

COUNTY OF RENFREW

ADMINISTRATION DEPARTMENT REPORT ADDENDUM

TO: Finance and Administration Committee

FROM: Paul V. Moreau, Chief Administrative Officer/Clerk

DATE: November 12, 2020

SUBJECT: Addendum to Administration Report

RESOLUTIONS

5. **Federation of Canadian Municipalities – Vice-Chair of the Rural Forum Committee**

Recommendation: THAT the Finance & Administration Committee recommend that County Council approve Councillor Doncaster's new role on the Federation of Canadian Municipalities as the Vice-Chair of the Rural Forum. Councillor Doncaster will receive the current remuneration rate when attending these meetings.

Background

FCM's Board of Directors has established ten standing committees and forums to facilitate more detailed debate and provide the board with recommendations on priority policy and program issues. These committees are comprised of both Board members and other municipal elected officials.

Councillor Doncaster was recently informed of his appointment as Vice Chair of FCM's Rural Forum. One of the four pillars of the County of Renfrew's strategic Plan is the Strong Engagement & Relations with Federal and Provincial Government with a goal of informing the Federal and Provincial Government on our unique needs and advocate for issues important to residents of the County of Renfrew. Councillor Doncaster's appointment is consistent with this objective.

6. **Service Delivery Review – Corporate Services - Business Case**

Recommendation: THAT the Finance and Administration Committee recommend to County Council the consolidation of the Human Resources Department and Finance Department as one Department known as Corporate Services as per the Service Delivery Review report; FURTHER THAT the approval of a Manager of Human Resources position that is to be placed in Group 10 (\$88,472 - \$100,960) of the Salary Grid based upon review and utilization of the existing job evaluation tool; AND FURTHER THAT the recruitment process for the Manager of Human Resources position commence immediately.

Background

One of the recommendations contained within the Service Delivery Review Report provided by StrategyCorp was to consolidate the Finance and Human Resources Departments into a Corporate Services Group.

The current model where corporate services are split into two separate departments, and additional functional staff are distributed through the organization, limits the efficiencies and scale that can be achieved through collaboration, cross-training and workload sharing.

There are separate Human Resources and Finance departments with separate Directors, with staff related to both functions distributed throughout the organization and without a formal matrix structure. The creation of a Corporate Services Department will lead to flexibility in the distribution of work between the two departments.

There are Human Resource specialists within Long-Term Care and Emergency Services who do not report directly to the Human Resources department and Human Resources Director, but are involved in Human Resources activities and perform HR duties. It is proposed that with the creation of the Manager of Human Resources position, those Human Resource positions within Long-Term Care and Emergency Services, the County of Renfrew will move to formalize a matrixed reporting relationship while they continue to serve their home departments in an effort to create consistent Human Resource policy decisions across the Corporation.

Although StrategyCorp was recommending that departmental consolidation should occur in line with the retirement at the Director level

to minimize organizational disruption and costs, the recent vacancy in the Director of Human Resources position has provided the corporation with an opportunity to move forward with this initiative immediately. The Business Case is attached as Appendix II.

7. Signing Authority – Bank of Montreal

Recommendation: THAT the Finance & Administration Committee recommends to County Council that the signing authority for the Corporation of the County of Renfrew Bank of Montreal accounts be updated to remove Bruce Beakley and to add Daniel Burke; FURTHER that two (2) of the following four (4) names have signing authority; Debbie Robinson, Paul Moreau, Jeffrey Foss or Daniel Burke.

Background

With the recent changes to consolidate the Finance and Human Resources Departments into a Corporate Services Group and the hiring of the Finance Manager, Mr. Daniel Burke, it is now necessary to update the signing authorities for the Bank of Montreal Accounts.

8. Provincial Delegations – ROMA Conference

Recommendation: THAT the Finance & Administration Committee recommend that County Council approve that the following provincial delegations be requested during the ROMA Conference:


- Minister of Health – Virtual Triage Assessment Centre
- Minister of Infrastructure – COVID-19 Resilience Infrastructure Stream under the Investing in Canada Infrastructure Program (ICIP) in Ontario. The following topics that have been previously identified as concerns by County Council will be considered:
 - Algonquin Trails Development - Economic Development Opportunity
 - Service Delivery Improvement Project – Finding efficiencies in the County of Renfrew.

