



**York Region**  
*Organizing People*

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Environmental Services

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 Water Environment Association of Ontario

 Ontario Water Works Association  
Association of AWWAs

## Agenda

- **Organizing for Asset Management**
  - Organizational Structure
  - Roles & Responsibilities
  - Skills & Competencies
- **Performance Management**
- **Knowledge Management**
- **Leading Change**
- **Benefits**
- **Lessons Learned**



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# York Region

- Approximately 1 million residents
- York Region covers 1,776 square kilometers from Lake Simcoe in the north to Steeles Avenue in the south.
- It borders Simcoe County and Peel Region in the west and Durham Region in the east.
- York Region's landscape includes farmlands, wetlands and kettle lakes, the Oak Ridges Moraine and over 2,070 hectares of regional forest.



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# Organizational Effectiveness

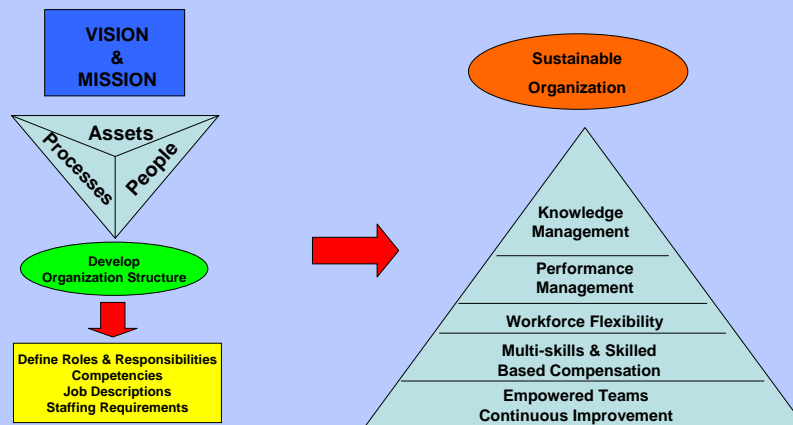


Figure 1.0 - Developing a High-performance Organization

Reference: Sustainable Asset Management - Roop Lutchman



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# Sustainability



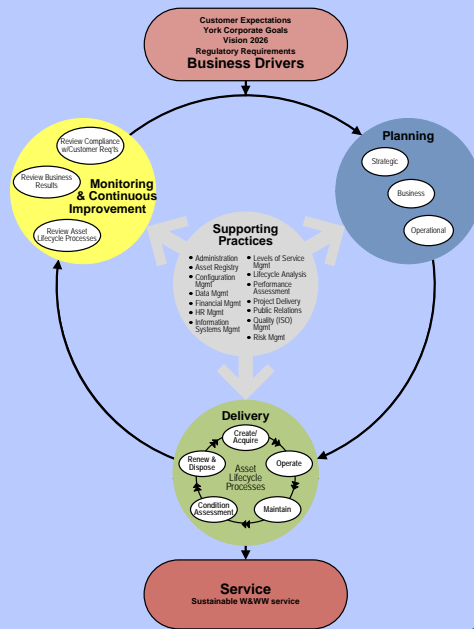
Triple bottom line approach to sustainability



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## Environmental Services Business Management Model



## Organizational Design (old)



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## Making the Change

- Review of organizational effectiveness and current organizational responsibilities
- Establish goals & principles
- Involve & Inform stakeholders - up/down/across
- Make the change
- Reap the rewards



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## Objectives of New Structure

- **Get us together as one team aligned towards a single purpose**
- **Establish our “Standard of Performance”**
- **Get us all to the same core knowledge base**
- **Maximize use of our collective talents**
- **Communicate results to all 200+**



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## Our Guiding Principles

### Guiding Principles for Evaluating and Testing Service Delivery and Departmental Structure Options

- **Integration of functions to make the most out of our resources**
- **Ensure each team has appropriate number of direct reports**
- **Clear accountabilities and responsibilities**
- **Opportunities for personal and professional development**
- **Ensure our department is in alignment with corporate culture and priorities**



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# Organizational Design (new)



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# Environmental Services Delivery Model

Capital Planning & Delivery Branch	Environmental Promotion & Protection Branch	Operations Maintenance & Monitoring Branch	Strategy & Business Planning Branch
Director: Bala Araniyasundaran <ul style="list-style-type: none"> <li>Capacity Assessment and Monitoring</li> <li>Water and Wastewater Systems Modelling</li> <li>Project Planning</li> <li>Project Management (Environmental Assessments, Design and Construction)</li> <li>Project Close-out</li> </ul>	Director: Laura McDowell <ul style="list-style-type: none"> <li>Promotion and Public Education</li> <li>Regulatory Compliance and Reporting Policy Planning Research and Development</li> <li>Communications and Public Relations</li> <li>QMS Audit/ Program Management</li> <li>Source Water Protection</li> <li>Hydrogeological Monitoring and Analysis</li> <li>Solid Waste Diversion and Disposal Contract Management</li> </ul>	Director: Brett Bloxam <ul style="list-style-type: none"> <li>Operate, Maintain and Protect our Assets</li> <li>Inspect and Assess the Condition of our Assets</li> <li>Maintain SCADA and Monitoring</li> <li>Maintain and Calibrate Instrumentation</li> <li>Ensure Compliance with Acts and Regulations</li> <li>Communicate with Municipalities and Stakeholders</li> <li>Provide Input into Planning and Capital Projects</li> </ul>	Director: Lucas Cugalj <ul style="list-style-type: none"> <li>Strategic Planning and Business Management</li> <li>Financial Management and Reporting</li> <li>Asset Management</li> <li>IT Support</li> <li>Information and Data Management</li> <li>Employee Training and Development</li> </ul>



