



Report of the Review Team:

**Organizational Review of McMaster University's Security Services and
Parking & Transit Services Units**

May 9, 2005

Romeo Cercone
Mark Haley (Lead)
Melanie Richber
Mark Tinlin

Table of Contents

<u>Item</u>	<u>Page</u>
Executive Summary.....	3
Introduction.....	5
Aspects of Review.....	5
Project Scope.....	5
Review Team Members.....	5
Methodology & Process.....	6
Supporting the University Mission.....	7
Context	7
General Analysis and Summary of Data Collected.....	7
Organizational and Leadership Structure	8
Profile of Crime Prevention.....	8
Location and Resources.....	9
Parking Issues.....	9
Shuttle Bus Service	9
Summary of Analysis	10
Recommended Organizational Structure.....	11
Immediate Recommendations	
A) Optimal Leadership Structure.....	11
B) Equipment and Facility Enhancements.....	13
Long-term Recommendations	
A) Optimal Staffing Structure.....	13
B) Enhanced Operations.....	13
Summary Comments and Recommendations	15
List of Interviewees	Appendix One
List of Interview Questions	Appendix Two
McMaster University Security Services Incident Report Summary	Appendix Three
Recommended Organizational Chart	Appendix Four

Executive Summary

A Review Committee was asked to conduct an organizational review of Security Services and Parking & Transit Services units at McMaster University. Specially, the purpose was to examine the extent to which the University has the appropriate organizational and leadership structure, programs and services in place, and the resources to support them. The primary focus was to recommend the optimal organizational and leadership structure and secondarily, to seek additional recommendations to enhance security and parking operations, including ways to optimize resources and administrative structure. Concerns regarding the current level of service provided by parking and the long-term planning and development of parking infrastructure on campus were also a part of the review.

The Review Committee began deliberations in late February and concluded in early April. Input from various stakeholders in the community, in addition to the assessment of what was learned through interviews and written materials, provided the context for the recommendations. The recommendations contained in this report are the results of the research and deliberations of a diverse, knowledgeable, and concerned group of individuals. Many recommendations include a significant consolidation of management positions, resulting in increased operational efficiencies, reduction in general management costs and improved accountability. The **immediate** recommendations are consolidated as follows:

1. Merge the Security Services and Parking & Transit Services units into one organizational unit under the new name of Security and Parking Services.
2. Reduce the current management structure by six positions (including one position to be re-aligned to another department) and create two new management positions. Specific recommendations are as follows:
 - a. Eliminate the Manager and Administrative Coordinator positions in Parking & Transit Services.
 - b. Eliminate the Director and Supervisor, Administrative Services positions in Security Services.
 - c. Re-align the Technology Administrator position to report into the University Technical Services Department instead of Security Services.
 - d. Recruit a new Director, Security and Parking Services that would combine the primary responsibilities of the Director and Operations Manager, Security Services and the Manager, Parking & Transit Services.
 - e. Create a new Business Manager position that combines the primary responsibilities of the Supervisor, Administrative Services in Security (with the exception of supervision of the Dispatchers) and the Administrative Coordinator position in Parking & Transit Services.
 - f. Assign the Duty Sergeants supervisory responsibility over the Dispatchers.
 - g. Temporarily assign the Operations Manager, Security Services additional responsibilities as the Acting Director to assist with the transition, until a full-time Director is appointed, where he will then resume his Operations Manager responsibilities until September 30, 2006, following which, this position would be eliminated.
3. Re-establish the Investigator position and commence recruitment process as soon as possible. Re-align the reporting structure of this position to the Sergeant, Crime Prevention & Community Relations.

Once the new Director is hired, he/she will assess and ultimately determine the optimal staffing requirements for Security and Parking Services. The Review Committee recommends the new Director consider the following opportunities to realize further staffing and operational efficiencies in the longer term:

1. Recruit two additional Security Officers to enhance security enforcement.

2. Assess the long-term need for two full-time Senior Parking Control Officers (Leads) and seven full-time Parking Control Officers.

Additional recommendations from the Review Committee to enhance operations, resources and facilities currently available to employees in both units were also made in response to the charge. Some of the highlights included the following:

1. To address security transportation issues with the purchase of four new bicycles and two new security vehicles every three years to replace those vehicles in existence.
2. To improve security communication and response with the purchase of a better functioning radio system.
3. To improve change room and lunch room facilities for employees.
4. To consider, in consultation with the President's Advisory Committee on Transportation and Parking, University constituents and Student Affairs, the partial and/or complete removal of the shuttle bus service as contracted with Laidlaw, while recognizing the severe ramification issues of any removal of services affecting students and the current financial environment at McMaster University.

The background details leading to the recommendations are contained in the body of the report. The recommendations in this report, if utilized, will help to improve the leadership, operational and administrative outcomes for Security and Parking & Transit Services.

Introduction

McMaster University's Vice-President, Administration, Karen Belaire, selected a Review Committee to conduct an organizational review of McMaster University's Security Services and Parking & Transit Services units. The review was conducted from February 22nd to April 4th, 2005.

The primary goal of the review was to determine an optimal organizational design that would capitalize on as yet unrealized operational efficiencies. The primary purpose was to recommend the best possible leadership-management structure for both Units to achieve the best utilization of resources and maximum effectiveness to meet the needs of the McMaster University community.

The Vice-President, Administration was also seeking any possible recommendations the Review Committee was able to offer to address the chronic community concerns as they relate to the level of service and long-term planning provided by Parking & Transit Services and recommendations regarding opportunities to enhance a sense of community safety and security.

