



Town of Gander Operations and Organizational Review

Final Report

March 22, 2021



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Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Town of Gander. KPMG has not and will not perform management functions or make management decisions for the Town of Gander.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Town of Gander nor are we an insider or associate of the Town of Gander. Accordingly, we believe we are independent of the Town of Gander and are acting objectively.

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Executive Summary

**Town of Gander
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Executive Summary

Project Drivers

- The Town's current organizational structure has resulted in departmental silos leading to challenges in communication and decision making. As such, the Town desires an independent review of all services to determine the optimal organizational structure for the Town moving into the future.
- The Town is looking for an implementation roadmap with specific actions to implement improvement opportunities that will lead to a more efficient and cost-effective delivery of municipal services.

Project Objectives

KPMG was engaged by the Town of Gander to conduct an operational and organization review to identify opportunities that will lead to a more efficient and cost-effective delivery of legislated and discretionary municipal services. Specifically, the review included:

- A detailed review of the operations of all Town departments defining operations within the Town's legislated mandate and policies, including those identified as discretionary.
- A review and evaluation the current organizational structure and staffing levels, considering the Town's service delivery requirements.
- A review of departmental functions identifying and providing recommendations leading to improved efficiency and cost effectiveness.
- Identifying synergies within and between operational units and departments as well as duplications or overlaps in services or operations and providing recommendations leading to improvement in the quality and delivery of services.
- Reconciling current staffing, supervisory and management resources based on operational and service delivery requirements.
- Identifying current supervisory ratios and based on industry best practices and organizational needs, developing recommendations for appropriate supervisory ratios.

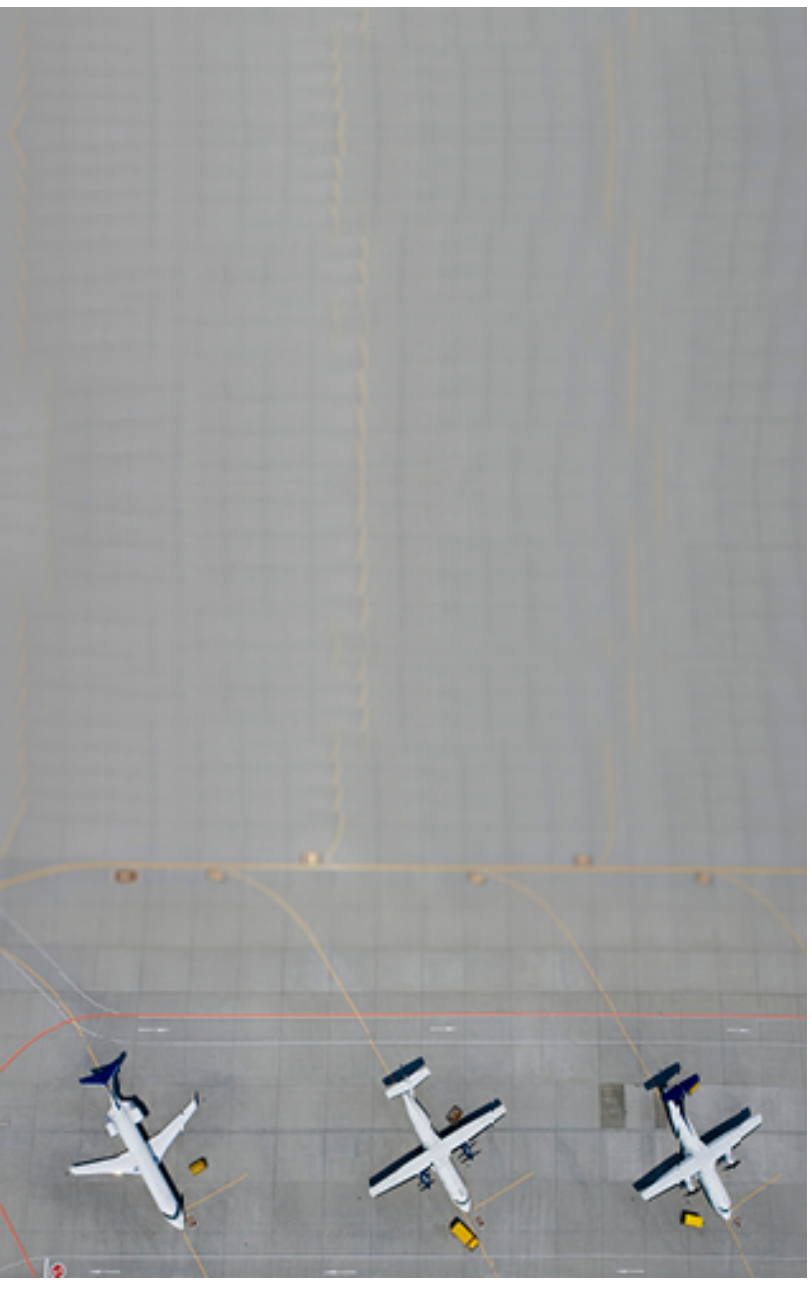


EXECUTIVE Summary

Key Findings

- The implementation of the suggested actions will increase the efficiency and effectiveness of service delivery.
- The implementation of Function Model A will provide the Town with the optimal organizational structure to deliver the current portfolio of services.
- Four new positions should be considered as part of the implementation of Functional Model A:
 1. Customer Service Representative
 2. Asset Management Engineering Technician
 3. By-law Enforcement Officer
 4. Dispatcher

- Our analysis indicates that the Town maintains a high service level standard across the organization.
- Our understanding is that the Town is continuing to increase the service level standards with the addition of new assets such as the new soccer facility and the winterization of Cobb's Pond.
- In our work with the Town there were no indications that the its staffing complement was excessive to its service level standards.
- There were resourcing gaps identified, specifically: customer service representative, asset management technician, municipal bylaw enforcement officer and fire dispatcher positions. These initial observations should be confirmed by the Town's management team prior to the recruitment. There may be opportunities to address the resourcing gaps through the realignment of existing positions.
- Nevertheless, continued growth by the Town will challenge the existing staffing complement. The four additional positions should be considered over the next five years based on the increasing demand for higher service levels.



Executive Summary

Observations & Recommendations

- We use the following model as a means of analyzing and understanding organizational performance and problems. For each recommendation presented in this report, KPMG assessed the estimated impact the recommendation would have on the Town, as well as the effort required to implement the recommendation. Assessed impact and effort will require further validation from the Project Committee.



Strategy

- Understanding of strategy and mission
- Alignment to vision
- Agreement on priorities
- Clarity in performance measures



Structure

- Structure
- Work alignment
- Delegation of authority
- Capacity



Processes and Lateral Capability

- Decision making
- Communication
- Enabling technology
- Standardized operational processes and practices



People Practices

- Staff engagement
- HR practices and policies
- Performance management
- Training and support



Culture

- Values and beliefs
- Behaviours

Strategy

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
1	Based upon our review of documentation and staff consultations, it was noted that the Town's current strategic plan expired in 2019. It was also noted that the strategic objectives outlined in the previous plan did not drive decision making. Rather, decisions were made based on short-term needs of each department resulting in siloed departments focused on their own priorities and work tasks.	Establish strategic priorities which clearly outline the Town's objectives and goals for the community and service delivery. The establishment of strategic priorities will level-set the goals for each department and promote greater horizontal integration across the organization.	5	5
2	Across the organization, it does not appear that departments track key performance indicators that measure progress of department objectives against the Town's strategic plan.	Develop a set of key performance indicators (KPIs) to monitor each departments performance against the objectives outlined in the strategic plan. This process will focus each department and ensure that decision-making is aligned with the Town's strategic direction.	5	4



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
3	As a result of the high-level organizational design, the Project Team selected both Functional Model A and the Revised Program Model A to be reviewed in order to determine the optimal organizational structure for the Town.	Consider the implementation of Functional Model A; this model is most closely aligned with the Town's design principles and achieves its objectives with minimal disruption to the organization.	5	1
4	Recreation and Community Services does not have the resource capacity required to staff and maintain future facilities (i.e., soccer facility, winterization of Cobb's Pond).	Develop a resource plan for the Town's new recreation facilities (soccer and Cobb's Pond) that will inform the Recreation & Community Service's operational plan and related budget. This will align with the Town's strategic focus on parks, recreation and tourism.	3	3
5	During stakeholder consultations it was suggested that the Town's Municipal Enforcement function does not have the capacity to effectively deliver its mandate.	Review and define the expectations and scope of work for Municipal Enforcement. This will ensure that Municipal Enforcement is staff appropriately to meet the expectations of Council, establish a direction, and sharpen the focus of staff in order to achieve the objectives.	5	2
6	During stakeholder consultations it was noted that the Economic Development department has become a 'catch all' for activities that do not fit within other departments.	Review the mandate of the Economic Development department and identify strategic objectives to achieve Town growth. This includes an enhanced focus on marketing development, community advocacy, business retention and expansion, and streamlining the planning processes.	3	3



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
7	Prior to 2020, the Clerks Office was led by the Director of Finance/Town Clerk. Through attrition, this position has been filled by the current Town Clerk with Finance responsibilities falling to the Director, Corporate Services.	Establish the Clerks Office as a separate line department with the Town Clerk moving to a Director role.	3	1
8	Given the recent departure of the Deputy Municipal Clerk, there is an opportunity to review the job description to determine the need for law expertise.	Review the job description for the vacant Deputy Municipal Clerk to determine if law expertise is required to complete day-to-day activities. The Town can consider hiring an individual with a Diploma/Degree in public administration, political science, business administration or other related field. Once reviewed, the vacant position should be filled.	2	1
9	Given the split of the Clerks Office from Corporate Services, each department will require administrative support.	Continue to maximize internal synergies by assigning the Confidential Administrative Assistant to support both the Clerks Office and Corporate Services departments. This will ensure that each director has adequate administrative support.	1	1



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
10	During stakeholder consultations, it was noted that the CAO does not have a resource for administrative support.	Assign the Confidential Administrative Assistant to support the CAO with administrative duties.	1	1
11	The current Supervisor, Accounting position is vacant.	Recruit a new Supervisor, Accounting to fill the vacancy because of the former Supervisor, Accounting's transition to the Director, Corporate Services. The Director, Corporate Services will continue to take on the roles and responsibilities of the Supervisor, Accounting role until the position is filled.	2	1
12	The Town lacks a sufficient number of Municipal Enforcement Officers. This has resulted in a lack of coverage with no backfill and safety concerns as staff with no enforcement training are required to handle complaints typically handled by Municipal Enforcement (i.e., OH&S Advisor responding to noise complaints).	Establish an additional Municipal Enforcement Officer position to ensure appropriate coverage of moving traffic violations and public safety and education.	5	1
13	The Town lacks a sufficient number of Dispatchers to provide the required coverage.	Consider the establishment an additional day-time Dispatcher position. Currently, this coverage gap is filled by a full-time Fire Fighter reducing the Fire Departments ability to complete projects within the Fire Hall. In the event of an emergency response situation, the Fire Fighter is pulled from dispatch duties creating a coverage gap. There may be an opportunity to address the coverage gap through the reassignment of existing Town staff.	5	1



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
14	During stakeholder consultations it was noted that the Town lacks a dedicated purchasing department that ensures consistency in procurement processes across the organization.	Re-assign the Buyer to the Corporate Services department, reporting to the Procurement Officer. The Buyer will remain stationed in the stockroom to support Municipal Works with purchases. This will create a dedicated purchasing department that ensures there is a consistent process for procurement and manages all areas of purchasing for the Town.	2	1



Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
15	There is a significant, organizational-wide concern over the ownership of project management and contract administration activities.	<p>Assign project management oversight and ownership to the Supervisor, Technical Services. This individual will hold overall accountability for the successful delivery and execution of projects.</p> <p>Develop a responsibility assignment matrix (RACI) that defines an upfront project team and describes the participation by various roles in completing a project (i.e., Engineering, Finance, Municipal Works). This team will report to the Supervisor, Technical Services for all project management activities. This will eliminate confusion regarding the role of each department in planning, executing, and supporting projects and outline the responsibilities of other departments in the successful delivery and management of projects.</p> <p>Consider hiring a CET with a project management background, who can seamlessly transition into the project management role when the Supervisor, Technical Services retires.</p>	5	4
16	There were concerns expressed by different stakeholders on the day-to-day involvement of Council members in the operations of the municipality.	<p>Consider reviewing the role of Council as the decision-making body for the municipality and the role of individual Councillors as members of Council's Committees in order to ensure that Councillors are not exposing themselves to unnecessary risk as a result of their legislatively unsupported direction to staff.</p>	5	5

Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
17	During stakeholder consultations it was noted that the process for requesting and making changes to regulations and Town policies is fragmented and unclear.	Create a Committee of Council that will task the Clerk's Office with the review of potential changes to Town regulations and policies. This Committee will be responsible for reviewing proposed changes prior to finalization at Town Council.	3	2
18	It was noted that purchasing limits are too small (management level - \$1K; director level - \$5K) and require too many levels of approval for common significant purchases.	Increase purchasing limits for management and director level staff to increase the efficiency and effectiveness of the process.	1	1
19	It was noted that there can be confusion regarding the maintenance responsibilities of Facility Operators and Ground Attendants. This has resulted in a duplication of efforts and capacity constraints.	Re-assign all general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance to the Municipal Works portfolio. This will eliminate the duplication of work and create capacity for Facility Operators to respond to day-to-day maintenance activities and ad-hoc user group requests.	2	1
20	During stakeholder consultations it was noted that the Supervisor, Human Resources carries out a majority of the day-to-day human resources activities.	Re-assign human resources activities carried out by the Supervisor, Human Resources to the Administrative Support Clerk. This will reduce the Town's exposure to fraud risk related to ineffective segregation of duties within the department. The Administrative Support Clerk's customer service responsibilities will be transitioned to the Customer Service Representative.	3	1



Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
21	It is unclear which department is accountable for personnel at the front-desk. This has resulted in a lack of coverage and complaints from citizens.	Re-assign the management of customer service within the Town Hall to the Clerks Office under the Communications Officer. To staff the front desk, the Town should establish the position of a Customer Service Representative. The Customer Service Representative will be responsible for all citizen transactions at Town Hall, including permitting.	2	1



People Practices

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
22	It was noted that more technical training was required by staff when new software packages and technologies are introduced. This has resulted in resistance to change and the implementation of new technologies.	Establish a process to vet the procurement of all new technology through each department to ensure the technology addresses departmental needs and there is buy-in at the management level. All new technology should be rolled-out with training guides for employee onboarding.	4	2
23	There is need for more training and professional development opportunities for both experienced and new staff, as well as a minimal tracking of personal learning and development plans. In addition, key stakeholders within the organization are approaching retirement, which will leave gaps in key positions.	Identify key functions / processes that have the potential to create service bottlenecks. Cross-train employees for these functions and processes to ensure Town services are maintained at a high level and employees are receiving relevant experience to develop their skills. The Town should also develop a formalized succession plan to prepare for the retirement of key employees.	3	3



