

# Organization Structure & People Plan

## Project Update & Structural Recommendations

# Agenda

## CLT Presentation - January 30, 2023

- Purpose of *Organization Structure Review & People Plan* Project
- Project Status
- Process Summary
- Staff Engagement & Preparedness for Change
- CLT Strategic Priorities
- Key Findings
- Recommended Organization Structure
- Next Steps

# Organizational Structure & People Plan

## Project Purpose

1. The purpose of the Wilmot *Organizational Structure Review* is to assess the existing processes, practices, staffing, and organization structure to identify opportunities for improvement that will optimize service delivery and modernization opportunities while making the best use of resources.
2. Identify options and develop a *People Plan* that will ensure efficiency and effectiveness in meeting current and anticipated (5-10 years) service delivery requirements and to provide for implementation of strategic priorities.

# Project Status - Phases 1-2

Phases & Tasks	Start	Finish	Assigned	% Complete	Status	Comments
<b>- 1. Situation Analysis</b>	<b>04/06/22</b>	<b>06/29/22</b>	<b>John Whitesell</b>	<b>100%</b>	<b>Complete</b>	
CLT Launch	04/12/22	04/12/22	John Whitesell CLT	100%	Complete	Smooth, fast project launch with Sharon
Communication Strategy	04/18/22	04/22/22	John Whitesell Jacki	100%	Complete	Slack implemented with CLT & staff com
Org Structure Review	04/25/22	05/20/22	Jacki Turner Joe Lee	100%	Complete	Coordinating with Erica
Facilities Tour - Recreation, Kilbr	04/25/22	05/09/22	John Whitesell CLT	100%	Complete	Final tour with PW&E June 1
Interviews & Focus Groups	04/25/22	06/08/22	John Whitesell Jacki	100%	Complete	Jacki & John coordinating interview logis
CLT & Council Interviews	04/12/22	04/26/22	John Whitesell CLT	100%	Complete	Mayor & Council May 16-18; Council Pre
Document Review	04/12/22	06/08/22	John Whitesell Jacki	100%	Complete	Transferring to WCI via Slack & email
CLT Workshop	06/20/22	06/22/22	John Whitesell CLT	100%	Complete	Monday, June 20 & Wed, June 22
360° CultureAmp Survey	06/20/22	06/29/22	John Whitesell	100%	Complete	Launched June 22 - Closes June 30
<b>- 2. Environment Scan</b>	<b>05/30/22</b>	<b>07/04/22</b>	<b>John Whitesell</b>	<b>100%</b>	<b>Complete</b>	
Township Image	05/30/22	06/10/22	Jacki Turner	100%	Complete	Scanning social media, traditional media
Current Issues	06/13/22	06/24/22	John Whitesell Jacki	100%	Complete	
Comparator Municipalities	06/06/22	06/23/22	John Whitesell Jacki	100%	Complete	Developing a matrix
Preliminary Recommendations	06/20/22	07/04/22	John Whitesell CLT	100%	Complete	



# Project Status - Phases 3-4

<b>3. Review / Evaluation</b>	<b>07/05/22</b>	<b>08/26/22</b>	<b>John Whitesell</b>		<b>100%</b>	<b>Complete</b>	
Supervisory Interface / Structure	07/05/22	07/15/22	John Whitesell	Jacki	100%	Complete	
Service Delivery Capacity	07/18/22	07/29/22	John Whitesell	CLT	100%	Complete	
Recommendations / Options	08/02/22	08/12/22	John Whitesell	Jacki	100%	Complete	
Professional Development Frame	08/08/22	08/12/22	John Whitesell	Erica	100%	Complete	
Technology Leverage	08/22/22	08/25/22	John Whitesell		100%	Complete	
CLT - Present Preliminary Findings	08/25/22	08/30/22	John Whitesell	Jacki	100%	Complete	Survey & Strategic Priorities presented Au
<b>4. OSRPP Final Report</b>	<b>08/31/22</b>	<b>03/06/23</b>	<b>John Whitesell</b>		<b>73%</b>	<b>In Progress</b>	
Write / Review Draft Report	09/05/22	09/13/22	John Whitesell	Jacki	100%	Complete	
People - Implementation Plan	09/05/22	09/13/22	John Whitesell	Jacki	100%	Complete	
CLT Workshop #3	09/16/22	09/16/22	John Whitesell	Susar	100%	Complete	CultureAmp Survey & SOG®
Council Project Update	10/03/22	10/03/22	John Whitesell	Sharci	100%	In Progress	Council Presentation in Closed Session at
CLT Presentation - Org Structure	01/30/23	02/03/23	John Whitesell	CLT	45%	In Progress	CLT reviews changes & provides feedback
Write / Review / Edit Final Report	02/06/23	02/27/23	John Whitesell	Susar	65%	In Progress	Review / Edit Flowchart with CAO
Present Final Report to Council	02/27/23	03/06/23	John Whitesell	Sharci	0%	Not Started	

# Process Summary

## Organization Structure Review & People Plan

- Conducted 124 interviews & focus groups (including Council)
- Designed, implemented and analyzed an internal engagement survey
- Performed a document and systems review & media scan
- Comparative analysis of smaller, similar, and larger municipalities
- Facilitated (3) CLT workshops
- Toured all facilities
- Presented bi-weekly project updates and discussions with CAO
- Conducted 18 follow-up interviews to confirm & clarify information
- Presentation of Organizational Structure recommendations to CLT
- Writing Final Report and Executive Summary

