

Leveling the Playing Field: A Closer Look at Hierarchical Structure

You should attend this panel discussion if...

Government entities commonly employ a hierarchical organizational structure, which means that communication flows from the top-down and an organizational chart delineates reporting relationships between employees and their managers. This approach to assigning authority and levels of responsibility determines the extent for achieving maximum productivity, managing individual work needs and reaching of organizational goals and objectives. A hierarchical structure operates well when reporting relationships are clearly defined, communication gets channeled along defined paths, and collaboration exists across reporting lines. While hierarchical systems are advantageous, there are some challenges with it relating to the flow of information, the speed of decision-making, and the cost associated with multiple layers of management. Managers can overcome these barriers by empowering employees with more autonomy, decentralizing the decision-making process, maintaining a clear chain-of-command, establishing multi-directional lines of communication and leveraging technology.

- ❖ You want to align employee responsibilities to add value to organizational functions
- ❖ You desire to eliminate silos among divisions and teams to strengthen long-term growth
- ❖ You are seeking to establish effective coordination and collaboration across reporting lines to prevent conflict
- ❖ You wish to maintain a clear chain of command to support operational efficiency and accountability
- ❖ You are wanting to build autonomy and shared authority to decrease systematic barriers
- ❖ You want to decentralize the decision-making process to elevate employee empowerment
- ❖ You would like to establish multi-directional communication mechanisms to eliminate ambiguity



Frank Carmody
Deputy Director,
Administration
and Regulatory
Affairs

Frank Carmody’s background is in Management in both the Public and Private sectors. Following active duty military service, he gained extensive entrepreneurial experience as President of a commercial printing and electronic imaging company that he co-founded and co-owned. Concurrently, he was a member of an Army Reserve unit that conducted staff training seminars, classes, and exercises for client units. After selling the printing company, he conducted financial and operations analysis for companies throughout Texas and Louisiana. In 2006, he joined the City of Houston as a Division Manager with the Health Department, and two years later moved to the newly formed Administration & Regulatory Affairs Department as a Deputy Director, where he was responsible for Payroll, Records Management, Asset Disposition and Strategic Alliances. In 2011, 311 was added to his Division.



Marsha E. Murray
Deputy Director,
Office of Business
Opportunity

Marsha E. Murray, Esq. is the Deputy Director for Office of Business Opportunity (OBO). Since joining OBO in 2012, Marsha has led comprehensive updates to the City’s business diversity program and has been integral in expanding the suite of services the organization provides to ensure small businesses, particularly women and minority-owned businesses, fully participate not only in City contracting but have access to the resources necessary to grow their businesses globally. Prior to joining the City of Houston, Marsha served as legal counsel to New York City government for 10 years. Marsha is a Spring 2015 graduate of the Center for Houston’s Future Business/Civic Leadership Forum and advisory board member of the World Chamber of Commerce. She has a Bachelor of Arts degree in Political Science and Spanish from Colgate University and a Law degree from Villanova University School of Law.



Mark Holloway
Captain,
Houston Police
Department

Mark Holloway is a native Houstonian and a Captain within the Houston Police Department (HPD). He is currently assigned to the Employee Services Division. Captain Holloway began his career in 1981 as a member of Cadet Class #102. In 1991, he promoted to Lieutenant serving in the Emergency Communications (Dispatch), Personnel, Internal Affairs (IAD), and Auto Theft Divisions. Mark was promoted to Captain in 2004 and has been assigned to the Jail, Central Patrol, Robbery, and Employee Services Divisions. Captain Holloway is a graduate of the City of Houston Leadership in Action Program. He obtained his Bachelor of Science Degree in Organizational Leadership and a Master of Science Degree in Strategic Leadership. Mark is also a graduate of the FBI National Academy and the Senior Management Institute for Police.