

March 6, 1997

SUBJECT: ORGANIZATIONAL REVIEW

RECOMMENDATION:

THAT the Board approve the engagement of a consultant to undertake an organizational review as described in this report.

POLICY

Consultant contracts over \$30,000 require the Board's approval.

BACKGROUND

In the early 1990's staff recognized that there was a need to change to meet the expectations of the public. Growth, social change, and economic conditions created new issues and challenges. Technology changes offered new opportunities.

In response to the above, a program involving staff was initiated in 1992 and called "Doing it Better". The aim of the program was largely focussed on working better together through team work, more opportunities for staff to participate in decision making and encouraging staff to submit their ideas/suggestions for improving the organization and service delivery.

In 1994 Council launched a major initiative called Better City Government. Not only did the program initiate major reorganization of the City's Departmental structure, it also included major re-engineering of business processes. The Park Board is part of this program and is participating with other Civic Departments in re-engineering projects which transcend departmental boundaries (core financial, human resource and payroll system, fleet management, building/facility management, public participation review and performance development. Budget reductions, service level impacts, staffing levels and changes in community expectations and involvement have also impacted the Board in the last few years.

DISCUSSION

Much change has occurred with more to come. The Board has indicated a need to ensure that the organization and its decision making processes are effective in meeting the challenge. To respond to this it is recommended to retain a consultant to undertake a review of the organization based on the following scope.

1. Assess the challenges facing the Park Board (Commissioners and staff) and the suitability of the organizational structure to meet them.
2. Determine the management skill sets needed for meeting future challenges.
3. Determine whether current management processes provide effective and efficient service delivery and recommend changes as appropriate.
4. Explore the opportunities for more integration of service with Civic Departments.
5. Explore the opportunities for increased communications with the public.
6. Review the adequacy of current information systems in terms of the current and future needs including potential public interactivity.

Subject to the Board' s approval of the recommendation a request will be made to the City' s Corporate Management Team for funding from the Strategic Initiatives Fund. The estimated cost of the project is between 50 and 60 thousand dollars. As well requests for proposals will be sent to a selected list of consultants.

Prepared by:
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