

2009-2010 Terms of Reference for Annual Review of Organizational Structure

Preamble

On an ongoing basis, and particularly when there are vacancies or pending vacancies, it is necessary for senior administration to review the organizational structure to assess effectiveness and whether changes are required that will further align our staff resources with our strategic directions and priorities. In addition, we have recently had some recommendations from the Employee Engagement Task Groups to review the scope of supervisory responsibilities across the College in order to determine whether all supervisors can undertake their accountabilities effectively with present scopes of responsibilities. At this time, there are also several senior administrative and supervisory vacancies, and there will be retirements that occur over the next few years.

Purpose

To undertake a review of the College's present organizational structure to determine any requirements for reorganization that would enhance the effectiveness of College operations and to further align our resources with our strategic directions and priorities.

Scope

The focus will be on the major areas of supervisory and leadership responsibility.

Guiding Principles

- Our organizational structure should always be aligned with the strategic needs of the College.
- The review will be undertaken with every consideration to those who may be able to provide valuable input, or to those who will possibly be affected by changes.
- The College's values will be a foundation for our work.
- We will remain conscious that our ability to modify the structure will be limited by the College's financial resources.

Considerations

As we carry out this review, we will be informed by and aware of:

- Succession planning requirements and opportunities for progressive leadership responsibilities (eg, middle vs senior management positions).
- Recommendations from the Employee Engagement Action Plan.
- Opportunities for change within and across Divisions prior to replacement hiring provided by present vacancies and upcoming retirements and that build on recent decisions, such as the reconfiguration of Continuing Education and Distributed Learning Centre oversight.

- Clarification and rationalization of:
 - Relative scope of responsibilities
 - Reporting responsibilities and accountabilities
 - Campus/centre administrative oversight
 - Levels of support
- Information Technology Review recommendations.
- Risk management requirements regarding appropriate division of responsibilities from fiduciary oversight and security perspectives.

Responsibility

Management Committee

Process

This process will be incremental, with areas of high priority considered and decided upon first.

There will be consultation and information sharing with key people within the applicable divisions, and with other divisions which may be implicated.

Management Committee will be updated and consulted with regularly prior to the decision-making process.

The entire process with decisions will be completed by March 31, 2009, inclusive of any required Board approvals.

Communication

The Weekly Update will be utilized to report our progress. As a first priority, staff members that are directly impacted by any change to the organizational structure will be informed prior to releasing information to the College Community. Management Committee members will be available to further discuss implications of any changes at departmental and/or committee meetings.