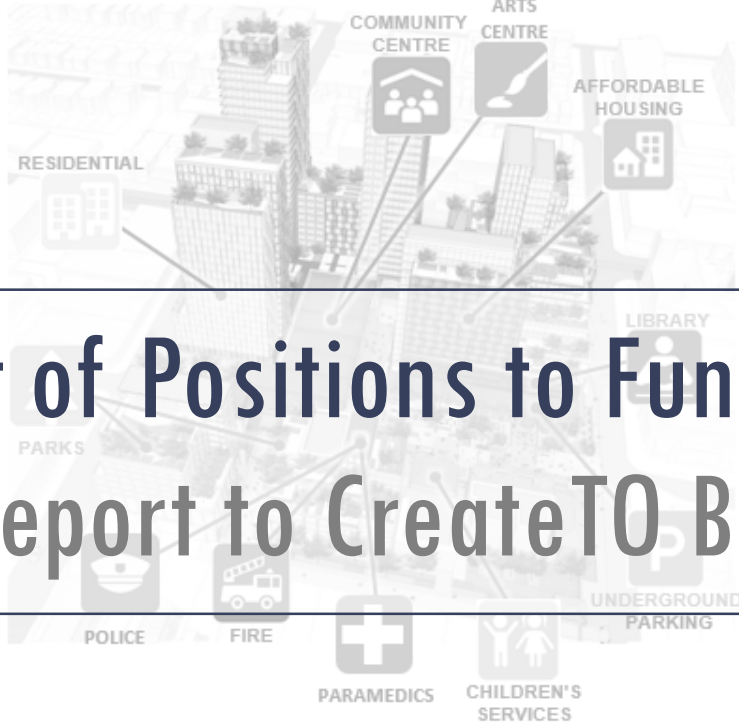
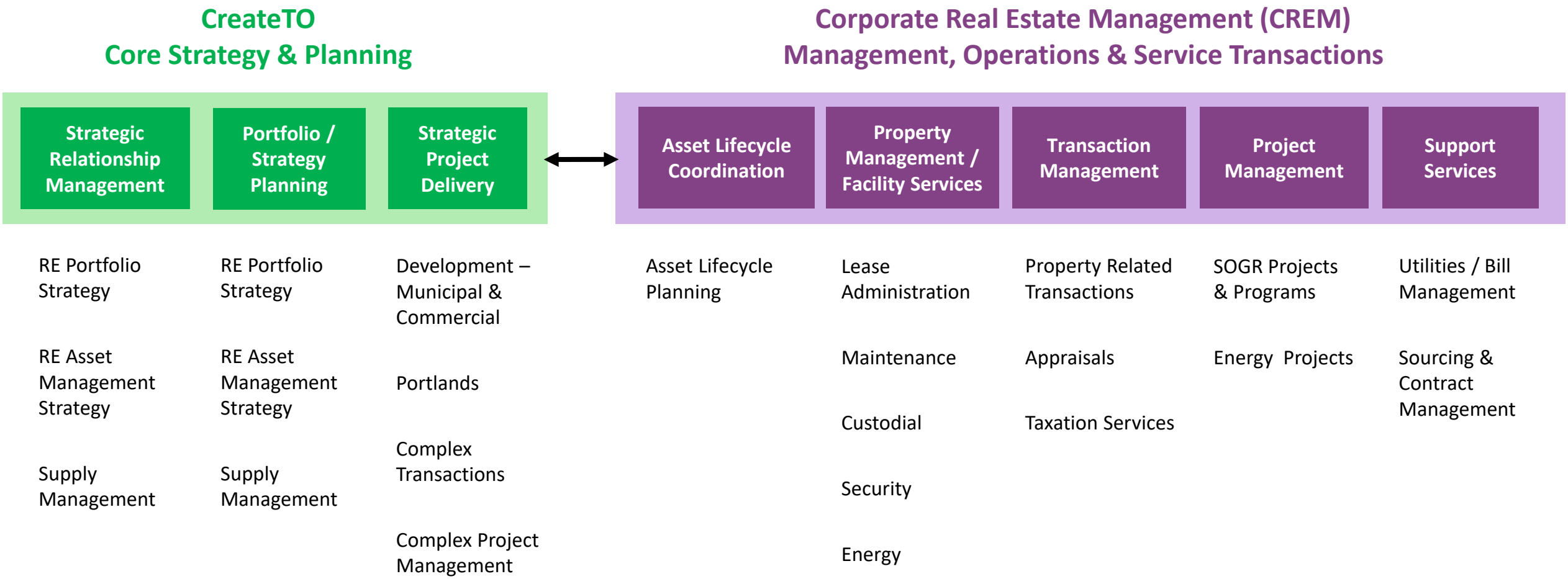




