



Human Resources and Finance Operational Review Findings

November 26, 2020

Operational Review Goals

To Assess:

- ▶ Efficiency
 - ▶ Effectiveness
 - ▶ Appropriate Responsibility
 - ▶ Appropriate Technology
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- ▶ Can we improve outcomes, access better information to support decisions, or reduce costs?
 - ▶ Are we as prepared as we can be for the future?

Human Resources Context

- ▶ Staffing costs (s+w, benefits) make up 36% of the County's budget.
- ▶ Complex environment with seven collective agreements and few tools to manage
- ▶ Future requires change from transactional to strategic and from reactive to proactive
- ▶ Savings in labour relations, benefits administration and employee development are possible

HR Recommendations

- ▶ Reposition the department within corporation
- ▶ Restructure team, address workload, hire payroll supervisor asap
- ▶ Develop an HR strategy to implement recommendations and move us into the future
 - Automation and employee self serve
 - Scheduling
 - Labour relations, negotiations
 - Unite all staff under single Grey County identity and culture of excellence

Finance Context

- ▶ Every decision has financial aspect
- ▶ No margin for error
- ▶ Complete reliance on finance team by other departments
- ▶ Lacking tools that would automate manual processes, enable greater self sufficiency from client departments or provide management information

Finance Recommendations

- ▶ Realign corporately
- ▶ Implement critical policies and procedures
 - Information request handling
 - Eliminate paper
 - Balance and realign internal workload
 - Forecasting and variance analysis with departments
- ▶ Invest in a purchase order system and budget module for financial system
- ▶ Build financial literacy and self reliance in all depts

Conclusions

- ▶ With Council's support in '21 budget we can address critical workload issues in both departments
- ▶ A few software tools would make a huge difference to our ability to manage growth and complexity efficiently
- ▶ The commitment and work ethic of our staff is second to none
- ▶ We have a great foundation to move forward from!