Culture

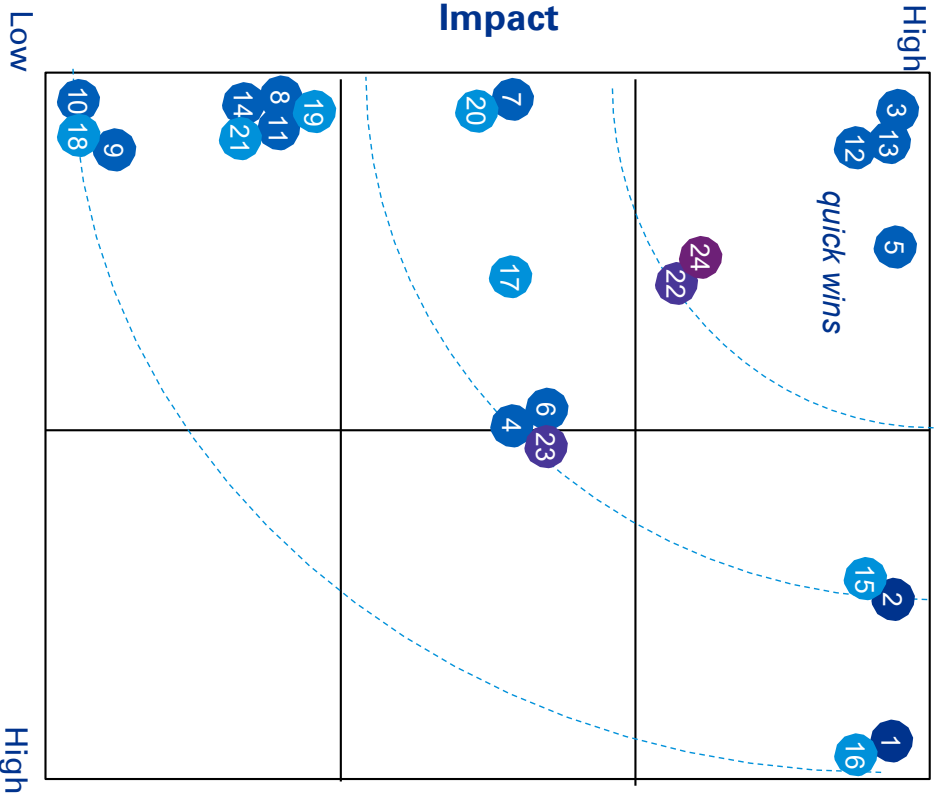
Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
24	During stakeholder consultations, it was noted that interdepartmental dependencies can cause frustrations between staff and contribute to a culture of blame.	Identify interdepartmental dependencies that can be addressed through increased focused and prioritization through the development of a strategic plan.	4	2



Prioritization of Suggested Actions

Suggested Actions

Suggested actions have been mapped for **impact vs effort** to help prioritize activities.



- 1 Establish strategic priorities which clearly outline the Town's objectives and goals for the community and service delivery.
- 2 Develop a set of KPIs to monitor each departments performance against the objectives outlined in the strategic plan.
- 3 Implement the Functional Model A organization structure.
- 4 Include additional resources in the Recreation & Community Service's operational plan and related budget.
- 5 Clearly define the expectations and scope of work for Municipal Enforcement.
- 6 Review the mandate of the Economic Development department and identify strategic objectives to achieve Town growth.
- 7 Establish the Clerks Office as a separate line department.
- 8 Review the job description for the vacant Deputy Municipal Clerk.
- 9 Continue to share the Confidential Administrative Assistant between Corporate Services and Clerks Office
- 10 Assign the Confidential Administrative Assistant to support the CAO with administrative duties.
- 11 Fill the vacant Supervisor, Accounting position.
- 12 Establish an additional Municipal Enforcement Officer position
- 13 Consider the establishment an additional day-time Dispatcher position.
- 14 Re-assign the Buyer to the Corporate Services department
- 15 Assign project management oversight to Supervisor, Technical Services and develop a responsibility assignment matrix (RACI).
- 16 Consider reviewing the role of Council as the decision-making body for the municipality and the role of individual Councilors as members of Council's Committees.
- 17 Create a Council Committee to review potential changes to Town regulations and policies.
- 18 Increase purchasing limits for management and director level staff.
- 19 Re-assign all general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance to Municipal Works.
- 20 Re-assign day-to-day human resources activities to the Administrative Support Clerk
- 21 Re-assign customer service responsibilities to the Clerks Office under the Communications Officer.
- 22 Establish a process to vet all new technology through Town departments and provide applicable training to ensure buy-in.
- 23 Develop a formal succession plan for key positions within the organization.
- 24 Develop strategic priorities to focus departments are reduce frustrations caused by interdepartmental dependencies.

Strategy Structure Processes People Culture



Project Overview

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Project OVERVIEW Introduction

This summary of findings was prepared to present observations and evidence to form a potential case for change arising from research, document review, and interviews with the Town of Gander (“the Town”) management, staff, and elected officials. This summary of findings will provide the foundation for possible opportunities to improve the overall effectiveness and efficiency of the current organizational structure, processes and service delivery model.

Setting the Stage

The Town of Gander is located in the northeastern part of Newfoundland and Labrador along the shore of Gander Lake. The Town is home to 11,688 residents, but is known as a regional hub for neighbouring municipalities. As a result, the Town offers a high level of service not typical for a municipality of its size.

Sometimes referred to as the “crossroads of the world”, the Town hosts the Gander International Airport (YQX), which shares an airfield with Canadian Forces Base Gander. During the September 11, 2001 US terrorist attacks, this airport hosted 38 airliners and over 6,400 passengers and crew as part of Operation Yellow Ribbon. Gander received global acclaim for its response to 9-11 which was dramatized in the award-winning Broadway production *Come from Away*.

The Town is currently governed by a Mayor and six elected Councilors. The Town strives to provide its citizens a high level of services through its seven departments (Clerks Office, Finance, Recreation Programs and Community Services, Municipal Works, Protective Services, Engineering, and Economic Development). As with all municipalities, the Town of Gander seeks to balance stakeholder expectations and the financial constraints of the Town and its residents in the delivery of municipal services. Council’s goal is to keep the tax burden on residents and businesses to a minimum while maximizing its services.

The Town recognizes the importance of evidence-based decision making and is seeking the assistance of KPMG to conduct an operational and organization review in order to identify recommendations that will lead to a more efficient and cost-effective delivery of legislated and discretionary municipal services.

Project Overview

Project Drivers – *Why are we doing this, what problem do we want to solve?*

- The Town's current organizational structure has resulted in departmental silos leading to challenges in communication and decision making. As such, the Town desires an independent review of all services to determine the optimal organizational structure for the Town moving into the future.
- The Town is looking for an implementation roadmap with specific actions to implement improvement opportunities that will lead to a more efficient and cost-effective delivery of municipal services.

Project Objectives

KPMG was engaged by the Town of Gander to conduct an operational and organization review to identify opportunities that will lead to a more efficient and cost-effective delivery of legislated and discretionary municipal services. Specifically, the review included:

- A detailed review of the operations of all Town departments defining operations within the Town's legislated mandate and policies, including those identified as discretionary.
- A review and evaluation the current organizational structure and staffing levels, considering the Town's service delivery requirements.
- A review of departmental functions identifying and providing recommendations leading to improved efficiency and cost effectiveness.
- Identifying synergies within and between operational units and departments as well as duplications or overlaps in services or operations and providing recommendations leading to improvement in the quality and delivery of services.
- Reconciling current staffing, supervisory and management resources based on operational and service delivery requirements.
- Identifying current supervisory ratios and based on industry best practices and organizational needs, developing recommendations for appropriate supervisory ratios.

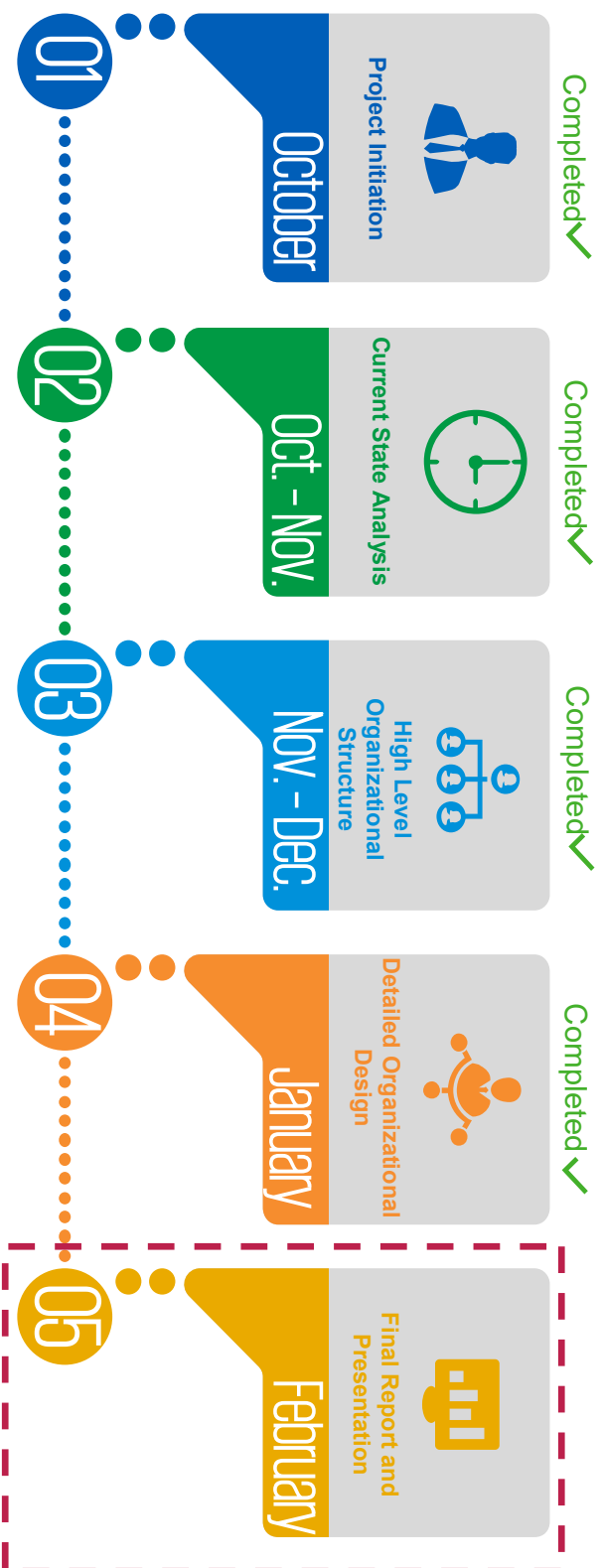
Project Principles

- The knowledge and expertise of Town staff will be fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The service review process will be conducted in a way that engages Town employees.
- The aim is to, wherever possible, transfer knowledge and necessary "tools" to Town staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach will be based on leading practices from municipal or other levels of government experience and/or private sector.
- Lastly, this not an audit nor a deeper-dive operational review. This is a review to build on successes and identify opportunities to improve the efficiency and effectiveness of how the Town delivers services to the community and citizens of Gander.
- *COVID-19: The intent will be to assess the regular service delivery model while taking into account business continuity or COVID-19 specific responses where possible, or to distinguish between them.

Introduction and Context

Work Plan and Progress Report

This engagement commenced on October 1, 2020, and was completed when the draft final report was submitted to the Town on March 22, 2021. The diagram below depicts the key phases as outlined in the Project Charter.





High Level Organizational Design

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Introduction

Organizational Design

The organization is not an end in itself; it is simply a vehicle for accomplishing the strategic tasks of the business.

A well-designed organization helps everyone in the business do her or his job effectively.

A poorly-designed organization (or an organization by default) creates barriers and frustrations for people both inside and outside the organization.

Paul Galbraith

- Organization design is the deliberate process of configuring structures, processes, and people practices to create an effective organization capable of achieving the organization's identified strategy.
- **Form Follows Function** - strategy drives structure; processes are based on structure; and structures and processes define the implementation of people practices.
- Structure is just one of several levers to be 'pulled' in organizations to optimize performance.
- Effective organization design considers the following:
 - Strategy
 - Structure
 - Processes & Systems
 - People Practices
 - Culture



Common Organization Design Pitfalls

Observations	Implications
Organization design efforts often begin and end just with a structure chart.	Creating just structure charts is insufficient with respect to effective governance and collaboration within the organization and across boundaries. It is inadequate if you want people to adopt new accountabilities, responsibilities and ways of working.
Many organizations evolve without conscious design choices from a holistic perspective.	Piecemeal tweaks over time can result in structures that become inefficient, with unclear accountabilities and suboptimal working relationships.
Creating an effective 'lean' organization doesn't happen by chance.	Focusing an organization on primary outputs and deliverables, and helping reduce non value-added activities is a common objective. However, lean organizations do not exist by chance. They have to be deliberately designed.
Today's organizations compete in rapidly changing environments.	Leadership should constantly rethink how their business is designed and how it can achieve and sustain increased levels of performance. No matter what is driving change, more rigor needs to be applied to ensure that structures, processes, systems, and capabilities all support the objective.
Organization design can become a political compromise – undertaken to find jobs for existing people.	Senior teams need an opportunity to work outside of the current conventions, politics and mindsets to start again.



Organizational Design

Organizational Success Measures

Benefits

- Set and clearly quantify key performance indicators
- Define clear characteristics of success measures
- Easily adaptable to any situation
- Vital component of organization performance measurement

Success Measures are the drivers of performance.

Organizations must employ methods and procedures that are measurable. Declaring success is difficult if there is nothing in place that can be measured to show proof of that success.

Three key criteria must be met in order to ensure that measures are critical and meaningful:

1. The information must be critical to the success of your company or organization.
2. It must be measurable and quantifiable.
3. A baseline must be established in order to measure progress or changes.

The Stakeholder

How they will measure success:

Council

- ✓ Positioned for political success
- ✓ Customer/citizen satisfaction

Senior Leadership

- ✓ Clearly defined roles and responsibilities
- ✓ Greater autonomy for Senior Management
- ✓ Positive feedback from Council and citizens
- ✓ Effective communication between departments and to/from Council

Staff

- ✓ Improved upward and downward communication
- ✓ Clearly defined departmental goals/objectives
- ✓ Greater horizontal integration across the organization

External Partners

- ✓ Opportunity for more meaningful engagement
- ✓ Clearly defined channels of communication

Citizens

- ✓ Comfort that their tax dollars are being utilized efficiently and effectively
- ✓ Timely feedback on inquiries and complaints.

