

## **Chapter 3—Organizing Information**

### **MEMORANDUM**

DATE: June 2, 2004  
TO: Bill Garvin  
FROM: Lois Barnes, Human Resources Manager LB  
SUBJECT: Training and Documentation Materials Proposal for Building Operations

#### **INTRODUCTORY SUMMARY**

When the Town of Morrisville amalgamated with the City of Ottawa, Building Operations was the largest division in its administration. This division provided facility management for all city properties including recreation centres, community centres, swimming pools, fire stations, arenas, and offices buildings.

In 1999, Jack Bartlett, the Director of Building Operations, anticipated a time when the two cities would amalgamate and his employees would have to compete for jobs. Mr. Bartlett wanted all employees to be well-versed in their tasks, and to have documentation that would demonstrate their responsibilities and competencies to the hiring committees.

On September 2, 2004, the city's Human Resources Department will advertise the new post-amalgamation jobs for which current Morrisville employees will apply. To prepare the employees for these competitions, it is recommended that we hire a training consultant to familiarize them with City of Ottawa processes and procedures. This initiative will give Morrisville employees equal footing with current Ottawa employees in any job competition.

#### **TRAINING REQUIREMENTS**

We require a contractor to produce training materials for the Building Operations division. Although the director has specifically mentioned manuals, he is open to proposals that would achieve the following goals:

- To set out procedures that ensure the safety of staff and building users
- To ensure that all staff are fully trained to perform the procedures as required
- To let members of the staff prepare for a new job by improving their skills
- To ensure that procedures are standardized for all facilities
- To assist a smooth transition when the cities amalgamate

In all cases, the focus will be on current City of Ottawa regulations, since new employees will be expected to be familiar with these rules. Documentation and training should be simple enough that a new employee can understand, yet not so simple as to alienate the

experienced employees. As much as possible, manuals and training materials will be one and the same.

## **AUDIENCE**

The primary audience for the report is the Director of Building Operations and his staff.

## **METHODOLOGY AND RESEARCH**

Before we can create anything for the Director of Building Operations, the first step will be to analyze the needs of the division staff at all levels, and to assess their attitudes towards training and documentation. This analysis will be done through interviews and surveys.

A review of existing documentation will be conducted, subject requirements determined, and a content specification drafted. Gathering materials currently produced by the City of Ottawa will also be an important phase.

## **SCHEDULE**

The schedule below outlines the tasks and dates of hiring a training consultant, researching information, producing materials, and training staff:

- Hiring: June 9 — 13
- Research: June 16 — July 4
- Production of Materials: July 7 — August 1
- Training Sessions: August 4 — 29

## **CONCLUSION**

With the amalgamation of Morrisville and Ottawa, many jobs in Morrisville's Building Operations division will be declared redundant. We need to hire a training consultant as soon as possible to start the process of preparing former-Morrisville employees for the job competitions in September. If you wish to discuss this matter further, please contact me at extension 3734.

## **Sample 3-1**

ABC Format in Whole Document