Corporate credit card administration • Blanket agreements • Purchase requisitions • Purchase orders • Tender development and administration • Contract administration • Dispute resolution • Project management	• Modified work policies and program • Disability claims management • Accident investigations • WSIB claims management • Health and safety policies and procedures • Health and safety training • Ergonomic assessments • Ontarians with Disabilities Act implementation • Support to health and safety committees	• Maintenance of County Administration Building • Custodial services • Building plans • Project management of renovations • Grounds maintenance • Material management • Building health and safety and accessibility • Administration of building system maintenance contracts • Building security • Emergency on-call • Administration of County phone system • Project request-based maintenance for other County offices

Human Resources and Purchasing Department – Services (cont'd)

Human Resources	
• Human resource policies and procedures • Recruitment and selection • Job evaluation • Pay equity • Hiring approval/terminations • Employee sign-up • Pension administration and reporting • Salary and benefits administration • Labour relations (negotiations, grievances, interpretation, hearings) • Contract interpretation to line managers • Performance management advice and support	• Coordination of management training • Training expenditure approval • Human resource information and reporting • Attendance management and administration • Employee inquiries • Employee Assistance Program • Employee records • County telephone and in-person reception • Deputy Clerk responsibilities

Long Term Care – Organization

Staffing		
Director		3.0
Assistant Director		1.0
MANAGER/Supervisor		9.0
Coordinator		2.0
Staff – Full-Time		140.0
Staff – Part-Time		205.0
Staff – Casual		40.0
TOTAL	**- Full-Time**	**155.0**
	- Part-Time	**205.0**
	- Casual	**40.0**



FT = Full-Time
PT = Part-Time
CAS = Casual
HM = Hastings Manor
CM = Centennial Manor
* This position is currently vacant and being filled by the Social Worker.

Denotes supervisory responsibilities.

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Long Term Care – Services

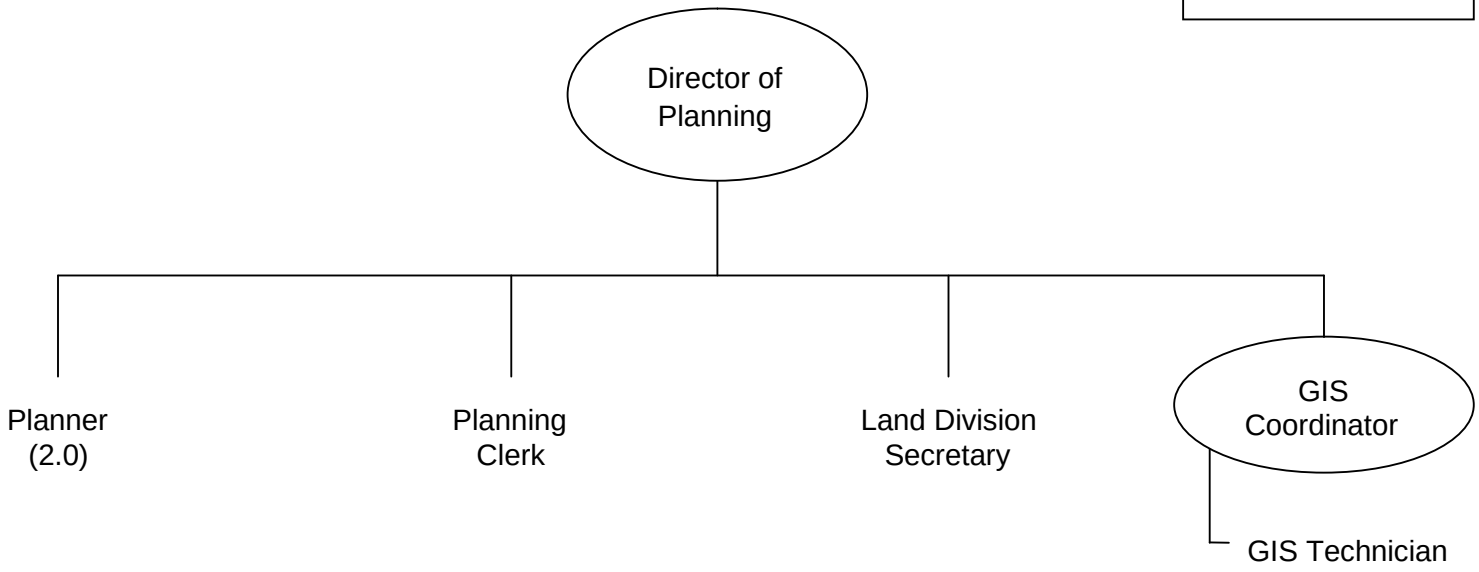
Activation Services	Administrative Services
• Plan of social activities for each resident (group and individual) • Integration with the community through programs including crafts tours, excursions, etc. • Volunteer recruiting and orientation • Student placement • Restorative care support (motion, heat packs, walking) • Meal feedings • Resident admissions (with Administrative Services) • Building tours • Resident Council liaison • Secretary for Home Auxiliary • Liaison with local service clubs, churches and other community organizations	• Resident admissions (with Activation Services) • Monthly billings • Payroll/accounts payable/accounts receivable • Reception • Service contracts • Purchasing (in conjunction with Human Resources and Purchasing) • Human resources (in conjunction with Human Resources and Purchasing) • WSIB claims management (including modified work and return-to-work programs) • Compliance reports for the Ministry of Health • Clerical • Professional Building Management (Centennial Manor) • Policies and procedures • Training and education • Emergency on call

Long Term Care – Services (cont'd)

Environmental Services	Nursing Services	Nutrition/Food Services
• Facility Maintenance (e.g. ventilation, heating, mechanical, interior, exterior, grounds) • Housekeeping • Laundry (the hospital and EMS contract with Centennial Manor for this service) • Fire safety systems inspection and education • Custodial services • Occupational Health and Safety regulations and compliance • Ministry of Health standards for water (supply, temperature) and air (temperature and quality)	• 24 hour care under supervision of a Registered Nurse or Registered Practical Nurse • Administration of medication • Assistance with daily living activities • Ministry of Health compliance • Residents families liaison • Liaison with Home physician • Resident medical and nursing records • Liaison with activation staff to promote activation and motivation programs for residents	• Individual resident nutrition care program including resident assessments • Menu analysis and approvals • Monthly food costing • Nutrition/dietary counseling/education for residents, families, and staff • Catering in the facility (e.g. family birthdays, special events, activation activities) • Food preparation and kitchen operation (also contracted to prepare meals for the hospital and meals on wheels in Centennial Manor)

Planning Department – Organization

Staffing
7.0 FTEs



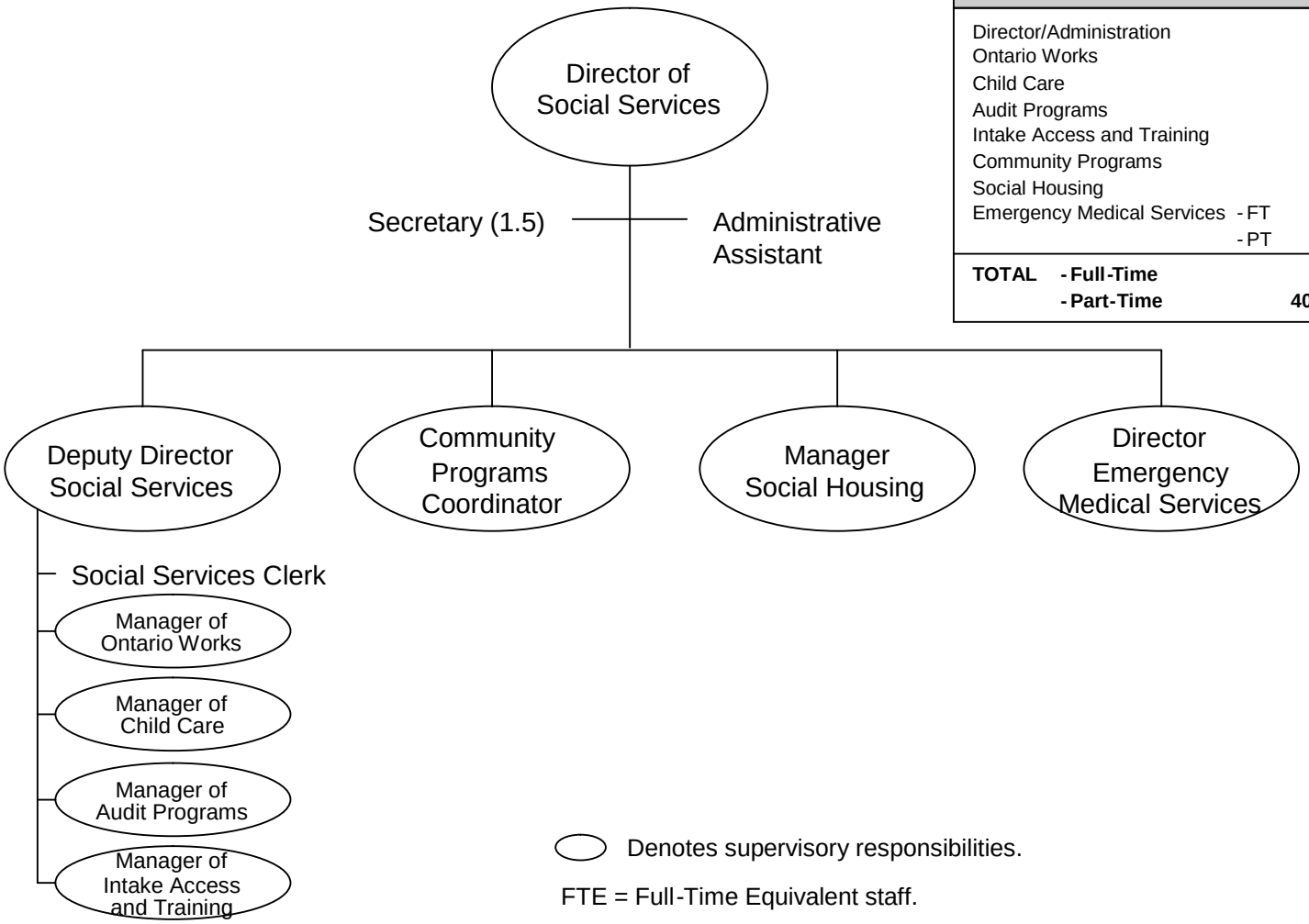
Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

Planning Department – Services

Planning	Geographic Information System	Other
• County Official Plan • Applications for land transactions requiring consent or plan of subdivision/condominium • Official Plan Amendments • Advice on implications of and conformity with provincial planning policy and legislation • Planning advice and assistance to local municipalities as requested • Review and comment on local zoning by-law amendments and minor variances • Development control documents (e.g. part lot control, temporary use, site plans, development agreements) • Research and special planning studies • Information to applicants, their consultants and the general public • Public and OMB hearings • Liaison with external agencies	• GIS system and applications • Digital databases • Maps and other GIS-based information products • Digital updates to fire, police, ambulance • Data sharing agreements • Training and advice to local municipalities	**911 Civic Addressing** • Naming of roads and allocation of civic addresses • Database of civic addresses • Road blades and property markers **Trails** • Liaison with the Trails Steering Committee and with the Eastern Ontario Trails Alliance • Advice to the County on trails policy and management matters **HQNet representation**

Social Services Department – Organization



Staffing		
Director/Administration		5.5
Ontario Works		56.0
Child Care		21.5
Audit Programs		26.0
Intake Access and Training		5.0
Community Programs		3.5
Social Housing		36.0
Emergency Medical Services	- FT	90.0
	- PT	40.0
TOTAL	**- Full-Time**	**243.5**
	- Part-Time	**40.0 (EMS)**

Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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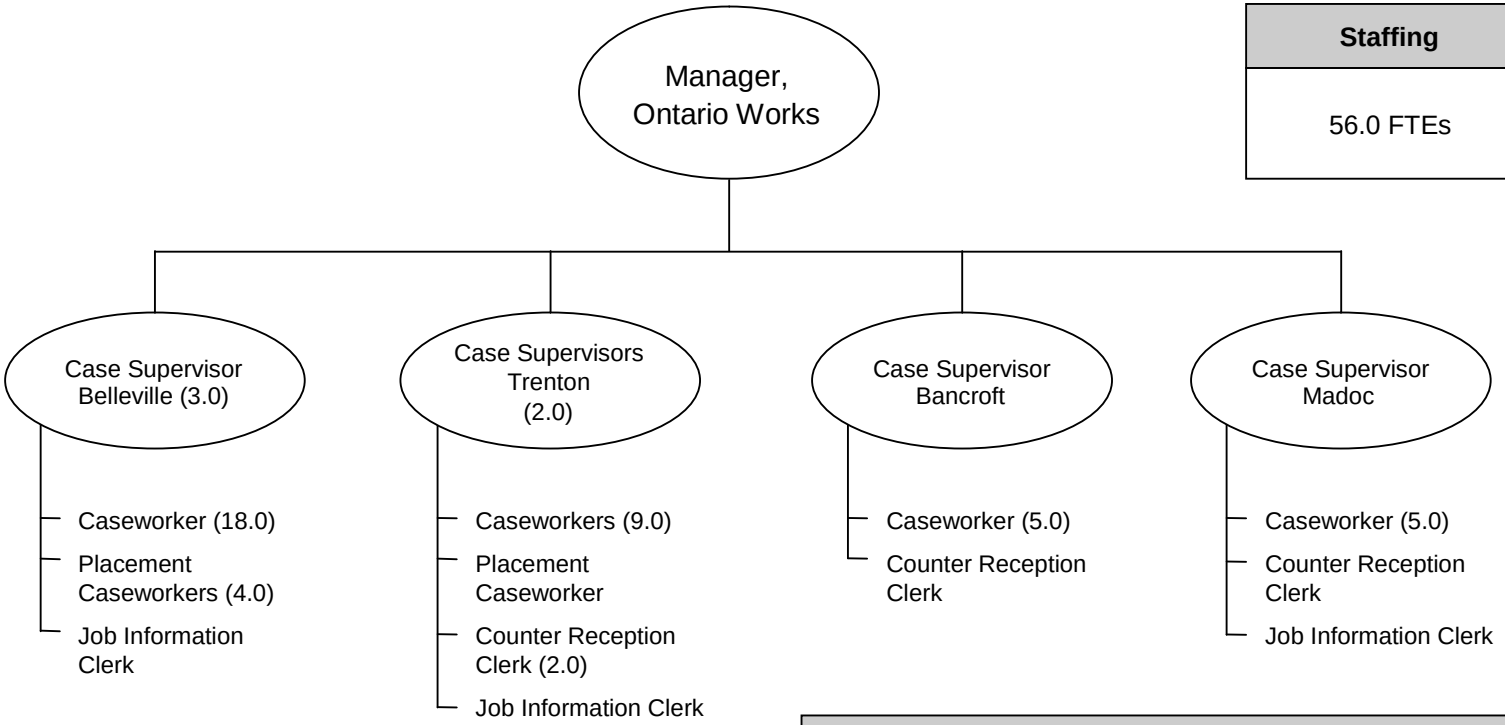
Ontario Works – Organization and Services



Staffing
56.0 FTEs

Services	
• Eligibility determination/ verification	• Participation management
• Employment placements	• Family support services
• Community placements	• Child care supports
• Employment assistance	• Financial eligibility reviews
• Basic financial assistance	

