



WASTE
CONNECTIONS
OF
CANADA

SWANA – Biggest Safety Improvement
Toronto District – “It is all about engagement”

November , 2021



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- Some History
 - Acquisition based formation
 - Lack of consistency – new golf shirts every 2 years
 - Operational efficiency focus
 - Accidents a cost of doing business



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- Key Milestones
 - Previous I-Rate in the mid “50’s”
 - DriveCam adoption
 - 5 Guiding Values
 - Servant Leadership
 - Expectations

Communication – The First Level of Engagement



Verbal Communication

– Verbal communication seems like the most obvious of the different types of communication.

- Tips for effective verbal communication:

1. Think before you speak
2. Be clear and concise
3. Be an active listener
4. Be aware of non-verbal cues
5. Think about the perspective of your audience

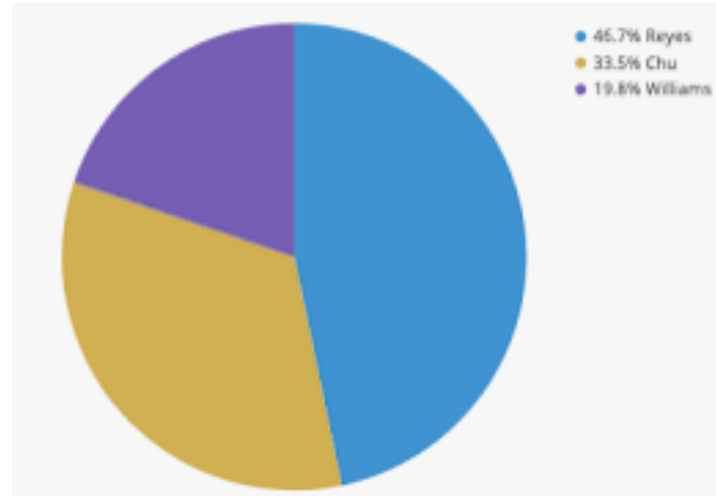
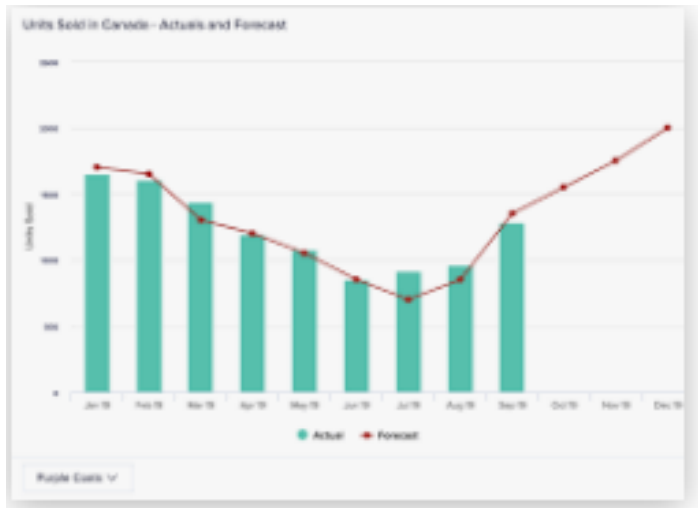
Communication – The First Level of Engagement



Non Verbal Cues

- Arguably the most important form of communication is what you don't say.
- The human face is extremely expressive, able to convey countless emotions without saying a word
- The way you listen, look, move, and react—tell the person you're communicating with whether or not you care, if you're being truthful, and how well you are listening.
- Hearing (accidental, involuntary, effortless)
- Listening (focused, voluntary, intentional)

Communication – The First Level of Engagement



Visual Communication

- Visual types of communication include graphs/charts, signs, drawings, etc.
- Why it is important?
 - Limited attention
 - Efficient and engaging
 - Makes an impact on the audience



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SWANA – Training engagement through WorkDay and in truck Observations

June 9, 2021

Using Workday to keep the training going

- During the past 19+ months we have had to learn by being apart
- Challenge was how to maintain training while staying apart, keep raising our game and improve our District
- We have accomplished this through
 - WorkDay integration with our training program
 - Enhanced One on One time and assessments
 - Tied training to our monthly safety bonus
 - Tablet messaging
 - Cleared any maintenance backlog by having OBA's flow through maintenance
 - Beginning with the early morning 3:00am fit for duty observations and early morning tailgate training we have transitioned from group meetings ***to more effective one on one interactions.*** In addition to individual discussions we have implemented the use of technology components such as the WorkDay app to deliver training courses virtually and our in cab Tablets for two way communication of difficulties at individual calls as well as safety reminders across the tablet screens within the specific day.

