

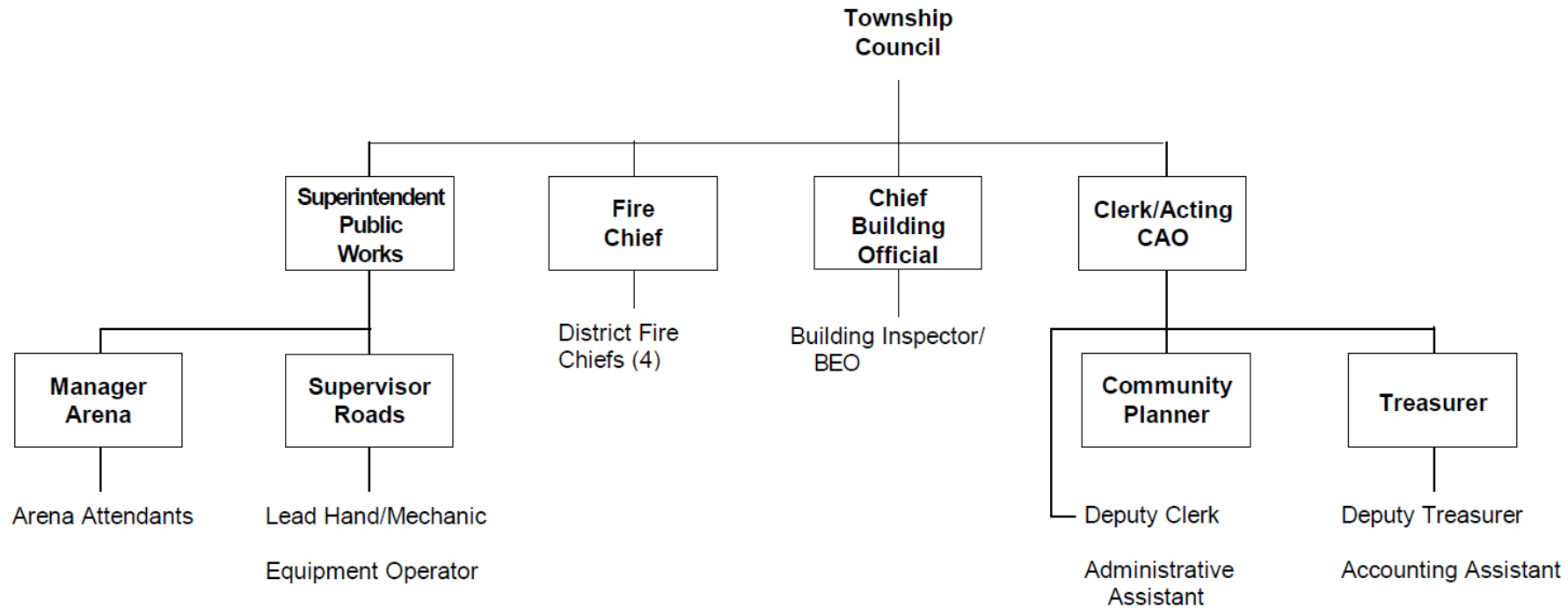
Municipal Restructuring A Success Story

Township of North Stormont

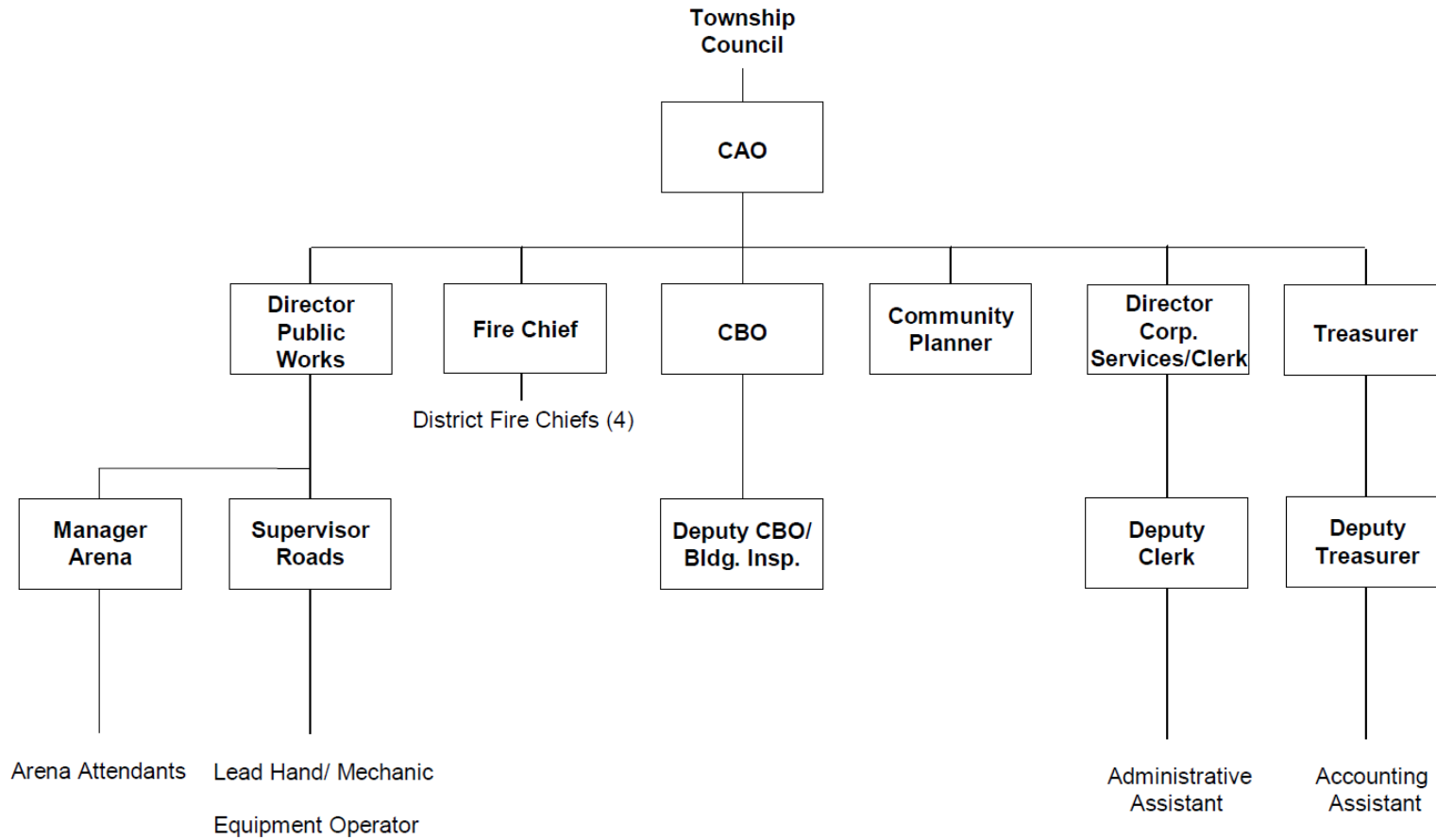
Dennis Fife, Mayor

Marc Chenier, Chief Administrative Officer and Clerk

Dis-organization



New Organizational Structure



The Beginning - Biggest Challenges

- ▶ Staff reporting to Council
- ▶ Records Management
- ▶ Finance Department
- ▶ Uninformed Decision Making
- ▶ No defined job descriptions - overlap of responsibilities
- ▶ Existing Culture 'We've always done it this way'



"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

The Great Shake Up



- ▶ Job Descriptions
- ▶ Human Resource Management
- ▶ Pay Equity - forth coming
- ▶ Creating a clear vision for the organization
- ▶ Once you change the culture, then you can change the structure

One Year Later - the successes

- ▶ CAO is now the direct line of communication between the Administration and Council
- ▶ TOMRMS and the Centralization of Information
- ▶ Finance Department - Director of Finance (long term planning)
- ▶ Reports to Council - more informed decision making
- ▶ Internal Staff Initiatives
- ▶ Enhanced level of services
- ▶ Transparency & Accountability

The Municipal Revolution

A Journey



"It's funny how day by day, nothing changes. But when you look back everything is different."

-Calvin & Hobbes

A Policy Year in Review

- ▶ Policy Changes
 - ▶ Procedural By-law