Organizational Design

Organization Design Principles

Why have design principles?

Design principles have 4 main objectives:

1. Form Criteria
2. Focus on Effectiveness
3. Focus on Efficiency
4. Reflect desired performance

01

Criteria

Design principles form the criteria against which to measure the organization design.

02

Effectiveness

Design principles should reflect a focus on *effectiveness*. An organization is effective if it is doing the right things to achieve its mandate and vision.

03

Efficiency

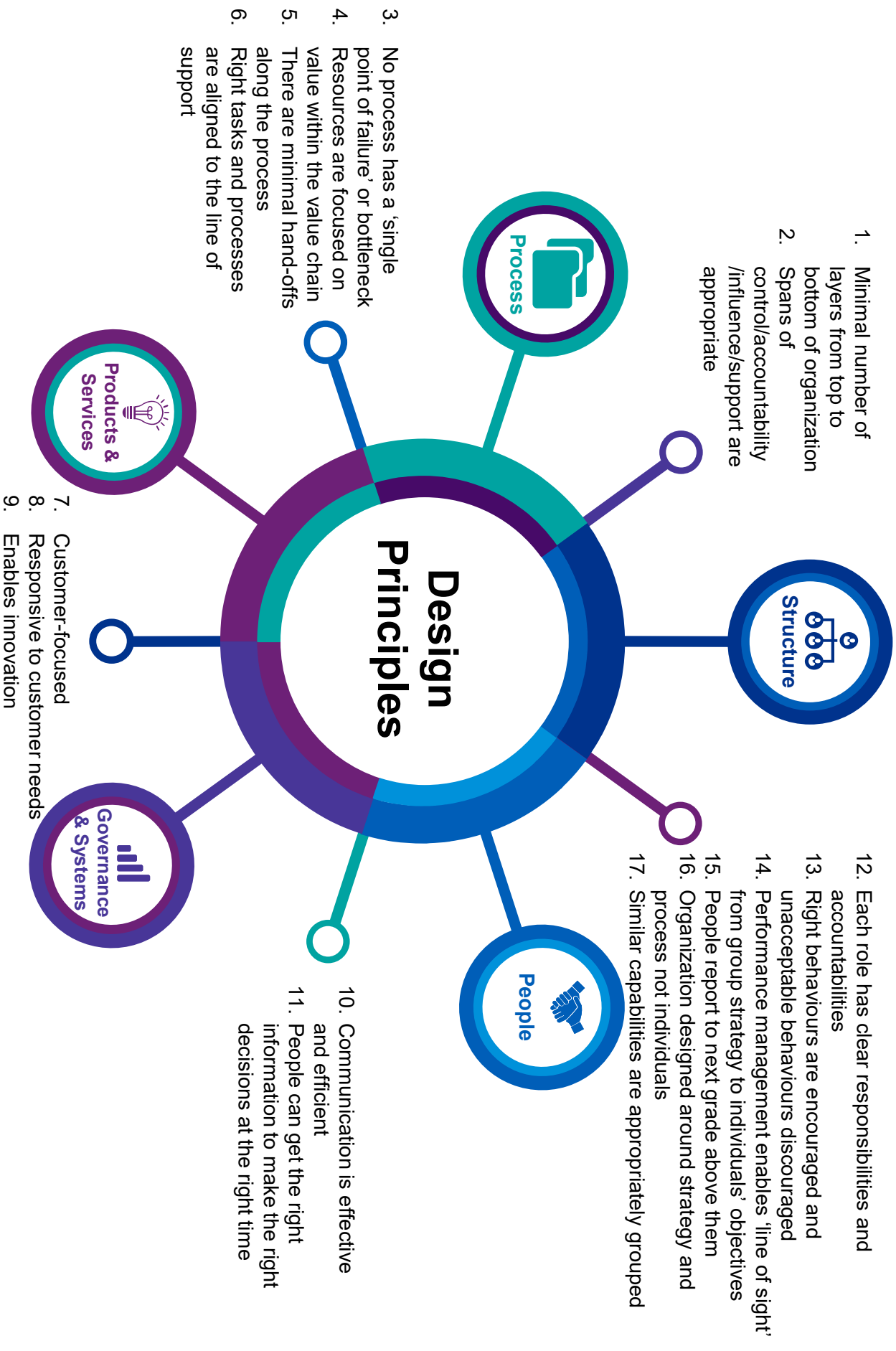
Design principles should reflect a focus on *efficiency*. An organization is efficient if it is doing things in a way that maximizes utilization of resources.

04

KPIs

Design principles should reflect desired performance (success measures).

Leading Practice in Design Principles



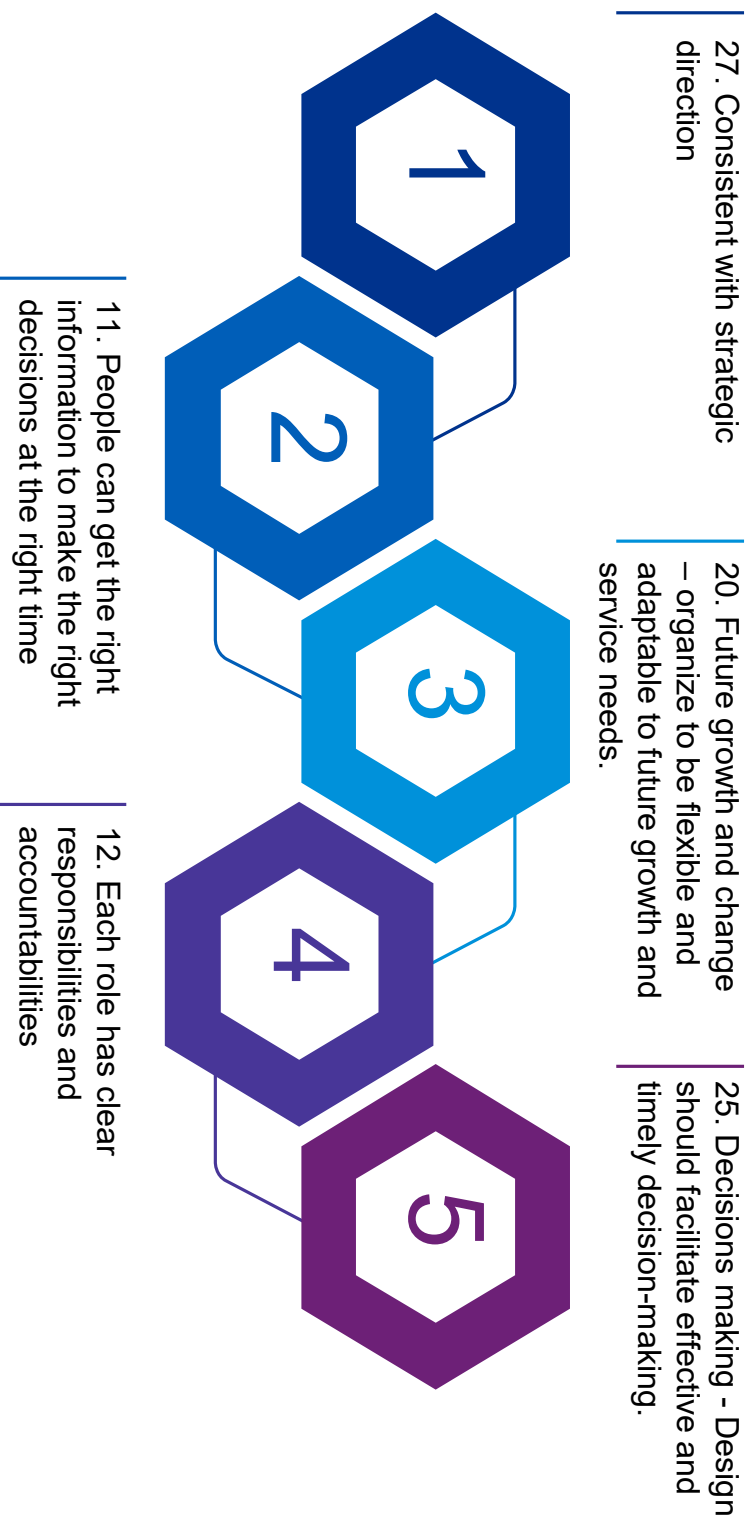
Organizational Design

Leading Practice in Design Principles

- 18 Form follows function** – Build an organization around its role and purpose – not around its people.
- 19 Single points of accountability** – There will be clear, well-defined accountabilities and decision-making authorities, supporting the concepts of single points of accountabilities for results
- 20 Future growth and change** – Organize to be flexible and adaptable to future growth and service needs.
- 21 Span of control** – Span of control should be as broad as possible without sacrificing efficiency. However, there is a limit to the number of positions one person can effectively be responsible for.
- 22 Specialization** – The activities for which a single individual is held accountable should be similar.
- 23 Simplicity** – The organization should be kept as simple as possible.
- 24 Layers of supervision** – The number of levels of authority should be held to a minimum.
- 25 Decision making** – The organization design should facilitate effective and timely decision-making in support of day to day operations.
- 26 Decentralize/centralize** – What to centralize and decentralize depends on the nature of the work being performed and the objectives of the organization relative to its customers and stakeholders. As a very general rule, decentralize customer-facing work and centralize enabling system work.
- 27 Consistent with strategic direction** – The overall organizational design should support the vision, direction and strategic priorities.
- 28 Customer driven** – The design of the organization should be accessible, responsive and easily understood by the customer.
- 29 Balance in scale and scope** – The scale and scope of operations across each layer in the organization should be comparable in terms of operational, political and financial complexity and risk.
- 30 Minimal organizational disruption** – The preferred organization design should help minimize the potential service disruptions to the customer.
- 31 Reasonable workload** – The organization should be designed to balance reasonable workload, the ability to keep promised deadlines, and provide high service levels.

Organizational Design Design Principles

After reviewing a list of Organization Design Principles, the Project Team selected the principles they deemed most critical to an efficient and effective organization. These design principles have been ranked 1-5 as outlined below. The organization will be designed so that it is . . .





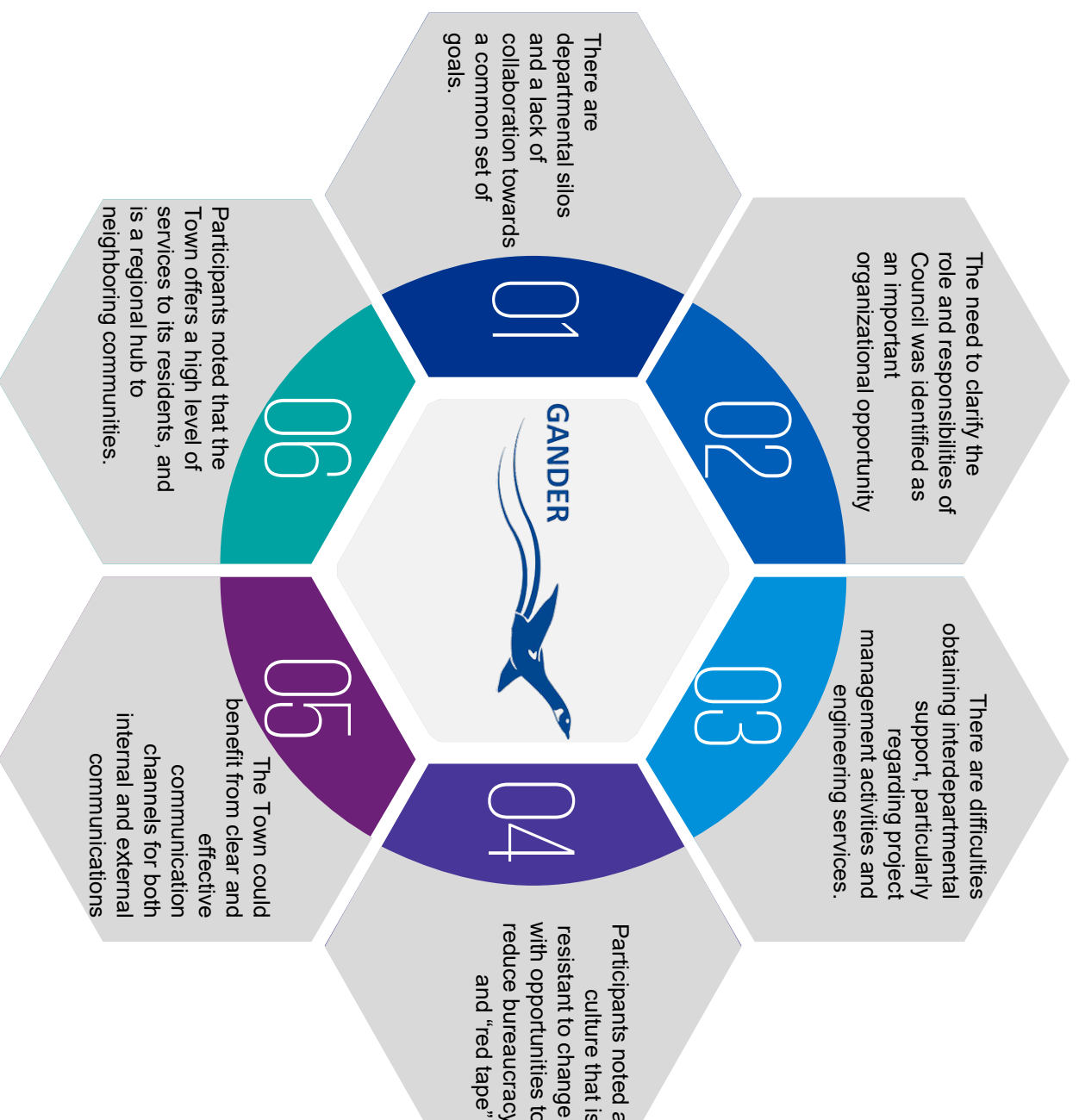
Structural Options & Development

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Structural Options & Development

Key Findings From the Interim Report

- The diagram to the right outlines six key findings from the stakeholder consultations, employee survey, and resident survey completed during the current state analysis.



Structural Options & Development

Organization Types Comparison Chart

- There are six different organization types to consider during the structural options & development phase.
- The Functional Model and Program Model are the two best suited for municipal government.

