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How Can an Organizational Analysis Help My Municipality?

For several years now, many municipalities have been calling on us to carry out organizational analyses. Whether they need them because of population growth, work overload, internal inefficiencies, unclear roles and responsibilities, changes within the team, or simply a desire to optimize existing practices, the goal of the process is the same: to give the municipal body strategic guidance so it can meet current and future needs.

An organizational analysis provides an overview of an organization's (or municipal body's) situation at a given point in time. In other words, it's a sort of snapshot. It's also a diagnostic process that uses observations, interviews, document reviews, and sometimes internal surveys to identify the organization's strengths, weaknesses, opportunities, and threats or challenges. Finally, it's a way to take a step back, get out of "crisis mode," and develop a more strategic vision.

It's easy to get lost in day-to-day challenges while medium- and long-term considerations fall by the wayside. However, it's important to not wait until a situation hits a boiling point before taking action. In fact, conducting an organizational analysis doesn't necessarily mean that there are major issues to address, and it can be beneficial for everyone.

This process gives municipalities concrete, neutral, and independent recommendations from external experts. These recommendations, in turn, can be used to build a solid action plan with clear priorities, realistic deadlines, and well-defined responsibilities.

That said, this approach requires a certain amount of organizational courage. It can be difficult for directors general or managers to accept some findings, especially when they call past decisions or well-established methods into question. The important thing is to remain open and to see the analysis not as criticism, but as a tool for continuous improvement.

In addition, it's critical to diligently follow up on the action plan. All too often, reports end up simply collecting dust on a shelf once the analysis is over. There may be follow-up for a while, but it gradually tapers off before being forgotten completely. To avoid falling into this trap, it's important to make sure that directors general and managers are meeting regularly, that progress is being tracked, that deadlines are revised as needed, and that progress is communicated transparently.

We can also help you in this follow-up phase if you feel the need. Our main goal is to support you through the change. That's why we don't want to overwhelm you with an avalanche of documents, but rather provide you with concrete, personalized support to make sure your changes are sustainable.

Organizational analyses can also be helpful for:

- Clarifying roles and responsibilities
- Identifying human and material resource requirements
- Restructuring
- Fine-tuning internal processes
- Strengthening the organizational culture
- Better aligning administration with municipal council guidelines

While the possibilities are nearly endless, everything cannot be done at once. Fortunately, the action plan can be very useful for prioritizing to suit the municipality's needs.

Ultimately, a well-used organizational analysis is a powerful tool for change. It lets municipalities better serve their citizens, support a healthy and motivating workplace, and make municipal management more effective, cohesive, and transparent.

It's all about the effort, attention, and collective commitment that goes into it!