WorkDay Integration

- 1300 training sessions and counting
- Participation by tying completed training to monthly safety bonus



Completed Not Started In Progress

Turn off the new tables view

Completion Status	Count
Completed	1,172
Not Started	131
In Progress	22
Total	1,325

Through the use of WorkDay and loading relevant training topics we have been able to deliver over 1300 individual training sessions and counting!

Not an easy task when promoting to some people who don't necessarily like computers.

Use of in building kiosk computers in personal devices and tablets keep our training up to date.



Role of Tablets

Taking our daily, weekly or topics of importance and blasting the message out through our tablets, television screens and Hot Topics boards. Much of our communication features “The Rock” and his motivational photos as a way to attract attention.

As we close in on 40 days with ZERO reportable injuries or incidents, I just wanted to say THANK YOU to each of you for your role in our safety directed culture and wish everyone a fantastic Victoria Day weekend (socially distanced of course)!!



Good morning!

On this, the last day of April we are looking to finish the month with 0 injuries and 1 motor vehicle collision where we hit a crosswalk signal post.

Assuming that we have a clean day today, that will put us at an I-Rate of between 5.0 and 6.5 for the month (depending on our total payroll hours), vs an I-Rate accomplishment of 0.0 during April 2020.

This performance will only help to reinforce our rolling 12 month I-Rate in or around the 5.5 range, which is absolutely beyond stellar!

Nice work!

As of this coming Monday our current streak will be at 21 days injury and accident free and I'm betting on this great TEAM to put down another 100+ days of perfection!

THANK YOU TO CLAUDIO, RUSS, MARLON, DENNIS AND DAVE DOHERTY FOR ALL OF THE HEART HEALTH AWARENESS WORK THEY UNDERTOOK FOR EVERYONE'S BENEFIT DURING APRIL!

Rock Says....



OBA's – an expanded maintenance tool

- Many of the topics of importance are communicate at the drivers window in the morning at start-up
- Same topic shared through the OBA's
- Reinforced by Tablet blasts.

RPT-F004
Route/Work Observation - Drivers

Driver: **SUNDRAMAN IYER** Truck #: **R-L 5212** Type: **FE** Date: **2/20/21** Time: **5:45 AM** Minutes Observed: **35** Comments: **Post 2 weeks training**

Positive Observations (What Was Best): **SAYS INTERSECTION WELL IN ADVANCE - SAYS 'STOP' LIGHTS**

Driver Performance	Acceptable	Not Acceptable	Comments
Speed Of Travel (Due To Conditions)	✓		
Following Distance	✓		
Crossing/Entering Intersections	✓		
Turning Right/Left (Use Of Lanes, Lights)	✓		
Passing Techniques	✓		
Backing	✓		
Slowing/Stopping (Does Skidding Occur?)	✓		
Start From Signals (Wait For Full Green)	✓		
Proper Parking (4 Ways On)	✓		
Use Of Lights (Turns, Headlights On, Strobe, 4 Ways)	✓		
Safe Lifting/Loading Techniques	✓		
Safety Equipment Used (Gloves, Boots, Etc)	✓		
Appropriate Uniform	✓		
Avoids Zigzag On Route	✓		
Seat Belts Used	✓		
Load Tamped / Secured	✓		
Operates At Proper Speed (Conditions)	✓		
Proper Distance From Other Vehicles	✓		
Safety Equipment Used	✓		
Truck Condition	✓		
Vehicle Registration / Insurance Card	✓		
Drivers License / Dot Medical Card	✓		
Emergency Trainers	✓		
Fire Extinguisher-Tag Date	✓		
Driver/Passenger Seats W/ Seat Belts	✓		
Clean Cab/Windows	✓		
Clean Between Cab / Body In Front Of Blade	✓		
Camera Monitor / Lens-Clean & Functional	✓		
Head Lamps (Where?)	✓		
Cable & Hooks (Safety Latch)	✓		
WCR Completed Today	✓		
Tire Condition (F-R/L, M-R/L, T-R/L)	✓		
Uses helper as outside while backing	✓		
Keeps helper in view at all times when truck is in motion	✓		
Does not throw containers	✓		
Coordinates loading so that only one person is dumping at a time	✓		
Driver/Passenger Seats W/ Seat Belts	✓		
Slants to the side of the hopper when pecking	✓		
Looks both ways when stepping into traffic	✓		
Lifts containers using proper technique	✓		
Does not ride on outside of truck when backing	✓		
Rides in cab if vehicle is going more than 10 mph or more than 0.2 mi between stops	✓		
Waits for vehicle to come to a complete stop before dismounting	✓		
Picks up all spillage	✓		

