

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013

Item 3, Report No. 11, of the Finance and Administration Committee, which was adopted without amendment by the Council of the City of Vaughan on October 29, 2013.

3 PUBLIC SERVICE RENEWAL STATUS UPDATE

The Finance and Administration Committee recommends:

- 1) That the presentation by the Interim City Manager, and C3, presentation material, entitled “*Public Service Renewal Status Update*”, dated October 7, 2013, be received;**
- 2) That Communication C1, from Ms. Danielle Chin, Building Industry and Land Development Association, North York, dated October 3, 2013, be received; and**
- 3) That the recommendation contained in the following report of the Interim City Manager, Commissioner of Legal and Administrative Services & City Solicitor, Acting Commissioner of Finance & City Treasurer, Commissioner of Engineering & Public Works, Commissioner of Community Services, Commissioner of Planning, Commissioner of Strategic and Corporate Services and the Executive Director, Office of the City Manager, dated October 7, 2013, be approved.**

Recommendation

The Interim City Manager, Commissioner of Legal and Administrative Services & City Solicitor, Acting Commissioner of Finance & City Treasurer, Commissioner of Engineering & Public Works, Commissioner of Community Services, Commissioner of Planning, Commissioner of Strategic and Corporate Services and the Executive Director, Office of the City Manager recommend:

1. That the presentation be received;
2. That staff be directed to report back with a status update to the Finance and Administration Committee in early 2014; and
3. That additional resource requests for initiatives requiring new funding beyond existing departmental allocations be submitted for consideration in the 2014 Budget deliberations.

Contribution to Sustainability

Public Service Renewal is grounded in the guiding principles of corporate sustainability by assessing resources, tools, and technology to facilitate innovation and improvement through effective decision making that is focused on citizen and business expectations and service delivery effectiveness.

Economic Impact

Staff realignments identified in the report have been fully or partially offset through the redeployment of vacant positions. These proposed realignments will reposition departments for the future, with the goal of providing effective and efficient services to internal and external stakeholders. Operational and functional reviews that are currently underway, or will get underway in the future, will be primarily positioning for the future, and creating capacity in processes that may result in future cost avoidance. Initiatives such as the Corporate IT Strategy will require investments to fully implement, however future costs will be avoided through automation of processes, and the foundation for improved e-services to external stakeholders will be established. As a result, the net financial impact of the 23 Public Service Renewal initiatives reported on this first update to Council cannot be clearly identified at this time.

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Communications Plan

Public Service Renewal (PSR) is a corporate-wide initiative that will be communicated to Council, Staff, residents, businesses and other stakeholders as an underlying theme in ongoing and future communications from the City. A variety of tactics will be employed to spread this message, including a news release distributed to our media contacts that identifies the significance of PSR in Vaughan in the context of providing a well-managed and fiscally responsible government. Options to communicate the PSR include the corporate website, City Update eNewsletter/City Page Online, multimedia/video, and an email and follow-up messages to staff, among others.

Purpose

The purpose of this report is to provide the first update to Council on the status of Public Service Renewal initiatives.

Background - Analysis and Options

Early in 2013, the Mayor requested that the Senior Management Team (SMT) engage in a process of reform, with the view of focusing on public service excellence, aiming higher and raising the bar in terms of the administration of the City.

Research reveals that the Federal Government has utilized public service renewal to create a framework for an annual review of the federal public service with a goal of continuous improvement.

The way ahead will involve empowering public servants at all levels to find new, more cost effective ways to deliver better services to Canadians and provide higher quality advice to the Government. All public servants have a role to play in this effort. – *Clerk of the Privy Council in the 17th Annual Report to the Prime Minister on Public Service of Canada, year ending March 31, 2010.*

The federal public service renewal focuses on workforce and workplace renewal. The Treasury Board of Canada Secretariat describes public service renewal as an ongoing process in which the Federal Public Service preserves and strengthens its capacity to contribute to Canada's successes through the delivery of excellent services and policy advice. This is achieved through programs such as performance management, leadership development, talent management, employment equity, values and ethics, employee benefits and the management of labour-management relations.

As City of Vaughan staff began the public service renewal exercise, the breadth of opportunities spanned beyond workforce and workplace renewal, and expanded to include opportunities for improvement in general. Building on the work completed through the Program Review process, public service renewal was seen as an opportunity to improve efficiencies, reduce "red tape", streamline the levels of bureaucracy, and address capacity issues. PSR was also viewed as a process to further evolve the corporate culture to continuously seek and support opportunities for positive change resulting in service excellence.

The objectives of the City's PSR project focused on two elements:

1. Continue to improve:
 - a. Focus on our residents and businesses
 - b. Service delivery excellence
2. Ensure the right people are in the right places with the right tools/skills and the right processes.

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The approach taken by each member of SMT included discussions with their respective management teams to identify the potential efficiencies, enhancements, potential savings and investment opportunities. Opportunities were examined to realign staff within their Commissioners to enhance service delivery to both internal and external stakeholders. More than 60 concepts, ideas and opportunities were identified. SMT reviewed, assessed and filtered these into five thematic areas aligned with the PSR objectives:

- Business Model and Alternative Service Delivery
- Governance and Accountability
- Roles/Structural Enhancements
- Systems, Processes, Tools/Technology
- Talent/Skills Management, Retention and Acquisition

Public service renewal is about Vaughan's long term success. Many of the proposed opportunities span more than one of the thematic areas, illustrating the convergence and interdependencies of the themes as being critical elements in a strong, successful public service framework.

