

February 5, 2025

Organizational Operations and Improvement Mandate for the Manager of Human Resources

The Town of Greater Napanee provides a number of programs and services to its citizens and is responsible for \$444 million worth of infrastructure assets, including roads, utilities, facilities, vehicles and equipment.

The purview of Town Council is to decide how investments in assets are prioritized and which programs and services are offered. These decisions are made through annual budget decisions and through Council resolutions. Town Council has the legal authority to decide what programs and services are offered and what investments the Town makes. Administration, through the direction of the CAO, has the obligation to decide how the decisions and priorities of Council will be implemented by administration.

The Town currently has a deficit of adequate policies, procedures and necessary training to ensure that core enterprise processes, policies and accountabilities are understood and adhered to. These deficits have made it difficult to ensure that the organization can behave predictably and that employees can enjoy a supportive and predictable environment.

To further empower employees and support a positive workplace culture, there is also a recognized need to develop and implement strategies and programs that support and recognize employee achievements and service milestones.

To assist the Town in achieving its employee empowerment goals, the Manager of Human Resources will:

Creating Predictable Organizational Behaviour - Standards, Policies and Systems

- Develop service standards for all programs and services you are accountable for, inclusive of goals, targets and measurements.
- Refine and implement the Town's system of annual performance reviews that includes digital applications and, wherever possible, objective criteria and a process for an internal third-party review of annual evaluations and related merit award recommendations.

Continued Development of a Supportive and Mutually Accountable Team Culture

- In cooperation with the CFO, develop a comprehensive training program, inclusive of materials and processes, to ensure all management employees with purchasing

authority over a set threshold receive education in corporate procurement processes.

- Develop a system to support employee awareness and recognition through the development of regular communication updates about workplace achievements and corporate updates as well as annual opportunities to recognize service milestones. These efforts should be undertaken in collaboration with Corporate Communications as well as the Corporate Leadership Team.
- Appreciating that there are a number of policy deficits in the Town of Greater Napanee, assist the Town in standardizing staffing and compensation issues through the development of a legislated Pay Equity Policy, a Staff Conflict of Interest Policy, and a Staff Complement Control Policy.
- Develop and implement a digital training program to ensure that new and existing employees are aware of and can comply with core corporate policies. Recognizing that there is a considerable amount of training that will need to be developed, ensure that corporation develops and delivers digital training programs for all legislated required training as well as training for the Town's Procurement Policy.
- Develop and implement an annual employee survey that enables the Town to measure the cultural health of the organization and employee satisfaction.
- Manage and execute labour negotiations with both the fire and volunteer fire unions