



# Homes First Leadership Structure Review

Board Meeting – October 6, 2020



## Tonight's Agenda

1. Review Engagement Objectives and Approach to the Work
2. Current State Assessment
3. Final Recommended Leadership Structure
4. Additional Organization Design Recommendations

# Engagement Recap And Project Objectives

**Purpose:** Assess the organizational and fundraising capabilities to meet present day and future growth opportunities and challenges.

## Objectives:

1. Provide a review of organizational, management and fundraising structure and capabilities.
2. Recommend the best way to integrate fundraising activities and oversight into HFS.
3. Recommend a revised management structure including making recommendations on roles to be created within the Society to enable future organizational growth including fundraising.

# Scope

- Organizational structure including 3 levels of management structure with mandates and accountability structure
- Directional staffing roles for a 4th level and recommendations for division of labour between departments, and planning and control systems.
- All functional areas of the organizations including property maintenance, housing & shelters, HR, Finance, Marketing / Communication
- The Society's assimilation of the Foundation's fundraising duties and functions.

## **Out of Scope**

- Board governance
- Role descriptions
- Staffing numbers
- Gathering staff and tenant input
- Organization or individual performance

# Approach to the Work

- 17 interviews were conducted
  - Interview questions can be found in the Appendix.
- Background materials were reviewed including HFS strategy documents and organization
- A working group made up of the senior management was recommended and this working group met together on four occasions to charter the work, review findings from the stakeholder interviews, establish the guiding organization design principles and assess and discuss the consultants recommendations including draft leaders structure options proposed by the consultant
- HR Transformations provided perspective, best practice in organization design and facilitation. Design each meeting feedback from the Working Group was solicited.

# Current State Assessment: Executive Summary

HFS has experienced substantial success and growth over the last 5 years, due to its key strengths of organizational nimbleness and a winning service formula for housing and shelters for the most vulnerable in our GTA community. HFS has thrived through this growth with strong centralized vision and leadership, coupled with a depth of industry expertise within senior leaders who have established strong facilities and front-line service resources, and a reputation of being responsive and able to put new shelter and respites into place quickly.

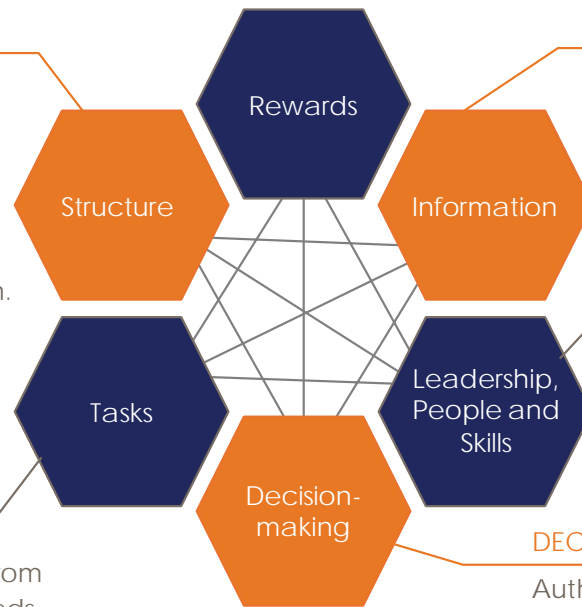
## STRUCTURE

The greatest opportunities is to renew the organization structure to continue its sector leadership and scale for growth are:

- a) Fill in new functional gaps by building in more robust leadership capability around fundraising, business development, future program planning, IT and project execution.
- b) Assist the senior leadership team in improving upon current challenges in the way they work together, share information and make decisions.

## TASKS

Support the Directors and Managers to move from entirely focusing on immediate operational needs to development of central administrative functions, processes, systems, and tools for tracking and reporting.



## INFORMATION

Information sharing has not kept up with growth and often results in misalignment and gaps in understanding, thus slowing processes across groups.

## LEADERSHIP

Client demands and high growth have been challenging and resulted in a focus on tackling urgent operational needs and deprioritizing organizational capability.

