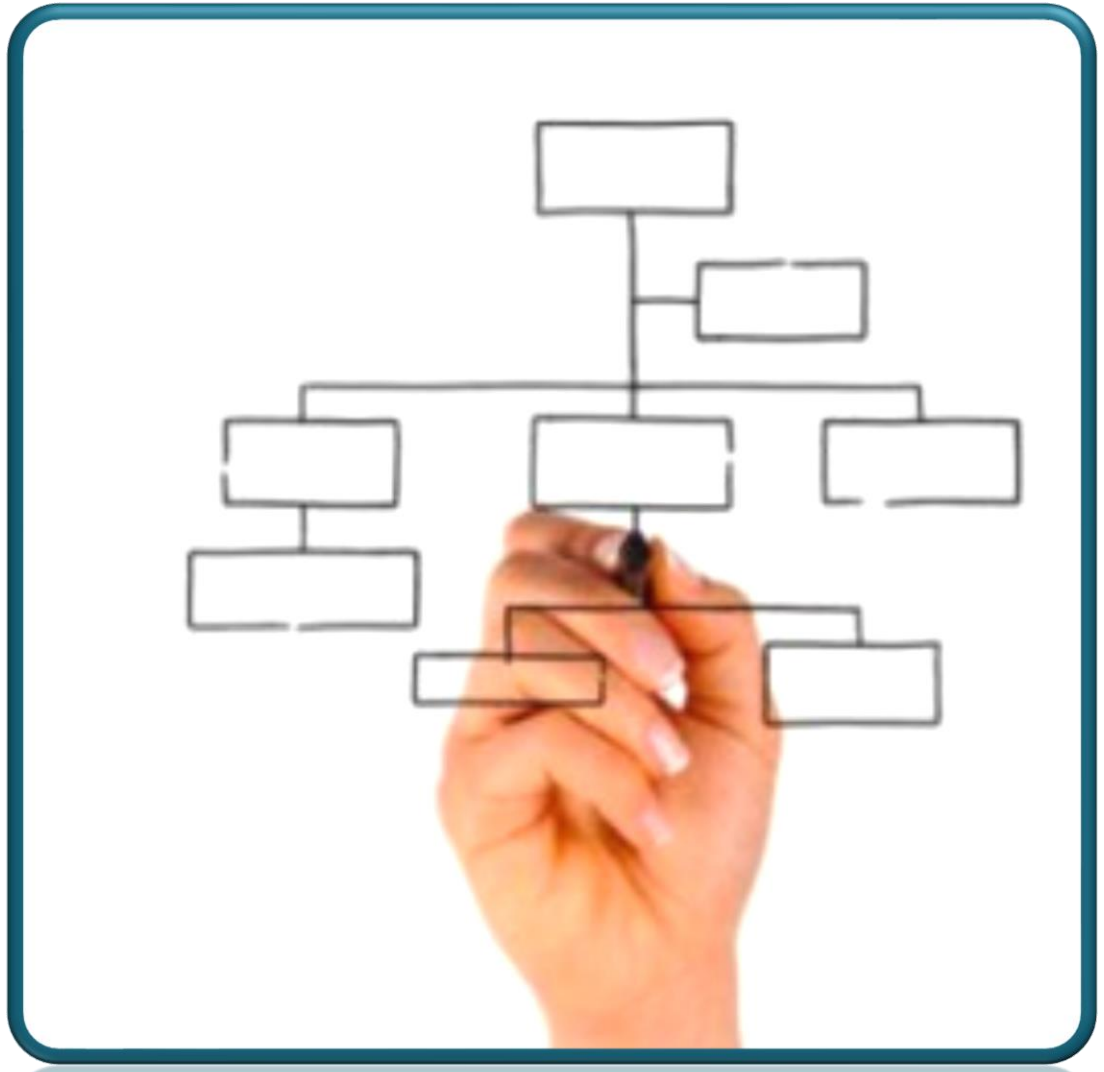
Designing and Evolving Our Organization

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!

