



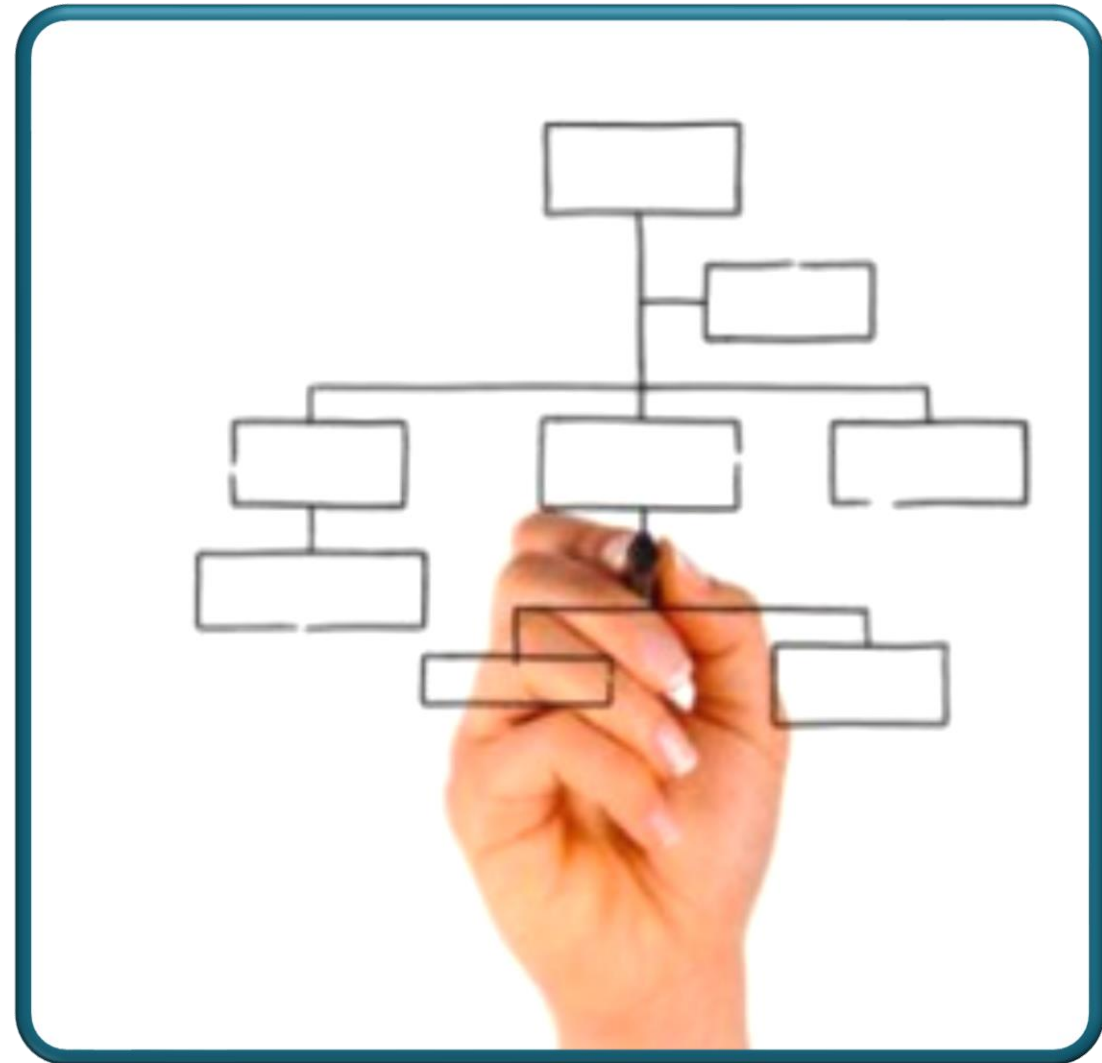
Designing and Evolving Our Organization

Preparing for the Future

Why is Organizational Design (OD) Important?

“A well-designed organization ensures that the form of the organization matches its purpose or strategy, meets the challenges posed by business realities and significantly increases the likelihood that the collective efforts of people will be successful.”

The Center for Organizational Design:
<http://www.centerod.com/2012/02/what-is-organizational-design>



Why is Organizational Design Important for the City of Burlington Now?



To Deliver on Our Commitments

- Timely execution of Council's Strategic Plan and V2F 4-year workplan
- Integrated corporate strategy and risk management related to the implementation of V2F plan and other critical risk factors (e.g. cyber, staff retention, safety, major technology projects, reputation, etc.)

To Support and Empower Staff

- Recognizes and positions City as Employer of Choice to deal with the high levels of staff turnover and retirements over next few years.
- Builds a strong city-wide workplace culture and positions the City for managing strategic change including innovative problem solving
- Ensures ongoing leadership development

Be Ready for the Future

- Refined and updated structure that stands the test of time and provides for the clear and transparent transition of the organization...a recognized municipal leader consistent with Burlington's #1 ranking as best mid-size city to live in Canada.
- Above all developing a City of Burlington strategic focus with service and meeting needs of citizens and customers at the center!