Aspects of Review

Key elements of the review included:

- an assessment of whether or not the current human resources were appropriately clustered within the right "team umbrellas";
- a review of the present division of responsibility and accountability in each service unit to determine effectiveness in major functional areas;
- an identification of significant weaknesses or gaps, if any, that may exist with the current leadership structures and staffing level versus the optimum;
- an assessment of service efficiencies and effectiveness in both service units;
- a consideration of current best practices; and
- a provision of any other recommendations, which may enhance the operational effectiveness of the Security Service and Parking & Transit Service units, in meeting the needs of the campus community.

Project Scope

The review assessed the strategic and operational supports that were essential to the effective operation of Security Services and Parking & Transit Services units. All aspects of both units were reviewed. Alignment and/or integration opportunities were also explored to identify links to improved operational opportunities where those links were seen to be supportive of improved client service and streamlined system management.

Review Team Members

The Review Team was lead by Mark Haley, Assistant Vice-President, Human Resource Services at McMaster University. Mark has been in this senior human resources capacity at the University for over four years. In the summer of 2004, Mark assumed the portfolio of Acting Director for Security Services. Mark brings significant expertise in the area of implementing deep organizational change, intended to contribute to overall organizational improvement in operational efficiency and performance.

Team Members included:

Mark Tinlin, previously the Director of Safety at Carleton University from 1992 to 2002 and the Director of Campus Police and Parking Services at the University of Western Ontario from 1982 to 1992. Nationally

and internationally, Mark is recognized for his leadership and design of professionalism in campus safety operations. He brings significant expertise and broad experience in strategic planning and organizational change to implement and deliver bottom line results in supporting the institution's mission.

Romeo Cercone is currently the Vice President, Rehabilitation and Community Services at St. Joseph's Healthcare Hamilton. Romeo brings subject expertise and experience in organizational change to execute attainable results while supporting the institution's goals and objectives.

Mark Tinlin and Romeo Cercone have significant experience in restructuring Security and Parking functions to meet the needs of contemporary organizations.

Melanie Richber, Human Resources Consultant, University Library, at McMaster University. Melanie brings subject expertise in the area of internal support structures of which, meet the needs of today's contemporary employment environment.

A total of 9 stakeholder groups and 42 persons were interviewed during the review. The list of interviewees is found in Appendix 1.

Methodology and Process

In order to obtain insights from the members of the University community and to reach a greater understanding of the culture of the University prior to making an assessment and recommendations, the Review Committee interviewed a wide cross-section of people individually and in groups. Those interviewed included faculty, staff and management of both the Security and Parking & Transit Services Units, and members of the Executive for the McMaster University Staff Association (MUSA), McMaster University Faculty Association (MUFA), United Steelworkers of America (USWA) and McMaster Student Union (MSU). The Review Committee identified people with whom they wished to speak and they also interviewed people who wished to meet with them.

Special thanks are extended to all participants in the review for their contributions and active participation in shaping the future direction of Security and Parking operations.

The Review Committee was provided with applicable information on both Units including: organizational structures, plans, financial and budget information, and applicable Collective Agreements. To guide the discussion, a list of questions were prepared and distributed whenever possible. It should be noted that the interviews were structured to allow for a free flow of information that the interviewees felt was important for the Review Committee to hear. In total, the Review Committee invested the equivalent of five full days interviewing various members of the community. (See Appendix 2 for the list of questions used).

Other assignments completed by the Review Committee included the following:

- researching the history of both service Units;
- analyzing the function and roles of the various positions across both Units;
- reviewing the data obtained during the interviews;
- reviewing the implications of the amalgamation of both Units from a human resources and financial standpoint;
- discussing best practices based on the professional expertise of the members of the Review Committee and practices employed at other Universities and industries; and
- analyzing data and developing a set of recommendations to fulfill the project mandate.

Supporting the University Mission

"At McMaster, our purpose is the discovery, communication, and preservation of knowledge. In our teaching, research, and scholarship, we are committed to creativity, innovation, and excellence. We value integrity, quality, and teamwork in everything we do. We inspire critical thinking, personal growth, and a passion for learning. We serve the social, cultural, and economic needs of our community and our society."

Throughout the review process, the Review Committee focused on how the role of Security and Parking & Transit Services supported the Mission of the University or could better support the Mission of the University. Security Services strives to provide the protection of persons and property: to develop prevention programs and to provide law enforcement in concert with the community to assist in achieving a safe and secure environment. Parking and Transit Services endeavors to provide a safe and well maintained parking and transiting infrastructure to the University Community and visitors.

Context

McMaster University has undergone rapid growth in less than a decade. Between 1999 and 2004, full-time undergraduate enrollment has increased by approximately 55% and full-time graduate enrollment has increased by approximately 30%. Accordingly, this growth continues to have implications on the services provided by Security and Parking.

The McMaster University environment is relatively safe and free of the types of violent crime so often feared in larger metropolitan areas. In reviewing the records of the University's Security Services unit, the majority of incidents included responses to alarms and property crimes such as vandalism and theft. (See Appendix 3 for the McMaster University Security Services Incident Report Summary).

Security Services have trained professionals to understand the needs of students, faculty, and staff. Security Services employees embrace the concept of community safety and security and are particularly responsive to the needs of the University's diverse campus community. It is a daily challenge to provide the required security services with the increased needs and expectations of various members of the internal and external community.

Parking & Transit Services employees work to ensure compliance with parking regulations and an orderly system exists for all who use vehicles when coming to campus. Expediting parking access to campus, awareness of short-term and long-term planning stages for new building projects and subsequent implications on parking, are examples of daily challenges presented. With the additional buildings that are required and under construction, existing parking lots are becoming sites for new structures; accordingly parking spaces are becoming an increasingly valuable commodity.