◯ Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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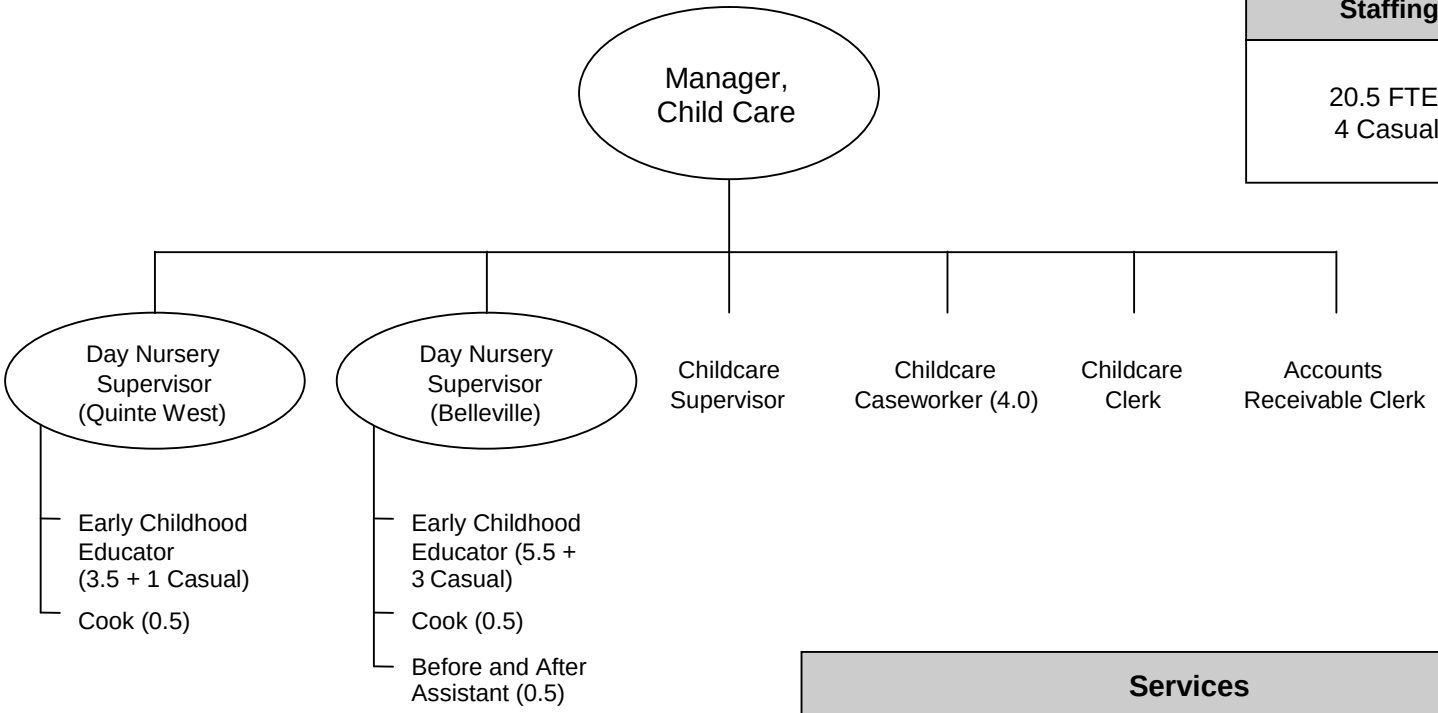
Child Care – Organization and Services



Staffing
20.5 FTEs 4 Casuals

Services
• Ontario Works Child Care • Child care fee subsidy • Wage subsidy • Special needs resourcing • National Child Benefit Reinvestment Program • Resource Centre funding • Learning, Earning and Parenting Program (LEAP) • Directly operated child care centres

◯ Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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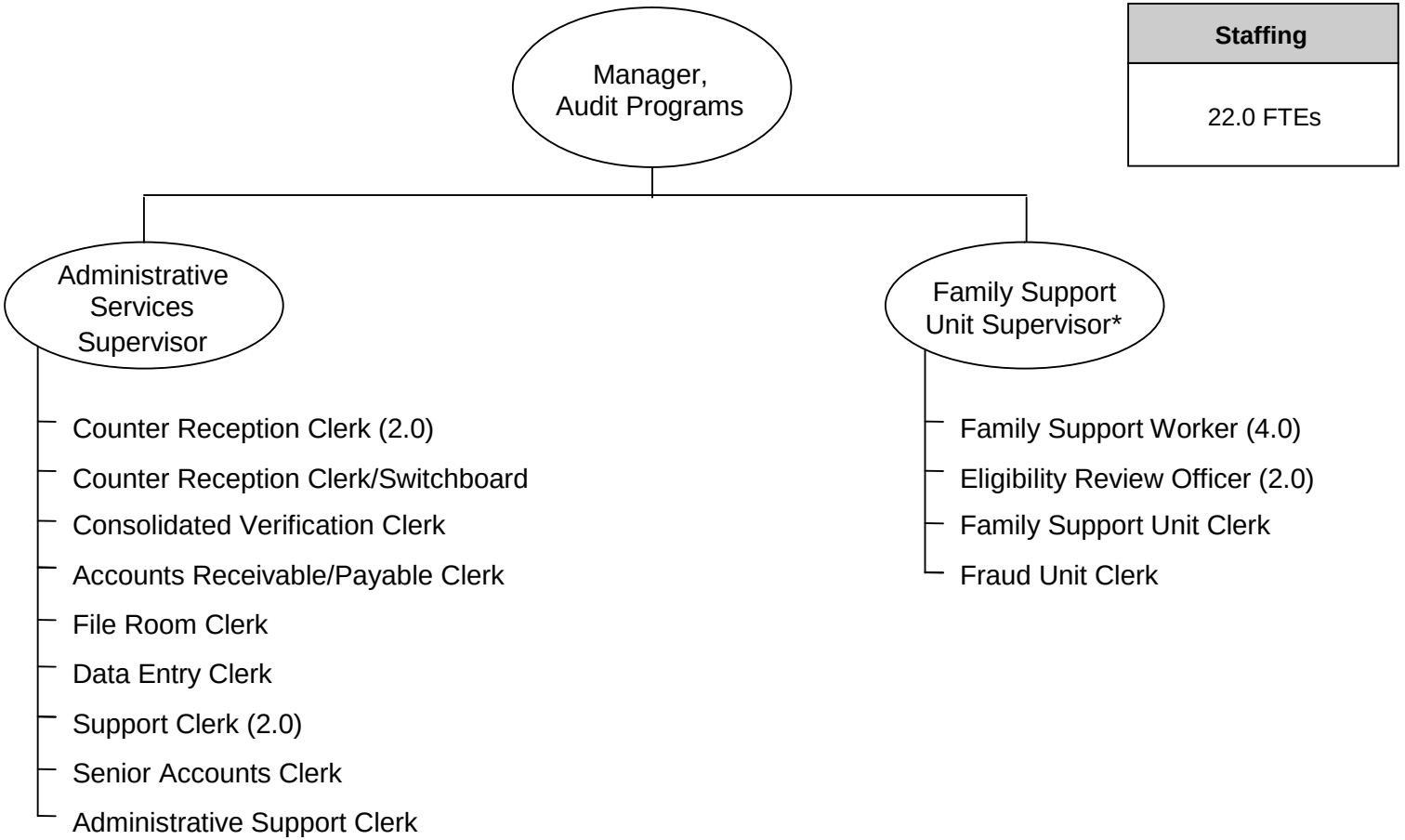
Audit Programs – Organization



Staffing
22.0 FTEs

Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

* This position's incumbent is on medical leave. The position has not been backfilled.

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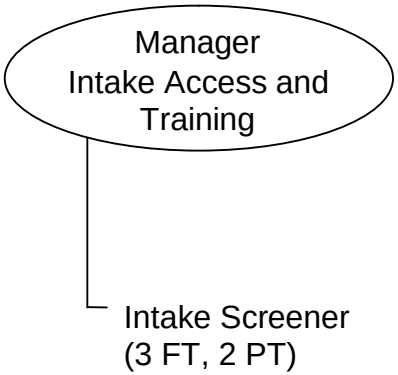
Audit Programs – Services

Administrative Services	Audit and Family Support Services
• Incoming and outgoing mail processing (all departments) • Client related accounts payable and receivable • Departmental accounting/payables transactions • Purchasing of supplies and equipment • Data entry • SDMT reports • DBD traces and stop payments • Cheque processing • Manual cheques • Third party verifications and updates • Financial reporting • Records management (case files) • Departmental switchboard • Reception for Child Care and Family Support staff	• Family support for sole support clients (spousal and child support) • Discretionary benefits • Internal reviews • Overpayment calculations • Fraud investigations • SDMT support • Special projects

Intake Access and Training – Organization and Services

Staffing
5.0 FTEs



Services
• Intake screening • Emergency transfers • Booking of verification interviews and literacy screening • Departmental training • Coordination of corporate training

Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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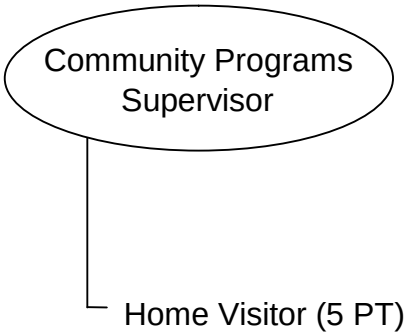
Community Programs – Organization and Services

Staffing
3.5 FTEs



Services
• Coordinate community emergency services • Emergency assistance • Conduct eligibility reviews • Administer homelessness funding • Administer community partners program • Operate home visitor program

Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

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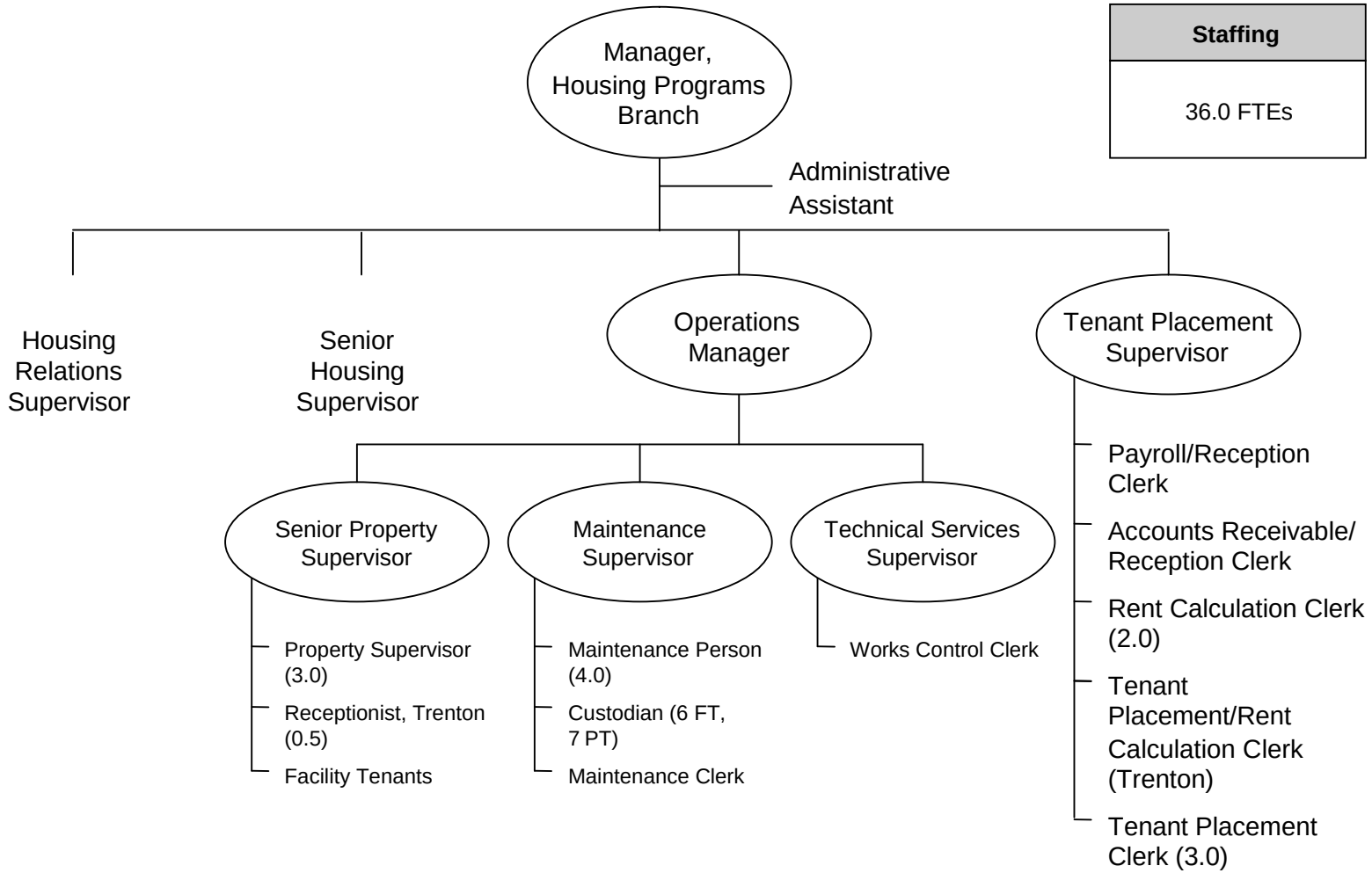
Social Housing – Organization



Staffing
36.0 FTEs

Denotes supervisory responsibilities.

FTE = Full-Time Equivalent staff.

Social Housing – Services

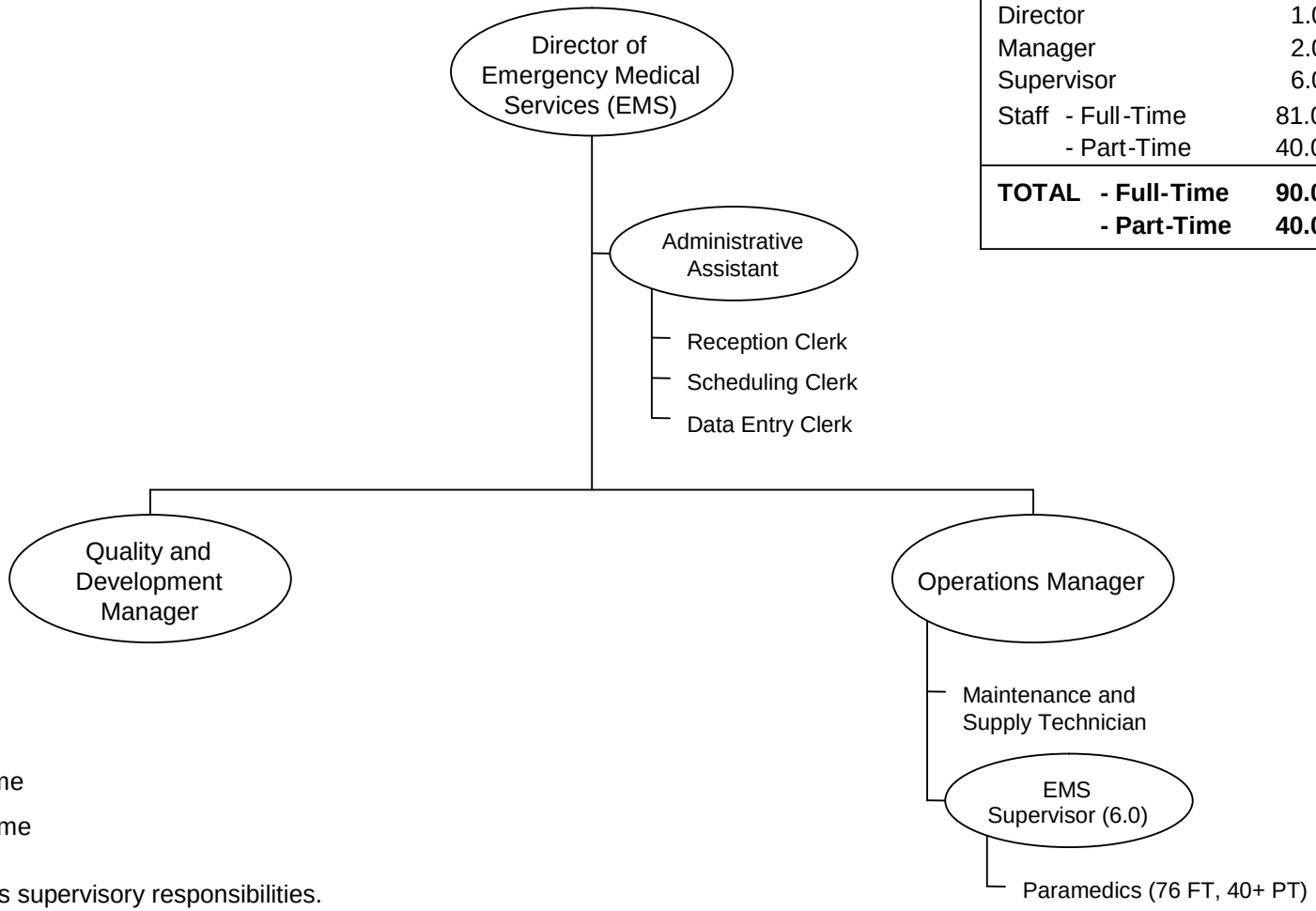
Technical Services	Maintenance	Property Supervision
• Capital plan development • Capital project planning • Tender development • Contract management • Capital project management	• Preventative and responsive maintenance • Custodial services • Ground maintenance • Seasonal maintenance programs • Health and safety inspections • Capital works support	• Tenant relations and support • Property security/monitoring • Move-in/move-out coordination • Rent collection • Parking administration

Social Housing – Services (cont'd)

Non-Profit Housing Supervision	Housing Relations	Tenant Placement
• Agreement development • Funding administration • Program and policy requirements • Policy and operational audits • Monitoring and support • Problem-solving for Projects in Difficulty (PIDS) • Completion of Annual Information Return	• Tenant relations and support • Facility Tenant program • Community program liaison • Community relations • Media relations	• Application processing • Eligibility screening • Waitlist management • Income verification and rent calculations • Tenant placement • Rent collection/processing

Emergency Medical Services – Organization

Staffing		
Director		1.0
Manager		2.0
Supervisor		6.0
Staff	- Full-Time	81.0
	- Part-Time	40.0+
TOTAL	**- Full-Time**	**90.0**
	- Part-Time	**40.0+**



FT = Full-Time

PT = Part-Time

Denotes supervisory responsibilities.