What Happens if We Don't Evolve as an Organization?

City will not be well positioned to:

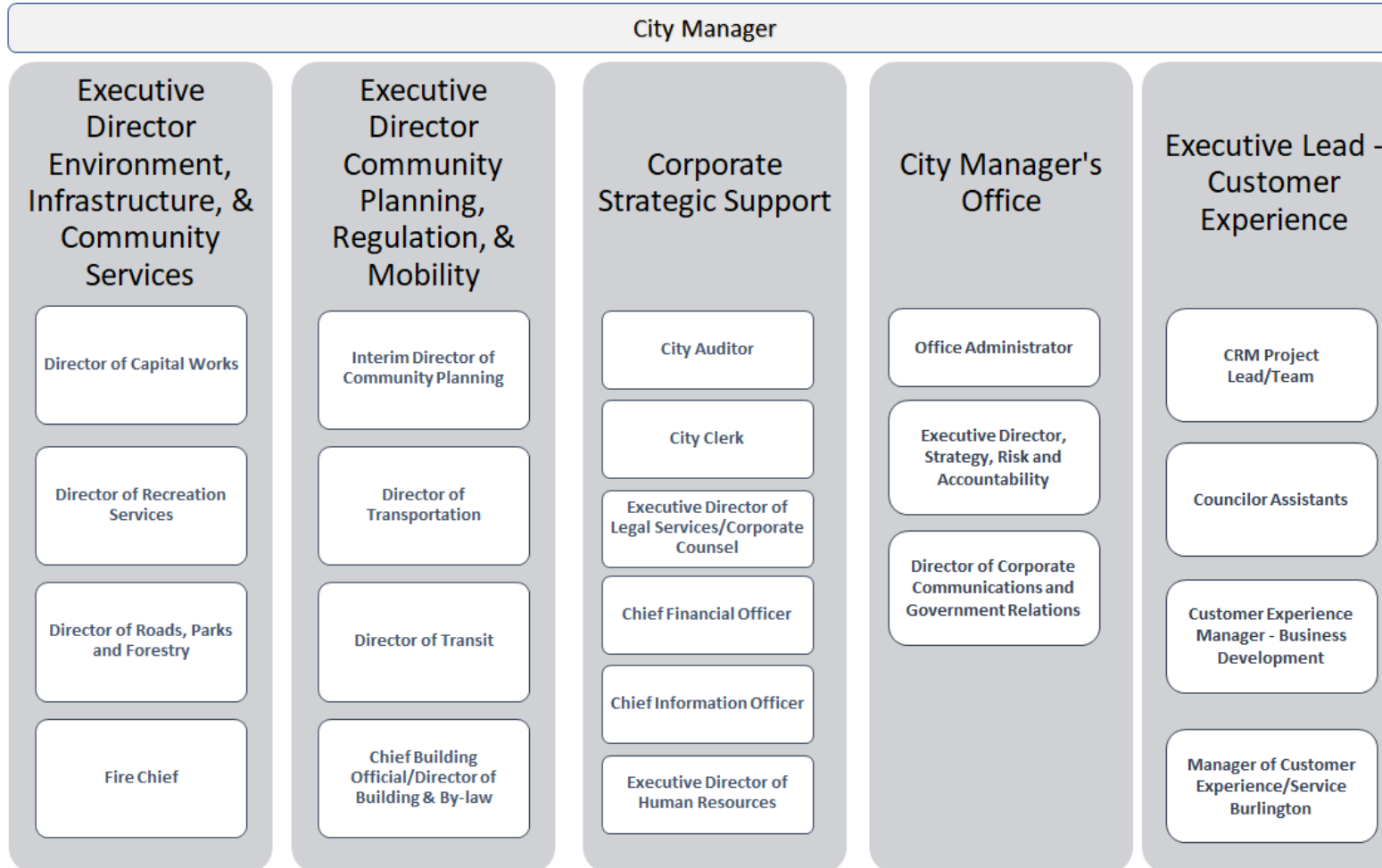
- effectively manage scale, complexity and risks of projected growth
- deliver City services effectively and meet Council approved service standards. Resources are also needed in corporate support areas.
- execute on all the strategic goals and objectives outlined in V2F
- optimize and fully operationalize major technology investments
- strategically identify and manage corporate risks.
- Redesign is required within functional service groups and the corporate strategic support group based on business process “gaps” and future state resources to address priority customer-centered corporate needs over a 5-year timeframe.



Where are We Today?

City of Burlington Organizational Structure

Evolving the Organization – Phase 1 as of October 2019



What Did This Achieve?

