

INTERACTIONS

HR SOLUTIONS INC.

Setting Organizations up for Success

5204B 49th Street
Rocky Mountain House, Alberta, T4T 1G7
Phone: (403) 845-2792
Fax: 1-877-826-5510

June 20, 2012

County of St Paul
5015 – 49 Avenue
St Paul, Alberta
T0A 3A4

ATTENTION: Sheila Kitz, CAO

Re: Organizational Enhancement Toolkit™ – *County Edition*

Dear Ms. Kitz:

We are pleased that the County of St Paul has expressed interest in becoming part of our Toolkit development project to create a County Edition of our Organizational Enhancement Toolkit™ series. I would like to thank you for providing feedback to assist us in determining the overall scope of the project. Please find enclosed background information along with a Memorandum of Understanding (MOU) for your review.

I thoroughly enjoyed meeting you at the FCM Conference. We are looking forward to the possibility of working with you and your organization. On behalf of INTERACTIONS HR Solutions Inc., I would like to thank you for considering the opportunity to become a part of our Toolkit community. If you have any questions, please contact me at 1.888.44TEAMS (83267) or via email at roxane.laslo@interactionsshr.com.

Sincerely,



CEO, INTERACTIONS HR Solutions Inc.

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ATTENTION: Sheila Kitz, CAO

Re: Memorandum of Understanding
Organizational Enhancement Toolkit™ – *County Edition*

Dear Ms. Kitz:

The following is intended to serve as a Memorandum of Understanding (MOU) between the County of St Paul and INTERACTIONS HR SOLUTIONS INC (INTERACTIONS) regarding the development of the County version of the Organizational Enhancement Toolkit™ (Toolkit). This MOU serves as confirmation that INTERACTIONS HR SOLUTIONS INC and the County of St Paul have agreed to work together for mutual benefit.

As a result of this working relationship, the County of St Paul will be one of the first recipients of the County version of the Toolkit. The County of St Paul will be recognized as a contributor to the development and validation of the materials included in the County version of the Toolkit. As a member of the pilot group, the input from administration and staff along with the Reeve and Council will be used to validate work completed thus far on INTERACTIONS municipal series of the Toolkit (in partnership with a number of Alberta villages and towns) and to further create content specific to Counties.

INTERACTIONS will retain all copyright and intellectual property rights to the Toolkit and any materials developed as a result of this working relationship. The County of St Paul will receive a license to use all materials created for a one-time only reduced fee with no annual renewal fees for continual use of the Toolkit. A set of hard copy manuals along with electronic versions of the files will be provided to ensure that the County of St Paul can continue to make ongoing changes to its customized version.

This partnership will see the County of St Paul benefiting from over 15 years of Toolkit development. To date, INTERACTIONS has invested well over \$550,000 in its development of the municipal versions of the Toolkit. The completed product (Toolkit) will be made available for purchase to other Counties, so that they too can customize the content to reflect their specific operations. INTERACTIONS will take all responsibility and related costs to the marketing of the Toolkit.

The County of St Paul will be required to pay a onetime only license fee of \$20,000 (plus GST) to use the Toolkit within its operations. In addition, the County of St Paul will be required to cover travel expenses and an honorarium of \$300 per day/consultant to have an INTERACTIONS consultant work on-site directly with County of St Paul staff. Technology such as video conferencing and telephone sessions will also be utilized.

It is INTERACTIONS intent to engage 3 -5 Counties (maximum of 7) in this development project. The goal is to create the Toolkit based on a model municipal organization with the input and guidance of those within the industry. Therefore, the County of St Paul will be responsible for any costs incurred to send County of St Paul representatives to attend focus groups sessions at a mutually agreed upon location, i.e. Red Deer, Alberta, to work collaboratively and to share best practices. If focus groups are held with multiple participating pilot sites, INTERACTIONS will cover the costs of hosting such events in Red Deer (i.e. meeting room, lunch and refreshments).

Additional services, including on-site staff and Council orientation sessions are not included in the cost. Such services are not necessary for participation in the pilot, however, may be a desired service in the future.

