

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

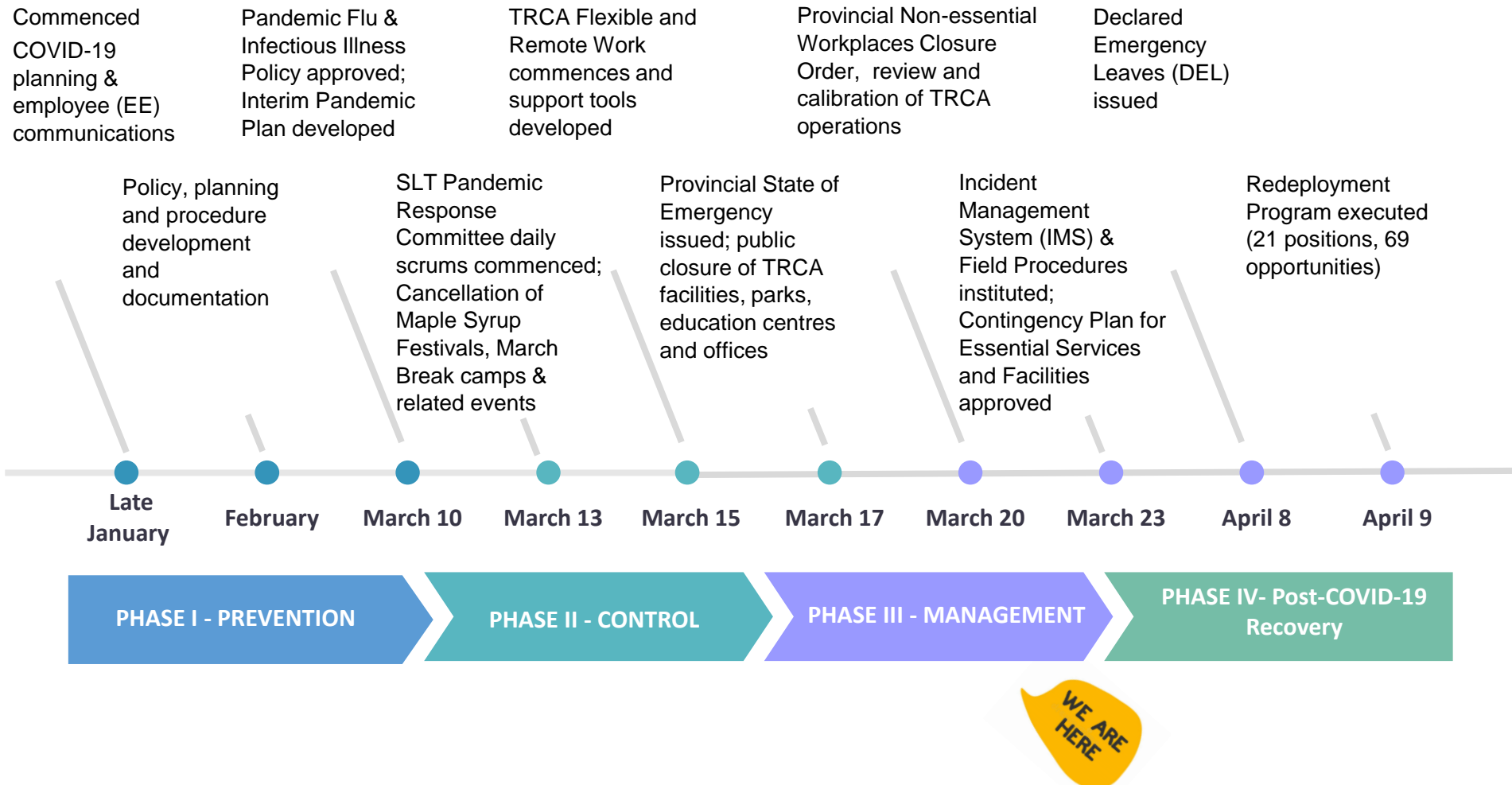
Background

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



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

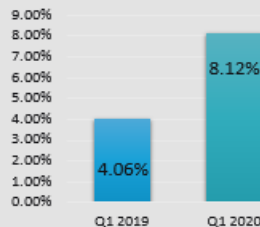
62
Self-isolation
/quarantine

61
Resolved

EAP Utilization

50% ↑

Increase in utilization
of ComPsych EAP
supports



Remote Workplans

484 employees
have a flexible or
remote workplan in
place

67%

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



Policies, Plans and Procedures

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

SLT Pandemic Response Team	Management of Public Health and Legislative Requirements	Incident Management	Environmental Scan	Flexible & Remote Work
<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 	<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 	<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 	<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 	<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

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.	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) 2. Every effort will be made for alternative work arrangements for that employee. 3. Employees are asked to speak to their supervisors if they are in this situation.	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.	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.	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> .
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.	1. If the employee is able to work alternatively, efforts will be made to accommodate the request. 2. Employees are asked to speak to their direct supervisor. Note, in situations where the employee is a field worker (including contruction) there is limited ability to provide remote work. Rather, efforts can be made to support isolation in the field	1. Assessment of redeployment if practical. Note, in situations where the employee is a field worker (including contruction) there is limited ability to redeploy.	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.	
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	Essential Workplaces Order	Financial, Operational and Resource Assessment	Declared Emergency Leaves (DEL)	Redeployment
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

			Mgr Resources	EE Resources
Communication Recovery Strategy <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Enhanced sanitation practices Review of SOP's and field work procedures Agility to address shifting government directives e.g. vaccination protocol, health and safety requirements etc. Plan for potential 2nd wave of COVID-19 	<ul style="list-style-type: none"> Managers provided tools and resources to manage within the new work environment Adjustment to operational priorities Calibration of employee Performance Development Program objectives 	<ul style="list-style-type: none"> 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



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