

Parkland County Major Initiatives Update



Topics

- 1) One Parkland: Service Excellence
- 2) Internal Safety
- 3) Training and Development
- 4) Major Capital Initiatives (Non-Transportation)



One Parkland: Service Excellence

Status Update:

- Complete results from Resident and Business Surveys back end of February
 - Will be presented to Council on March 7th
- Interviewing Departments: Managers and front-line staff
- Next steps
 - Focus groups with residents
 - Focus group with staff
- Cross-jurisdictional research and interviews
- Strategy development/documentation





What We've Heard: So far

- Approximately 61% of respondents felt customer service should serve as a key core value for staff and Council
- Approximately 68% felt it was important or very important for Parkland County establish itself as customer-focused
- Approximately 60% had contact with Parkland County staff, including by phone, e-mail, online or in person
 - 57% in person
 - 26% over the phone
 - 7.5% email
 - 4.6% through the website
 - 1.3% social media



What We've Heard: So far

- How did they rate the service they received?
 - 80% rated the service good, very good, or excellent
- Staff were polite: 95% 
- Staff were knowledgeable: 87% 
- Response within reasonable time: 87%
- Willing to take action/follow through quickly: 75%
- Refer to right person: 71%
- Completion in a single contact: 61.5%



Key Components To-Date

Current State Assessment

- Resident and Business Survey results
- Environmental Scan
 - Jurisdictional research, best practices
- Internal interviews and consultation
- This will help inform the initial strategy and plan

Process Documentation and Mapping

- Process Inventory
- Prioritization
- Phase I/Pilot
- Documentation
- Communication & implementation

Plan, Strategy and Recommendations

- Strategic overview under development, including:
 - Alignment with current initiatives
 - Current state assessment
 - Themes that projects and strategies will be grouped under
- Follow-up/focus groups
- Ongoing recommendations to occur in phases

