

BUDGET COMMITTEE MEETING – JANUARY 31, 2005

REQUEST FOR ADDITIONAL INFORMATION SENIOR MANAGER OF STRATEGIC PLANNING POSITION

Recommendation

The City Manager recommends:

1. That the following report be received; and
2. That Council support the continued recruitment process currently underway.

Purpose

The purpose of this report is to provide Council with further information as it relates to the need of and filling of the vacant full time position of Senior Manager of Strategic Planning.

Background – Analysis and Options

In early 2003, consultants from The Organizational Design Group were retained by the City to work directly with Council and SMT on the further development and implementation of Vaughan Vision 2007. In the 4th quarter 2003, a strategic foundation was in place, and it was an appropriate time to hire a full time senior strategic manager.

In December 2003, an internal and external selection process was undertaken to fill the vacancy of Senior Manager of Strategic Planning. Interviews were conducted, however, none of the candidates were considered suitable. Without a senior strategic manager in place at the beginning of 2004, it could have potentially resulted in a significant delay to the development of the strategic process.

On January 12, 2004, Council directed that a services contract be negotiated with Mr. Andrew Harvie, a strategic planning consultant. The duration of the engagement would be 12 months.

In December 2004, Human Resources was again asked to recruit for the position of Senior Manager of Strategic Planning. Given the time of the year, the advertising and posting of the position was delayed until the first week in January 2005. Accordingly, the ad appeared in the Globe and Mail on January 7th, 8th and 12th. The deadline for applications was January 21, 2005.

As at January 21, 2005, 31 resumes have been received. The recruitment, interviewing, hiring and transition process is expected to take up to 3 months.

In the interim, and on a month-to-month basis, Mr. Harvie has agreed to extend his engagement. He will continue to provide strategic planning services to the City and further the development and implementation of Vaughan Vision 2007, including the performance management initiative.

As shown on Attachment 1, a significant amount of work has been completed. It outlines the strategic planning milestones that have been accomplished from the first quarter 2003 to the first quarter 2005.

The City has moved from a 'top down', issue driven organization to an organization that has empowered its management and supervision to build and implement objectives that fully support the Vaughan Vision 2007. Furthermore, the City is now poised to begin the implementation of a performance management framework.

Council, in its approval of the Strategic Plan and the revised terms of reference for the Operational and Strategic Planning Committee on September 27, 2004, has established its purpose and existence. At the last retreat, Council directed that Council/SMT continue to meet

throughout 2005 to monitor and guide the on-going development of the strategic planning process.

In moving forward, the primary objective is that the performance management component will be fully implemented. This will provide Council and Senior Management with the proper tools and reporting mechanisms to ensure City Departments are proactively on-track with the ongoing implementation of corporate strategic objectives.

The necessity of this position is vital to both the short and long term strategic objectives as follows:

Short Term

1. the co-ordination of all items to the Operational and Strategic Planning Committee Meetings;
2. the completion of 23 business unit full day planning sessions by mid March (in progress);
3. work with SMT and Directors to finalize 2006/2007 objectives for presentation to Council in June and incorporation in the 2006 budget process;
4. complete 1st quarter 2005 update for the current strategic objectives (2004/2005);
5. produce the 2004 Corporate Report on strategic performance;
6. ensure continuity of planning and organization for the Council/SMT and SMT/Director retreats in 2005.

Long Term

1. ensure the continuity and continued development of the strategic planning process (development, communication, continuous improvement);
2. ensure the development and future continuity of corporate performance management programs and initiatives.

Relationship to Vaughan Vision 2007

The Senior Manager, Strategic Planning guides the on-going development, refinement and performance management of VV 2007 to ensure consistence of application and implementation across all city departments/business units.

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

Conclusion

The position of Senior Manager of Strategic Planning is critical to the continued momentum and further development of the strategic planning process and as such the recruitment process should continue. The success of the strategic plan will require a dedicated professional to guide.

