



Hamilton
Public Works

Public Works Committee
March 20, 2017
Item 7.2

Public Works Department

Organizational Structure Review

Providing services that bring our City to life !

Agenda

- Background
- Accountability Based Management Principals
- Initial Findings – GM Role Redesign
- Change Drivers
- Organization Design Criteria
- Public Works Structure Changes
- Critical Success Factors
- Next Steps

- Community
- People
- Processes
- Finance



Hamilton
Public Works

Background

- March 2015 – Council directed staff to explore the opportunities and various options associated with the size and scope of PW
- Results of the initial rapid assessment found that PW can be managed by one GM, but in order to do so, rationalization was required
- Following the rapid assessment, an in-depth review of PW took place, which developed Change Drivers, Organization Design Criteria and Critical Success Factors

- Community
- People
- Processes
- Finance



Hamilton
Public Works

Accountability Based Management Principals

- Levels & layers
- Jams & gaps
- Group of work
- Collateral & cross-boundary team work

- Community
- People
- Processes
- Finance



Hamilton
Public Works

Initial Findings – GM Role Redesign

- Community
- People
- Processes
- Finance



Hamilton
Public Works

- Do the strategic work that cannot be delegated
- Oversee and add value to the work of the subordinate director roles
- Fulfill consultation and liaison work with members of Council; and,
- Support and execute on the strategic priorities of the City Manager and the Senior Leadership Teams

Change Drivers

- Grouping of work
- Levelling of work
- Role clarity
- Team work both across PW and with other departments

- Community
- People
- Processes
- Finance



Hamilton
Public Works

Organization Design Criteria

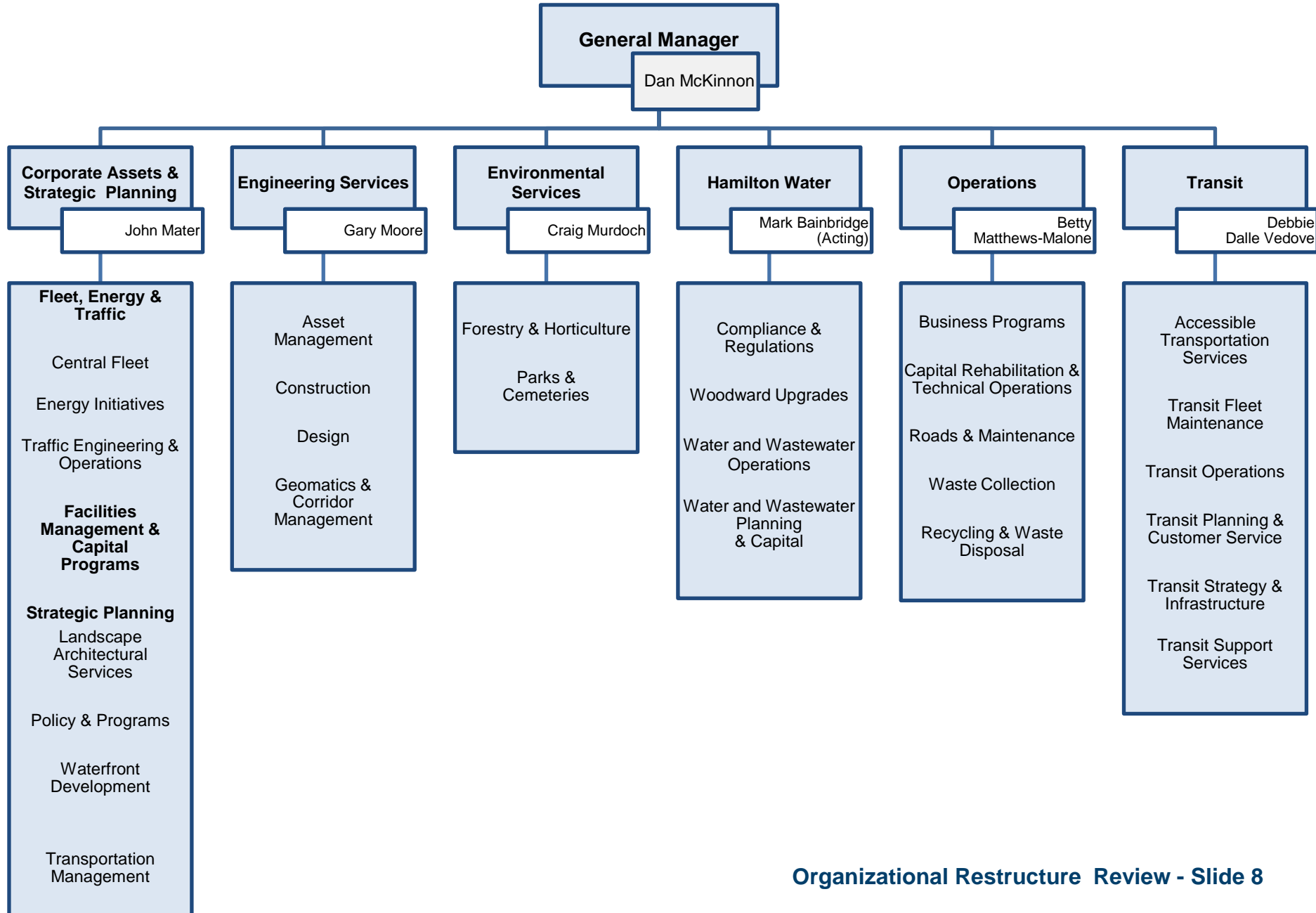
- Community
- People
- Processes
- Finance



