



## *ORGANIZATIONAL and OPERATIONAL REVIEW* TRANSIT and FLEET SERVICES DIVISION



Presentation to City of Greater Sudbury Council – May 15, 2012  
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## Purpose of Today's Presentation

- Present results of Operational/organizational review of Transit and Fleet Services Division
- Provide recommendations to re-organize Division and increase in staffing levels
- Answer questions from Members of the City Council



## Background/Study Purpose

- Review requested by Council - result of report by Auditor General of Transit Services Division
- Decision to integrate Transit and Fleet vehicle maintenance within new Transit and Fleet Services Division
- Key objectives:
  - Provide recommendations for effectively integrating the Fleet and Transit vehicle maintenance sections
  - Provide recommendations to ensure effective delivery of services by Division overall
  - Respond to recommendations from Auditor General's report

## What We Did

- Reviewed organization structure, key positions, staffing levels
- Interviewed key personnel – Transit and Fleet, CUPE executive
- Reviewed administration, operations, vehicle and facility maintenance practices and use of performance measures
- Conducted Peer review – transit and fleet divisions – 7 municipalities across Canada
- Reviewed Auditor General's report recommendations relative to transit:
  - Parts inventory
  - Commercial Vehicle Operator Record (CVOR) and work orders
  - Ridership growth and route analysis
  - Management of customer feedback

## What We Did (continued)

- Assessed Division against key management principles of:
  - Clarity of organization structure and reporting relationships
  - Alignment with Division functions and service delivery
  - Scope of individual position descriptions and emphasis on core responsibilities of position within organization
  - Use of performance measurement data and information technology
  - Staffing levels to fulfill needs of the organization and meet public responsibility/commitment
  - Industry best practices

## Key Findings

- Compared to peers and industry best practice, Transit performs cost-effectively with minimum levels of staff
- Transit has innovative operating practices to minimize costs
- Key personnel have a wide range of responsibilities
- Staff motivated, positive, capable, knowledgeable, team atmosphere

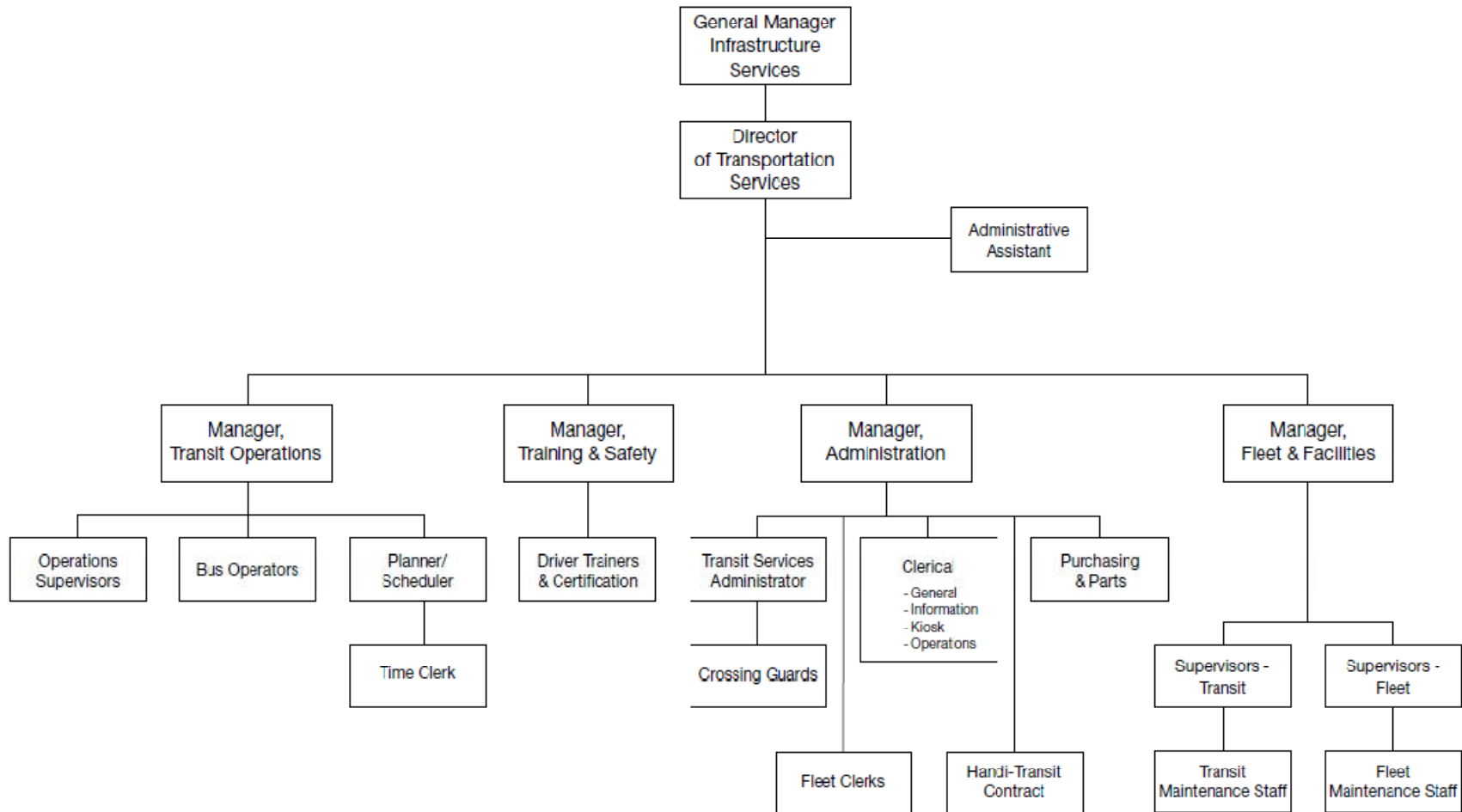
However,

- Variety of staff responsibilities detracts from effectively performing core functions
- Innovative operating practices reduces effectiveness in key areas – operations, vehicle maintenance, administration
- High number of people reporting to Director
- Need for additional staff resources – operations, vehicle maintenance, administration

## Key Conclusions

- Integration of Fleet and Transit vehicle sections is appropriate and offers functional and efficiency benefits
- Transit vehicle maintenance schedule should be enhanced to increase frequency of vehicle maintenance; introduce on-going vehicle maintenance quality control (audit) program
- Re-structure Division to focus on core functions of:
  - Administration
  - Operations (service delivery)
  - Vehicle and facilities maintenance
- Add five positions within administration, operations and vehicle/facility maintenance
- Issues identified by Auditor General's report are addressed in recommended organization/operational changes

# Recommended Organization Structure





## Recommendations

1. Implement the recommended Division organization structure;
2. Merge transit and City vehicle fleet maintenance functions under a “Manager, Fleet & Facilities” reporting to Director;
3. Add five staff in administration, operations and vehicle/facility maintenance areas;
4. Revise transit vehicle maintenance and cleaning programs, implement quality assurance audit process;
5. Provide additional employee resources during organizational transition period to assist in implementing changes;
6. Provide assistance to implement recommended preventative maintenance program and quality assurance audit process;
7. Enhance training budget for vehicle maintenance and transit operations staff;
8. Utilize performance measures and benchmarks to measure and improve the performance of the Division.