



One-Day Symposium

Friday, May 14, 2021 from 8:30 am to 12:30 pm

## Managing Change in Fluid Environments

**Over the past fifteen months, municipal Human Resource professionals managed through chaotic and confusing times to deliver critical front-line services for residents and businesses.**

**Municipalities will play a key role in the economic recovery of our Province, which will bring continual, if not constant, change to our organizations. This will present unique challenges for municipal Human Resource leaders, who must help guide their colleagues through transformations before they have had the time to finish adapting to the last change.**

**Join us to learn how you may help your municipality prepare for an unknown future, plan for resilience and master continual change management.**

Brought to you by our Gold Sponsors:



**8:30 a.m.**

## **Welcome**

**Colleen Hickey**, Chair OMHRA Education Committee  
Manager of Human Resources and Health and Safety  
Services for the United Counties of Leeds and Grenville

**8:35 a.m. to 9:15 a.m.**

## **The Future of Ontario's Municipalities**

The declaration of emergency in Ontario showcased the vital role of municipalities and municipal workers in safeguarding essential community services.

COVID-19 has imposed unprecedented change on municipal operations over the past fifteen months, and there is no doubt that its implications will be felt for years to come.

Join us for a discussion on what municipalities will look like once we emerge from the global pandemic. Our panelists will discuss such topics as:

- What municipal operations will normalize?
- What changes are here to stay?
- What further changes should be anticipated?
- How can Municipal Human Resource leaders support their Councils and their CAOs/City Managers to support their municipal colleagues and the communities they serve?

### ***Panelists:***



**Norm Gale** has been the City Manager for the Corporation of the City of Thunder Bay since Fall 2015.

Prior to that, he was Chief of Superior North Emergency Medical Services (EMS) with the City and District of Thunder Bay. Norm served as a front-line paramedic for more than a decade after a career in the Canadian Armed Forces Reserve.

Norm is the Chair of the Emergency Services Steering Committee. He has previously served as the Chair of the Thunder Bay District Board of Health, President of the United Way of Thunder Bay and President of the Ontario Association of Paramedic Chiefs.



**Brian Rosborough** was appointed Executive Director of Association of Municipalities of Ontario (AMO) in September 2019.

Prior to rejoining AMO in April 2018 as Director of AMO’s membership Centre, Brian was the Senior Executive Officer of the Brantford Campus of Wilfrid Laurier University, and was previously the university’s Director of Government Relations from 2009 to 2013.

Brian has been working in the public sector in Ontario for 28 years, including as AMO’s Director of Policy from 2004 until 2009. As a public servant in the Government of Ontario, Brian worked as a policy advisor and senior manager in the areas of social and environment policy. Brian also spent five years as a public policy and communications consultant for a number of government clients.

**9:15 a.m. to 10:30 a.m.                      Working from Home is one Change that is Likely Here to Stay – What You Need to Know**

When the pandemic is over, some employees will want to continue to work from home (WFH). Does your municipality want this to happen? Are you encouraging employees to work from home?

The lawyers from Hicks Morley will discuss how the post-pandemic world might operate and what the legal and practical issues you will face. In particular, they will discuss the following topics:

- The laws have changed many times over the past year, how will your unions respond and how should you respond?
- Should you be adjusting the employment contracts for your non-union employees to address work from home issues?
- What are the trends regarding WSIB for employees working from home and how do you mitigate them?
- Who should be paying for the costs of increased internet usage, ergonomic chairs and desks for your WFH employees?
- Can you force your employees back to work?
- Can you use software to monitor the productivity of your employees?

***Presentation by Hicks Morley***  
**Silver Sponsor**

Hicks Morley is Canada’s largest firm focusing on the representation of management in human resources law and advocacy. Their lawyers represent municipalities in rights and interest arbitrations; occupational health and safety matters; WSIB issues; human rights; privacy and

wrongful and constructive dismissal actions. Hicks's lawyers are often acting as spokesperson at municipal bargaining; as advisors in the back room or litigating interest arbitrations.



