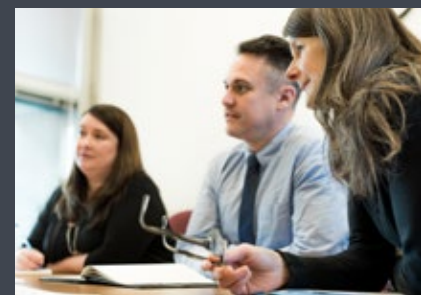
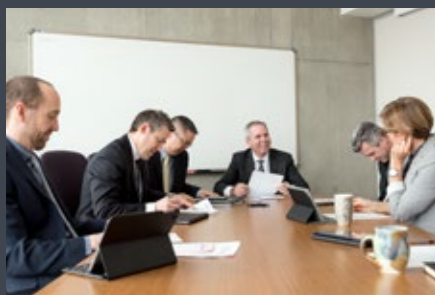




Capital Regional District Organizational Development Plan



This plan represents current information as of the time of publication. The Capital Regional District will be periodically updating and revising this plan to reflect changes in direction and other developments.

If you have comments or questions about this plan, please contact your General Manager or a member of the Human Resources & Organizational Development division.

Published April 2017

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OVERVIEW

Message from the Chief Administrative Officer

Thank you for your commitment to the Capital Regional District (CRD) and for the professional work you do every day. Your efforts ensure the success of our organization and support the development, coordination and delivery of meaningful services throughout the region.

Created to complement the *Corporate Plan 2015-2018* and our divisional service plans, the Organizational Development Plan (ODP) sets out actions to strengthen the organization and actively engage our employees. It responds to changes in our external and internal environments and recognizes the valuable contribution of our employees, our greatest assets. The plan identifies the steps necessary to ensure we are well-positioned to meet the needs of the region, our residents and our Board.

A key objective of this plan is to build organizational resilience through improved communication, information and knowledge sharing, employee engagement, collaboration and innovation. It builds on ongoing efforts to improve organizational alignment by changing structures, roles, systems, policies and processes to support the Board's strategic priorities and our Corporate Plan.

The goals identified in the plan and the supporting actions will help us develop a culture that:

- ▶ enables employee success by increasing the effectiveness of our policies, systems and supports
- ▶ fosters accountability and exemplifies respecting and valuing others
- ▶ ensures timely decision-making through the use of clear and transparent systems
- ▶ develops our employees to exceed expectations today and in the future

At the core of the plan is a greater appreciation of the work we do together and an acknowledgment that every employee at the CRD is integral to our success.

Again, I thank all of you for your continued commitment to the CRD!



Robert (Bob) Lapham
Chief Administrative Officer





The Essence of the CRD

Engaged
- listen
- responsive
- supportive

Credible
- integrity
- competence

Relevant
- essential
- visible
- our
- for

Mission Statement

Organizational Development

The purpose of the Organizational Development Plan is to ensure organizational resilience by building a culture that is engaged, responsive, adaptive and aligned with corporate priorities and our service delivery mandate.

Overview

As a regional government, we are accountable to multiple stakeholders and face many challenges and opportunities. Resilience gives us the continued ability to meet fiscal and regulatory responsibilities and Board priorities while responding to our changing environment.

The ODP supports the implementation of the *Corporate Plan 2015-2018* by enhancing our systems, processes and culture to help us achieve our corporate priorities and service delivery mandate as identified in our corporate planning documents (see page 21).

It looks at what is working well in the organization and builds on those successes. Additionally, it leverages opportunities for increased efficiency, transparency, collaboration and innovation by outlining ambitious but achievable goals and actions that will change the way we work.

The ODP aligns our structure and policies to increase personal, group and organizational effectiveness and ensures employees have the supports necessary to perform their roles and responsibilities effectively. It also aims to improve problem-solving capabilities and innovation, and enhance communication, co-operation and collaboration among employees.

This plan's goals and actions were developed based on input from a multitude of internal sources, including focus groups specific to the ODP, corporate planning processes, discussions with ELT members, brainstorming sessions during iLead (our leadership development program), feedback from exit

interviews, individual performance conversations, discussions at labour management tables and anecdotal feedback. This plan also incorporates organizational development best practices and responds to changes in our external and internal environments.

Employees at the CRD join and stay with the organization because of the meaningful work the CRD does in the community and because they believe in the value of our service delivery mandate and in our commitment to making this region sustainable, livable and vibrant. Our employees are this organization's greatest asset, and this plan demonstrates an ongoing commitment to enable them to continue delivering exceptional results for our region.

Everyone at the CRD has a role to play in striving toward the ODP's desired outcomes and in ensuring the continued success of our organization. Both individual and collective commitment to excellence are fundamental to improving the resilience of our organization.

This plan is a living document and will evolve as our organization continues to grow and change. The Executive Leadership Team will regularly review the ODP to ensure it continues to meet the needs of the CRD.

With the successful implementation of this plan, we will position ourselves as a strategic and collaborative organization recognized for excellence in public service. We will also ensure that the CRD remains a great place to work and is able to meet the needs of residents today and into the future.