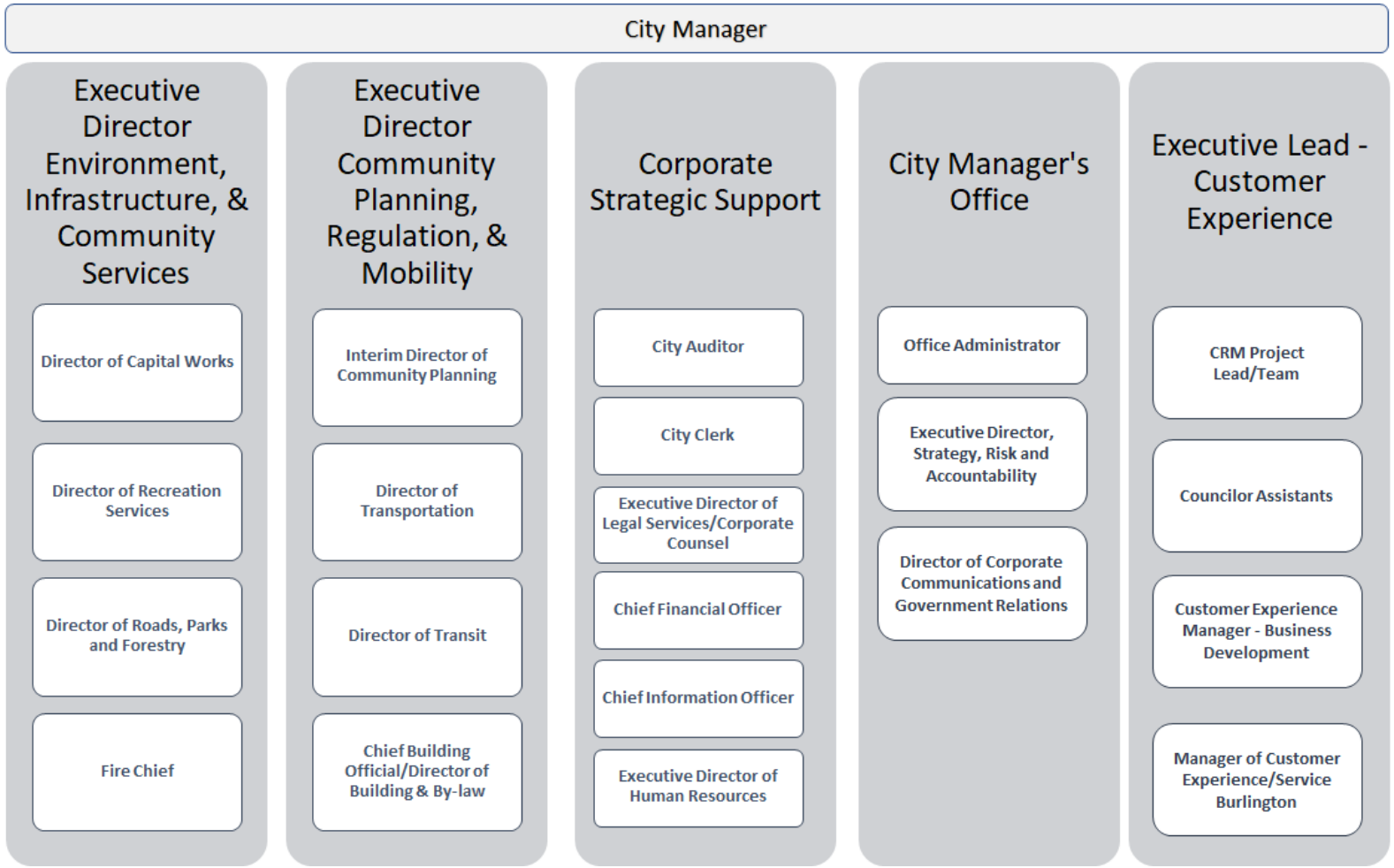
What Happens if We Don't Evolve as an Organization?

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

Developing our future leaders

Identifying our future leaders and providing the opportunity to develop management skill through professional development and hands-on experience

Keeping an eye on our functional design

Knowing what services we deliver and how we deliver them to continue to have the best functional design.

Supporting our goals and objectives

Keeping our sights on the strategic goals and objectives and 4-year workplan to effectively align resources to areas of focus and service delivery.

Continuing to assess our management structure

Seeking to find the right balance between management and staff resources to consistently and effectively deliver services.

Establishing and maintaining accountability

Setting staff goals and targets to drive results and accomplish our objectives.

