



**CITY OF HAMILTON**  
**PUBLIC WORKS DEPARTMENT**  
**Operations Division**

<b>TO:</b>	Chair and Members Public Works Committee
<b>COMMITTEE DATE:</b>	July 9, 2015
<b>SUBJECT/REPORT NO:</b>	Organizational Structure Improvements - Operations Division, Public Works Department (PW15057) - (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Betty Matthews-Malone. P. Eng. (905) 546-2424, Extension 4622
<b>SUBMITTED BY:</b>	Gerry Davis, CMA General Manager Public Works Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That the following position adjustments, which have no impact on the Operating Budget and the FTE complement, as detailed within Report PW15057, be approved:

- (a) Establish the position of Manager of Roads & Maintenance from the consolidation of the Manager of Road Operations and Maintenance and Manager of Winter Control;
- (b) Establish the position of Superintendent District South for the Roads & Maintenance Section through the conversion of the vacant Manager's position from Recommendation (a) above;
- (c) Establish the position of Senior Project Manager for the Roads & Maintenance Section through the conversion of the vacant Environmental Coordinator position;
- (d) Establish the position of Project Manager AVL/Road Patrol for the Roads & Maintenance Section through the conversion of the vacant Collections Operations Coordinator position;
- (e) Establish the position of Project Manager for the Roads & Maintenance Section through the conversion of the vacant Asphalt Raker position.

**EXECUTIVE SUMMARY**

In accordance with Corporate Budget Policy CBP-1, this report seeks approval for recommended adjustments to staff complement within the Operations Division of the Public Works Department (as per Appendices A and B attached to Report PW15057), specifically the Road Operations and Maintenance Section. The changes are designed to improve productivity and accountability in the delivery of the Section's mandate. The

intended outcomes and rationale for the changes are provided within the Analysis and Rational for the Recommendations section of this report.

***Alternatives for Consideration - See Page 5***

**FINANCIAL - STAFFING - LEGAL IMPLICATIONS**

Financial: The recommendations will have no impact on the Public Works levy operating budget.

Staffing: The one (1) Project Manager position is subject to Corporate Budget Policy CBP-1 and Organization Restructuring HR 54-12. There is no increase in the Division complement.

Legal: There are no legal implications to the recommendations.

**HISTORICAL BACKGROUND**

In 2014, a reorganization of several Divisions of the Public Works Department was undertaken (PW14046). As part of that reorganization the position of Manager of Winter Control was created. This position was intended to complement and operate in parallel with the Manager of Road Operations and Maintenance. Staff were to alternate reporting to these two Managers contingent upon the time of year and the specific operations in question. The intent was for each Manager to have adequate time to pursue continuous improvement within their area of responsibility during their seasonal 'down' time. Workloads and priorities did not allow for this pursuit and the parallel Manager approach contributed to inconsistent communications and differences in work methods and approaches. Some operational concerns did not get the necessary traction due to lack of clarity as to ownership. Priorities and demands (such as the secondment of one Manager to Arbitration) did not position this structure for success.

The recommended organizational structure improvements will return to a sole Manager who will be responsible and accountable for all staff, resources and equipment within the Section. This sole Manager would be supported by staff dedicated to leverage best management practices and program improvements for road operations and maintenance as a whole. Consistent leadership, communications and decision making are key aspects of the return to the sole Manager as is dedicated program support to pursue areas of improvement for the Section.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The report and recommendations comply with policy requirements established within the Budgeted Complement Control Policy (CBP-1) and Organization Restructuring HR-54-12.

**RELEVANT CONSULTATION**

The Human Resources Division (Employment Services/Employee and Labour Relations Sections) and Finance & Administration Section were consulted in the preparation of the report and are in agreement.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The changes are designed to improve accountability in the delivery of the Section's mandate. Results and rationale are summarized as follows:

- A single point of overall management and leadership accountability, responsibility and decision making for the Section.
- Consistent communication seeking opportunities for collaboration necessary for cultural change.
- Program support for planning, developing and deploying best in class services and monitoring performance with a continuous improvement focus.
- Systems management support.
- Engaged and empowered Staff, Supervisors and Superintendents.

The Road Operations & Maintenance Section is transitioning. Three key drivers of this change are:

- Recognition from all Operations staff (Union and Non-Union) that change is needed and the commitment from front line workers to be part of the action plan.
- Results from the recent Arbitration which externally highlighted a historical 'Culture of Low Expectations' for the Section.
- The 2015 Corporate Audit priorities includes for the review of "the procedures for managing road repairs and maintenance".