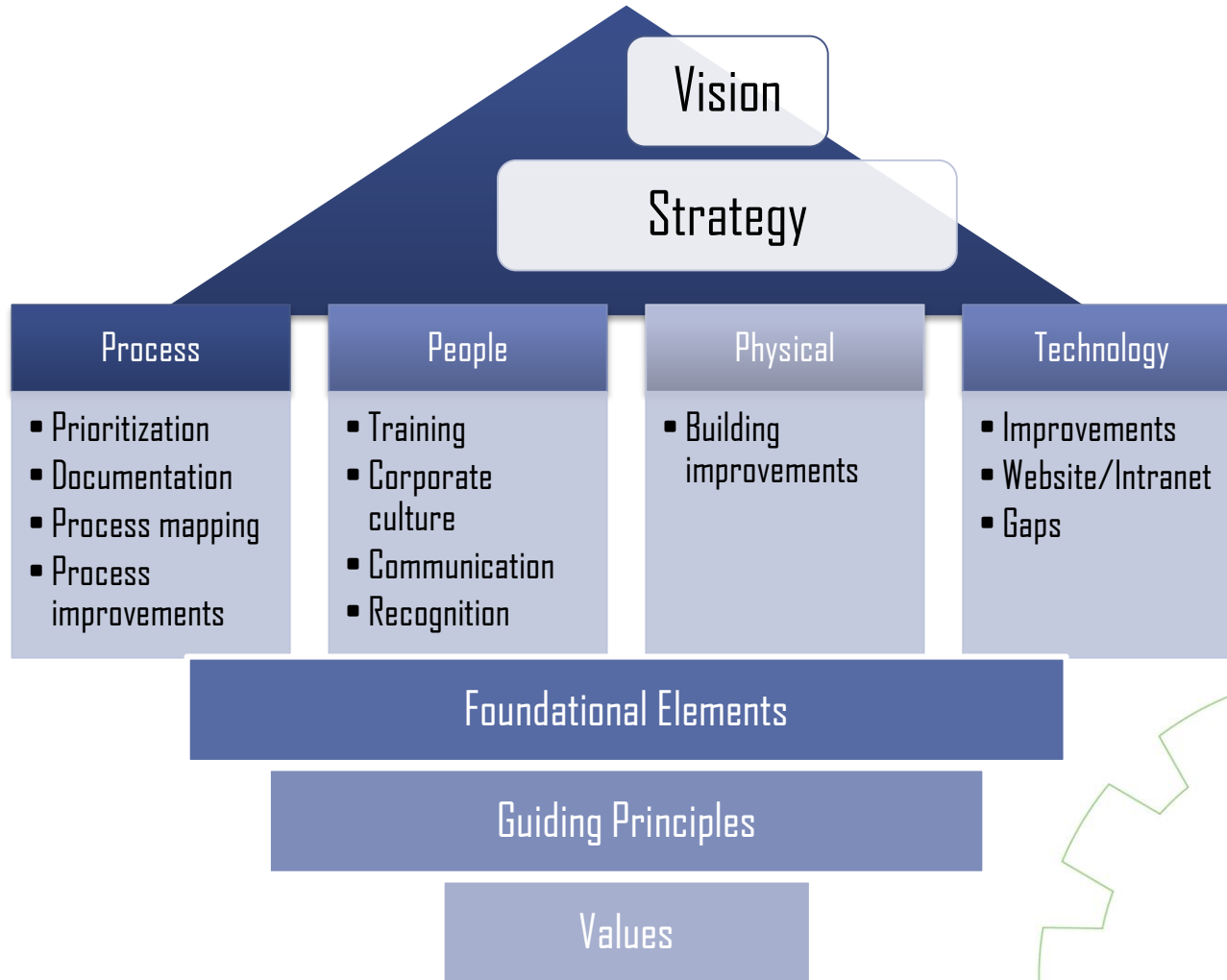
Communication and change management

- Key messaging
- Engagement standards
- Awareness
- Coordination & communication
 - Public
 - Council
 - Internal
- Branding and roll-out