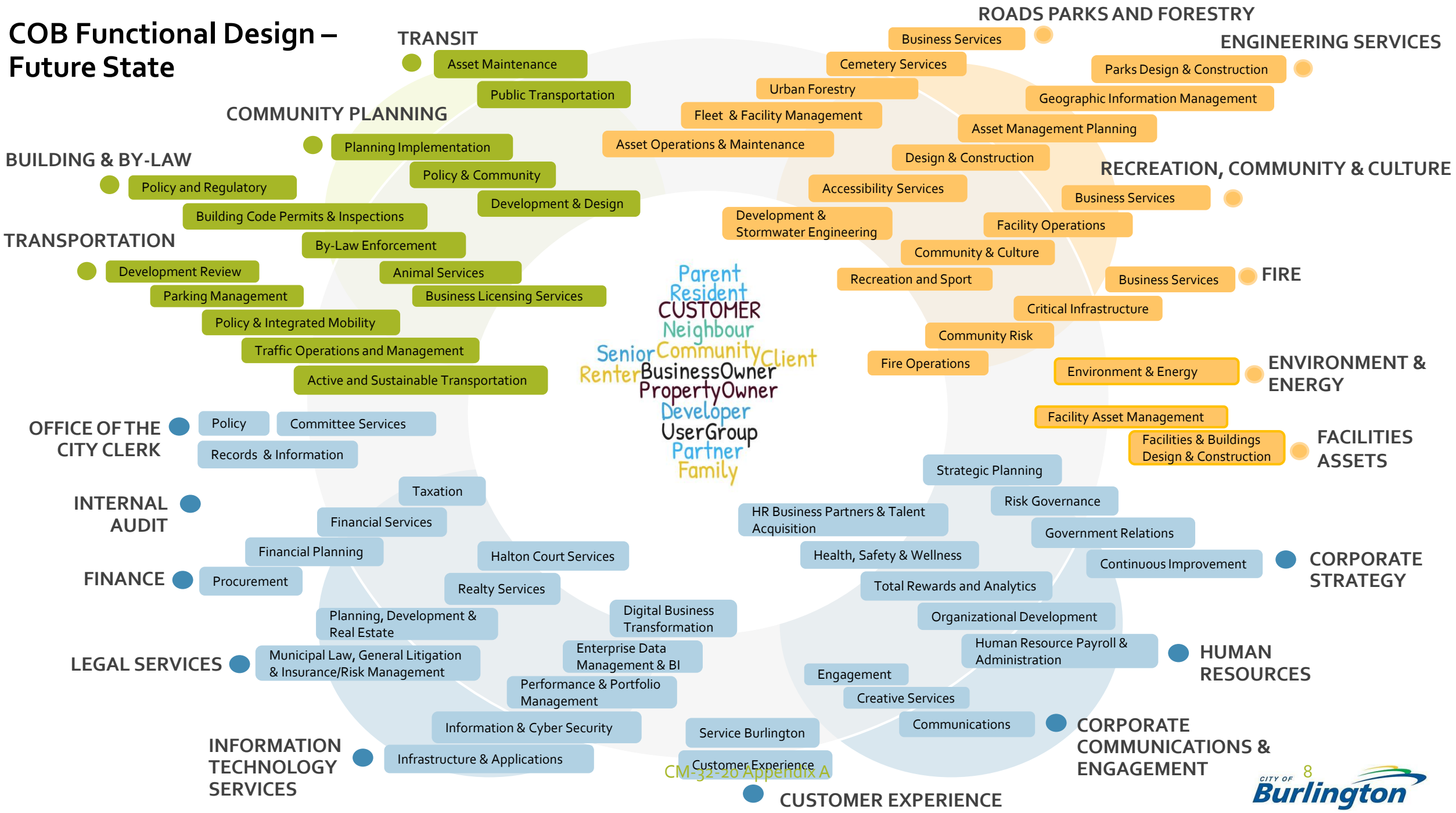
Maintaining consistency in our job classes

Making it easy to quantify and qualify job responsibilities, support consistent use of job titles and align with compensation across the organization.