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Emergency Medical Services – Services

Emergency Medical Services
• EMS operations • Legislation response time standard • Paramedics (primary care, advance care, tactical, hazardous material) • Public safety • Emergency planning • Hospital liaison • Ministry of Health certification to operate ambulance service • Legislative compliance including the Ambulance Act, Emergency Management Act (CEMC), Occupational Health and Safety • Special events coverage • Public relations • Vehicle and equipment maintenance

III. OBSERVATIONS ON THE COUNTY'S STRENGTHS

This section of the report provides our high level observations on the positive strengths of the County that need to be recognized and allowed to flourish.

The County has many strengths as an organization

- We are impressed with the degree of change that the County has both initiated and absorbed over the past few years

- The County is in an era of strategic and dynamic leadership. Among the County's management and supervisory staff there is a great deal of energy and interest in implementing further changes to continue to strengthen the organization.

- This project will help to develop a plan to make what is already a good organization even better. Part of that plan must recognize and build on the County's strengths:
  - Strong leadership and teamwork
  - Effective partnerships
  - Ability to initiate and manage change
  - Commitment to and loyalty among County staff

The County demonstrates strong leadership and teamwork

- Council-staff relations are healthy and effective
  - Trusting and respectful relationships
  - Clear roles
  - Effective committee structure
  - Strong Council-staff collaboration
  - Excellent executive support to Council
- The County has taken a strategic leadership approach
  - Council and staff have recognized value of strategic planning
  - Plan identifies County goals, objectives and directions
  - Process has engaged Council, staff and member municipalities
  - Plan provides a strategic framework for departmental plans and initiatives
  - Staff and Council recognize and value the strategic leadership focus of the CAO
- The County has a strong and collaborative management team
  - Atmosphere of collaboration and respect
  - Department heads and management group meet regularly
  - Regular management team meetings in most departments
  - Good management bench strength in most departments

The County has established many effective partnerships

- County departments work cooperatively with member municipalities to support local government operations and coordinate service delivery. Examples include:
  - Assistance with local planning matters and provision of GIS service
  - IT assistance to local municipalities
  - The arrangement to second staff to Deseronto to provide Treasury services
  - Regular participation in local Clerks and Treasurer's meetings
  - Attendance at local Council meetings

- The County has established effective service partnerships with area municipalities. Examples include:
  - The service provision agreement with Belleville and Quinte West for Long Term Care and Social Services
  - A similar agreement with Prince Edward, Belleville and Quinte West for Emergency Medical Services

- The County is an active contributor to and leader in federal, provincial and regional initiatives affecting municipal government. Examples include:
  - Eastern Ontario Wardens
  - Source Water Protection
  - Immigration Canada project

The County has established many effective partnerships (cont'd)

- Effective partnerships exist between the County and local community organizations. Examples include:
  - Strong support to local non-profit housing providers from Social Housing
  - Community agency networks around homelessness and emergency assistance
  - Service clubs, churches and other community organizations working with residents in the two Long Term Care facilities

The organization has a demonstrated ability to initiate and manage change

- The County has successfully absorbed a wide range of new responsibilities since 1998
  - Provincial Offences Administration
  - Emergency Medical Services
  - Social Housing
  - Children's Services

- The County has managed a wide range of provincially driven changes to many of its existing services
  - Social Services (e.g. Ontario Works, SDMT, Intake Screening Unit)
  - Long Term Care (e.g. accreditation requirements)
  - Finance (e.g. municipal performance measures, Community Reinvestment Funding)
  - Planning (e.g. Ontario planning reforms)
  - Human Resources (e.g. Ontarians with Disabilities Act implementation)

- The County has initiated innovations and improvements to its own operations. Examples include:
  - Implementation of GPS in Emergency Medical Services
  - Strategic plan for POA collections
  - IT strategic plan
  - Community program innovations e.g. home visitors
  - Investments in new and improved long term care facilities
  - Addition of departmentally assigned Employment Services Coordinators

- The County's strategic planning task forces continue to look at opportunities to address new service requirements and to coordinate service delivery

There is strong commitment to and loyalty among County staff

- The County has many long term employees who demonstrate great interest in the County's goals and services and who are loyal to the County as an employer

- The County has been able to attract some excellent new staff from other organizations who bring new ideas and approaches to the County

- The County is seen as a responsible and committed employer
  - Most staff describe the County as:
    - "Caring"
    - "Supportive"
    - "Accommodating"
    - "Interested in training and development"
  - Many examples of front-line staff who have had training opportunities and promotion to management positions
  - Current initiative in management development with Loyalist College an excellent strategy
  - Council has been fair and supportive in its approach to staff severances

- The County has demonstrated its commitment to employee health and safety through the comprehensiveness of its health and safety services and approach

IV. OBSERVATIONS ON MANAGEMENT AND ADMINISTRATIVE PROCESSES

This section of the report provides our observations on corporate areas where the County should focus its ongoing improvement efforts over the next few years.

Overview

- Managing the changes in the County's service responsibilities, while implementing a strong external focus on municipal relations, local partnerships and provincial relations have demanded significant management attention

- The County needs to continue to pursue these strategies while also ensuring that there is an increased focus on strengthening internal corporate management and administrative processes and systems

- Areas in which the County should focus its ongoing improvement efforts over the next few years include:
  - Planning processes
  - Service performance measurement
  - Customer information and service
  - Corporate administration
  - Human resources management
  - Financial administration
  - Purchasing
  - Facilities

The County's planning processes can be further strengthened

- The strategic planning process and framework provide an excellent start

- Need to develop an annual business planning process that:
  - Links to the strategic plan
  - Outlines departmental goals and priorities
  - Includes all departments
  - Engages cross departmental coordination on plans
  - Ties to the budget process
  - Has performance measures
  - Involves staff so they understand and support the process

- A capital planning process needs to be developed that:
  - Clearly defines capital expenditures
  - Uses recognized, systematic approaches to needs assessment
  - Anticipates capital expenditures by program over the long-term (15-30 years)
  - Incorporates decision-making criteria to allow prioritization of capital projects

The County would benefit from a more focused approach to measuring service performance

- There is no County-wide approach to measuring service performance beyond the requirement to submit Municipal Performance Measures to the provincial government

- The CAO does produce a summary report on departmental accomplishments and individual departments do monitor their operations. Many have to report on their operational results and finances to provincial ministries.

- However, there is no overall framework in place within or across departments to identify, measure, monitor and report on the key indicators of service performance relative to the County's varied operations

- This framework should incorporate customer satisfaction/feedback

- Such a system is very helpful in:
  - Fulfilling Council's accountability to the public through a County "Report Card"
  - Encouraging the development of service standards and improvement goals
  - Communicating and raising awareness of County services and accomplishments
  - Building a sense of pride through organizational achievement

A more integrated and enhanced approach to customer service would benefit the public and the County

- The County Administration Building creates significant customer service challenges
  - Departments are spread out across three floors and separated by the court operations and offices
  - Way-finding is difficult in the building
  - Signage is not customer-friendly (e.g. at front entrance, unmarked parking lot signage)
  - While the creation of the County Receptionist position has helped, there are multiple contact customer reception points each with highly specialized responsibilities and many with space constraints
  - Staff report great customer frustration with having to travel to multiple places in the building to complete a transaction
  - There are few amenities for customers (e.g. waiting areas, information centres, refreshments)
  - The space is very compartmentalized and does not help to build cross-departmental awareness and approaches

- Other County facilities could benefit by more integrated service to customers
  - Social Services in Bancroft difficult to access given location outside the main urban area
  - Consider bringing departments together in satellite locations

A more integrated and enhanced approach to customer service would benefit the public and the County (cont'd)

- The County does not have an overall approach to customer service
  - Staff are proud of the current quality of customer service and staff commitment to helping customers
  - Need to clearly identify the County's clients, who they are and what their needs are
  - Customer service training could be developed and implemented
  - Customer service standards do not exist for either public or internal corporate support services – will be important in order to maintain the culture of customer service as the County grows. Service standards could relate to (examples):
    - Response times to requests
    - Phone answering
  - Approaches to gaining customer feedback could be devised
  - Many staff are interested in looking at customer service on a County-wide basis

- The County's corporate identity and image could be strengthened and used more consistently
  - The County building is largely described by the public as "the courthouse"
  - Departmental identities sometimes override County identity
  - Information and communication materials vary in their approach and quality

A more integrated and enhanced approach to customer service would benefit the public and the County (cont'd)

- Opportunities exist to expand the use of the internet and intranet sites
  - Sites could contain more information on the County's services, departments and contacts
  - More on-line applications could be developed
  - Links could be established to other agencies to whom customers are frequently referred
  - Customer service evaluations and public consultations could be facilitated through use of the Web site
  - Frequently Asked Questions (FAQ) could be added to the site

- The County's telephone system could be upgraded to provide better customer service
  - Unable to make referrals/transfers between different systems/departments (e.g. County Reception to Social Services)
  - Capacity limitations for Social Services

- Customer information strategies could be enhanced
  - Brochures with service listings, contacts and frequently asked questions could be developed

Records management systems need to be enhanced

- A County-wide records management system is required for the County to accommodate growing responsibilities
  - The Administration Department has done its best coping with space constraints, overseeing implementation of the records by-law and creating a searchable records database for its own use
  - However the Department does not have the space, staff, and technological resources to do this job effectively
  - A corporate records management system, better space arrangements and more effective allocation of responsibilities and resources would ensure that the County keeps pace with growing requirements

Corporate support groups and functions need to develop stronger linkages with operating departments

- At present there are no formal mechanisms to link corporate support groups (e.g. IT, HR, Purchasing) and operating departments to ensure that:
  - Support service needs and priorities are understood
  - Service plans are appropriate
  - Information is shared effectively
  - Roles and responsibilities are understood
  - Joint problem solving and training occurs

- Service standards and agreements need to be developed to structure the relationship and service delivery expectations between these groups

- Explore desirability/feasibility of having more corporate staff dedicated to departments
  - Staff positions (e.g. Treasury, IT) assigned to specific departments
  - Increases knowledge of department needs and balances with overall corporate priorities

Purchasing policies and processes need to be improved

- The County has moved to a centralized purchasing approach and electronic system
- The goals of this direction are appropriate but implementation has been poor, creating significant user dissatisfaction around the timeliness and quality of purchasing support. This leads inevitably to people buying directly at higher cost and expensing the item.
- The County has not had sufficient resources dedicated to the purchasing function – much of the time of the Purchasing Agent has been spent on project management. Illnesses have also prevented consistent staffing support. The County Receptionist has assumed a large support role in purchasing but this is drawing down on her ability to answer the phone and help walk-in customers
- Key needs and issues associated with the current situation include:
  - Need to have the capacity to move to real time processing of orders (up to a week delay built in under current approach to processing electronic purchase requirements)
  - Need to accelerate the entry of vendor and product information onto the purchasing system (a major cause of delays)
  - No electronic link exists between the purchasing system and the accounts payable process
  - Purchasing and line department staff do not have sufficient access to the financial system in order to quickly address vendor and departmental inquiries
  - Need to review and increase delegation of purchasing authority levels based on a risk assessment approach to streamline approvals process
  - Need to ensure that shipments received are verified quickly

Purchasing policies and processes need to be improved (cont'd)

- Once the purchasing policy framework and process is stabilized, other opportunities can be explored, including:
  - Establishing an asset management system linked to the purchasing process
  - Exploring opportunities for savings through pooled purchasing

The County's human resource management framework needs to evolve

- Need to create or strengthen human resources systems
  - Corporate training and development, and career planning
  - Succession planning
  - Employee recognition
- Need to update job descriptions and classifications across the County and include new operations (e.g. Social Housing) in this
- Need to have a consistent performance management system across the County
- Need to build integrated culture, management philosophy/approach, and sense of identity
  - Staff describe the County as having a mix of old fashioned and conservative and more modern management styles and approaches
  - Strong sense of variation within the County
  - Interest in treating employees as a corporate resource
- Consistency of policy application can be enhanced across departments
- Need to integrate payroll/human resource information data and systems

The County's human resource management framework needs to evolve (cont'd)

- Departments need to have an increased role in human resources management including hiring and performance management. With this would need to come greater accountability for decision-making and adhering to County policy
- More human resource administration processes could be automated and made available on the intranet (e.g. hiring requests)
- Need to continue to improve communication from department head and departmental management team meetings out to staff

Financial administration processes can be more integrated across departments and functions

- Need to integrate payroll/human resource information data and systems
  - To avoid duplicate data entry and streamline operations
  - To free up time of Employment Services Coordinators on payroll/human resource information reconciliation

- As the County grows, departments should have greater viewing access to the financial and purchasing system

- Development of an automated time and attendance system would also reduce effort associated with manual record keeping and data transfer – EMS has the most advanced system in this regard with a link to a scheduling system

Facilities management support can be strengthened

- There is no point of corporate leadership responsibility, other than the CAO, for County-wide thinking about facilities and facility management

- Several groups in the County have facility intensive operations and people with facilities management related expertise
  - Long Term Care
  - Social Housing
  - Human Resources and Purchasing

- Other groups have facility management needs, but no dedicated expertise
  - Child Care Centres
  - Sub-offices

- Currently, there is no mechanism to share information or approaches across these groups
  - No interrelationships among facilities staff across departments
  - No common systems and resources
  - No common training/problem-solving forums

- Borrowing resources from Human Resources and Purchasing to deal with facility-related project management needs has drawn down on the effectiveness of the purchasing function

V. OBSERVATIONS ON THE COUNTY'S ORGANIZATIONAL DESIGN

This section of the report provides our observations on the organizational design of the County. The Planning Department is not discussed here as it was the subject of a separate review last year.

Administration

- The Administration Department is a small operation, recently expanded to include the IT group and service
- The Department provides strong support to the Warden, Council and CAO, and oversees corporate administrative matters for the County
- The duties of Municipal Clerk are performed by the CAO and by the Director of Human Resources in his absence
- The corporate administrative needs of the County have grown and several corporate systems and processes now need greater attention than can be given by the CAO and two Council and Executive Assistants
- Key re-design goals should be to:
  - Ensuring that the CAO's role is focused on the right things
  - Giving greater focus to corporate customer service and information management roles
  - Supporting external and internal communication
  - Ensuring that records management functions and systems are in place
  - Considering the most appropriate organizational reporting relationship for Information Technology
  - Ensuring that Information Technology is appropriately resourced and structured to meet the County's needs
  - Ensuring that the staffing mix is appropriate for the range of administrative and clerical tasks that need to be performed

Human Resources and Purchasing

- The Human Resources and Purchasing Department has a wide range of corporate support responsibilities including:
  - Human resources
  - Health and safety
  - County Administration Building maintenance
  - Purchasing
- In addition the Director handles many special projects and performs the role of Deputy Clerk in the CAO's absence
- There is little operational relationship between the purchasing and building maintenance functions and other functions of the department: health and safety and human resources have a strong interrelationship
- A number of improvements have been made in the County's human resources and health and safety approaches, and capabilities over recent years
- With the growth in size and diversity of County operations, human resources has become a significant responsibility and there are further systems and needs to be addressed (notably in training and development, and performance management)
- Operating departments would like more support and see the need for greater delegation and increased management capacity in the department

Finance

- The Finance Department is an impressive unit with a history of strong leadership and that provides good support to the County
- The management structure of the Department is appropriate with clear roles and back-up capabilities
- Greater effort needs to be made to plan service priorities in conjunction with other departments and to communicate who is responsible for what within the department. Roles and contact points within the accounting area need particular attention so that operating departments know who to contact.
- There needs to be a stronger relationship and linkage between the County's purchasing function and processes and financial management processes
- New systems need to be developed in asset management
- Continued collaboration is required to ensure that the POA group and the Collections unit are well coordinated, and that the Collections Unit is able to extend its focus beyond POA collections where appropriate

Social Services

- Social Services is a large and complex department that has successfully absorbed many new responsibilities and other changes over the last few years. Further changes in responsibility are possible through further investment and downloading by upper levels of government (e.g. Children's Services, ODSP)

- While individual services are performing well, there are many opportunities to build greater interaction between what are currently fairly independent operations
  - There are significant opportunities for more integrated client intake and information services among Social Housing, Child Care, and Ontario Works.
  - Further opportunities exist to build greater staff interactions between Social Housing, Ontario Works, Family Support and Children's Services
  - Staff are keen to pursue these improvements

- The organizational design of Social Housing is not effective
  - Management accountabilities are unclear
    - Technical Services Supervisor and Maintenance Supervisor
    - Manager and Operations Manager
    - Operations Manager and Senior Property Supervisor
  - The structure is not ideal for fostering coordination and effective working relationships (e.g. Rent Calculation Clerks and Property Supervisors report to different supervisors)
  - There are too few dedicated Property Supervisors for the size and nature of the the housing portfolio

Social Services (cont'd)

- Child Care is a growing and changing portfolio. Full-time management of this portfolio will be important with the implementation of Best Start and other children's services initiatives. Opportunities exist for more integrated management of the County's own child care centres.