- ✓ Council/Committee Decision Making structure aligned with mgmt. structure
- ✓ Updated service grouping relationships with focus on strategic management by BLT/SRT
- ✓ Focus on the Customer experience and our priority to providing customer centric services
- ✓ Focus on relationship between Strategy and Risk Management
- ✓ Positioned Organization for Phase 2 - Designing and Evolving our Organization

Key Risk Themes and Change Drivers for Designing & Evolving our Organization

Risks Themes*

- Reputation
- Financial/Asset Degradation
- Employee Attraction & Retention
- Health & Safety
- Legal, Regulatory & Legislative
- Operations
- Technology/Cybersecurity
- Workplace Culture
- Strategy Execution
- Customer Experience

* Confidential Appendix B contains details of risks

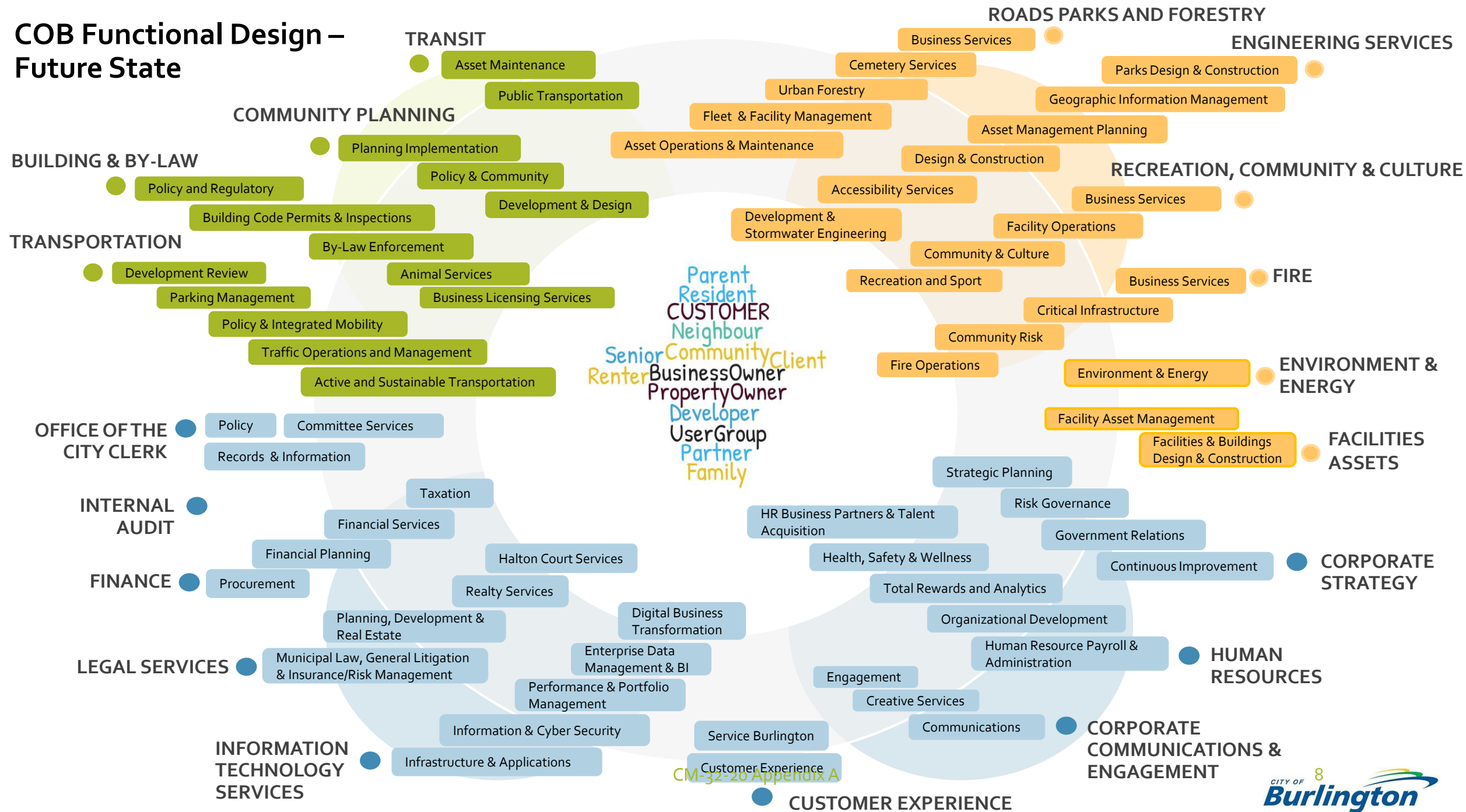
Drivers

- V2F initiatives
- High workload volumes in service delivery
- Service model change/enhancements
- Workplace culture/staff
- Process efficiency
- Risk management

