



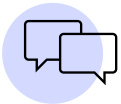
# Comprehensive Employee Survey and Organizational Review

Presentation to Council – Interim Project Update

December 3<sup>rd</sup>, 2024

# Project Context & Objectives

**Recognizing the importance of responding to changes in North Kawartha's operating landscape, and the need to support the continued delivery of excellent customer service and employee experience, the Township engaged StrategyCorp to conduct a comprehensive employee survey and organizational review. This involves:**



Facilitating an accessible and inclusive engagement process to gather input from staff and Council regarding opportunities to optimize operations, capacity, and service delivery.



Identifying opportunities to improve the Township's current organization and staffing and better support employee growth, development, engagement, and morale.



Developing recommendations to help improve productivity, enhance operations, and ensure North Kawartha is well placed to deliver on strategic initiatives defined by Council now and into the future.



Incorporating best practices in the sector, along with the knowledge and expertise residing in the Township.



Transferring knowledge and insights to staff to continue proactively addressing operational and process issues and challenges.

# Project Overview

Phase 2 of this project was just completed. Upcoming activities are highlighted below:

Phase	Phase 1   Project Initiation	Phase 2   Research and Consultation	Phase 3   Recommendations Development	Phase 4   Finalization
Objective	Align on goals, scope, and timelines to support project success.	Develop a thorough understanding of the Township's operating landscape and organizational effectiveness.	Develop and workshop recommendations to design the future state.	Finalize organizational recommendations and support knowledge transfer.
Key Activities	<ul style="list-style-type: none"> <li>Project Kick-Off</li> <li>Develop Communications &amp; Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review Data &amp; Documents</li> <li>Conduct Leadership Interviews</li> <li>Host Department Focus Groups</li> <li>Launch Employee Survey &amp; Summarize Results</li> <li>Conduct Benchmarking &amp; Best Practice Scan</li> <li>Draft Current State Report</li> </ul>	<ul style="list-style-type: none"> <li>Draft Design Principles</li> <li>Host Future State Design Workshops</li> <li>Develop Enterprise-Wide &amp; Departmental Recommendations</li> <li>Develop High-Level Implementation Action Plan</li> <li>Draft Final Report</li> </ul>	<ul style="list-style-type: none"> <li>Review, Refine &amp; Finalize Recommendations</li> <li>Develop Public Presentation</li> <li>Present to Council</li> <li>Close Project</li> </ul>

# Our Approach to Assessing the Current State

To assess the Township's current state, StrategyCorp leveraged several primary and secondary research methods, including:

## Data & Document Review

Review of internal and external data and documentation to understand the Township's operations, organizational structure and capacity, and challenges.

## Leadership Interviews

Interviews and follow up conversations with the Mayor and Council, CAO, and Management Team to better understand organizational strengths and challenges and develop hypotheses for exploration.

## Staff Focus Groups & Interviews

3 sessions and 2 interviews with staff, focused on gathering input on Township strengths, pain points, and potential improvement opportunities.

## Comprehensive Employee Survey

Launched a digital employee survey (receiving 21 responses), including questions on job satisfaction, workload and capacity, perspectives on career growth and advancement, etc.

## Benchmarking & Leading Practice Scan

Assessed the Township's organizational structure against 6 comparators and leveraged the expertise of our Senior Advisor team to identify sector-wide best practices.

# Key Survey Findings (1/2)

StrategyCorp launched a digital survey between October 4 – 25 to hear directly from staff. Key findings include:

## Service Delivery

**69%**

of employees  
responded

...indicating they think the delivery of services to residents is going positively – either very well (53%) or somewhat well (16%)

**89%**

of employees  
responded

...that service delivery to other departments is going very well (47%) or somewhat well (42%)

### Improvement areas noted:

- ▶ Additional staffing resources needed (e.g., new administrative positions)
- ▶ Reduce redundancies and streamline processes that overlap across multiple departments/roles
- ▶ Transfer certain roles/responsibilities to balance workload and reduce overlap
- ▶ Training for departments on essential tools and programs and establish succession planning

## Organizational Culture

**53%**

of employees  
responded

...assessing the Township's strength of leadership in a positive manner – either very strong (37%) or somewhat strong (16%)

**53%**

of employees  
responded

...assessing the Township's organizational culture as positive – either very positive (11%) or fairly positive (42%)

### Improvement areas noted:

- ▶ Faster decision-making, more timely and efficient communication, and consistent follow-through on actionable tasks/priorities
- ▶ Provide more support for leadership, including dedicated human resources support
- ▶ New opportunities for professional development and training

# Key Survey Findings (2/2)

## What do staff like?

**53%**

of employees  
responded

...with positive levels of job satisfaction – either highly satisfied (32%) or somewhat satisfied (21%)

### Why employees wanted to work for North Kawartha

- ▶ Proximity to where they live
- ▶ Job stability and security
- ▶ Opportunity to positively impact the community
- ▶ Pension and benefits