Mission & Culture

We are a diverse organization united through a shared purpose (our mission) and a common set of values (our cultural traits). As an organization, we work most effectively when we both individually and collectively endeavour to fulfil our mission and reflect our cultural traits.

Mission

“We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region.”

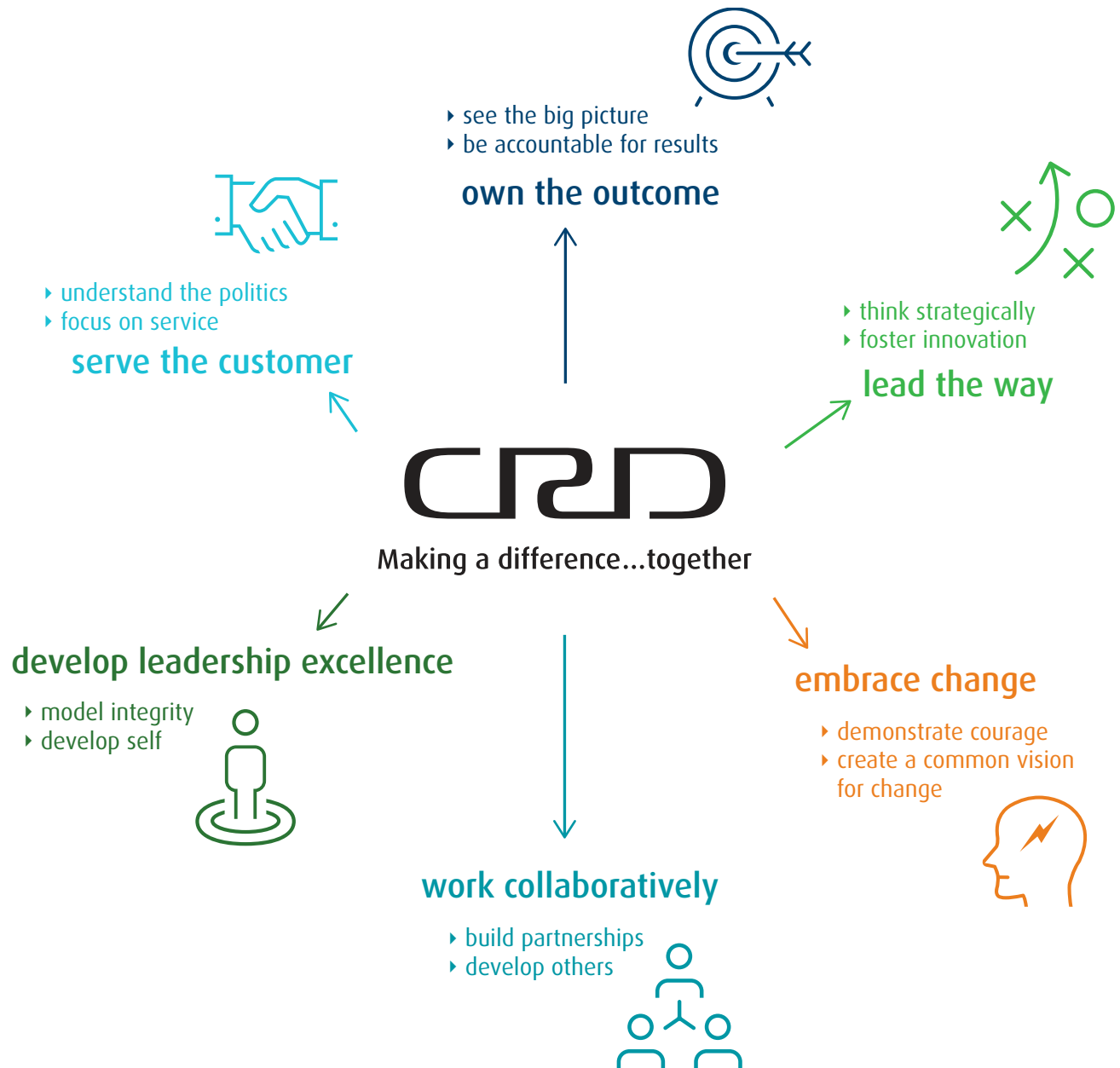
Cultural traits

Our cultural traits reflect what we value as an organization. They were developed through an employee-driven process and are the behaviours and mindset we strive to demonstrate and apply throughout our work, no matter what our role is at the CRD.

These traits are at the core of everything we do. They do not change from situation to situation or from person to person but are the foundation of our organizational culture.

The ODP seeks to expand awareness of our cultural traits and integrate them into our processes and support systems so all employees can be empowered to demonstrate them in their daily activities.

The CRD's cultural traits







CONTEXT

Organizational change is driven by external factors, such as changing public expectations, and internal factors, such as a multi-generational workforce. To be resilient, we need to anticipate those factors so we can prepare for, adapt and proactively respond to them.

External Factors: Increased Expectations

The external environment is a powerful driver for organizational change. Throughout the country, residents are expecting local governments to move beyond addressing infrastructure needs to tackling additional priorities such as affordable housing, climate change, food security and more.

