

Date: 2022-05-20

Subject: Director level overview

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Report Number: Corporate Support Services-2022-559

Recommendations:

1. That the report dated May 20, 2022 to the City Council meeting of May 25, 2022 re: Director Level Overview be received

Overview:

- The City of Brampton is comprised of 8 operating departments, excluding the Mayor's Office and Members of Council Office.
- Across these departments, there are 33 director-level positions.
- On average, director level positions have 5 direct reports, however the total number indirect reports varies.

Background:

On May 18, 2022, a request from Council was made, that staff provide additional detail outlining the City of Brampton's director level roles and identify the number of direct reports for each leader's organizational structure.

Director roles typically provide leadership and guidance to a team of People Leaders within a complex or multifunctional division. In all cases, Directors report to the Commissioner of their respective department.

Since 2017, the number of directors has increased from 30 to 33. The net change can be summarized as follows:

- 5 more director-level roles, due to restructuring.

- 2 less director-level roles, due to a market evaluation up to the Commissioner grade.

Current Situation:

The City of Brampton oversees a diverse set of operations, which require senior leadership direction to enable the efficient and effective delivery of services.

Table 1: Director Roles by Department

Departments	# Of Director Positions	Average # of Direct Reports, per Director
Community Services	2	5.5
Corporate Support Services	6	5.5
Fire & Emergency Services	3	4.0
Legislative Services	5	6.0
Office of the CAO	3	4.3
Planning, Building & Economic Development	5	5.0
Public Works & Engineering	6	4.5
Transit	3	5.7
Total	33	5.1

The number of directors per department ranges from 2 to 6 director level positions. The variation can be attributed to the complexity, scope, and size of each portfolio.

The number of direct reports per director varies from 0 to 9. A director level role with no direct reports is not standard practice.

An additional consideration would be the number of indirect reports, within each director's portfolio. This detail is provided in [Appendix A: 2022 Management Organization Structure Overview](#). The director governs the work performance and activity of indirect reports, but they are not directly responsible for their management.

Table 2: Vacancy Status for Director Roles

Director Position Status	Total
Regular (Permanent) Employee	22
Employee on a Temporary Assignment	7
Vacant	4
Total	33

Of the 33 director level positions, there are currently 11 positions that are either vacant, or filled on a temporary basis only. Five of these positions reside in the Corporate Support Services Department, which represents an 83% vacancy rate.

Additional details have been illustrated in an organizational chart, provided in Appendix A: 2022 Management Organizational Structure Overview.

Corporate Implications:

Financial Implications:

None.

Other Implications:

None.

Term of Council Priorities:

This report supports the Council's Term of Council Priorities of being a 'Well-run City.'

Conclusion:

This report addresses the request for additional information regarding the City's director level positions.

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Attachments:

Appendix A: 2022 Management Organizational Structure Overview

Appendix B: 2022 Director Positions List