# Culture Amp Staff Survey

**Staff Engagement & Preparedness for Change**

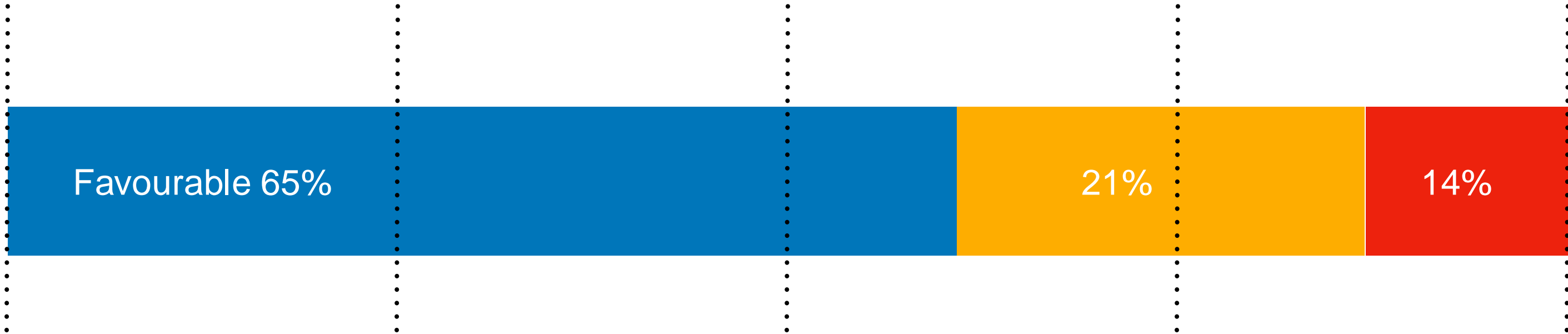
**June-July 2022**

# Culture Amp Engagement Survey

## Wilmot Engagement Score

CURRENT  
Engagement Survey  
June 2022

65%



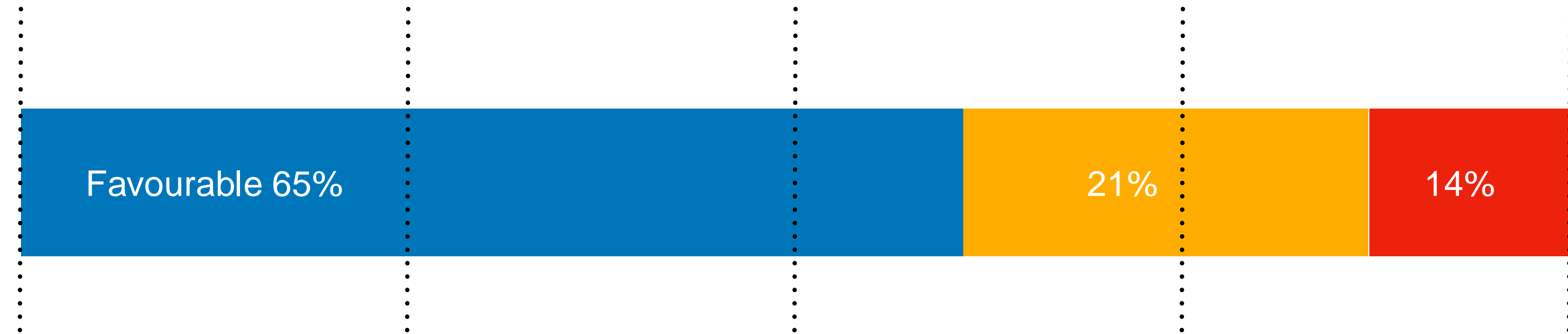


# Culture Amp Engagement Survey

## Wilmot Engagement Score

CURRENT  
Engagement Survey  
June 2022

65%



### Questions we asked:

1. I would recommend the Township of Wilmot as a great place to work
2. Speaking openly about obstacles to accomplishing goals (getting the work done) is encouraged here
3. Township of Wilmot motivates me to go beyond what I would do in a similar roles elsewhere
4. I am proud to work for the Township of Wilmot
5. I rarely think about looking for a job at another municipality or company
6. I see myself still working at the township of Wilmot in two years' time

# CLT Strategic Priorities

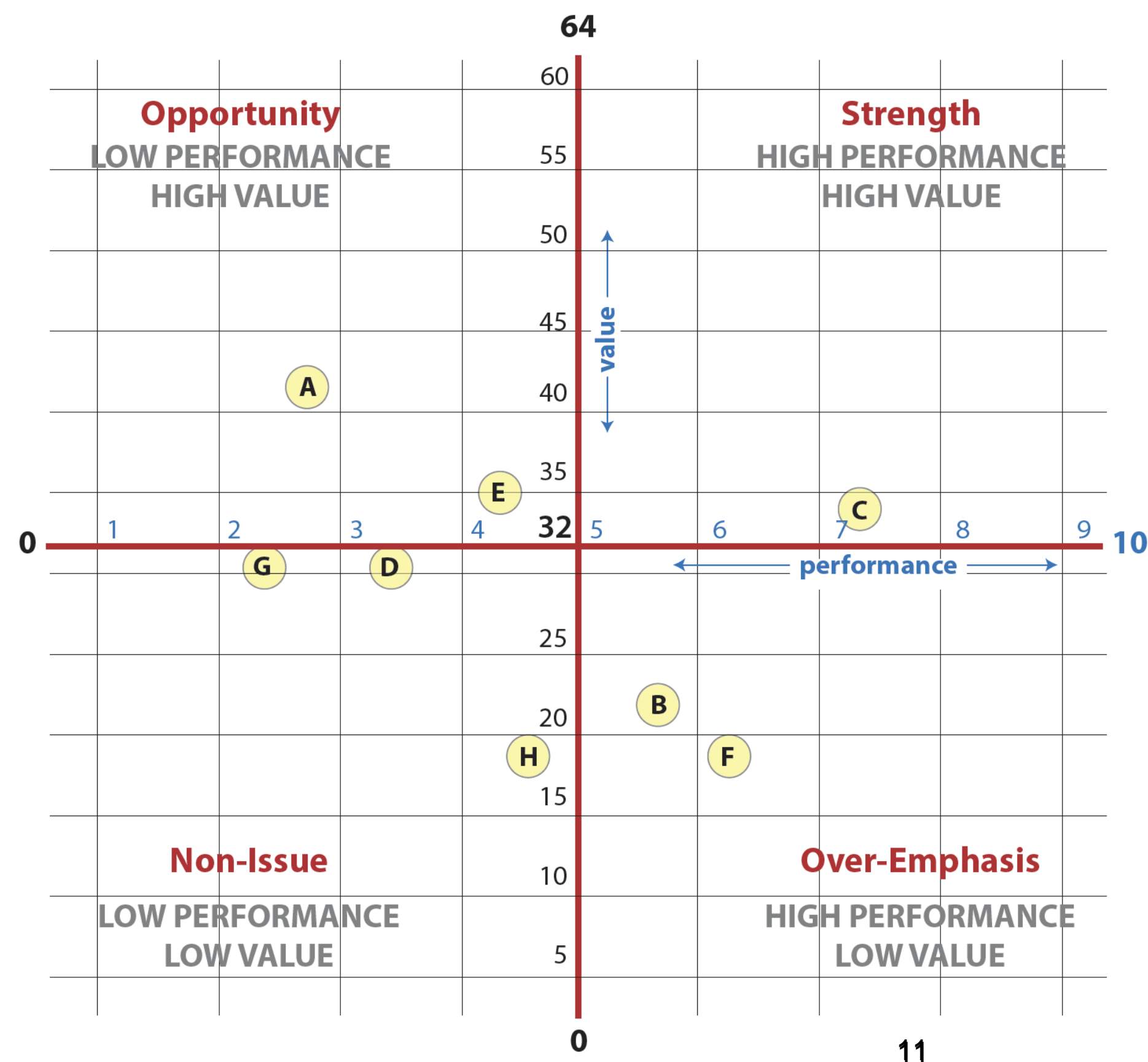
## Strategic Opportunity Grid - SOG®

- Corporate Leadership Team participated in (3) workshops
- Reviewed the emerging results of the OSR and People Plan initiative
- Focus on organizational change priorities
- Identified, discussed, and debated a range of strategic priorities
- CLT confirmed (8) strategic priorities with definitions
- CLT participated in a 'forced choice', individual online prioritization process
- Calculated data on two variables: 1) current performance, and 2) importance