Despite the demand for governments to do more, we are being asked to maintain our core service delivery and leverage our resources and experience to address the growing needs of our region.

Being aware of these perspectives and opinions equips us to anticipate and pursue opportunities that will help us to identify opportunities to advance the organization.

We are committed to continuing to be a leader in public sector service delivery by demonstrating integrity and building trust as we respond to these increased expectations. We aim to ensure the CRD is seen as relevant, credible and engaged.

Response times

The pace of change has increased substantially in the 50-plus years since our incorporation, and all levels of government are seeing increased pressure to respond immediately to issues and concerns.

Local governments are seen to be the level of government closest to residents and thus expected to make change quickly, transparently and seamlessly to address complex and emerging issues.

Many of our structures, policies and processes were developed at a time of “steady state” and were effective for their time. Today, we require more dynamic and agile delegation and accountability structures to plan, manage and implement change in a responsive manner. To meet this requirement, we will adjust our service delivery planning accordingly.

In today’s digital world, information travels through social networks and online platforms instantaneously. Using online channels, such as mobile apps and social media, has allowed us to share key decisions and information about our services in real time.

Use of technology

Expectations for faster response times are linked to expectations for the use of technological solutions, tools that enable those near-instantaneous responses. Society expects immediate access to services and answers to questions 24/7, not only during the workday, and we can position ourselves to deliver.



Medication Return in the Capital Regional District



CRD
multity & services

LEARNING PASSPORT

SUSTAIN
HEALTHY HIGH QUALITY
LOWER GREENHOUSE GAS
KEEP IT LOCAL

All around us, private and public sector organizations use apps, websites and social media to interact with their audiences. Elected officials and employees are asking and expecting us to introduce technological tools that increase communications, make tasks more efficient, increase service level efficiency, add value and increase transparency.

In response, we have introduced electronic agendas at the Board table and online for the public, a multi-functional recreation registration and administrative system and a corporate progress reports dashboard, and we will continue to increase the functionality of our business process management software (SAP).

Transparency

The expectation for open government, which involves making government data available and accessible to the public, media and business, is retooling the focus of all levels of government in Canada and other democratic countries.

In response, we have adopted practices such as broadcasting Board and standing committee meetings and improving the way we report out on fiscal issues and strategic priorities. We have also increased diligence on the handling of freedom of information requests and the management of personal information and protection of privacy.

Public engagement

Approaches for engaging the public have evolved. Now, more than ever, it is expected that we have open, honest and immediate, two-way communication on multiple social media channels in addition to traditional communication mediums. We are also expected to readily engage face-to-face with stakeholders on a broad variety of issues.

In response, we have established a more proactive approach in sharing information and providing outreach and education to the public, including developing an engagement centre located at our Fisgard offices.

Partnerships

Management and coordination of government capital projects were once tightly controlled; however, we see a desire for more partnerships with other levels of government, private businesses and the community. This has increased our need for efficient and collaborative project management and contract management skills.

One example of how we continue to focus on collaboration can be seen in our work to engage the public throughout the development of The Summit at Quadra Village, a residential and dementia care facility the CRD is building in partnership with Island Health.

Fiscal responsibility

To demonstrate our continued commitment to sound fiscal management, we have created stronger budgeting and reporting processes and systems while communicating that information in a way that is timelier and easier to understand.

In 2016, we began restructuring our Finance & Technology department to focus on the development of fiscal strategies, indicators and measures of financial health and to support the Board with more in-depth strategic financial advice.

Internal Factors: Diverse Needs

In addition to external pressures affecting how we work, we also see internal pressures due to a changing workforce.

In the past, people may have joined the public service looking for a “job for life,” but today’s employees average eight to 10 careers with multiple employers over their lifetime.

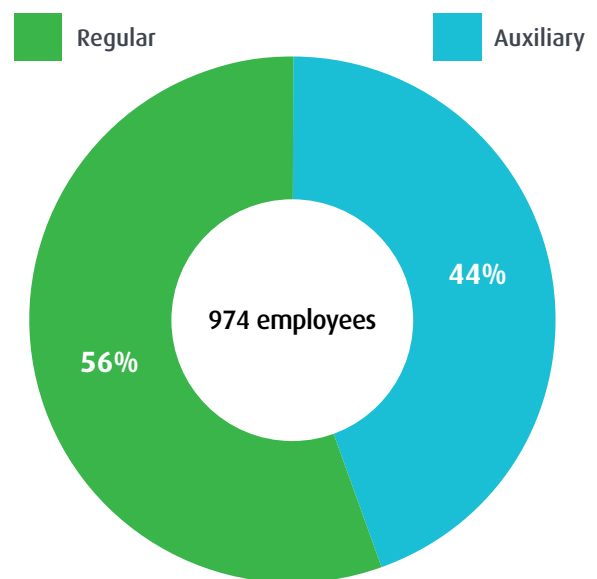
Here at the CRD, we see increasing diversity among our employees, both among the people who work here and within the types of jobs required to meet our service delivery mandate. Therefore, we need more than a one-size-fits-all approach to recruitment, onboarding, employee development and other programs to ensure organizational resiliency. We also need to ensure our policies, processes and supports are flexible so we can adapt our approaches as needed.

