



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

<b>TO:</b>	Chair and Members Public Works Committee
<b>COMMITTEE DATE:</b>	April 4, 2016
<b>SUBJECT/REPORT NO:</b>	Staff Complement Change – Waste Collection Section (PW16026) - (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Colin Vidler 905-546-2424 Extension 4770
<b>SUBMITTED BY:</b>	Betty Matthews-Malone, P. Eng. Director of Operations Public Works Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That the Waste Collection Section be approved to establish a Project Manager position through the conversion of one vacant Lead-hand position. Any funding difference will be accommodated within the existing Operations Division operating budget.

**EXECUTIVE SUMMARY**

The purpose of this report is to obtain Council approval for the recommended staffing adjustment, as per Corporate Policy CBP-1, within the Waste Collection Section of the Operations Division. The conversion is designed to enhance Sectional performance. In particular, this staffing change will allow the Waste Collection Section to focus on technological advances which supports municipal waste collection operations.

***Alternatives for Consideration – See Page 3***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The recommendations will be accommodated within the existing Operations Division operating budget.

Staffing: There is no increase in the Operations Division complement.

Legal: There are no legal implications to the recommendations.

**HISTORICAL BACKGROUND**

The Operations Division’s Waste Collection Section is responsible for providing the City’s waste collection services. The Waste Collection Section has implemented new initiatives to support continuous improvement. Within the municipal operations this has included a health and wellness program, installation of vehicle cameras in waste collection trucks, an enhanced driver training program as well as a route optimization

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review. The Management Team has identified further opportunities to continue building on the success of these initiatives through staffing adjustments which supports the technical and operational advancements.

**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 following Sections were consulted in the preparation of this report:

- Employment Services Section, Human Resources Division, City Manager's Office
- Compensation and Organization Design Section, Human Resources Division, City Manager's Office
- Finance & Administration Section, Finance, Administration & Revenue Generation Division, Corporate Services Department
- CUPE 5167

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

This report seeks the approval for the conversion of a vacant Lead hand position (Union 5167) to a Project Manager within the Waste Collection Section in accordance with Corporate Budget Policy CBP-1.

The Waste Collection Section is committed to ensuring efficient service delivery while accommodating fluctuations driven by seasonal changes, workforce capabilities, and deployment of available equipment. Changes are being made in the Waste Collection Section to increase the overall workflow effectiveness while recognizing the importance of safe work practices. The Management Team recognizes the need to adopt new technologies and processes to improve operations therefore it is critical to have an appropriate organizational structure to support these changes.

The proposed organizational structure includes the creation of a "Project Manager-Waste Collections". This position will support the Manager and Superintendent of municipal Waste Collections. The Project Manager's focus will be to manage the implementation, monitoring and leveraging of waste collection technology initiatives. As an example, the route optimization review in 2015 identified data deficiencies and gaps. The pending installation of the new Corporate AVL system on waste collection vehicles presents an opportunity to readily gather and process data supporting enhanced route optimization. This role will also assist with continuous improvement activities including overseeing waste collection technical contracts, monitoring work performance, developing and reporting on performance measures for the Waste Collection team.

In summary, the improved organizational structure will further enhance performance through an increased focus on program performance.

## **ALTERNATIVES FOR CONSIDERATION**

An alternative is to continue with the current organizational structure. This option offers significantly less opportunities to leverage improvements in service quality as existing Supervisory and support staff are dedicated to the supervision of existing staff and addressing customer concerns. Maintaining the status quo structure would reduce the Waste Collection Section's ability to focus on technological enhancements and make the changes necessary to support its continuous improvement initiatives.

## **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**

N/A