# CLT Strategic Priorities

## Strategic Opportunity Grid - SOG®

Wilmot Township  
Strategic Opportunity Grid  
August 2022



- A. Resources
- B. Community Relations
- C. Customer Service
- D. Governance
- E. Human Resources
- F. Technology
- G. Document Review
- H. Health & Safety



# Key Findings

## Organization Structure Review & People Plan

1. Organizational capacity for information processing across departments is low
2. ILS function required a total restructuring which is still underway with recruitment of new Clerk (January 19, 2023)
3. Customer service needs to be re-focused, properly resourced, and structurally embedded
4. All departments are under-resourced for people
  1. Resident and business service expectations are straining the Township
5. Management and Supervisory effectiveness is 'uneven' across departments
6. Significant reduction—even elimination—of systemic abusive behaviours
7. Staff are mostly engaged with a significant number in 'wait & see' mode
8. Working relationship with new Council is evolving, but it is clearly different than previous Council
9. Records / document management requires extensive work
10. CLT needs to be reduced in size to improve cross-departmental effectiveness
11. Administrative support is necessary in departments to reduce workload for Directors & Managers
12. mERP—Municipal Enterprise Resource Planning—system and Project Management system-expertise will encourage cross-departmental coordination
13. Recruiting has become more difficult post-pandemic due to a range of issues: pay scales, competition, quiet quitting, etc.
14. Township needs to enhance economic development, business and community engagement



# Wilmot Organization Structure

## Organization Structure Review & People Plan

January 2023

# Organizational Structure

## Key Factors to Consider

1. **Business Goals & Objectives:** the structure should align with the strategic vision, goals, and objectives of the organization.
2. **Size and Complexity:** the structure should be appropriate for the size and complexity of the organization.
3. **Departments:** the structure should group similar functions and clearly define lines of responsibility.
4. **Span of Control:** managers should have an appropriate number of direct reports—usually  $\leq 8$ —so they can effectively supervise based on different levels of competency and task complexity.
5. **Communication & Decision-Making:** structure should be flexible enough to facilitate communication within the department and across departmental lines of responsibility.
6. **Scalability:** a flexible structure will accommodate future growth and changes in the organization.
7. **Getting Stuff Done:** structure needs to align with the organizational and departmental strategy, culture, values, and working style.
8. **Cost:** the structure should be cost effective and minimize unnecessary expenses such as “shoring up” gaps in capabilities, knowledge, or capacity.

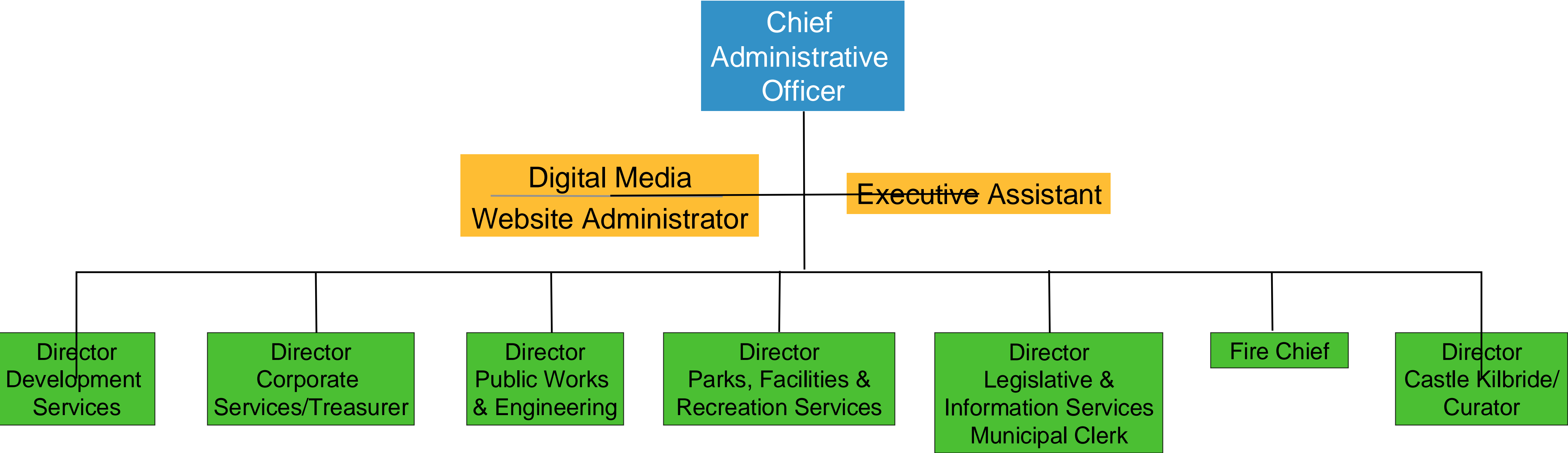
# Comparable Municipalities

Population Range  $\pm$  10K

Municipality	Type	Population 2021	Growth % 2016-2021
Wilmot	Lower-Tier	21,429	4.3%
Woolwich	Lower-Tier	26,999	8.0%
Wellesley	Lower-Tier	11,318	0.5%
Middlesex Centre	Lower-Tier	18,928	9.7%
Kincardine	Lower-Tier	12,268	7.7%
Centre Wellington	Lower-Tier	31,093	10.3%
Tecumseh	Lower-Tier	23,300	0.3%
Cobourg	Lower-Tier	20,519	5.6%