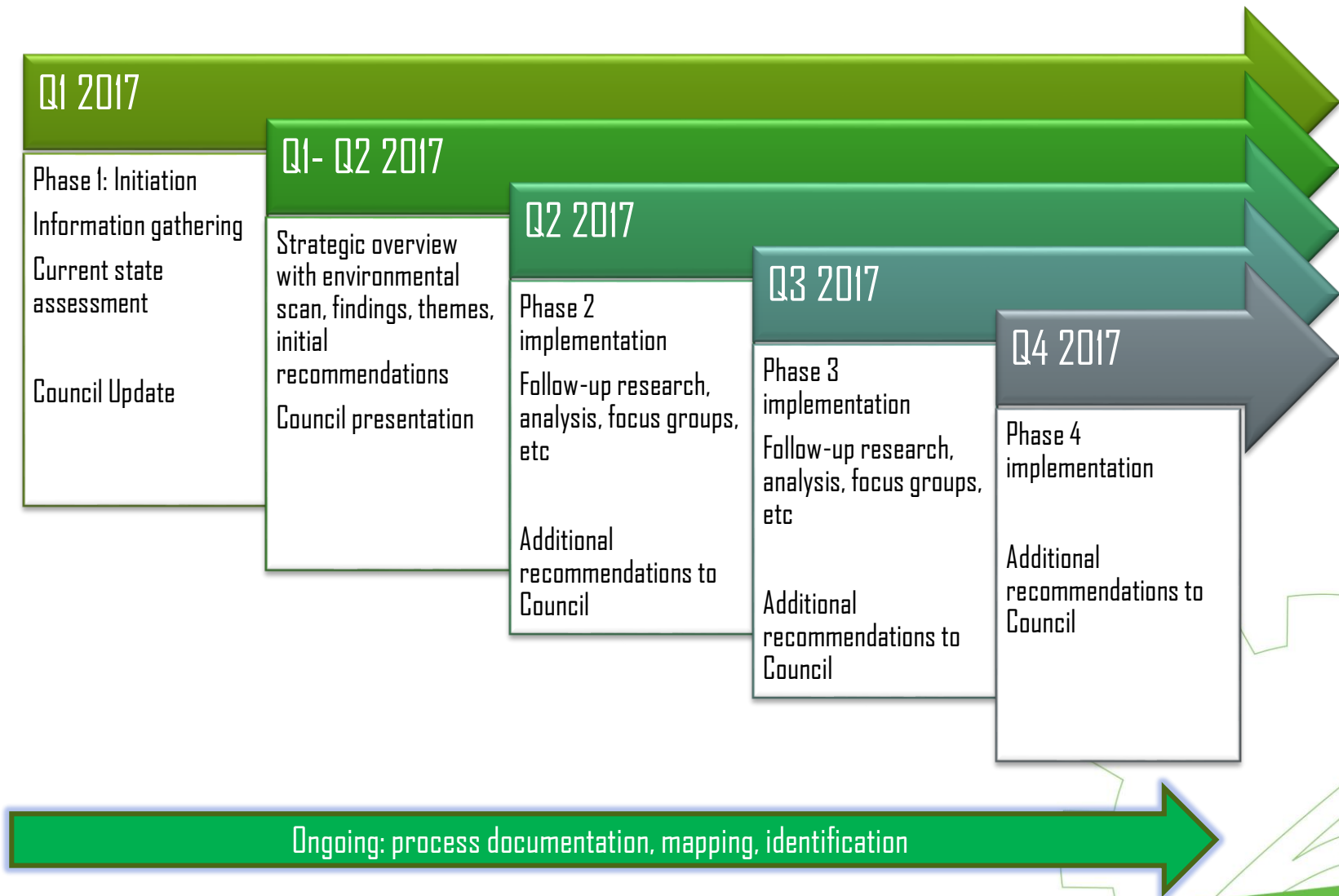
Implementation and monitoring

- On-going, with various touchpoints throughout the initiative
- Implementation will occur in phases

Strategic Framework



Proposed Timelines



Next Steps

- Ongoing interviews with staff until end of February
- Results of Resident and Business Surveys to Council in March
- Current state assessment, strategic overview, and key themes to Council end of March
- Follow-up focus groups, if necessary
- Ongoing recommendations and implementation, with Council touch points



Internal Safety

- **We know....**

