

THE CORPORATION OF THE DISTRICT OF BURNABY

1981 October 08.

File: 1947

TO: MUNICIPAL COUNCIL  
FROM: EXEMPT STAFF COMMITTEE OF COUNCIL

SUBJECT: MANAGEMENT SYSTEM AND ORGANIZATION REVIEW

The Municipal Council passed the following motion on 1979 June 25:  
"WHEREAS all Department Head positions (12 in total) report to the position of Municipal Manager; and

WHEREAS the responsibilities and demands of the position of Municipal Manager are considerably greater than those of the closest position reporting to the Municipal Manager; and

WHEREAS the above concerns could place the municipality in a vulnerable position in the event of the prolonged absence of the Municipal Manager:

THEREFORE BE IT RESOLVED that Council ask the Exempt Staff Committee to review the organization structure and reporting relationships between the Municipal Manager position and the Department Head positions, including an examination of possible alternate structures and reporting relationships."

The Municipal Council at its meeting of 1981 March 09 adopted the following recommendation made by the Exempt Staff Committee of Council:

"THAT Currie, Coopers and Lybrand Ltd. be engaged, in accordance with the terms of reference set by the Exempt Staff Committee of Council dated 1981 January 08, and a proposal submitted by the consultant dated 1981 February 19."

The consultant has now concluded the study and submitted a report dated 1981 September 25, copies of which have been forwarded to the members of Council. The Exempt Staff Committee has reviewed the "Summary of Findings, Conclusions and Recommendations of Phase II of the Management Systems and Organization Review" as presented by the consultant, and wishes to proceed immediately with the first step towards implementation of the recommendations. The Committee has reviewed the long term organizational form, and wishes to review the report in one year after the five senior positions have been created and have been operating for that period of time. The Committee wishes to defer the establishment of the Deputy Manager position, but it feels that it should be in place within a period of a year, and

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- COPY - MANAGER

that during that year the role should be defined for the Deputy Manager. In this sense, the Committee is recommending that the steps outlined by the consultant for implementation of the reorganization be varied accordingly. 36

The positions being created will need to be evaluated using the Hay system, and this will be done in accordance with the established Council policy. At this stage, it is anticipated that the positions will be filled from present staff.

The Municipal Manager supports the recommendations of the Committee.

The Committee feels that the consultant will be needed in order to provide assistance for the implementation of the organizational change over the next year, and this cost will not exceed \$10,000.

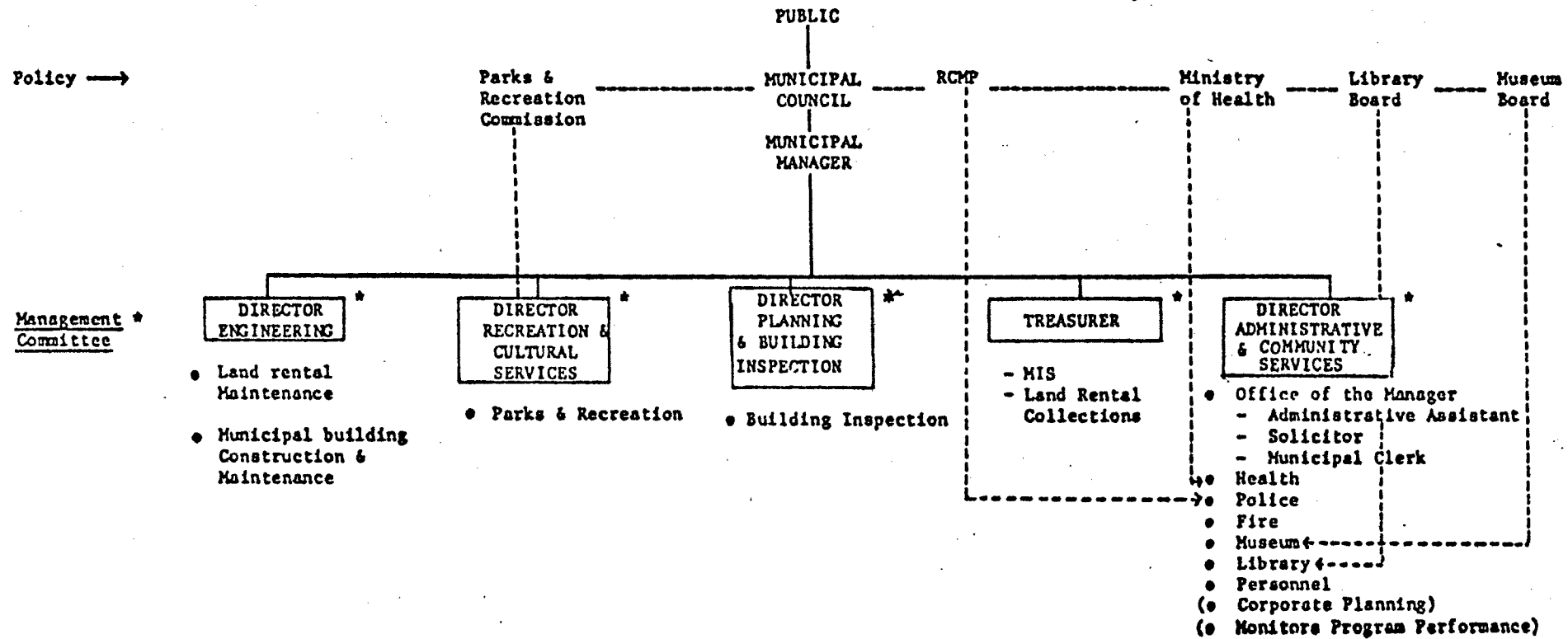
The Committee has not concluded its review of the planning, budgeting and management information system phase of the overall study, and will be reporting shortly to the Municipal Council in this respect.