## DECISION-MAKING

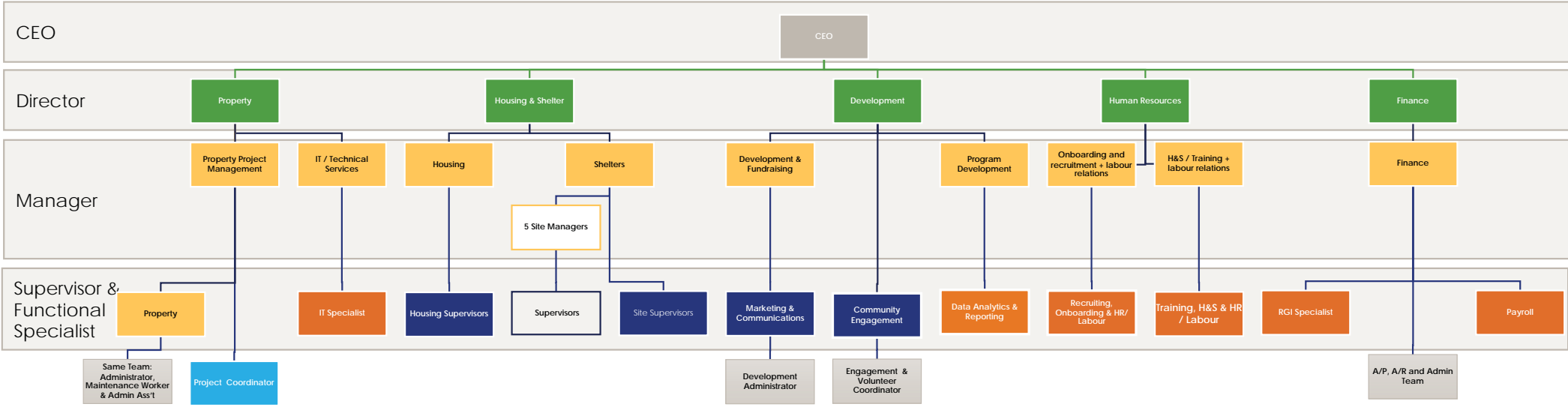
Authority and decision making has remained concentrated mostly at the top of the organization due to rapid influx of new and developing middle managers. Cross department decision making coordination has also been challenged as a result.

# Levels of Leadership Work\*\*

Level	
<b>CEO</b>	Whole system work. Must be able to judge the impacts of events, both internal and external of any and all parts of the organization in relation to the system, to analyze those parts and consider the likely consequences of those impacts and sustain an active anticipation of what changes are likely to unfold. Manages organization talent and succession plans. Timeframe may extend out 3 – 5 years
<b>Director</b>	General management work. Parallel plans with several intersection points. Requires ability to pace plans in relation to one another and to make trade-offs between tasks in order to maintain progress towards the goal. Aligns plans and builds talent across groups. Assesses pros/risks and makes decisions for the best of group at the same time as the organization in alignment with peers. Timeframe often 1-3 years out.
<b>Manager</b>	<p>Planning of work and processes. Alternative solutions developed and judged for best outcome in terms of short-term requirements while at the same time making progress moving towards goals that could be a year ahead. Directs team towards plans, goals and aligns work across groups. Assesses performance and makes decisions within budgets and scope of role. Keeps organizational direction in mind for within functional decisions. Timeframe up to 1 year.</p> <ul style="list-style-type: none"> <li>• Manager 1 – Leads a broader, larger function and/or group</li> <li>• Manager 2 - Leads a smaller group or site with greater direction/oversight from their Director/Manager and narrower scope of accountability and decision-making. [i.e. Site Manager]</li> </ul>
<b>Supervisor</b>	<p>Diagnostic work. Task outputs cannot be completely specified, they need some interpretation. Must be able to accumulate and consciously sort data to diagnose emerging problems and initiate action to prevent or overcome problems identified. Trains and coaches team members. Makes suggestions for process improvements. Typical timeframes immediate to 3 months.</p> <ul style="list-style-type: none"> <li>• Supervisor 1 – Supervises a team with broader supervisory responsibilities e.g., issue resolution, purchasing, 1;1 performance</li> <li>• Supervisor 2 - Provides supervision to staff with discreet scope of responsibilities e.g., oversight for issue resolution no financial responsibilities e.g., purchasing</li> </ul>