ORGANIZATION TYPE	ADVANTAGES	DISADVANTAGES	USE WHEN
FUNCTIONAL A functional structure is organized around major services/activity groups Ex: finance, clerks, recreation, public works, parks.	<ul style="list-style-type: none"> • Knowledge sharing within unit • High functional specialization • Efficiency & economies of scale • Standardization 	<ul style="list-style-type: none"> • Limited decision making capacity • Communication across functions is difficult • Coordination across functions is difficult • Less responsive to end user needs 	<ul style="list-style-type: none"> • Single line of business • Common standards are required • Highly regulated • Core capability is based in functional expertise or economies of scale
PROGRAM A product structure is organized around products or programs Ex: corporate services, community services, infrastructure services.	<ul style="list-style-type: none"> • Speed of product development cycle • Product excellence • Product diversification • Operating freedom 	<ul style="list-style-type: none"> • Duplication of effort • Lost economies of Scale • Multiple customer points 	<ul style="list-style-type: none"> • Product features are competitive advantage • Multiple products for separate market segments • Short product life cycles
CUSTOMER A customer structure is organized around market segments or specific customers Ex: students, business, home owners.	<ul style="list-style-type: none"> • Customization • Relationship building • Solutions, not just products 	<ul style="list-style-type: none"> • Knowledge sharing is limited • Duplication of effort • Lost economies of Scale 	<ul style="list-style-type: none"> • Buyers/customers have power • Customer knowledge is a competitive advantage • Rapid customer service is key • Rapid product cycles are key
GEOGRAPHIC A geographic structure is organized around physical location Ex: Rural, East Wards, West Wards, Centre Town	<ul style="list-style-type: none"> • Responsive to regional customer needs • Relationship building • Selective centralization-decentralization 	<ul style="list-style-type: none"> • Mobilization & sharing resources is difficult • Sharing knowledge is difficult • Multiple points of contact for clients • Internal competition for resources 	<ul style="list-style-type: none"> • Smaller efficient scale exists • High cost of transport • Just-in-time delivery is critical • Need to locate close to supply source
		<ul style="list-style-type: none"> • Client relationships belong to who? 	

Structural Options & Development

Organization Types Comparison Chart

- There are six different organization types to consider during the structural options & development phase.
- The Functional Model and Program Model are the two best suited for municipal government.

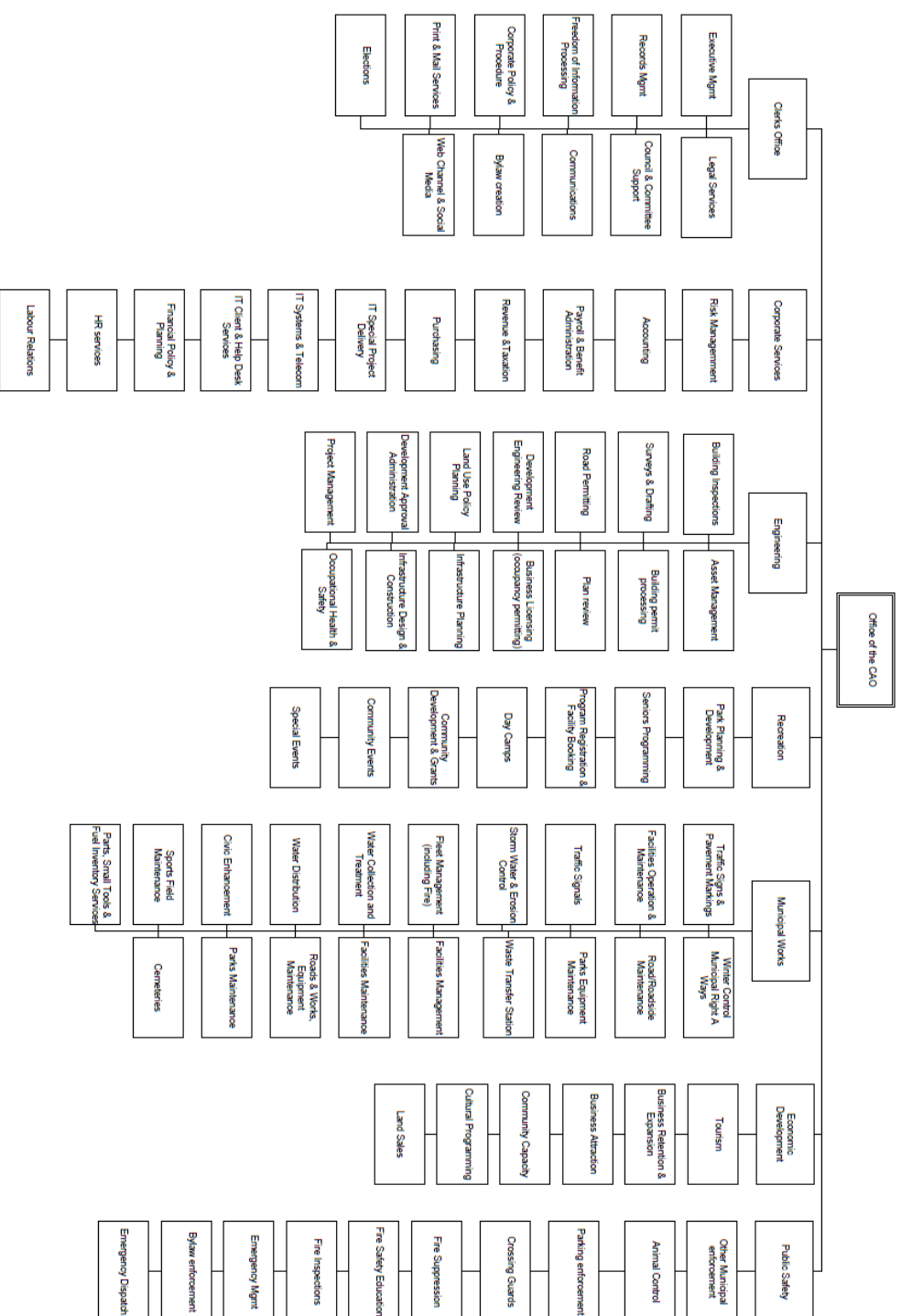
ORGANIZATION TYPE	ADVANTAGES	DISADVANTAGES	USE WHEN
PROCESS A process structure is organized around major processes Ex: financial processes, legislative processes, development processes.	<ul style="list-style-type: none"> • Process excellence • TQ (total quality) • Cycle time reduction • Continuous Improvement • Easy measurement 	<ul style="list-style-type: none"> • Coordination between processes is often difficult 	<ul style="list-style-type: none"> • Short product life • Rapid development cycles • Cost reduction is critical
MATRIX Matrix organizations are typically designed as a grid, or matrix, rather than in a traditional hierarchy. In other words, employees have dual reporting relationships - generally to both a functional manager and a service manager.	<ul style="list-style-type: none"> • Single point of interface for customer • Cross selling • Value-added systems & solutions • Product/service focused • Multiple distribution channels 	<ul style="list-style-type: none"> • Internal competition for resources • Price disagreements • Customer needs disagreements • Conflicting metrics • More complex accounting 	<ul style="list-style-type: none"> • Multiple service lines and multiple market segments • Global customers • Competitive advantage is in combined customer and product excellence

Structural Options Evaluation

Functional Model A

Functional Model A resolves the following organizational design issues:

- Assigns all parks and facilities maintenance and management to the Municipal Works department to enable functional specialization.
- Consolidates purchasing under finance, as opposed to being spread across administrative positions and other departmental buyers.
- Highlights the need for a separate administration function due to the broad span of control.
- Creates clarity in existing roles such as by-law enforcement.

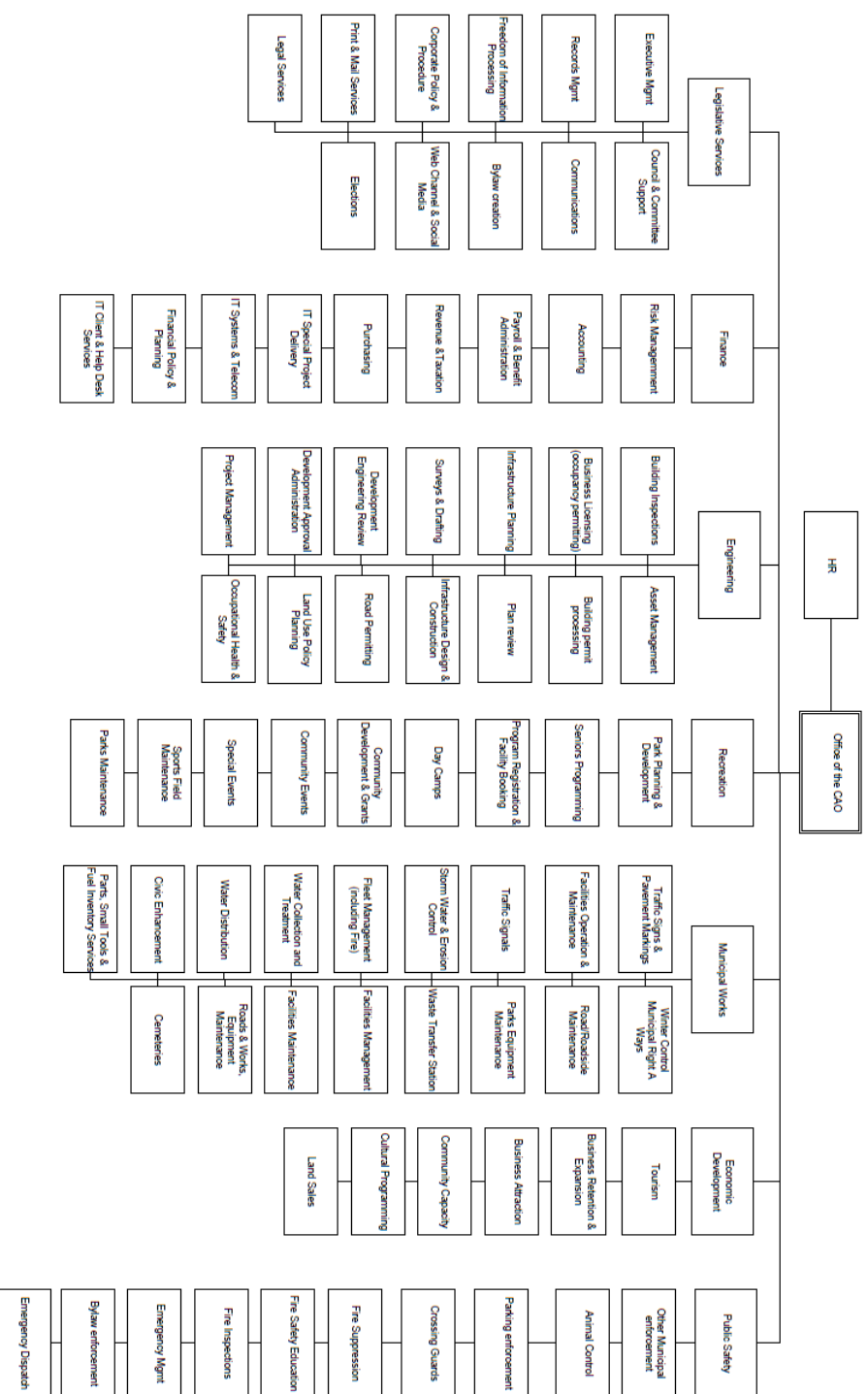


Structural Options Evaluation

Functional Model B

Functional Model B resolves the following organizational design issues:

- Separates HR from Legislative Services to provide the CAO with greater control over HR activities.
- Highlights the need for a separate administration function due to the broad span of control.
- Creates clarity in existing roles such as by-law enforcement.

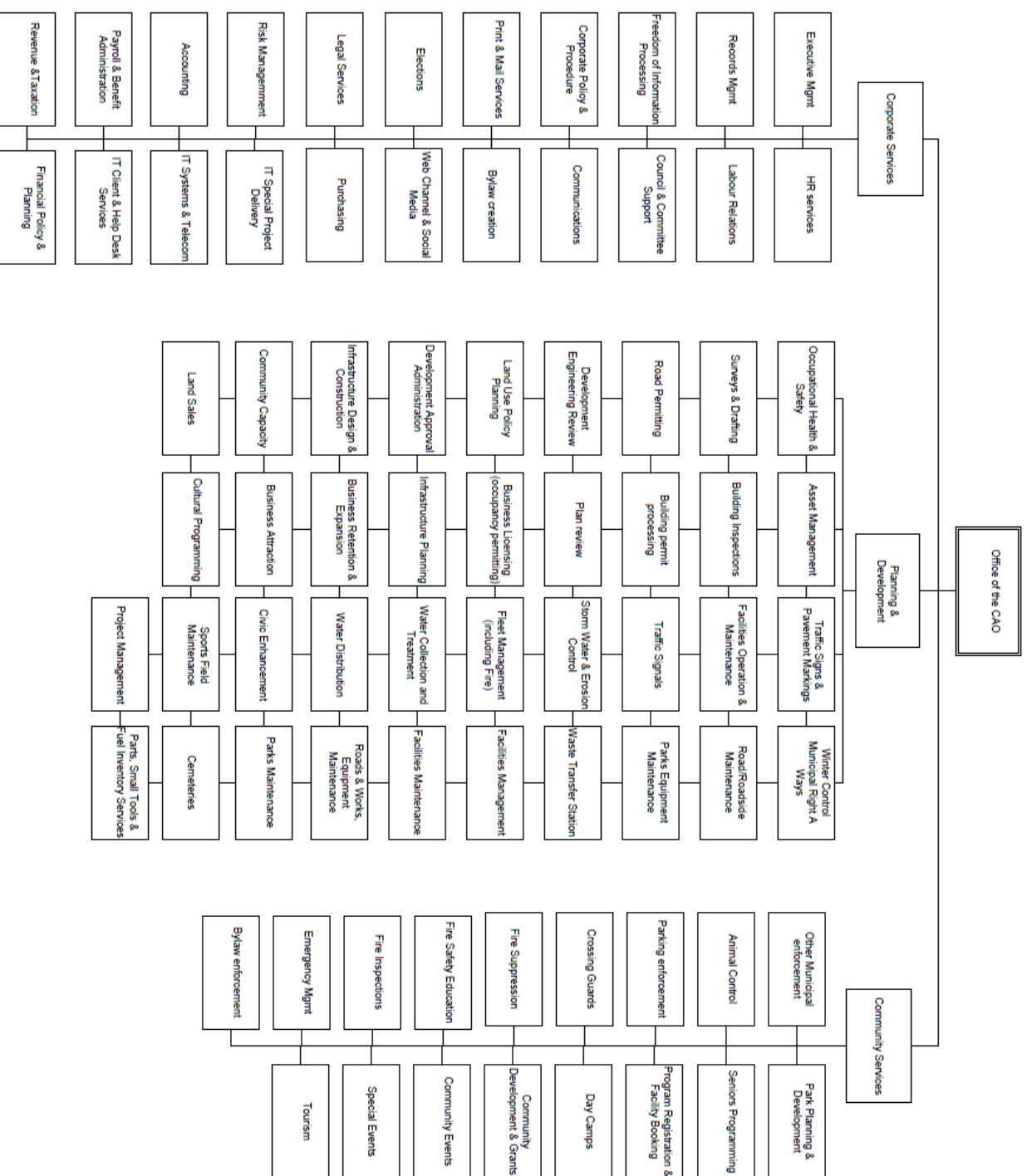


Structural Options Evaluation

Program Model A

Program Model A resolves the following organizational design issues:

- Promotes horizontal integration by grouping together similar activities and reducing the number of organizational departments.
- Defines clear mandates for each of the organizations or departments.
- Assigns facilities management to the Planning & Development function.
- Highlights the need for a separate administration function due to the broad span of control.
- Creates clarity in existing roles such as by-law enforcement.





