

# **Semi-Annual Update on District Values and Organizational Improvements Program**

**Legislative/Human Resources Committee  
August 11, 2020**



# The Goal



The Values and Organizational Improvements Program exists to:

Create an ***Improved Organizational Culture*** through ***Collaborative Problem Solving*** and ***Values Based Behaviors***.



# The Program Emphasis



1. Change Management
2. Advocate Program
3. Values Based Leadership Development



# Change Management



As a continuous improvement effort the District is applying Change Management practices to multiple projects:

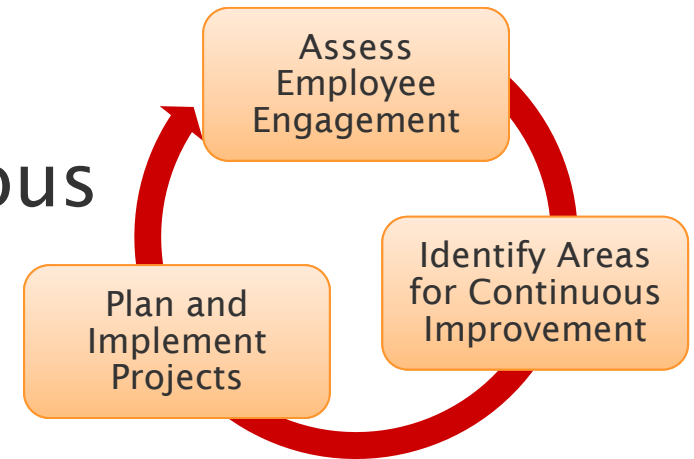
- FIS/MMIS Replacement Project
- HRIS Replacement Project
- Living the Values Working Group

# Advocate Program



## Program Emphasis

- Address organizational culture through a continuous improvement process
- Current Projects
  - Implementing Values with New Employees
  - Employee Engagement Survey
  - Evaluation of Employee Recognition and Appreciation Program



# New Employee Orientation Enhancements



**Menu**

- ▶ Welcome
- ▶ General Manager
- ▶ Diversity and Inclusion
- ▶ Customer & Community Service
- ▶ Employee Development
- ▶ Employee Relations
- ▼ Values Advocates
  - Values Advocates
  - Continue
- ▶ Employee Services
- ▶ Resilience & Bus. Continuity
- ▶ Security Workplace Violence
- ▶ Conclusion

**EBMUD New Employee Orientation**

## Values Advocates



Laura Salangsang



### THE VALUES ADVOCATE PROGRAM

New Employee Orientation

stewardship

integrity

respect

teamwork

working better, together

00:05 / 09:07

◀ PREV

# Employee Engagement Survey



In November 2020, the District will launch the Employee Engagement Survey focused on five elements of engagement.

**OPPORTUNITY**

**CONNECTEDNESS**

**PERSONAL  
ACCOUNTABILITY**

**INCLUSION**

**VALIDATION**

# Employee Recognition and Appreciation Program Evaluation



- The current program was instituted as part of the Values Project in 2018:
  - Enhanced Service Awards
  - Addition of Peer Recognition (Cards and eCards)
  - Addition of Local Celebrations for work groups
- The Advocates will poll employees to identify opportunities for further enhancements

# Values Toolbox



Splashpad

[News & Events](#) [Work Center](#) [Employee Center](#) [The District](#)

## Toolbox Articles

[Home](#) / [The District](#) / [Values](#) / [Values Toolbox](#) / [Toolbox Articles](#)

### Articles

The articles below are about how the Values can be used in a variety of workgroups and situations both inside and outside of EBMUD.

- [Four Things Leaders Must Do When Times Are Tough](#)
- [Tips For Maintaining & Boosting Resilience](#)
- [Who Deserves Your Appreciation Today](#)
- [Why Your Attitude Is More Important Than Your IQ](#)

### Toolbox Activities

#### Toolbox Articles

- [Four Things Leaders Must Do When Times Are Tough](#)
- [Tips For Maintaining & Boosting Resilience](#)
- [Who Deserves Your Appreciation Today](#)
- [Why Your Attitude Is More Important Than Your IQ](#)

Splashpad

[News & Events](#) [Work Center](#) [Employee Center](#) [The District](#)

## Toolbox Activities

[Home](#) / [The District](#) / [Values](#) / [Values Toolbox](#) / [Toolbox Activities](#)

### Communication Tools

Below are tools to help or support in having meaningful discussions regarding the values:

- [Helping Others Demonstrate The Values](#)

### Group Assessment Tools

Below are tools on how to gauge a group's effectiveness in living the values:

- [Living The Values Group Activity](#)
- [Our Current State: A Survey & Discussion](#)