The Toolkit will enable all staff to understand the workload and workflow associated with the County's organizational, departmental and positional accountability. Accountability frameworks, key process steps, procedures, policies, and position descriptions are identified and developed for each department, as applicable.

In order to develop and validate materials created, your organization may be asked to provide copies of existing policy or relevant information for review. INTERACTIONS is accountable for drafting content and the overall development of the Toolkit, while the County of St Paul is required to provide content recommendations, participate in interviews and focus groups as well as provide any final edits, changes, etc. Once components are complete, the County of St Paul will be able to readily implement the Toolkit. A fully co-branded and customized version specific to your organization will be provided.

The completed Toolkit will consist of a set of manuals related to a typical County operation. Based on the input of your organizational structure, it is anticipated that the County version of the Toolkit will address the following key functional areas: *(subject to change)*

Manual Sets	Manual Title
Legislated Services	Governance & Leadership (Council and CAO)
	Corporate Services
	Planning & Development
	Assessment
Protective Services	Municipal Enforcement
	Fire Department
Public Works & Environmental Services	Public Works
	Environmental Services
	Public Works & Environmental Services Administration
Agricultural Services	Agricultural Services Advisory Board
	Agricultural Services Administration
Recreation	Recreation Advisory Board
	Recreation Administration
Family & Community Support Services	FCSS Advisory Board
	Administrative Services
Health & Safety	Program Management
	Administration
	Protective Services
	Public Works
	Environmental Services
	Agricultural Services

The County of St Paul will be provided with the Governance and Leadership manual, immediately following execution of this agreement and upon receipt of payment. A work plan acceptable to both parties will be developed. Project completion is set for March 31, 2013.

INTERACTIONS and the County of St Paul are committed to work together to help set organizations up for success, as they strive for excellence using the Organizational Enhancement Toolkit™ – *Municipal Edition*.

INTERACTIONS HR SOLUTIONS INC

Per:

Date:

County of St Paul

Per:

Date:

Client Feedback

Organizational Enhancement Toolkit™ - *Municipal Series*

"The Interactions HR Solutions Toolkit provides Towns and Villages with a set of organized, customized documents that outlines policy and clearly identifies job functions. This tool can not only be used for personnel to understand their role and function within an organization but also is a great tool to use for strategic and business functional organizational planning. Roxane has worked diligently with the Town of Sundre to ensure that that Toolkit suits our needs and will be relevant for years to come."

Wanda Watson-Neufeld
Director of Corporate Services
Town of Sundre, Toolkit Pilot Site

"The Town of Coronation is very pleased to be playing an active role in the development of the Organizational Enhancement Toolkit™. Our Governance Committee has just completed a full review of the Governance and Leadership Module. We were excited to discover that the majority of the policies, process steps and job descriptions so closely aligned with our own written (and unwritten) policies, procedures and guidelines. Because we do not have a comprehensive policy manual developed for the Town, the Governance Committee has been thrilled to discover that years' worth of time that could be spent developing the various policy statements and documents can be condensed into a few hours' worth of review and fine-tuning of the template documents provided. We look forward to the release of the remaining editions of the Toolkit series."

Sandra Kulyk
Chief Administrative Officer
Town of Coronation, Toolkit Pilot Site

"The Village of Holden was trying to compile its policies and procedures when INTERACTIONS introduced the Village model of its Organizational Enhancement Toolkit. Encouraged by a positive reference from other users, we joined the pilot village project. We are excited about getting the final product set up in our office. It will provide a structure that is flexible enough to track and adapt to changes as they occur over the years, yet comprehensive and stable enough to maintain continuity for Council and staff."

Katherine Whiteside
CAO, Village of Holden, Toolkit Pilot Site

Organizational Enhancement Toolkit™ - County Edition

Executive Summary

INTERACTIONS HR Solutions Inc. (INTERACTIONS) is pleased to present the County of St Paul with the following information and quote pertaining to our Organizational Enhancement Toolkit™ - *Municipal County Edition* (Toolkit) partnership opportunity. This Toolkit contains a set of comprehensive industry-specific operations manuals and provides everything you need to successfully govern, manage and operate an accountable municipal organization.