Communication channels

Our workforce is made up of regular employees, in full-time and part-time roles, and auxiliary (casual) employees. This staffing complement provides the flexibility necessary to achieve our corporate priorities and service delivery mandate but also requires us to find a variety of ways to communicate with our employees to ensure they all feel included and engaged in their roles.

For example, some employees may not work on a fixed schedule or may not have regular access to a computer or email, so we need to use alternative methods to keep them apprised of upcoming projects and initiatives in a timely way.

Total regular & auxiliary positions in 2016



Supports & motivators

Unlike any other time in history, we have five generations of employees at the CRD. Our regular workforce is predominantly made up of Baby Boomers (those born between 1946 and 1964) and Generation Xers (1965-1979), with a growing cohort of Millennials (1980-1995). However, our auxiliary workforce has a different generational makeup, with Millennials comprising the largest cohort.

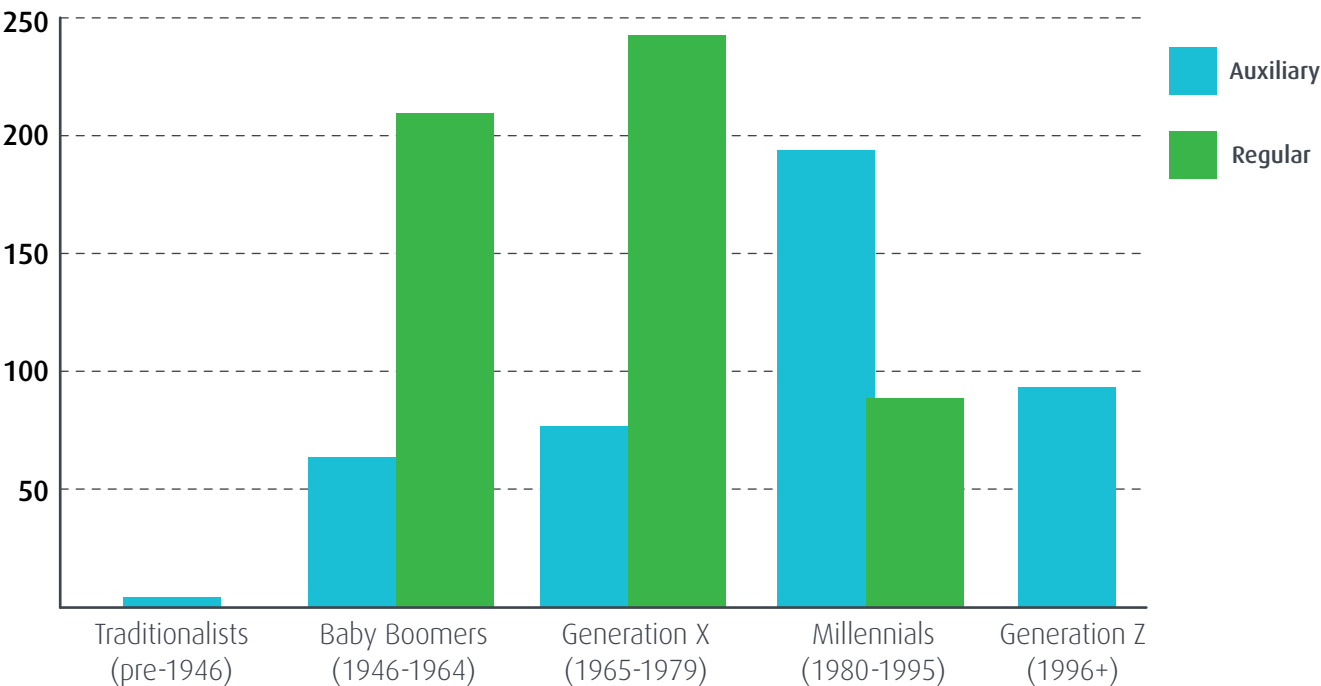
Multiple generations in the workforce provide diversity, giving employees the opportunity to learn from each other, but can also result in different needs and expectations among employees as their core values, philosophies and ideals regarding the meaning of work can differ.

Therefore, we need a variety of ways to recognize and express appreciation to our employees. This diversity also means we need to support employees in every career phase: some employees are transitioning out of the workforce while other employees are full-time students employed in an auxiliary capacity and are exploring a potential future within the CRD.

Job streams

The CRD delivers over 200 services to the region, ranging from stewardship of our drinking water to management of solid waste to maintenance of a regional information database.