Detailed Organizational Design

Town of Gander
Operations and Organizational Review
Final Report

Detailed Organizational Design

Introduction

- In this phase of the project, we drilled deeper into each of the organizational structures emerging from the high level design in the earlier phase to define a detailed structure design at the departmental level.

For each department identified in the recommended structures, KPMG worked closely with the directors leading the work to design an optimal structure for each department. This was accomplished through a series of small group working sessions that focused on analyzing the following:

- Work effort required to carry out functions and processes
- Issues of over- and under-capacity in current business units
- The organizing and managing of work to meet the mission and vision of the Town
- Workflow and process handoffs
- Appropriate spans of control
- The skills and experience needed to carry out each function and process.

We worked with session participants to consider how observed trends and expectations for the future (i.e. proposed service improvements, population growth, development pressures) will impact on the results of the analysis. The output of these working sessions provide the evidence needed to inform the design of roles, work alignment, distribution of responsibilities, FTE allocation and span of control within each department.



Revised Program Model A

**Town of Gander
Operations and Organizational Review
Final Report**

Detailed Organizational Design

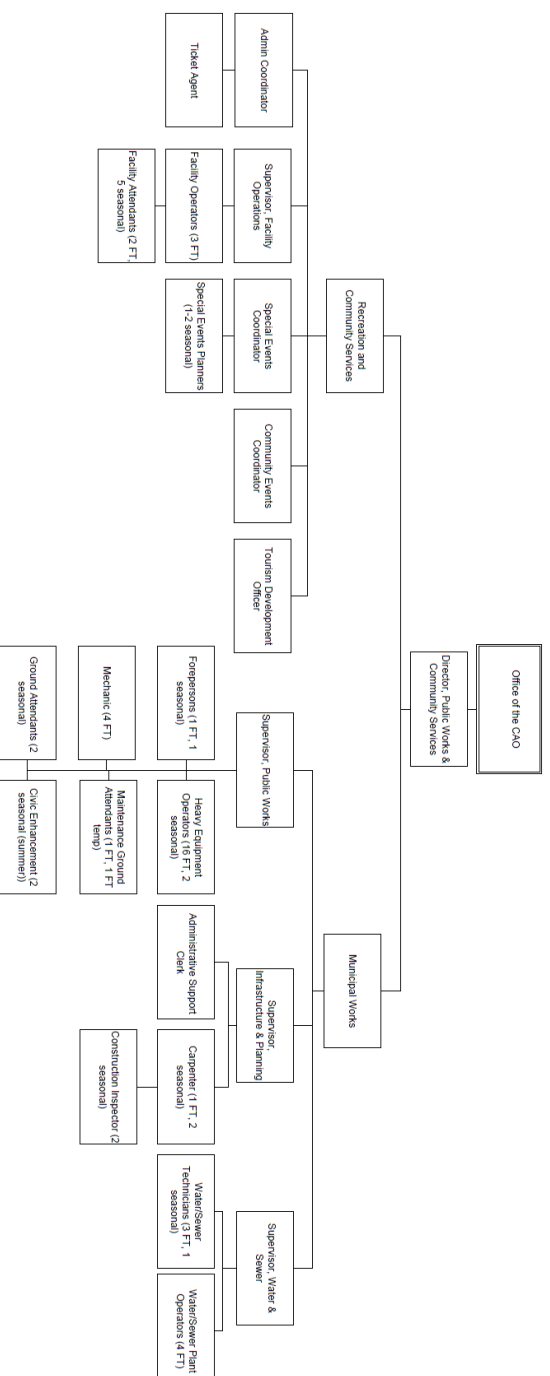
Municipal Works & Community Services

Recommendations:

1. Merge the Recreation and Community Services and Municipal Works departments.
2. Add resources to support strategic focus on parks and recreation.
3. Re-assign all general recreation and community service maintenance (excluding specialty park equipment and sports fields) to Municipal Works.
4. Re-assign the Tourism Development Officer to Recreation and Community Services.
5. Re-assign Buyer to Corporate Services.

Rationale:

1. The Revised Program Model A organizational structure merges the Recreation and Community Services and Municipal Works departments into the Municipal Works & Community Services department. This should promote greater horizontal integration between the departments and reduce the duplication of tasks, such as general recreation and community service maintenance.
2. Considering the increased strategic focus on parks and recreation, as well as tourism, there will likely be a need for additional resources to be included in the department's operational plan and related budget.
3. All general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance, should be re-assigned to the Municipal Works portfolio. This will eliminate the duplication of work and create capacity for Facility Operators to respond to day-to-day maintenance activities and ad-hoc user group requests.
4. Considering the increased strategic focus on parks and recreation, as well as tourism, the Tourism Development Officer should be re-assigned to the Municipal Works & Community Services department. This will create internal synergies as the Tourism Development Officer will work closely with the Community Events Coordinator to organize and hold Town events.
5. To ensure there is a consistent process for procurement across the Town, the Buyer should be re-assigned to the Corporate Services department, reporting to the Procurement Officer. The Buyer will remain stationed in the stockroom to support Municipal Works with purchases. This will create a dedicated purchasing department that manages all areas of purchasing for the Town.



Detailed Organizational Design

Clerks Office

Recommendations:

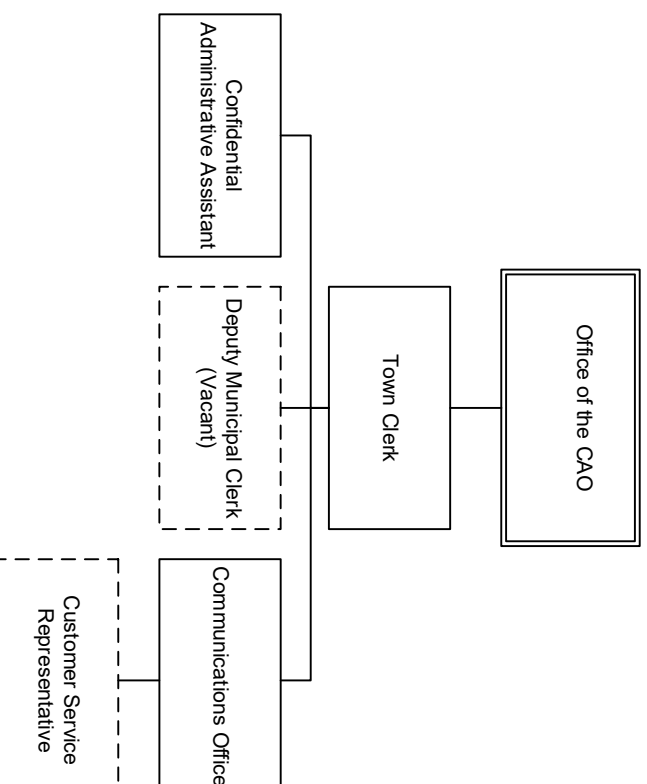
1. Establish the Clerks Office as a separate line department.
2. Review the job description for the vacant Deputy Municipal Clerk.
3. Create a Committee of Council for the Clerks Office.
4. Re-assign customer service responsibilities to the Clerks Office.
5. Maintain resource sharing of Confidential Administrative Assistant between Clerks Office, Corporate Services.
6. Confidential Administrative Assistant to provide administrative support to the CAO.

*Note: The structure of the department does not change under both the Revised Program Model A & Functional Model A.



Rationale:

1. Given the recent split of the Clerks Office from Corporate Services, the Clerks Office will be established as a separate line department with the Town Clerk moving to a Director role.
2. The job description for the vacant Deputy Municipal Clerk should be reviewed to determine if law expertise is required to complete day-to-day activities. The Town can consider hiring an individual with a Diploma/Degree in public administration, political science, business administration or other related field. Once reviewed, the vacant position should be filled.
3. To ensure there is a process in place to review potential changes to Town regulations and policies, the Town should create a Committee of Council for the Clerks department. This Committee will be responsible for reviewing proposed changes prior to finalization at Town Council.
4. To ensure a consistent level of customer service within Town Hall, the management of customer service will be re-assigned to the Clerks Office under the Communications Officer. To staff the front desk, the Town should hire a Customer Service Representative. The Customer Service Representative will be responsible for all citizen transactions at Town Hall, including permitting. The Engineering Clerk currently responsible for permitting will be transitioned to a new role.
5. Given the recent split of Clerks Office from Corporate Services, internal synergies have been realized by having the Confidential Administrative Assistant support both the Clerks Office and Corporate Services departments. To continue to maximize these efficiencies, the existing Confidential Administrative Assistant will continue to provide part-time administrative support to the Corporate Services department.
6. Given the CAO's lack of administrative support, the Confidential Administrative Assistant will also support the CAO with administrative duties.



Detailed Organizational Design

Corporate Services

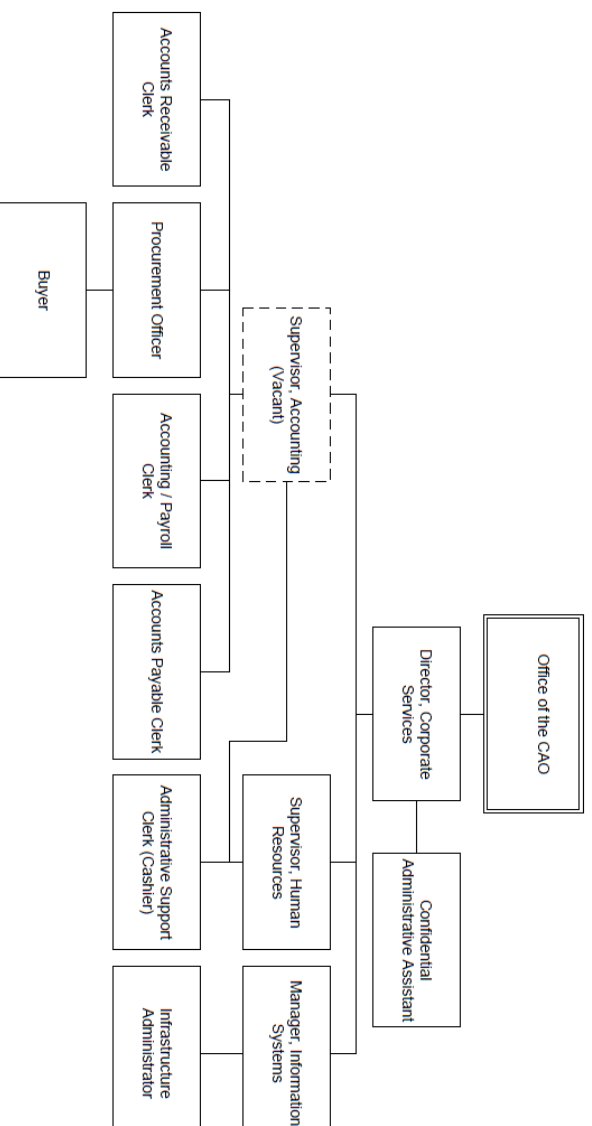
Recommendations:

1. Hire a new Supervisor, Accounting.
2. Transition day-to-day HR activities from Supervisor, HR to Administrative Support Clerk (Cashier).
3. Re-assign the Buyer from Municipal Works to Corporate Services.
4. Maintain resource sharing of Confidential Administrative Assistant between Clerks Office and Corporate Services.

*Note: the structure of the department does not change under both the Revised Program Model A & Functional Model A.

Rationale:

1. Given the former Supervisor, Accounting has moved up to the Director, Corporate Services role, the Town will need to hire a new Supervisor, Accounting to fill the vacancy. The Director, Corporate Services will continue to take on the duties of the Supervisor, Accounting role until the position is filled.
2. To reduce the Town's exposure to fraud risk related to the number of human resource activities carried out by the Supervisor, Human Resources, these activities should be completed by the Administrative Support Clerk and reviewed/approved by the Supervisor, Human Resources. This will ensure that appropriate segregation of duties exists within the department. The Administrative Support Clerks customer service responsibilities will be transitioned to the Customer Service Representative.
3. To ensure there is a consistent process for procurement across the Town, the Buyer should be re-assigned to the Corporate Services department, reporting to the Procurement Officer. This will create a dedicated purchasing department that manages all purchasing for the Town.
4. Given the recent split of Clerks Office from Corporate Services, internal synergies have been realized by having the Confidential Administrative Assistant support both the Clerks Office and Corporate Services departments. To continue to maximize these efficiencies, the existing Confidential Administrative Assistant should continue to provide part-time administrative support to the Corporate Services department.



Detailed Organizational Design

Protective Services

Recommendations:

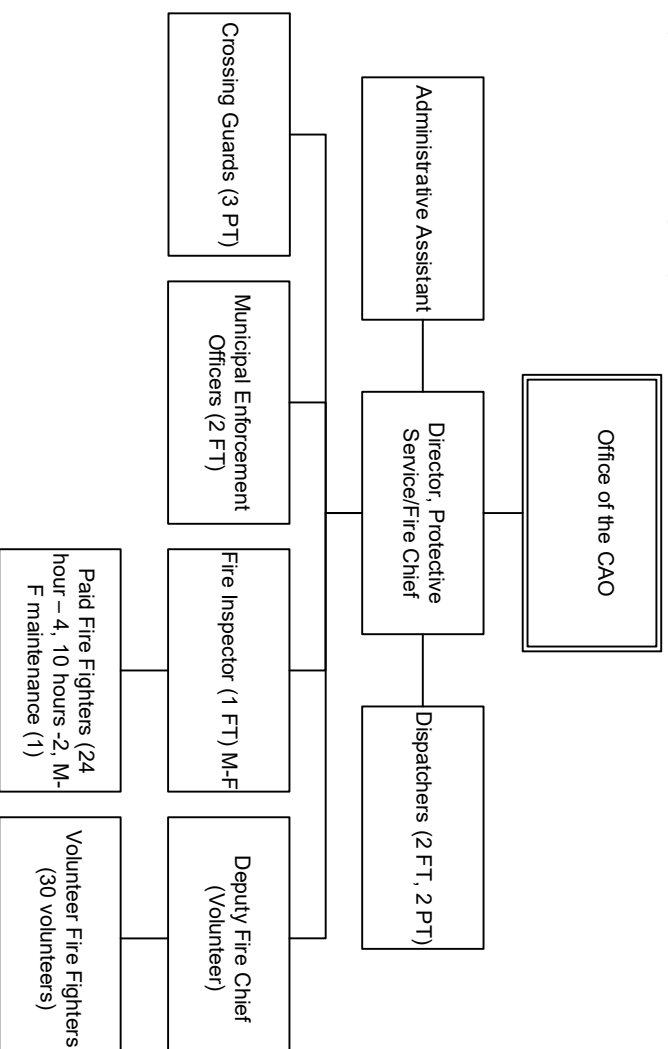
1. Define expectations for Municipal Enforcement.
2. Add an additional Municipal Enforcement Officer to increase coverage.
3. Re-assign the OH&S Advisor's by-law enforcement responsibilities to Municipal Enforcement.
4. Add an additional weekday Dispatcher.