# Chief Administrative Officer Corporate Leadership Team

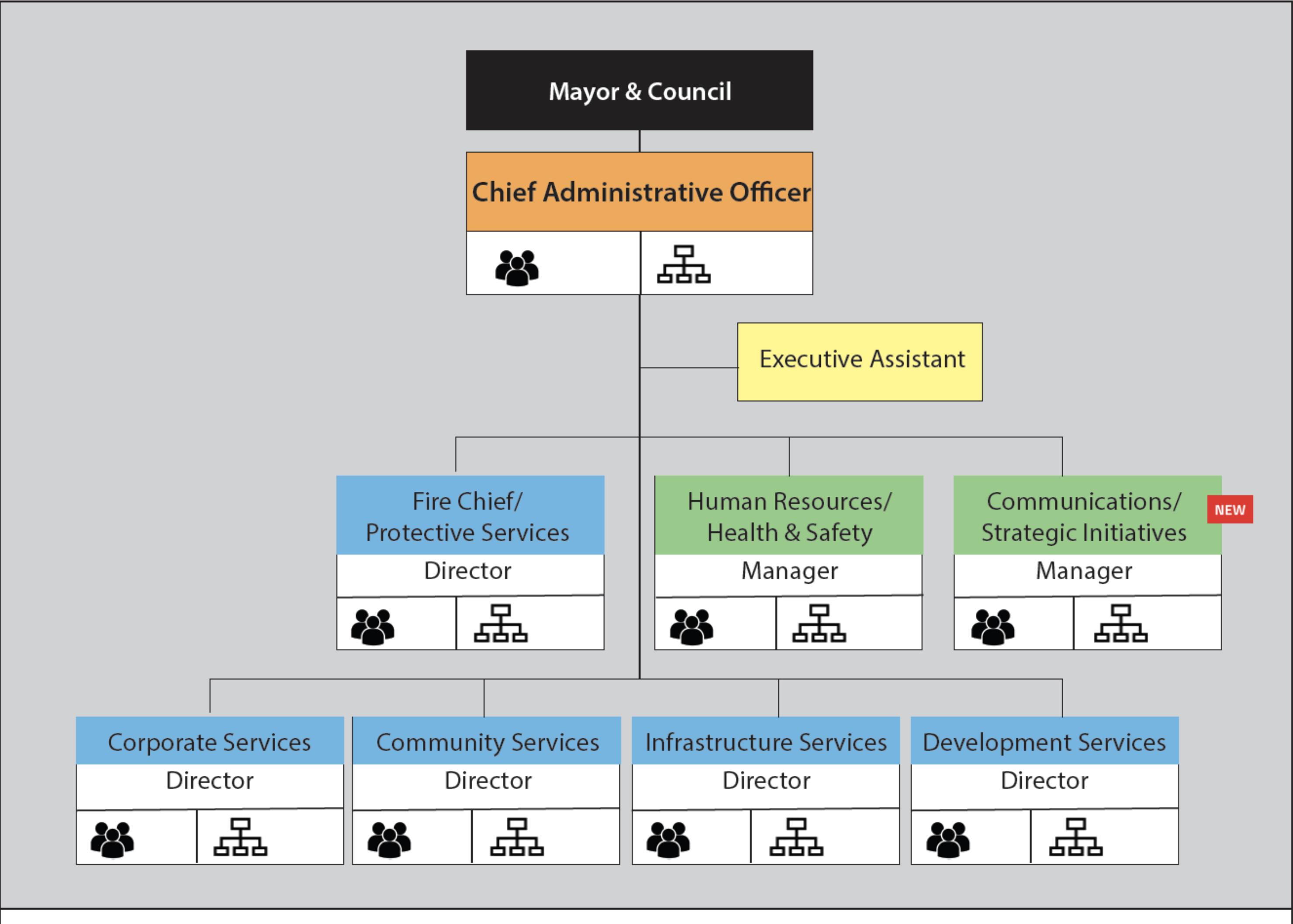
Sept 2022 Structure



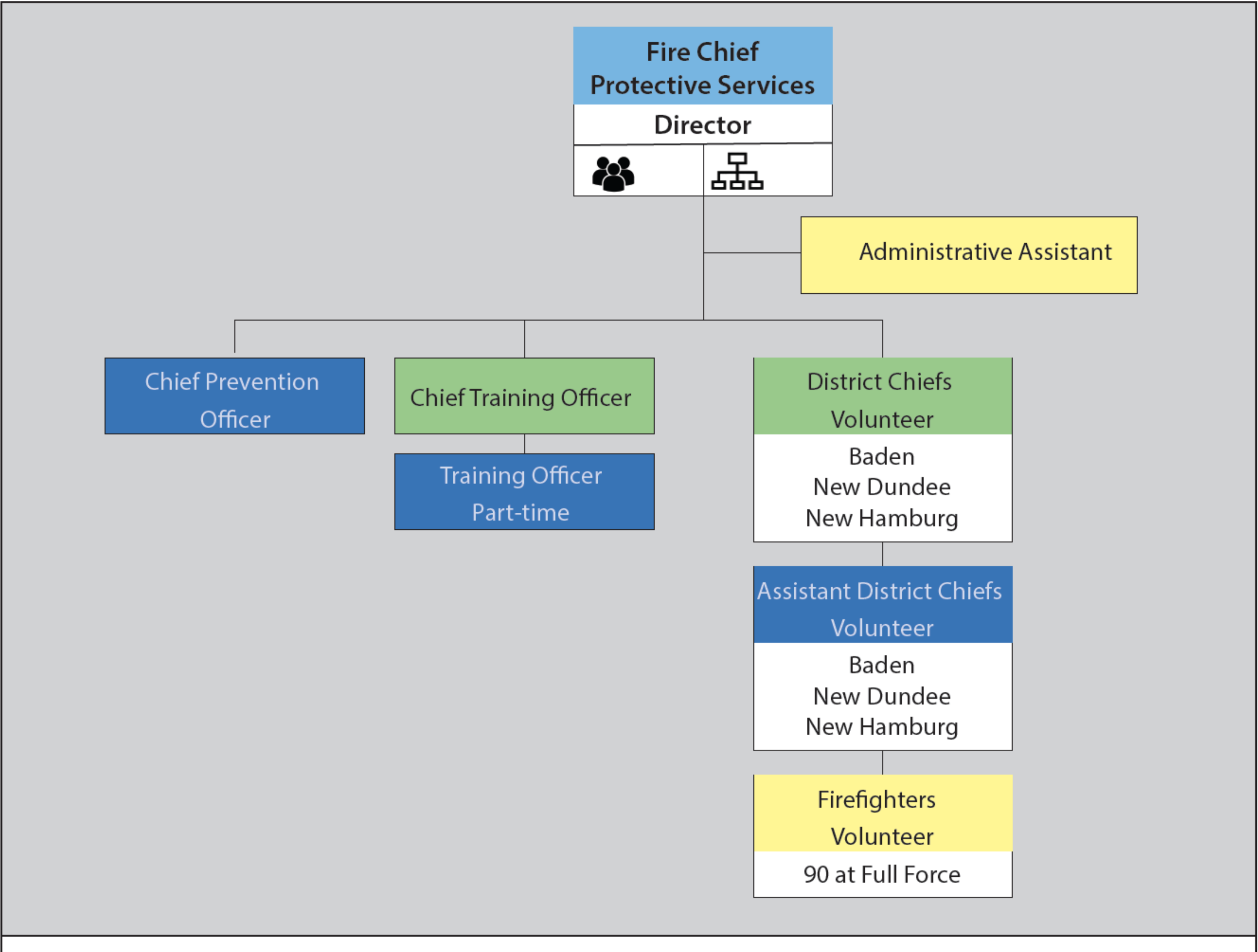


# Wilmot Leadership

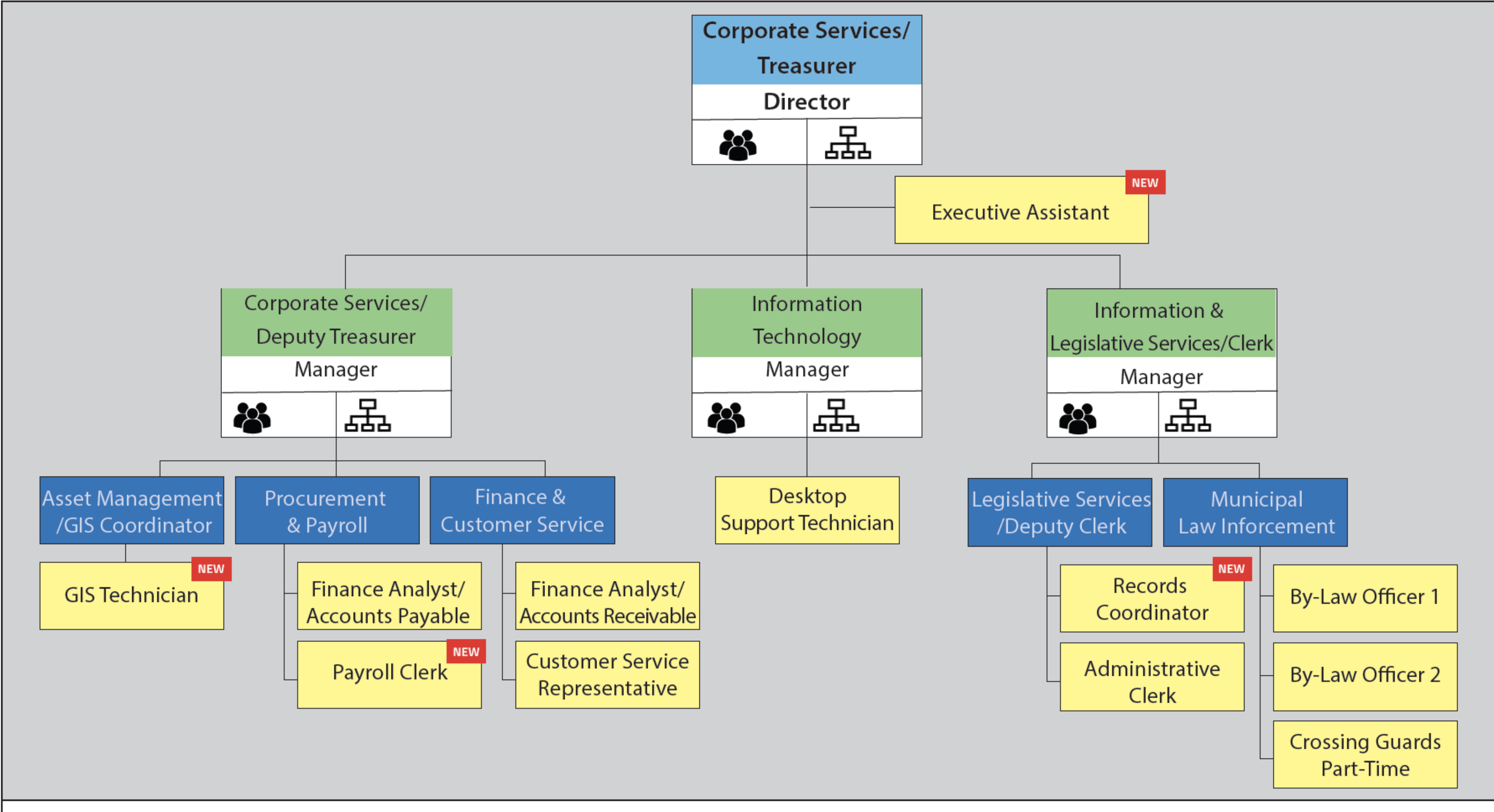
## Council, CAO, CLT



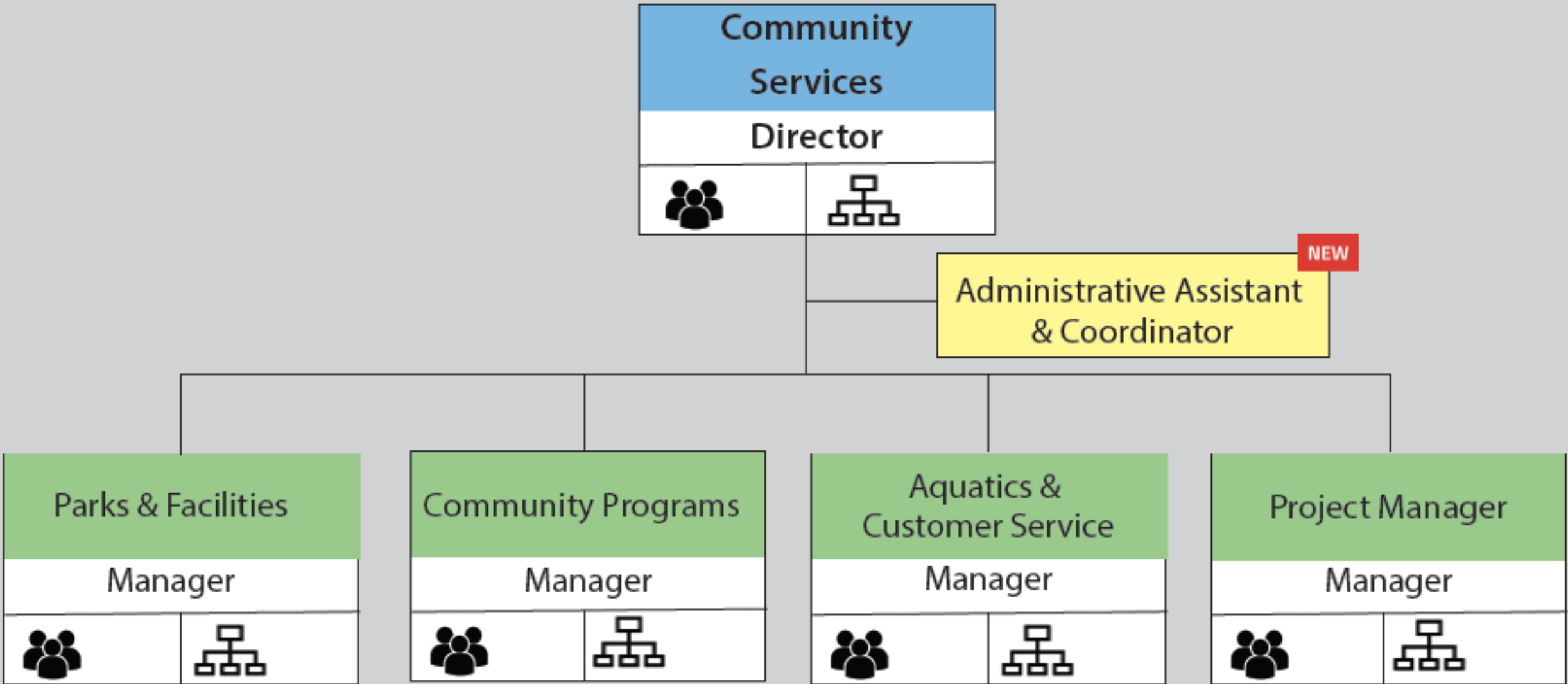