Within this context, the Review Committee wished to assess whether the current leadership, operational and administrative structure was optimal and identify those opportunities, which would enhance services and operations both in the longer and shorter term.

General Analysis and Summary of Data Collected

The interviews served to provide information on current organizational pressures and potential options for providing the best possible use of resources to serve the McMaster community effectively, both in the short and longer term.

Four of these dominant themes emerged across the consistency groups:

- The need for a more streamlined organizational structure for Security Services and Parking & Transit Services to create efficiencies in leadership and improved operational and administrative outcomes. This is now especially true, given the current limitations in financial resources;
- Improvements to the current profile and stature of Security Services and Crime Prevention, understanding the overall value of the security function to the internal and external McMaster University communities;
- The need to address organizational, human and financial resource issues in both Security Services and Parking & Transit Services; and
- The need to assess the adequacy of parking facilities and services to serve the increasing population and size of the University.

Organizational and Leadership Structure

Currently the Parking & Transit Services unit has a staff complement of twelve; three departmental management staff and nine full-time hourly employees. The staff complement in Security Services is twenty-six; nine departmental management staff (one position is currently vacant) and seventeen full-time hourly employees. This is combined ratio of twelve management staff to twenty-six full-time hourly employees or six to thirteen respectively. In addition, part-time hourly students are employed in both units, specifically one student in Crime Prevention and a complement of twenty-eight students throughout the year in Parking & Transit Services.

Best practices indicated that many Ontario Universities combined both parking and security services operations to achieve efficiencies in leadership, operational and administrative structures. The Review Committee realized the need to develop a single leadership structure for both the Security and Parking & Transit Services Units. Consolidation of the leadership of these units would create opportunities for improved coordination and information sharing with more efficient deployment and service to the McMaster community. Given that many of the services are interdependent, for example, ensuring safety on campus, towing assistance, monitoring parking lots after hours, crime prevention etc., overall managerial accountability and organizational performance would be achieved with responsibility for all of these functions. A streamlined leadership structure through the amalgamation of both Units at the operational level would enhance the service.

To better align its mandate to best practices and capitalize on departmental synergies, the Review Committee recommends the merger of Security Services and Parking & Transit Services. Accordingly, it is recommended that this would be achieved with the immediate removal of six management positions; the Manager and Administrative Coordinator in Parking & Transit Services and the Director, Supervisor, Administrative Services and Operations Manager, Security Services, the re-alignment of the Technology Administrator position to the University Technical Services Department; and the creation of two new management positions; Business Manager and Director, Security and Parking Services. The Operations Manager, Security Services would temporarily assume additional duties as the Acting Director and once the new Director was hired, he would resume his Operations Manager responsibilities until September 30, 2006. Within the amalgamated structure, the new ratio of management staff to full-time hourly employees would be eight to twenty-six or four to thirteen, respectively.

Profile of Crime Prevention

The Sergeant, Crime Prevention & Community Relations is often called upon to speak on such varied topics as sexual assault, drugs, crime prevention, and personal and traffic safety. The Sergeant provides the interface with the Community and crime prevention on and off campus. There was a consensus among the

Review Committee and University constituents that this profile needed more attention, to improve the delivery of education to the McMaster University community. It is recommended that a Committee is appointed by the Vice-President, Administration and lead by the Sergeant, Crime Prevention & Community Relations, to further assess and recommend ways to enhance the profile and awareness of crime prevention to the McMaster community. The final report should be addressed to the Vice President, Administration, Associate Vice-President, Student Affairs and Provost with a targeted completion date of July 30, 2005.

Location and Resources

Overall, most of the members of the community with whom the Review Committee spoke, as well as many of the employees in Security Services and Parking & Transit Services, expressed their wish to have operations relocated to a place on campus that enhanced visibility and accessibility. It was noted that the current location in E.T. Clarke Centre was inconvenient and hard to find, a location not easily accessible by faculty, staff, students and visitors.

It was also noted that in light of a twenty-four hour operation, the basic fundamentals of adequate facilities available to employees were not optimal. Existing change rooms and lockers were too small and did not provide adequate space for employees to change into uniforms and/or store equipment or personal items.

The resources available to Security Officers were also a concern. Many Security Officers felt the state of the two security vehicles used to respond to incidents were not properly equipped and the availability of such vehicles was increasingly limited. Calls for service have increased due to the expansion of Campus facilities and a corresponding significant growth of student population.

Parking Issues

Throughout the review, it was very evident to the Review Committee that those interviewed felt Parking was a significant dissatisfier on campus because of accessibility and location. It was also evident to the Review Committee that there was a lack of longer term planning in parking services and development. The increasing demand for parking continues to present challenges in the ability to provide accessible and convenient parking. The University must be as customer friendly as resources will allow recognizing that the University is not in the "Parking Business" but can strive to make the parking as convenient as possible to its customers, not necessarily meaning parking available to everyone immediately adjacent to the door of the building they work in, or are attempting to access.

The demand for parking spaces located within a short distance from the buildings located in the academic core of campus, is extremely high. The research indicates that there are a total of 4,400 patrolled parking spaces in ten distinct parking locations at McMaster University. Throughout the review, a number of different suggestions from the campus community to address the scarcity and proximity of parking were voiced. The majority of suggestions included the exploration of constructing one or more multi-level parking structures. In addition there was considerable discussion on providing reserved parking with increased fees or designated parking spaces or lots. Also identified was the reality that many parking permit spaces are empty on weekends, during the summer and on various holidays. Perhaps it would be an efficient use of existing parking spaces, if the allocation of these spots were re-distributed to meet the needs of those Community members requiring parking during these times.