OVERALL: **Excellent**

Supervisor's Signature & Date: **SUNDRAMAN IYER 04/20/21**

RPT-F004
Route/Work Observation - Drivers

Driver: **Andrews** Truck #: **755765** Type: **FE** Date: **2/5/21** Time: **3:00 PM** Minutes Observed: **1 hour 35mins** Comments: *** Drive Cam not working * Tarp box door missing**

Positive Observations (What Was Best): **Driver uses horn at all times before backing up**

Driver Performance	Acceptable	Not Acceptable	Comments
Speed Of Travel (Due To Conditions)	✓		
Following Distance	✓		
Crossing/Entering Intersections	✓		
Turning Right/Left (Use Of Lanes, Lights)	✓		
Passing Techniques	✓		
Backing	✓		
Slowing/Stopping (Does Skidding Occur?)	✓		
Start From Signals (Wait For Full Green)	✓		
Proper Parking (4 Ways On)	✓		
Use Of Lights (Turns, Headlights On, Strobe, 4 Ways)	✓		
Safe Lifting/Loading Techniques	✓		
Safety Equipment Used (Gloves, Boots, Etc)	✓		
Appropriate Uniform	✓		
Avoids Zigzag On Route	✓		
Seat Belts Used	✓		
Load Tamped / Secured	✓		
Operates At Proper Speed (Conditions)	✓		
Proper Distance From Other Vehicles	✓		
Safety Equipment Used	✓		
Truck Condition	✓		
Vehicle Registration / Insurance Card	✓		
Drivers License / Dot Medical Card	✓		
Emergency Trainers	✓		
Fire Extinguisher-Tag Date	✓		
Driver/Passenger Seats W/ Seat Belts	✓		
Clean Cab/Windows	✓		
Clean Between Cab / Body In Front Of Blade	✓		
Camera Monitor / Lens-Clean & Functional	✓		
Head Lamps (Where?)	✓		
Cable & Hooks (Safety Latch)	✓		
WCR Completed Today	✓		
Tire Condition (F-R/L, M-R/L, T-R/L)	✓		
Uses helper as outside while backing	✓		
Keeps helper in view at all times when truck is in motion	✓		
Does not throw containers	✓		
Coordinates loading so that only one person is dumping at a time	✓		
Driver/Passenger Seats W/ Seat Belts	✓		
Slants to the side of the hopper when pecking	✓		
Looks both ways when stepping into traffic	✓		
Lifts containers using proper technique	✓		
Does not ride on outside of truck when backing	✓		
Rides in cab if vehicle is going more than 10 mph or more than 0.2 mi between stops	✓		
Waits for vehicle to come to a complete stop before dismounting	✓		
Picks up all spillage	✓		

OVERALL: **Excellent**

Driver's Signature & Date: **Andrews 2/6/21**

Supervisor's Signature & Date: **[Signature] 2/6/21**

Other Comments: **Talked about primary objectives of Smith Systems. Coached about intersection approach (Fresh and stale lights). Reviewed our 5 Core Values.**



Weekly Report



Waste Connections, Inc. / Central Canada Division / 7110-Toronto-D May 21 - 27, 2021

