

Washington State Ferries

Introduction to the Evaluation of Management and Organization Structure



721 Colorado Avenue, Suite 101
Palo Alto, California 94303
v.650.858.0507 f.650.858.0509

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Background to the Evaluation

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In July 2011, the Joint Transportation Committee (JTC) issued an RFP to Evaluate the Management Organization Structure of the Washington State Ferries (WSF). Although the WSF has been the subject of numerous reports over the past several years (e.g., Performance Audit, Ferry Finance Study, Governance Study, etc.) – this evaluation will focus primarily on improvements to the management organizational structure.

Purpose of the Evaluation:

The overall purpose is to evaluate the current management and staffing structure of the WSF Division and address the following types of issues:

- Appropriateness of management layers
- Ensuring effective chain of command and spans of control
- Efficient and effective allocation of management responsibilities
- Ensuring appropriate accountability and performance mechanisms are in place
- Clarifying and enhancing the relationship between management and staff

Structure and Timeframe of the Study:

The study will be conducted between August and December, and include the following:

- Reviewing the pertinent studies which have been completed in the past to understand the overall operating context of the WSF.
- Interviewing key executives, managers, and supervisors to understand management structure, functional allocations, roles and responsibilities, etc.
- Conducting an employee survey WSF staff to obtain perceptions on the quality and effectiveness of management, organization, operations, etc.
- Conducting a best practices / comparative assessment and evaluate the strengths and opportunities for management structure improvements.
- Preparing a final report and implementation plan for recommendations.

Schedule for the Evaluation

Project Week	Key Tasks and Activities
August 29 (1)	<ul style="list-style-type: none"> • Conduct project initiation / orientation meeting with the JTC Staff Workgroup • Begin individual interviews with key WSF management personnel • Begin identifying data needs and sources • Continue reviewing existing documentation and previous reports
September 5 (2)	<ul style="list-style-type: none"> • Continue individual interviews with key WSF management personnel • Begin development of the profile of current management organizational structure, functions, and roles and responsibilities • Develop draft of employee survey
September 12 (3)	<ul style="list-style-type: none"> • Continue individual interviews with key WSF management personnel • Continue development of the profile of current management organizational structure, functions, and roles and responsibilities • Distribute employee survey
September 19 (4)	<ul style="list-style-type: none"> • Complete individual interviews with key WSF management personnel • Develop draft profile of current management structure • Continue monitoring employee survey results <p>Deliverable 1: Draft Profile of Current Management Organization</p>
September 26 (5)	<ul style="list-style-type: none"> • Compile and review the results of the employee survey • Initiate the best practice assessment and comparative survey <p>Deliverable 2: Draft Results of the Employee Survey</p>
October 3 (6)	<ul style="list-style-type: none"> • Continue best practice assessment and comparative survey
October 10 (7)	<ul style="list-style-type: none"> • Continue best practice assessment and comparative survey
October 17 (8)	<ul style="list-style-type: none"> • Continue best practice assessment and comparative survey • Compile profile, employee results survey, and identification of strengths and opportunities for improvement and submit to JTC Work Group. <p>Deliverable 3: Draft of assessment and comparative survey results</p>
October 24 (9)	<ul style="list-style-type: none"> • Finalize deliverables to date • Begin further evaluation of management and organizational structure issues
October 31 (10)	<ul style="list-style-type: none"> • Continue evaluation of management and organizational structure issues
November 7 (11)	<ul style="list-style-type: none"> • Continue evaluation of management and organizational structure issues

Project Week	Key Tasks and Activities
November 14 (12)	<ul style="list-style-type: none"> Continue evaluation of management and organizational structure issues
November 21 (13)	<ul style="list-style-type: none"> Continue evaluation of management and organizational structure issues
November 28 (14)	<ul style="list-style-type: none"> Develop key findings and recommendations
December 5 (15)	<ul style="list-style-type: none"> Present findings and recommendation to the JTC Work Group <p>Deliverable 4: Draft Findings and Recommendations</p>
December 12 (16)	<ul style="list-style-type: none"> Confirm findings and recommendations and develop Draft Report <p>Deliverable 5: Provide Draft Report of Evaluation</p>
December 19 (17)	<ul style="list-style-type: none"> Revise Draft Report as necessary
December 26 (18)	<ul style="list-style-type: none"> Revise Draft Report as necessary
January 2 (19)	<ul style="list-style-type: none"> Finalize Report <p>Deliverable 6: Provide and Present Final Report</p>

The Firm and Key Project Team Members

Matrix Consulting Group

- Our senior staff have provided management consulting services to state and local government agencies since the 1970's.
- Our firm has conducted similar evaluations in the State of Washington and in nearly 40 states across the country.
- Our firm has evaluated over 600 governmental agencies in the areas of management, organization, staffing, and operations.
- Our methodology is based on extensive staff input and interaction; detailed data collection and analysis.
- We have seven offices – California, Texas, Washington, Maryland, Illinois, Massachusetts, and Florida.

Key Project Team Members:

- **Richard Brady, Overall Project Director / Executive**
 - Over 30 years of local government consulting experience
 - Provide overall project management and quality control
- **Greg Mathews, Lead Analyst**
 - Over 20 years of government management and consulting experience
 - Previously served as Deputy Director for performance auditing
- **Randy Tan, Analyst**
 - Over 10 years of government management consulting experience
 - Has conducted over 75 similar evaluations of public sector agencies
- **Alan Pennington, Analyst**
 - Over 20 years of government management and consulting experience
 - Previously served as manager of labor relations, human resources, etc.