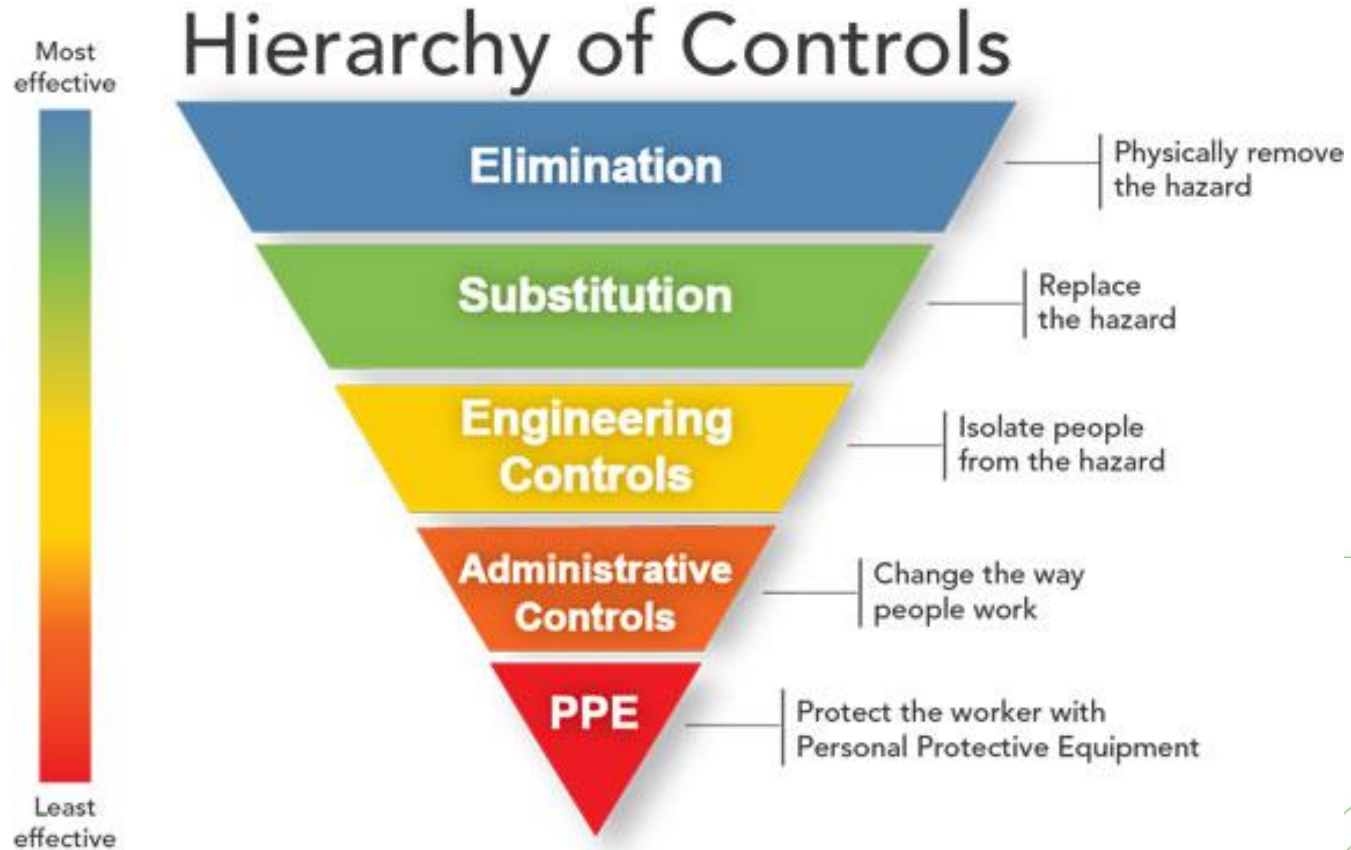
- We are hurting too many employees (Total Recordable Incident Frequency)
- We have not developed a culture of ownership of the safety culture to the front line leadership
- We have not developed specific training to ensure they can manage the safety scope of work
- The culture is not behavior based. It is currently compliance based
- Organizations that drive behavior based programs hurt on average three times less employees
- We are relying on compliance factors versus removal of risk
- We are not working on leading indicators (KPIs), but are capturing lagging indicators



