



CAO 2021 Workplan Draft for Discussion

February 4, 2021

Assumptions

- ▶ The current remote working, lockdown situation continues into 3rd quarter, vaccine dependent
- ▶ No further significant staffing changes or outbreaks among the staff or LTC residents
- ▶ Recruitment efforts are successful
- ▶ Finance, HR and IT will again report to CAO

Priority Setting Criteria

- ▶ What was considered when putting items on the 2021 workplan?
 - **What will have the biggest impact?**
 - Significant, long term, public
 - **What is most urgent?**
 - risk exposure, time sensitive
- ▶ Items that can be delegated and there is a resource to delegate to, have been excluded.

Known 2021 Priorities

- ▶ On board new Treasurer
 - operational review, DC background, 2022 capital, covid funds, purchasing and budget modules, 2022 budget
- ▶ On board new Director HR
 - operational review, collective agreements, new HRIS, scheduling software
- ▶ EA position as support to Warden and Council and Legal and recruit

Known 2021 Priorities

- ▶ Oversight to LTC redevelopment - project management architect, 2 development agreements
- ▶ Org dev and succession planning - revenue manager for finance, IT leadership, Clerks and Social Services in 22
- ▶ Consider future project manager/strategic initiatives role for CAO office

Known 2021 Priorities

- ▶ Oversight to Fire Communications - infrastructure in place, system operational, governance, ongoing administration contracted, budgeting
- ▶ Vacancy/backfill management
- ▶ Professional Development – CAMA Awards of Excellence Committee

Unknowns to Watch

- ▶ Outcomes of taskforces
 - OS/Hanover, Climate Change, LTC Redevelopment
- ▶ Social Services Modernization
- ▶ Provincial Offences Part 3

Evaluation

- ▶ Consider what is done as well as how it is done
- ▶ Crisis requires unique response and skillset
 - Making things happen: organizing, implementing and directing actions to minimize the impact of the crisis.
 - Getting the job done: forgoing cooperation between previously unrelated actors and enabling workarounds when traditional processes no longer work. –
 - Fulfilling a symbolic need for direction and guidance.

CAMA Competencies

- ▶ Develops staff
- ▶ Facilitates collaboration
- ▶ Service delivery management
- ▶ Functional and operational expertise and planning
- ▶ Advocacy and interpersonal communication
- ▶ Presentation skills

CAMA Competencies

- ▶ Strategic leadership
- ▶ Demonstrates a commitment to democratic principles by respecting and the decision-making process
- ▶ Fosters and values diversity
- ▶ Strategic planning
- ▶ Media relations
- ▶ Integrity