bakertilly

City of Northfield

Administrative Services Organizational Assessment

Agenda

Project Objectives

- Evaluate the division's organizational structure, staffing structure, and efficiency of staff roles and responsibilities

- Review key functions of communications, human resources, information technology, finance, and administrative services related to the processes within the division

- Identify, assess, and prioritize process improvements including but not limited to the use of technology

- Identify areas at risk for significant institutional knowledge loss and assess the division's level of preparedness for knowledge transfer

Approach

INFORMATION GATHERING

- Information Request
- Virtual interviews
- Best practice research

ANALYZING DATA

- Research similar size communities
- Review functions, responsibilities, management and lines of authority
- Initial observation development
- Develop future state organization charts

Initial Observations

HIGH PRIORITY INITIAL OBSERVATIONS

- Increase capacity and restructure administrative services division

- Formalize workforce planning strategy

- Prioritize process documentation and BS&A training efficiency

Recommendations

RECOMMENDATION 1

- Create positions for:
  - Assistant City Administrator
  - Human Resources Manager
  - IT Specialist
  - Sustainability coordinator
  - Part-time administrative assistant
  - Budget analyst

- Title Changes:
  - Community Relations Specialist
  - Accountant I

- Structural Reporting Changes:
  - Communications, Human Resources, Information technology, and City Clerk will report to Assistant City Administrator
  - City Administrator will retain remaining departments

Recommendations

RECOMMENDATION 2

Create a workforce planning strategy

- Conduct a retirement eligibility analysis
- Identify critical positions
- Select appropriate competency model to assess requirements for each positions
- Use 9-box grid to understand internal pipeline
- Incorporate skills and leadership training to align with workforce needs

Recommendations

RECOMMENDATION 3

Prioritize process documentation and comprehensive BS&A training to enhance efficiency

- Self help resources for IT issues
- Create deeper understanding of BS&A and its full capabilities
- Store, organize, and update documentation to ensure all employees may review the correct way of completing any number of processes
- Intentionally cross train where necessary

Medium and Low-Level Recommendations

Medium and Low-Level Recommendations	
4.	Address lean administrative support and leverage language line
5.	Implement solutions to minimize manual processes
6.	Consider reducing public meeting cadence to alleviate staff workload
7.	Recommunicate telework policy and eligibility guidelines
8.	Evaluate staff responsibilities within the finance division to increase workload balance
9.	Streamline and standardize onboarding procedures across the organization
10.	Consider engaging communications staff to support DEI initiatives

Proposed Organizational Charts

Questions?