



# Maximizing Employee Retention and Engagement through Stay Interviews

Legislative/Human Resources Committee

April 9, 2024

# What are Stay Interviews?

- Stay interviews are proactive conversations between managers and employees aimed at understanding their motivations, concerns, and aspirations to enhance retention and engagement
- Unlike exit interviews, which occur when an employee is leaving, stay interviews are conducted with current employees

# Why are Stay Interviews Important?

- **Retention:** Stay interviews help retain talent, saving time and resources spent on recruitment and training
- **Engagement:** Engaged employees are more productive, innovative, and committed to the organization's goals. Stay interviews foster a culture of open communication and trust, leading to higher engagement levels
- **Insight into Employee Needs:** Stay interviews provide valuable insights into what motivates employees, their career aspirations, and concerns they may have
- **Improves District culture and identifies areas for improvement**
- **Enhances manager-employee relationships**

# Process of Conducting Stay Interviews

- **Asking the Right Questions:** Open-ended questions to encourage honest feedback
- **Active Listening:** Asking clarifying questions to gain deeper insights
- **Action Planning:** Collaborating with the employee to develop actionable plans to respond to their feedback and support their career development

# Stay Interview New Hire Onboarding Timeline

- **3<sup>rd</sup> Week - Stay Interview Questionnaire**  
High level touchpoint with employee and supervisor
- **3<sup>rd</sup> Month - Stay Interview Meeting with HR**  
How is the employee settling in, what is working or not working?
- **5<sup>th</sup> Month – Stay Interview with Supervisor**  
Prior to passing probation and before the final probationary evaluation

# Sample Stay Interview Questions

- What do you enjoy most about your role?
- What aspects of your job do you find most challenging?
- Where do you see yourself in your career in the next few years?
- Is there anything we can do to better support your professional development?
- Are there any changes or improvements you would like to see in your team or the District?

## Next Steps

- Begin Stay Interview program in July 2024
- Initially applies to all new hires with a plan to extend to all employees
- Data will be used to gather key insights to support professional development and assess overall satisfaction of our employees

Questions?







# Diversity, Equity, and Inclusion Strategic Plan Update

Legislative/Human Resources Committee

April 9, 2024

# Agenda

- Pillar 1: Leadership Commitment
- Responses to Board Information Requests
- Next Steps



# Pillar 1: Leadership Commitment



# SMT Performance Plan/Appraisal Components

## Part 1: Employee Self-Assessment Form

- Leadership
- DEI Commitments
- Strategic Priorities
- Assessment of Goals and Outcomes

## Part 2: General Manager Assessment Form

- Leadership
- General Evaluation

# Leadership Practices & Commitments

- Model The Way
  - Clarify values by finding your voice and affirming shared values
  - Set the example by aligning actions with shared values
- Inspire a Shared Vision
  - Envision the future by imagining exciting and ennobling possibilities
  - Enlist others in a common vision by appealing to shared aspirations
- Challenge The Process
  - Search for opportunities by seizing the initiative and looking outward for innovative ways to improve and learning from experience
  - Experiment and take risks by consistently generating small wins

# Leadership Practices & Commitments (cont.)

- Enable Others to Act
  - Foster collaboration by building trust and facilitating relationships
  - Strengthen others by increasing self-determination and by developing competence
- Encourage The Heart
  - Recognize contributions by showing appreciation for individual excellence
  - Celebrating the values and victories by creating a spirit of community

## The Leadership Challenge LPI® 360

- 360-degree assessment
- Provides feedback to the SMT members on the frequency that they demonstrate the leadership practices and commitments and associated behaviors
- Frequency of practices and behaviors correlates to effectiveness of leadership
- LPI® results inform the development of each SMT member's performance plan