Aligning our total rewards

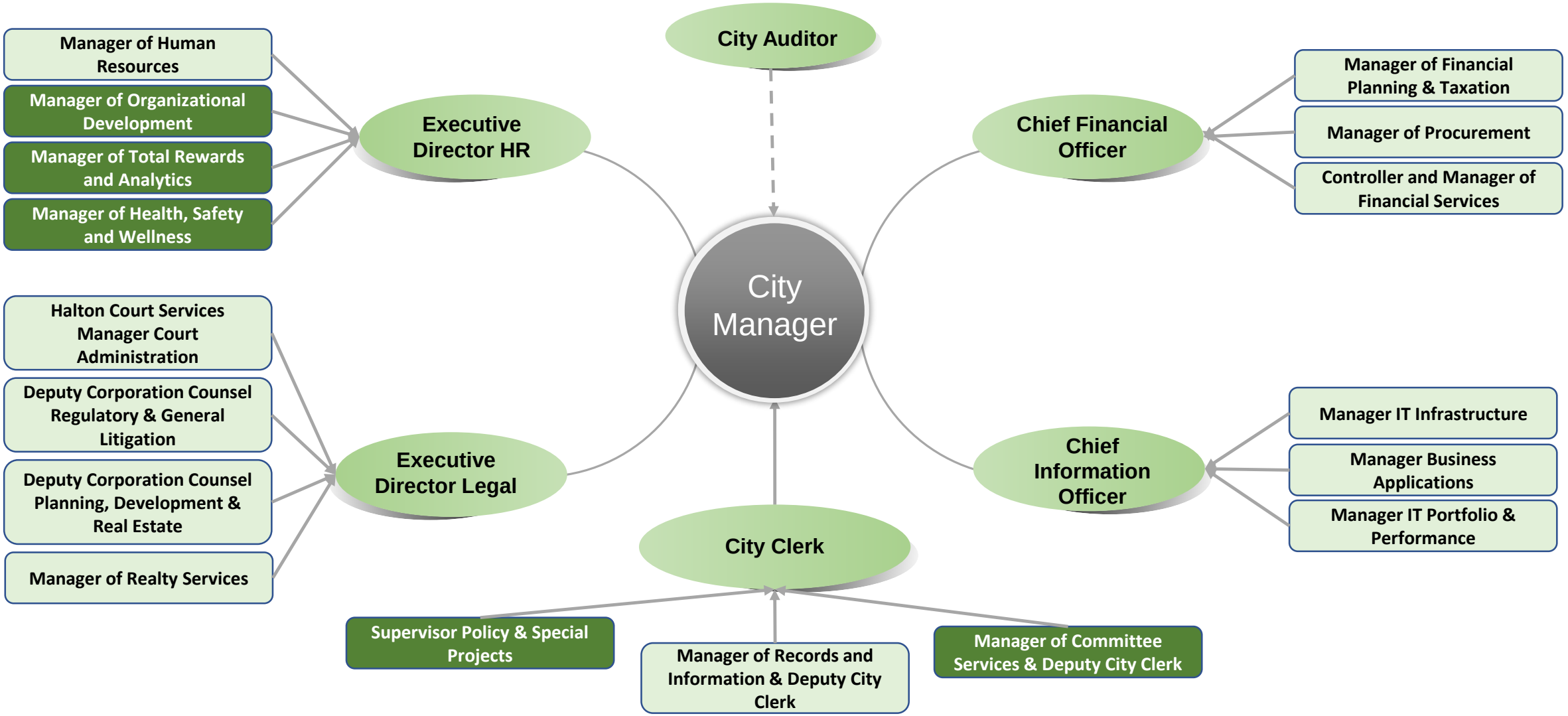
Matching our responsibilities with salary and benefits to attract and retain staff.