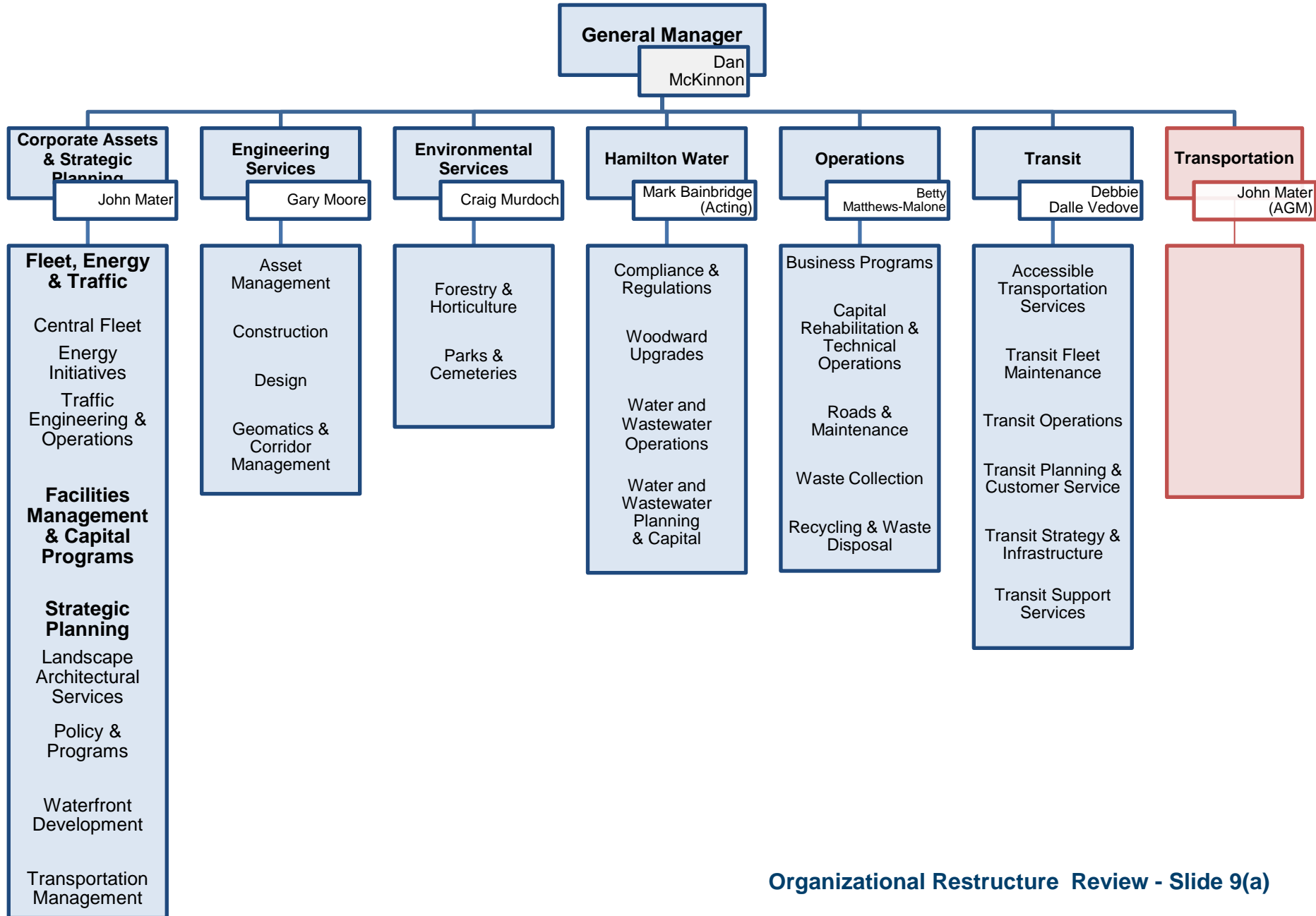
Hamilton
Public Works

- Take into account and address the reciprocal nature of work within PW and other parts of the City
- Reduce co-ordination costs
- Resolve/reduce redundant management work
- Group specialized tasks that require little or no crossover with the other parts of the organization
- Optimize the use of human capital
- Establish clear accountability for work