*Note: the structure of the department does not change under both the Revised Program Model A & Functional Model A.



Rationale:

1. To ensure that Municipal Enforcement is staffed appropriately to meet the expectations of Council, the Town should clearly define the expectations and scope of work for Municipal Enforcement. This will establish a direction and sharpen the focus of staff in order to achieve the objectives.
2. The Town lacks a sufficient number of Municipal Enforcement Officers. This has resulted in a lack of coverage with no backfill and safety concerns as staff with no enforcement training are required to handle complaints typically handled by Municipal Enforcement (i.e., OH&S Advisor responding to noise complaints). As such, the Town should add a Municipal Enforcement Officer to increase coverage, public safety and education and generate additional revenue through moving traffic violations.
3. As noted above, the OH&S Advisor handles by-law complaints due to the lack of Municipal Enforcement Officers. This creates an occupational safety risk as individuals without enforcement training are responding to Town noise complaints. The addition of a Municipal Enforcement Officer will create additional capacity to take on the OH&S Advisor's by-law enforcement responsibilities.
4. To ensure there is adequate dispatch coverage, the Town should add an additional day-time Dispatcher. Currently, this coverage gap is filled by a full-time Fire Fighter reducing the Fire Departments ability to complete projects within the Fire Hall. In the event of an emergency response situation, the Fire Fighter is pulled from dispatch duties creating a coverage gap and safety concerns as there is no one available to receive and answer emergency and non-emergency calls.



Detailed Organizational Design

Engineering & Planning and Development

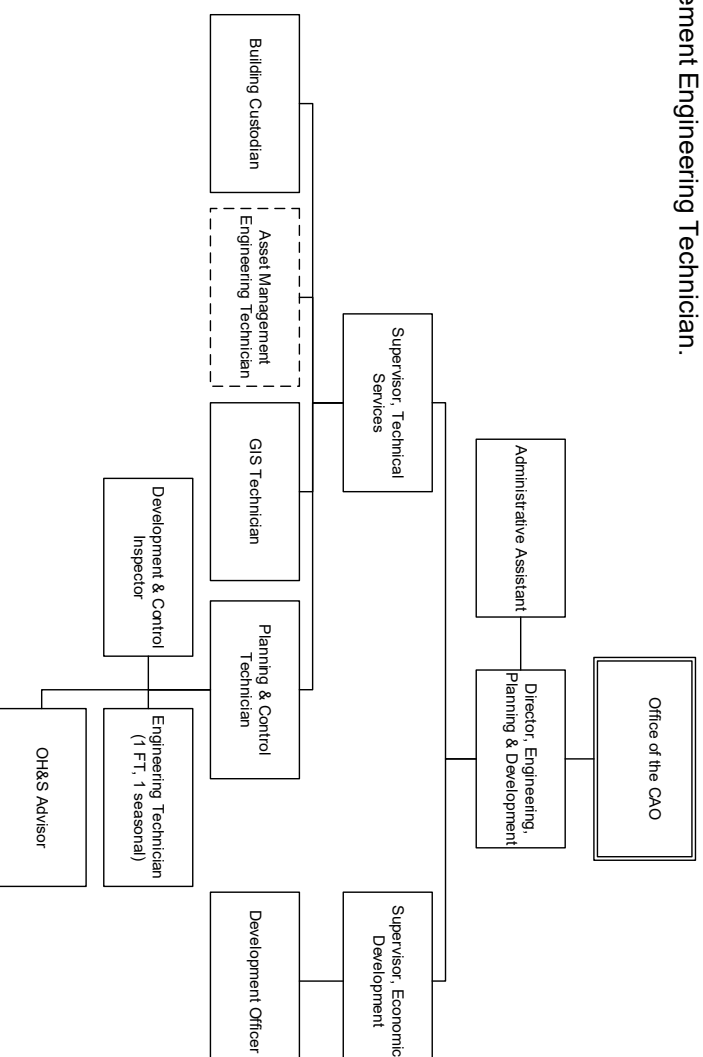
Recommendations:

1. Merge the Economic Development and Engineering Departments.
2. Re-assign project management oversight to the Supervisor, Technical Services
3. Develop a RACI chart for project management and contract management.
4. Re-assign the Tourism Development Officer to Municipal Works & Community Services.
5. Remove by-law enforcement responsibilities from OH&S Advisor.
6. Re-assign Director, Economic Development to Supervisor, Economic Development
7. Hire an Asset Management Engineering Technician.



Rationale:

1. The Revised Program Model A organizational structure merges the Engineering and Economic Development departments in the Engineering & Planning and Development department. This aligns with Councils objective of future growth and change as it brings the technical expertise together with social and economic development skills/knowledge.
2. To ensure there is a clear understanding of project management roles and responsibilities across the organization, the Supervisor, Technical Services will assume a dedicated project management oversight role. To plan for the future retirement of the Supervisor, the Town should also consider hiring a CET with a project management background, which will allow for a smooth transition of project management activities.
3. The Town should develop a responsibility assignment matrix (RACI) that defines an upfront project team and describes the participation by various roles in completing a project (i.e., Engineering, Finance, Municipal Works). This will eliminate confusion regarding the role of engineering in planning, executing, and supporting projects and outline the responsibilities of other departments in the successful delivery and management of projects.
4. Considering the increased strategic focus on parks and recreation, as well as tourism, the Tourism Development Officer should be re-assigned to the Municipal Works & Community Services department. This will create internal synergies as the Tourism Development Officer will work closely with the Community Events Coordinator to organize and hold Town events.
5. To eliminate the occupational safety risk of the OH&S Advisor responding to noise complaints, this responsibility should be re-assigned to Municipal Enforcement. The addition of a Municipal Enforcement Officer will create additional capacity to take on the OH&S Advisor's by-law enforcement responsibilities.
6. Given the small span of control for the Director, Economic Development under the merged department, the Director, Economic Development position will be transitioned to Supervisor, Economic Development.
7. Given the limited capacity to manage the expanding asset management portfolio, the Town should hire an Asset Management Engineering Technician.





Functional Model A

**Town of Gander
Operations and Organizational Review
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Detailed Organizational Design

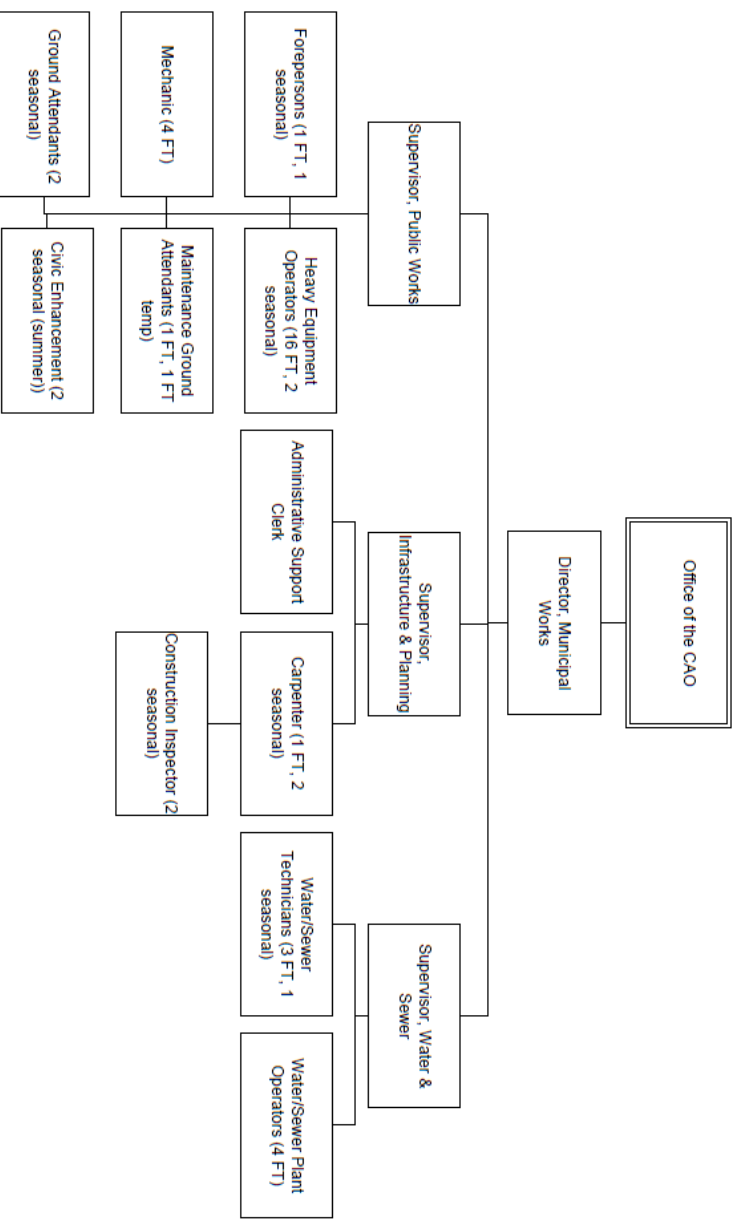
Municipal Works

Recommendations:

1. Re-assign all general recreation and community service maintenance (excluding specialty park equipment and sports fields) to Municipal Works.
2. Re-assign Buyer to Corporate Services.

Rationale:

1. All general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance, should be re-assigned to the Municipal Works portfolio. This will eliminate the duplication of work and create capacity for Facility Operators to respond to day-to-day maintenance activities and ad-hoc user group requests.
2. To ensure there is a consistent process for procurement across the Town, the Buyer should be re-assigned to the Corporate Services department, reporting to the Procurement Officer. The Buyer will remain stationed in the stockroom to support Municipal Works with purchases. This will create a dedicated purchasing unit that manages all areas of purchasing for the Town.



Detailed Organizational Design

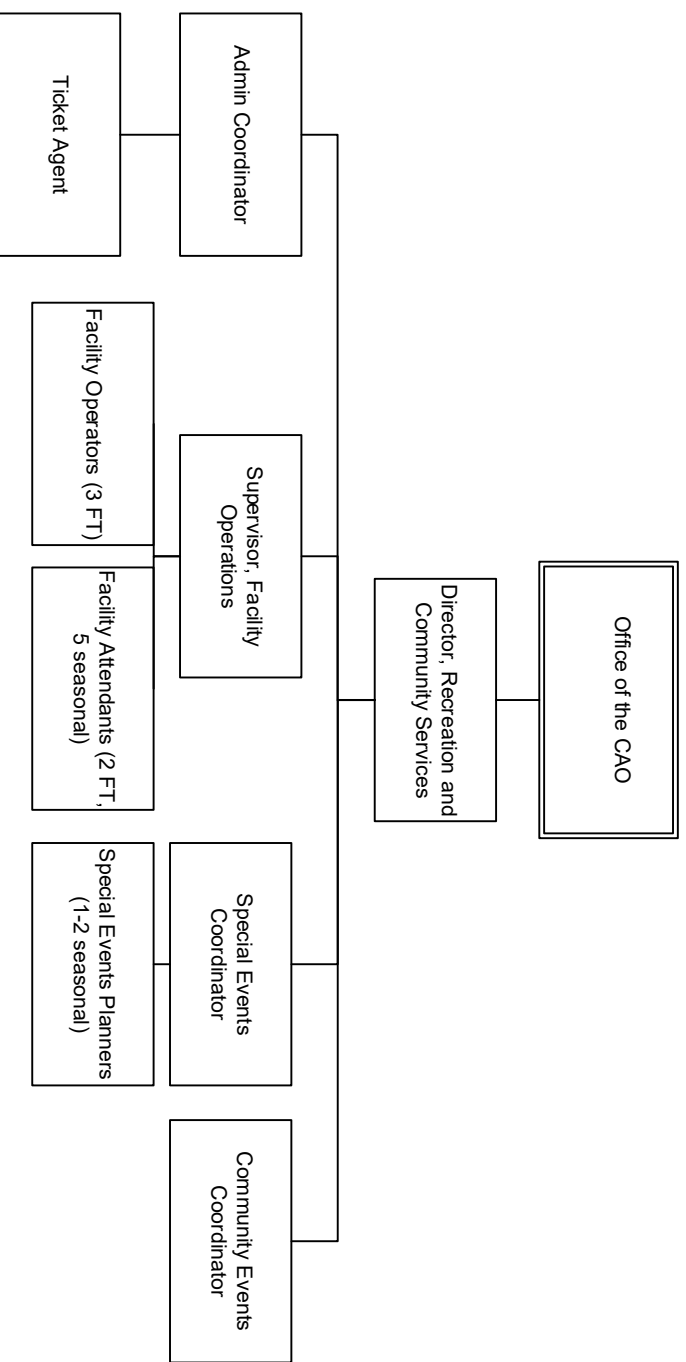
Recreation and Community Services

Recommendations:

1. Add resources to support strategic focus on parks and recreation.
2. Re-assign all general recreation and community service maintenance (excluding specialty park equipment and sports fields) to Municipal Works.

