TO: Dr. Erika Paterson, ENGL 301 Professor

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SUBJECT: *Proposal for Increasing the Efficiency of Non-Hierarchial Management Systems at Our Community Bikes and PEDAL Non-Profit*

INTRODUCTION

Our Community Bikes (OCB) is a local non-profit providing a range of services in education and promotion of sustainable transportation and community-building in our city. OCB is currently facing hindrance in execution of these services due in part to a non-hierarchial and consensus based management system currently in place. This proposed report addresses this hindrance by examining flaws in this management system and proposing specific attainable solutions to these flaws.

PROPOSED PLAN

**Statement of Problem:**

OCB is run by a 15 permanent staff team who struggle to coordinate and execute core programming with little manpower and funding. Consensus-based procedures currently in place for decision-making and task allocation further slow this program execution, adding further strain to this already burdened system.

**Proposed Solutions:**

In increasing operational efficiency at OCB, it is crucial to first address the perspectives of current staff members and volunteers through surveying and interviewing. The solution must respect these perspectives as it will involve increased leadership skills and support from staff members and volunteers. Ideally, the proposed solutions will not involve financial expenditure on the part of OCB.

Specific proposed solutions include:

* Biweekly “leadership rotations” in which a different permanent staff member directs the organization every two weeks.

**Aim:** to increasing individual accountability of staff members, efficiency of

task allocation and execution.

* Increase frequency of staff meetings from monthly to biweekly.

**Aim:** to add mandatory time for coming to consensus-based

collective decisions and increase face-to-face group communication.

**Scope:**

In attempting to improve the current efficiency and operation of Our Community Bikes and PEDAL, I will determine the following:

1. Current managerial procedures and policies in place at OCB, and the specific flaws affecting the success of these procedures;
2. Specific practices of the organization affecting the productivity and wellbeing of staff and volunteers;
3. A timeline through which reasonable action may be taken.
4. An understanding of the degree to which staff members are willing to restructure current routines in further these goals;
5. Differences and similarities between the consensus-based procedures in place at OCB vs. other similar non-hierarchial organizations.

**Methods:**

The approach in further developing this strategy will first involve surveying and communication in three stages:

1. Survey of permanent staff members;
2. Survey of current and past volunteers;
3. Satisfaction survey of community members who participate in services offered by OCB.

Beyond research specific to OCB participants, analysis of the procedural functioning of other similar consensus-based organizations will be conducted. The survey-based initial stages of research, further data collection, and my personal experience of OCB will be amalgamated to develop realistic and feasible solutions which will be presented to the organization and board members.

**Qualifications:**

As a past employee of OCB responsible for the coordination of the youth outreach branch of the organization, I am intimately aware of the inner workings and the shortcomings of OCB’s current operation. My position involved responsibility over a large range of tasks including grant writing, promotions, communication with community members and other members of the organization, as well as teaching and running of programs. This diverse range of tasks endowed me a unique perspective, although as I am no longer involved, I will be able to conduct research and reporting in a relatively unbiased, objective fashion.

CONCLUSION

As above mentioned, Our Community Bikes and PEDAL Non-Profit is a non-hierarchial organization priding themselves on inclusivity in providing services to our community centred around sustainable transportation and urban biking. Their message is powerful but the consensus-based decision making process and form of task delegation often is inefficient in motivating collective members. Potential solutions or conclusions of the study would directly implicate and effect the fifteen permanent staff members and many volunteers with PEDAL, ideally increasing the organization’s capabilities. Management solutions could have eve larger reaching implications in the world of non-profit organizations, potentially benefitting other similar companies who are struggling with similar issues.