Attachments

1. Strategic Planning Milestones
2. Global Strategic Planning Objectives - 2005
3. Job Description – Sr. Manager of Strategic Planning

Respectfully submitted,

Michael DeAngelis
City Manager

Attachment 1

Since the 1st quarter 2004, the following strategic planning milestones have been accomplished:

1. Through facilitated meetings with SMT and the Directors and follow-up meetings with SMT, the existing corporate VV 2007 corporate objectives were prioritized with accountabilities and timelines.
2. Six full day facilitated meetings were conducted with Departmental management to "audit" the existing corporate objectives and to propose additional (department specific) objectives that more fully support VV 2007 priorities and goals.
3. An updated version of VV 2007 was presented to Council and SMT at the April 1, 2003 retreat and it was adopted as presented. Also, issues that potentially could affect the full implementation of the corporate strategic objectives were discussed and an action plan was developed.
4. At the September 16, 2003 SMT/Council retreat, the "Balanced Scorecard" program was introduced and the VV 2007 priorities and objectives were realigned within the model and a revised "vision statement" was discussed and adopted. A final version was presented to SMT and Directors on December 18, 2003.
5. Throughout the 1st and 2nd quarter 2004, twenty-two full day facilitated business unit meetings (e.g., Recreation, Parks and Buildings and Facilities) were completed. The result of these meetings was a further refinement of VV 2007 within the Balanced Scorecard format, the addition of a significant number of new business unit objectives.
6. Following these meetings, each B/Unit further developed their objectives with the addition of: (a) "anticipated stakeholder benefit statements", (b) "significant milestones to completion" and an (c) "expected full implementation date", (d) "resources required in 2005".
7. On May 26, 2004, SMT selected 155 corporate objectives and as a group, prioritized each objective.
8. At the June 22nd Council/SMT retreat, each corporate objective was reviewed, twenty-three were deferred, and consensus was reached on final priority designations.
9. In the 3rd quarter 2004, strategic objective "2005 costing" was included for the first time within the budget process.
10. In the 4th quarter 2004, a strategic communication program was developed - "progress report VV 2007". Implementation is pending consultation with the Operational and Strategic Planning Committee and approval by Council.
11. Full day, facilitated business unit meetings are in progress to be completed in the 1st quarter, 2005. The focus of these meetings is: (a) strategic training, (b) internal/external environmental audits, (c) updating of B/unit objectives, (d) key performance indicator development.
12. In the 1st quarter 2005, business units will provide a progress report on the implementation of their corporate strategic objectives and implementation or funding issues will be addressed at the March 24th, Council/SMT retreat.

Attachment 2

Global Strategic Planning Objectives – 2005

The following objectives were presented at the Council/SMT Retreat, November 30, 2004:

- A. Ensure the strategic planning process is "fully connected" to the budgeting process.
- B. Key performance indicators are identified/activated for all business units.
- C. Corporate objectives are further refined toward short/mid/long term "mission critical".
- D. Cross-functional issues that affect the successful implementation of the strategic plan continue to be identified and addressed by appropriate cross-function working groups.
- E. VV 2007 progress has been effectively reported internally and externally.

JOB DESCRIPTION

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CORPORATION OF THE CITY OF VAUGHAN

- I. **POSITION:** SENIOR MANAGER STRATEGIC PLANNING
- II. **SUPERVISOR:** CITY MANAGER
- III. **DEPARTMENT:** CITY MANAGER'S OFFICE
- IV. **DATE WRITTEN:** JUNE 17, 2003
- V. **DATE EVALUATED:**
- VI. **BASIC FUNCTION(S):**

As the Program Manager for the City of Vaughan's strategic planning and performance measurement initiatives, the incumbent is responsible for developing and managing the process for the implementation of the Vaughan Vision strategic initiatives, including related research and analysis, policy development and recommendations, corporate project management, strategic planning coordination and stakeholder consultation, intergovernmental affairs and liaison, local government restructuring, strategic corporate communications advice and media liaison, liaises and provides expertise and guidance to Members of Council, is an advisor to the Senior Management Team (SMT), attending meetings as required and tracks and monitors strategic initiatives and decisions, participates on corporate and cross-departmental project teams and coordinates project priorities in conjunction with the Commissioners, prepares Council and Committee reports, attends Council, Committee and community meetings and events as required, providing expertise and guidance to staff on issues, reports and matters relating to strategic planning and requiring the City Manager's attention and, in partnership with the City Manager, champions the Vaughan Vision initiatives and the City's mission and values.