Generational breakdown of number of employees in regular & auxiliary positions in 2016



The breadth of these services demands that we ensure our workforce encompasses a wide variety of skills, experience and training. Therefore, our employees include:

- ▶ accountants
- ▶ engineers
- ▶ communications specialists
- ▶ planners
- ▶ environmental scientists
- ▶ equipment operators
- ▶ utility operators
- ▶ park maintenance workers
- ▶ mechanics
- ▶ outreach coordinators
- ▶ naturalists
- ▶ recreation workers
- ▶ property managers
- ▶ administrators

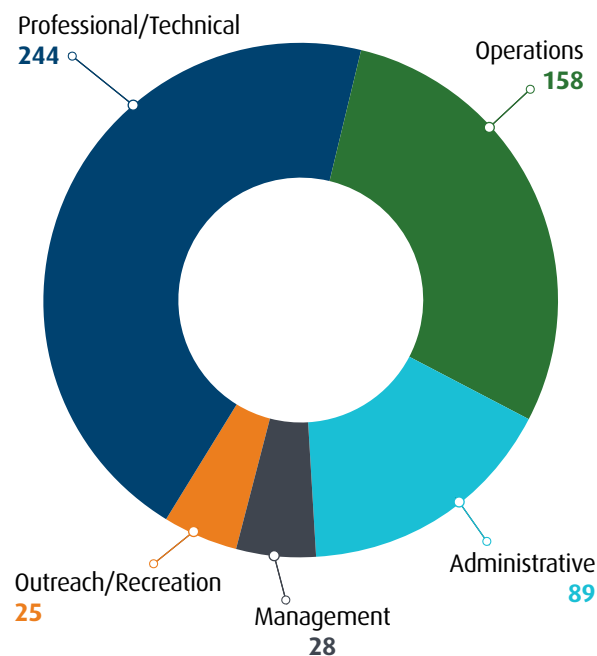
Transition strategies

The CRD has a very committed and stable workforce. The average length of service for an employee is 11 years, and our voluntary turnover rate is lower than the national average. We appreciate how committed our employees are to their work and the CRD, but we cannot take this stability for granted.

Due to the number of employees approaching the typical age of retirement, and the nature of the new employee life cycle, we anticipate an increase in employee turnover in the coming years.

Therefore, we will need to increase our recruitment efforts, conduct consistent onboarding and orientation, improve our workforce planning and have an effective means of sharing information and transferring knowledge to ensure critical corporate knowledge stays within the organization during employee transitions.

Total jobs in each stream in 2016

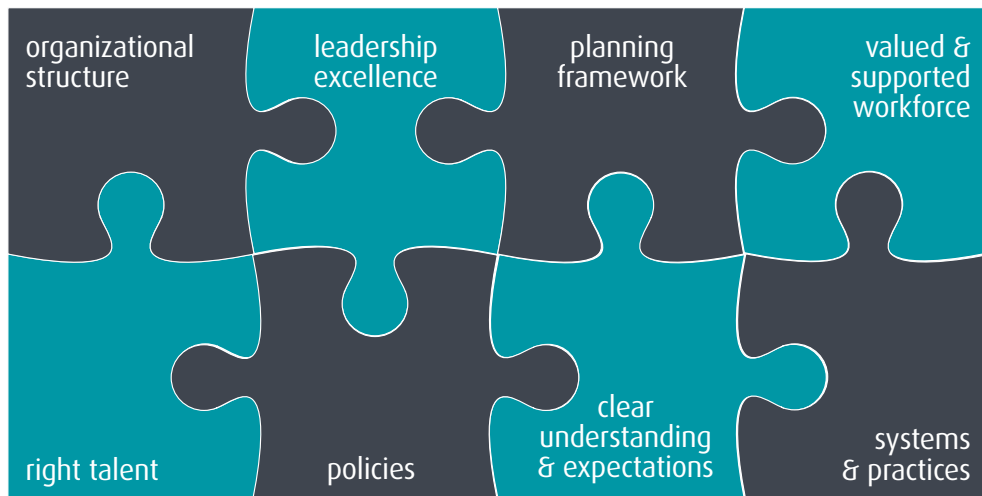






GOALS

The ODP adopts two strategies — strengthening our foundational core and engaging our employees — each of which is supported by four goals. By simultaneously developing both our foundation and our people, we will ensure organizational resilience.



Strengthening Our Foundational Core



The following goals refine the systems and processes that make our organization function smoothly and effectively:

- ▶ an **organizational structure** that enables efficient & effective service delivery
- ▶ a corporate **planning framework** that aligns corporate priorities & service delivery
- ▶ corporate **policies** that support effective decision-making
- ▶ **systems & practices** that enable information & knowledge sharing

Engaging Our Employees



The following goals enhance the supports our employees need to deliver exceptional results for our region:

- ▶ **leadership excellence** that enhances performance & achieves results
- ▶ a **workforce** that is **valued & supported**
- ▶ the **right talent** in the right job at the right time
- ▶ employees who have a **clear understanding** of the organization & of role **expectations**



GOAL

an organizational structure that enables efficient & effective service delivery

Our organizational structure consists of departments (e.g., Parks & Environmental Services), divisions (e.g., Environmental Resource Management) and sections (e.g., Solid Waste Operations) that align to fulfil our corporate priorities and service delivery mandate. Each piece of the structure feeds into the next in a hierarchical flow, under the overall direction and leadership of the Chief Administrative Officer.

A clearly established organizational structure aligns business functions and provides a means of coordinating and distributing work. It also helps audiences understand our governance, our structure and where accountability lies by showing which services are delivered by each area of the organization.