Progress to Date

Beginning in April, Staff have reviewed and developed initiatives that could be implemented quickly to initiatives that have several phases and will take several years to complete. As the first update to Council on PSR initiatives, a detailed description of 23 of the 60 initiatives is provided in Attachment 1. These 23 opportunities have either been completed, partially completed, are well underway, or have been developed to the point that SMT feel the initiative can be completed within the next six months.

It was also apparent that several initiatives previously undertaken by staff were also aligned to the broad PSR approach, therefore, these initiatives are also noted on the first update list. The following is a summary of the initiatives organized into the thematic areas, with the detailed descriptions included in Attachment 1.

Business Model and Alternative Service Delivery

1. Cost Recovery Charge to Hydro for Enhanced Staff Support to City's Investment in Hydro Companies
2. Build and Integrate a Contract Management and Administration Function
3. Revenue Enhancements Through Sponsorships and Partnerships

Governance and Accountability

1. Elevate Strategic Planning Function with Council
2. Committee Agenda management

Roles/Structural Enhancements

1. Realignment of the Human Resources Department
2. Vaughan Metropolitan Centre – Dedicated Resource
3. Functional Review and Re-alignment of the Planning Commission
4. Functional Realignment of the Budgeting and Financial Planning Department
5. Functional Realignment in the Internal Audit Department
6. Relocation of VBEC offices into the City Hall with the Economic Development Offices
7. Realignment of Economic Development Staff
8. Functional Review of Engineering and Public Works
9. Functional Realignment in the Recreation and Culture Events Division

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Systems, Processes, Tools/Technology

1. Comprehensive Mapping of the Development Process and Joint Planning Teams
2. Leverage/Systems/Operations with Region of York and Other Municipalities
3. Formulate a By-Law/Compliance Strategy and Operational Review
4. Procurement to Payment Operational/Process Review
5. Implementation of the P-Card Program
6. Corporate IT Strategy

Talent/Skills Management, Retention and Acquisition

1. Project Management Consistent Approach and Skills in all Department
2. Talent Management & Succession Planning Strategy
3. Performance Management

In addition, a number of initiatives are in the early stages of review and consideration. Staff will continue to develop these initiatives and continue to explore new opportunities. Staff will report back to Council early in 2014. Some of the potential future opportunities are as follows:

- Prioritization & Planning Methodology
- Potential Outsourcing of Management of School Crossing Guard Function
- Strengthening Governance and Accountability – Enable Council to focus on corporate strategy and corporate performance. Ensure accountability of management to carry out the day to day operations and implement Council's strategic direction. Examine opportunities for delegation of authority where appropriate to reflect accountability
- Assessment of Corporate-Wide Administration Support Requirements – Consistency in job descriptions and consistency in service delivery
- Opportunities for Shared Counter – Examine opportunities for shared counters or a central customer service counter to provide one stop shopping for customers
- Development and Implementation of a Corporate Real Estate Acquisition Strategy for the City – Greater effectiveness in meeting needs of the community and optimizing value
- Computerize Work Order System
- Employee Portal for Human Resources Information and Data Management - The creation of a portal will increase automation and reduce the workload on HR staff by empowering employees to manage their own information
- Corporate Policy Development and Review – Ensure high consistency in corporate policies and timely review and updating of existing policies.

Administrative Improvements

SMT, in consultation with various staff across the corporation, identified two initiatives that were implemented quickly, and have resulted in positive change to administrative processes.

1. Reduce multiple sign offs (up to 5) for the Employee Performance Plan and Appraisals.

In consultation with the Mercer Group, who are currently working with the Human Resources department to improve our staff appraisal systems, it was determined that best industry practice is two levels of sign-off. This change has been implemented.

2. Reduce multiple sign offs for filling vacant approved full-time and part-time positions

The previous process required multiple signatures to authorize the filling of approved vacant positions, resulting in delays. The decision to fill vacant positions has been delegated to the appropriate staff, who will be held accountable for their decisions through performance reviews. This change has been implemented.

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Staff will continue to investigate opportunities for additional administrative efficiency improvements. Non-value added processes may have been in practice for years, and can be difficult to discover. Engaging staff at all levels will assist with the identification of these opportunities.

Relationship to Vaughan Vision 2020/Strategic Plan

To achieve the vision and goals noted in the City's strategic plan, Council implemented four key activities:

1. Completion of a program review – by understanding the inputs to all City programs, we can now assess their relevance, efficiency and cost effectiveness
2. Institutionalizing continuous improvement – through the vision and leadership of Council, it approved the creation of a new Commission and department which signaled to the corporation that innovation and continuous improvement is a theme that must be supported and encouraged. It empowers staff and the organization to assess how we deliver the services to ensure we are being as innovative as possible.
3. Operational Reviews – beyond program reviews, there is significant interconnectivity between various programs. Hence there is a need to look at service streams that deliver a broader complete service to clients (i.e. citizens, council, staff and other stakeholders)
4. Public Service renewal – there is a need to continuously improve service delivery effectiveness while ensuring we focus on citizens and businesses; as well as ensuring we have the right people, in the right places with the right tool and right processes

By completing these four initiatives, Council and the administration achieve service excellence, staff excellence and organizational excellence.

Regional Implications

Not applicable

Conclusion

This report is the first update to Council on the status of Public Service Renewal initiatives. Public Service Renewal is a key element in a continuous improvement environment, and will be embedded into the Business Planning and Budget process.

Attachments

1. 2013 Public Service Renewal Initiatives

Report prepared by:

Barbara Cribbett

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)