# DEI Commitments in Action

DEI Strategic Pillar	Goal Areas
1 – Leadership Commitment	<ul style="list-style-type: none"><li>• Leadership Competency</li><li>• DEI Accountability</li><li>• Operationalizing Equity</li></ul>
2 – Workforce Diversity	<ul style="list-style-type: none"><li>• Diversity Recruiting, Outreach, and Marketing Efforts</li><li>• Expand access to Career Development Opportunities</li><li>• Succession Development</li></ul>
3 – Inclusive Culture	<ul style="list-style-type: none"><li>• Inclusive Culture</li><li>• Affinity Group Support</li><li>• Implementing District Values</li><li>• Staff Work and Personal Life Balance</li><li>• Alternative Dispute Resolution</li><li>• Employee Feedback</li></ul>
4 – Supplier Diversity	<ul style="list-style-type: none"><li>• Local and Small Business engagement</li><li>• Diversifying supplier access to bidding process (MBE, WBE, DVBE)</li><li>• Staff awareness of the objectives of Supplier Diversity, and the Contract Equity Program.</li></ul>
5 – Social Responsibility	<ul style="list-style-type: none"><li>• External Community Engagement</li><li>• Indigenous/Tribal Community Engagement</li></ul>



# Strategic Priorities

SMT-identified priorities for the fiscal year that go beyond daily operational needs

- Priority Level 1: Projects or activities that must be completed because of new regulations, legislation, requirements, unforeseen changes/drivers, or Board adopted initiatives
- Priority Level 2: Projects or activities that are not required but are important for the District
- Priority Level 3: Projects or activities that are not required, are important, and can be completed with minimal effort
- Priority Level 4: Projects or activities that are not required, are important, but we may not have the resources to complete at this time

## Future Activities

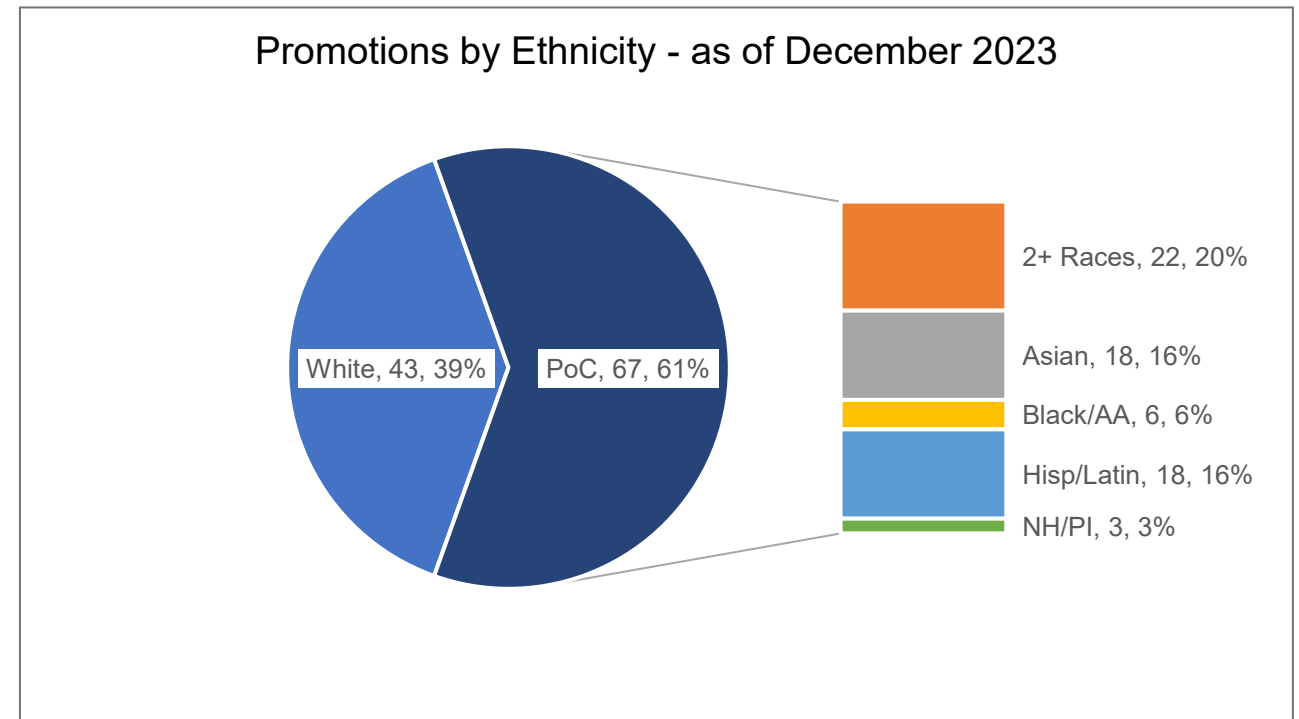
- Phase 1 Pilot: In progress with SMT
- Phase 2 Pilot: Rollout to the Management Team

