

Board of Directors COVID-19 Briefing

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Executive Summary

This presentation provides a briefing on TRCA's strategic and tactical response to COVID-19:

- Background
- COVID-19 Response at a Glance
- COVID-19 Dashboard
- Phased Management of COVID-19
 - Prevention
 - Control
 - Management
 - Recovery
- Post COVID-19 – Growth Focus

Background

COVID-19, a strand of coronavirus, has emerged as a significant risk to the personal wellbeing of TRCA's employees and our operational success.

Due to the uncertain, complex, and ambiguous effects COVID-19 is having, TRCA's Senior Leadership Team (SLT) has responded expeditiously, with the protection of our employees, stakeholders and public interest being our critical priority.

The SLT has faced extremely difficult decisions to lead during this unprecedented times in an effort to mitigate the extent of impact on employees, TRCA operations and the organization.

COVID-19 Response at a Glance

Commenced COVID-19 planning & employee (EE) communications

Pandemic Flu & Infectious Illness Policy approved; Interim Pandemic Plan developed

TRCA Flexible and Remote Work commences and support tools developed

Provincial Non-essential Workplaces Closure Order, review and calibration of TRCA operations

Declared Emergency Leaves (DEL) issued

Policy, planning and procedure development and documentation

SLT Pandemic Response Committee daily scrums commenced; Cancellation of Maple Syrup Festivals, March Break camps & related events

Provincial State of Emergency issued; public closure of TRCA facilities, parks, education centres and offices

Incident Management System (IMS) & Field Procedures instituted; Contingency Plan for Essential Services and Facilities approved

Redeployment Program executed (21 positions, 69 opportunities)

Late January

February

March 10

March 13

March 15

March 17

March 20

March 23

April 8

April 9

PHASE I - PREVENTION

PHASE II - CONTROL

PHASE III - MANAGEMENT

PHASE IV- Post-COVID-19 Recovery



COVID-19 Dashboard

Redeployment Opportunities



- 21** Redeployment positions
- 69** Redeployment vacancies
- 45** Displaced employees expressed interest
- 24** Displaced employees applied for opportunities

Projected 2020 Authority Generated Loss



Up to **50%**



TRCA COVID-19 Cases



1
Confirmed Case

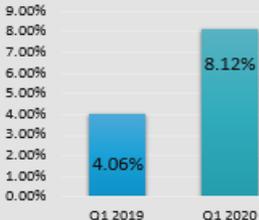
62
Self-isolation /quarantine

61
Resolved

EAP Utilization

50% ↑

Increase in utilization of ComPsych EAP supports



Remote Workplans

484 employees have a flexible or remote workplan in place



COVID-19 Resources



Employee comms & FAQ's

Manager Tactical Calls

Remote Work

Mental Health & Resiliency

Division	DEL's Issued
Education & Training	81
Parks & Culture	74
Corporate Services	4
Restoration & Infrastructure	4

Declared Emergency Leaves (DEL) Issued

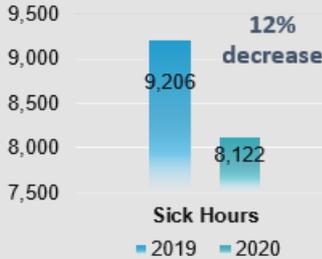
22.4%

22.4% (163) of employees were issued a DEL



The number of DEL's is expected to increase

Q1 WSIB and Sick Leave Stats



Phase I - Prevention

Focus on promoting everyday prevention action and strategies

Legislation, Policy Process Review

- Daily review of government and legislation updates
- Pandemic Flu & Infection Illness Policy
- Interim Pandemic Plan completed
- Contingency Plan for Essential Services and Facilities developed
- Identification of essential roles and three levels of back-up

Communication Strategy

- Frequent, clear and transparent communications
- Communications cater to different needs based on audience
- Utilization of reputable sources for information
- Communicating via multiple times in various mediums (Hub, email, verbal) to ensure adoption

Monitoring/Tracking

- Protocol for tracking and management of cases
- Ongoing assessment of service-level impacts
- Staffing plan to ensure critical positions can be filled

Change Management

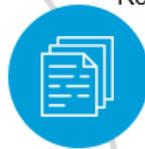
- Clear messaging for managers
- Facility changes to adjust to changing environment

COVID-19 Resources and Supports

Employee Communications & Staff Hub Content



- 20+ employee communications issued
- 100+ employee letters issued due to Maple Syrup & March Break cancellations
- Hygiene procedures posters deployed to all offices and field sites
- Employee FAQ's developed to support active and employees on Declared Emergency Leave (DEL)
- Mental Health and Wellness supports
- Employee Assistance Program supports and communications
- 163 individual DEL letters issued
- Benefits updates, Out of Country Travel changes
- Refunds, Credits & Cancellations
- Interactive videos – hand washing, use of sanitizer



Policies, Plans and Procedures

- Pandemic Flu & Infectious Illness Policy
- Contingency Plan for Essential Services and Facilities
- Interim Pandemic Plan
- Incident Management System (IMS) & Field Procedures
- COVID-19 Management Decision Matrix
- Construction and Field Sites Signage for social distancing
- Recruitment procedures and messaging
- Essential Work vehicle signage and employee confirmation letters
- DEL procedures and legislative requirements
- Redeployment Program – procedures, communications, tools etc.