# Fire Chief / Protective Services



# Corporate Services / Treasurer



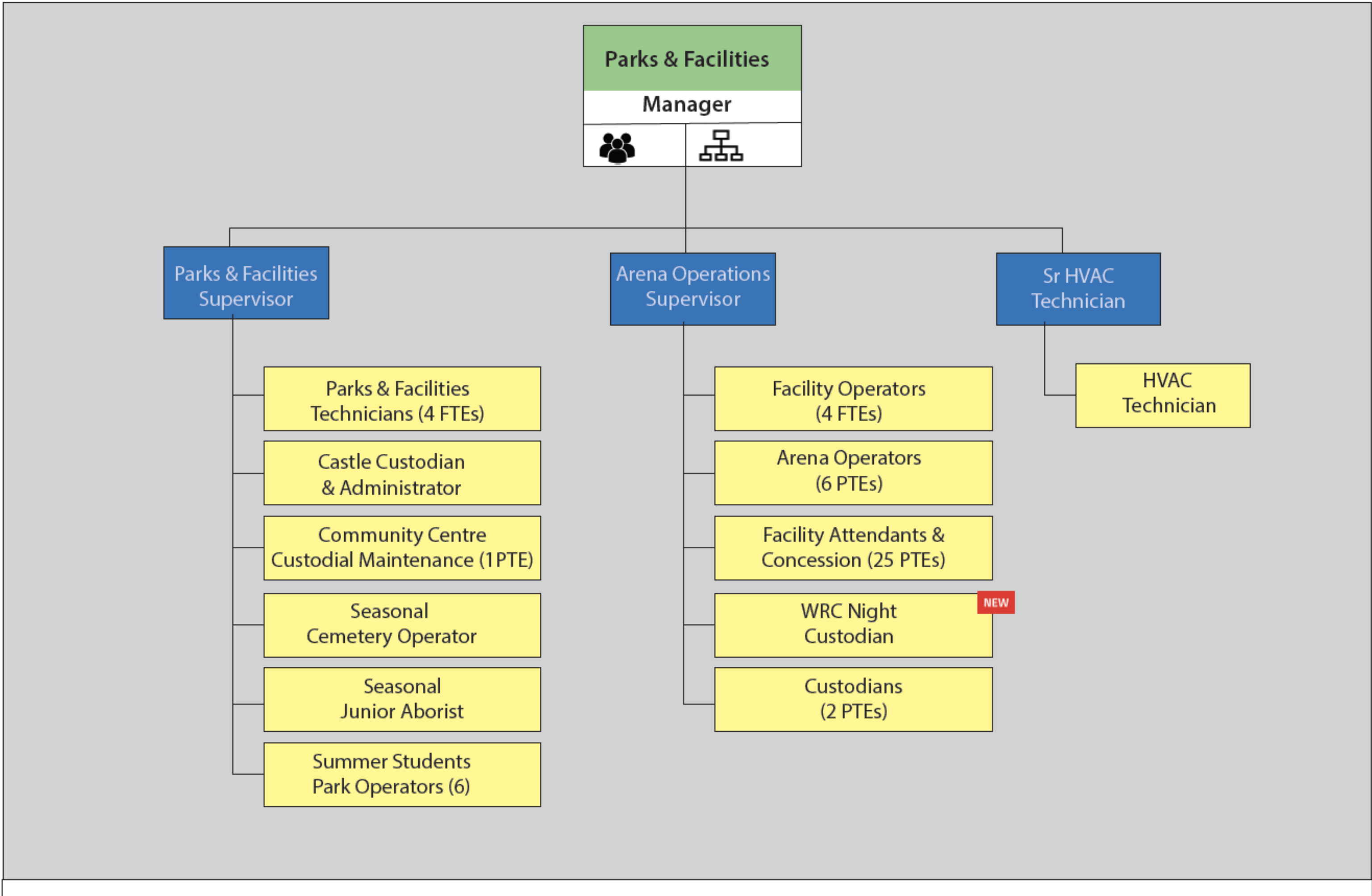
# Community Services





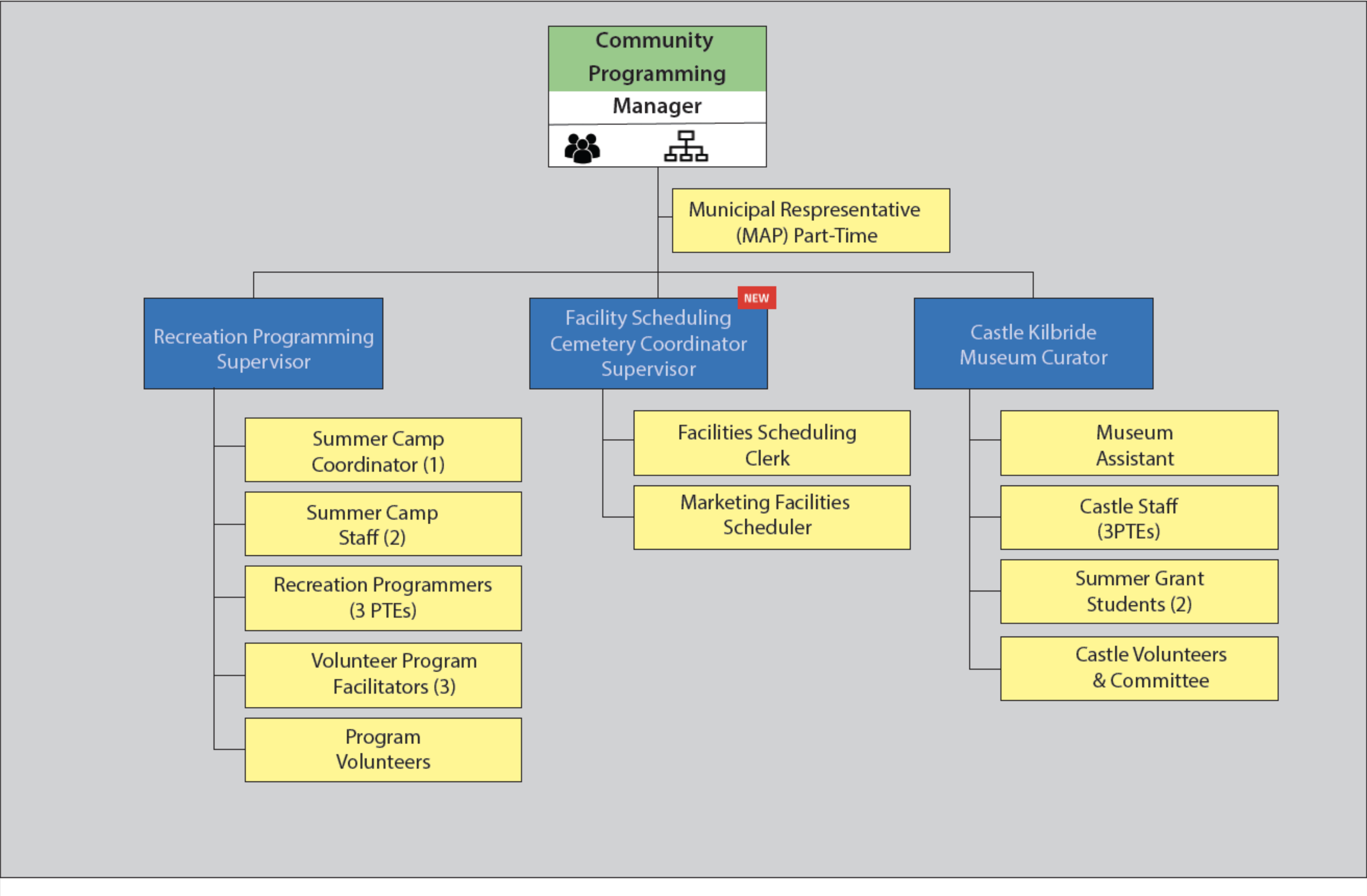
# Community Services

## Parks & Facilities



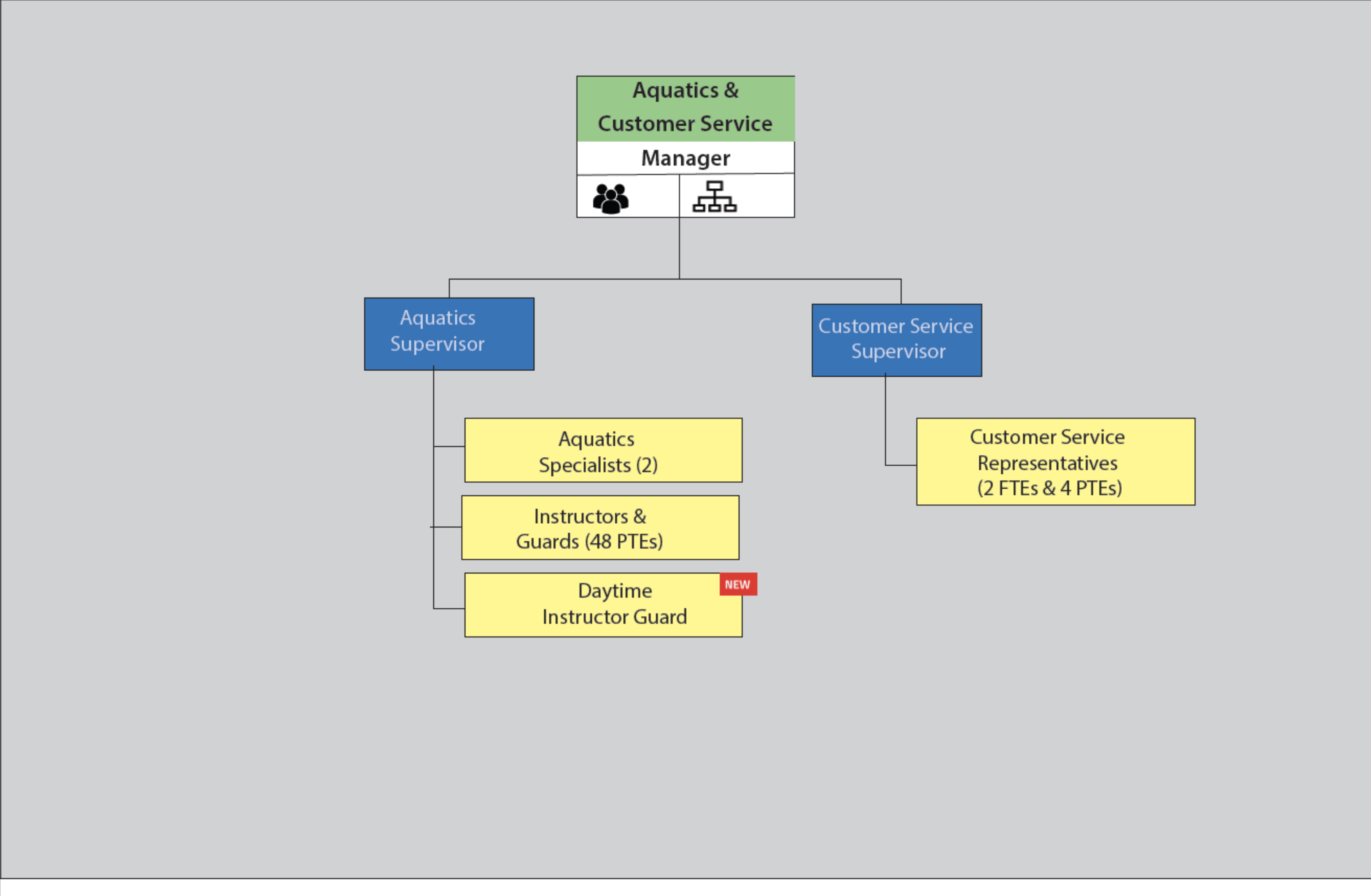