- The current senior management structure of the department (Director, Deputy Director and Managers) blurs accountability (e.g. for OW) and communication. Opportunities exist to enhance management accountability and improve communication through implementing a flatter structure over time.

Emergency Medical Services

- Like other services within the department, EMS serves Belleville and Quinte West in addition to the member municipalities of the County: as well, the service partnership has been extended to Prince Edward County

- EMS provides support and back-up to other municipalities (e.g. Lennox and Addington and Peterborough Counties) and as such experiences issues with respect to coverage and billing arrangements, etc.)

- EMS has achieved much success and has implemented many operational and service improvements

- As a new service with unique operating requirements, both EMS and the County are undergoing a learning curve in terms of how best to support this unique operation in areas such as human resources, information technology, purchasing and finance

- While it is a people service and has been well-supported by Social Services, there is no real operational interrelationship or potential relationship with other parts of Social Services

- EMS has County-wide responsibilities for emergency planning, an area of growing responsibility and requirements

Long Term Care

- Management is proud of the County's significant investment in its two long term care facilities, well-managed occupancy rates to ensure low vacancies, and adherence to the many Provincial regulations

- Hastings Manor is in its second three-year accreditation and Centennial Manor is scheduled to apply for certification in November, 2005

- There has been an attempt to integrate and harmonize the services provided through the creation of one Director and there are now regular meetings among management in both facilities

- However, despite some good efforts, both facilities are operating independently with parallel positions in both homes

- The current organization structure results in too many direct reports to the Director of Long Term Care and does not take advantage of potential synergies

Last year's review of the Planning Department drew several observations

Summary of Key Findings – Organizational Planning Project Hastings County Planning Department – 2004
• Local municipalities rely on the County's planning services • Land Division is viewed by most municipalities as an effective and appropriate County role • Local municipalities would like greater access to County planning services and staff • There is strong demand for further County Planning Department assistance with GIS • Other services are valued, but some are seen to draw resources away from core planning functions • The Planning Department has many planning issues and initiatives to address • Other potential County roles are being discussed through the strategic planning process • The Department needs a more active management style and approach

Note: This summary from the 2004 project is included to ensure consistency and completeness. The Planning Department is not part of the current project because it was reviewed last year.

VI. RECOMMENDATIONS

Summary of recommendations on management and administrative processes

1. Planning processes	1.1 1.2	Establish an annual business planning process Develop a long-term, capital planning process
2. Service performance measurement	2.1 2.2	Develop relevant performance measures for all County services Develop an annual report card based on service measures and performance
3. Customer information and service	3.1 3.2 3.3 3.4 3.5	Develop an Integrated Access and Training Unit in Social Services Explore opportunities to expand/re-design the County Administration building Develop County-wide customer service standards Develop a customer communications strategy Update the County's graphic identity and image
4. Corporate administration	4.1 4.2 4.3 4.4	Develop a corporate records management system Continue to pursue partnerships in records management Establish structured mechanisms to link corporate service providers and internal customers Create service level agreements
5. Financial administration and purchasing	5.1 5.2 5.3	Create a dedicated Purchasing Manager position Update purchasing policies and processes Develop an asset tracking system
6. Human resource management	6.1 6.2	Update job descriptions and review classifications Strengthen human resource management systems
7. Facilities management	7.1	Establish a Property Manager position

1. Planning processes

1.1 Establish an annual business planning process

- The purpose of business plans is to:
  - Provide a mechanism for implementation of the Hastings Strategic Plan
  - Define annual objectives and work plans by organizational unit
  - Determine priorities
  - Set out actions within each organizational unit required to implement plans
  - Identify the ongoing operating requirements of a work unit
  - Assist in coordinating initiatives across organizational units
  - Engage staff in planning organizational objectives
  - Assess resource implications of work plans to inform the budget process
  - Support performance management and measurement
- Develop a common format for departmental business plans. Suggest it include:
  - Unit Overview
    - Description of unit (mandate and services)
    - Clients and partners
    - Staffing and organization chart
  - Plans
    - Objectives
    - Prioritized work plans to achieve objectives
  - Timeframes
    - Accountabilities
    - Performance measures

1. Planning processes (cont'd)

1.1 Establish an annual business planning process (cont'd)

- Design a timetable that allows business plans to inform budget development process
- Sequence planning to allow operating department plans to inform corporate service provider plans
- Leadership responsibility for the business planning process should rest with the CAO
  - Staff from within various operating and corporate departments could serve as departmental facilitators
  - One staff person could be identified to serve as coordinator of the overall process each year, and report to the CAO on this project as a part-time secondment and development opportunity
- Peel and Guelph are examples of municipalities who have developed effective annual business planning processes

1. Planning processes (cont'd)

1.2 Develop a long-term, capital planning process

- The Finance Department should take lead responsibility for developing a capital planning process for all County operations
- The capital planning process should:
  - Clearly define capital expenditures
  - Use recognized, systematic approaches to needs assessment
  - Anticipate all capital expenditures by program over the long-term (30 years)
  - Incorporate decision-making criteria to allow prioritization of all capital projects
- Operating departments would be responsible for identifying and collecting information on capital projects, and would feed these into the draft plan
- The Treasurer would develop the proposed capital plan including an assessment of priorities, and recommend this to the CAO
- The CAO would present the recommended plan to the Finance, Property, Personnel & Roads Committee
- The Finance, Property, Personnel & Roads Committee would be responsible for recommending the capital plan to Council
- Council should be engaged in a discussion of capital project decision-making criteria as part of the design of the capital planning process

2. Service performance measurement

2.1 Develop relevant performance measures for all County services

- Identify overarching measures of service performance for each service (e.g. child care, land division, emergency medical services)
  - Small number (2-3) of measures per service
  - Able to be measured
  - Measure things reasonably within the County's control
  - Aimed at monitoring service effectiveness and efficiency
- Where relevant, the measures should include those identified in the Municipal Performance Measurement Program (i.e. Land Use Planning)
- Measures should include public services and internal corporate services
- Measures should be developed by teams within each service area as part of their business planning
- Measures should be discussed and agreed on collectively by the Department head management team
- The Region of York is a good example of a municipality using this kind of performance measurement approach

2.2 Develop an annual report card based on service measures and performance

- Report Card would be published by County Council every year
  - Print version
  - Published on Web
- Would be used to promote public accountability, increase awareness of County services, and help to shape future plans

3. Customer information and service

3.1 Develop an Integrated Access and Training Unit in Social Services (see recommended organizational design)

- Implement an organizational restructuring to create a single unit with the responsibility and resources to perform intake, screening, waitlist management, placement and bookings for Social Housing, Children's Services, and Ontario Works
- The unit would also be responsible for all reception services and related staff within Social Services
- The unit would also have lead responsibility for training within Social Services and for coordinating with Human Resources on corporate training matters
- The objective is to provide seamless, one-stop service for information and applicant processing and would reflect a best practice in the field (Halton Region is a good example of this)
- Over time, the unit may assume new roles in providing information and screening for other community services (e.g. 3-1-1 service)
- A cross-functional staff team should be mandated by the Director of Social Services to report to the Manager of Integrated Access and Training Services and develop the mandate, policies and procedures, and business processes of this unit.
- The Manager of Integrated Access and Training Services should be responsible for recommending an organizational design and staffing for this unit from existing resources within the Department

3. Customer information and service (cont'd)

3.2 Explore opportunities to expand/re-design the County Administration building to meet the following needs:

- A consolidated, central location for the Integrated Access and Training Unit (some physical accommodations may be required for safety/comfort considerations for the mix of walk-in clients, i.e. seniors and Ontario Works receipts)
- Improved layout of departments and services based on customer needs and patterns of operational interaction within and between departments
- Centralized customer service and information desk
- Enhanced signage and way-finding and more consistent County identity
- Expanded space for departmental operations
- Potential use/location for electronic kiosks providing government service information and transaction processing capabilities

3.3 Develop County-wide customer service standards

- Give leadership responsibility for development of customer service standards to new Deputy Clerk position
- Deputy Clerk should develop a cross-departmental Customer Service team to develop the standards and discuss ways of implementing and monitoring them

3. Customer information and service (cont'd)

3.4 Develop a customer communications strategy

- The Deputy Clerk should be responsible for developing a customer communication strategy for the County
- This work should involve a cross-departmental staff team and potentially an outside consultant when required
- The project should look at how to improve the customer service quality of:
  - Print materials
  - Web site
  - Telephone communications
- Halton Region is a good example of a municipality taking this approach

3.5 Update County's graphic identity and image

- The Deputy Clerk should be authorized to engage a design team to work with the County to develop an updated graphic identity and image
- The team should be asked to recommend ways that the County's facilities, Web site, print materials, uniforms, and vehicles can be used to promote a consistent and effective County image

4. Corporate administration

4.1 Develop a corporate records management system

- The County needs a web-based corporate records management system that would allow it to manage, circulate and retain records on a single system
- The system should combine central control with decentralized access
- The system should allow staff to do searches based on various parameters
- The system should be based on common policies meeting legislative requirements
- Middlesex County and Haldimand have implemented such systems

4.2 Continue to pursue partnerships in records management

- The partnership with the City of Belleville for archival records storage is a worthwhile and necessary venture given the County's lack of adequate storage space and arrangements
- A Web-based records management system would enable the County to provide access to and share the costs with local municipal partners
- Such a system would also allow the County and local municipalities to exchange records electronically

4. Corporate administration (cont'd)

4.3 Establish structured mechanisms to link corporate service providers and internal customers

- Establish various corporate service networks made up of key contacts/users in each department and representatives of the relevant corporate group. These should exist for:
  - Financial administration and purchasing
  - Human resource administration
  - Information technology
  - Geographic Information Systems
  - Buildings and property maintenance
  - Training
- The purpose of these networks would be to store information, conduct joint planning and problem-solving, and engage in joint training
- Establish an Information Technology (IT) Governance Committee to set IT standards and policies and to develop long-term IT strategies
- Niagara and Peel Regions have good approaches to corporate IT governance

4.4 Create service level agreements

- All corporate service providers should have service level agreements with operating departments
- The agreements should outline services, service levels, performance standards, problem resolution mechanisms, priority frameworks, and key contacts in each department

5. Financial administration and purchasing

5.1 Create a dedicated Purchasing Manager position

- Need a full-time role dedicated to purchasing
- Other responsibilities in capital projects and property management have grown and have caused purchasing functions to languish
- Opportunities to save money, support operating departments and ensure effective controllership and accountability are being lost with the current dual role arrangement

5.2 Update purchasing policies and processes

- Levels of delegated authority should increase
- Purchasing and accounts payables processes should be linked electronically to avoid duplicate data entry
- Purchasing system should have decentralized viewing access to facilitate and streamline work processes and communication
- Purchasing should develop more tools to facilitate operating department purchasing activity, e.g. standardized templates for RFPs
- Opportunities for pooled purchasing should be explored with purchasing co-operatives within and outside of the County

5.3 Develop asset tracking system

- Would allow County to track equipment and materials after purchase
- Would facilitate risk management and strengthen controllership

6. Human resource management

6.1 Update job descriptions and review classifications

- Use the re-organization as an opportunity to review and update job descriptions
- Can be done over time with phasing in of organizational changes

6.2 Strengthen human resource management systems

- The County should identify corporate-wide training needs and develop a strategy and networks for coordinated approaches to meeting these needs
- A succession planning system should be developed to ensure that the County is able to draw on a strong internal candidate pool to replace key management positions. Succession planning systems should involve regular attention to the following questions:
  - What kinds of management skills/competencies are required in the future?
  - How can our performance management system help us to identify development needs?
  - What pool of candidates do we have available to move into key management positions?
  - What sort of training and development programs and opportunities will facilitate management development and succession?
  - What are our succession risks and how can we monitor these on an ongoing basis?
  - How can we develop and implement management succession plans and processes?

6. Human resource management (cont'd)

6.2 Strengthen human resource management systems (cont'd)

- The County's performance management system needs more consistent and effective application across the County
- Pursue greater integration of payroll and human resource information systems
- Explore opportunities to make greater use of the intranet for human resource administration
- Explore opportunities to develop an automated time and attendance system

7. Facilities management

7.1 Establish a Property Manager position

- Responsibilities would include:
  - Client contact for any construction and renovation projects (construction project management would be contracted out)
  - Property inventory
  - Lease negotiations
  - Maintenance of EMS, Child Care Centres/sub-offices and County Administration Building
  - Property acquisition and disposition
- This position would also coordinate a network of facility maintenance staff in other departments (Long Term Care and Social Housing). The network would:
  - Conduct joint training
  - Share information on contractors and products
  - Share equipment and staff as available
  - Engage in joint planning and problem-solving

Recommended future organizational design

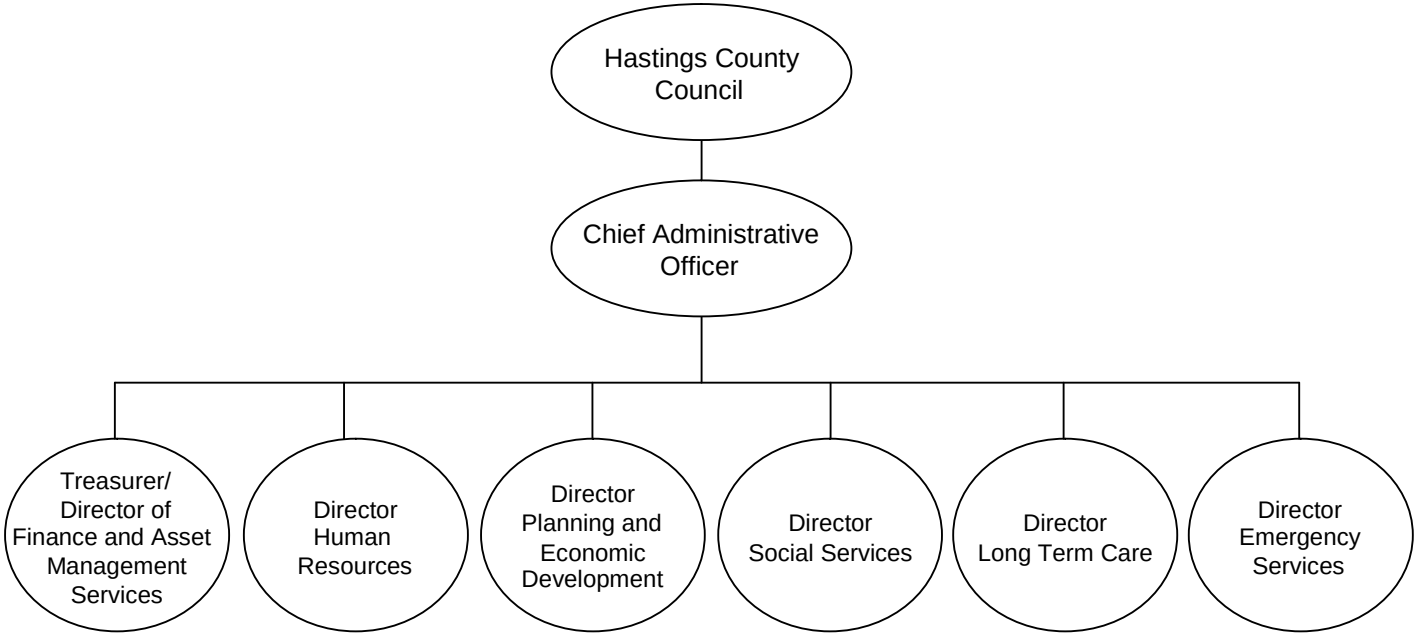
- Design has been developed based on the findings of Phase I and the County's Strategic Plan; it deals with the allocation of functions and management structure – it does not reflect an assessment of the capabilities of existing staff

- The recommended design could be implemented over the next 1-5 years

- The new design needs an implementation plan including consideration of phasing. Keys to this are:
  - Priority needs
  - People impacts
  - Financial impacts

