



Calgary



April 10 2018

Transportation Strategic Leadership Plan

PFC2018-0398

CITY OF CALGARY
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IN COUNCIL CHAMBER

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ITEM: PFC 2018-0398
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Transportation Department Overview

1. Transportation Planning
2. Transportation Infrastructure
3. Green Line
4. Calgary Transit
5. Roads





My Values



- Respect
- Empathy
- Relationships
- Finding a solution
- Building a great Community

My Expectations of the Team



- Ask why
- Understand the data
- Be open minded
- Seek efficiencies
- Pause and course correct





My Commitment to the Team



- Listen
- Collaborate
- Own my mistakes
- Be hard on the problem, not the people
- Make changes as required to make the team stronger

Transportation Strategic Leadership Plan

Goal: Develop a plan that will guide and inspire employee and leader actions, behaviors and performance.

Stage 1: Departmental Assessment: March to mid April 2018

Stage 2: Analysis and Prioritization: Mid April to May 2018

Stage 3: Strategic Plan Development: May to June 2018

The plan will not address the lines of service or the long-term transportation plan, as these are being reviewed respectively by the 2019-2022 One Calgary Service Plan and Budget process and the Calgary Transportation Plan update.

Stage 1 Departmental Assessment

- Timeframe - March to Mid April 2018
- Identify the capabilities and vulnerabilities of the department from a review of several data sources such as:
 - Current and historical workforce measures
 - Current and historical business performance measures
 - Summary of one-on-one pulse check meetings with Council
 - Recent findings from focus groups and feedback from the Women in Transportation Committee

Preview of Departmental Assessment

- Over 60% of the lost time incidents in the City of Calgary in Q1 2018 were in the Transportation Department
- Our team has a significantly lower % of female workers compared to the City average
- Pockets where employees do not feel respected and supported
- Perception that some areas can be overly restrictive and not focused on a collective outcome
- Select teams with continually declining employee engagement scores
- Pockets where teams have been building a data rich, analytic backed decision making process

Stage 2 Analysis and Prioritization

- Timeframe - Mid April to May 2018
- Evaluate the data
- Group the results into common focus areas
- Prioritize the common focus areas based on a risk based approach
- Perform a deeper dive on the top 2-3 focus areas to identify root cause issues vs. symptoms
- Move into Stage 3 – Strategic Plan Development
- If it becomes apparent that there are unacceptable risks which need to be immediately addressed, move forward with solutions



Recommendation

That the Priorities and Finance Committee recommend that Council direct Administration to report back to Council through the Priorities and Finance Committee on the Transportation Strategic Leadership Plan no later than July 2018.



Questions