Remote Work Information

- Guide to Managing a Remote Team developed and shared with all managers
- Employee Guide to Working Remotely developed and shared with all staff
- Ergonomics Guidelines and recommendations shared with all employees
- Technology supports and documentation for remote work and virtual meetings
- Employee remote workplan templates and requirements



SLT Scrum and Manager Tactical Calls

- SLT Pandemic Response Committee scrums held daily during height of pandemic and have moved to 1-2x/week
- 5 Manager tactical calls held to share information and address manager specific questions

Phase II - Control

Increased actions driven by Public Health

<p>SLT Pandemic Response Team</p> <ul style="list-style-type: none"> • SLT Pandemic Response Committee established • Daily scrums commenced to provide cross functional support for time sensitive and critical decisions 	<p>Management of Public Health and Legislative Requirements</p> <ul style="list-style-type: none"> • Cancellation of March Break and Maple Syrup events • Cancellation of TRIECA and other TRCA sponsored events • Public closure of TRCA facilities, parks, education centres and offices • Shift to virtual meetings 	<p>Incident Management</p> <ul style="list-style-type: none"> • Development of COVID-19 Management Decision Matrix • Implementation of Manager Tactical Calls • Incident management of TRCA COVID-19 related cases • Recruitment placed on hold – filling of only critical positions 	<p>Environmental Scan</p> <ul style="list-style-type: none"> • Pulse check with peer Conservation Authorities, municipalities and not-for-profits to share information • Ensure consistency and alignment of practices with peers and partners 	<p>Flexible & Remote Work</p> <ul style="list-style-type: none"> • Employee tools to support remote work resources • Supports to create a healthy and safe remote workspace • Managers guide to support and manage remote employees • Ergonomic resources for remote employees
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TRCA COVID-19 Management Decision Matrix

Criteria 1: Quarantine or Self-Isolation as Directed by Public Health

Quarantine or Self-isolation Criteria	Triage #1	Triage #2	Triage #3	Triage #4
1. Development of COVID-19 symptoms.	<p>1. Where an employee is ill with COVID-19 or related symptoms the employee shall utilize sick leave, or can work remotely if feasible (this shall be the employees decision)</p> <p>2. Every effort will be made for alternative work arrangements for that employee.</p> <p>3. Employees are asked to speak to their supervisors if they are in this situation.</p>	<p>1. For individuals required to self-isolate or quarantine, every effort will be made to asses redeployment opportunities if an alternative work arrangement is not feasible.</p>	<p>1. Employees will be permitted to use sick leave/short term disability, vacation, lieu time, family emergency leave etc. OR the ESA approved Infectious Disease Emergency Leave (choice is the employees). If the employee elects for the ESA leave, HR needs request ROE via payroll to be issued.</p>	<p>1. Employees who are quarantined that are not eligible for sick leave/STD, vacation etc., may be provided a discretionary leave with pay as approved at the discretion of the CEO per the <i>Pandemic & Infectious Disease Policy</i>.</p>
2. Exposure to individuals with COVID-19 symptoms.				
3. Returning from travel outside of Canada.				
4. Been in close contact with an individual that has recently travelled outside of Canada and is experiencing fever and/or has a new or worsening cough.				
5. Leave to provide care-giving responsibilities (i.e. childcare or care of elderly), per ESA.				
6. Individuals who are immunocompromised.				
7. Directed to self-isolate through indirect contact (exposure through spouse or acquaintance) by Public Health.				