COB Functional Design – Future State



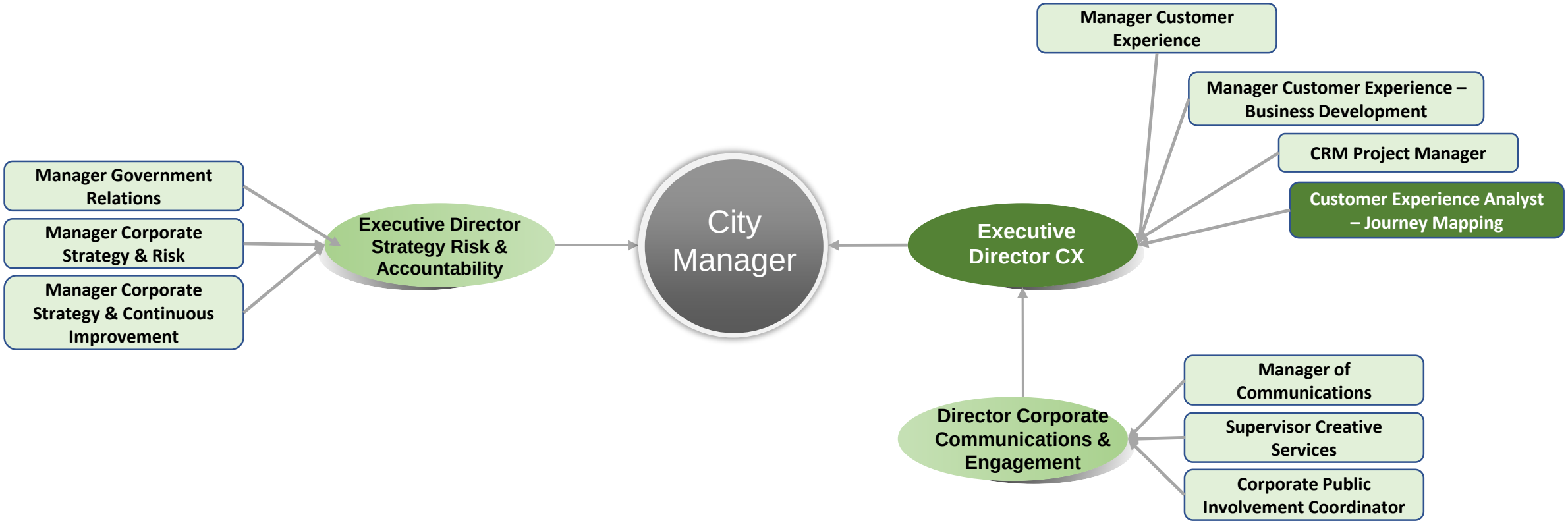
Corporate Strategic Services - Proposed Future State Management Structure

Legend: Existing Position | Future Position



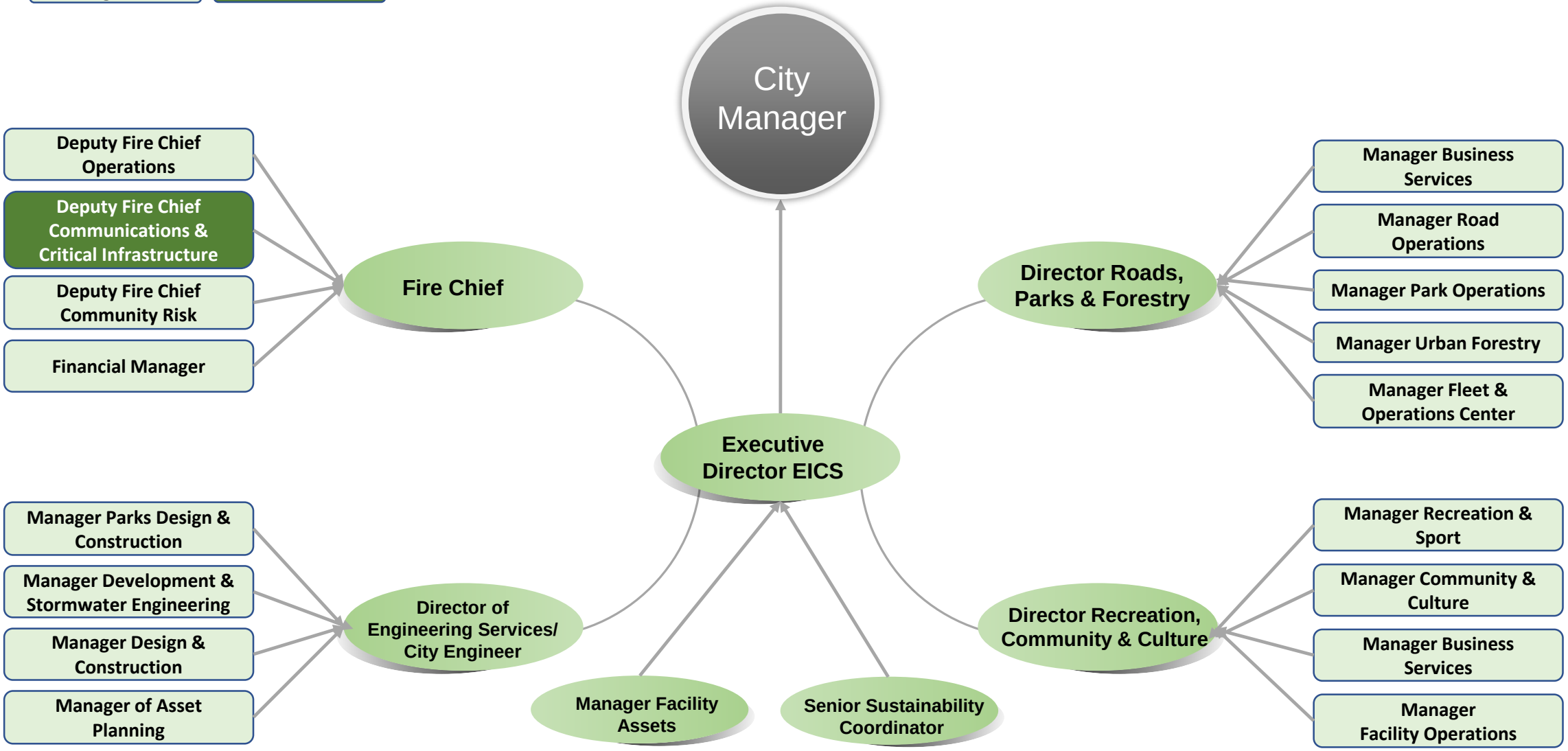
CMO - Proposed Future State Management Structure