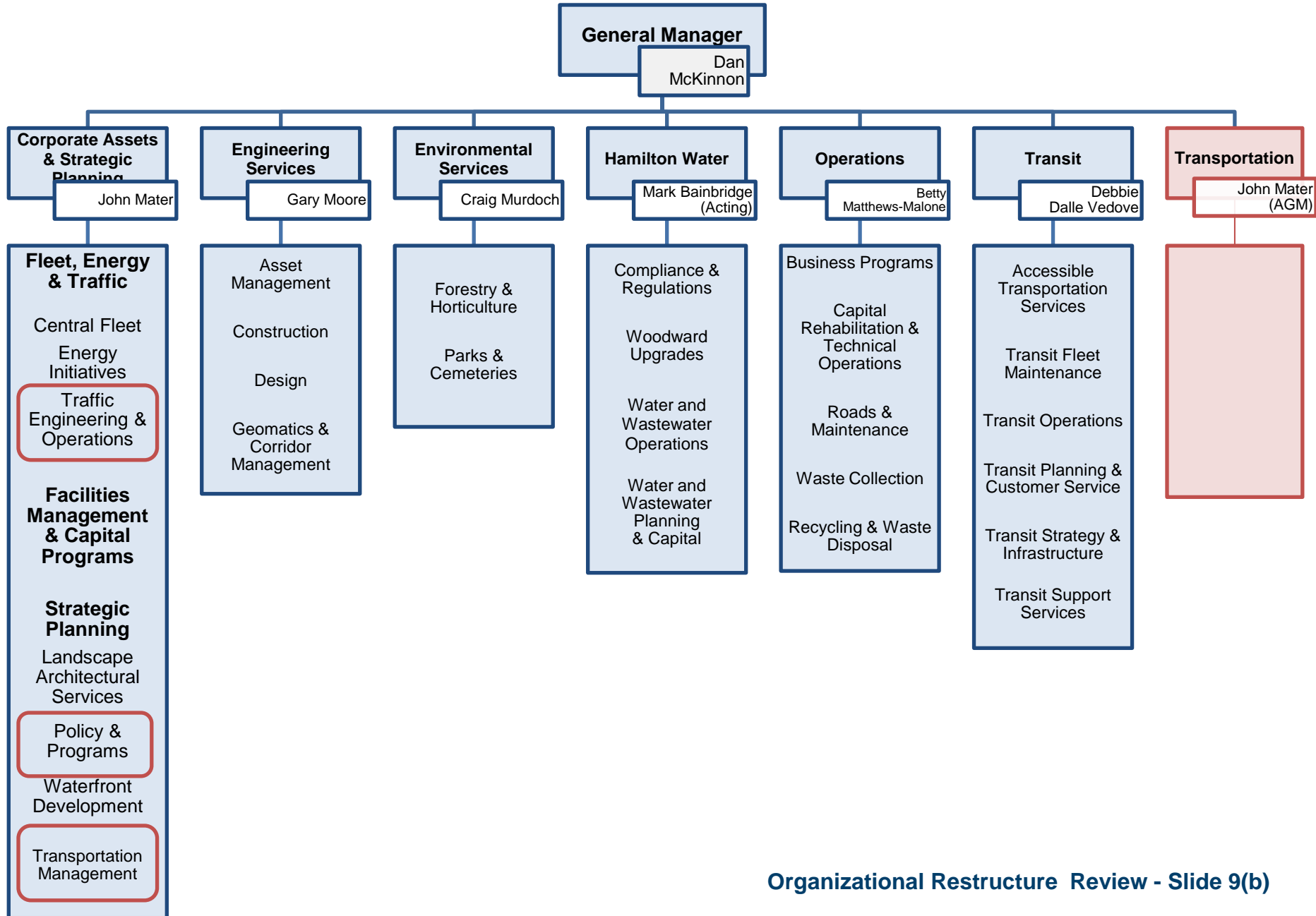
Old Public Works Structure



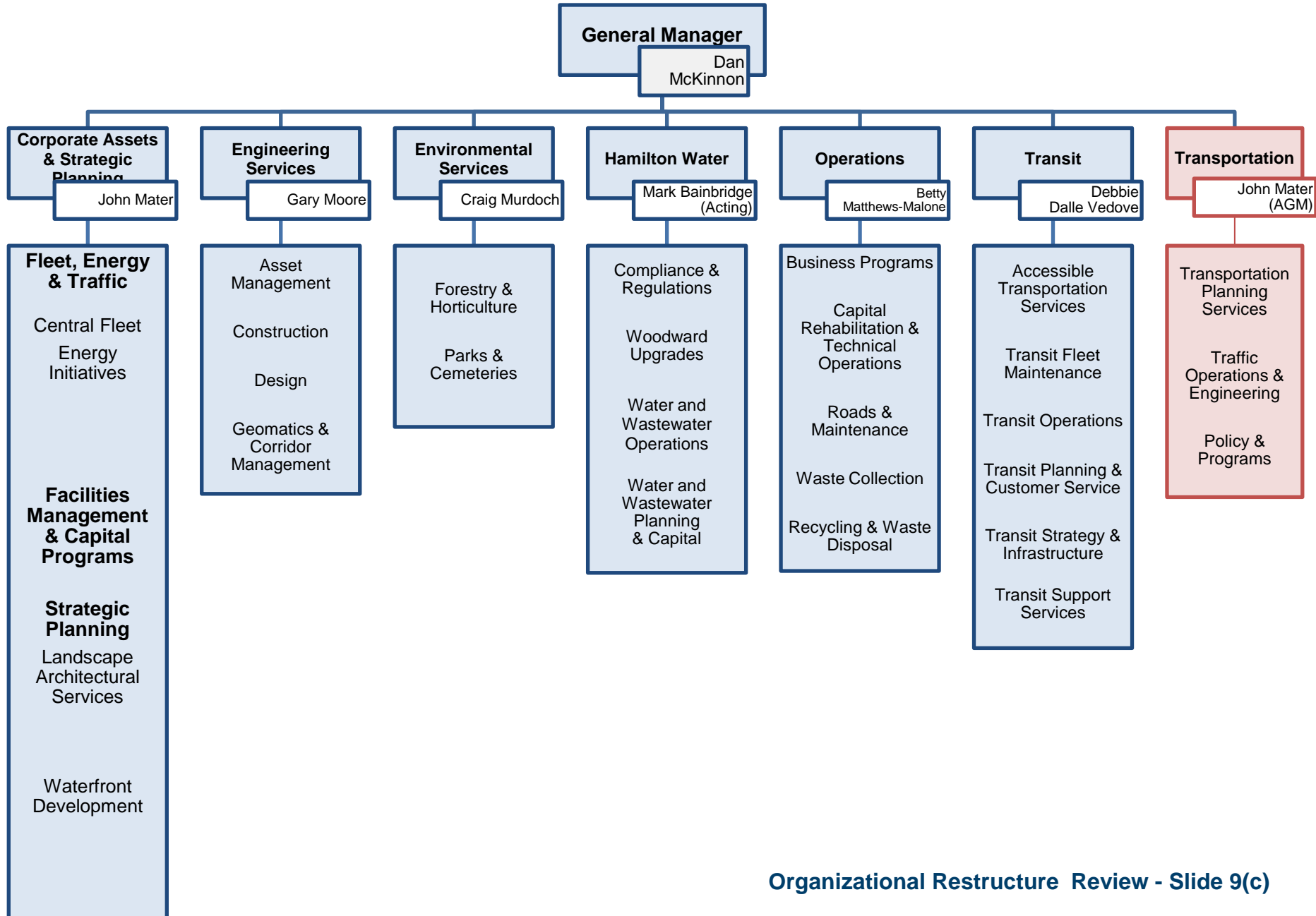
Public Works Structure Changes



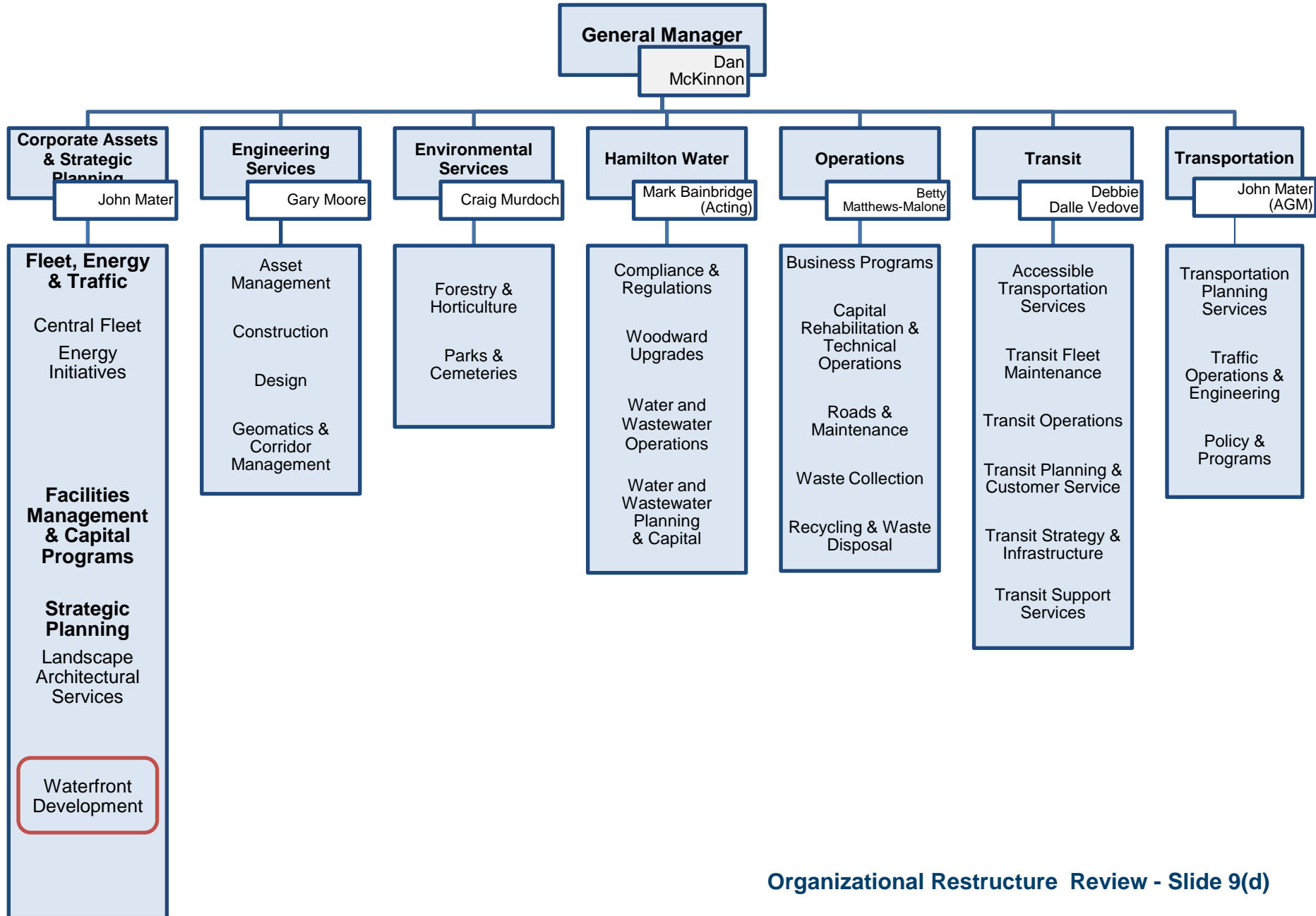
Public Works Structure Changes



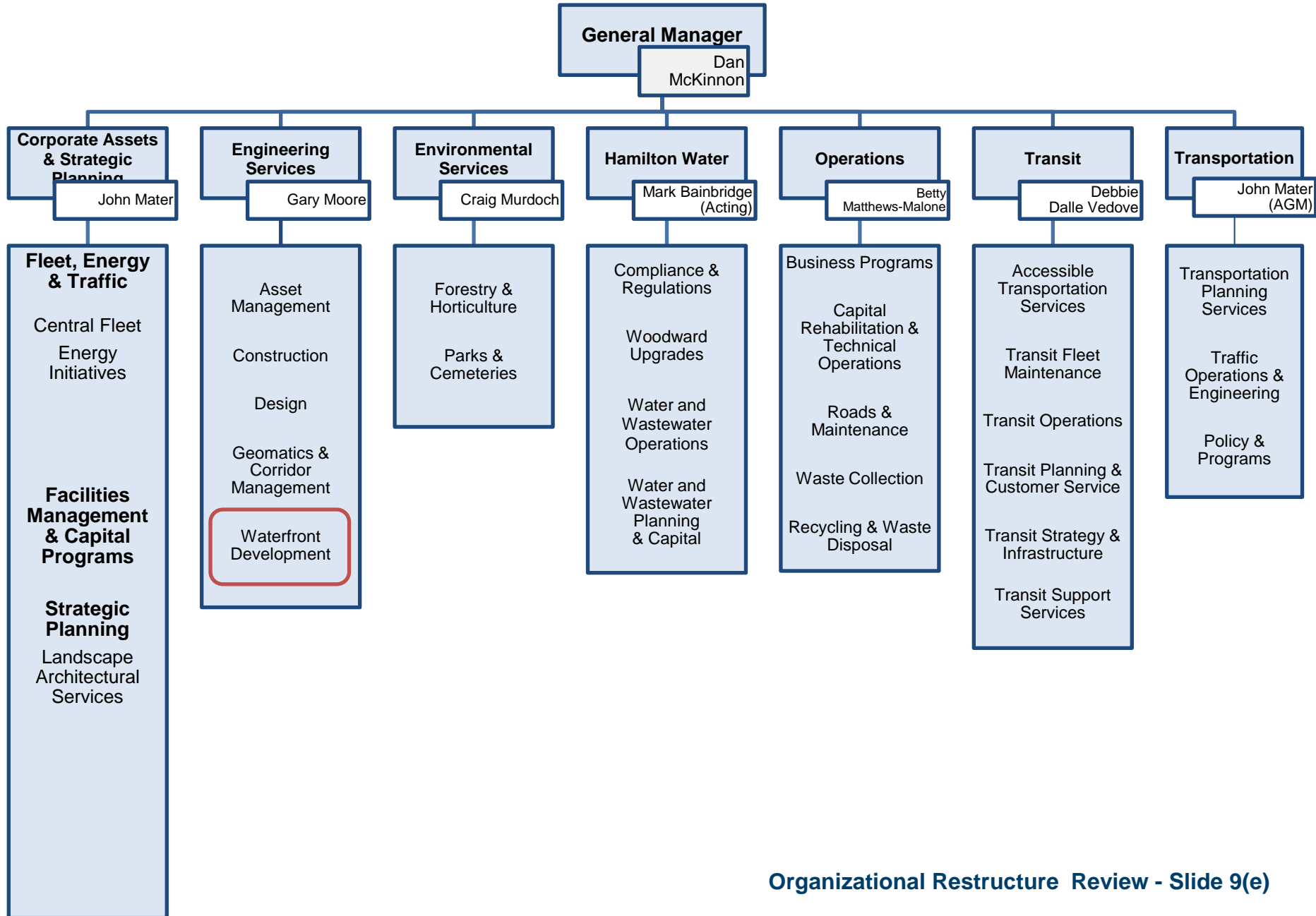