### What employees like about working for North Kawartha

- ▶ Interesting work
- ▶ Feeling that their work is valued, recognized, and appreciated
- ▶ Positively impacting the community
- ▶ Proximity to where they live

## What do staff think needs to be improved?

**37%**

of employees  
responded

...with mixed feelings about whether or not they were satisfied with their job

### Improvement areas to feel more valued at work

- ▶ Enhanced benefits (e.g., dental and extended healthcare coverage) and compensation
- ▶ Stronger recognition and acknowledgment for staff efforts and contributions
- ▶ Opportunities for professional growth and development and cross-training

# Current State Assessment | Framework

The Township's current state was evaluated through a four-layer framework, which included:



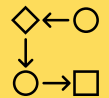
## Governance

Decision-making hierarchy, reporting lines, leadership roles and responsibilities, and management practices within the Township.



## Organization Structure & Staffing

Organizational hierarchy and staffing levels; the roles and responsibilities required to support immediate and long-term service delivery.



## Functions & Processes

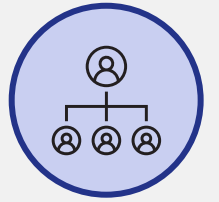
Key department operational functions and processes required for service delivery.



## People, Capabilities & Culture

Staff involved in delivering services and the skills, competencies, and enablers required for service delivery.

# Key Findings | Governance



**Oversight and decision-making structures, systems, and practices are generally working well. There is an opportunity to adopt more structured approaches to succession management planning and the development of leadership.**

- ▶ The Township is facing a significant number of upcoming retirements within the management team.
- ▶ Council and staff have a strong and productive relationship.
- ▶ A culture of collaboration exists within the management team.
- ▶ Leadership training and continuous education could be more consistent, structured, and proactive.
- ▶ Some management feel there could be better clarity of how to advance strategic priorities in their day-to-day work.
- ▶ Internal policies can sometimes be outdated and/or inconsistently applied.



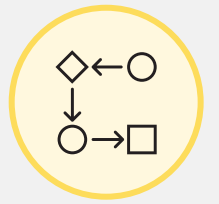
# Key Findings | Organization Structure & Staffing



**While staff are committed to their roles and serving residents, concerns exist regarding workload and competing priorities that staff must navigate.**

- ▶ Significant concerns exist regarding staff workload.
- ▶ Some tensions exist with front-counter service delivery.
- ▶ Need for additional administrative support across the Township.
- ▶ Limited operational management roles and a high number of direct reports to the CAO.
- ▶ Perception that job descriptions are outdated or inaccurate.
- ▶ Lack of consensus regarding the desirability of part-time positions at the Township.
- ▶ Limited scheduling flexibility for front-line staff in Public Works.
- ▶ Abundance of competing priorities (including several non-statutory roles) within the Clerk's department.

# Key Findings Functions & Processes



**Resident expectations continue to grow, and it can be challenging for staff to keep up with their regular responsibilities in addition to special projects.**

- ▶ Service demands and expectations continue to grow and evolve due to the increase in the number of full-time residents (particularly post-pandemic) and expanded municipal responsibilities.
- ▶ Staff sometimes have varied roles beyond their core responsibilities (e.g., staff crossed-trained between Clerks and Finance).
- ▶ Significant number of special projects are impacting workloads (e.g., Township rebranding, new taskforces and committees, grant applications, new IT tool implementation).
- ▶ More work is generally completed in-house vs. third-party contractors or external partners (compared to other similar municipalities), increasing staff workloads.
- ▶ Some growing pains exist between the now-separated Building and Planning departments (i.e., coordinating tasks and processes).
- ▶ Current approach to delivering IT services may not be sustainable due to growing internal IT demands and increasing customer expectations.
- ▶ Legal support is sometimes not received in a timely manner, and many legal responsibilities are falling to the Clerk.

# Key Findings | People, Capabilities & Culture



**While the Township's organizational structure is strong, opportunities exist to address pain points, respond to staff needs, and lay the groundwork for success in future talent attraction and retention.**

- ▶ Overall, a strong organizational culture exists within the Township, though some interpersonal conflict exists amongst staff.
- ▶ No dedicated internal resource for human resources at the Township (i.e., currently a shared responsibility between the CAO and Treasurer).
- ▶ Lack of overall succession planning in the Township and perception of limited opportunities for internal advancement.
- ▶ Perception of unfairness in the workplace amongst some staff (e.g., lack of fairness in how work is allocated and how some staff are treated).
- ▶ Existing performance management model could be improved.
- ▶ Challenges are being experienced with staff recruitment and retention across all departments.
- ▶ Perception that benefits provided by the Township are not competitive with the market and there is significant interest in a compensation review.
- ▶ More structured approach to professional development and training would be beneficial.

# Next Steps

1. Identify improvement opportunities based on current state findings.
2. Work with the Township's CAO and management team to refine and prioritize opportunities.
3. Develop detailed enterprise-wide and departmental recommendations, including key implementation considerations.





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