Shuttle Bus Service

For many years, McMaster University has supplied a shuttle bus service through a separate contract with a private transportation company, Laidlaw. The shuttle bus is restricted to campus and is funded from the

Parking & Transit Services ancillary budget. The service is free to all staff, faculty, students and visitors for internal campus transport. It is a significant expense for Parking & Transit Services; with an annual cost of approximately \$530,000 of which, is expected to significantly increase by next year. This expense represents approximately 25% of the budget for Parking & Transit Services.

It is noted that McMaster University is the only University in Ontario that has an intra-campus shuttle bus service. However, various Universities do provide shuttle bus service between affiliate campus locations or use the local area bus system to transport faculty and staff to other campus locations, but most rely on public transit.

Benefits of the shuttle bus service were identified as follows:

- It provided enhanced security and safety when transportation is available from remote parking lots off of main campus during the night hours and winter months especially;
- the bus drivers also act as additional “eyes” on the street to enhance security;
- it is easier for passengers in need of accommodation to take the shuttle bus service and move around campus more conveniently; and
- students, staff and faculty enjoy the convenience of time saved in getting from one destination to another on campus.

As some would perceive this service as beneficial for various reasons, there are others who do perceive this at best, a convenience, possibly even an extravagance. Some of those interviewed raised concerns about bus shuttles negatively impacting our environment with excessive and unnecessary pollution. The Review Committee heard comments that this service was also in conflict with the University spirit of health and wellness amongst students, staff and faculty. In terms of fairness, some also believed this service was inequitable because users who parked in lots furthest from campus paid the least in parking permits but received the most shuttle service. Those who paid more for parking permits received the least shuttle service.

Evidently, the Review Committee acknowledged that many members of the McMaster community had differing opinions on the advantages and disadvantages of the shuttle bus service. The research also revealed that there are 2,169 available parking spaces in Zone 6 and 7 (the outer-lying parking lots from Main Campus) where the shuttle bus primarily services. Accordingly it was found that over 53% of the spaces available on campus are in these parking zones, primarily used by undergraduates.

The Review Committee recognizes that any reduction and/or removal of services affecting students may be fraught with potential severe ramifications, however given the cost of such a service and the current financial environment at McMaster University; the recommendation is to at least consider the need for this service in the longer term. A complete review and discussion through extensive consultation process will be very important.

Summary of Analysis

The analysis and research collected by the Review Committee revealed a number of opportunities to enhance leadership, operations and administrative structures. Within the existing context, the Review Committee seen it as necessary to create organizational revitalization. A new organization that would enhance leadership, operational and administrative efficiencies in light of current University needs, the financial climate and best practices. The Review Committee has concentrated the majority of those suggestions in the following recommendations.

Recommended Organizational Structure

It is recommended that one streamlined reporting structure be in place for both units to respond to the issues of visibility, leadership, efficiency and effectiveness. This includes an enhancement of the current organizational model by the merger of both units into one. Leadership structures in both units favour the values of community orientation and local responsiveness, and a more centralized leadership model favors consistency and efficiencies of staffing, operation and administration. The amalgamated model for Security Services and Parking & Transit Services would provide the centralization and integrated leadership often cited by constituents as very important, while providing the required deep functional expertise from specific functions and overall leadership by senior professionals.

There was considerable discussion on the potential name of the amalgamated structure. Suggestions from various staff members of Security and Parking included an emphasis on “protection” vs. “security” services. Although the recommended new name for the amalgamated unit would require further discussion by appropriate authorities, it is evident that the name should emphasize the commitment to a focus on unanimity of both security and parking services, protection and control. For illustration purposes, the recommended organizational structure for Security and Parking Services is found in Appendix 4.

IMMEDIATE RECOMMENDATIONS

A) Optimal Leadership Structure

1. a) The Review Committee recommends reducing the management structure and combining the responsibilities of the Director and the Operations Manager, Security Services, and the Department Manager, Parking & Transit Services into a new Director position. The merged structure would be lead by this position. The Director position needs to be credible within and external to the McMaster Community. It is the unanimous opinion of the Review Committee that the current need to raise the profile and visibility of Security is extremely significant and resources must be available for the immediate recruitment of a Director. The new Director must possess a high level of knowledge and experience to deal with the many competing required outcomes. The action to permanently fill the Director role could be targeted as early as January 2006.
- b) During the interim period, it is recommended that the new Director report to the Assistant Vice-President, Human Resource Services until at least August 2006 in order to provide executive leadership given the substantive human resource issues to be addressed. The new Director will initially need to have the support and encouragement of the senior executive most closely involved in the development plan to restructure the two Units. In the long term, the Review Committee recommends further discussion between Senior Management to review and implement the optimal reporting structure for the Director.
2. It is recommended that the Operations Manager, Security Services assume additional responsibilities as the Acting Director for Security and Parking Services until a full-time Director is appointed where he will then resume his Operations Manager responsibilities until September 30, 2006, following which this position would be eliminated. This position will report to the Assistant Vice-President, Human Resource Services. This will allow for continuity of operations given the related and applicable experience of the incumbent and provide the necessary training and orientation for the new Director when hired.
3. Should there be a need for additional parking expertise, it is recommended that Mark Tinlin be appointed on a contractual basis to assist and provide transitional leadership expertise in parking operational matters, pending the arrival of the new Director. Once the new Director is hired and if

necessary, Mark could continue to work on a contractual basis in conjunction with the new Director to provide a more in-depth analysis of parking issues based upon his expertise, experience and background in similar organizations, ultimately developing a plan to address the current and future parking issues at McMaster University.

