

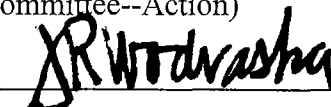
**MWD**

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

APR - 9 1996

  
for EXECUTIVE SECRETARY March 26, 1996

**To:** Board of Directors (Organization and Personnel Committee--Action)  
(Executive Committee--Action)

**From:** General Manager 

**Subject:** Reorganization of the General Manager's Department

**RECOMMENDATION(S)**

The General Manager recommends the following:

- Reallocation of an existing budgeted position to a third Deputy General Manager position.
- Approval of the appointment of Edward G. Means III to the position of Deputy General Manager.
- Approval of the appointment of Jay W. Malinowski to the position of Chief of Operations.

**DETAILED REPORT**

On June 14, 1994, the Board took a series of actions to enable the General Manager to implement a reorganization plan for the General Manager's Department. The purpose of the reorganization was to flatten the organization, increase communication, empowerment, accountability, consolidation and enhance career opportunity. Overall, the reorganization plan reduced the number of unrepresented management employees from 40 to 39, created the Planning and Resources Division which consolidated the functions of three divisions, and eliminated the Right of Way and Land Division by consolidating its functions into the Engineering Division. The end result was a reduction of the number of divisions from 13 to 10.

Over the last two years, the General Manager has assessed on an ongoing basis the needs of the department. The primary mission continues to be to implement and improve on the principles initiated two years ago. In a separate item, the creation of the new Finance and Business Services Division is discussed in detail. Essentially the new division is the consolidation of the functions of the former Finance, Administrative Services and Information Systems divisions. The reorganization and creation of the new division is reflective of the key

principles such as flattening of the organization, increasing accountability and consolidation. The total number of divisions within the General Manager's Department will reduce from the existing 10 to 8.

In addition to reducing the number of divisions, the General Manager has also reviewed the functions and responsibilities of the General Manager's Office. The original concept was that the General Manager would focus primarily on the day-to-day operational activities of the District, and the Deputy General Managers would be involved as project officers in the matrix management of key projects and programs. Two years ago, the General Manager assessed that the job could be accomplished with two Deputy General Managers. However, it is clear that the level of external activities has increased to the point where the General Manager and the existing Deputy General Managers are fully engaged and unable to commit the required time to internal activities.

After much analysis of the existing General Manager and Deputy General Managers' functions, responsibilities, and time constraints, a third Deputy General Manager is requested to properly address cost containment, competitiveness in the marketplace as well as conduct an on-going assessment of internal core activities. The primary responsibilities of the third Deputy General Manager will be to: focus on the day-to-day operations of the District, implement operating policies, manage and expand the cost containment efforts currently under way, continue to improve Member Agency coordination as well as inter-divisional coordination, develop long-range workforce strategies and policies, and review from a district-wide perspective the re-engineering and bench marking efforts.

The current two Deputy General Managers will continue to work on the development and implementation of key projects such as Resource Development, Colorado River policies, Legislative and Regulatory policies, Bay-Delta, Business Development, Long Range Strategic Planning and Capital Improvement Program. To offset the cost and to maintain a no-growth personnel complement in the General Manager's Office, the budgeted Executive Assistant for Member Agencies will not be filled and the position will be reallocated to the third Deputy General Manager position. (See Attachment 1)

The Administrative Code requires that the Board approve the selection and number of the principal assistants within the executive offices. The principal assistants are defined as: Deputy General Managers, Chief Engineer, Chief of Operations, Chief of Planning and Resources, and Chief Financial Officer. The General Manager recommends the selection of Edward G. Means III as Deputy General Manager. Mr. Means has worked for Metropolitan for over fifteen years. During his tenure he has worked as the Director of Water Quality, Director of Resources and for the last two years has served as the Chief of Operations. Upon approval of the Board of the selection of Edward G. Means III, a vacancy will occur in the Chief of Operations position.

The General Manager recommends the selection of Jay W. Malinowski as Chief of Operations. Mr. Malinowski, has worked for Metropolitan for sixteen years. During such time, he has worked as the Assistant Director of Public Affairs from 1980 to 1989 and then as the Assistant Chief of Operations until his appointment as the Director of Public Affairs in 1993. Upon approval of this selection, a vacancy will occur in the position of Director of Public Affairs and Conservation. Salvador E. Vazquez will be appointed as the Acting Public Affairs and Conservation Director.

In conclusion, the General Manager recommends that the Board approve the proposed reorganization. The modifications allow the District to obtain sharper focus on key issues such as cost containment, competitiveness, inter-divisional communication and improved Member Agency coordination.

ATTACHMENT 1**§ 6500. Hourly Pay Rate Schedule.**

(a) Effective July 3, 1994, the hourly pay rate (as that term is defined in subdivision (i) of Section 6200) schedule of positions occupied by management and confidential not in an appropriate unit recognized pursuant to Section 6108 employees shall be as follows:

Grade	Range	Title	Authorized	Total
58	\$32.60-41.47 (\$68,069-86,258)	*Executive Secretary	1	1
60	\$34.40-43.75 (\$71,552-91,000)	**Asst. Auditor	1	1
62	\$36.28-46.15 (\$75,462-95,992)	*Prin. Legislative Representative	2	2
63	\$37.23-47.41 (\$77,736-98,613)	* <del>Asst. Dir., Information Systems</del> <sup>1</sup>	±	
		*Sr. Asst. Dir. Public Affairs	1	
		*Asst. Dir. of Human Resources	1	
		* <del>Asst. Director of Admin. Services</del>	±	2
	\$100,275(FR)	*Auditor	1	1
65	\$39.33-50.01 (\$82,121-104,021)	* <del>Assoc. Director of Planning and Resources</del>	±	
		*Assoc. Director of Water Quality	1	1
68	\$42.59-54.24 (\$88,928-112,819)	*Director of Public Affairs	1	
		*Director of Water Quality	1	
		* <del>Director, Information Systems</del>	±	
		*Director of Human Resources	1	
		* <del>Right of Way &amp; Land Program Mgr.</del>	±	
		* <del>Dir. of Admin. Services</del>	±	
		*Dir. of Environmental Compliance	1	
		*Asst. Chief Engineer	4	

<sup>1</sup> The elimination of the Assistant Director of Information Systems, Assistant Director of Administrative Services, Director of Information Systems and Director of Administrative Services are addressed in a separate item.

		*Asst. Chief of Operations	3	
		*Asst. Chief of Planning and Resources	4	
		*Asst. Chief Financial Officer	2	
		*Exec. Asst. for Strategic Policy Development	2	18
71	\$46.15-58.86 (\$96,361-122,429)	*Exec. Asst. to General Manager	2	
		*Exec. Legislative Rep.	1	3
74	\$50.01-63.82 (\$104,421-132,746)	*Chief Engineer	1	
		*Chief Financial Officer	1	
		*Chief of Planning and Resources	1	
		*Chief of Operations	1	4
76	\$52.79-67.40 (\$109,803-140,192)	*Asst. General Counsel	1	1
		**		
80	\$58.86-75.11 (\$122,429-156,229)	<del>**Asst. General Manager</del>	1	
		*Deputy General Manager	2-3	3
	\$164,383(FR)**	*General Counsel	1	1
	\$183,000(FR)**	*General Manager	1	1
		TOTAL		<u>39</u>

( ) = Shows approximate annual salary range for  
convenience, Board approved rates are hourly

\*Not eligible for overtime

\*\*Salary not adjusted during 1992/93 fiscal year

(FR) = Designates flat rate annual salary