**John Saunders** is a senior labour and employment lawyer with Hicks Morley.

He has over three decades of experience advising public and private sector employers on a wide range of labour and employment issues. John's practice includes collective agreement negotiations, rights and interest arbitrations, human rights applications, and wrongful dismissal litigation. He has a particular expertise in municipal law with regard to fire and paramedic issues.



**Lucy Wu** is a labour and employment lawyer in Hicks Morley.

She provides advice and representation to employers in both the private and public sector on a wide-range of labour, employment and human rights issues. This includes grievance arbitrations, human rights and accommodation, employment standards and workers' compensation.

**10:30 a.m. to 10:45 a.m.**

**Break**

**10:45 am to 11:30 a.m.**

**Staying Focused Through Constant Upheaval:  
Change and Communications Strategies for  
Leaders at All Levels**

During this session, you will learn about the psychological impact of change and how it impacts members of your team. You will be provided tools to use in creating and executing your change management plans as well as guidance on who needs to be a part of your transition team and why. Last but not least, there will be an opportunity to explore communication strategies.

*Learning objectives:*

- The Psychological Impact of Change and Uncertainty
  - What people fear most and why
  - Key motivators during change and uncertainty
  
- The Two Most Important Things Leaders Need to Provide During Change
  - Hope (some background on this)
  - Truth (strategies around truth telling, especially when the goal posts keep shifting)
  
- Creating and Executing Change Management Projects
  - Applying Kotter's 8 step model (org assessment tool)
  - Using Bridges Transitions model to anticipate reactions (brief overview)
  
- Communication: The Key Tool When Goal Posts Keep Shifting
  - The critical role and importance of a Change Transition Team (factors to consider in forming your team)
  - Key Change Communications roles for leaders at all levels: CEO, Senior Leaders, Front Line Supervisors (what each should focus on and why – handout/checklist to take away)
  - Change communications strategies (brief exercise using a municipal scenario – 2 planning templates to take away: Communications Analysis and Communication Delivery)

***Presentation by Mohawk College Enterprise (MCE)***

**Bronze Sponsor**

Mohawk College Enterprise (MCE) provides customized training, coaching and consulting and with the knowledge of our expert trainers, it continues to solve issues and improve the skillset at all levels from front line to executive for clients across Ontario. These clients come from all sectors, including but not limited to municipalities, manufacturers, food processors, healthcare and more.



**Shona Welsh** has been helping organizations develop leaders and enhance their communications for three decades. As a former senior executive, CEO and board chair, she has led change initiatives through numerous mergers/acquisitions as well as department and organizational re-engineering in addition to building several inaugural learning and communications departments.

An award-winning speaker, writer and instructional designer, Shona is the author of six books on training, mentoring, communications and engagement. Her mentoring programs are now used by clients across the globe.

**11:30 am to 12:30 p.m.**

## **The Fundamentals of Change and Transition**

Change and transition are facts of life of life but letting go of the familiar can be challenging. When individuals understand the need for change and are resourced to manage it, they can transition with greater ease. Participants in this session will explore strategies, frameworks, self-care tools and resources to navigate the change process successfully.

### *Learning objectives:*

- Learn about self-care tools and resources that will help you navigate the change process successfully
- Reflect on strategies that will allow you to effectively manage transitions
- Discuss common issues relating to coping with change

### *Presentation by Homewood Health*

#### **General Sponsor**

Homewood Health is the Canadian leader in mental health, trauma and addiction services. Our complete suite of services includes organizational wellness, employee and family assistance programs, assessments, outpatient and inpatient treatment, recovery management, return to work and family support services customized to meet the needs of individuals and organizations.

### *Presenter:*



**Ronaye Coulson** holds a Master of Science degree in Counselling Psychology, in addition to a BSc in both Psychology and Biological Sciences, from the University of Calgary. During this time, Ronaye conducted research in the field of resilience for over six years and continues to share this knowledge and philosophy through webinar and workshop facilitation, public speaking, and in working as a therapist for over 15 years. Her passion is people, and how connection, meaning, and working with our innate capacities helps us grow and thrive with more joy and ease in our lives.