VII. **JOB RESPONSIBILITIES:**

1. Assesses staffing needs, participates in the recruitment process, and prepares recommendations regarding the selection of staff.
2. Manages staff, including performance appraisals, training, overtime authorization, grievance response, discipline and makes recommendations regarding promotions, demotions and terminations.
3. As Program Manager, coordinates, develops and manages the implementation process of the Vaughan Vision strategic initiatives, including developing and maintaining a strategic planning process; develops, implements and maintains a technical strategic framework that balances the corporate objectives with the culture of the organization.
4. Develop the reporting structure for the Performance Measurement System, lead the Commissioners and Directors in the identification of measurement criteria and indicators, including clarifying and gaining consensus about the strategy, communicating the strategy internally and externally, developing and implementing on-going training programs, ensuring goal congruence through aligning corporate and departmental goals with the overall corporate strategy linking strategic objectives to long term targets and annual budgets, identifying and aligning strategic initiatives, performing periodic and systematic strategic reviews, and obtaining feedback concerning the strategy. Review achievements towards identified goals and prepare reports on a regular basis on the Performance Measurement System.
5. Linking management initiatives to strategic planning and performance management, and building support through on-going communication and training.

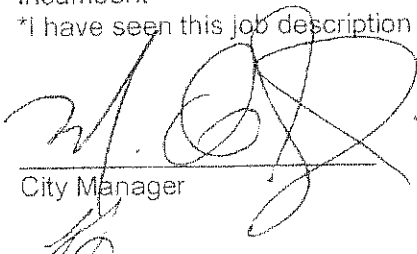
6. Attend Council, Committee, SMT and other meetings as required; makes presentations and provides expertise and guidance on strategic planning, performance management, and knowledge management.
7. Manages the Strategic Planning function, including acting as key staff contact for the Committee, coordinating, developing and implementing Vaughan Vision initiatives.
8. Arranging and facilitating stakeholder consultation and general public input, data collection and analysis; plan roll-out and communication, coordination of implementation, annual update and incorporation of Council's Key Priorities and Action items, monitoring integration of corporate/departmental Business and Work Planning complementary to the Strategic Plan and Council's Key Priorities and Action items, and analyzing/evaluating and reporting on progress.
9. Responds to inquiries from and/or liaises with the general public, internal divisions/departments, other government/agencies, residents, external consultants, elected and appointed officials, etc. on strategic planning, Vaughan Vision initiatives, policies, procedures and processes.
10. Undertakes special projects and performs other tasks as assigned, in accordance with job responsibilities or necessary corporate objectives.

VIII. EDUCATION/EXPERIENCE:

1. University Degree in Public Administration, Organization Behaviour or suitable equivalent.
2. Minimum of eight (8) to ten (10) years demonstrated progressive experience in public administration with a demonstrated understanding of strategic planning and performance management, preferably in a local government environment.
3. Excellent interpersonal, project/time management, organizational, analytical, research, communication, presentation, facilitation/negotiation, prioritization, and problem-solving skills.
4. Working knowledge of strategic theory, performance measurement theory and an understanding of knowledge management and intellectual capital issues facing public or private sector organizations.
5. Thorough working knowledge of local government legislative framework, processes and programs, contemporary issues facing local government in Ontario, federal and provincial programs/processes/protocols related to local government, strategic planning and contemporary management practices.
6. Strong computer literacy utilizing word-processing, spreadsheet, presentation, software, database, and Internet applications.
7. Availability to attend evening and/or weekend meetings or other events as required.

Incumbent *

*I have seen this job description



City Manager

Sept. 29/03
Date