



ORGANIZATIONAL DESIGN

TO:	Board of Directors
MEETING:	September 27, 2016
FROM:	Monique Marcotte, Vice-President, People and Culture
PURPOSE:	Update on Organizational Design
DATE:	September 20, 2016



SIGNIFICANT POINTS

The focus of the Organization Design for 2016-17 is operationalizing the structure. Significant progress has been made since our last update.

MTIS and Finance have the largest impact on our ability to recognize the benefits from the OD Transformation this year.

- The work on Digital has helped the team move faster on other key area such as Regions.
- Finance had established five core projects. These projects are well underway or completed. Thinking has evolved to take a bolder approach to Forecasting, Reporting (Financial Systems) and a deeper dive on the newly formed English Services.

S&PA is making significant strides in both its strategy work and the research function.

- The Research Working Group has been diligently reviewing best practices; a process that will continue to December.



STATUS UPDATE

MTIS	<ul style="list-style-type: none">••• Digital Governance sustainment: Following-up on Digital Governance priorities with Steering and Working group.• Regions: MOU defined for Media Support and Maintenance. To be established for Archives based on Digital and Regions successes.
S&PA	<ul style="list-style-type: none">• A comprehensive draft of the public consultation paper has been completed by the Strategy Working Group.• The Research Working Group has been diligently reviewing best practices; a process that will continue to December. <p style="text-align: right;">Further, consideration is being made to assess our best practices on a 'maturity scale' in relation to other companies.</p>•
English Services	<ul style="list-style-type: none">• Agreement has been reached on a high level L3/L4 structure for News.• Work is progressing on the preliminary structure and in implementation plans.• The communication plan has been discussed and is in progress.



STATUS UPDATE (cont'd)

French Services

- Regional Services: Implement Phase 2 of the 2020 digital transformation.

Finance

- 5 Projects were initially identified: English Services Integration is complete; Shared Services and PBF (Planning, Budgeting Forecasting) will be finalized imminently. Project 4, Reporting, is large and ongoing.
- Our thinking has evolved to take a bolder look at the end to end Forecasting process and undertake a deeper dive within English Services
- Reporting (incorporating systems), Forecasting and ES deeper dive will round out the 3 initiatives going forward.
- These 3 initiatives are yet to be scoped.
- Met with several Consulting firms on an advisory basis and review with _____ to ensure access to market best practices on Finance Transformations.
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People and Culture

- L4 design complete. Structure communicated.
- Transformation roadmap work began in August