An Accountability Framework for every department, from Reeve and Council through to Public Works, provides clarity regarding areas of accountability, primary job functions and performance standards to measure success. Key workflows, policies, procedures, and health and safety are included to guide the daily efforts of each department. Accountability-Centered Position Descriptions™ and competency/skill profiles are also available to ensure that each employee understands positional accountability and the skills required for job success.

The Toolkit is fully customizable and is supported by our on-line Shared Learning Network™. Your organization can access downloadable files to customize the manuals specific to your operations. You can complete the work required on your own or opt to have the Toolkit Development Team assist you. Either way, the Shared Learning Network™ provides the opportunity to seek support from our team during customization, implementation and ongoing use of the Toolkit. Ongoing updates are posted on the Shared Learning Network™ along with professional development opportunities for your management team, staff and Council members.

While every organization has position descriptions, policies and procedures to some extent, the Toolkit provides a comprehensive, consistent and fully aligned system. The Toolkit ensures that accountability is deeply embedded throughout an organization thus ensuring that everyone knows and understands what is required to fulfill organizational, departmental and positional accountability. This knowledge eliminates operational overlap and gaps, greatly enhancing organizational efficiency. Clear accountability also significantly increases staff morale as each member of the team knows how they fit into the organization and how their individual efforts contribute to the overall success. The Toolkit enhances decision making, communication and collaboration throughout the organization.

Additional Toolkit benefits can be measured throughout the human resource management continuum, from guiding the recruitment, selection, training and performance management of new hires, to capturing and recognizing the experience and knowhow of veteran employees. The Toolkit is a highly effective succession planning tool which will help sustain the future of your organization.

Over the past four years, INTERACTIONS has worked extensively with the Town of St Paul, the Town of Sundre and the Village of Clive, our Toolkit partners, to develop the Organizational Enhancement Toolkit™ - *Municipal Edition for Towns and Villages*. Each edition reflects the daily operations of a town or village. There are 5 manuals to guide the efforts of villages and 19 for towns – all of which have been further validated by a number of Toolkit pilot sites. Primary pilot sites include the Town of Tofield, the Town of Viking, the Town of Coronation, and the Village of Holden. Towns with smaller populations may

Organizational Enhancement Toolkit™ - County Edition

obtain a blended solution whereby applicable content from the village and/or town versions is used to better reflect their operations.

The 19 manuals contained in the Town Edition of the Toolkit are arranged into the following sets:

- Legislated Services
- Protective Services
- Parks and Recreation
- Public Works and Utilities
- Health and Safety

The 5 manuals included in the Village Edition of the Toolkit are as follows:

- Governance and Leadership
- Administration
- Municipal Planning and Development
- Public Works and Utilities
- Health and Safety

The municipal edition of the Toolkit represents a massive knowledge transfer. Extensive time has been spent with our partner and pilot organizations to capture the great work completed within a municipal government organization. Leadership, management and staff have contributed greatly as our team conducted numerous workshops and interviews and spent time job shadowing staff in a quest to capture the incredible knowledge within each organization. The INTERACTIONS team listened, researched, analyzed and developed the content of the Toolkit based on our learnings and our proven Organizational Enhancement Process™ and Organizational Enhancement Toolkit™ series.

The Toolkit is written in the positive and incorporates the behaviours of high-functioning organizations and human resource and municipal administration best practices. This format is extremely well received by those using the materials. The overall intent of the Toolkit, in addition to enhancing efficiency and documenting the work of the organization, is to increase job satisfaction and morale within the organization by addressing common workplace issues and challenges that naturally emerge.

Our approach to product development and investment is truly unique and fosters the concept of shared learning. As a result, this Toolkit is now readily available and affordable for any size of town and/or village. Our team is committed to continuously enhance and develop content associated with the Toolkit to ensure it remains relevant. In addition, our work has recently been recognized by educational institutions such as Red Deer College and Thompson Rivers University. Our Toolkit series now forms a number of continuing education programs. This opportunity provides further validation of Toolkit content and ensures its ongoing relevancy.

As per this proposal, our next Toolkit development project is to create a County version of the municipal edition of the Toolkit. The following provides background information regarding the components of the Toolkit.