Background

One of the four pillars of the County of Renfrew's strategic Plan is the Strong Engagement & Relations with Federal and Provincial Government with a goal of informing the Federal and Provincial Government on our unique needs and advocate for issues important to residents of the County of Renfrew. The

County of Renfrew continues to lobby to maintain the Virtual Triage Assessment Centre beyond COVID-19. This is an excellent way to protect vulnerable populations in Renfrew County and across the province, where a shortage of family physicians is having a damaging effect on the health and wellbeing of Ontarians.

The County also continues to lobby for our trails as they will require maintenance on an ongoing basis.

	<p align="center">BUSINESS CASE - STAFFING REPORT</p> <p align="right"> Date: November 12, 2020 Department: Administration Report Prepared by: Paul Moreau, Chief Administrative Officer/Clerk </p>
PROPOSAL	<ol style="list-style-type: none"> 1. Creation of a Manager of Human Resources position as presented within the Service Delivery Review report prepared by StrategyCorp and reported to County Council on November 25, 2020. 2. Creation of a new Corporate Service Department through the consolidation of Finance and Human Resources. Corporate Services will now include Finance, Human Resources, Information Technology and Provincial Offences Administration.
POSITION(S) Non-Union X	This new position will provide technical expertise and supervision to staff within the Human Resources Department. The position reports to the Director of Finance / Treasurer.
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background/Discussion</u></p> <p>One of the recommendations contained within the Service Delivery Review Report provided by StrategyCorp was to consolidate Finance and Human Resources Departments into a Corporate Services Group.</p> <p>There are separate Human Resources and Finance departments with separate Directors, with staff related to both functions distributed throughout the organization and without a formal matrix structure. For example, there are four Finance resources within the Renfrew County Housing Corporation, Paramedic Services and Long-Term Care who do not report to, nor take direction from the Finance department, but are involved in specific financial activities such as purchase orders, matching invoices to those orders, managing tenant rent, bank deposits, staff time and attendance activities etc. Similarly, there are Human Resource specialists within Long-Term Care and Emergency Services who do not report directly to the Human Resources department and Human Resources Director, but are involved in Human Resources activities and perform HR duties.</p> <p>The current model where corporate services are split into two separate departments, and additional functional staff are distributed through the organization, limits the efficiencies and scale that can be achieved through collaboration, cross-training and workload sharing.</p> <p>Although StrategyCorp was recommending that departmental consolidation should occur in line with retirement at the Director level to minimize organizational disruption and costs, the recent vacancy in the Director of Human Resources position has provided the corporation with an opportunity to move forward with this initiative immediately.</p>

RECOMMENDATION	<p>THAT the Finance and Administration Committee recommend to County Council the consolidation of the Human Resources Department and Finance Department as one Department known as Corporate Services as per the Service Delivery Review report; FURTHER THAT the approval of a Manager of Human Resources Position that is to be placed in Group 10 (\$88,472 - \$100,960) of the Salary Grid based upon review and utilization of the existing job evaluation tool; AND FURTHER THAT the recruitment process for the Manager of Human Resources position commence immediately.</p>						
FINANCIAL CONSIDERATIONS	<p>The proposal offers a net savings to the County.</p> <table> <tr> <td>Reduction - Director of Human Resources Group 16/5</td><td>(\$148,214)</td></tr> <tr> <td>Addition - Manager of Human Resources Group 10/1</td><td><u>\$88,472</u></td></tr> <tr> <td>Net Savings</td><td>\$59,742*</td></tr> </table> <p>* benefit expense has not been included within these figures.</p>	Reduction - Director of Human Resources Group 16/5	(\$148,214)	Addition - Manager of Human Resources Group 10/1	<u>\$88,472</u>	Net Savings	\$59,742*
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