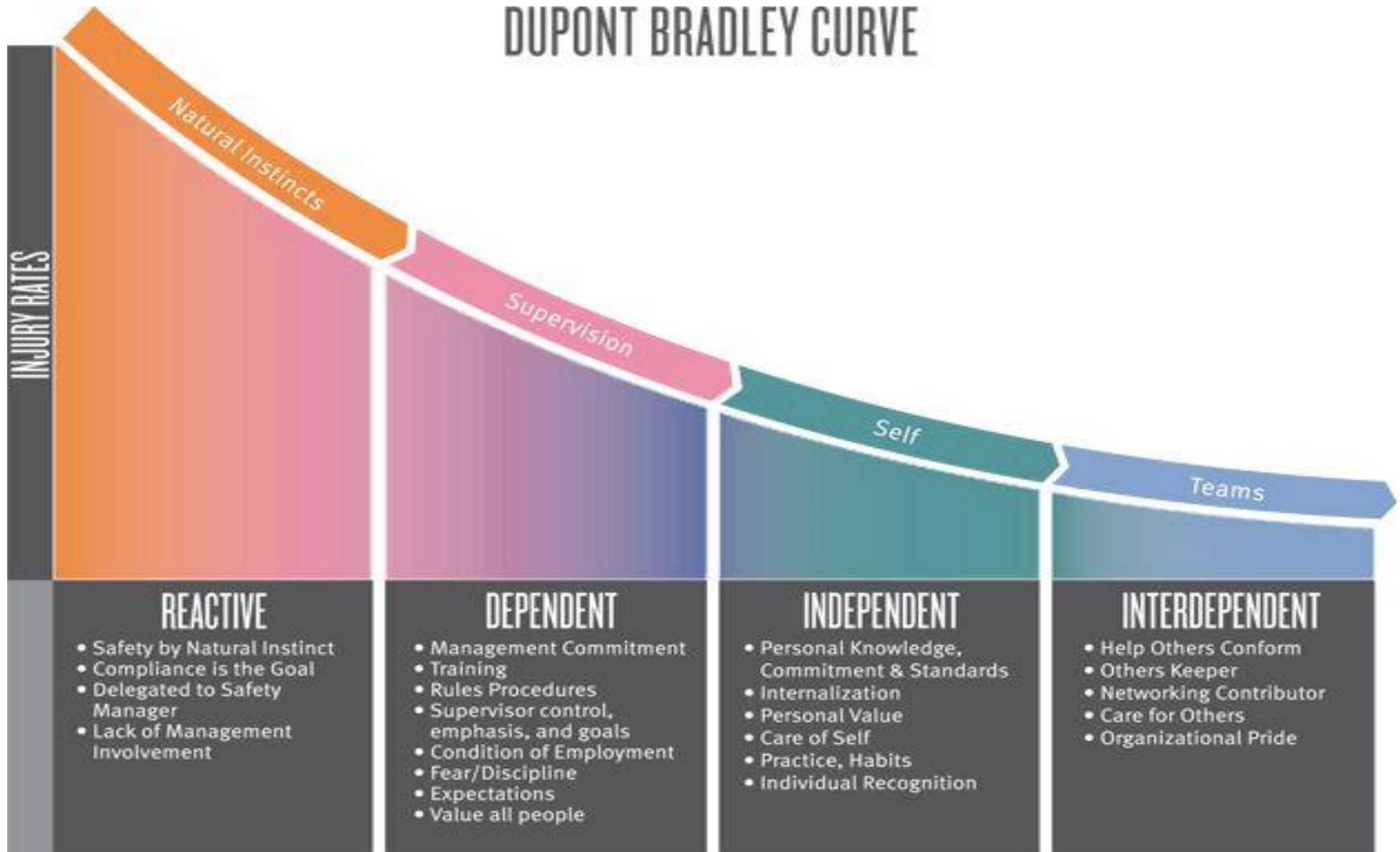
Bradley Curve / Safety Maturity



Hierarchy of Controls



DUPONT BRADLEY CURVE



Leading Versus Lagging

- Lagging Indicators measure what has happened, similar to audits, they are one indicator of a program health
- Parkland County needs to concentrate on Leading Indicators
- Leading Indicators focus on future health and safety performance with the intent of continuous improvement. They are a signal and monitor of what is being done on an ongoing basis to prevent worker illness and injury

So what are we doing about it?



Core Training (Goal by 2018)

- We must ensure that anyone that manages field employees has a base level of training that allows both the employees and the organization to be protected
- Training will be mandatory and although we will grandfather employees to be completed over the next year, we need to get there sooner than later
- **Core Safety Training (training taken prior to instatement)**
 1. Supervisory Safety Training Program
 2. Drug and Alcohol Training
 3. Field level Hazard Assessment
 4. Mentorship
- **Training to be taken within 60 days of instatement**
 1. Enhanced Safety Leadership
 2. Disability Management
 3. Behavior Based Safety
 4. Incident Investigation

Safety Standard Excellence

(internal audit)

Four Key Performance Indicators (KPIs) will be used for determining team performance in alignment with the Industrial Safety Goals. Each of these KPIs is to be measured quarterly and will be weighted as follows (to a maximum of 100%).

KPI	100%
1. Leading Indicators	
a. Staff participation	15%
b. Field staff (union) participation	10%
c. High potential near miss < 1.0	10%
2. Core Safety Training	15%
3. Audit Score, Site Inspection (safety culture)	30%
4. Lagging Indicators	
a. Recordable Incident Rate < 0.40	15%
b. Loss Control Incident Frequency (LCIF) < 10.00	5%

$$\text{LCIF} = \frac{(\text{Total Injuries} + \text{Property Damage} + \text{Environmental} + \text{Near Miss}) \times 200,000 \text{ hrs}}{\text{Total Person Hours}}$$

Safety Standard Excellence

Leading Indicators	Field staff (union)	Project Office staff	Foremen	Managers	Executive Committee
Daily Shift Start/End	1 per day		1 per day	1 per week	1 per quarter
Weekly Meetings	1 per week	1 per week	1 per week	2 per month	1 per quarter
Behavioral Observations (Interventions or BBO)	1 per week		1 per week	1 per month	1 per quarter
Safety Inspections		Mandatory 1 per quarter site specific	1 per month	1 per month	1 per quarter
Incident Investigation			All	Participate	Monthly review
High Near Miss, Recordable review – to be completed within of incident			As applicable	All reviews	All reviews

What needs to change?