# Community Services

## Community Programming

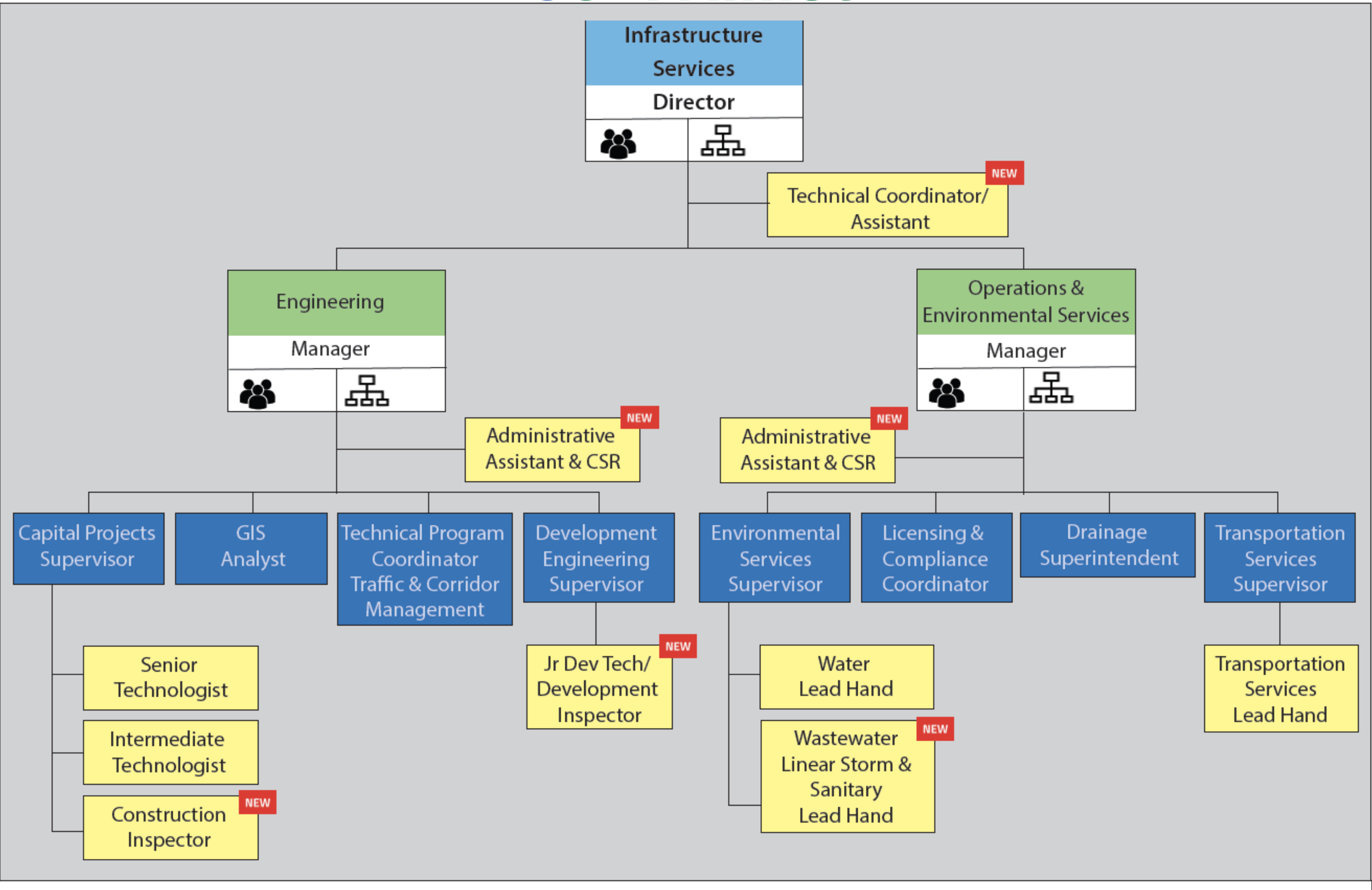


# Community Services

## Aquatics & Customer Service

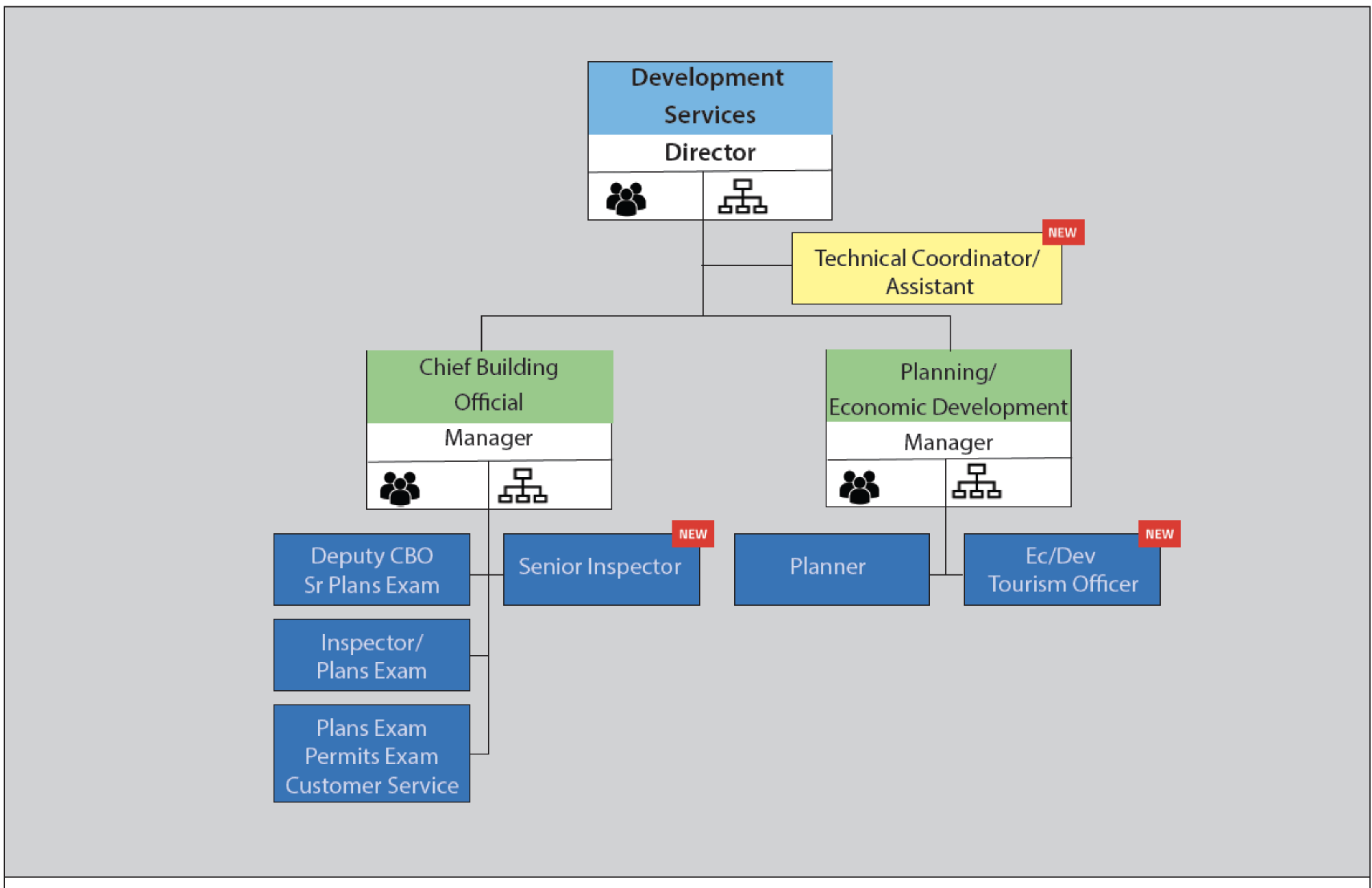


# Infrastructure Services





# Development Services



# Next Steps

## Implement Recommendations

1. Present final report to Council March 6, 2022
2. The CLT will meet individually with Sharon and as a group to finalize org structure changes—within the parameters we discussed on Jan 30—and submit to John to finalize
3. Update Community & Corporate Strategy with Council engagement
4. Update organizational Vision for the next four years 2023-2027
5. Develop “Change” communication & implementation process
6. Implement staff engagement survey May 2023 - Culture Amp