Public Works Structure Changes



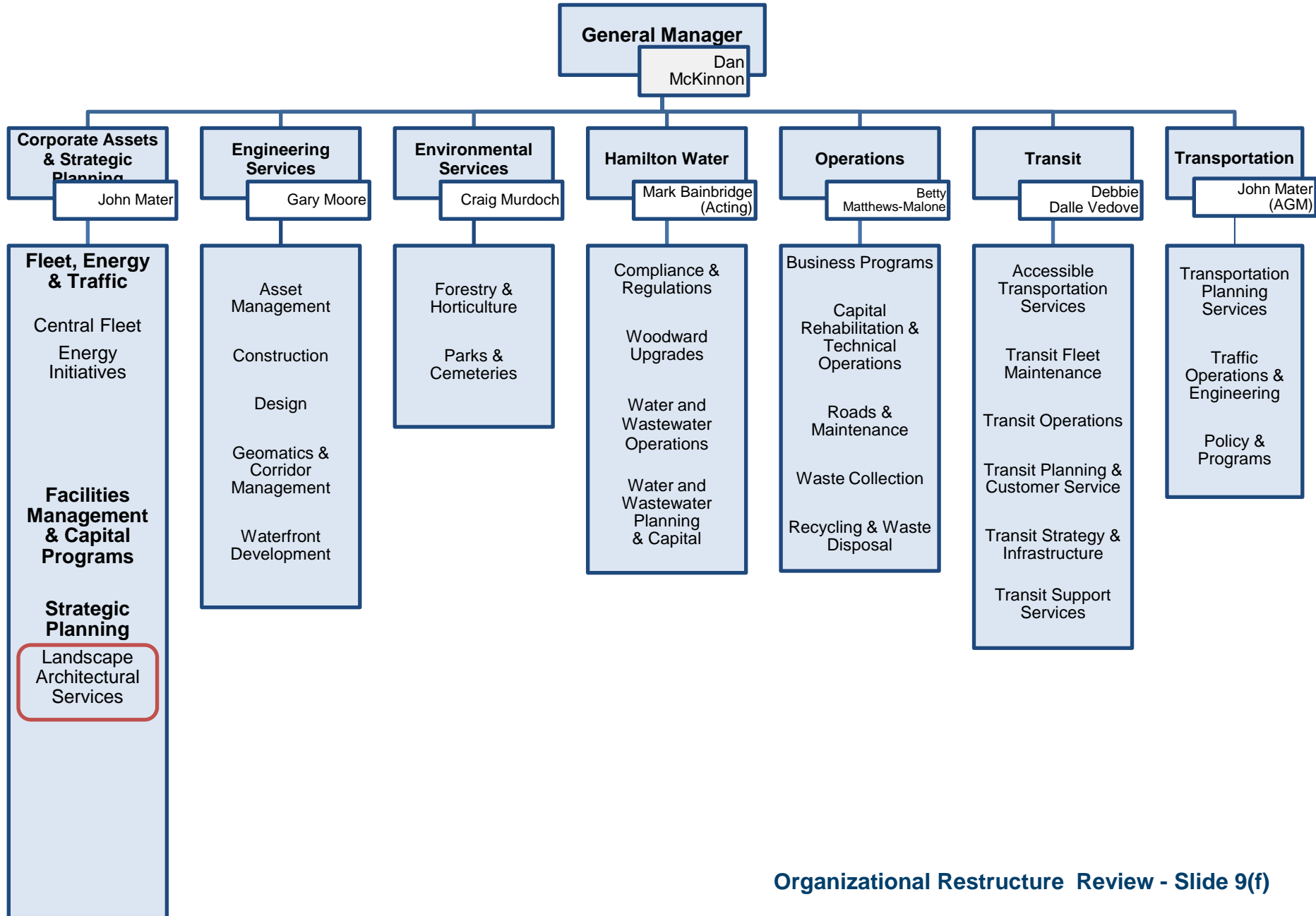
Public Works Structure Changes



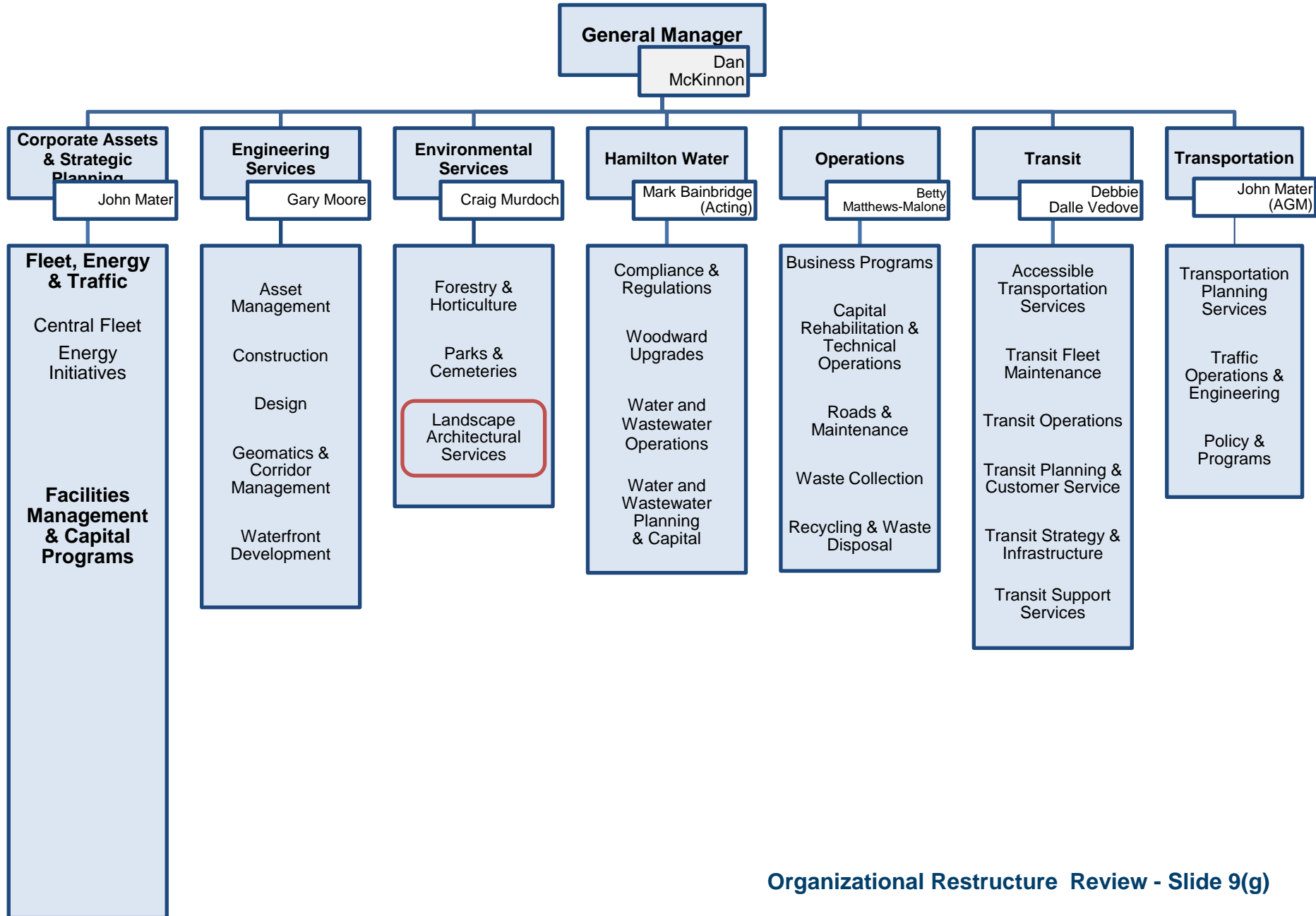
Public Works Structure Changes



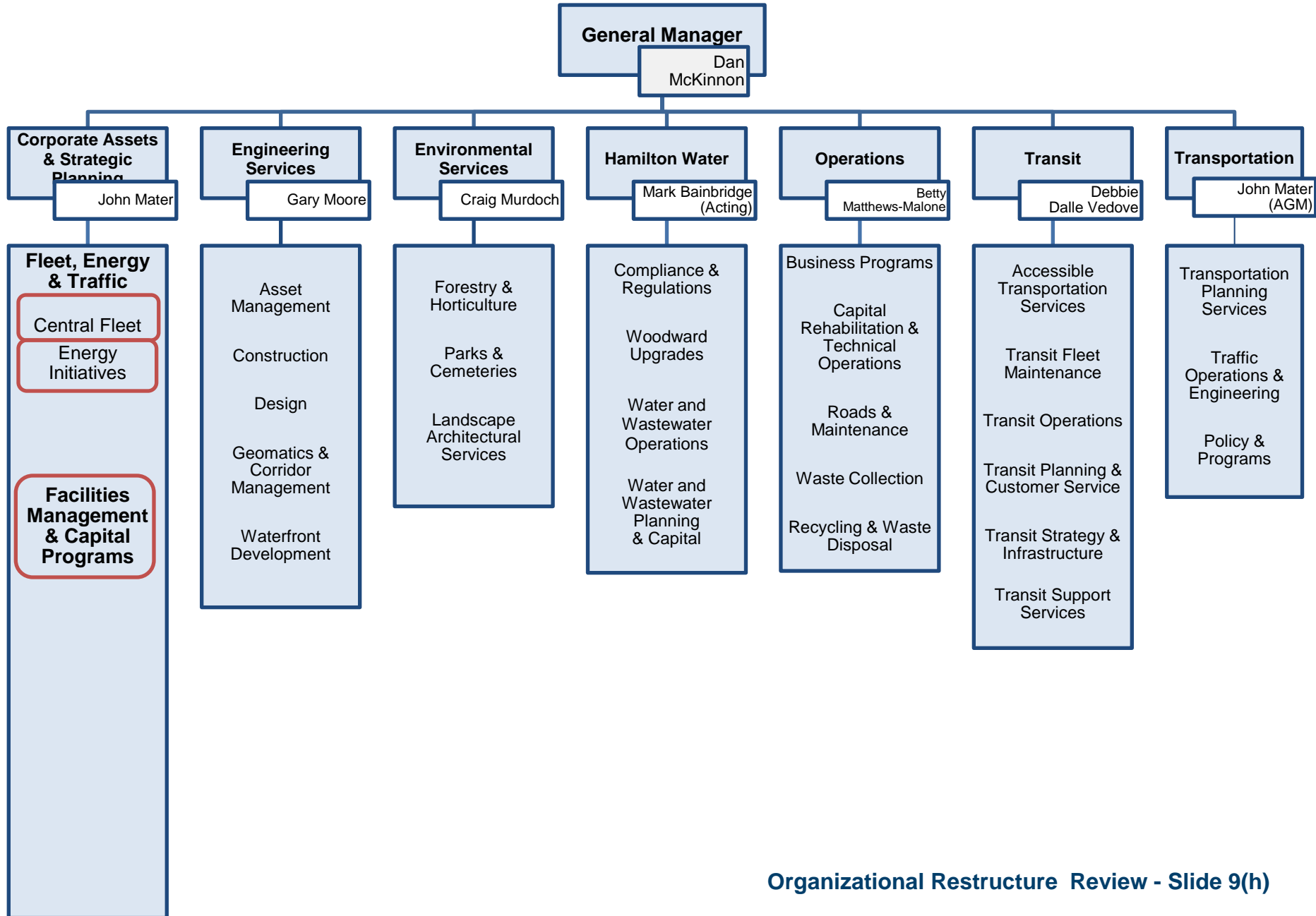