Regularly reviewing our organizational structure ensures each department, division and section carries out its mandate and provides the CRD with the flexibility to adapt to changing environmental factors.

DESIRED OUTCOMES:

- ▶ Our organizational structure outlines roles, responsibilities and accountabilities.
- ▶ Our organizational structure supports employees in achieving corporate priorities.



GOAL

*a corporate **planning framework** that aligns corporate priorities & service delivery*

The Board establishes the CRD's strategic priorities. In turn, the CRD develops a Corporate Plan to provide the big picture of how we will respond to those priorities. Then every division creates a service plan to detail the specific projects and initiatives it will implement to achieve Board and corporate priorities and our service delivery mandate. Finally, financial plans are determined by the projects and initiatives identified in service plans. Together, these form our corporate planning framework (see page 21).

Corporate planning results in the greatest success when the plans are shared, understood and visible across the organization. Creating clear standards and processes for our corporate planning provides us with the resiliency to adapt to changes in priorities or mandate as necessary, while being inclusive and collaborative ensures a more robust process.

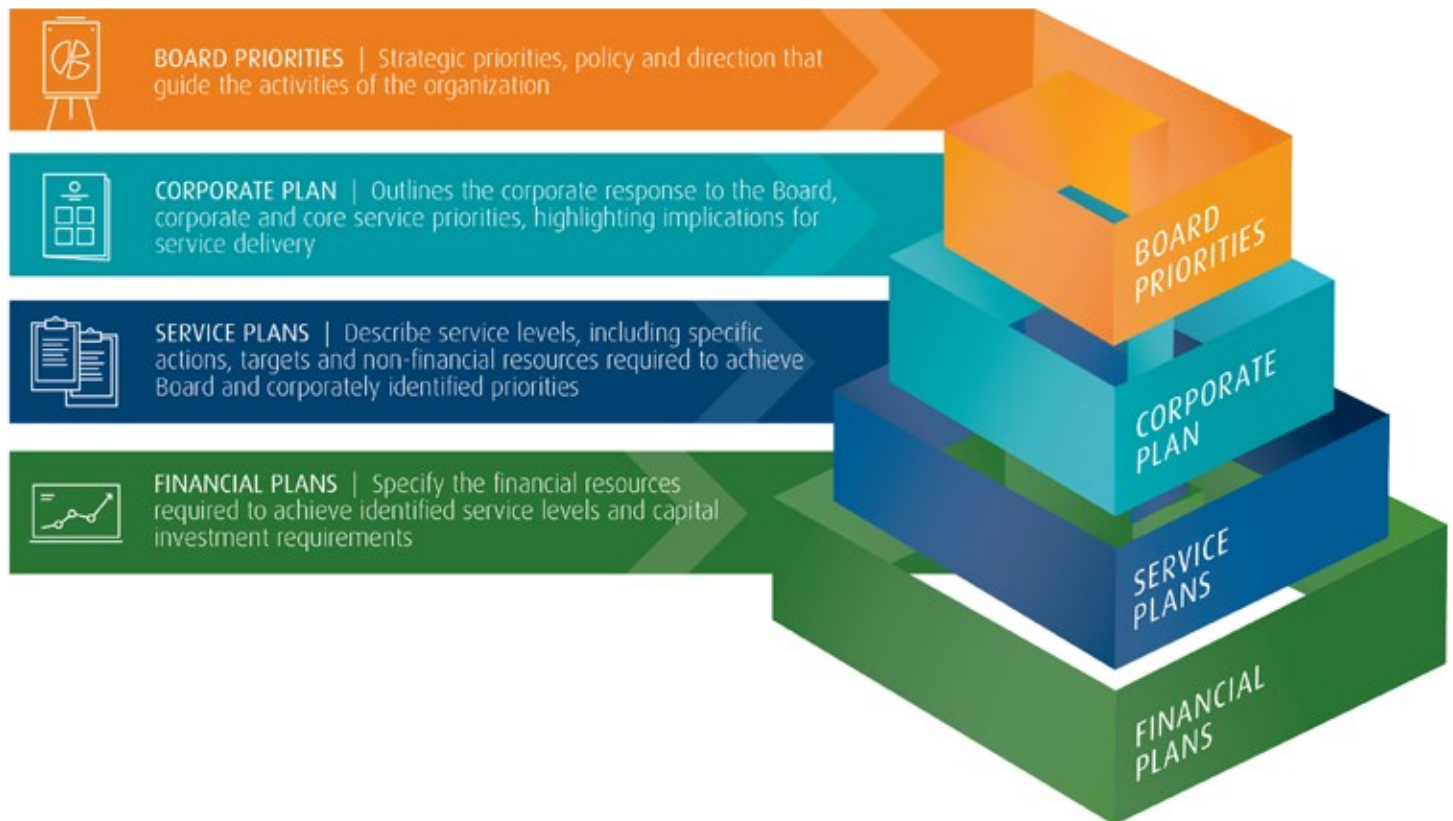
An effective and relevant service plan is one that incorporates input and feedback from the employees who will be implementing the plan. Effective service planning enables us to build alignment between corporate priorities and employee performance and development objectives. It helps us identify existing gaps with learning or other development opportunities, allowing us to address and best prepare ourselves for inevitable change.