Rationale:

1. Considering the increased strategic focus on parks and recreation, as well as tourism, there will likely be a need for additional resources to be included in the department's operational plan and related budget.
2. All general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance, should be re-assigned to the Municipal Works portfolio. This will eliminate the duplication of work and create capacity for Facility Operators to respond to day-to-day maintenance activities and ad-hoc user group requests



Detailed Organizational Design

Clerks Office

Recommendations:

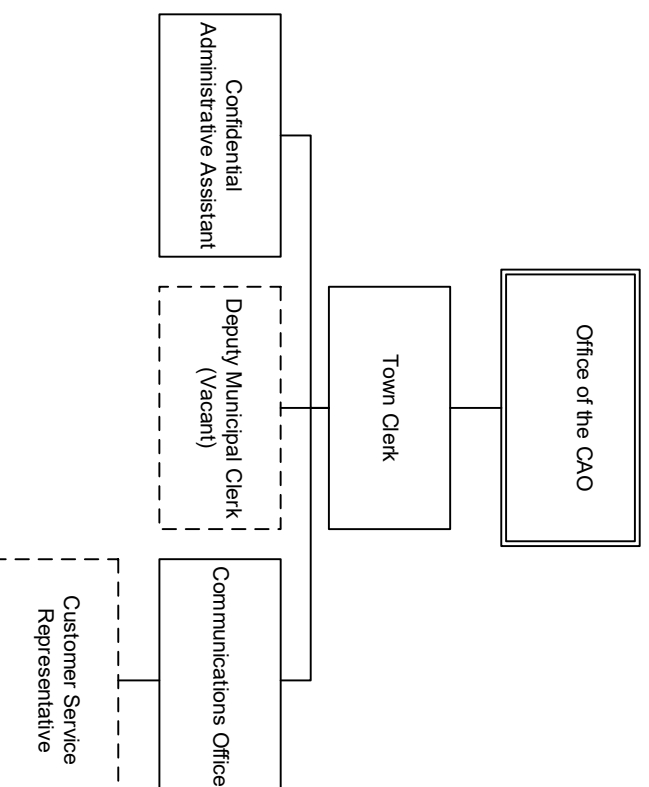
1. Establish the Clerks Office as a separate line department.
2. Review the job description for the vacant Deputy Municipal Clerk.
3. Create a Committee of Council for the Clerks Office.
4. Re-assign customer service responsibilities to the Clerks Office.
5. Maintain resource sharing of Confidential Administrative Assistant between Clerks Office, Corporate Services.
6. Confidential Administrative Assistant to provide administrative support to the CAO.

*Note: The structure of the department does not change under both the Revised Program Model A & Functional Model A.



Rationale:

1. Given the recent split of the Clerks Office from Corporate Services, the Clerks Office will be established as a separate line department with the Town Clerk moving to a Director role.
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6. Given the CAO's lack of administrative support, the Confidential Administrative Assistant will also support the CAO with administrative duties.



Detailed Organizational Design

Corporate Services

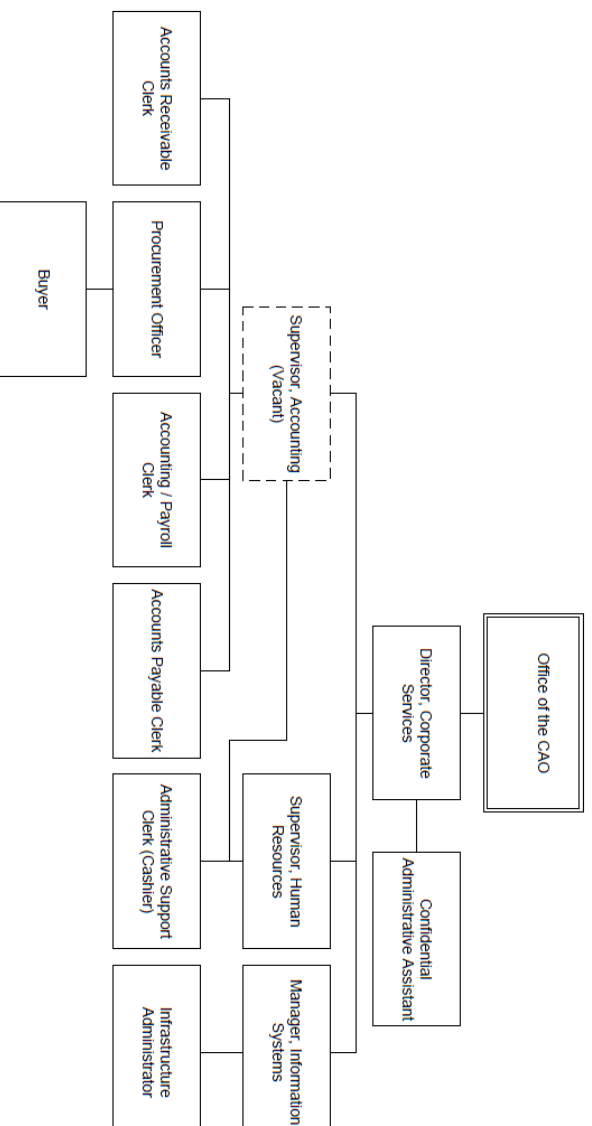
Recommendations:

1. Hire a new Supervisor, Accounting.
2. Transition day-to-day HR activities from Supervisor, HR to Administrative Support Clerk (Cashier).
3. Re-assign the Buyer from Municipal Works to Corporate Services.
4. Maintain resource sharing of Confidential Administrative Assistant between Clerks Office and Corporate Services.

*Note: the structure of the department does not change under both the Revised Program Model A & Functional Model A.

Rationale:

1. Given the former Supervisor, Accounting has moved up to the Director, Corporate Services role, the Town will need to hire a new Supervisor, Accounting to fill the vacancy. The Director, Corporate Services will continue to take on the duties of the Supervisor, Accounting role until the position is filled.
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Detailed Organizational Design

Protective Services

Recommendations:

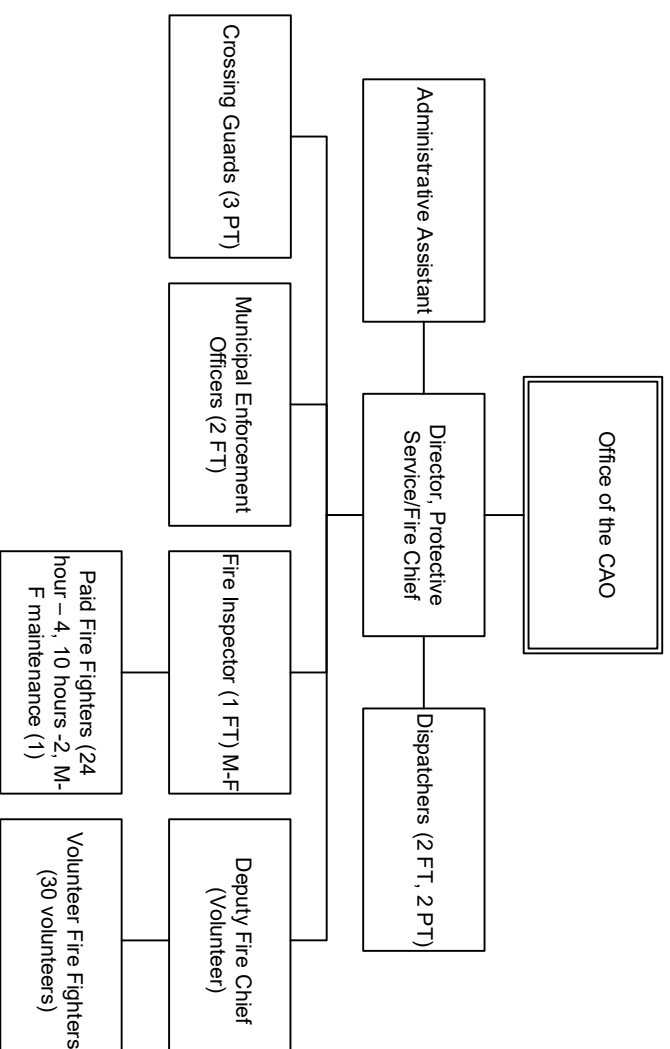
1. Define expectations for Municipal Enforcement.
2. Add an additional Municipal Enforcement Officer to increase coverage.
3. Re-assign the OH&S Advisor's by-law enforcement responsibilities to Municipal Enforcement.
4. Add an additional weekday Dispatcher.

*Note: the structure of the department does not change under both the Revised Program Model A & Functional Model A.



Rationale:

1. To ensure that Municipal Enforcement is staffed appropriately to meet the expectations of Council, the Town should clearly define the expectations and scope of work for Municipal Enforcement. This will establish a direction and sharpen the focus of staff in order to achieve the objectives.
2. The Town lacks a sufficient number of Municipal Enforcement Officers. This has resulted in a lack of coverage with no backfill and safety concerns as staff with no enforcement training are required to handle complaints typically handled by Municipal Enforcement (i.e., OH&S Advisor responding to noise complaints). As such, the Town should add a Municipal Enforcement Officer to increase coverage, public safety and education and generate additional revenue through moving traffic violations.
3. As noted above, the OH&S Advisor handles by-law complaints due to the lack of Municipal Enforcement Officers. This creates an occupational safety risk as individuals without enforcement training are responding to Town noise complaints. The addition of a Municipal Enforcement Officer will create additional capacity to take on the OH&S Advisor's by-law enforcement responsibilities.
4. To ensure there is adequate dispatch coverage, the Town should add an additional day-time Dispatcher. Currently, this coverage gap is filled by a full-time Fire Fighter reducing the Fire Departments ability to complete projects within the Fire Hall. In the event of an emergency response situation, the Fire Fighter is pulled from dispatch duties creating a coverage gap and safety concerns as there is no one available to receive and answer emergency and non-emergency calls.



Detailed Organizational Design

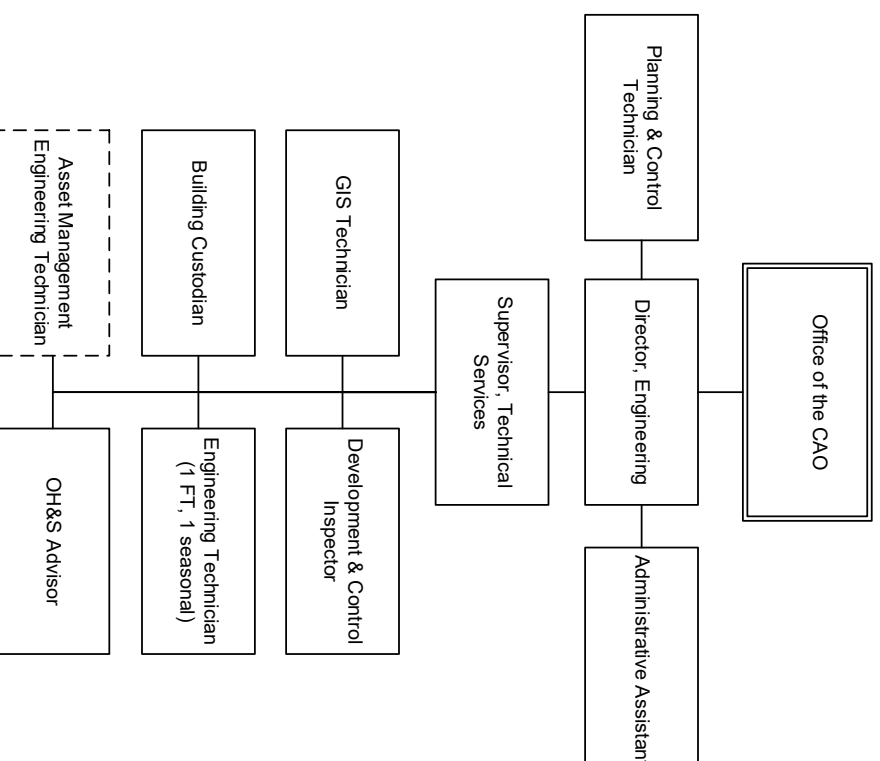
Engineering

Recommendations:

1. Re-assign project management oversight to the Supervisor, Technical Services
2. Develop a RACI chart for project management and contract management.
3. Remove by-law enforcement responsibilities from OH&S Advisor.
4. Transition Engineering Clerk to a new role.

Rationale:

1. To ensure there is a clear understanding of project management roles and responsibilities across the organization, the Supervisor, Technical Services will assume a dedicated project management oversight role. To plan for the future retirement of the Supervisor, the Town should also consider hiring a CET with a project management background, which will allow for a smooth transition of project management activities.
2. The Town should develop a responsibility assignment matrix (RACI) that defines an upfront project team and describes the participation by various roles in completing a project (i.e., Engineering, Finance, Municipal Works). This will eliminate confusion regarding the role of engineering in planning, executing, and supporting projects and outline the responsibilities of other departments in the successful delivery and management of projects.
3. To eliminate the occupational safety risk of the OH&S Advisor responding to noise complaints, this responsibility should be re-assigned to Municipal Enforcement. The addition of a Municipal Enforcement Officer will create additional capacity to take on the OH&S Advisor's by-law enforcement responsibilities.
4. Given that the Customer Service Representative will assume all citizen transactions at Town Hall, including permitting, the Town should transition the Engineering Clerk to a new position.



Detailed Organizational Design

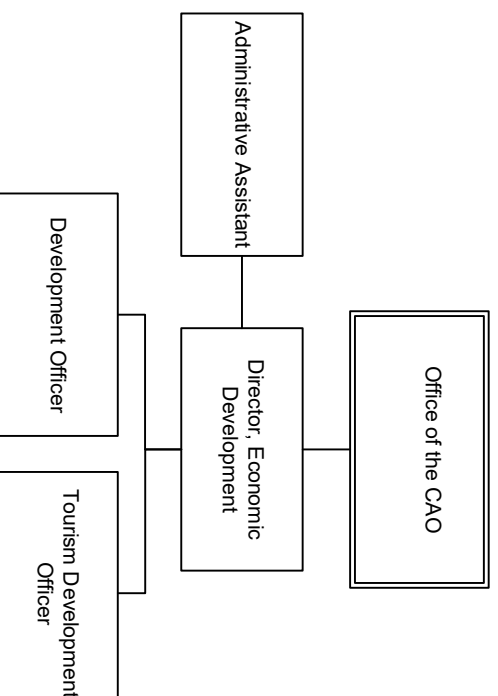
Economic Development

Recommendations:

1. Review the mandate of the Economic Development department.

Rationale:

1. Currently, the Economic Development department takes on tasks that do not fit within other departments. In alignment with Council's strategic focus of future growth and change, the Town should review the mandate of the Economic Development department and identify strategic objectives to achieve Town growth. This includes an enhanced focus on marketing development, community advocacy, business retention and expansion, and streamlining planning processes.





Observations & Recommendations

Town of Gander
Operations and Organizational Review
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Observations & Recommendations

Organizational Considerations

- We use the following model as a means of analyzing and understanding organizational performance and problems. For each recommendation presented in this report, KPMG assessed the estimated impact the recommendation would have on the Town, as well as the effort required to implement the recommendation. Assessed impact and effort will require further validation from the Project Committee.