 - ▶ Purchasing Policy - work in progress
 - ▶ Code of Ethics and Code of Conduct
 - ▶ Human Resource Policies
 - ▶ Risk Management Policy - coming soon
 - ▶ User Fees
 - ▶ Updating existing policies

Breaking Down Administrative Silos

- ▶ Administrative Changes
 - ▶ Administrative turnover
 - ▶ Director of Finance, Economic, Parks and Recreation Officer
 - ▶ Reshuffle of staff
 - ▶ Job Description creation
 - ▶ Improved Communication
 - ▶ Interdepartmental meetings
 - ▶ Training and cross-municipal initiatives
 - ▶ You work for the community



Administrative Reception

- ▶ Delegation of tasks
- ▶ Empowerment to effect change
- ▶ Elevation of difficult files
- ▶ Culture of teamwork and collaboration
- ▶ Peer to peer networking
- ▶ Defined Vision of the organization
- ▶ Everyone knows their role



There's still work to do!

- ▶ Organizational and culture shift is an ongoing process
- ▶ Job descriptions still need to be clarified
- ▶ Title's are not sufficient
- ▶ Updating policies
- ▶ Continual customer service improvements
- ▶ We're just at the tip of the iceberg



The Council Experience

- ▶ Council sought a CAO to provide structure to the Organization
- ▶ Clear establishment of a balance of power
- ▶ Greater Transparency & Accountability
- ▶ Improved Communication between Council and the Administration

“The government cannot give to anybody anything that the government does not first take from somebody else.”

- Adrian Rogers