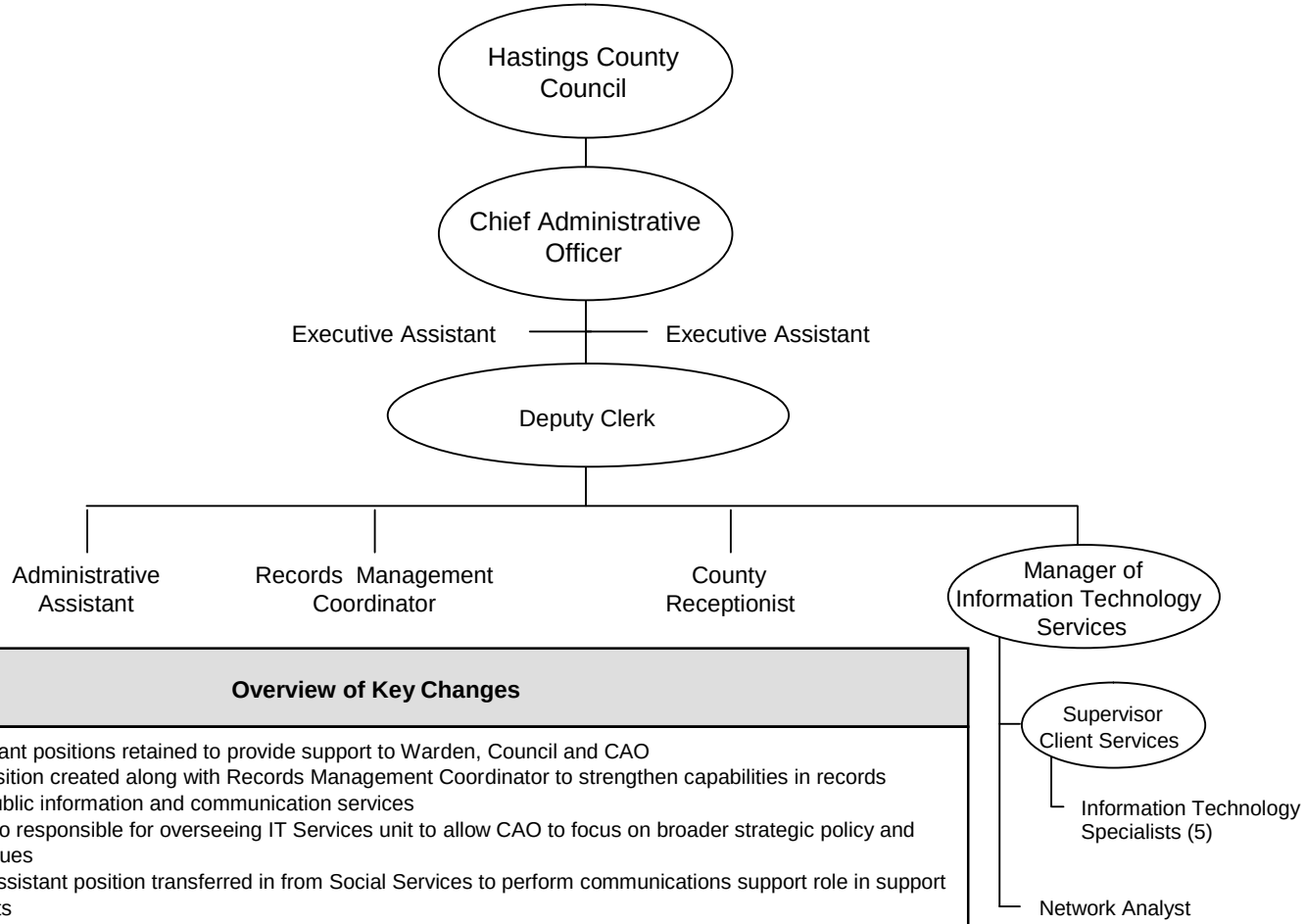
- Recommended organizational design is presented in the following fashion:
  - Overview of departmental structure and key features
  - Department-by-department description of structure, responsibilities and summary of key changes
  - Preliminary evaluation (benefits and risks)

Recommended future organizational design – overview



Overview of Key Features
• Integrates purchasing and building services into Finance and Asset Management • Integrates responsibility for economic development and 9-1-1 coordination into Planning • Restructures management responsibilities and structures within Long Term Care and Social Services • Establishes an Emergency Services Department with responsibility for emergency medical services, emergency planning, emergency management and fire services coordination

Office of the Chief Administrative Officer



Overview of Key Changes
• Executive Assistant positions retained to provide support to Warden, Council and CAO • Deputy Clerk position created along with Records Management Coordinator to strengthen capabilities in records management, public information and communication services • Deputy Clerk also responsible for overseeing IT Services unit to allow CAO to focus on broader strategic policy and management issues • Administrative Assistant position transferred in from Social Services to perform communications support role in support of all departments • Manager of Information Technology to receive support for technology infrastructure through a new position of Network Analyst • County Receptionist transferred into this office, reporting to Deputy Clerk

Note: Circled positions denote supervisory responsibility

Office of the Chief Administrative Officer (cont'd)

Responsibilities	
Chief Administrative Officer	**Executive Assistants**
• Strategic planning • Advice and support to County Council • Corporate administrative policies and operations • Recommendation of plans and policies to Council • Implementation of County Council decision • Guidance and support to department heads • Liaison with County Solicitor and external legal counsel • External relations and partnerships • Monitoring of provincial policies and legislation • Media relations • Outstanding issues related to County roads	• Support to Chief Administrative Officer and Warden • Warden and Chief Administrative Officer correspondence/speeches • Public inquiries • Policy and research support for Warden and Chief Administrative Officer • Agenda and support for department head and management meetings

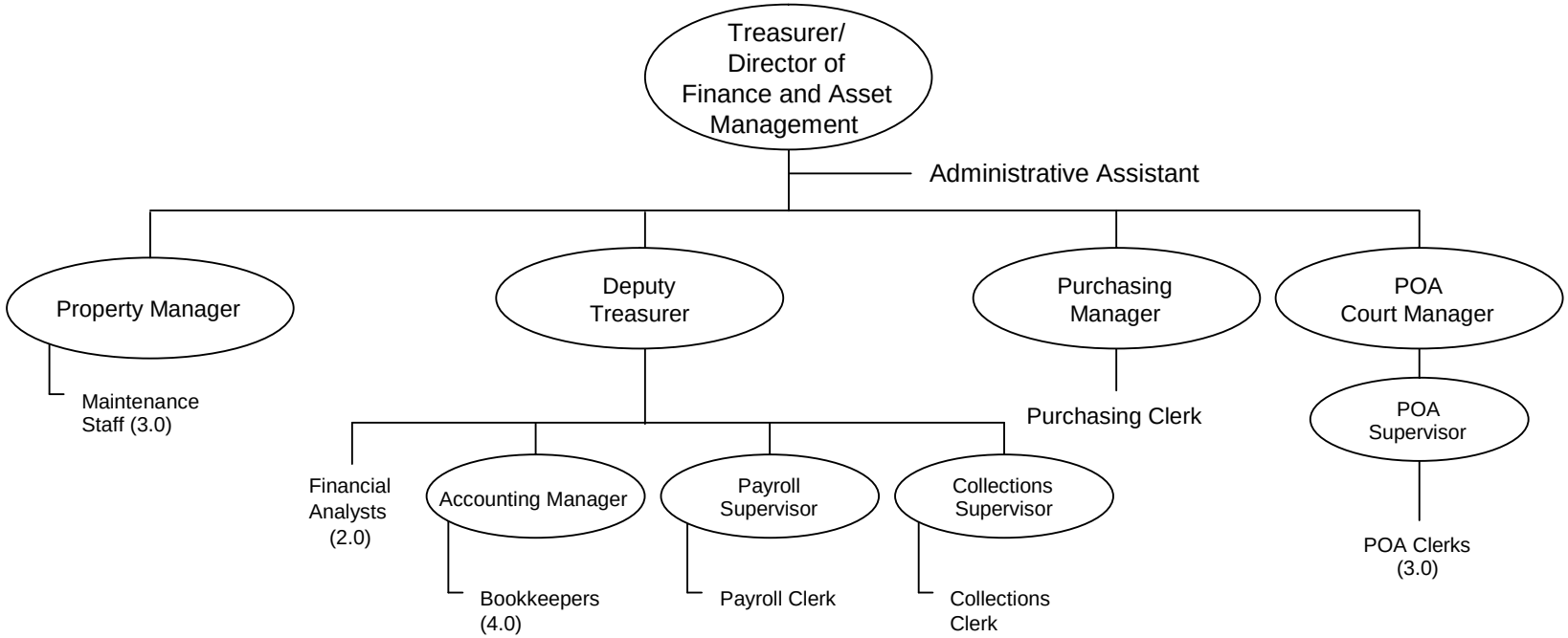
Office of the Chief Administrative Officer (cont'd)

Responsibilities	
Communication Services	**Council and Committee Support**
• Corporate communications support • Web site content coordination • Web site design and standards • Corporate identity and marketing strategies • Communications network coordination • Communications projects with departments • Media relations support to Chief Administrative Officer • Customer information strategies • County report card/service performance reporting • Customer service network coordination	• Legislative support to Council and Committees • Record Council and Committee proceedings • Follow-up with departments on Council/Committee results • Council correspondence • Support to special committees and task forces • Council and Committee agenda • Tracking of Council/Committee reports
Records Management	**County Reception**
• Freedom of Information coordination • Records management policies and procedures • Records management systems • Corporate records storage and retrieval	• Reception services • General information inquiries

Office of the Chief Administrative Officer (cont'd)

Responsibilities	
Information Technology Systems Infrastructure	**Information Technology Client Services**
• Design and administration of network and related infrastructure • Security of network • Server operations • Disaster recovery • Project management and project control • Database management and administration • Research and development • Policies and standards • Second level user support for the network, mobile devices and some applications • IT vendors/external contracts liaison • Advice/assistance to area municipalities • Coordination and support to IT users network and IT Governance Committee • Support and development of broad band network	• Software updates and maintenance • Desktop support to resolve hardware/software problems • User technology training • Desktop application consulting • Business applications advice to County departments • Business applications support to County departments • IT vendors/external contracts liaison • Web site application development and maintenance • Voice and data communications support • IT vendors/external contracts liaison • Advice and assistance to area municipalities

Finance and Asset Management Services



Summary of Key Changes
• Responsibility for property management moved into this department • Responsibility for maintenance services moved into this department • New position of Property Manager created by combining Maintenance Supervisor position and functions currently performed by Purchasing Manager related to project management and 0.5 maintenance staff position added • Purchasing responsibilities and positions integrated into this department • Director position re-titled

Note: Circled positions denote supervisory responsibility

Finance and Asset Management Services (cont'd)

Responsibilities	
Property Management	**Purchasing**
• Project planning and management of major renovation and capital projects • Property management • Coordination of property and building maintenance • Maintenance of County Administration Building • Custodial services • Building plans • Grounds maintenance • Material management • Building health and safety and accessibility • Administration of building system maintenance contracts • Building security • Emergency on-call • Administration of County phone system • Project request-based maintenance for other County offices	• Policies and procedures • Sourcing • Vendor inquiries • Corporate credit card administration • Blanket agreements • Purchase requisitions • Purchase orders • Tender development and administration • Contract administration • Dispute resolution • Monitoring and evaluation of purchasing policy and performance • Property inventory • Lease negotiation and administration • Acquisition and disposition of property

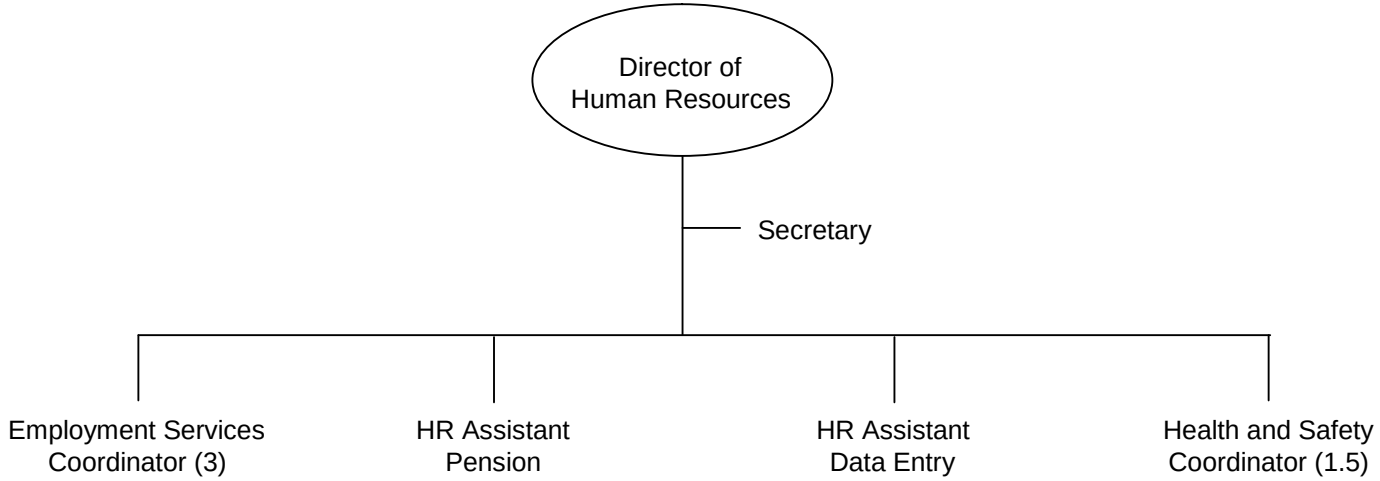
Finance and Asset Management Services (cont'd)

Responsibilities		
Accounting	**Collections**	**Finance/Treasury**
• Accounts payable • Accounts receivable • General ledger • Trust accounting • Processing of cheques and deposits • Account reconciliations • Cash accounting • Financial administration policies and procedures • Bank reconciliations • GST claims	• Downloading of outstanding POA accounts • Preparation and mailing of notice letters • Direct contact with debtors • Implementation of other collection strategies • Negotiation of payment plans • Monitoring of accounts • Initiation of legal action	• Financial statements • Budget development/coordination • Financial reporting • Provincial service contracts and subsidy claims • Provincial financial reports • Agreement development and monitoring • Insurance • Debt negotiation and administration • External audit liaison • Municipal Performance Measures • Controllership

Finance and Asset Management (cont'd)

Responsibilities		
Financial Analysis	**Payroll**	**Provincial Offences Administration**
• Financial analysis • Budget support to departments • Special projects and committees • Non-profit housing provider operating budgets • Internal audits • Audits of service contracts/agreements • Policies and procedures development • Support to year-end close • Financial Information Returns	• Time inputting • Processing of pay • Verification of service provider payroll processing • Payroll account distributions • Payroll account reconciliations • Government remittances • Payroll reports	• Administration and intake (e.g. answering inquiries, receiving and processing payments) • Court support (e.g. swearing in witnesses, processing arraignments, processing exhibits, monitoring equipment) • Part I prosecutions (e.g. trial scheduling, notification, preparation of court submissions) • Enforcement (e.g. suspending licenses, processing payment defaults) • Coordination on collections

Human Resources



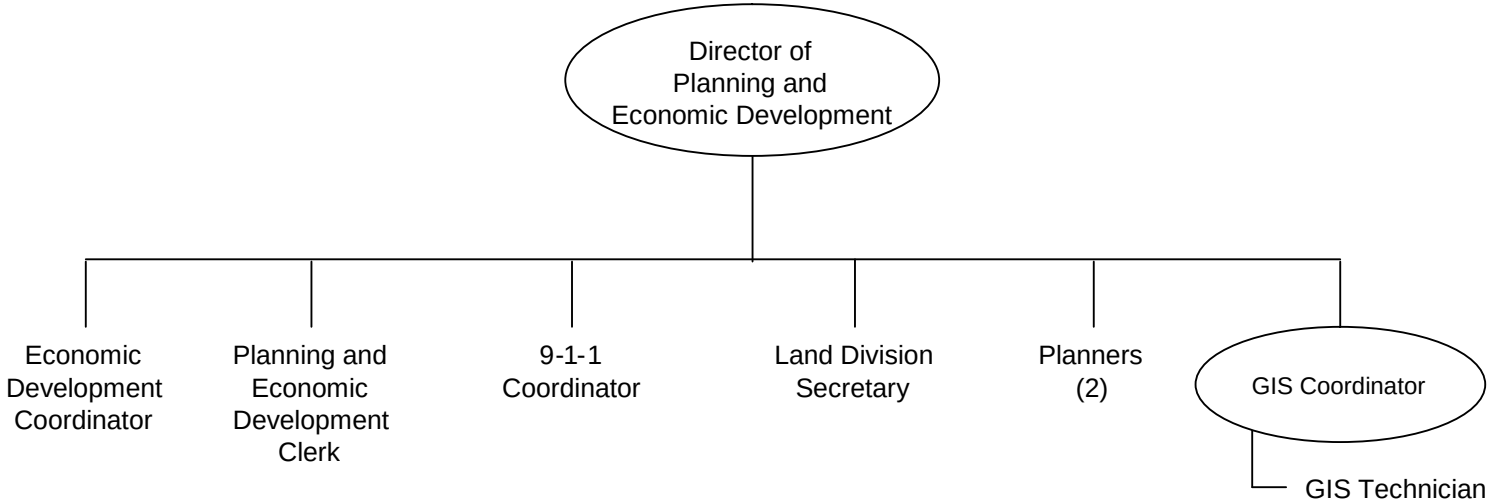
Summary of Key Changes
• Purchasing, building maintenance and construction and project management responsibilities transferred to Finance and Asset Management Services • Deputy Clerk responsibility assigned to CAO's Office

Note: Circled positions denote supervisory responsibility

Human Resources (cont'd)