Workforce planning, an integral part of service planning, is a strategic activity that helps us identify, develop and sustain the knowledge, skills and abilities needed to achieve organizational success.

DESIRED OUTCOMES:

- ▶ The Corporate Plan sets direction and clearly outlines the steps and resources needed to achieve our corporate priorities and service delivery mandate.
- ▶ Planning processes provide decision-makers with the information necessary to prioritize and allocate resources.
- ▶ Planning processes are clearly articulated and understood.
- ▶ Employees are engaged in corporate planning processes.

The CRD's planning framework



The goals and actions of the Organizational Development Plan strengthen our systems, processes and culture so we can achieve the deliverables identified in our corporate planning documents.

The plan also aims to ensure that all employees understand our planning framework and are able to follow corporate planning processes.



GOAL

*corporate **policies** that support effective decision-making*

Along with legislation and bylaws, our corporate policies (those policies that affect more than one department) and their related processes are the foundation for efficient and effective decision-making and service delivery.

Policy that is aligned with corporate direction enables us to make decisions that are consistent, transparent and defensible. By clarifying which roles are responsible for what actions, policies help employees and the Board understand where accountability lies.

To remain effective in today's fast-paced, complex environment, and as we evolve into a more diverse and complex organization, we must ensure our policies and related processes enable employees to respond rapidly to their current situation.

We will introduce a delegation matrix, a tool that outlines responsibilities and accountabilities, to increase transparency and enable effective decision-making. We will simplify and standardize our policies to ensure they remain current and can be more easily understood and applied. Additionally, we will look for opportunities to consolidate policies where applicable and eliminate those policies that are no longer needed.

DESIRED OUTCOMES:

- ▶ Policies provide transparent standards and clearly communicate decision-making responsibilities.
- ▶ Policies are implemented and applied consistently across the organization.
- ▶ Policies are streamlined, relevant and easily understood.





GOAL

systems & practices that enable information & knowledge sharing

Employees who have a clear understanding of their job role and its link to corporate priorities are empowered to achieve their work goals and are more likely to perform at expected levels and have increased engagement through job satisfaction.

We will inform all employees about corporate direction — as outlined by the Board’s strategic priorities, the Corporate Plan and divisional service plans — corporate planning processes, performance indicators and organizational policies and procedures so they have the knowledge necessary to be successful at work. An internal communications framework will help us achieve this alignment by building opportunities to have the two-way conversations that are the most effective means of building employee confidence in the organization and its leaders and ensuring corporate information is shared at all levels.

Another aspect of corporate knowledge is the organizational information that employees gain during their time with the CRD. Staffing changes that result in a loss of that knowledge can be disruptive if not planned for. We will proactively retain this expertise by creating formal knowledge transfer systems — including processes, tools and methods — that identify, organize, capture and distribute critical knowledge to safeguard its availability for future use and to ensure we can provide uninterrupted delivery of services.

As well, we will create opportunities to more easily share knowledge on an informal basis. We have many recognized and celebrated best practices, techniques or methodologies that, through experience, have proven to reliably lead to a desired result. To capitalize and leverage these, we will work to develop a corporate understanding of what makes something a best practice and to share those practices across the organization as appropriate.

DESIRED OUTCOMES:

- ▶ Employees have access to the information necessary to achieve results aligned with corporate priorities.
- ▶ Corporate records management systems are effective and consistently used as appropriate.
- ▶ Our culture of knowledge and information sharing minimizes gaps in knowledge and best practices to avoid duplication of efforts and ensure efficiency in service delivery.
- ▶ Our planning framework (see *page 21*) and resulting priorities are understood.



GOAL

leadership excellence that enhances performance & achieves results

Our organization has both formal leadership (e.g., the CAO to the Board; the Executive Leadership Team to the CAO) and informal or situational leadership. Both leadership types have the ability to inspire, motivate and influence others to accomplish a goal or task. As showcased in our cultural traits (see page 7), we value and aim to cultivate leadership excellence.

In a culture of leadership excellence, formal leadership and effective management go hand in hand with achieving results. Our formal leaders define purpose, encourage team development and build on the specific strengths and knowledge of individual employees.

Informal or situational leadership can happen anywhere in the organization, in any role. These leaders have the ability to influence the behaviour of others by means other than formal authority. They lead by example or are experts that others seek out for their knowledge and skills.

We will encourage and enable leadership across the organization.

DESIRED OUTCOMES:

- ▶ Leaders think strategically, are accountable and build partnerships.
- ▶ Leaders are equipped to improve employee engagement and enable the success of others.
- ▶ Managers/supervisors have the knowledge and skills to be effective.



GOAL

a workforce that is valued & supported

To be fully engaged, employees need to know that they are valued for their individual contributions and that they will receive the supports necessary to perform their best work and successfully achieve their responsibilities.