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## Organizational Analysis Components



Knowledge



Technology

### Effective Asset Management



Practice &  
Processes



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## Skills Development

- **Corporate Learning System**
- **Corporate Learning Library**
- **Corporate Mentoring Program**
- **Department Mentoring Program (pilot)**



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# Performance Management

## *Performance Management Plan*

- Provides the means of identifying opportunities to improve service and asset management performance, and or demonstrate that service standards are being met

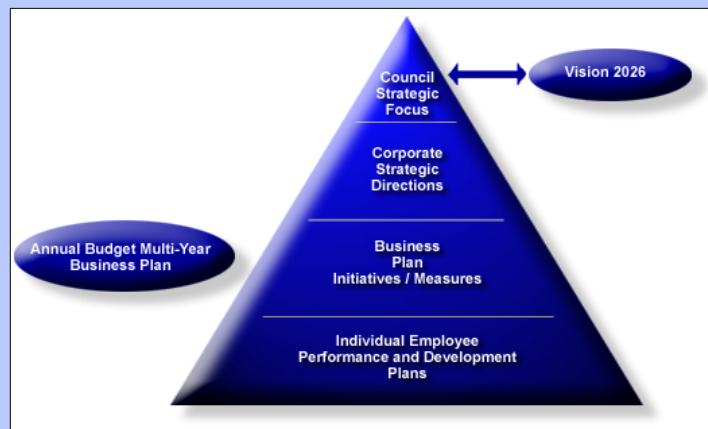
Reference: Queensland Government – Performance Management: Overview



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## Performance Management (cont'd)



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# Knowledge Management

- **The explicit and systematic management of vital knowledge - and its associated processes of creation, gathering, organizing, diffusion, use and exploitation – in pursuit of business objectives**

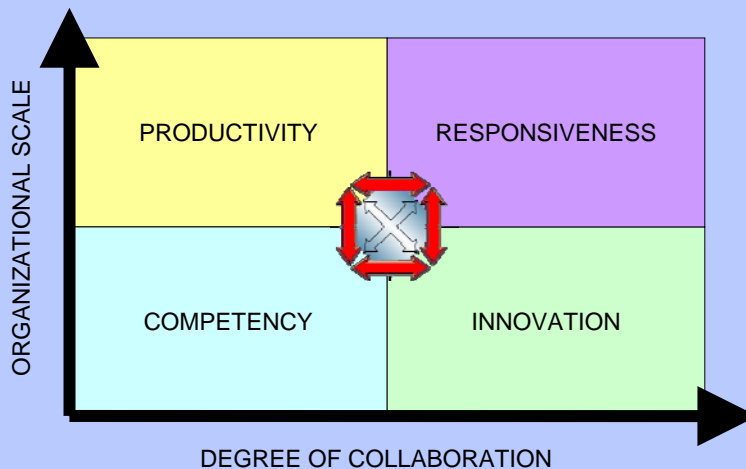
Reference: Knowledge Management – The Basics (David Skyrme Associates)



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# Knowledge Management



Source: Lotus Development Corporation, IBM 1998



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# Leading Changes

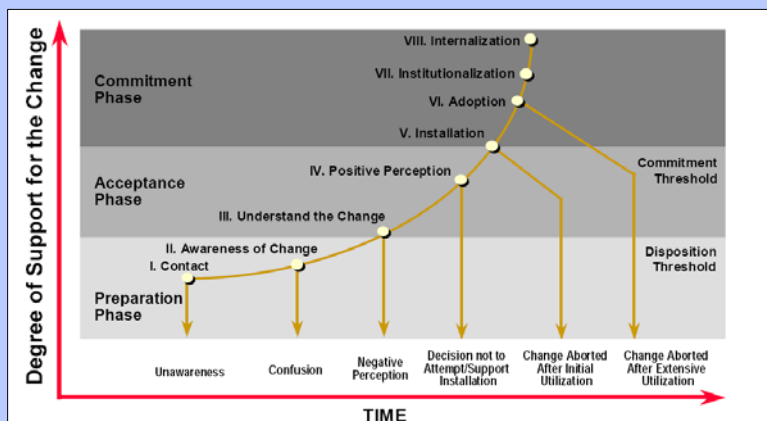
- **New groups and working relationships created**
- **Increased use of matrix model**
- **Combining a rate based service and tax levy service into one delivery model**



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# Principles of Change Management



Source: AUMA-2006



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## Lessons Learned

### Things that went right

- **Open communication**
- **“Town Hall” meetings**
- **Revitalized teams**
- **Stuck to the timelines**
- **Streamlining the reporting structure**
- **Opportunity for feedback**



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## Lessons Learned

### Things that could have gone better

- **Delivery of new organizational charts**
- **Aligning roles & responsibilities with job title**
- **Specifically address matrix relationship across the 4 groups**



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# Questions



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