

# Senior Management Team

## 2021 Divisional Priorities

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# **2021 Divisional Priorities**

## **Three Organizational Wide Themes**



People Focus



Financial Focus



Customer Service  
and Excellence



# 2021 Divisional Priorities – People Focus

## **1. Diversity and Inclusion:**

a) All employees and all new hires will have completed mandatory diversity and inclusion training by December 31, 2021.

## **2. Employee Engagement:**

a) Every division will incorporate employee engagement updates in their divisional meetings throughout 2021, with a minimum of three divisional meetings being held in 2021.

b) Each division will increase their respective Employee Experience Monitor (EXM) engagement score by a minimum of 3% in 2021 over 2020's score.

## **3. Employee Development:**

a) 100% of required employees will have a Development Plan in place for the 2021 performance year.

## **4. Health and Safety:**

a) 100% of employees will have completed required COR training by the end of Q3 2021.

b) Divisional directors will hold a minimum of one health and safety meeting with staff by end of Q3 2021. Topics to include: divisional health and safety trends, incident overview and related corrective action, H&S updates, new health and safety legislation regulations and any additional topics.

## **5. Policy Compliance:**

a) 100% of staff will have completed required Code of Conduct affirmation by January 31, 2021 and upon hire for new hires.

b) 100% of staff will have completed required policy training and policy affirmation by December 31, 2021.



# 2021 Divisional Priorities – Financial Focus

1. **Provide timely and accurate individual (Ceridian, expense reports, etc.), business unit/divisional (procurements, revenue agreements, etc.) and organizational (municipal agreements, grants, etc.) financial, metric and performance information, in order to support the following key deliverables for the organization:**
  - a) Quarterly variance reporting to TRCA's Board and stakeholders
  - b) Annual financial statements in formats desired by our municipal and agency partners
  - c) Monthly metric and performance reporting to the Senior Leadership Team
  - d) Annual metric and performance reporting to TRCA's Board and stakeholders



# 2021 Divisional Priorities – Customer Service and Excellence

## **1. Introduce streamlined methods of communicating the organization's key successes and areas for improvement, both internally and for stakeholders.**

- a) 100% of employees will comply with TRCA's Customer Service Standards.
- b) 100% of People Managers will cascade information to their staff and hold regular team meetings (minimum 10 per year).
- c) Employees will be given the opportunity to provide feedback through employee surveys (minimum 1 per year).

## **2. Confirming the authenticity and completeness of TRCA communications, which are the basis for internal and external decision making:**

- a) 100% of staff will visit TRCA's external website(s) and review the information related to the programs and services that they provide by the end of Q1 2021, to make sure that our external stakeholders are seeing accurate and up-to-date information. If the information is outdated and/or better information could be provided, they are to notify their Senior Manager, who will work with Communications, Marketing and Events to update the information.
- b) 100% of staff will ensure that their personal information in Ceridian, their contact information on the StaffHub and their voicemail/email signatures are up to date by January 31, 2021 and upon hire for new hires.
- c) 100% of staff will access TRCA's Centralized Planning and Reporting database by the end of Q1 2021 and review the information related to their account code(s), which is the basis for the 2022 year (as 2021 has already been provided to TRCA's stakeholders). If the information and metrics are outdated and/or better information could be provided, they are to notify their Senior Manager (i.e. Account Lead), who will work with SBPP to update the information.

## **3. Developing and executing MOUs and SLAs with all regional governments, and local municipalities by Q4 2021.**

- a) 100% of employees will provide timely input on draft MOU's and SLA's when requested by the relevant SMT and SLT member.
- b) 100% of employees to apprise relevant SMT and SLT member of new or potential fee for service work opportunities with agency and municipal partners
- c) Dashboards outlining progress on MOUs/SLAs with municipal partners to be prepared and updated quarterly for presentation to SLT and Board of Directors.

# Timelines and Next Steps

## January 2021

- 2021 Divisional Priorities Released – **January 18**
- 2021 division wide meeting to share Divisional Priorities with staff **January 18 - 23**
- **January 25** commencement of objective setting in Ceridian

## Q1-Q4

- Regular discussions with staff during team meetings on how they are reflecting these shared priorities in their work
- Discussion at Divisional meetings
- Important new focus in mid-year performance review

# Questions

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