Public Works Structure Changes



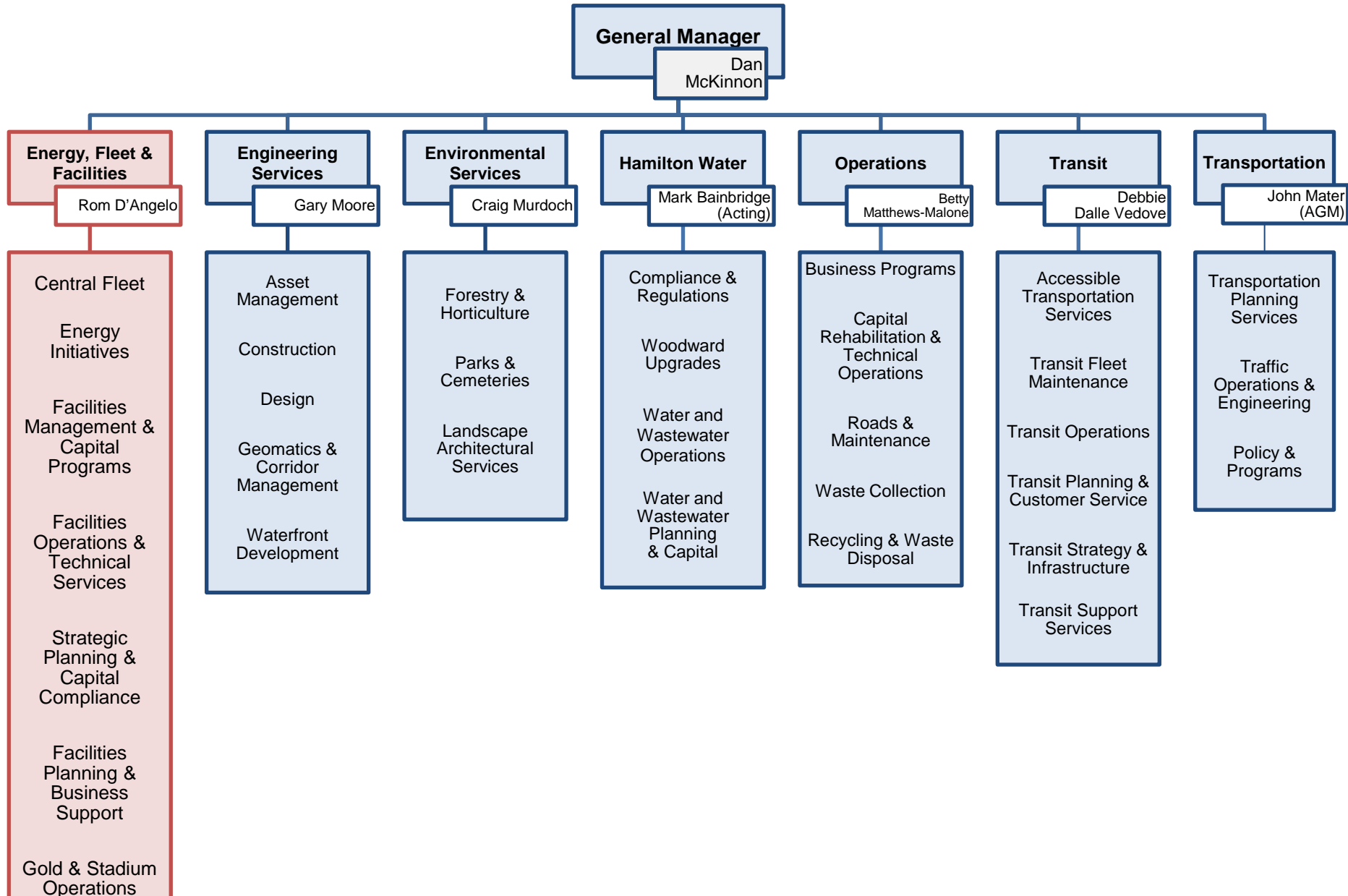
Public Works Structure Changes



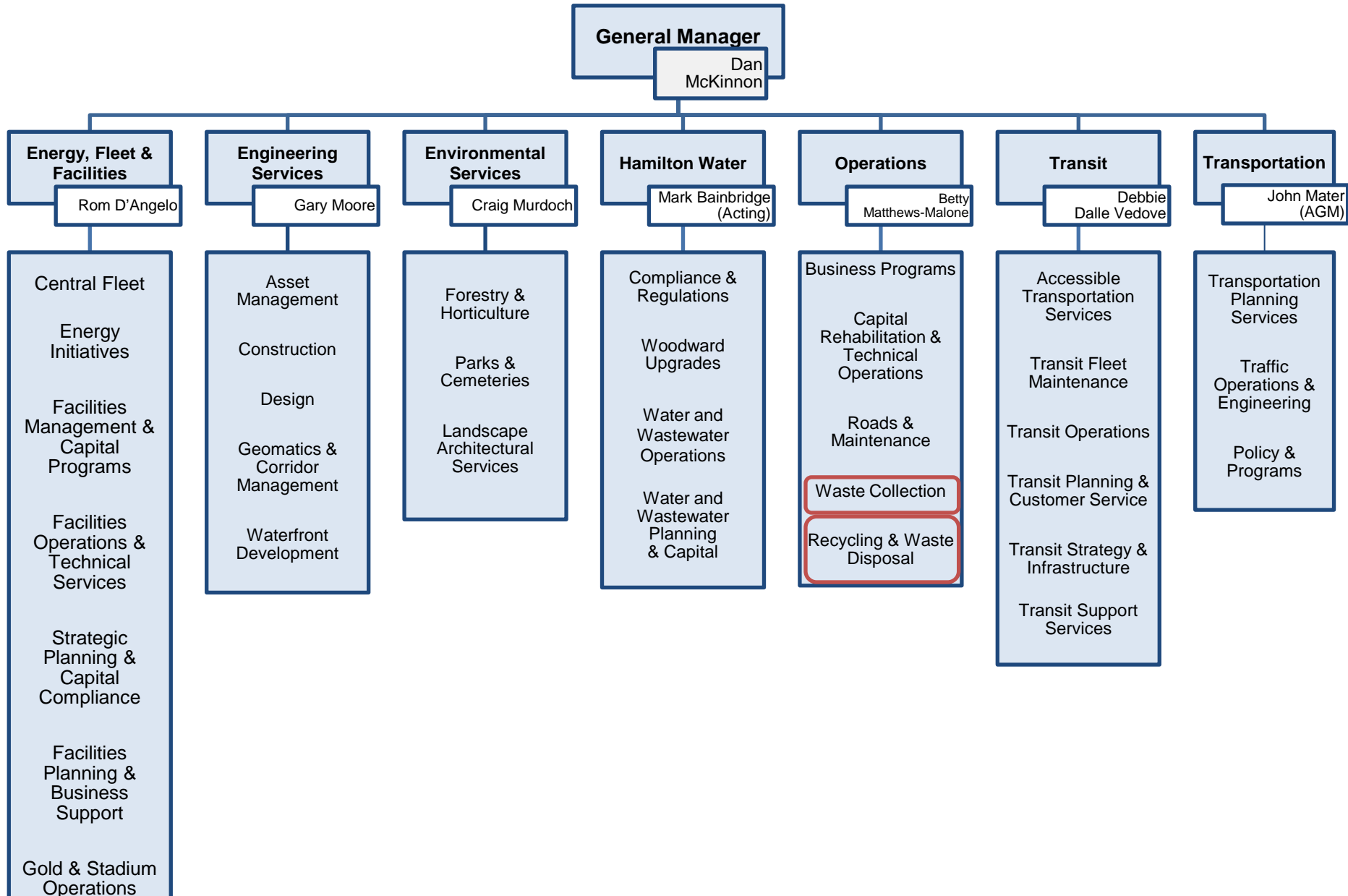
Public Works Structure Changes



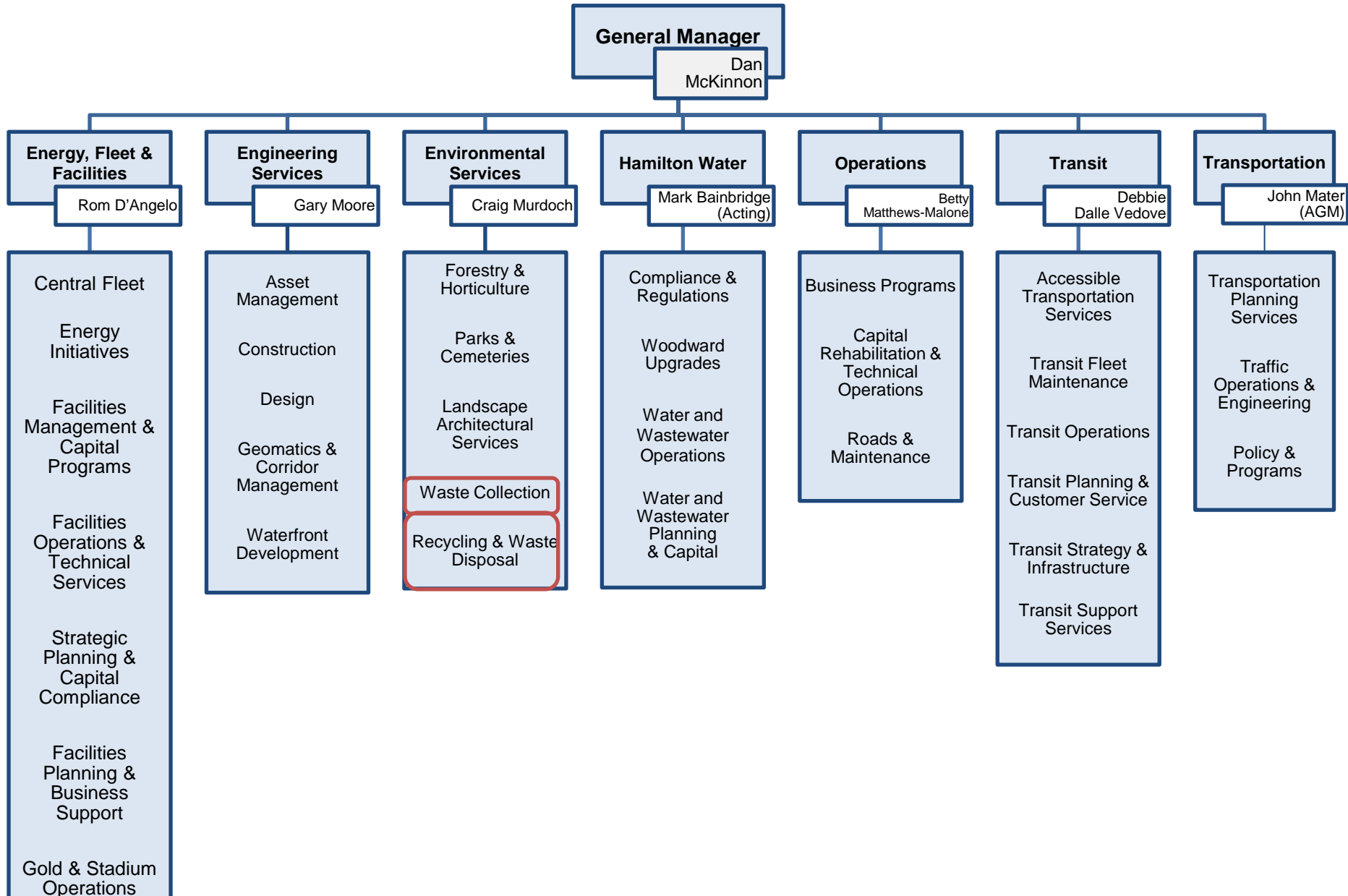
Public Works Structure Changes