Responsibilities		
Human Resources		**Health and Safety**
• Human resource policies and procedures • Recruitment and selection • Job evaluation • Pay equity • Hiring approval/terminations • Employee sign-up • Pension administration and reporting • Salary and benefits administration • Labour relations (negotiations, grievances, interpretation, hearings) • Contract interpretation to line managers • Performance management advice and support	• Coordination of management training • Training expenditure approval • Human resource information and reporting • Attendance management and administration • Employee inquiries • Employee Assistance Program • Employee records	• Modified work policies and program • Disability claims management • Accident investigations • WSIB claims management • Health and safety policies and procedures • Health and safety training • Ergonomic assessments • Ontarians with Disabilities Act implementation • Support to health and safety committees

Planning and Economic Development



Summary of Key Changes
• Economic development responsibilities added into Planning • Addition of Economic Development Coordinator, as per Strategic Planning Task Force Report to Council • Director position re-titled • Planning Clerk position re-titled to reflect additional role in supporting Economic Development Coordinator • 9-1-1 Coordinator added as per recommendation of 9-1-1 Management Group on County's role as coordinator of 9-1-1 service • Note: the previous study of the Planning Department highlighted the potential to create a Manager of Planning position if further services (i.e. building services) were also added to the County's role through this department

Note: Circled positions denote supervisory responsibility

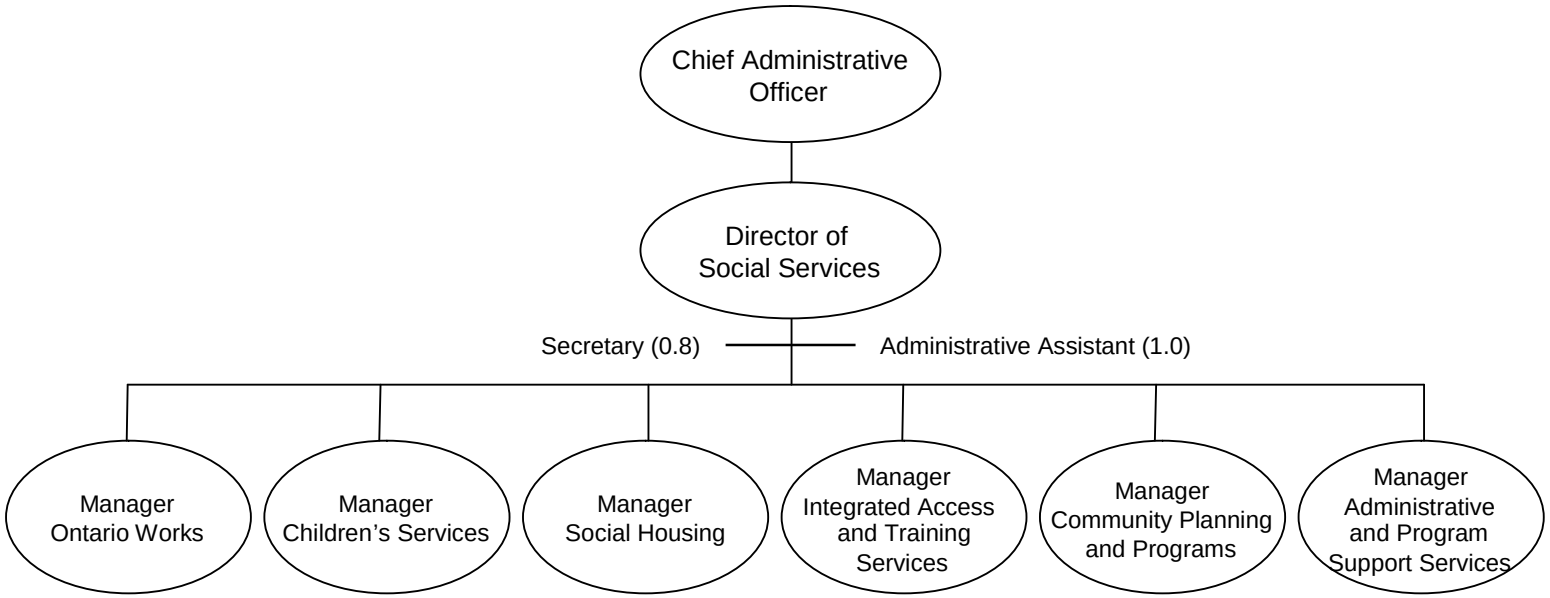
Planning and Economic Development (cont'd)

Responsibilities	
Planning	**Geographic Information System (GIS)**
• County Official Plan • Applications for land transactions requiring consent or plan of subdivision/condominium • Official Plan Amendments • Advice on implications of and conformity with provincial planning policy and legislation • Planning advice and assistance to local municipalities as requested • Review and comment on local zoning by-law amendments and minor variances • Development control documents (e.g. part lot control, temporary use, site plans, development agreements) • Research and special planning studies • Information to applicants, their consultants and the general public • Public and OMB hearings • Liaison with external agencies	• GIS system and applications • Digital databases • Maps and other GIS-based information products • Digital updates to fire, police, ambulance • Data sharing agreements • Training and advice to local municipalities

Planning and Economic Development (cont'd)

Responsibilities	
Economic Development	**Other**
• Support to volunteer Economic Development Committee in identifying economic development goals and initiatives • Encourage and assist business retention and expansion • Assist with property and building site location • Build partnerships to promote and sustain economic growth • Maintain current economic data and profiles of Hastings County • Market Hastings County for economic development purposes • Lead economic development projects • Coordinate with other departments on economic development matters (e.g. Social Services and Ontario Works job placements) • Coordinate with local municipal and economic development related partner organizations • Coordinate with federal and provincial governments on economic development program opportunities and project funding	**9-1-1 Civic Addressing and Coordination** • Naming of roads and allocation of civic addresses • Database of civic addresses • Road blades and property markers • Atlas and mapping changes • Reporting to 9-1-1 sub-committee • Coordination with service provider • Management of service contract • Liaison with emergency services groups (EMS, Police, Fire) on 9-1-1 issues **Trails** • Liaison with the Trails Steering Committee and with the Eastern Ontario Trails Alliance • Advice to the County on trails policy and management matters **HQNet Representation** • Portal and broad band initiatives • Support to local municipalities

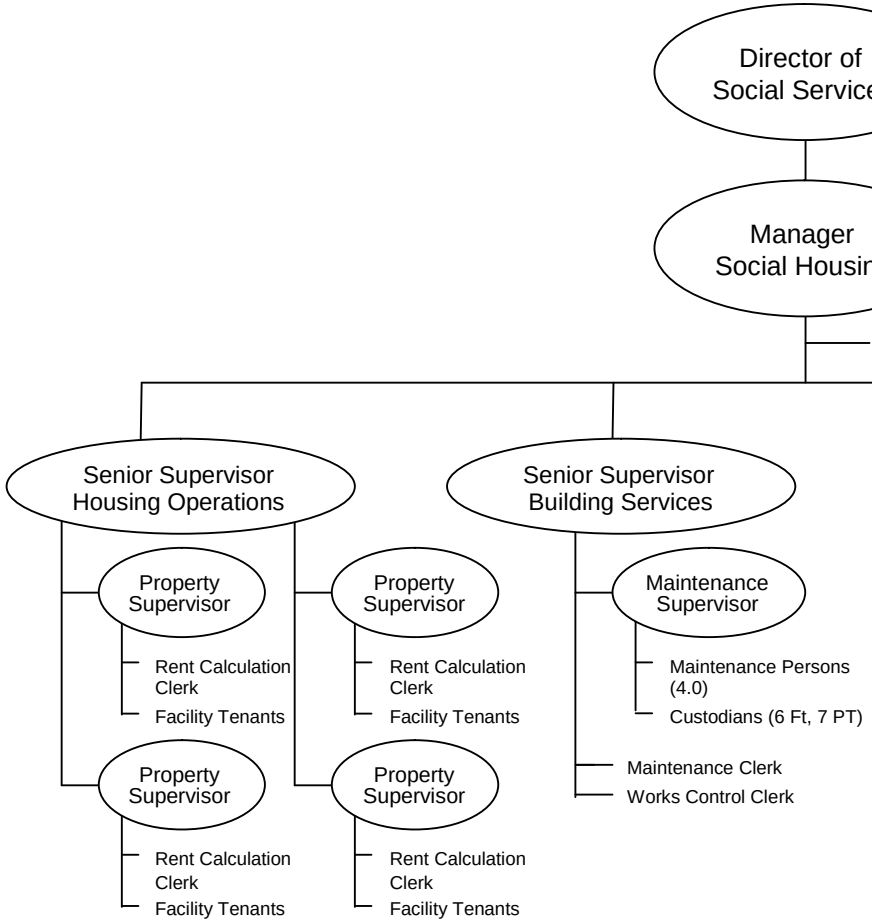
Social Services



Summary of Key Changes
• Emergency Medical Services moved out of Social Services to a separate department • Flattens department's management structure and clarifies management accountability by phasing out Deputy Director position over time with retirement/attrition. Deputy Director responsibilities shared among Managers and Director • Integrated Access and Training Services group established for Ontario Works, Children's Services and Social Housing • New Manager of Community and Planning Programs position created (enrichment of responsibilities of Community Programs Coordinator) • One Administrative Assistant position to be transferred to CAO's Office under Deputy Clerk to assist with communications functions for all departments

Note: Circled positions denote supervisory responsibility

Social Services (Social Housing)



Summary of Key Changes

- Rent Calculation Clerks moved from Tenant Placement to Property Supervisors
- Operations Manager and Senior Property Supervisor eliminated and two new positions created – Senior Supervisor Housing Operations and an additional Property Supervisor
- Addition of a Rent Calculation Clerk to provide additional support
- Senior Supervisor Building Services position created in place of Technical Services Supervisor and given responsibility for both capital and maintenance aspects of buildings
- Remaining Tenant Placement functions and staff moved into Integrated Access and Training Unit for Social Services
- Re-titling of two other existing positions to communicate role more clearly

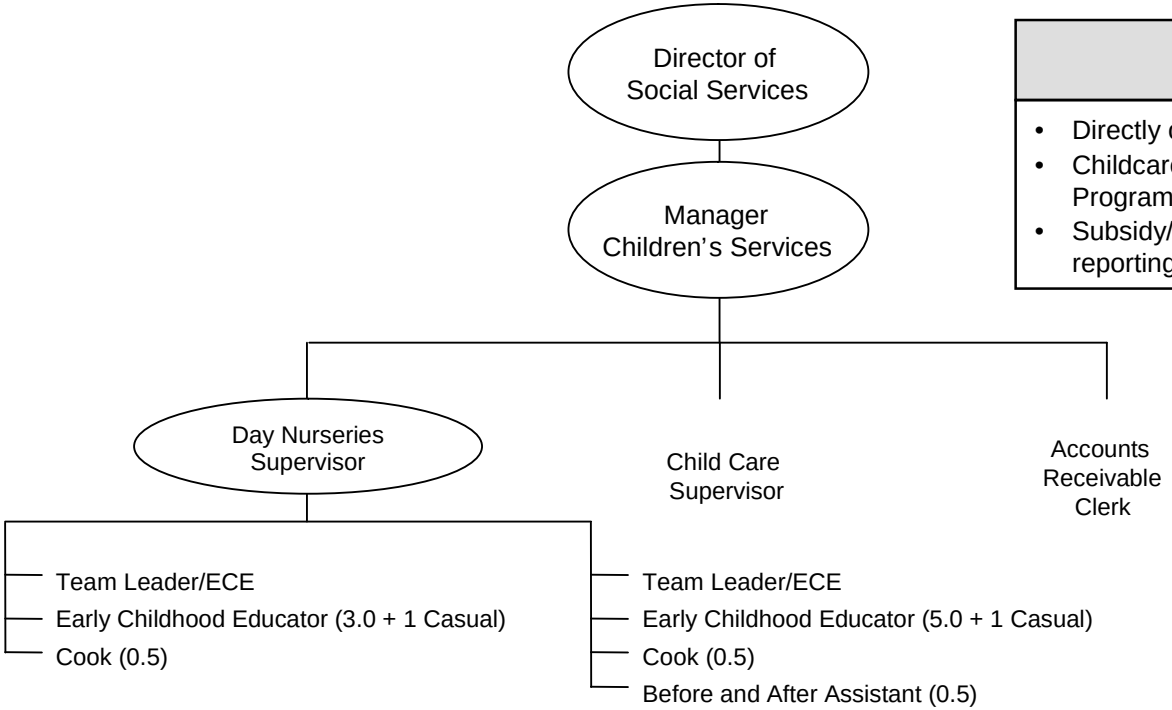
Note: Circled positions denote supervisory responsibility

Social Services (Social Housing) (cont'd)

Responsibilities			
Housing Operations	**Building Services**	**Community Relations**	**Non-Profit Housing**
• Individual tenant relations and support • Property security/monitoring • Move-in/move-out coordination • Rent collection • Parking administration • Facility tenant program • Income verification and rent calculations • Rent collection and processing	• Preventative and responsive maintenance • Custodial services • Ground maintenance • Seasonal maintenance programs • Health and safety inspections • Capital works support • Capital plan development • Capital project planning • Tender development • Contract management • Capital project management	• Community program liaison • Community relations • Media relations • Tenant communication/ relations	• Agreement development • Funding administration • Program and policy requirements • Policy and operational audits • Monitoring and support • Problem-solving for Projects in Difficulty (PIDS) • Completion of Annual Information Return

Note: Functions of eligibility screening, application processing, waitlist management and tenant placement are transferred to Integrated Access and Training Services.

Social Services (Children's Services)



Services

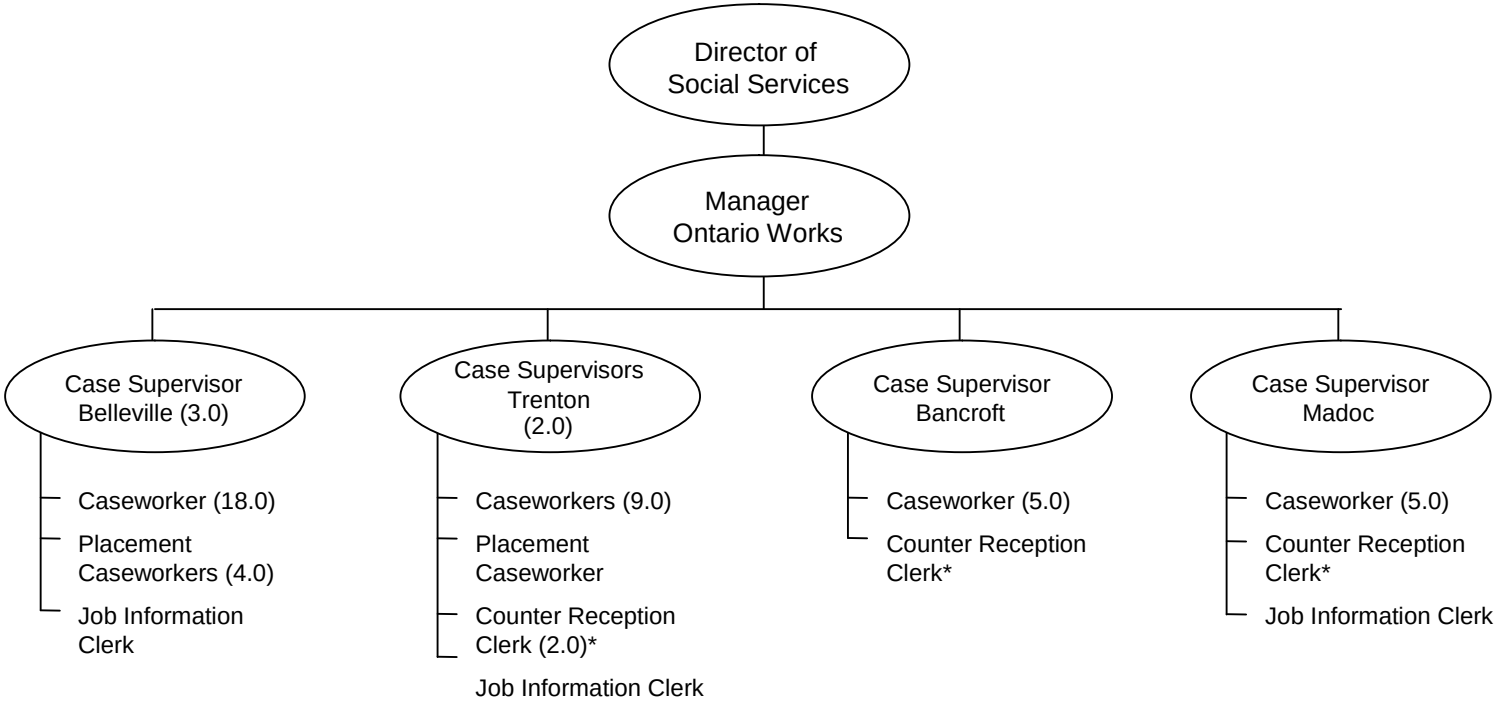
- Directly operated childcare centres
- Childcare/Children's Services Program administration
- Subsidy/funding tracking and reporting

Summary of Key Changes

- Childcare Caseworkers and Childcare Clerk moved to Integrated Access and Training Services unit to do child care application process, eligibility screening, waitlist management and placement.
- Team Leader positions established in each child care centre and supervision integrated under one supervisor position (eliminates one Day Nursery Supervisor position)
- Note that the provincial Best Start initiative may increase the number of child care spaces in the community and change eligibility assessment guidelines. This may increase the staffing of Children's Services in the future.