4. The Review Committee recommends eliminating the positions of Administrative Coordinator, Parking & Transit Services and Supervisor, Administrative Services in Security, and alternatively creating a new Business Manager position that combines the primary responsibilities of those two positions, with the exception of supervision of the Dispatchers. The Business Manager would be responsible for all Security and Parking administration and report to the Assistant Vice-President, Human Resource Services for interim leadership until the new Director is hired. The direct reports to the Business Manager would remain the same as those who previously reported to the Supervisor, Administrative Services in Security. They would include the Department Secretary, Information Assistant, Customer Service Assistant and Cashier.
5. With the elimination of the Supervisor, Administrative Services position in Security, the Review Committee recommends the Sergeants assume the supervisory responsibility over the Dispatchers. The Sergeants would also report to the new Director. This recommendation would provide more consistency in the daily operations of Security enforcement, recognize and support the various interdependencies within all positions, and allow for 24-hour supervision. These changes are intended to create deep functional expertise and enhanced capacity at the front of the shop.
6. The Review Committee recommends that the position of Supervisor, Parking & Transit Services be renamed to Supervisor, Parking Enforcement and continue to supervise the two full-time Senior Parking Control Officers (Shift Leads) and seven full-time Parking Control Officers. The Supervisor would also report directly to the Assistant Vice-President, Human Resource Services for interim leadership until the new Director is hired.
7. It is recommended that the Investigator position be restored and once filled, re-aligned to report to the Sergeant, Crime Prevention. It is recognized that the position of Sergeant, Crime Prevention & Community Relations is a direct function of Security Services. It was also recognized that in line with these responsibilities is the investigation component of which supports the process of addressing crime once it occurs and preventing crime in the future. The investigation component was clearly identified as a key aspect of the Security operation. The recent loss of the Investigator position has had serious implications on the effectiveness of crime investigations. With the recognition of more sophisticated crime taking place, investigation demands are growing significantly. Within a growing research-based campus, and the direct co-relation to investigative support, this seemed to be a logical fit in the long-term perspective.
8. a) It is recommended that the Technology Administrator position be re-aligned to the University Technical Services Department (UTS). The Review Committee acknowledged the need for the Technology Administrator is significant and recommends that this position is more properly aligned within the Technical Services operation. The incumbent will continue to be fully dedicated to investigating and reporting computer security issues affecting the entire University computer system in addition to providing for routine computer support.

b) The Review Committee also felt the decision to re-assign the Switchboard Operators/Monitors to UTS will leave a significant void in the security operation and ultimately, security will be compromised if there are no plans to formulate a potential solution to address this very serious problem.

B) Equipment and Facility Enhancements

1. The Review Committee recommends that four new bicycles are purchased and improvements to the reliability of security vehicles would be achieved with the purchase of two new security vehicles every three years to replace those in existence.
2. The Review Committee also noted that the radio communication system needed immediate improvement so as to allow Security Officers the ability to respond to security matters more effectively. Accordingly, it is recommended that a better functioning radio system be purchased.
3. It was also recommended that improvements are necessary to the current space available to employees in Security and Parking & Transit Services. An assessment of the space requirement is necessary to address the need and purpose of a 24/7 operation. It is strongly recommended that an audit is conducted to assess the space requirements and ultimately, establish an adequate change room for males and females, separated by gender not services, including sufficient locker space and room for employees to inter-mingle. Facility enhancements to the employee lunchroom are also strongly recommended.

LONG-TERM RECOMMENDATIONS

A) Optimal Staffing Structure

1. It is recommended that the new Director should further review the position responsibilities and functions of the subordinates to the Business Manager in order to streamline the responsibilities more effectively.
2. It is also recommended that the new Director consider how the nine full-time hourly employees who report to the Supervisor (Parking Enforcement) are deployed to supply coverage during the day and evening shifts. The Review Committee acknowledges that this review may ultimately lead the Director to reduce the amount of students employed and could, at one point in time, put into question the need for the Supervisor position. It is also acknowledged that this review may also lead the Director to consider in the longer term, reducing the amount of full-time Senior Parking Control Officer positions from two to one, and full-time Parking Control Officer positions from seven to three.
3. It is recommended that included in the new Director's assessment and determination of the optimal staffing requirements, he/she strongly considers increasing the security enforcement complement by hiring two additional Security Officers. In addition, consider implementing a straight day shift pattern (M-F). The specific work schedule and hours would need to be determined, however it is recommended that the rotation of Security Officers through a day shift pattern would be offered to the most senior cohorts and enhance security enforcement on campus.