### Ice Breakers

Below are tools for getting others engaged to participate in meetings and other group activities:

- [Superhero Speed Mingling Ice Breaker](#)

### Self-Reflection Tools

Below are tools for assessing your own actions and behaviors in relation to the values:

- [A Look in the Mirror](#)

### Values Planning Tool

File	Size
<a href="#">Values planning tool, word</a>	<1 MB
<a href="#">Values planning tool, pdf</a>	<1 MB

### Toolbox Activities

- [Communication Tools](#)
- [Group Assessment Tools](#)
- [Ice Breakers](#)
- [Self-Reflection Tools](#)

### Toolbox Articles

# Questions



# **EBMUD's Racial Equity and Justice and Diversity and Inclusion Master Plan Projects Update**

Legislative/Human Resources Committee  
August 11, 2020

- Resolution on Principles and Action Plan for District's Response to Racial Discrimination and Violence Against Black and African Americans as most Recently Exemplified by the Killing of George Floyd
  - Adopted June 23, 2020
  - Contains ten principles and eight strategies

# Project Phases



- Phase 1 – Immediate actions
- Phase 2 – Near-Term actions not related to D&I Master Plan Process
- Phase 3 – Long-Term actions related to or included in the D&I Master Plan

# Project Strategy



The Working Committee met with the Winters Group and made the following decisions to coordinate efforts.

- Phase 1 - Listening Sessions with Black and African American Employees.
  - District led Listening Sessions (April - September)
  - Solutions Sessions (Focus Groups led by the Winters Group, in August and September)
  - Feedback from the Focus Groups will be included in the Winter's Group's recommendations.

# Project Strategy (cont.)



- Phase 2 – Efforts be District lead, with action receiving feedback from the Winters Group:
- Phase 3 – Recommendations from the Winter's Group will be evaluated and all overlaps with the Racial Equity and Justice project will be integrated into a single working plan.

# Key Roles



- Project Management
- Structure
  - Steering Committee (GM, HR Manager, Union Representatives)
  - Senior Manager Advisory Teams
  - Task Forces (Teams of 4-8 employees appropriate for the specific strategic area)
  - Employee Focus Groups (Engage employee groups to gather data, vet approaches and options for each strategy)

# Actions Taken to Date



- Formation of the SMT Advisory Group for Strategy #1
- Black Employee Network – Group Discussions
- Diversity Committee Roundtable
- Project Staffing – Recruitment for LT Senior Human Resources Analyst
- Project Analysis (REJ & DIMP)

# Actions Taken to Date (cont.)



## The Winters Group

- Intercultural Development Inventory (IDI), completed by 115 employees.
- Completed initial foundational course with 67 internal stakeholders.

# Employee Feedback



- Employee feedback can overall be characterized as “Realistic Optimism”.
  - Realistic in the acknowledgement of the amount of work that is required to address the principles and strategies of the resolution.
  - Optimistic because of the commitment of the Board and the initial efforts of the District to support employees.

# Next Steps



- Continue work on Strategy #1
- Launch the phase two strategies which include:
  - Strategy #6 – Protocols for dealing with racism from customers.
  - Strategy #7 – Review and updating of internal security practices.
  - Strategy #8 – Law Enforcement engagement regarding the excessive force practices.
- Complete the recruitment process for the LT Senior Human Resources Analyst.

# Next Steps (cont.)



- Coordinate activities with the Winters Group
- Winters Group will continue the internal assessment and foundational training for the Core Team and the Senior Management Team.
- Regular staff communication

# Project Schedule



Phase	Strategy	Actions	Dates
Phase 1	Strategy 1 – Listening	District Listening Sessions	April –September 2020
	Strategy 2 – Engaging Employees and External Community (Targeted to Black and African American Employees)	Focus Groups	August – October 2020
Phase 2	Strategy 6 – Responding to Racism by Customers	Task Force Launch	August 2020
	Strategy 7 – Internal Security Protocols	Task Force Launch	September 2020
	Strategy 8 – Engaging Law Enforcement Partners	Task Force Launch	September 2020
Phase 3	Strategy 2 – Engaging Employees and External Community	TBD Based on results of internal and external assessment by the Winters Group	TBD
	Strategy 3 – Review District Processes and Practices		
	Strategy 4 – Review District Policies and Procedures		
	Strategy 5 – Training and Dialogue		

# Committee Discussion



- Feedback on the schedule
- Feedback on continuing the REJ and DIMP Projects as separate but coordinated efforts
- Feedback on building a sustainable process for listening to employees? (Strategy #1)

# Committee Discussion cont.



- For future discussion:
  - What types of specific outcomes would the Board envision from the combination of REJ and the D&I Master Plan?