# Responses to Board Information Requests



# Employee Promotion and Advancement

- 110 permanent advancements/promotions for Fiscal Year (FY) 2024, as of December 31, 2023
  - 25% Female
  - 61% People of color (PoC)



# Employee Promotions – Ten-Year Trend

- PoC at the District increased from 45.2% in FY 2014 to 60.5% in FY 2023

Ethnicity	People of Color (PoC)							PoC Total	White
Fiscal Year	2 + Races	Asian	Black/AA	Hisp/Latin	N/A	Nat. Amer.	NH/PI		
FY2014	6.8%	18.6%	5.6%	13.6%	0.0%	0.6%	0.0%	45.2%	54.8%
FY2015	4.1%	16.6%	5.3%	17.2%	0.0%	0.6%	0.6%	44.4%	55.6%
FY2016	8.4%	14.9%	5.9%	15.3%	0.0%	1.5%	0.0%	46.0%	54.0%
FY2017	8.1%	15.7%	7.0%	10.5%	0.0%	1.7%	0.0%	43.0%	57.0%
FY2018	6.5%	16.5%	5.5%	16.5%	0.0%	1.5%	0.5%	47.0%	53.0%
FY2019	9.8%	18.0%	7.1%	14.2%	0.5%	0.5%	0.5%	50.8%	49.2%
FY2020	10.6%	16.1%	7.4%	14.7%	0.0%	1.4%	2.3%	52.5%	47.5%
FY2021	13.4%	12.8%	5.2%	18.0%	0.6%	0.0%	2.9%	52.9%	47.1%
FY2022	12.8%	12.2%	5.6%	14.8%	0.0%	1.5%	1.0%	48.0%	52.0%
FY2023	10.0%	20.0%	8.0%	18.0%	0.0%	1.5%	3.0%	60.5%	39.5%
FY2024	18.2%	16.7%	5.3%	17.4%	0.0%	0.0%	3.0%	60.6%	39.4%
Grand Total	9.7%	16.2%	6.2%	15.4%	0.1%	1.0%	1.2%	50.0%	50.0%

## Career Development and Tuition Reimbursement

- 93 employees participated in career coaching and tuition reimbursement programs in FY 2023
- Tuition Reimbursement Participation
  - 33% Female
  - 49% PoC

## Peralta Cohort

- 61% of Peralta Cohort program participants in Cohorts 1 & 2 received promotions/advancements
- Status of remaining 39% (12 employees)
  - Retired - 1
  - External promotion – 1 (to another water agency)
  - Placed on internal hiring lists - 4
  - Not placed on any eligible list – 6 (3 did not apply to other positions)

# High School Summer Internship Program by School

FY 2023:

School	# of Interns
Acalanes High School	1
AIMS College Prep High School	1
Arroyo High School	7
Berkeley High School	6
Castro Valley High School	1
Deerfield Academy	1
Encinal High School	1
Fusion Academy	1
Hercules High School	1

School	# of Interns
John F. Kennedy High School	1
Middle College High School	1
Oakland Technical High School	3
Pittsburg High School	1
Saint Mary's College High School	2
San Leandro High School	4
San Ramon Valley High School	1
Sojourner Truth High School	1



## High School Summer Internship Program Demographics

FY 2023 gender and ethnic breakdown:

Race/Ethnicity	Male	Female	Non-Binary	Total
• Asian	14.7%	38.2%	2.9%	55.9%
• Hispanic or Latino	8.8%	2.9%	0.0%	11.8%
• Black or African American	8.8%	5.9%	0.0%	14.7%
• 2 or more races	0.0%	2.9%	0.0%	2.9%
• White	5.9%	0.0%	0.0%	5.9%
• Other	5.9%	0.0%	0.0%	5.9%
• Decline to State	0.0%	0.0%	0.0%	0.0%
• Native Hawaiian or Pacific Islander	3.0%	0.0%	0.0%	2.9%
• American Indian or Alaskan Native	0.0%	0.0%	0.0%	0.0%
Total:	47.1%	50.0%	2.9%	100.0%

## Next Steps

- Continue implementation of DEISP
- Provide update to Legislative/Human Resources Committee in June 2024

# Feedback or Questions

- Items presented today
- Overall DEISP work and activities