Integrating for Successful Transformation



COB Functional Design – Future State



CM-32-20 Appendix A

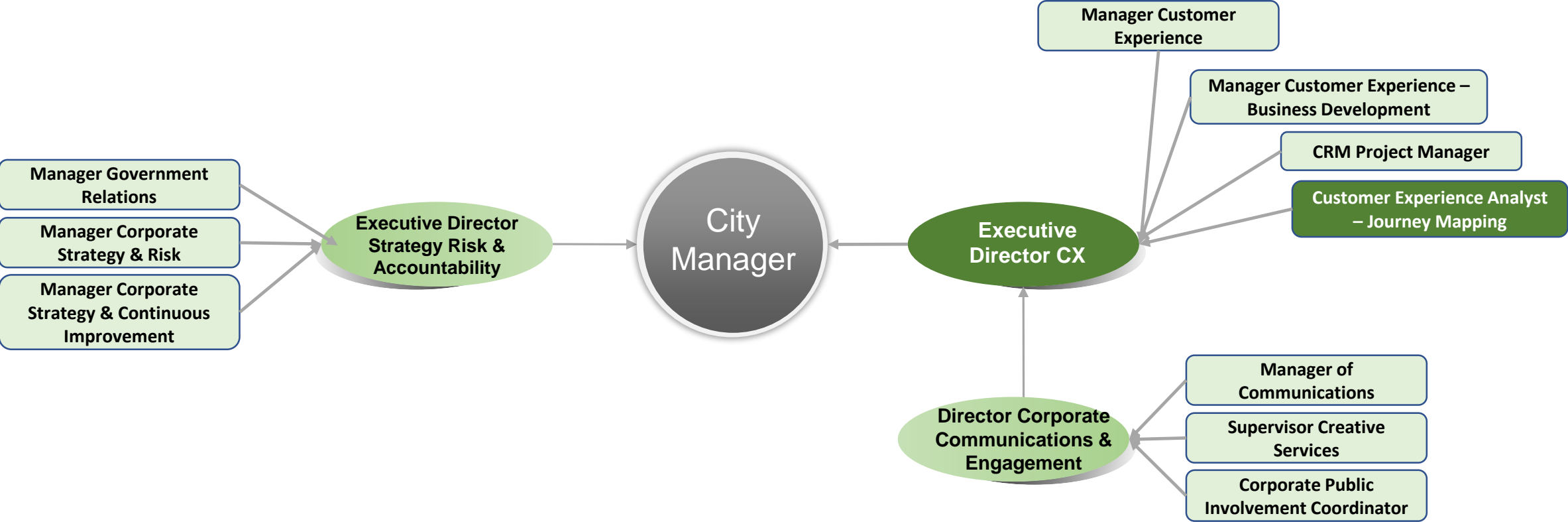
Corporate Strategic Services - Proposed Future State Management Structure

Legend: Existing Position Future Position



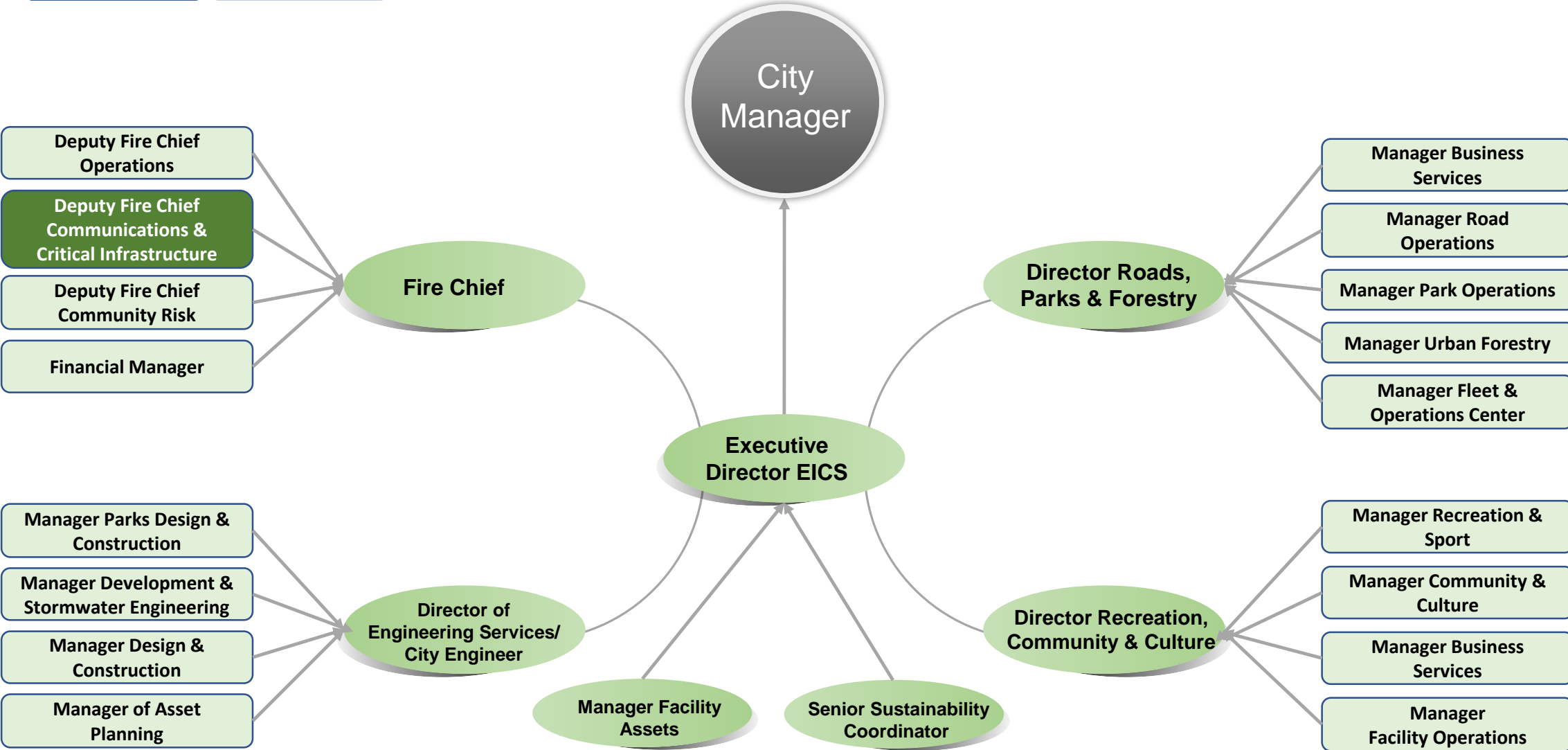
CMO - Proposed Future State Management Structure