Legend: Existing Position | Future Position



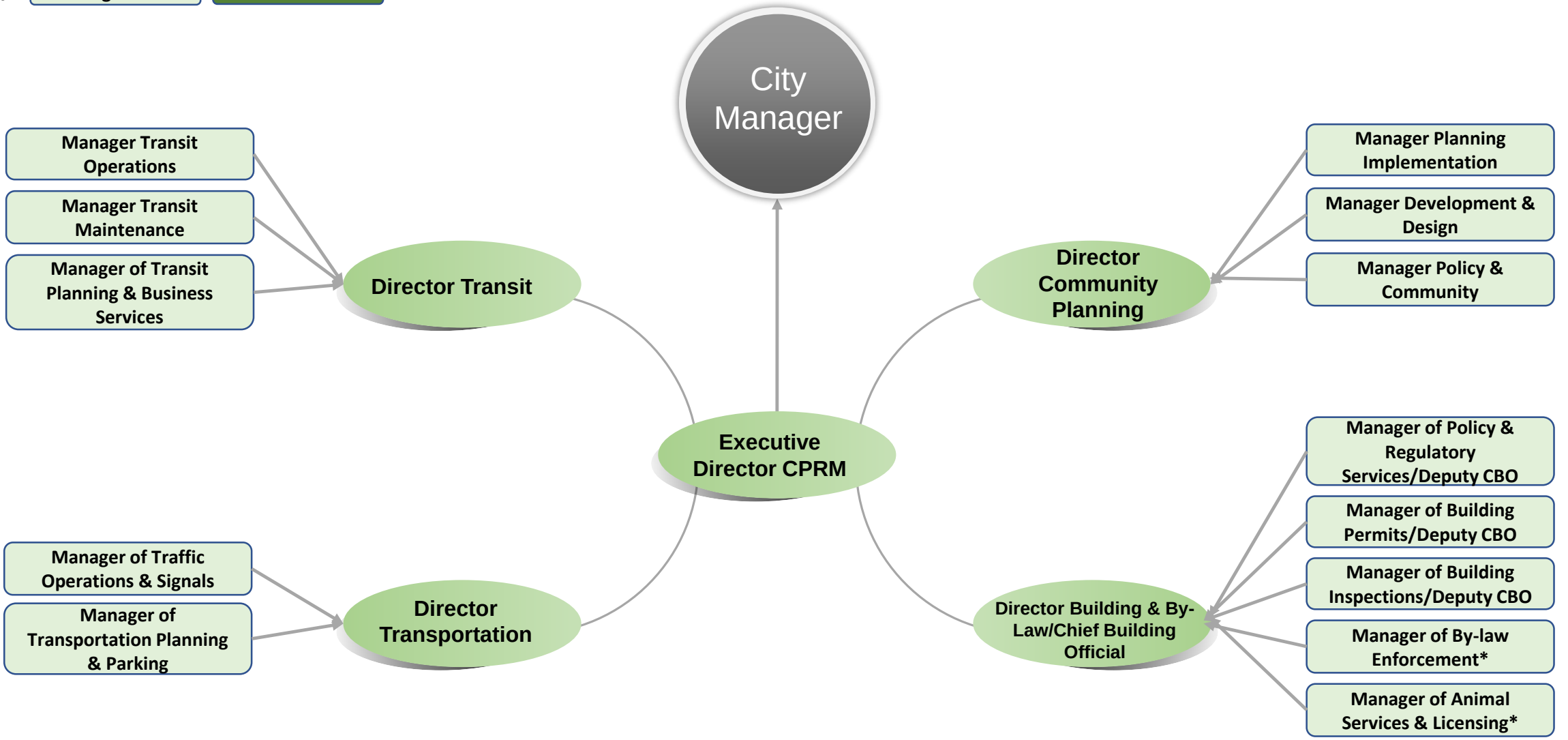
Environment, Infrastructure & Community Service (EICS) – Proposed Future State Management Structure