Strategy

- Understanding of strategy and mission
- Alignment to vision
- Agreement on priorities
- Clarity in performance measures



Structure

- Structure
- Work alignment
- Delegation of authority
- Capacity



Processes and Lateral Capability

- Decision making
- Communication
- Enabling technology
- Standardized operational processes and practices



People Practices

- Staff engagement
- HR practices and policies
- Performance management
- Training and support



Culture

- Values and beliefs
- Behaviours



Strategy

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
1	Based upon our review of documentation and staff consultations, it was noted that the Town's current strategic plan expired in 2019. It was also noted that the strategic objectives outlined in the previous plan did not drive decision making. Rather, decisions were made based on short-term needs of each department resulting in siloed departments focused on their own priorities and work tasks.	Establish strategic priorities which clearly outline the Town's objectives and goals for the community and service delivery. The establishment of strategic priorities will level-set the goals for each department and promote greater horizontal integration across the organization.	5	5
2	Across the organization, it does not appear that departments track key performance indicators that measure progress of department objectives against the Town's strategic plan.	Develop a set of key performance indicators (KPIs) to monitor each departments performance against the objectives outlined in the strategic plan. This process will focus each department and ensure that decision-making is aligned with the Town's strategic direction.	5	4



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
3	As a result of the high-level organizational design, the Project Team selected both Functional Model A and the Revised Program Model A to be reviewed in order to determine the optimal organizational structure for the Town.	Consider the implementation of Functional Model A; this model is most closely aligned with the Town's design principles and achieves its objectives with minimal disruption to the organization.	5	1
4	Recreation and Community Services does not have the resource capacity required to staff and maintain future facilities (i.e., soccer facility, winterization of Cobb's Pond).	Develop a resource plan for the Town's new recreation facilities (soccer and Cobb's Pond) that will inform the Recreation & Community Service's operational plan and related budget. This will align with the Town's strategic focus on parks, recreation and tourism.	3	3
5	During stakeholder consultations it was suggested that the Town's Municipal Enforcement function does not have the capacity to effectively deliver its mandate.	Review and define the expectations and scope of work for Municipal Enforcement. This will ensure that Municipal Enforcement is staff appropriately to meet the expectations of Council, establish a direction, and sharpen the focus of staff in order to achieve the objectives.	5	2
6	During stakeholder consultations it was noted that the Economic Development department has become a 'catch all' for activities that do not fit within other departments.	Review the mandate of the Economic Development department and identify strategic objectives to achieve Town growth. This includes an enhanced focus on marketing development, community advocacy, business retention and expansion, and streamlining the planning processes.	3	3



Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
7	Prior to 2020, the Clerks Office was led by the Director of Finance/Town Clerk. Through attrition, this position has been filled by the current Town Clerk with Finance responsibilities falling to the Director, Corporate Services.	Establish the Clerks Office as a separate line department with the Town Clerk moving to a Director role.	3	1
8	Given the recent departure of the Deputy Municipal Clerk, there is an opportunity to review the job description to determine the need for law expertise.	Review the job description for the vacant Deputy Municipal Clerk to determine if law expertise is required to complete day-to-day activities. The Town can consider hiring an individual with a Diploma/Degree in public administration, political science, business administration or other related field. Once reviewed, the vacant position should be filled.	2	1
9	Given the split of the Clerks Office from Corporate Services, each department will require administrative support.	Continue to maximize internal synergies by assigning the Confidential Administrative Assistant to support both the Clerks Office and Corporate Services departments. This will ensure that each director has adequate administrative support.	1	1



Observations & Recommendations

Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
10	During stakeholder consultations, it was noted that the CAO does not have a resource for administrative support.	Assign the Confidential Administrative Assistant to support the CAO with administrative duties.	1	1
11	The current Supervisor, Accounting position is vacant.	Recruit a new Supervisor, Accounting to fill the vacancy because of the former Supervisor, Accounting's transition to the Director, Corporate Services. The Director, Corporate Services will continue to take on the roles and responsibilities of the Supervisor, Accounting role until the position is filled.	2	1
12	The Town lacks a sufficient number of Municipal Enforcement Officers. This has resulted in a lack of coverage with no backfill and safety concerns as staff with no enforcement training are required to handle complaints typically handled by Municipal Enforcement (i.e., OH&S Advisor responding to noise complaints).	Establish an additional Municipal Enforcement Officer position to ensure appropriate coverage of moving traffic violations and public safety and education.	5	1
13	The Town lacks a sufficient number of Dispatchers to provide the required coverage.	Consider the establishment an additional day-time Dispatcher position. Currently, this coverage gap is filled by a full-time Fire Fighter reducing the Fire Departments ability to complete projects within the Fire Hall. In the event of an emergency response situation, the Fire Fighter is pulled from dispatch duties creating a coverage gap. There may be an opportunity to address the coverage gap through the reassignment of existing Town staff.	5	1

Structure

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
14	During stakeholder consultations it was noted that the Town lacks a dedicated purchasing department that ensures consistency in procurement processes across the organization.	Re-assign the Buyer to the Corporate Services department, reporting to the Procurement Officer. The Buyer will remain stationed in the stockroom to support Municipal Works with purchases. This will create a dedicated purchasing department that ensures there is a consistent process for procurement and manages all areas of purchasing for the Town.	2	1



Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
15	There is a significant, organizational-wide concern over the ownership of project management and contract administration activities.	<p>Assign project management oversight and ownership to the Supervisor, Technical Services. This individual will hold overall accountability for the successful delivery and execution of projects.</p> <p>Develop a responsibility assignment matrix (RACI) that defines an upfront project team and describes the participation by various roles in completing a project (i.e., Engineering, Finance, Municipal Works). This team will report to the Supervisor, Technical Services for all project management activities. This will eliminate confusion regarding the role of each department in planning, executing, and supporting projects and outline the responsibilities of other departments in the successful delivery and management of projects.</p> <p>Consider hiring a CET with a project management background, who can seamlessly transition into the project management role when the Supervisor, Technical Services retires.</p>	5	4
16	There were concerns expressed by different stakeholders on the day-to-day involvement of Council members in the operations of the municipality.	<p>Consider reviewing the role of Council as the decision-making body for the municipality and the role of individual Councillors as members of Council's Committees in order to ensure that Councillors are not exposing themselves to unnecessary risk as a result of their legislatively unsupported direction to staff.</p>	5	5

Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
17	During stakeholder consultations it was noted that the process for requesting and making changes to regulations and Town policies is fragmented and unclear.	Create a Committee of Council that will task the Clerk's Office with the review of potential changes to Town regulations and policies. This Committee will be responsible for reviewing proposed changes prior to finalization at Town Council.	3	2
18	It was noted that purchasing limits are too small (management level - \$1K; director level - \$5K) and require too many levels of approval for common significant purchases.	Increase purchasing limits for management and director level staff to increase the efficiency and effectiveness of the process.	1	1
19	It was noted that there can be confusion regarding the maintenance responsibilities of Facility Operators and Ground Attendants. This has resulted in a duplication of efforts and capacity constraints.	Re-assign all general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance to the Municipal Works portfolio. This will eliminate the duplication of work and create capacity for Facility Operators to respond to day-to-day maintenance activities and ad-hoc user group requests.	2	1
20	During stakeholder consultations it was noted that the Supervisor, Human Resources carries out a majority of the day-to-day human resources activities.	Re-assign human resources activities carried out by the Supervisor, Human Resources to the Administrative Support Clerk. This will reduce the Town's exposure to fraud risk related to ineffective segregation of duties within the department. The Administrative Support Clerk's customer service responsibilities will be transitioned to the Customer Service Representative.	3	1



Processes and Lateral Capability

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
21	It is unclear which department is accountable for personnel at the front-desk. This has resulted in a lack of coverage and complaints from citizens.	Re-assign the management of customer service within the Town Hall to the Clerks Office under the Communications Officer. To staff the front desk, the Town should establish the position of a Customer Service Representative. The Customer Service Representative will be responsible for all citizen transactions at Town Hall, including permitting.	2	1

People Practices

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
22	It was noted that there is no technical training and development given to staff on new software packages. This has resulted in resistance to change and the implementation of new technologies.	Establish a process to vet the procurement of all new technology through each department to ensure the technology addresses departmental needs and there is buy-in at the management level. All new technology should be rolled-out with training guides for employee onboarding.	4	2
23	There is a lack of training for experienced and new staff, as well as a minimal tracking of personal learning and development plans. In addition, key stakeholders within the organization are approaching retirement, which will leave gaps in key positions.	Identify key functions / processes that have the potential to create service bottlenecks. Cross-train employees for these functions and processes to ensure Town services are maintained at a high level and employees are receiving relevant experience to develop their skills. The Town should also develop a formalized succession plan to prepare for the retirement of key employees.	3	3

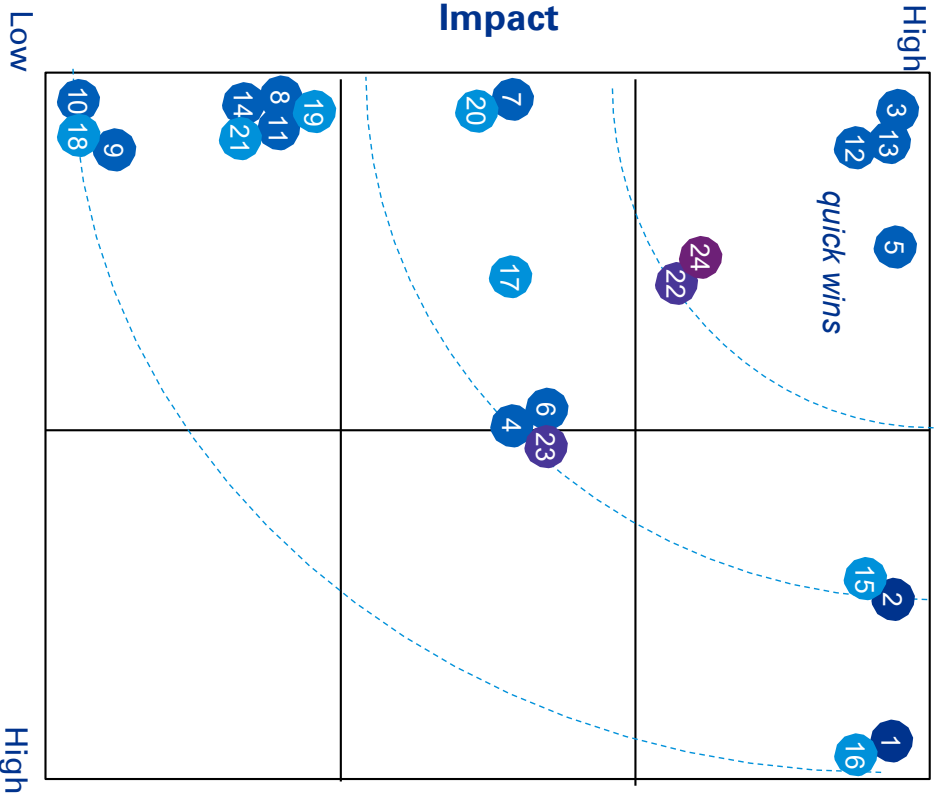
Culture

Ref No.	Observation	Recommendation	Impact 1=Low 5=High	Effort 1=Low 5=High
24	During stakeholder consultations, it was noted that interdepartmental dependencies can cause frustrations between staff and contribute to a culture of blame.	Identify interdepartmental dependencies that can be addressed through increased focused and prioritization through the development of a strategic plan.	4	2

Prioritization of Suggested Actions

Suggested Actions

Suggested actions have been mapped for **impact vs effort** to help prioritize activities.



- 1 Establish strategic priorities which clearly outline the Town's objectives and goals for the community and service delivery.
- 2 Develop a set of KPIs to monitor each departments performance against the objectives outlined in the strategic plan.
- 3 Implement the Functional Model A organization structure.
- 4 Include additional resources in the Recreation & Community Service's operational plan and related budget.
- 5 Clearly define the expectations and scope of work for Municipal Enforcement.
- 6 Review the mandate of the Economic Development department and identify strategic objectives to achieve Town growth.
- 7 Establish the Clerks Office as a separate line department.
- 8 Review the job description for the vacant Deputy Municipal Clerk.
- 9 Continue to share the Confidential Administrative Assistant between Corporate Services and Clerks Office
- 10 Assign the Confidential Administrative Assistant to support the CAO with administrative duties.
- 11 Fill the vacant Supervisor, Accounting position.
- 12 Establish an additional Municipal Enforcement Officer position
- 13 Consider the establishment an additional day-time Dispatcher position.
- 14 Re-assign the Buyer to the Corporate Services department
- 15 Assign project management oversight to Supervisor, Technical Services and develop a responsibility assignment matrix (RACI).
- 16 Consider reviewing the role of Council as the decision-making body for the municipality and the role of individual Councillors as members of Council's Committees.
- 17 Create a Council Committee to review potential changes to Town regulations and policies.
- 18 Increase purchasing limits for management and director level staff.
- 19 Re-assign all general recreation and community service maintenance, excluding specialty park equipment and sports field maintenance to Municipal Works.
- 20 Re-assign day-to-day human resources activities to the Administrative Support Clerk
- 21 Re-assign customer service responsibilities to the Clerks Office under the Communications Officer.
- 22 Establish a process to vet all new technology through Town departments and provide applicable training to ensure buy-in.
- 23 Develop a formal succession plan for key positions within the organization.
- 24 Develop strategic priorities to focus departments are reduce frustrations caused by interdepartmental dependencies.

Strategy

Structure

Processes

People

Culture

CONCLUSION

Town of Gander – Operations and Organizational Review

- The implementation of the suggested actions will increase the efficiency and effectiveness of service delivery.
- The implementation of Function Model A will provide the Town with the optimal organizational structure to deliver the current portfolio of services.
- Four new positions should be considered as part of the implementation of Functional Model A:
 1. Customer Service Representative
 2. Asset Management Engineering Technician
 3. By-law Enforcement Officer
 4. Dispatcher

- Our analysis indicates that the Town maintains a high service level standard across the organization.
- Our understanding is that the Town is continuing to increase the service level standards with the addition of new assets such as the new soccer facility and the winterization of Cobb's Pond.
- In our work with the Town there were no indications that the its staffing complement was excessive to its service level standards.
- There were resourcing gaps identified, specifically: customer service representative, asset management technician, municipal bylaw enforcement officer and fire dispatcher positions. These initial observations should be confirmed by the Town's management team prior to the recruitment. There may be opportunities to address the resourcing gaps through the realignment of existing positions.
- Nevertheless, continued growth by the Town will challenge the existing staffing complement. The four additional positions should be considered over the next five years based on the increasing demand for higher service levels.





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