Legend: Existing Position Future Position



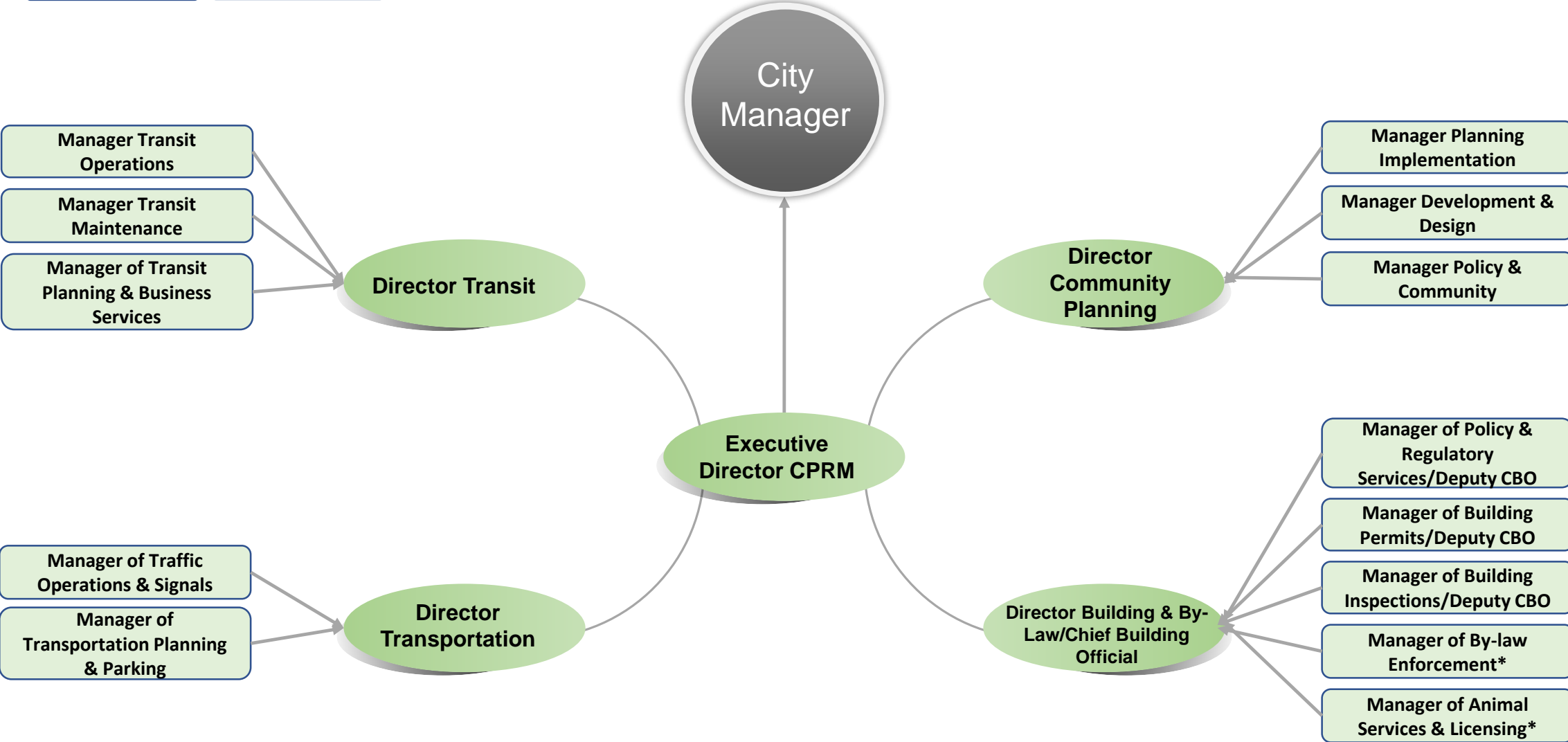
Environment, Infrastructure & Community Service (EICS) – Proposed Future State Management Structure