Note: Circled positions denote supervisory responsibility

Social Services (Ontario Works)

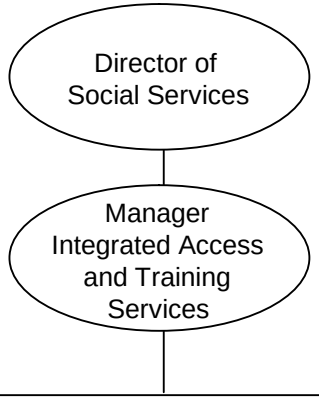


Summary of Key Changes
* Counter Reception Clerks continue to report to Case Supervisors but have a network (dotted line) relationship to Integrated Access and Training Services

Services	
• Eligibility determination/ verification	• Participation management
• Employment placements	• Family support services
• Community placements	• Child care supports
• Employment assistance	• Financial eligibility reviews
• Basic financial assistance	

Note: Circled positions denote supervisory responsibility

Social Services (Integrated Access and Training Services)



Services

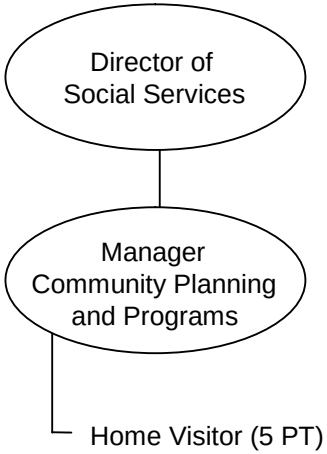
- Intake, screening, waitlist management, placement, emergency transfers, and bookings for Social Housing, Children's Services and Ontario Works
- Client communications/reception for Social Services
- Training of departmental staff
- Coordination with Human Resources on corporate-wide training

No specific organizational design has been proposed as this is beyond the scope of this project. However, the unit should involve most of the functions and resources of the positions listed below. Some functions of the positions listed below may need to be integrated into the Social Services Administration unit.

- Tenant Placement Supervisor (Social Housing)
- Tenant Placement Clerks (Social Housing)
- Payroll/Reception Clerk (Social Housing)
- Childcare Caseworkers (Child Care)
- Childcare Clerk (Child Care)
- Intake Screeners (Ontario Works)
- Counter Reception Clerks (Administration)
- Counter Reception Clerk/Switchboard (Administration)

Note: Circled positions denote supervisory responsibility

Social Services (Community Planning and Programs)

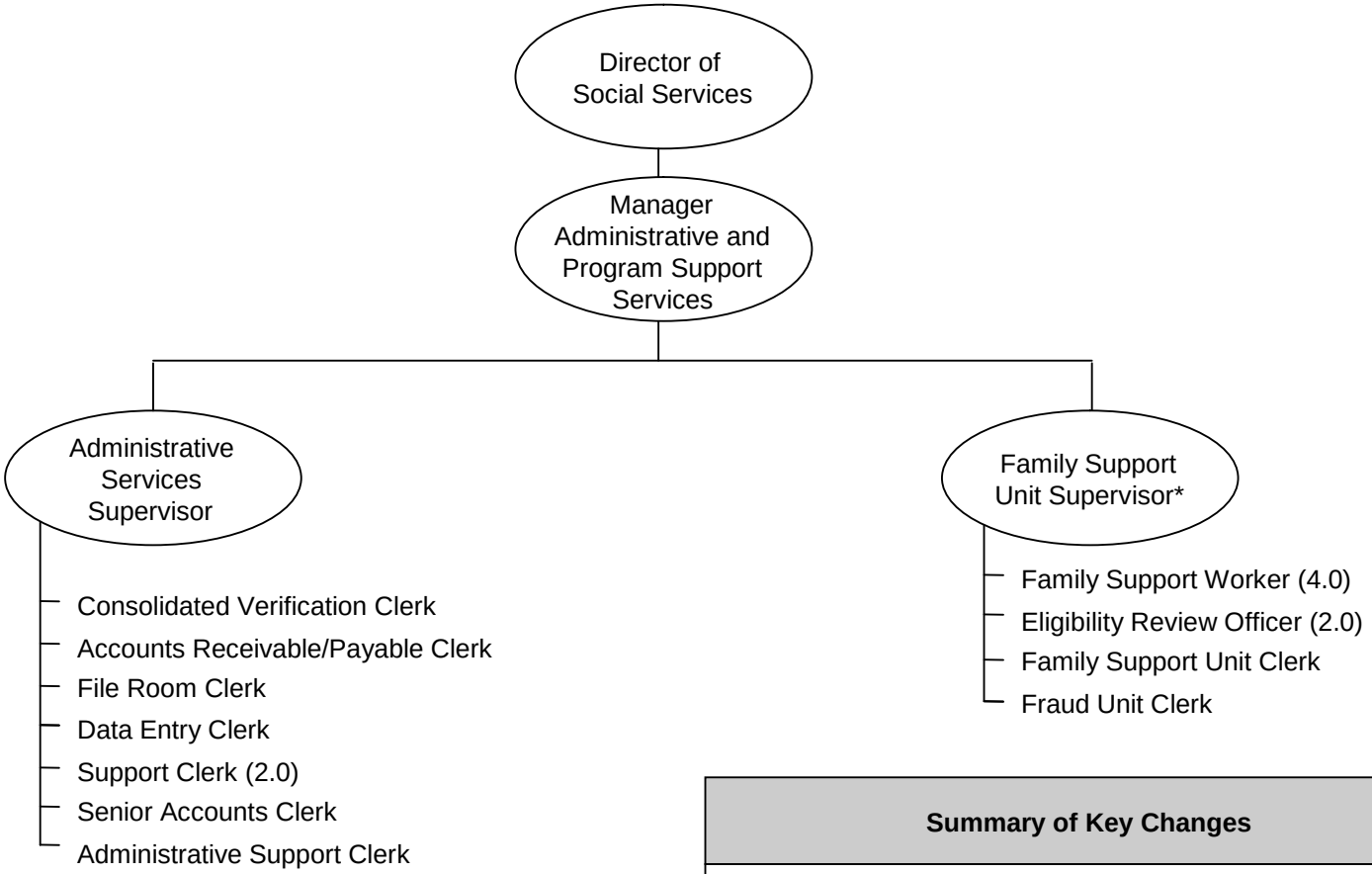


Summary of Key Changes
• Change of position title to better reflect level and role

Services
• Development of community service plans • Coordinate community emergency services • Emergency assistance • Administer homelessness funding • Administer community partners program • Operate home visitor program

Note: Circled positions denote supervisory responsibility

Social Services (Administrative and Program Support Services)



Summary of Key Changes
• Counter Reception Clerks re-located to Integrated Access and Training Services • Manager/unit retitled to better reflect role

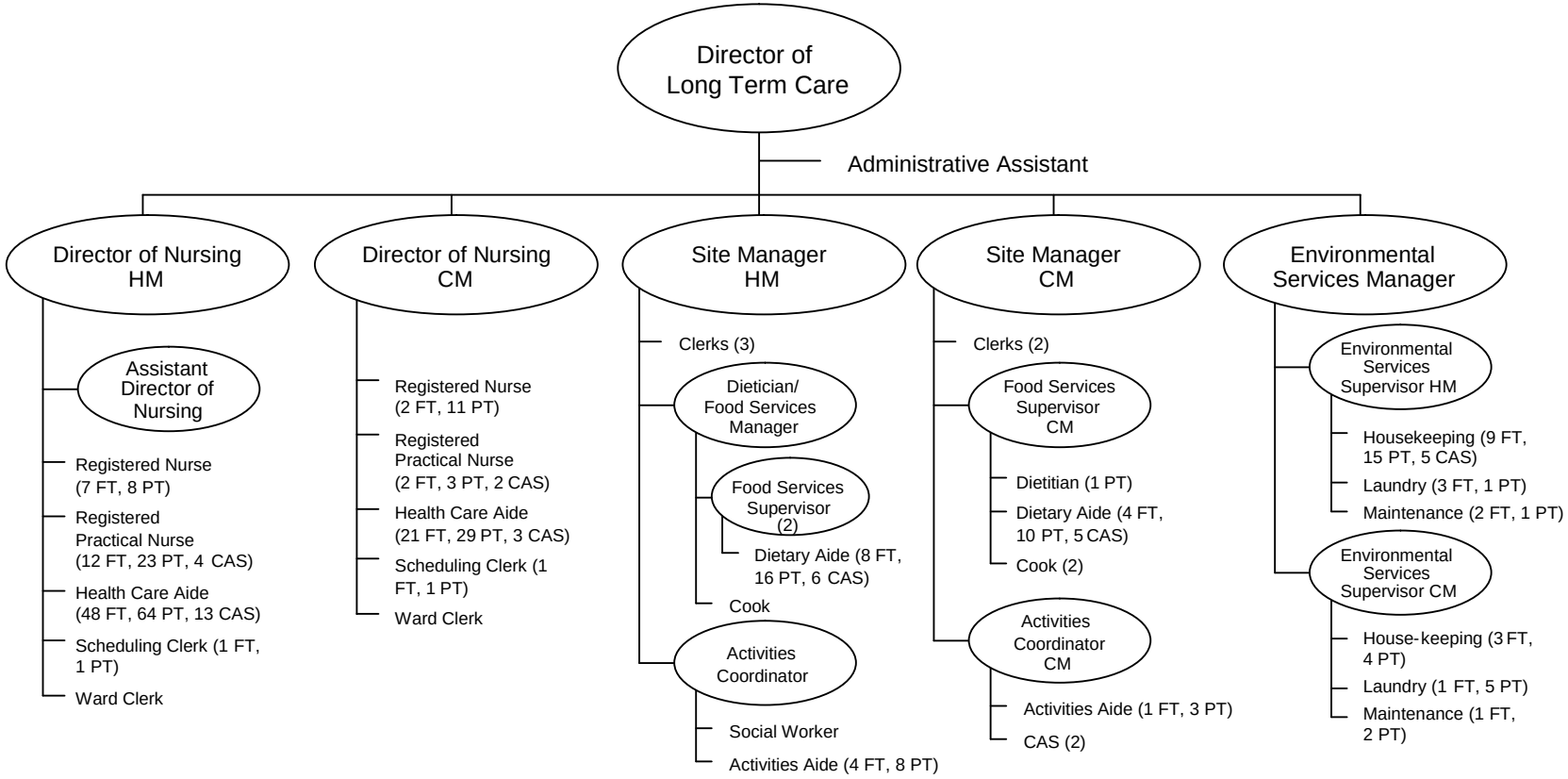
Note: Circled positions denote supervisory responsibility

* This position's incumbent is on medical leave. The position has not been backfilled.

Social Services (Administrative and Program Support Services) (cont'd)

Responsibilities	
Administrative Services	**Audit and Family Support Services**
• Incoming and outgoing mail processing (all departments) • Client related accounts payable and receivable • Departmental accounting/payables transactions • Purchasing of supplies and equipment • Data entry • SDMT reports • DBD traces and stop payments • Cheque processing • Manual cheques • Third party verifications and updates • Financial reporting • Records management (case files)	• Family support for sole support clients (spousal and child support) • Discretionary benefits • Internal reviews • Overpayment calculations • Fraud investigations • SDMT support • Special projects

Long Term Care



Summary of Key Changes
• Reduction in number of direct reports to the Director of Long Term Care from 11 to 6 • Creation of 2 new positions– Site Manager of Hastings Manor and Site Manager of Centennial Manor • Elimination of 2 positions – Site Supervisor Hastings Manor and Site Supervisor Centennial Manor • Consolidation of environmental services under one manager to promote integrated policies and practices and to support North Hastings Professional Building

Note: Circled positions denote supervisory responsibility

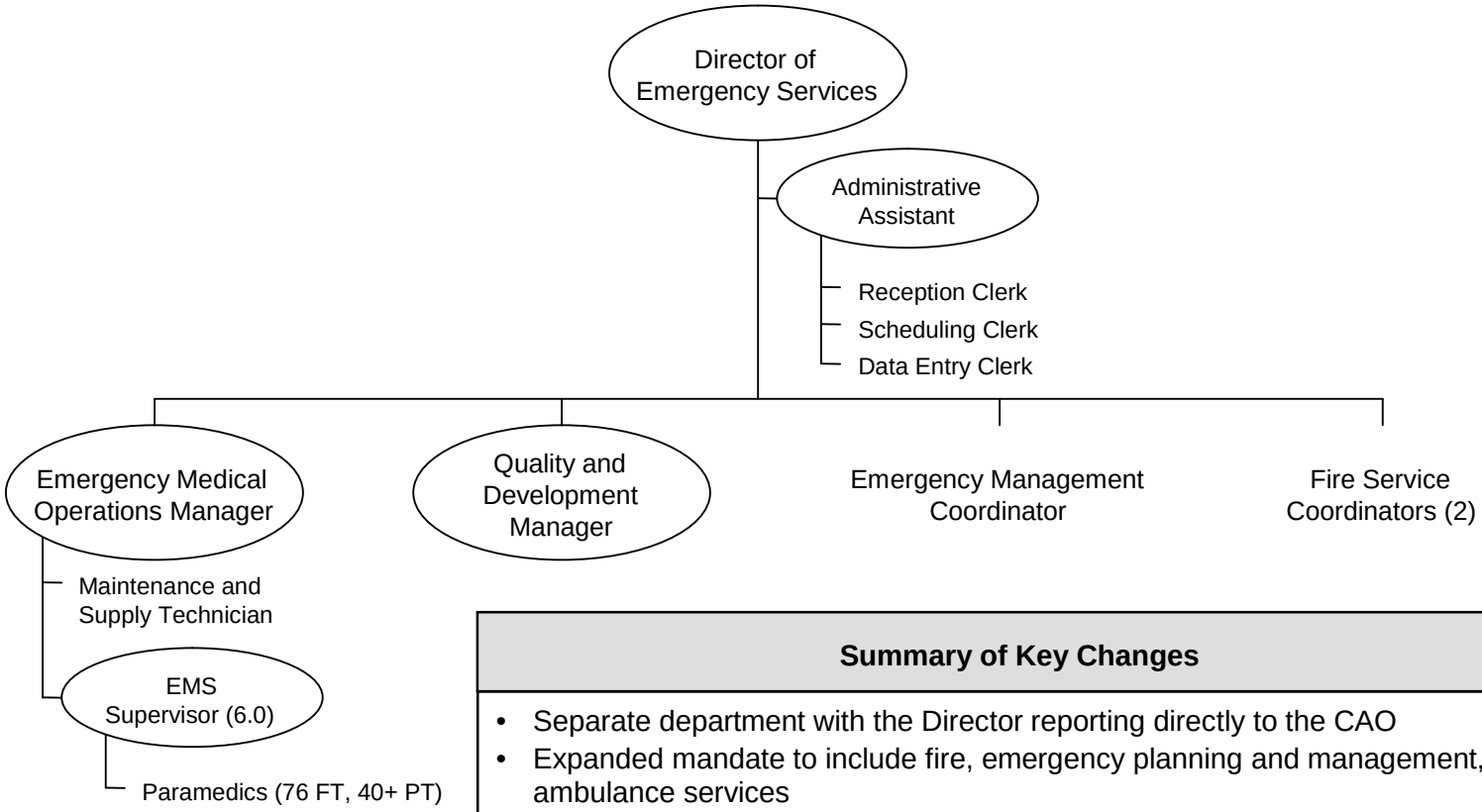
Long Term Care (cont'd)

Responsibilities		
Site Management Services		
Administrative Services	**Nutrition/Food Services**	**Activation Services**
• Resident admissions (with Activation Services) • Monthly billings • Payroll/accounts payable/accounts receivable • Reception • Service contracts • Purchasing (in conjunction with Human Resources and Purchasing) • Human resources (in conjunction with Human Resources and Purchasing) • WSIB claims management (including modified work and return-to-work programs) • Compliance reports for the Ministry of Health • Clerical • Professional Building Management (Centennial Manor) • Policies and procedures • Training and education • Emergency on call	• Individual resident nutrition care program including resident assessments • Menu analysis and approvals • Monthly food costing • Nutrition/dietary counseling/education for residents, families, and staff • Catering in the facility (e.g. family birthdays, special events, activation activities) • Food preparation and kitchen operation (also contracted to prepare meals for the hospital and meals on wheels in Centennial Manor)	• Plan of social activities for each resident (group and individual) • Integration with the community through programs including crafts tours, excursions, etc. • Volunteer recruiting and orientation • Student placement • Restorative care support (motion, heat packs, walking) • Meal feedings • Resident admissions (with Administrative Services) • Building tours • Resident Council liaison • Secretary for Home Auxiliary • Liaison with local service clubs, churches and other community organizations