# Final Leadership Structure Model <sup>\*\*</sup> *Point of Arrival*

- Director
- Manager
- Supervisor / Specialist
- New Role





# Final Leadership Structure Model – Details\*\*

Function	Position Changes
<b>Property Management</b>	<ul style="list-style-type: none"> <li>• <b>Project Management Manager</b> has increased property plan execution responsibilities, including external partner alignment for site implementations and reporting. Director has oversight of this and retains Property roadmap, negotiations and financials. A Coordinator has been added to relieve the Manager in support of this function.</li> <li>• IT function has <b>Technical Services Manager</b>-level leadership and includes the IT roadmap and Analytics and reporting. An IT Specialist rounds out the team and the Director would provide oversight.</li> <li>• <b>Property Supervisor</b> stays and retains current team</li> </ul>
<b>Development</b>	<ul style="list-style-type: none"> <li>• Development <b>Director-level Function Head</b> inserted and includes two Managers for <b>Development and Fundraising</b> and <b>Program Development</b>. Managers have supervisor-level Specialist running programs &amp; coordinating with Housing and Shelter-based Community Engagement Coordinators.</li> <li>• The current Community Engagement Supervisor reports to the Director.</li> <li>• A new <b>Data Analytics &amp; Reporting Specialist</b> role sits under the Program Development Manager to enhance expertise and processes, and to focus on program development and reporting.</li> </ul>

# Final Leadership Structure Model – Details cont'd

Function	Position Changes
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• 2 HR Managers would be accountable for generalist advising for Employee and Labour Relations to designated Housing and Shelter sites &amp; departments. Plus, they would lead one of the specialties of On-Boarding/Recruitment or H&amp;S/Training to supervisor sub-functional HR Specialists and be responsible for planning, developing and launching of program projects within those sub-functions with the Director.               <ul style="list-style-type: none"> <li>• <b>Recruitment and Onboarding Manager</b> would own end-to-end candidate / employee experience from sourcing to onboarding. Would also own design and development of new supervisor training programs.</li> <li>• <b>Training / Health &amp; Safety Manager</b> would focus on all staff meeting &amp; training along with team H&amp;S compliance training + wellness.</li> </ul> </li> <li>• Director focuses on overall talent and succession planning strategy and program planning and Union relationships.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• <b>Finance Manager</b> to manage A/R &amp; A/P team transactions, a <b>Payroll Specialist</b> and an <b>RGI Specialist</b> (both raised to specialist level who would continuously improve processes and implementation of electronic systems that enable those processes).</li> <li>• Director manages cash flow, operational planning and reporting, financials, Board reporting and manages risk.</li> </ul>

# Organization Design Recommendations

As well as the leadership structure changes recommended, there are a number of other organization design focus areas that will help to support HFS' continued growth and evolution.

## STRUCTURE

Ensure the CEO and Directors spend time together as the Senior Leadership Team to focus on planning, running the business and executing strategic initiatives.

Continue the process of clarifying functional mandate and key functional accountabilities and communicate.

As the Fundraising function is created, develop a longer term fundraising plan.

## TASKS

Focus the Human Resources department on creating smooth delivery of services to the organization and creating more capacity for future focus for HR. Clarify HR and middle manager roles to accelerate deliver of support for people issues and recruiting.



## INFORMATION

Create more formalized information sharing behaviors, processes and systems.

Undertake the modernization of processes and systems including business process reviews. Create a technology roadmap

## LEADERSHIP

Develop the middle management to be accountable for work and teams. Ensure manager roles beneath the Senior Leadership Team have clear accountabilities. Continue the management training program. Assess talent and populate management roles with needed capabilities and / or actively development in role.

## DECISION-MAKING

Empower, coach and mentor managers to make appropriate level decisions without reliance on senior leadership.

# Appendix

## Interviewees

Ade Olubode	Director of Finance
Brenda De Andrade	Assistant Manager, Human Resources
Caroline Ferris	Director, Human Resources
Fran Perkins	Past Board Chair
Hania Ahmed	Marketing and Communications Coordinator
Jamie Facciolo	Director, Housing and Shelters
Jeremy Roach	Board Chair
Jessica Uthayakumana	Assistant Manager, Shelters East
Jose Querubin	Executive Board Member
Justin Ryan	Director, Property Management
Kim Mole	Administrative Coordinator
Michael Lyster	Manager, Housing and Shelters
Morag Perkins	Housing Consultant, City of Toronto
Necole Small	Assistant Manager, Shelters West End
Patricia Mueller	CEO
Ricardo Simoes	Assistant Manager, Housing
Ryan Evershed	Community Engagement Supervisor

## Working Group

Ade Olubode	Director of Finance
Caroline Ferris	Director, Human Resources
Jamie Facciolo	Director, Housing and Shelters
Justin Ryan	Director, Property Management
Michael Lyster	Manager, Housing and Shelters
Patricia Mueller	CEO

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