Alignment of Positions to Functional Model Report to CreateTO Board

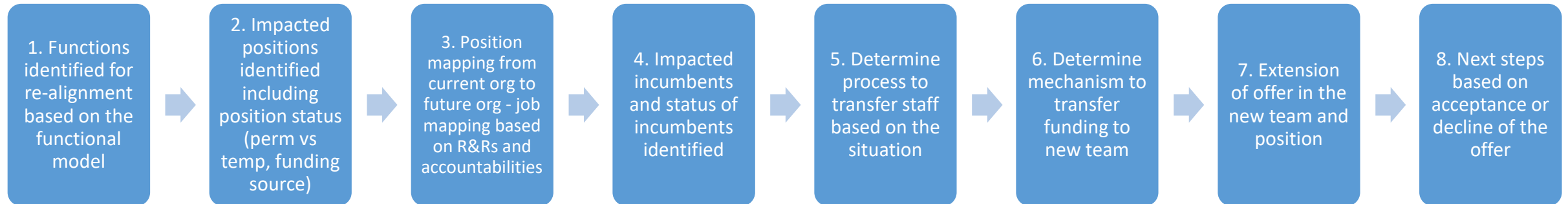
FUNCTIONAL MODEL

In establishing the CWRE model, the City aligned to an industry standard delivery model and is preparing to centralize operational management City-wide. Key functions include:



PROCESS – ALIGNMENT OF POSITIONS TO FUNCTIONAL MODEL

High level process flow for the alignment of positions / staff to the functional model:



PROCESS STEPS

1. Functions identified for re-alignment based on the functional model

- Alignment required within the model – between CreateTO and CREM, e.g., development of civic assets (First Parliament Site, Wellington Destructor) from CREM to CreateTO
- Transition of function currently being performed by a Division, Agency or Corporation (DAC), e.g., Development functions at TCH, facilities operations in Children's Services

2. Impacted positions identified including position status

- All positions associated to the function identified
- Position details identified – status (perm vs temp), funding source (operating vs capital, rate vs tax), position title, position pay grade, key accountabilities

3. Position mapping from current org to future org - job mapping based on R&Rs and accountabilities

- Based on position titles, pay grades and accountabilities, mapping of the current role to an equivalent role in the new entity should be conducted
- Total compensation analysis should be done to compare the two roles including based comp, bonus, vacation, pension and benefits

PROCESS STEPS

4. Impacted incumbents and status of incumbents identified

- All incumbents who hold the position(s) should be identified even if there are more incumbents than positions and include permanent base holders and temporary position holders
- Indicate how the incumbent secured the position – a. Through competition, b. Appointment/Secondment, c. Expression of Interest
- Incumbent specific compensation analysis to be done including identifying top level actions to be taken on compensation over a 2 year horizon

5. Determine process to transfer positions / staff based on the situation

- Use orders of consideration for positions – Base holder has first right of refusal to the position, followed by temporary incumbents who competed for the position through a posting, followed by an open competition to fill the position
- Should there be more incumbents than positions, a competition / expression of interest for the positions should be conducted

6. Determine mechanism to transfer funding to new team

- Funding for each position transfer should be transferred to the receiving entity working with each entity finance lead and in consultation / partnership with City Finance

PROCESS STEPS

7. Extension
of offer in the
new team and
position

- Based on analysis from steps 3 through 5, extend offers to the incumbent(s)

8. Next steps
based on
acceptance or
decline of the
offer

- Should incumbent accept the offer, they will be required to resign from their current entity
- Should the incumbent not accept the offer, they should be offered severance based on the current entities policies and the in force employment contract (assuming that there is no suitable equivalent position that is available that suits the skills and experiences of the incumbent)