Long Term Care (cont'd)

Responsibilities	
Nursing Services	**Environmental Services**
• 24 hour care under supervision of a Registered Nurse or Registered Practical Nurse • Administration of medication • Assistance with daily living activities • Ministry of Health compliance • Residents families liaison • Liaison with Home physician • Resident medical and nursing records • Liaison with activation staff to promote activation and motivation programs for residents	• Facility Maintenance (e.g. ventilation, heating, mechanical, interior, exterior, grounds) • Housekeeping • Laundry (the hospital and EMS contract with Centennial Manor for this service) • Fire safety systems inspection and education • Custodial services • Occupational Health and Safety regulations and compliance • Ministry of Health standards for water (supply, temperature) and air (temperature and quality) • Property management of North Hastings Professional Building - Management of cleaner contract - Building operations - Client relations/services

Emergency Services



Summary of Key Changes
• Separate department with the Director reporting directly to the CAO • Expanded mandate to include fire, emergency planning and management, and ambulance services • Change in job titles to reflect responsibilities • Creation of 3 new positions – 2 Fire Service Coordinators as recommended by the County's Fire Prevention and Fire Administration Task Force, and an Emergency Management Coordinator, in recognition of the Provincial requirements for municipal emergency planning under the Emergency Management Act

Note: Circled positions denote supervisory responsibility

Emergency Services (cont'd)

Responsibilities		
Emergency Medical Services	**Fire Services**	**Emergency Management**
• EMS operations • Legislation response time standard • Paramedics (primary care, advance care, tactical, hazardous material) • Public safety • Hospital liaison • Ministry of Health certification to operate ambulance service • Legislative compliance including the Ambulance Act, Emergency Management Act (CEMC), Occupational Health and Safety • Special events coverage • Public relations • Vehicle and equipment maintenance • Training and annual recertification • Quality control	• Standard risk assessments (with assistance of local fire departments) • Municipal inventory of fire protection information services • Standard operating guidelines • Smoke alarm programs (including the evacuation of buildings) • Firefighter training • Standard operating guidelines for fire inspections • Fire prevention public education • Monitoring and liaison with member municipalities	• Comprehensive emergency management program, policies and plans • Identification and assessment of various hazards and risks to public safety, critical infrastructure, the environment and the corporation • Multi-year training programs and exercises for County • Public education program on risks to public safety and on public preparedness for emergencies • Compliance with government, corporate and industry regulations, policies and guidelines

Preliminary Evaluation

Benefits	Risks
• Focuses role of CAO by delegating management responsibilities for IT and Deputy Clerk-related functions • Enhances County's capacity to manage and deliver communication and information systems services to the public, line departments and local partners • Allows for greater leadership focus on growing and important area of emergency services • Allows Social Services to focus on growing and changing responsibilities in Ontario Works, children's services, social housing and community services • Improves customer service and operational effectiveness within Social Services • Integrates and coordinates policy and services related to planning and economic development • Strengthens focus on and management capacity for human resources • Integrates financial, purchasing and asset management responsibilities for stronger controllership and more effective support • Sustains a strong management focus on long term care as an integrated County service • Allows for more support services to be provided to partner municipalities	• New economic development role for County may lack profile and leadership at staff level in Planning • Smooth transition and close working relationship required between CAO and Deputy Clerk • Lack of management back-up in Human Resources • Potential loss of good people through transition depending on implementation timing and strategy • Need to phase in investments to minimize budget impacts • Need to ensure cross-departmental coordination on emergency planning and management matters

VII. IMPLEMENTATION

Implementation principles and policies

- Sequenced and coordinated staff communication
  - Direct staff communication to ensure affected individuals hear from their employer directly first
  - Consistent messages given to each department through on-site meetings

- Consistent and clear restructuring implementation policies
  - For changed non-union positions, incumbent retains position
  - For eliminated non-union positions, County can decide to offer severance package or wait to eliminate position through attrition
  - For new non-union positions, qualified internal candidates affected by the organizational restructuring would be given first consideration. If no qualified candidates exist, then a concurrent internal/external competition would be held.

- Phased implementation over 3 years, beginning in 2006

Implementation costs

- Have reviewed costs of each recommendation/structural change with CAO and Director of Human Resources
- Costs include investments in new positions and upgrades in compensation due to increased responsibilities for certain restructured positions
- Savings come from elimination of some positions
- Staff will present financial impacts so that the Committee can see real impacts on County budget over time

Four main thrusts to implementation

1. Council Approval and Staff Communications

2. Organizational Restructuring

3. Management and Administrative Processes

4. Implementation Monitoring and Reporting

Summary of Recommendations and Implementation Plan

	Cost Impact	Lead Responsibility	Timing			
			2005	2006	2007	2008
COUNCIL APPROVAL AND STAFF COMMUNICATIONS 1. Develop implementation policies and plan • Mechanisms for overseeing implementation • Key policies related to handling restructured positions • Overall phasing and timing of implementation • Specific implementation steps and lead responsibilities	– nil –	CAO/Director of Human Resources (support from The Randolph Group)	—			
2. Review recommendations and implementation policies and plan with Council committees	– nil –	CAO/Director of Human Resources (support from The Randolph Group)	—	—		
3. Review recommendations and implementation policies and plan with Council	– nil –	CAO/Director of Human Resources (support from The Randolph Group)		—		

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2005	2006	2007	2008
COUNCIL APPROVAL AND STAFF COMMUNICATIONS						
4. Establish an Implementation Coordinating Committee • Chaired by Director of Human Resources • All department heads and CAO as members • Responsibility for coordinating, monitoring and reporting on implementation progress • Provides support to CAO on progress reports to Council	– nil –	CAO/Director of Human Resources		—		
5. Establish an Implementation Advisory Committee • Made up of middle management and staff representatives from each department • Responsible for advising on implementation issues, change management and communication needs • Serves as a resource to the Implementation Coordinating Committee	– nil –	CAO/Director of Human Resources		—		

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
COUNCIL APPROVAL AND STAFF COMMUNICATIONS						
6. Implement staff communication strategy • Coordination with department heads on schedule of departmental meetings • Written communication to all staff outlining schedule and purpose of meetings • Individual discussions with affected staff prior to meetings • Meetings by department/site to give overview of approved directions to relevant management/supervisory group • Written communication to all staff summarizing changes • Summary communication to all staff after all department meetings have been held	– nil –	CAO/Director of Human Resources	—			

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
ORGANIZATIONAL RESTRUCTURING **Office of the CAO** 7. Hire Deputy-Clerk	Yes	CAO	△			
8. Transfer reporting relationship of Information Technology Services to Deputy Clerk	– nil –	CAO	—			
9. Hire Network Analyst	Yes	CAO	△			
10. Transfer Administrative Assistant in from Social Services	– nil –	CAO/Director of Human Resources	—			
11. Transfer reporting relationship of County Receptionist to Deputy Clerk	– nil –	CAO/Director of Human Resources	—			
12. Hire Records Management Coordinator	Yes	Deputy Clerk			△	

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
ORGANIZATIONAL RESTRUCTURING **Finance and Asset Management** 13. Establish a Finance and Asset Management Department	– nil –	CAO	—			
14. Hire Property Manager	Yes	Director, Finance and Asset Management	△			
15. Transfer reporting relationship of maintenance staff to Finance and Asset Management Services	– nil –	Director, Finance and Asset Management/ Director of Human Resources	—			
16. Hire additional 0.5 FTE Maintenance person	– nil –	Director, Finance and Asset Management	△			
17. Transfer reporting relationship of Purchasing Manager and Purchasing Clerk to Finance and Asset Management	– nil –	Director, Finance and Asset Management/ Director of Human Resources	—			

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
ORGANIZATIONAL RESTRUCTURING **Human Resources** 18. Establish a Human Resources Department	– nil –	CAO	—			
Emergency Services 19. Establish an Emergency Services Department	Yes	CAO	—			
20. Hire an Emergency Management Coordinator	Yes	Director, Emergency Services		△		
21. Assign lead responsibility for emergency planning to Emergency Services	– nil –	CAO	—			
22. Hire 2 Fire Service Coordinators if new County role approved by Council	Yes	Director, Emergency Services		△		

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
ORGANIZATIONAL RESTRUCTURING **Planning and Economic Development** 23. Establish a Planning and Economic Development Department	– nil –	CAO	▬			
24. Hire an Economic Development Coordinator if new County role approved by Council	Yes	Director of Planning and Economic Development	△			
25. Hire a 9-1-1 Coordinator if new County role approved by Council	Yes	Director of Planning and Economic Development		△		
Long Term Care 26. Restructure the organizational design for site management at Hastings Manor as outlined in this report	Yes	Director, Long Term Care	▬			
27. Restructure the organizational design for site management at Centennial Manor as recommended in this report	Yes	Director, Long Term Care	▬			
28. Consolidate environmental services under one Environmental Services Manager as outlined in this report	Yes	Director, Long Term Care	▬			

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
ORGANIZATIONAL RESTRUCTURING **Social Services** 29. Restructure Social Housing as recommended in this report	Yes	Director, Social Services	△			
30. Restructure and re-title Child Care Services as recommended in this report	(savings)	Director, Social Services				
31. Convert position of Supervisor, Community Programs to Manager of Community Programs	– nil –	Director, Social Services				
32. Establish a Manager of Integrated Access and Training Services	– nil –	Director, Social Services				
33. Establish a cross-functional staff team to assist the Manager in developing a mandate, detailed design, policies and procedures, business processes, and implementation plan for this unit	– nil –	Director, Social Services				
34. Implement the Integrated Access and Training Unit	TBD	Director, Social Services		*ongoing*		
35. Phase out Deputy Director, Social Services position when opportunity arises through attrition	(savings)	Director, Social Services				

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
MANAGEMENT AND ADMINISTRATIVE PROCESSES **Planning Processes** 36. Establish an annual business planning process	– nil –	CAO		—		
37. Develop a long-term, capital planning process	– nil –	Treasurer/Director of Finance and Asset Management		—		
Service Performance Measurement 38. Develop relevant performance measures for all County Services	– nil –	Deputy Clerk/ Department Heads		—		
39. Develop an annual report card based on service measures and performance	Yes (one-time TBD)	Deputy Clerk/ Department Heads			—	

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
MANAGEMENT AND ADMINISTRATIVE PROCESSES **Customer Information and Service** 40. Explore opportunities to expand/redesign the County Administration building	TBD	Treasurer/Director of Finance and Asset Management				
41. Develop County-wide customer service standards	– nil –	Deputy Clerk				
42. Develop a customer communications strategy	Yes (one-time, TBD)	Deputy Clerk				
43. Update County's graphic identity and image	Yes (one-time, TBD	Deputy Clerk				

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
MANAGEMENT AND ADMINISTRATIVE PROCESSES **Corporate Administration** 44. Develop a corporate records management system	TBD	Deputy Clerk				
45. Continue to pursue partnerships in records management	– nil –	Deputy Clerk	*ongoing*			
46. Establish structured mechanisms to link corporate service providers and internal customers	– nil –	CAO/Department Heads				
47. Create service level agreements	– nil –	CAO/Department Heads				

△ = Investments in new positions/upgrades of existing positions

Summary of Recommendations and Implementation Plan (cont'd)

	Cost Impact	Lead Responsibility	Timing			
			2006	2007	2008	2009
MANAGEMENT AND ADMINISTRATIVE PROCESSES **Financial Administration and Purchasing** 48. Update purchasing policies and processes	– nil –	Treasurer/Director of Finance and Asset Management				
49. Develop asset tracking system	– nil –	Purchasing Manager				
Human Resource Management 50. Update job descriptions and review classifications	TBD	Director of Human Resources				
51. Strengthen human resource management systems	TBD	Director of Human Resources				
IMPLEMENTATION MONITORING AND REPORTING 52. Report quarterly on implementation progress to Council	– nil –	CAO		*ongoing*		

△ = Investments in new positions/upgrades of existing positions

APPENDIX –
LIST OF PEOPLE CONSULTED

Consultations

Council
Warden Charles Mullett Past Warden Peter Kooistra All members of Council
Administration
Dawn Holcombe, Council Services Executive Assistant Jim Pine, Chief Administrative Officer Gill Sparrow, Council Services Executive Assistant
Human Resources/Purchasing
Kurt Abel, Building Maintenance Supervisor Simone Almeida, Employment Services Coordinator Frances Cummings, Secretary Diane DeJong, County Receptionist Janet Demille, Employment Services Coordinator Jim Duffin, Director, Human Resources and Purchasing Deanna Dulmage, Health and Safety Coordinator Chris Jeffrey, Maintenance James Manlow, Purchasing Agent/Project Manager Mary Mumby, Employment Services Coordinator Yvonne Sloan, Health and Safety Coordinator Cindy Smith, Purchasing Clerk

Finance/Treasury
Sue Bell, Financial Analyst Tony Bird, Payroll Supervisor Debbie Cairns, POA Clerk Dave Canning, Financial Analyst Tina Cassibo, Administrative Assistant Seaneen Collins, POA Court Supervisor Robert Ervine, Deputy Treasurer Sue Horwood, Director of Finance/Treasurer Pat Korfman, Bookkeeper Linda Little, Office Manager Lisa McKenna, Bookkeeper Kelly Pettit, Bookkeeper Ross Rae, Collections Supervisor
Information Technology
Hossein Alaie, Information Technology Specialist John Cassibo, Manager of Information Technology Carolanne Hunt, Information Technology Specialist Matthew Milne, Information Technology Specialist Richards Ramnarine, Information Technology Supervisor Jeremy Weber, Information Technology Specialist

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Consultations (cont'd)

Long Term Care
Allana Coakley, Director of Nutrition Services, Hasting Manor
Claudette Dignard-Rimillard, Director Long Term Care
Anne Harvey, Administrative Assistant
Bernie Hennessey, Environmental Services Supervisor, Hastings Centennial Manor
Angela Malcolm, Director of Nursing, Hastings Centennial Manor
Sharon Moore, Food Services Supervisor, Hastings Centennial Manor
Katherine Plunkett, Site Supervisor, Hastings Centennial Manor
Debbie Rollins, Site Supervisor, Hastings Manor
Colin Rushlow, Environmental Supervisor, Hastings Manor
Linda Sheppard, Acting Activation Coordinator, Hastings Manor
Sheryl Switzer, Clerk, Centennial Manor
Jo Tue, Director of Nursing, Hastings Manor

Planning
Helen Bateman, Planning Clerk
Kim Oliver, GIS Coordinator
Linda Polmateer, Planning Clerk
Jean Rixen, Director of Planning
Paul Walsh, Planner

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Consultations (cont'd)

Social Services	
Lori Ash, Family Support Worker	Tracey Logan, Community Programs Coordinator
Susan Blakeman, Reception Clerk (Acting Administrative Assistant), EMS	Suzanne Lough, Administrative Assistant
Michael Bond, Supervisor, EMS	Dean MacCormick, Supervisor, EMS
Karen Boulter, Administrative Services Supervisor	Marie MacFarlane, Counter Reception Clerk, Trenton
Jim Brown, Counter Reception Clerk, Belleville	Dino Marchiori, Case Supervisor
Walter Burt, Manager, Training (at the time)	Jim McLean, Technical Services Supervisor
Kim Carr, Rent Calculation Clerk, Social Housing	Rosalind Meagher, Family Support Worker
Duane Dryden, Supervisor, EMS	Barry Moore, Maintenance Supervisor
Bob Fraser, Senior Property Supervisor	Debbie Moore, Tenant Placement Supervisor
Eric Fry, Director of Social Services	Pam Murphy, Senior Housing Supervisor
Steve Gatward, Deputy Director of Social Services	Chris Nicolas, Manager, Audit Programs
Mike Geneveau, Supervisor, EMS	John O'Donnell, Supervisor, EMS
Kathryn Glancey, Family Support Unit Clerk	Ray Pronovich, Placement Caseworker
Cathy Hubble, Operations Manager	Erin Rivers, Case Supervisor, Belleville
Kelly Hunt, Administrative Assistant, EMS	Chris Robertson, Quality & Development Manager, EMS
Shani Hunter, Caseworker	Scott Robertson, Manager, Social Housing
Andra Kauffeldt, Caseworker	Shawn Rushlow, Case Supervisor, Trenton
Mike Kelleher, Caseworker	Angie Ryer, Senior Accounts Clerk
Theresa Kennelly, Rent Calculation Clerk, Social Housing	Mark Schjerning, Operations Manager EMS
Deb Kinsman, Service Delivery Model Program Caseworker	Kathy Sheahan, Accounts Receivable/Payable Clerk
Corinne Lloyd, Maintenance Clerk, Social Housing	Doug Socha, Director of Emergency Medical Services EMS
	Cathy Utman, Manager, Child Care
	Ruth Vadar, Accounts Receivable/Payable Clerk