B) Enhanced Operations

1. The Review Committee recommends a complete review and discussion of the shuttle bus service through an extensive consultation process. This matter should be referred to the President's Advisory Committee on Parking & Transportation, in consultation with the MSU and Student Affairs.
2. The Review Committee found problems throughout Security and Parking physical facilities. The Review Committee along with the strong support from all constituents recommends the

- development of a plan and strategy to relocate operations to a more highly visible, accessible location. On a related matter, some staff in both Units thought that the current space allocation and co-location with each other give one unit prominence at the expense of the other. Members of the University community did not seem to know where the Security office was on campus. However, most people knew the location of Parking & Transit Services.
3. The Review Committee recommends a reconsideration of both operations current involvement in non-security/parking activities, specifically lost and found. This was seen as an ineffective use of time and resources. It seemed more appropriate to have this service re-allocated to MSU given the majority of items in lost and found belong to students and the time spent to deal with claims and re-possession is not a primary security or parking function.
 - 4.a) Many University constituents were of the opinion that the current system and/or guidelines used to assign parking permits were inadequate, possibly due to a lack of communication about the criteria used to allocate parking permits and/or the perceived rationale that the current allocation methods were inconsistent with the core mission of the University. Many members of the Community were not aware of the procedures in place or provided with explanations as to why parking permits were allocated a certain way, only that permits were allocated based on seniority. The guidelines employed need to be reviewed to ensure the support of the University Mission. In cases where significant efforts are used to attract and retain top international researchers and faculty, it seemed only logical to add the simple convenience of parking within close proximity to the building in which they work.
 - b) It was also evident that many employees do not remain on campus for a full day and need to exit campus at various times. Parking becomes a major problem when employees who need to re-enter campus cannot find a parking spot. Suggestions to address this issue include exploring drop off and pick-up zones in front of various buildings across campus. With the support of Senior Management, this issue presents an opportunity for the new Director to appoint an independent group to conduct a study on the configuration of our parking lots, review the need for kiosks and consider gated parking lots at the very least, to meet the needs of current constituents and support the University Mission while attracting, retaining and accommodating key contributors and/or visitors to McMaster University. The Review Committee acknowledges that this study may lead the Director to question the current number of Senior Parking Control Officers (Shift Leads) and Parking Control Officers and ultimately, consider a reduction in this staff complement.
 5. The University needs to establish an ongoing process of analysis and management of parking accessibility, as it exists now and in the future. It is recommended that the parking and traffic infrastructure should be monitored more regularly. More attention is to be focused on parking improvements and should be phased to coincide with new building projects where ideally, each proposed building has a detailed parking impact study as part of its program.
 6. The Review Committee noted the quasi-governance structure of the Act Office (Alternative Commuting & Transportation) and its relation to the President's Advisory Committee. The ACT office exists to inspire McMaster faculty, staff and students to bike, hike, take transit and share the ride to campus. The mandate is to reduce the demand for parking at McMaster and in surrounding neighborhoods through increased awareness of alternatives and enhanced services and infrastructure. It was recommended that the President's Advisory Committee and the ACT office are properly aligned to work with campus and community partners, including the transit agencies that serve McMaster, to better meet the transportation needs more effectively.

Summary Comments and Recommendations

Opportunities have been identified to significantly improve the highly valued Security and Parking Services. The Committee recognizes the necessity to have a commitment from the Senior Management Team of McMaster University to support and sustain the necessary infusion of funding for the Security and Parking operation. Certain initiatives such as, a centralized leadership structure for both units, the need for a higher profile and streamline reporting structure are unequivocal. The consolidation of policy and planning, leadership, operational, administration functions across the departments would eliminate the duplication and ensure that resources are effectively dedicated to priority issues. This realignment ensures the horizontal coordination of strategic, operation and administrative resources and processes enabling the unit to maximize the skill sets available in these support areas, while minimizing costs. However, more research is also needed, particularly analysis of new technologies to take advantage of more effective parking services, cost analysis and then choices will need to be made in funding initiatives.

It is recognized that McMaster University will encounter some initial short-term costs to effect this transition such as severances, recruitment and selection costs, capital expenditures, as well as some permanent long-term costs due to the creation of certain positions.

Given the timelines to undertake this review, restructuring is recommended at a conceptual level. If such recommendations were implemented, it will be necessary to set up a communications plan to ensure the McMaster University community is aware of all changes in Security and Parking as soon as possible. An ongoing communications strategy that promotes Security and Parking as a pro-active value-added business partner should be prepared immediately.

In all cases, a detailed design and re-engineering of work processes will be required to finalize the implementation. It is recommended that the first phase of implementation will be to reduce the management complement and hire the new Director, Security and Parking Services and the Investigator position. The second phase will include capital expenditures to enhance services provided by security and parking in addition to renovation costs. The final phase would be a comprehensive assessment by the new Director of the optimal staffing requirements for the Parking and Security Services Unit. Streamlining and re-engineering of business processes to support the new structure will be undertaken. The overall objective is to resume a steady state in operations by January 2006.

The importance of the security and parking function has been reinforced by this review. Emerging themes have provided clear support for employing sound management practices to align this important resource with the values and goals of McMaster University and the community. This result is reasonable and attainable.

Appendix One

List of Interviewees

Security Services

Bill Armstrong, Operations Manager
Sharon Rumpel, Supervisor, Administration,
Glen Amis, Technology Administrator
Cathy O'Donnell, Sergeant, Crime Prevention
Dave Jenkins, Duty Sergeant
Bills Watts, Duty Sergeant
Ed Kennedy, Duty Sergeant
Scott Gawne, Security Officer
Chris Clement, Security Officer
Cam Smith, Duty Sergeant
Diana Parker, Dispatcher
Cheryl Button, Dispatcher

Parking & Transit Services

Rickie Pattenden, Administrative Co-ordinator
Sandra Singh, Operations Manager
Don Zalitack, Parking Control Officer
Jeremy McFarlane, Parking Control Officer
Pat Slote, Shift Leader
John Abraham, Department Manager (submitted report)

McMaster University Faculty Association

Trevor Chamberlain, President
Phyllis DeRosa-Koetting, Executive Director
Ken Cruikshank, Past President & Special Enquiries & Grievances
Betty Ann Levy, Vice President and OCUFA Director
Derek Lobb, Tenure
Tony Petric, Public Relations
Mike Veall, Remuneration