Legend: Existing Position | Future Position



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

Legend: Existing Position | Future Position



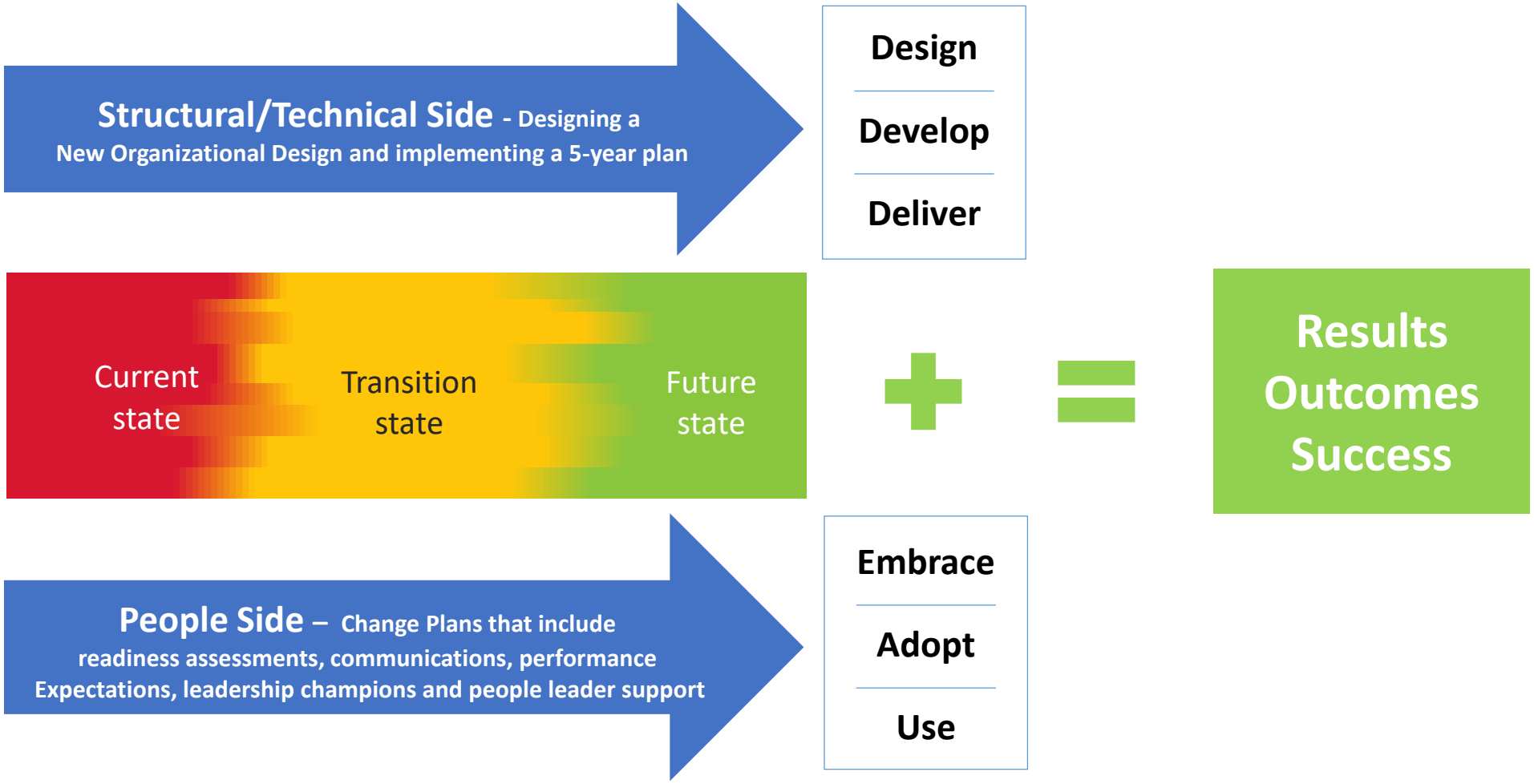
*Pending further review during 2021

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

SEQUENCING OF CRITICAL ACTIVITIES for Phase 2

Current State 2020

First phase of ETO complete

Identified gaps in resourcing

Still need to execute on strategic goals and objectives outlined in V2F

Need to optimize and fully enable major technology investments

Organization Design

- New reporting structures, teams and relationships
- Roles and responsibilities
- Functional integrations
- Executive and Director job profiles
- Defining "We will know we are successful when"

Communications and Engagement

- Communications plan development
- Communications plan awareness
- People leader tools and messaging
- Plan overview shared
- Define expected behaviors and working relations
- Awareness coordination

People

- Values and behaviors
- Culture Assessments
- Feedback process
- New roles training
- Job Evaluation and related job descriptions
- Talent management
- Team effectiveness
- Training & development alignment to new structure and roles
- Performance Mgmt. System

Implementation Integration and Transition

- Budgets and other administration
- Service delivery found efficiencies
- New cross-functional team development
- Execution of training
- Follow up and reinforcement of new behaviors
