

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 17, 2013**

Item 2, Report No. 9, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on September 17, 2013.

#### **2 RE-PURPOSING OF STAFF SECONDMENT FUNDS FOR A FULL-TIME POSITION FOR THE INNOVATION & CONTINUOUS IMPROVEMENT DEPARTMENT**

The Finance and Administration Committee recommends approval of the recommendation contained in the following report of the Commissioner of Strategic and Corporate Services, and the Director of Innovation and Continuous Improvement, dated September 9, 2013:

##### **Recommendation**

The Commissioner of Strategic and Corporate Services, and the Director of Innovation and Continuous Improvement, in consultation with the City Manager recommend:

- 1) That the existing funding for secondments within the Innovation & Continuous Improvement department be re-purposed to fund an additional full-time Senior Business Change Consultant position.

##### **Contribution to Sustainability**

**Organizational sustainability** can be defined as “the enduring challenge to achieve long-term success while having a positive impact on the society and the environment in which the organization lives and works” [Chartered Quality Institute]. A sustainable organization strives to understand its customers’ needs and expectations in the present and the future and then ensures that the necessary operating / organizational frameworks are put in place.

As the City grows, the expectations and requirements of its residents and stakeholders will continue to evolve and change. Operational reviews, service level comparison studies, continuous improvement initiatives and other techniques are ways in which the Innovation & Continuous Improvement (ICI) department will assist Commissions and Departments across the City to improve organizational sustainability.

##### **Economic Impact**

Within the Innovation & Continuous Improvement (ICI) departmental operating budget, there is approved funding for backfilling seconded resources from departments across the City. As it is proposed to re-purpose these funds to finance the additional Business Change Consultant position, there will be no additional economic impact.

##### **Communications Plan**

No additional communication is required.

##### **Purpose**

The purpose of this report is to provide the rationale for re-purposing the current funding available for secondment to a full-time Senior Business Change Consultant position within the Innovation & Continuous Improvement department.

##### **Background – Analysis**

In November 2011, Council accepted the recommendations from the Priorities and Key Initiatives Committee relating to the report “Corporate Structure Review: Taking the City to the Next Level” presented by Western Management Consultants.

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Within the report was a recommendation to create the new department of Innovation & Continuous Department to be “a Centre of Excellence for change, providing services such as project management, change management, business process re-engineering and benefits realization”. The report envisaged the ICI department being resourced with a small number of permanent employees with additional funding being provided to backfill employees seconded from across the organization; currently the department consists of one Director and two Senior Business Change Consultants.

Operational reviews, service level comparison studies, continuous improvement initiatives and other techniques are ways in which the Innovation & Continuous Improvement department will assist Commissions and Departments across the City to:

- Identify opportunities to enhance the client and resident experience, for both external and internal interactions;
- Ensure that the City is focused on the right things with respect to stakeholder expectations, i.e., are we being effective;
- Assess the way in which expected services are being delivered, i.e., are we being efficient; and,
- Develop a deep understanding of the drivers and levers of service delivery costs, i.e., are using taxpayers' funds wisely.

As noted, the intent had been to second a full-time equivalent (FTE) resource(s) from within the organization, on a full-time basis, to support ICI in conducting operational reviews as a means of developing business analysis, redesign and continuous improvement skillsets across the organization. However, there are limitations to using secondments including the efforts required to recruit, hire, train and establish both the back filling individual and the seconded person. The learning curve can be significant – often by the time they are comfortable in their roles, the term would be close to completion. Secondly, it is difficult to attract individuals to back fill for 1-year contracts (or less). Thirdly, this continuous movement and back-filling (in particular if done with internal staff) creates an environment of perpetual churn and instability which inhibits efficiency and effectiveness. The original intent of the secondment funding was to develop business analysis, redesign and continuous improvement skillsets across the organization; however research and experience suggests there are other equally effective ways of achieving this goal without using secondments.

ICI has established a draft cycle for program reviews/evaluations (of all city program areas). ICI has begun to conduct operational reviews such as Winter Control, Solid Waste Management, By-Law & Compliance, Fleet Management, Procure to Pay, Seniors' programs, with many more staff looking for assistance to become even more efficient and effective. The demand is outpacing supply, and it has become difficult to identify from where to second an appropriate resource, from both a resource availability and capability perspective. Hence, this request to re-purpose the approved secondment funding to another full time equivalent position.

So how can we develop business analysis, redesign and continuous improvement skillsets across the organization? Adult education and learning is about the acquisition of knowledge and skills through study and experiences. One outcome from this education is a change in the mindset of the learner – break from traditions and adopt new thinking/skills/practices. Thus, learning and changing is both a product and a process of mainstreaming ICI knowledge as a participant. The participants (i.e. clients) can then take such thinking/skills/practices and lessons learned and apply it to program improvement, resource allocation/reallocation or new policy/program development. Simply put, as staff participate in projects as clients, they will be immersed and trained in business analysis, process, evaluation, organizational design and continuous improvement: they do not need to be seconded into a role to achieve the learning results.

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By re-purposing the approved funding to be a full time position, the Innovation and Continuous Improvement department will develop forward looking and better focused thematic program analysis addressing a program/policy mix and cross cutting issues. The re-purposed resource will strengthen evaluation (i.e. ICI) knowledge transfer including direct utilization of staff resources embedded in departments and programs being assessed.

ICI will also work with HR's Learning & Development group to develop and deliver appropriate training (e.g., building on the Change Management training) that can be offered to all staff. ICI will also work with each operational review project team to customize approaches (e.g., through one-on-one coaching, targeted training) that will enable us to build skills and change ownership locally.

Further, ICI will continue to attend and speak at various staff committee meetings, commission meetings, and other opportunities to allow for knowledge transfer and learning across the organization.

#### **Relationship to Vaughan Vision 2020/Strategic Plan**

"Additional Operational / Business Reviews" have been identified as one of the prioritized strategic initiatives within Vaughan Vision 2020 with a focus on ensuring a high performing organization. The Innovation & Continuous Improvement department is the owner for this initiative and is responsible for planning, resourcing, managing and delivering operational reviews.

Filling the outstanding position within the ICI department with a full-time rather than a seconded resource is consistent with delivering the project deliverables associated with the strategic initiatives.

#### **Regional Implications**

Not applicable.

#### **Conclusion**

The Innovation & Continuous Improvement (ICI) department is being engaged throughout the City's organization to assess operational effectiveness and efficiency and to identify potential opportunities for improvement. The workload of the department is associated with conducting operational reviews, continuous improvement projects and supporting public sector renewal initiatives. The initial staffing recommendation for the department included three consultants, two of which were full-time with the remaining one being seconded from other departments (with funding for backfilling provided by ICI).

Two full-time consultants have been hired for ICI, however identifying appropriate resources for secondment (based on availability and capability) has been problematic.

The Director of Innovation & Continuous Improvement recommends that the funding for the seconded position within the Innovation & Continuous Improvement department be re-purposed to fund an additional full-time Senior Business Consultant position.

#### **Report prepared by:**

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