

Internal Corporate Review
District of Peachland
July, 2013

Background

The District of Peachland is currently in a unique position of still being a small community, but on the verge of becoming much larger. The challenges we will be facing as a community over the next 10 to 20 years have been well documented recently, and so the time is right to now review how we as an organization can be better positioned to meet the needs of our growing community and changing customer expectations.

In the past year we have undertaken a customer service review, and have just completed a planning services process review. These reviews have feed into the overall corporate review that the management team has been working on since spring.

This corporate review report sets out the objectives and approach, identifies the key findings, and provides specific recommendations for service improvements by department.

Objectives and Approach

The overall objective of this review was to carefully examine our overall efficiency and effectiveness, recognizing the need to ensure the services we provide are meeting the needs of the community, within the annual budget realities. This review takes a close look at service levels, organizational structure and the workforce.

Objectives:

- To identify service improvement areas
- To examine opportunities for improved work processes
- To increase the level of employee engagement
- To establish new procedures for better accountability for work performance
- To recommend options for organizational structure and reporting relationships
- To identify opportunities for cost efficiencies

Approach

- A series of meetings with the senior management team were held to identify issues and challenges, brainstorm solutions, and review draft recommendations
- An employee engagement survey was conducted
- Best practices were reviewed and incorporated, where appropriate
- The Joint Labour-Management Committee was consulted where appropriate

- External interviews with various groups and stakeholder representatives were held to assist with confirming our findings and recommendations.

Key Findings

1. Employee engagement could be improved (see attached survey report).
2. Technology can play a key role in improving our business processes.
3. Better physical workspace layouts will contribute to improved outputs.
4. Inter-departmental communication gaps affect work processes and customer service.
5. Regular corporate reviews will ensure the organization stays closely aligned with Council and community expectations of accountability.

The Employee Engagement Survey results are attached for reference. In summary:

- 62.5% of staff responded to the survey, although not necessarily to all of the questions
- All respondents find their work meaningful and challenging;
- Only 32% of respondents regularly feel stressed at work;
- The vast majority of respondents get along very well with their co-workers;
- The expectations of supervisors are always realistic, and employees are being supervised about the right amount;
- Everyone agreed that their own job performance is either above average or extremely high;
- Job satisfaction is rated mostly at the moderate satisfaction level, while satisfaction with the District's work environment is split almost equally between satisfied and not satisfied;
- The employee benefits satisfaction rating is quite high.

One of the tools already introduced to deal with the high costs of excessive sick leave, which were continuing to trend upwards in early 2013, is an Attendance Management Program. In 2012, sick leave cost the District almost \$40,000, and the 2013 first quarter costs were already at almost \$16,000 – trending 50% higher than the same period last year! This program clarifies the Employers expectations regarding sick leave usage, sets benchmarks, provides problem solving support, requires remediation plans and provides positive reinforcement for those employees utilizing minimal sick leave (see Attendance Management Program PRO-266 attached).

CORPORATE WIDE RECOMMENDATIONS:

1. Conduct annual performance reviews of all staff.
2. Require annual report from our IT Consultant for technology recommendations to optimize efficiencies.
3. Amend Respectful Workplace policy to current workplace standards with clear expectations, and provide enhanced training and regular follow-up.
4. Require regular leadership training updates for all members of the management team.
5. Implement computerized time sheets for all departments (including Fire Department).
6. Implement an Attendance Management Program to manage sick leave.
7. Establish a 'no drugs or alcohol during workday' policy for staff.
8. Report results at end of 2013, mid 2014 and end 2014.

Service Improvements by Department

Corporate Services

No.	Description	Rationale & Impact	Timing
1.	Improve Council Reports <ul style="list-style-type: none"> - Locked template; earlier deadline for staff reports; develop tips, training, templates and workshop for managers on resolutions. - Create report content checklist 	Best practices – no financial impact	Fall
2.	Improve Bylaw and policy development <ul style="list-style-type: none"> - Establish system for Corporate Services to guide the process 	Best practices – no financial impact	Fall
3.	Redesign internal directories <ul style="list-style-type: none"> - Include training for all users 	Operational efficiency No financial impact	2014
4.	Utilize casual staff for workload issues <ul style="list-style-type: none"> - Amend policy to permit casual staff within budget allocation when required 	Operational efficiency \$5K annual cost estimate	2014
5.	Reorganize office locations <ul style="list-style-type: none"> - Relocation of VIC will provide opportunity for reorganization 	Operational efficiency Included in 2013 budget	Fall

Operations

6.	Assign responsibility areas to staff <ul style="list-style-type: none"> - Include training, expectations and success measurement 	Operational efficiency & Employee engagement No financial impact	Fall
7.	Improve departmental communications <ul style="list-style-type: none"> - Pick up of supplies for all departments - Equipment & tools sharing 	Operational efficiency Cost savings	Now
8.	GPS in all vehicles and equipment	Operational efficiency Cost savings \$30K annual Estimate. Capital cost \$20,000 est.	2014

Fire Department

No.	Description	Rationale & Impact	Timing
9.	Computerize inspections and pre-plans <ul style="list-style-type: none">- Formalize using the FDM software	Operational efficiency Best practices. Potential cost savings	2014
10.	Improve fire inspection process <ul style="list-style-type: none">- Establish better communication and information sharing with licensing and permitting- Increase frequency of good outcomes- Provide training where gaps occur	Operational efficiency Best practices Potential cost savings	Fall
11.	Complete the review of operating guidelines <ul style="list-style-type: none">- Update to current standards- Ensure consistent application of policies, rules and regulations	Core requirement No financial impact	Fall
12.	Draft out of area response policy <ul style="list-style-type: none">- Seek professional advice- Submit to Council for review and approval	Strategic Need Minimal cost	Fall

Finance

13.	Reallocate cemetery administration responsibilities <ul style="list-style-type: none">- Balance workload and improve efficiency- Provide appropriate training	Operational efficiency No financial impact	Fall
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Community Services

14.	Office/Council Chambers Renovation <ul style="list-style-type: none">- Use of lifeguard station as work area as interim measure when required	Strategic Need Operational efficiency Est. \$200K (some grant) Operational cost savings	2014
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Planning Department

No.	Description	Rationale & Impact	Timing
15.	Update planning files into central records management system <ul style="list-style-type: none">- Provide appropriate training- May require use of casual staff to implement	Operational efficiency Best practices Minimal cost	2014
16.	Implement the recommendations in the Development Process Review Report <ul style="list-style-type: none">- Ensure adequate funding to complete in one year if possible	Strategic Need Cost Est. - \$100K	2014