RECOMMENDATIONS:

1. THAT the organizational structure be changed, effective on the filling of the positions, to provide for five senior positions reporting directly to the Municipal Manager as follows and as shown on the attached organization chart:

- a) Director Engineering
  - Includes: Land Rental Maintenance
  - Municipal Building Construction and Maintenance
- b) Director Recreation and Cultural Services
  - Includes: Parks and Recreation
- c) Director Planning and Building Inspection
  - Includes: Building Inspection
- d) Treasurer
  - Includes: Management Information System
  - Land Rental Collections
- e) Director Administrative and Community Services
  - Includes: the Manager's Office
    - .. Solicitor
    - .. Municipal Clerk
    - .. Administrative Assistant
  - Health
  - Police
  - Fire
  - Museum
  - Library
  - Personnel
  - Corporate Planning
  - Monitors Program Performance

**MUNICIPALITY OF BURNABY**  
**INTERMEDIATE ORGANIZATION STEPS**




2. THAT a Management Committee be established consisting of the Municipal Manager, and these five senior positions, for the purpose of acting as an advisory body to the Municipal Manager to ensure that the District functions are well planned and coordinated, that needed policies are developed, that District performance is monitored and the need for corrective action is identified.

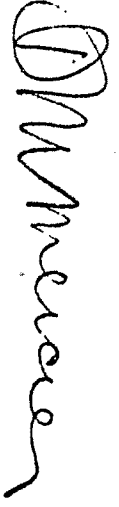
3. THAT the Municipal Manager recommend to the Exempt Staff Committee of Council the process and/or nominees for the five senior positions with the understanding that the Committee will bring forward the Municipal Manager's and its recommendations for the consideration of the Municipal Council as quickly as possible.

4. THAT the following implementation steps be approved with respect to the reorganization:

- a) Appointment of a Director Engineering, a Director Recreation and Cultural Services, a Director Planning and Building Inspection, Treasurer and a Director of Administrative and Community Services.
  - by November 16.
- b) Establishment of the Management Committee.
  - by November 30.
- c) Evaluation of positions for salary purposes.
  - as soon as possible.
- d) Assessment of the effectiveness of the above steps before going further.
  - by 1982 June 30.

5. THAT Currie, Coopers and Lybrand Ltd. be engaged to assist the Municipal Manager with respect to the implementation of this reorganization at an estimated cost not to exceed \$10,000.

  
Alderman V. V. Stusiak, Chairman

  
Mayor D. M. Mercier, Member

Alderman F. G. Randall, Member