

City of Sacramento Department of General Services-Facilities and Real Property Management prepares for the future

Objective

In 2005, the recently created City of Sacramento's Department of General Services (DGS) underwent an internal audit which recommended a review of its organizational structure. CPS Human Resource Services was enlisted to assist the Facilities and Real Property Management Division within DGS (DGS-FRPM) in its efforts to prepare for business changes and future growth, determine how these changes will impact the operation and effectiveness of the organization, and examine ways the division could realign its operational and resource allocation to meet these challenges.

Solution

After an initial project meeting to review the project plan and begin dialogue with client managers, CPS held subsequent assessment meetings and interviews with staff and work unit leaders. In addition, individual and focus group meetings were held to clarify agency issues and business process questions and to solicit stakeholders' input on organization restructure improvement suggestions. CPS consultants then tried to answer the following questions using the collected data and any relevant documentation.

1. What are the core functions of the department, divisions, and their work units?
2. How does the current organizational structure compare to similar organizations?
3. Is the current structure the most effective and efficient one to meet the operational needs of the agency and maximize its resources?
4. How would the division be better organized to improve service delivery and customer services?
5. How could the department be better organized to support future changes?

To help support the client's mission, "To provide high quality, cost effective public services, facilities, and equipment focusing on customer satisfaction," CPS made several recommendations to improve the agency structure. A sample of those recommendations follows.

- Customer needs should be the first consideration in assigning work.
- The division should invest in long and short-term planning for business processes that support strategic asset management.
- Reorganize and realign the organizational structure to support the business operations and core service deliveries

Currently, CPS project consultants are assisting DGS-FRPM develop an implementation plan for the approved agency structure. The results should help the client determine the logistics of the reorganization and prioritize problem areas in terms of significance. Because there is a trend in public sector organizations to implement recommendations based on a one year or longer schedule, an important aspect for the approved agency structure to be successful and change to be sustained is implementing "early wins" or "quick hits" - Think Small and Get Organized. These early successes can help generate and sustain momentum in the reorganization effort. CPS will identify a prioritized list establishing some "quick wins" to generate needed momentum as well as address some of the most significant organizational issues confronting DGS-FRPM.

Results

The City of Sacramento's DGS-FRPM Division is poised for a future that improves performance and effectiveness, yet for the present balances dramatic and systemic changes in a realistic manner. The detailed recommendations given by CPS are intended as a roadmap to help DGS-FRPM align people, strategy, and operations to optimize organizational and individual performance. In addition, CPS is serving as a partner with the agency to form an implementation plan for that future.

CPS completed the assignment on a fast track schedule and with a quality product. The consultant listened to all the perspectives. All the correspondence was quickly turned around, professional, and focused.

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