- A review of our compliance requirements. Make it simpler, dumb it down.
- Managers on the ground realize their accountabilities to taking care of their people
- Identify gaps on those that need training, and want to take training
- Move immediately to concentrate on leading indicators
 - Pre-post job meetings Daily
 - FLHA-FLHA audits Weekly
 - Intervention – BBO programs One per employee per week
 - Inspections Schedule
 - incident – Case Management Every day
 - Risk Tolerance – Risk Avoidance
- Core audit – review what we are doing and do less compliant paperwork
- Concentrate on specific programs that will help us get the culture to the ground
- Hands, and extremities, Line of fire, Interventions - BBO
- Internal Audit – Parkland Level of Safety Excellence

Occupational Health & Safety

Other Programs

- Introduction of some base level behavioral programs
 - Intervention cards
 - 20-20-20
 - Stop and think
- Review of Case Management
- Orientation
- Subcontractor Management
- Safety Officer
- Incident Reviews
- Goal is a TRIF of less than 2 by 2018

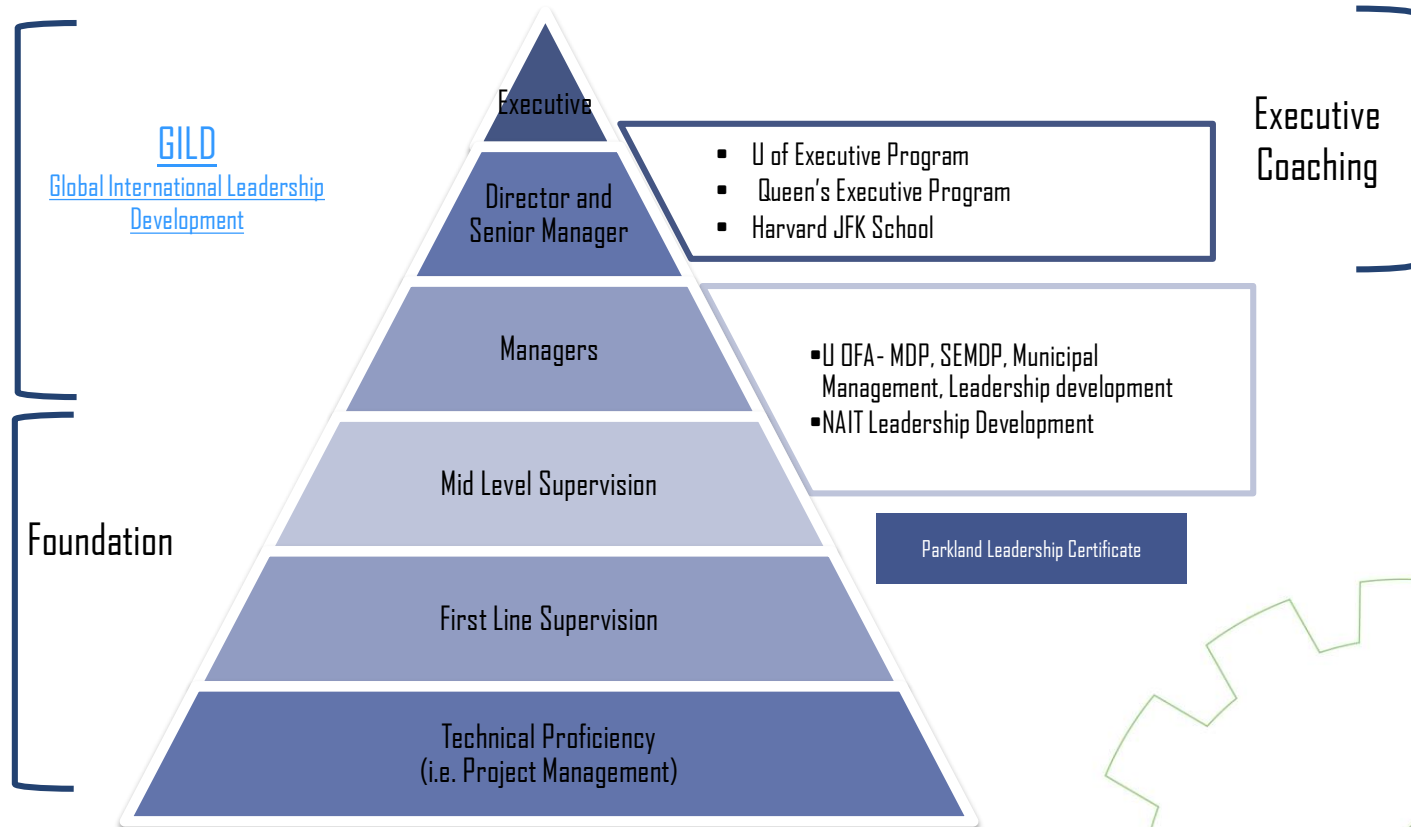


Training and Development Program

- A move to a formalized program in 2017
- Consolidation of budget into one GL Code held by Human resources
- We have broken up the Personnel Evaluation into two parts
 - Performance review. All will be completed at the same time in January-February 2018
 - An individual personal development discussion to be held in June 2017
- The plan is to ensure we baseline the leadership staff with specific training
- A career path defined, which will also tie into the longer term payroll and performance levels discussion
- Calibration Session Determines “future” leaders
- Courses will start this year on the leadership series - 3



Training & Development



Training & Development

STRUCTURE

- What are the qualities we want in our leaders?