- Locations and spaces

Future State 2024

The Goal: A High performing organization achieving V2F and leading the City to Vision 2040.

Managing Individual and Organizational Change (ADKAR)

Awareness → Desire → Knowledge → Ability → Reinforcement

IMPLEMENTATION PLAN FRAMEWORK & PROCESS
City of Burlington – Designing and Evolving our Organization (DEOO)

BLT/SRT Development/ Updating of DEOO Plan

Assessing Current State Resources based on Risks and City Service Needs

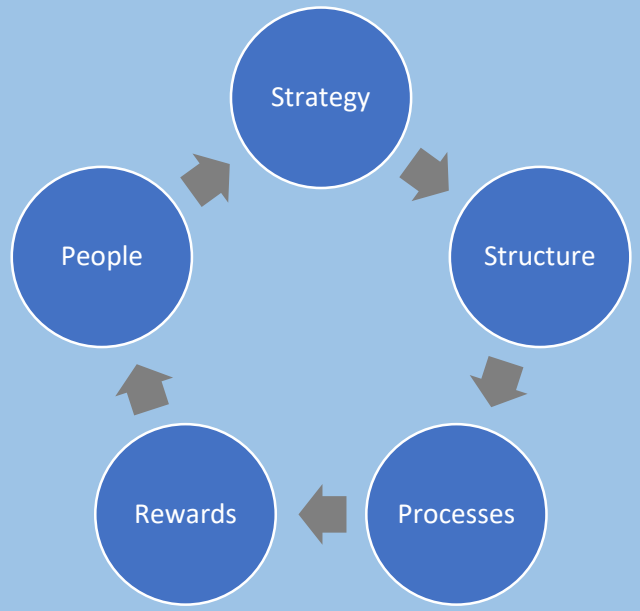
Updating the Plan Including Resource Rationalization and Process Improvement

Presenting Plan for Review and Approval in Principle

Council Approval of Updated DEOO Plan & Budget

Annual Process	Q1	Q2	Q3	Q4

ORGANIZATIONAL DESIGN MODEL (STAR)



Strategy directs resources toward achieving Council goals and objective embedded in 25-year strategic plan & Vision to Focus

Structure encompasses accountability and decision-making at both the Council & staff levels

Processes encompass key inputs, information flows and work activities to effectively and efficiently deliver City services and deliver high customer satisfaction

Rewards provide motivation and align behaviour with strategy execution

People encompasses the selection and development of skilled employees that contribute directly to organizational excellence and performance.

Ongoing project management, change management and communications plan

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.