Ongoing discussions with Staff have identified the need for available supervision, the development of standard operating procedures, review of existing practices and techniques, consistency of documentation and approaches, improved communications and technological enhancements. A clear, consistent focus is essential to support and implement these required changes.

### *Manager*

The proposed single Manager organizational structure will provide a unified approach to overall program leadership and accountability, provide resources to optimize services, and implement processes to validate costs effectiveness and efficiencies. These services are subject to regulatory standards and guidelines and claims against the City often target roads and sidewalks, part of the Section responsibilities.

The other recommended organizational structure improvements are as follows:

### *Superintendent*

- The Manager is supported by three existing District Superintendents. A business case for a fourth District has been developed and will be deployed at the end of the 2015/2016 winter season. The need for the fourth District is driven primarily from past and anticipated growth in the east end of the City. Although creation of the fourth District is targeted for Q2/3 2016, the immediate recruitment of the new

District Superintendent is recommended. This Superintendent's position will be created from the conversion of the vacant Manager of Road Operations and Maintenance. Earlier recruitment will allow an opportunity for the new Superintendent to shadow and assist a peer during the upcoming winter, in preparation of their new role. Following the 2015/2016 winter, the fourth District will be created and existing staff will be reallocated to support operational needs. Details on the four Districts will be subject to a future update to Council. Consultation with impacted Ward Councillors on the new 'East' and 'South' District boundaries will commence shortly. The boundaries are similar to those recently adopted by Parks with some minor deviations.

#### *Senior Project Manager*

- A Senior Project Manager (SPM), supporting the Manager of Roads & Maintenance will be created from the conversion of the parallel, vacant Environmental Co-ordinators position within the Operations Division. The duties and activities of the vacant position are being absorbed within the existing Capital Rehabilitation and Technical Operations Section of the Operations Division. Within this SPM's portfolio will be the following;

#### *Project Manager*

- o A group responsible for road patrol and roads map/AVL. The patrollers, two per District, currently report to three different Superintendents. They will be consolidated and report to a sole Project Manager (PM). This will allow for optimized deployment of patrolling resources across the City based on need. Their focus will be consistency of approach and regulatory compliance, specifically O. Reg. 239/02, Minimum Maintenance Standards for Municipal Highways. This new PM position will be created from conversion of the parallel, vacant Collections Operations Coordinator. The roles and responsibilities of this vacant position are being absorbed by the existing complement within the Business Programs Section with the enhanced support of the corporate Safety Specialist for Public Works. This Section and staff will also be supported by the existing Roads Map/AVL Technician.

#### *Project Manager*

- o Administrative and technological improvements are required for the Section. Examples include the development and deployment of consistent policies and procedures, process reviews and streamlining of current activities. Access and deployment of new technologies and investigative root cause analysis of areas of concerns are also required. Examples of immediate needs include the development of standard operating procedures for consistent application of practices, investigation of winter control areas of concern such as contracted services, routing, cul-de-sac clearing, winter parking restrictions, and salt management. Use and optimization of the existing CompuSpread system for salt usage is pending and deployment of mobile offices for the District Superintendents and

Supervisors to allow more time in the field are also immediate needs. This Group will be charged with seeking and leveraging these continuous improvement opportunities. The Project Manager position will be created from the conversion of one (1) existing vacant Asphalt Raker position. This position has been vacant for some time and was part of a recent Arbitration. On a go forward basis, the Districts will continue with asphalt works such as pothole repairs and minor asphalt repairs. Major repairs, with larger footprints, have been transferred to the Capital Rehabilitation and Technical Operations Section.

### **ALTERNATIVES FOR CONSIDERATION**

An alternative includes the status quo with two (2) Managers. Continuation of this dual reporting structure is not recommended.

### **ALIGNMENT TO THE 2012 - 2015 STRATEGIC PLAN**

#### **Strategic Priority #1**

A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

#### **Strategic Objective**

1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

#### **Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

#### **Strategic Objective**

2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

2.3 Enhance customer service satisfaction.

#### **Strategic Priority #3**

Leadership & Governance

*WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.*

#### **Strategic Objective**

3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

3.3 Improve employee engagement.

3.4 Enhance opportunities for administrative and operational efficiencies.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A - Current Organizational Structure

Appendix B - Proposed Organizational Structure