Report Summary

Total Events:	44	Total Fleet Size:	89
Scored Events:	0	Installed Vehicles:	89
Coachable Events:	0	% of Fleet Installed:	100.0%
Unassigned Drivers:	0	Unattached ERs Communicating:	0

Definitions

- Total Events:** Total number of events reviewed during the reporting period.
- Scored Events:** Total events reviewed with an event score greater than zero.
- Coachable Events:** Total number of events marked for coaching during the reporting period. This includes events that are currently in the Face-to-Face Coaching or Self Coaching status and events that have been recorded in a Restricted

0 UNASSIGNED DRIVERS 0 DUE FOR COACHING 0 FYI NOTIFY 0 COLLISIONS 0 POSSIBLE COLLISIONS

METRICS

Groups by Highest Score

GROUP	COACHABLE SCORE	TREND	COACHABLE EVENTS	TREND
7110-Toronto-D	39	▼ 62%	15	▼ 44%

Coaches by Lowest Effectiveness

COACH	COACHING EFFECTIVENESS	AVG DAYS TO COACH	COACHED EVENTS	WITH NOTES
Claudio Lucarelli	100.0%	3.0	2	100.0%
Dennis Elliott	100.0%	2.8	5	100.0%
Marlon Harris	100.0%	1.4	5	100.0%
Russ Lucarelli	100.0%	1.0	3	100.0%
Rod Micallef	--	0.0	0	0.0%

Drivers by Highest Score

DRIVER	COACHABLE SCORE	TREND	IMPACT
Marie Clantar (007113)	5	▲ 67%	16%
Vito Fera (007118)	5	0%	16%
Bruno Ciampa (007122)	4	0%	13%
Ryan Morrison (321673)	4	▲ 33%	13%
Vahla Sirob	4	0%	13%
TOTAL			69%



Behaviors by Highest Frequency

BEHAVIOR	FREQ.	TREND
Late Response	3	▲ 50%
Collision	2	0%
Driver Unbelted (Roadway)	2	▼ 67%
Cell Handheld - Distraction	1	0%
Electronic Device - Distraction	1	0%

DASHBOARD

94 Drivers

7110-Toronto-D 2021-02-27 - 2021-05-27 Reset

TASKS

0 UNASSIGNED DRIVERS 0 DUE FOR COACHING 0 FYI NOTIFY 0 COLLISIONS 0 POSSIBLE COLLISIONS

METRICS

Groups by Highest Score

GROUP	COACHABLE SCORE	TREND	COACHABLE EVENTS	TREND
7110-Toronto-D	55	▼ 34%	17	▼ 26%

Coaches by Lowest Effectiveness

COACH	COACHING EFFECTIVENESS	AVG DAYS TO COACH	COACHED EVENTS	WITH NOTES
Claudio Lucarelli	100.0%	3.0	2	100.0%
Dennis Elliott	100.0%	2.8	4	100.0%
Marlon Harris	100.0%	1.4	5	100.0%
Russ Lucarelli	100.0%	1.0	3	100.0%
Rod Micallef	--	0.0	1	100.0%

We coach hard to set all of our operators and drivers up for behavioral success.

The result is better effectiveness at changing behaviors, which leads to a decreased weekly events and a lower level of risk acceptance.



WASTE CONNECTIONS OF CANADA

This is the result



When all of the communication is working, you get a team that has pride. This photo was taken the morning of Game 7 last Fall between Toronto and Montreal and speaks to us because of the effort that it represents. Our driver has such pride in his Company and his beautiful new truck that he sweet talked his way into the closed court in front of the Leafs Arena. He waited for the Scotia bank sign to turn blue to match the truck and took this photo of his absolutely pristine FL....it does not even have a speck of dirt on the canopy. This type of feedback speaks to us that people care, that they like their work, have pride and a sense of ownership and want to show that feeling to others.