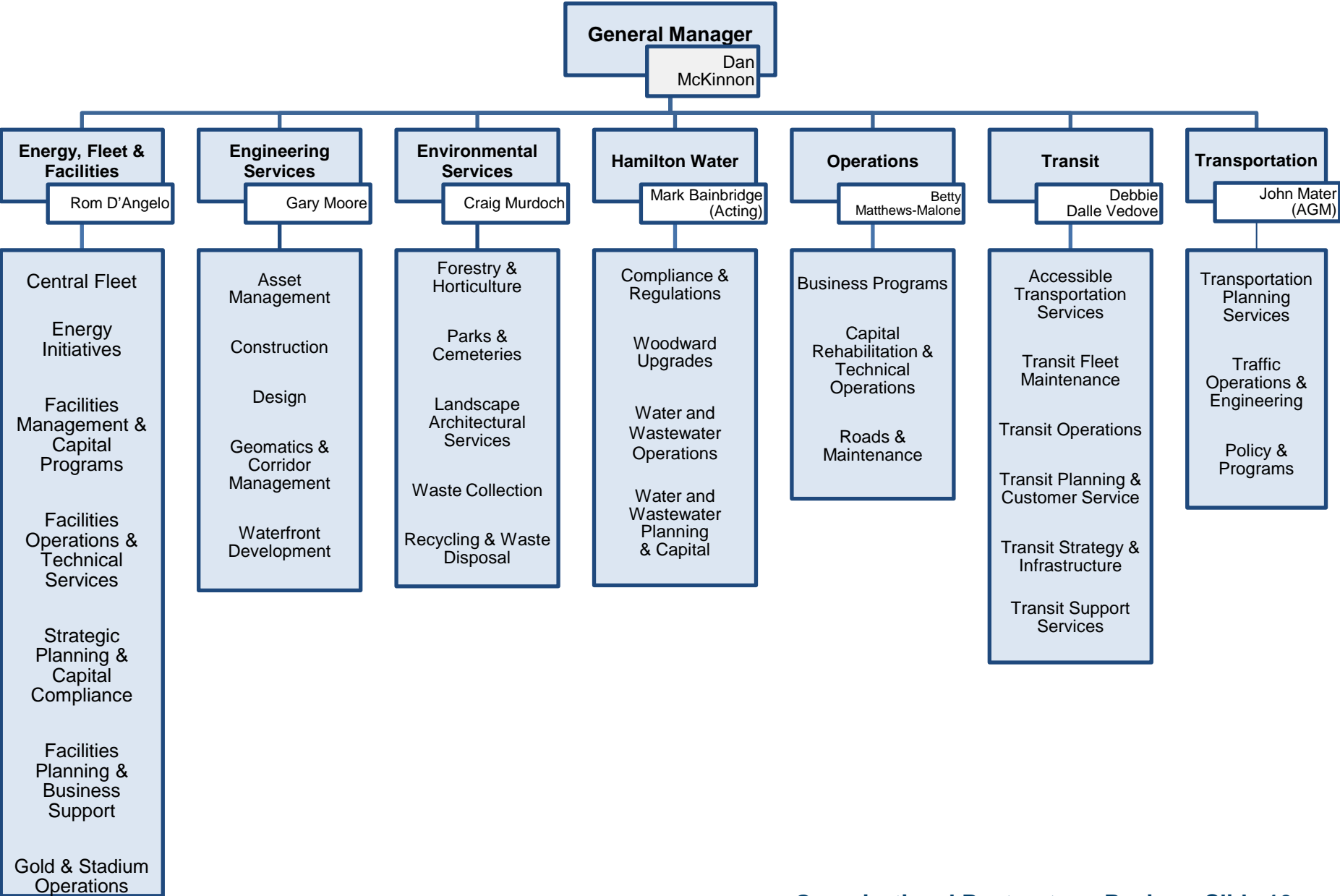
Public Works Structure Changes



Public Works Structure Changes



New Public Works Structure



Critical Success Factors

- Right players, in the right roles, operating at the right level
- Additional focus on business process improvement
- Technology and a clear digital strategy

- Community
- People
- Processes
- Finance



Hamilton
Public Works

Next Steps

- Seek opportunities to create efficiencies relative to PW operations and capital delivery
- Work to clarify the director-level roles and manager-level role
- As we finalize clarifying these roles we will continue to cascade the role clarity exercise down through the organization

- Community
- People
- Processes
- Finance



Hamilton
Public Works