Criteria 2: Self-isolation not directed by Public Health

Self-Isolation Criteria	Triage #1	Triage #2	Triage #3
1. Request for self-isolation due to living with high risk groups (i.e. pregnant, infants).	<p>1. If the employee is able to work alternatively, efforts will be made to accommodate the request.</p> <p>2. Employees are asked to speak to their direct supervisor.</p> <p>Note, in situations where the employee is a field worker (including construction) there is limited ability to provide remote work. Rather, efforts can be made to support isolation in the field</p>	<p>1. Assessment of redeployment if practical.</p> <p>Note, in situations where the employee is a field worker (including construction) there is limited ability to redeploy.</p>	<p>1. Employees will be permitted to use sick days/STD, vacation, lieu time, family care leave etc. OR the ESA approved Infectious Disease Emergency Leave (choice is the employees). If the employee elects for the ESA leave, HR needs request ROE via payroll to be issued.</p>
2. Request for self-isolation due to being high risk (i.e. pregnant, infants).			
3. Request for self-isolation due to illness not related to COVID-19.			
4. Request for self-isolation for social distancing (i.e. not utilizing public transit).			

Phase III - Management

Continued operations

Employee Engagement

- Communication targeted to audiences
- Engagement Survey
- Execution of COLA/Merit
- Focus on retention drivers
- Leaders model empathy
- Recognition Program
- Work alignment
- Shift to virtual onboarding

Essential Workplaces Order

- Assessment of Essential Workplaces Orders
- Calibration of TRCA work and operations to comply with the Provincial Order
- Incident Management System (IMS) & Field Procedures instituted for COVID-19

Financial, Operational and Resource Assessment

- Balance risk with org. viability
- Ongoing hiring freeze of non-critical positions
- Reduced staffing & hours
- Chair and SLT pursuing government program stimulus opportunities
- Budgeting/staffing exercise based with varied lengths of COVID-19 impact

Declared Emergency Leaves (DEL)

- Create DEL roll-out plan
- Assessment of all TRCA positions to identify displacement
- Issue DEL's (163)
- Resources and supports for impacted employees
- Logistical matters
- Maintain support of impacted employees
- ROE's expediated to ensure no delay for federal supports

Redeployment

- Establish redeployment process
- Create redeployment action plan
- Prepare communication for execution of redeployment
- Provide training to redeployed employees
- Support employees through the transition

TRCA at Work

TRCA employees continue to demonstrate their commitment to safely delivering our valuable services to stakeholders, partners and members of the public.

- 17+ construction crews
- 484 employees with alternative work arrangements
- 75+ field staff performing planting, inspections etc.
- Positive feedback on service and business continuity received from multiple municipal partners and industry stakeholders



Phase IV - Recovery

Increased actions driven by Public Health

Communication Recovery Strategy

- Continued increase of communications for awareness through variety of mediums (tactical calls, Leadership Chats, TRCA Hub)
- Ongoing engagement and Communications to displaced employees

Phased Return for Full Operations

- Prioritization of regaining revenue streams
- Staffing requirements for revenue reintegration
- Operational prioritization of key work initiatives and projects
- TRCA alignment with key stakeholders and partners

Health and Safety Prioritization

- Enhanced sanitation practices
- Review of SOP's and field work procedure:
- Agility to address shifting government directives e.g. vaccination protocol, health and safety requirements etc.
- Plan for potential 2nd wave of COVID-19

Mgr Resources

- Managers provided tools and resources to manage within the new work environment
- Adjustment to operational priorities
- Calibration of employee Performance Development Program objectives

EE Resources

- Clear expectations
- EAP and wellness supports
- FAQ for ongoing support and to address common questions
- Focus on employee wellbeing
- Change management supports

Post COVID-19 – Growth Focus

Leadership Focus

Focus on vision of the future, increased SLT communications, change management to inspire and motivate staff, model transparency in all interactions, mindfulness in decision making suited to the emerging 'new normal', being present, visible, and available, clear and decisive post COVID-19 recovery plan.

Post-mortem

Opportunities through lessons learned: impacts assessment – strategic /ops plans, prioritization of work, people, service delivery, budget etc.; digital infrastructure; governance models, business disruption scenario planning.

Workplace Model Shift

Surge in remote/flexible work; virtual collaboration, workplace reintegration strategy; change management; preparing to do more with less; performance measurement by results.

Post COVID 19 Growth Focus

Transformed Talent Models

Assess talent implications of the new environment and TRCA's strategy, increase in skills-based hiring; increased digitalization will provide ability to tap into a geographically diverse talent pool.

Wellbeing – The Future of Work

Increased focus on holistic TRCA employee well being (physical, mental and emotional wellbeing); managing work-life integration; Shift from health and wellness being a “perk” to an entrenched requirement as a part of the employee experience at TRCA.

Workforce Capability

Future-proof our skills to keep up with change. Focus on creativity and critical thinking rather than routinized tasks in a shift to highly digitalized workforces.

Culture and Engagement

Increased importance of workplace culture and engagement —focusing on monitoring, managing and curating a culture by design.

Learning Transformation

Pivot TRCA's Learning Strategy, create engaging virtual opportunities and incorporating gamification, virtual reality to learning, blended learning opportunities.

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