Student Affairs

Philip Wood, Associate Vice-President, Student Affairs

President's Advisory Committee on Transportation & Parking

Tony Cupido, Chair of Committee and Director, Physical Plant
Nancy McKinlay, Member
Joan Smith, Member
Donna Millard, Member

McMaster University Staff Association

Mina Dizdarevic, President
Mike Groom, Executive Assistant
Otto Geiss, Association Representative

United Steelworkers of America

Gwen Makkai, National Representative
Rob Henderson, Association Representative
David Noble, Association Representative
Bob Nunn, Association Representative

McMaster Student Union

Shano Mohan, President 2004/05
Tommy Piribauer, Incoming President 2005/06
John McGowan, Business Manager

McMaster University Financial Services

Chris Sylvester, Budgeting Assistant/Advisor
Frank DeMaio, Senior Analyst, Planning and Analysis

Appendix Two

List of Interview Questions Asked

Probing Interview Questions for Security and Parking Management Team

1. Describe your role?
2. What are the barriers to fulfilling your role?
3. Describe the communication and goal setting process between Parking and Security and across the University.
4. Do you feel that in your current working units you have access to all resources that you need?
5. What aspects of your service units would you modify? What are your ideas?
6. What are the primary operational outcomes of your services units?
7. What are the volume indicators?
8. Please discuss the current administrative structure as it relates to the support of these operational outcomes?
9. What are the improvement opportunities in these areas within your service unit?
10. What are your work units most challenging work experiences?
11. Can you describe any logistics/physical work environment challenges within your service unit that could be improved?
12. What type of task interdependence exists within Parking and Security services?
 - a. How often do you interact with the other service unit?
 - b. What has been the nature of that interaction?
 - c. Do you have any ideas to improve that interaction?
13. Is there anything else you would like us to know?

Probing Interview Questions for Security Officers and Parking Officers

1. What do you do?
2. What are the barriers to fulfilling your role?
3. Are there any other functions you could or should do to improve operations?
4. How often have you interacted with the other service unit?
5. What has been the nature of that interaction?
6. What are your customer service demands?
7. In your opinion, are these demands met and if not, what improvements could be made?
8. Are there things that your clients would like you to do more/less of?
9. What are the strengths of your unit?
10. What are the weaknesses of your unit?
11. In your opinion, are there aspects of your service unit that could/might/should be modified? Please explain.
12. Is there anything else you would like us to know?

Probing Interview Questions for Trade Union/Association Representatives

1. As representative of employees within Parking and/or Security Services, it is clear that you have a strong interest in the review; we appreciate your participation and encourage any thoughts, ideas that you can contribute to shaping our future direction.
2. Not only as a representative of these employees, but you are also a consumer of Parking and Security services at McMaster University.

3. In your opinion, are there aspects of these the Parking and/or Security Service units that could/might/should be modified? Please explain.
4. What are the strengths of the Parking and Security units?
5. What are the weaknesses of the Parking and Security units?
6. As a Representative or Consumer, how often have you interacted with either of the Service units?
7. What has been the nature of that interaction?
8. Is there anything else you would like us to know?

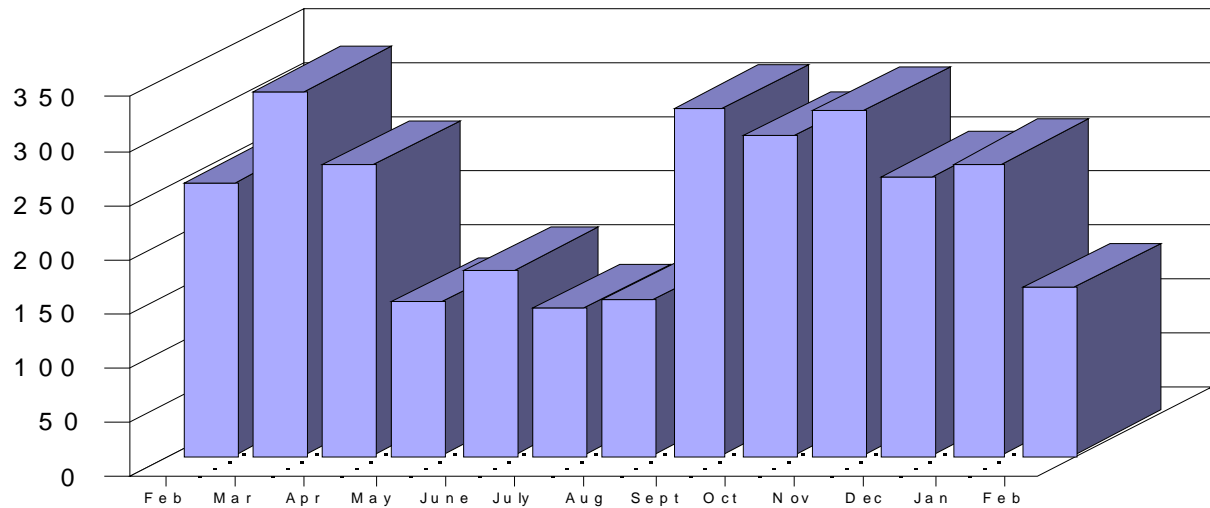
Probing Interview Questions for President's Advisory Committee on Transportation and Parking

1. Please describe your role/stake in Parking and Security Services at McMaster University?
2. What are the barriers to fulfilling this role?
3. Do you feel that in the current work units, you have access to all the resources that you need to achieve your mandate?
4. What aspects of the Parking and Security units would you modify? What are your ideas?
5. What do the Parking and Security units do well in terms of leadership, administrative and operational functionality?
6. What would you suggest are the improvement opportunities in these units?
7. What type of task interdependence do you see existing within Security and Parking services?
8. How often do you interact with Parking and Security Services?
9. What has been the nature of that interaction?
10. Is there anything else you would like us to know?