Legend: Existing Position Future Position



Community Planning, Regulation & Mobility (CPRM) – Proposed Future State Management Structure

Legend: Existing Position Future Position

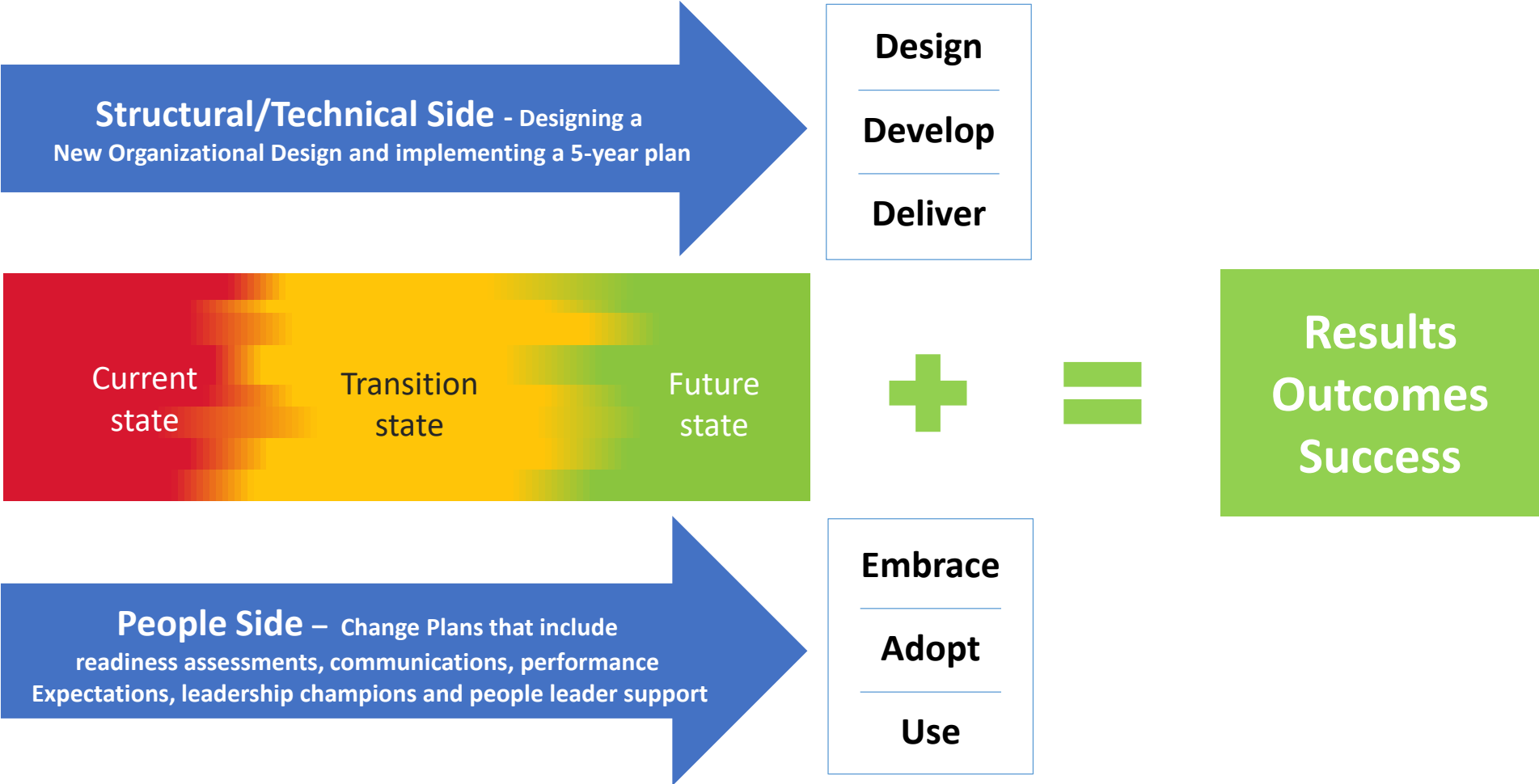


*Pending further review during 2021

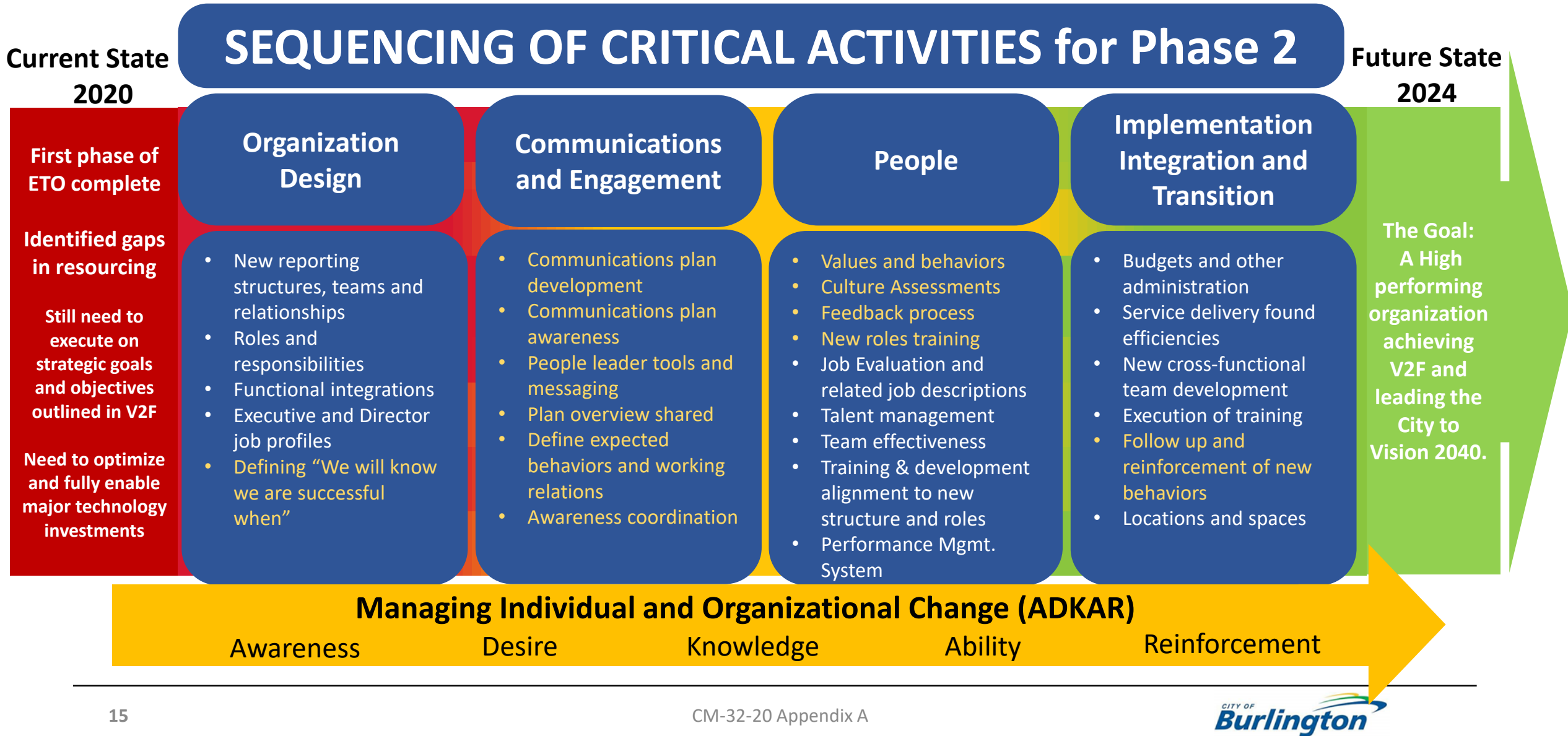
What Has Started

- Council supported resource requests
 - 2019 = 20 FTEs in the following services:
 - ✓ Municipal Law Enforcement and Licensing, Fire 911 Communication, Parks and Open Space Maintenance, Roadway and Sidewalk Maintenance, Transit, Specialized Transit, Recreation, Council and Citizen Committee, and Information Technology
 - 2020 = 23 FTEs in the following services:
 - ✓ Roadway and Sidewalk Maintenance, Transit, Specialized Transit, Environment & Energy, Organized Sport Support, Parks and Open Space Maintenance, Tree Management, Arts & Culture, Fire Communications, Human Resources, Information Technology, and Service Burlington
 - 2021 = 8 FTEs included in the Proposed 2021 Budget
 - ✓ Director Capital Works and Director Community Planning
 - ✓ Conversion of Community Planning staff – 4 FTEs from project positions to full-time position and 2 FTEs from over complement
- New Non-union Job Evaluation (JE) system under development
 - New JE system design expected to be completed end of 2021;
 - All non-union positions to be re-written and evaluated under the new JE system
 - Complementary policies and guidelines to be revised/updated
 - Implementation of the new JE system is planned to commence in 2022
- Change management and communications plans being developed for Designing and Evolving our Organization – Phase 2

