

# The Canadian Engineer

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## FUNCTIONAL *versus* GEOGRAPHICAL PLAN OF ORGANIZATION

WITH PARTICULAR REFERENCE TO STREET CLEANING DEPARTMENTS—FUNCTIONAL PLAN RESULTS IN BETTER ADMINISTRATIVE CONTROL BUT THERE ARE OBJECTIONS.

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IN listing the various arguments for and against a suggested functional arrangement for street cleaning activities—including refuse collection—the usual type of organization has been assumed. Thus the municipality is presupposed to be districted for the purposes of the department into several separate areas, in each of which all street cleaning, refuse collection and allied duties are performed under the supervision of a general foreman.

The application of the functional plan, in this case, consists in separating the operations having to do with street cleaning from those having to do with refuse collections, and in placing at the head of each specialized activity a special supervisor,\* the various separate district organizations being merged into two city-wide organizations—one for each function. It is also planned that matters having to do with equipment shall be entrusted to a third special supervisor of equipment, thus permitting both the street cleaning and the scavenging supervisors to devote their time wholly to the actual field inspection of their respective functions.

### Advantages of Functional Plan.

The advantages urged on behalf of the functional plan of organization are: (1) Better administrative control; (2) greater opportunity to develop improvements;

\*This does not necessarily mean that subordinate foremen would no longer be needed. They would be needed, but the "districts" under the functional plan would be different from the present districts.

- (3) more accurate knowledge of the cost of work done;
- (4) greater opportunities to effect retrenchment.

1. The functional plan provides for better administrative control, because:

It makes one man responsible for each branch of the work instead of distributing responsibility for a part of each branch between three men.

It focuses all the activities of the department in one central office, thus making it possible for the department head to get information about all branches of the work without loss of time or waste of effort.

It promotes co-operation between the different branches of the service and develops a clearer understanding of the department's problems.

It enables the entire city to be treated as a unit, thus discouraging duplication—especially in regard to equipment and in regard to records and accounts.

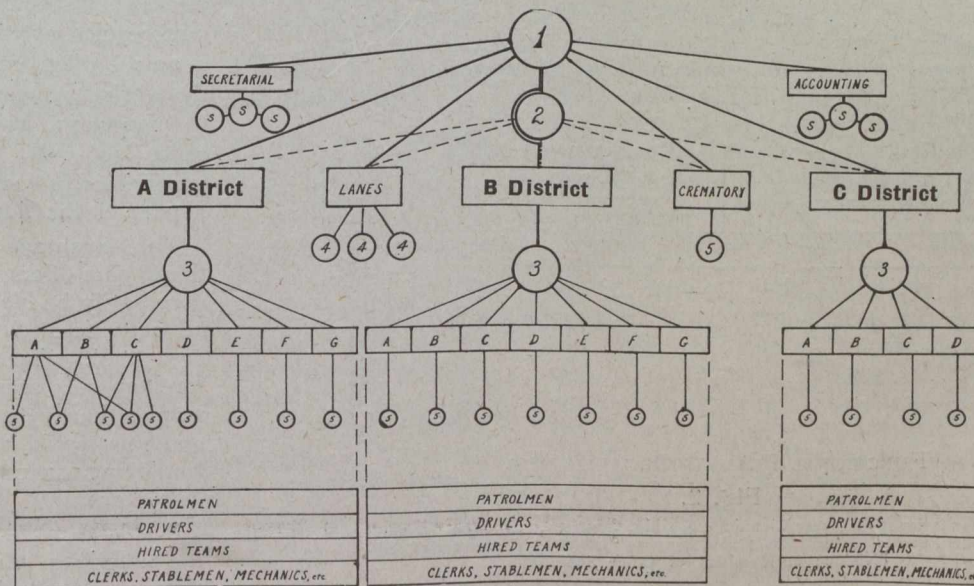
2. The functional plan gives greater opportunity to develop improvements in service, because:

It concentrates the attention of each supervisor upon one feature of the work, and allows continuous thinking and planning along definite lines.

It tends to make each supervisor an expert in his special field, and to build up the work of his division on the basis of expert knowledge.

It prevents waste of time and lost motion because of having to shift from one piece of work to another.

3. The functional plan allows for more accurate information as to costs, because:



GEOGRAPHICAL PLAN OF ORGANIZATION.

Fig. 1.

Reference Numbers—1, Commissioner of Street Cleaning; 2, Chief Inspector; 3, Superintendent of Division in Fig. I., of Function in Fig. II.; 4, Lane Inspectors; 5, Foreman of Sub-division; 6, Members of Office Staff.