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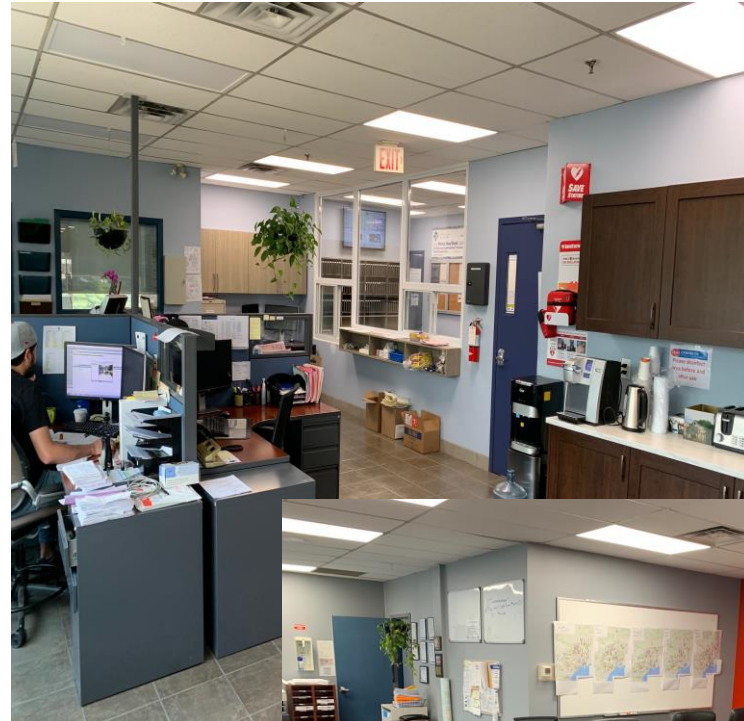
SWANA – removal of silos and the impact of recognition

June 9, 2021

Silos – If your team is all divided up or crammed into one small spot, there is no opportunity for communication



Physical Environment – Complete renovation to open up all areas to facilitate conversations and communication



Communication and a better place to work – Enhanced driver receiving areas with communication boards and TV's built in



Recognition – Prominently displayed on boards and tv's



When we work together we all win!





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SWANA— The Integrated Results

June 9, 2021

3 Year journey from “There to Here”...but we all know that the journey can never end!

CANADIAN REGION		Rolling 12 mo. Total Hours	Rolling 12mo. WC Total I-Rate	Rolling 12mo. Auto Total I-Rate	Rolling 12mo. Total I-Rate	D WC I-Rate 12mo. Rolling vs. Goal	D Auto I-Rate 12mo. Rolling vs. Goal	D Total I-Rate 12mo. Rolling vs. Goal	Rolling 12mo. Preventable IRate
		May 20 - Apr 21	May 20 - Apr 21	May 20 - Apr 21	May 20 - Apr 21				May 20 - Apr 21
7110-Toronto-D	7110	388,926	1.0	4.6	5.7	-4.0	-5.0	(8.9)	5.7

Servant Leadership

District	DistrictName	2020																	2019				
		Avg Score	HeadCount	Responses	Response Rate	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Avg Score	HeadCount	Responses	Response Rate
7110	Toronto/Concord	4.33 ↑	141.00	136.00	96.5% →	4.45	4.10	4.05	4.46	4.40	4.25	4.26	4.32	4.46	4.33	4.31	3.94	4.23	4.25	3.95	134.00	124.00	92.5%

[2020 Servant Leadership Survey Results](#)

- 1 My site is a safe place to work.
- 2 At my site, it is fair to say that we do the right thing, at the right time, for the right reason.
- 3 At my site, employees demonstrate superior customer service at all times.
- 4 At my site, harassment and discrimination are not tolerated.
- 5 At my site, we respect individuals, value differences and embrace diversity.
- 6 My supervisor regularly updates us on our business results and asks for suggestions how the site could run better.
- 7 My supervisor makes it a practice of getting out of the office and is regularly seen at the site talking and listening to employees about their work and personal lives.
- 8 My supervisor listens and responds to my opinions and suggestions.
- 9 I know what is expected of me and have the tools and resources to do my job right.
- 10 My supervisor encourages me to make my own decisions to help my customers and resolve their issues.
- 11 I have had the opportunity at work to learn, grow, and progress this past year.
- 12 I have received recognition or praise for doing a good job during the last month.
- 13 My site is a better place to work now than it was one year ago.
- 14 Overall, our management team is doing a better job as Servant Leaders than they were last year.

Our Attitude – Never Stop Pushing