Being Strategic on Structural/Technical Side of Change while committing fully to the People Side

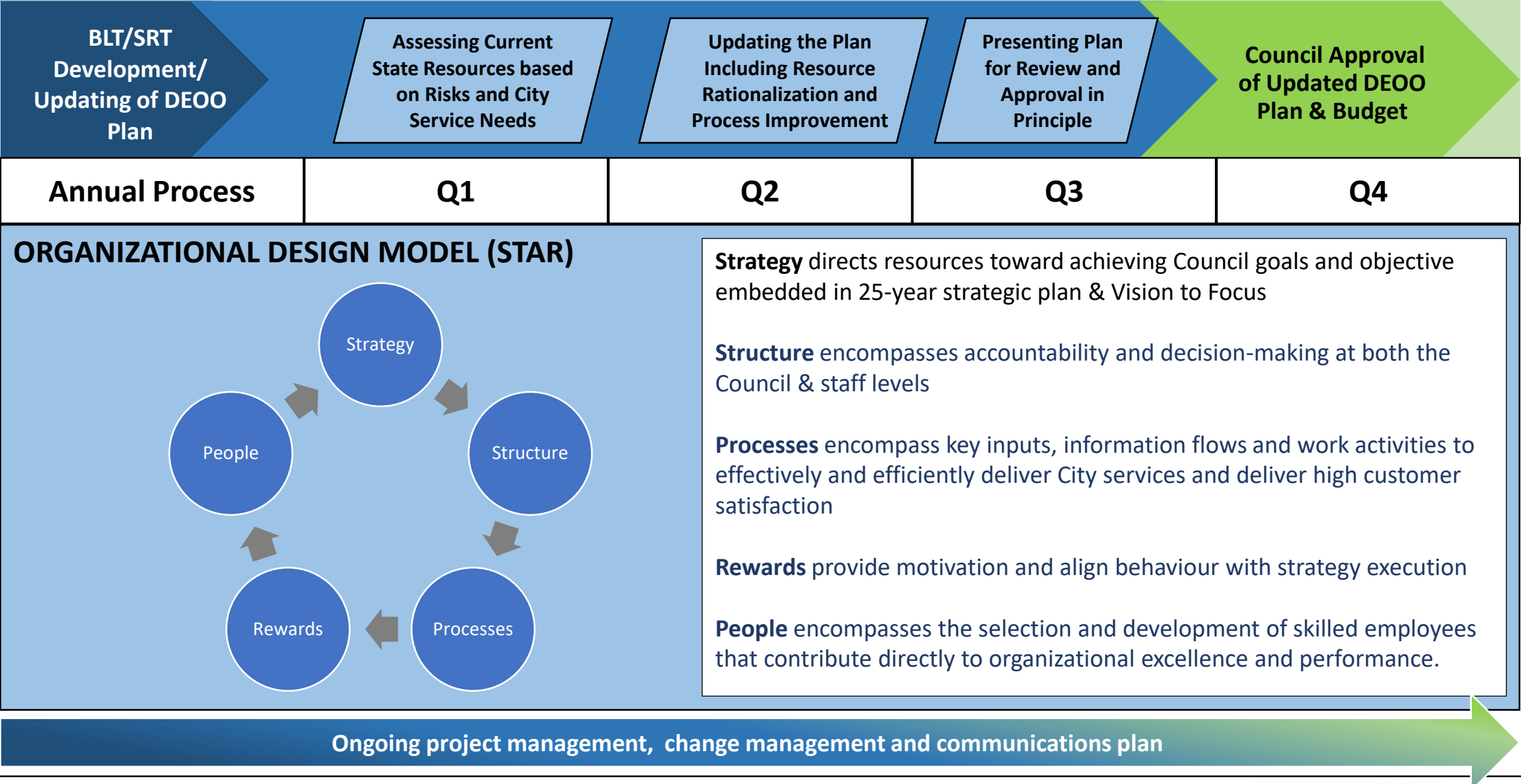


Implementing Organizational Structure Change...from a Change Management Perspective



IMPLEMENTATION PLAN FRAMEWORK & PROCESS

City of Burlington – Designing and Evolving our Organization (DEOO)



Recommendation

- Receive and file the City Manager's Office report CM-32-20 providing the functional design and management structures for City of Burlington future state organization; AND
- Direct the City Manager to proceed with the Designing and Evolving our Organization implementation plan framework and process including departmental changes as outlined in Appendix A.