Appendix Three

McMaster University Security Services Incident Report Summary (February 1, 2005 - February 28, 2005)

Incident by Month Feb 2004 - Feb 2005



Reported Incidents - February 2005

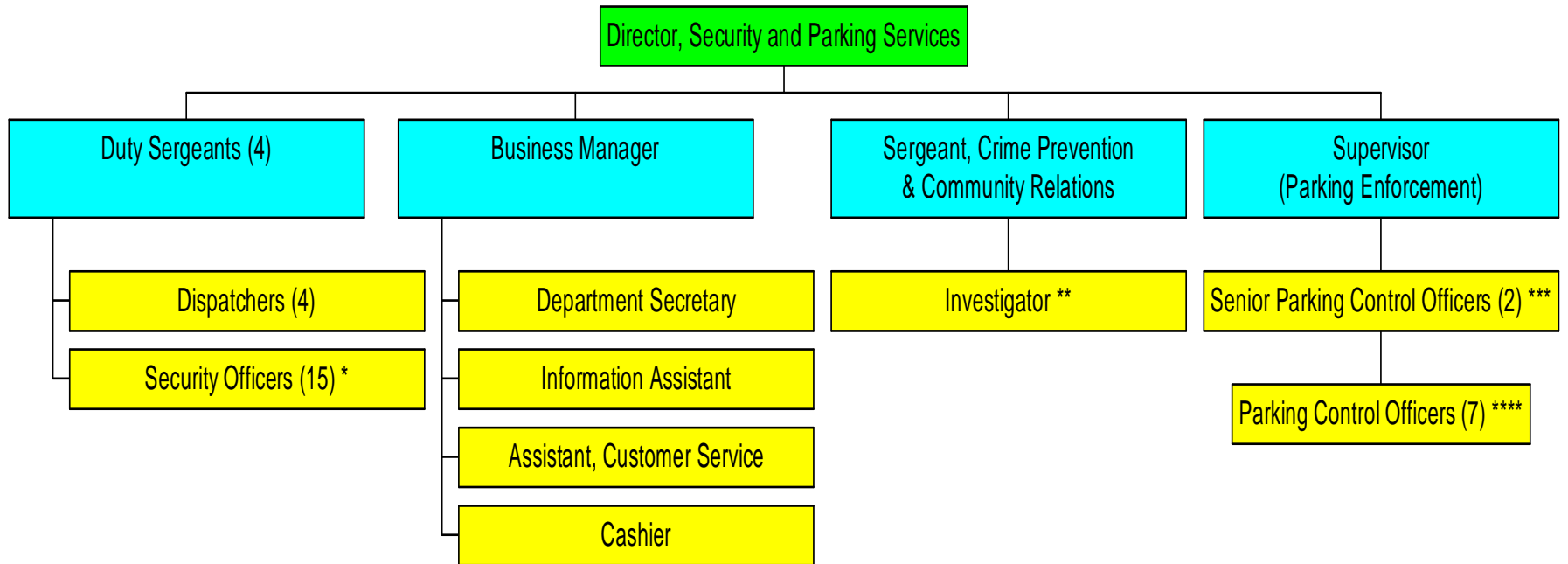
Alarms Received		4273
	Alarm Reports entered	24
	Door Held Open	1
	Environmental	1
	Forced Entry	11
	Intrusion	4
	Other	3
	Panic Alarms	2
	Reactor	1
	PC Tabs	1
Assault		2
	Assault Peace Officer	1
	Assault - Level 1	1
Assistance		13

	Assist Other Police	2	
	Assist Other Departments	5	
	Assist Public	5	
	Other Type of Assistance	1	
Break and Enter			3
	Premises - attempts	3	
Drug Offences			12
	Possession - Cannabis	11	
	Trafficking - Cannabis	1	
Fire/Arson			12
	False Alarm	10	
	Minor (extinguished locally)	2	
First Aid			29
	Assistance	29	
Fraud			3
	Counterfeit	3	
Harassing			1
	Phone Calls	1	
Liquor Licence Violations			6
	Open Bottle	3	
	Possession of Liquor	1	
	Underage Drinking	2	
Mischief			5
	Property Under \$5000.00	4	
	Other	1	
Motor Vehicle Collision			2
	MVC over \$1000	1	
	MVC Non reportable	1	
Motor Vehicle Offences			2
	Fail to Stop/Remain CCC	2	

Phone/Fax/Email Incidents		1
	Prank	1
Possession		1
	Possession Stolen Property	1
Property		3
	Property - Found (report)	3
Service Malfunctions		13
	Electric/Hydro	1
	Elevator	4
	Fire	1
	Locks	2
	Security System/Equipment	2
	Water Leak/Plumbing	3
Suspicious Event Report		3
	Suspicious Persons	3
Theft		18
	\$5000.00 (under) - Other	16
	Theft - Shoplifting	1
	Theft - Automobiles	1
University Regulations		2
	Stop Sign Violation	1
	Other	1
Total Reports		154
Total Incidents including alarms received		4403

Appendix Four

Recommended Organizational Chart



Legend

- * As at April 30, 2005, staff complement is 13
- ** As at April 30, 2005, position is vacant
- *** Enforcement complement may reduce to 1 over time
- **** Enforcement complement may reduce to 3 over time