

19. Re: Engineering Department Organization

For some time now, the organization of the Engineering Department has been under review and assessment by the Municipal Engineer and the Manager. The study has been concluded and we are now in a position to reach certain specific conclusions about the form of organization.

With the growth of the community and the large capital budgets of recent years, it is simply not possible to efficiently administer the Department with the present number of staff members in the upper echelons. The two areas of general weaknesses have been in the administration of contracts and the office. The senior staff have been "spread too thin" to perform the control and follow up that is so vital in these two areas.

The subject of re-structuring the upper echelons of the Department was included in a report given to the Engineering Contracts Ad Hoc Committee on December 15, 1972. It was pointed out then that time was of the essence in this respect as we are about to embark on another large works program and to begin another year. The Manager gained the impression from the Committee that the Manager was free to make the administrative changes suggested as they were within his purview.

Normally the changes proposed would be implemented automatically by the Manager if and when Council approved of the budget without any direct reference to Council and this matter is being brought forward at this time for the following reasons:

- (a) The recruiting process takes time and we will not likely feel any effect of the changes this year unless we proceed now, so we should not wait until the budget is approved in total.
- (b) The general subject was discussed with the Engineering Contracts Ad Hoc Committee and it is not considered prudent to proceed without now referring the subject to Council.

The re-organization is shown on the attached "proposed" organization chart and the present organization is as shown on the attached "existing" organization chart. The significant changes are the employment of an Assistant Engineer to be responsible solely for the Contracts and Operations Divisions and a Supervisor-Administration to be in charge of the Administrative Division. The Deputy Engineer will be directly responsible for the administration of the Traffic, Design and Administration Divisions and only less directly responsible for the Contracts and Operations Division which will be administered by the Assistant Engineer. The Assistant Engineer will be in charge of all construction by Municipal crews or by contract and the Operations Division as a whole with all of its maintenance and operations functions.

The two proposed positions are briefly described as follows:

Assistant Municipal Engineer

This is a senior engineering position reporting directly to the Deputy Municipal Engineer and is responsible for all physical works and plant, including construction either by contract or by Municipal crews, and operations for maintenance of Municipal streets and utilities, including garbage collection and the Works Yard.

Supervisor-Administration

This is a supervisory position reporting to the Deputy Municipal Engineer and is responsible for the general administrative function which is presently distributed between the Programmer, the Supervisor Information Services, the Estimator and the secretarial positions. The function of this group is generally works programming, local improvement initiation, works scheduling, work order initiation, application to outside authorities for approval to construct works, easement and right-of-way acquisition, subdivision application processing, estimating, checking plans from the Building Department re: availability of engineering services and easement problems, street crossing grades, maintenance of a record of additions to sewer tax rolls, public relations enquiries, complaints, permits,

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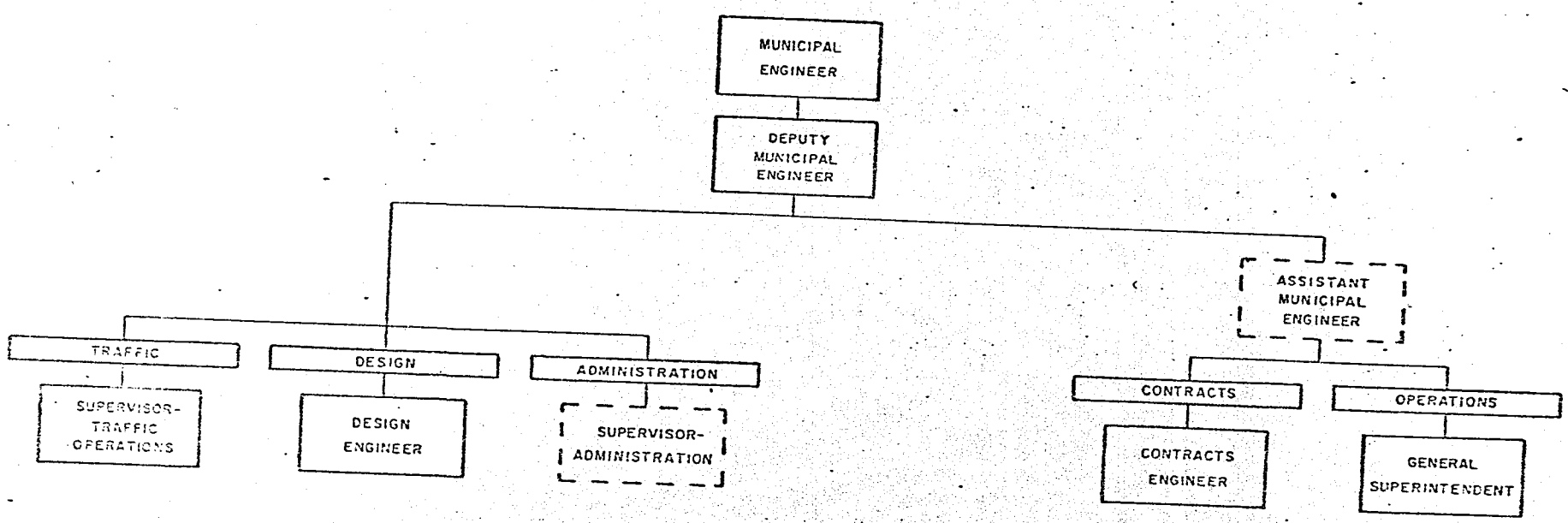
connection records, claims, and inspection of damage to Municipal plant, plus all secretarial and typing duties. This new position will draw together all the foregoing functions together with C.I.P. and annual budgeting under one supervisor.

The benefits of the proposed changes in organization are as follows:


1. The administrative "group" as a whole, which presently has no direct supervision, will have an immediate supervisor, who will co-ordinate and "draw together" all of these inter-related functions, thus making for better personnel utilization and a more efficient performance of duties.
2. The works, including construction and operations, will be separated with an Assistant Municipal Engineer in charge, reporting to the Deputy Municipal Engineer. This will provide for better senior supervision, integration, and co-ordination of the two most important money-spending functions of the Department.
3. The proposed two major divisions of the Engineering Department will see the quantity surveying and estimating for contracts being prepared in the Administrative and Design section, under the direct supervision of the Deputy Municipal Engineer, and the construction and payment for contracts being in the Construction and Operations Divisions under the direct supervision of the Assistant Municipal Engineer - a complete separation of direct responsibilities.
4. The provision of more supervision at a senior level will relieve the Municipal Engineer of some of the detail matters now demanding his attention. There will always be some but the opportunity to delegate to senior persons will be increased, thus permitting the Municipal Engineer to spend more time on policy and practice review, as well as improving the timing and quality of output for Council reports and other "senior level" reports.

RECOMMENDATION:

THAT the Municipal Manager be authorized to implement the changes in organization proposed by employing an Assistant Engineer and a Supervisor-Administration.



Proposed Additions
to the Establishment

THE CORPORATION OF THE DISTRICT OF BURNABY
ENGINEERING DEPARTMENT
PROPOSED ORGANIZATION
 27 FEBRUARY, 1973.

 Municipal Engineer

ITEM 19
 MANAGER'S REPORT NO. 17
 COUNCIL MEETING MAR. 5/73