Course	Intended for	Program delivery by	How often
Introduction to Parkland County	All Staff	In-house	Once
Respect in the workplace	All Staff	In-house	Yearly
Workplace Violence	All Staff	In-house	Yearly
Orientation	All Staff	In-house	Every 2 years
Risk Tolerance	All Staff	In-house	
Skills/needs assessment	All Staff	In-house	

Stage One

Course	Intended For	Program Delivery By	How Often
Hazard Assessment	All Supervisors	In-house	Once- 5 year renewal
Drug and Alcohol Training	All Supervisors	In-house	As above
Supervisor safety training	All Supervisors	In-house	As above
Incident Investigation	All Supervisors	In-house	As above
Disability and Case Management	All Supervisors	In-house	As Above
Behaviour Based Safety	All Supervisors	In-house	As Above
Leadership for Safety Excellence	All Supervisors	In-house	As Above
Review and Certificate	All Supervisors	In-house	As Above
Better Supervision or??	All Supervisors	In-house	As Above

Training & Development

Stage Two – Parkland Leader Certificate

Course	Intended For	Program delivery	How Often
Essentials of leadership	All staff eligible	In-house –DDI	
Your Leadership Journey	All staff eligible	In-house –DDI	
Coaching and Feedback	All staff eligible	In-house –DDI	
Review and Certificate	All staff eligible	In-house –DDI	
Coaching and Feedback	All staff eligible	In-house –DDI	
Effective Communication	All staff eligible	In-house –DDI	
Managing relationships	All staff eligible	In-house –DDI	
Progressive Discipline	All staff eligible	In-house –DDI	
Embracing Change	All staff eligible	In-house –DDI	
Colors Workshop	All staff eligible	In-house –DDI	
Personnel Development planning	All staff eligible	In-house –DDI	
Having Difficult Discussions	All staff eligible	In-house –DDI	
Time Management	All staff eligible	In-house –DDI	
Case Study	All staff eligible	In-house –DDI	
Certificate and \$\$ recognition	All staff eligible	In-house –DDI	

- Stage two - 10-12 courses = Parkland Leader Certificate
- 3 hours per course
- 30-36 hours to complete 10-12 courses
- 2-5 years to complete 10-12 courses
- There are other courses in stage two to choose from
- Certificate = A day with Executive Committee

Training & Development

Stage Three

Course	Intended For	Program delivery	How Often
Coaching for High Performance	Managers- Directors	In-house –DDI	
Developing organizational talent	Managers- Directors	In-house –DDI	
Influencing for organizational impact	Managers- Directors	In-house –DDI	
Instilling a culture of Innovation	Managers- Directors	In-house –DDI	
Leading with a global perspective	Managers- Directors	In-house –DDI	
Making Change Happen	Managers- Directors	In-house –DDI	
Mastering Decision Dynamics	Managers- Directors	In-house –DDI	
Emotional Intelligence	Managers- Directors	In-house –DDI	
Embracing Change	Managers- Directors	In-house –DDI	
Translating Strategy into results	Managers- Directors	In-house-DDI	
Certificate and \$\$ recognition	All staff eligible	In-house –DDI	

Major Capital Initiatives

(Non-Transportation)



Agricultural Facility

Status Update:

- Move in date anticipated July 1, 2017
- The project is currently on budget
- Executive Committee is reviewing future use of the annex (current location of Agricultural staff)
 - The Annex will be utilized.



Waste Transfer Station

Status Update:

- The facility upgrade is currently on hold
- Consultant project costs have come in substantially higher than reported in their study
- We believe it is prudent for us to let the Solid Waste Committee complete their work
- Construction will not take place this year



Salt Shed Construction

Status Update:

- The Salt Shed construction will not commence this year
- We are re-evaluating the need and the project

