

Evaluation of the WSF Management and Organization Structure

Project Update



October 19, 2011

Project Update Agenda

- ◆ Project and Team Introduction
- ◆ Overall Project Tasks
- ◆ Completed Activities
- ◆ Summary of Initial Observations
- ◆ Employee Survey Process
- ◆ Next Steps
- ◆ Questions

Project Introduction

- ◆ The WSF has been the subject of numerous reports over the past several years (e.g., Performance Audit, Ferry Finance Study, Governance Study, Management and Support Review).
- ◆ While past and current efforts have addressed the various issues and findings of these reports, this JTC study is targeting the following specific issues to improve ferry management:
 - Identifying the appropriate number of management layers
 - Ensuring effective chain of command and spans of control
 - Efficient and effective allocation of management responsibilities
 - Clarifying and enhancing the relationship between management and staff

Project Team

Team Member	Background	Project Role
Greg Mathews	Has 20+ years of experience, including previous government experience serving as the Deputy Director of Performance Auditing for Los Angeles, and now serving as a government consultant	Project Manager / Lead Analyst
Alan Pennington	Has 16+ years of experience, including previous government experience as manager of labor relations and human resources, and now serving as a manager and analyst on other similar evaluations	Analyst
Randy Tan	Has 10+ years of management consulting experience, having conducted over 75 similar management, organizational, and staffing evaluations of state and local departments	Analyst

Project Tasks

Task	Summary	Outcome
0. Document Review	Review pertinent studies of WSF conducted within the past several years	Identify initial issues and status of implementation
1. Profile	Interview key policy-makers, managers, and staff, collect and review management structure, roles and responsibilities, etc.	Identify current org. structures and allocation of management duties
2. Employee Survey	Conduct satisfaction survey of full-time WSF employees	Quantify issues regarding management, ops, etc.
3. Best Practices	Compare WSF to industry standards of management and structure effectiveness	Identify strengths and key improvement opportunities
4. Evaluation	Evaluate management approaches and structures, spans of control, allocations, etc.	Analysis of issues and recommendations
5. Report	Compile components of the evaluation and develop draft report for review	Final Report and presentations

Completed Activities

- ◆ The project team has conducted over 60 individual interviews with employees of the WSF, including the following:
 - Assistant Secretary and Deputy Chiefs
 - Directors, Managers, and Coordinators
 - Vessel Captains, Terminal Supervisors, Senior Engineers, etc.
- ◆ The collection and initial review of descriptive WSF information and previous studies and reports.
 - Organizational charts, job classifications and descriptions, employee contracts, etc.
 - Past studies and audits.
- ◆ Completion of the employee survey instrument.

Slide 5

Summary of Initial Observations: Management Issues

1. Multiple and often competing direct input from numerous stakeholders that creates a *reactive culture* and impacts managers' capabilities to manage efficiently and effectively.
2. Many contract terms and conditions associated with several bargaining units are uncommon; these can have a dramatic impact on the way an organization is managed.
3. Information Systems (technology, communications) are not effectively utilized in several instances impacting managerial efficiency.
4. Some administrative tasks performed by managers (e.g. auditing of pay-orders) are over-emphasized and extremely time consuming.
5. There is a lack of consensus and understanding regarding some management positions as to their respective roles and responsibilities.

Summary of Initial Observations: Management Issues

6. Certain internal procedures (e.g. call-back procedures, disciplinary procedures) are cumbersome and impact managers' ability to effectively operate as well as result in excessive costs to operations.
7. There is a need for implementation of succession planning throughout the organization.
8. Some positions classified as "managers" are performing few managerial functions. They operate as professional classifications (e.g., as analysts or project coordinators).

Summary of Initial Observations: Organizational Structure Issues

1. Spans of managerial control are unbalanced, ranging from one-over-one reporting relationships to managing several dozen personnel.
2. The WSF Performance Management System (performance evaluations, performance objectives, key performance indicators) is not consistently used or fully established throughout the organizational structure.
3. There is a lack of proper management and supervision outside of the 8am-5pm time period at certain WSF locations (e.g. terminals).
4. The WSF promotion process is problematic for some management positions. Some positions are promoted based on seniority, while other comparable positions are based on Knowledge, Skills and Abilities.
5. There are possible opportunities to centralize some staff functions to streamline or re-allocate management positions.

Employee Survey Process

- ◆ The project team has developed a paper-based survey to obtain employee input on a number of key issues:
 - Management issues (e.g., communication, accountability, etc.)
 - Organizational Structure Issues (e.g., spans of control, etc.)
- ◆ This anonymous survey will be distributed to all WSF employees.
- ◆ This survey will provide insights which could be quantifiably analyzed to support findings, conclusions and recommendations.

Next Steps

- ◆ Individual interviews with JTC members
- ◆ Employee survey distribution and results assessment
- ◆ Comparative survey of targeted issues with other ferry and transportation agencies
- ◆ Continue best practices assessment and evaluation of organizational and management efficiency and effectiveness
- ◆ Draft report

Questions