The CRD has been recognized externally for our achievements and the expertise of our employees; however, we do not have a consistent culture of recognizing and sharing our successes internally. Recognition and appreciation are key factors of employee engagement. When employees feel valued for the work they do, their satisfaction and productivity rises, thereby assisting our organization to achieve our corporate priorities and service delivery mandate. We will build a culture of recognition that celebrates individual, program and organizational successes.

We will optimize employee engagement and increase our resilience by investing in employee learning and development opportunities that ensure employees continue to excel in their job roles and contribute to best practices. We will also support employees in maintaining their professional designations and the levels of knowledge needed to be leaders in their chosen field, as aligned with the CRD's purpose.

To enable our employees to perform their best, we are committed to providing a safe and healthy work environment that is designed, operated and maintained in accordance with occupational health and safety legislation, regulation and best practices. We will also promote an emotionally safe environment, free from harassment, intimidation and offensive behaviour.

DESIRED OUTCOMES:

- ▶ Employees feel valued for the work they do at the CRD.
- ▶ Our culture of recognition celebrates individual, program and organizational successes.
- ▶ We provide meaningful learning and development opportunities aligned with corporate priorities and our service delivery mandate.
- ▶ Employees feel they have a safe, supported work environment where they can perform their best work.





GOAL

*the **right talent** in the right job at the right time*

Having a professional, capable and responsive workforce will enable us to meet the challenges of today and the future. To develop our workforce, we need to be sure we have the right talent in the right job at the right time.

We recognize that the skill sets required to achieve our service delivery mandate may change over time. Therefore, we will develop recruitment strategies to position us to meet current and future organizational needs while investing in our existing workforce.

How an organization is perceived is critical for recruiting and retaining the right people. We will build our reputation and develop a strong employer brand that appeals to the kinds of talent we need, from a casual employee at a recreation centre to a subject matter expert in water quality sampling.

We will evaluate our messaging, value proposition, recruitment processes and brand to ensure the CRD is competitive and is seen as an attractive employer. We will aim to attract and retain those people who naturally align with our cultural traits (*see page 7*) and have the skills to deliver on our corporate priorities and service delivery mandate.

DESIRED OUTCOMES:

- ▶ Our workforce is responsive, adaptable and able to meet the challenges of today and the future.
- ▶ Employees say they are proud to work for the CRD.
- ▶ Employees bring alive our cultural traits (*see page 7*) in the work they do.



GOAL

employees who have a clear understanding of the organization & of role expectations

Employees who have meaningful work and clear expectations of their role will be engaged and achieve results. To help employees understand the impact of their work, we will ensure they are aware of the breadth and scope of the CRD and of the positive contribution we make to the quality of life for residents of the region.

A successful onboarding program will provide employees new to the CRD with a strong foundation of organizational expectations and cultural traits (*see page 7*), better preparing them for the fast pace and complex environment of our organization, which will increase their success and performance. Through an orientation process, we will provide employees new to their role with clear communication early on regarding role expectations and alignment of their position to corporate priorities and our service delivery mandate, resulting in greater role satisfaction.

We will increase our supports to ensure employees successfully transition into new roles, especially in situations where employees are promoted from team member to manager/supervisor.

Performance management is a continuous process where managers/supervisors and employees work together to plan and review objectives and results. Through the use of tools such as the performance conversation process, we will help employees at all stages of their career understand and meet their responsibilities. Whether these two-way conversations are informal chats or more formal discussions, they ensure that employees have a clear understanding of role expectations, enabling them to strive for individual excellence.

DESIRED OUTCOMES:

- ▶ Our high-performing and capable workforce achieves our corporate priorities and service delivery mandate.
- ▶ Employees new to their role feel they have the information and support necessary to be successful early on.
- ▶ New managers/supervisors feel equipped to make the transition from being a team member to overseeing others.
- ▶ Employees understand their role responsibilities, have a clear sense of purpose and direction and are able to own the outcome.
- ▶ Our approach to managing performance is consistently applied.





ACTIONS

To achieve our goals and desired outcomes, we will undertake specific actions, as outlined in the ODP Actions Appendix. These actions will be regularly updated to reflect our commitment to evolve and adapt as our organization grows and responds to changing environments.

We will focus on a handful of actions at one time, and, as they are completed or well underway, we will add more actions to the list.

To ensure the coordinated management and communication of our progress, the Human Resources & Organizational Development division will:

- ▶ involve employees by regularly communicating the status of ODP actions
- ▶ solicit feedback formally and informally before, during and after the development and implementation of specific action items
- ▶ conduct comprehensive employee engagement measures to gather feedback on how we are progressing as an organization

The information collected will inform and shape ongoing organizational development to ensure organizational resilience.

ROLES & RESPONSIBILITIES

We all have a role to play in achieving the actions of the Organizational Development Plan and ensuring our success as an organization:

- ▶ The members of the Executive Leadership Team will set corporate direction and assign actions to the appropriate division.
- ▶ All managers will implement the actions.
- ▶ All employees will participate in the actions and work toward their achievement.
- ▶ The Executive Services and Finance & Technology departments will develop, on behalf of the organization, the framework, policies, processes and resources needed to make the actions achievable.



*Organizational resilience through
strengthening our foundational core
and engaging our employees*

