

Values Project Update

Legislative/Human Resources Committee

February 13, 2018



7 Values and Organizational Improvement Strategies



1. Embed the District's new values into the fabric of the organization
2. Create clear strategic direction and shared goals
3. Actively promote teamwork
4. Strengthen communications in all directions
5. Generate and implement new ideas
6. Manage poor performance at all levels
7. Seek methods to retain essential knowledge

The Goal



The values and organizational improvement project exists to:

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

“Working Better Together”



The Program



1. Creating a Culture of Engagement
2. Values Advocate Program
3. Values and Organizational Improvement
Master Planning



Creating a Culture of Engagement



OPPORTUNITY

CONNECTEDNESS

PERSONAL
ACCOUNTABILITY

INCLUSION

VALIDATION

Build a culture that allows employees to:

- Be excited about their work
- Understand what is expected of them and how they are doing
- Feel they are in a culture that has their best interest in mind
- Have skills and support to work effectively with each other
- See leadership acting as a positive example

The Values Advocate Program



Goal: Promote the values by *enhancing communication* across the District *so we can work better together.*

- Break down silos, support better communication and teamwork
- Grassroots effort to actively shape culture
- Two-way feedback for continual improvements

Values and Organizational Improvement Master Planning



- Review of original recommendations and existing team charters.
- New Employee Onboarding project
- 2018 State of the District
- Employee Recognition Program

Report on Annual Diversity and Inclusion Program

Legislative/Human Resources Committee
February 13, 2018

Presentation Overview



- Progress on FY17 AAP action-oriented program and outreach
- Progress on FY17 AAP placement goals, hiring benchmark and utilization goal
- Areas for improvement
- FY18 AAP action-oriented program and outreach
- FY18 AAP placement goals
- Recommendation to the Board and next steps

Progress on FY17 AAP Action-Oriented Program and Outreach



**Out of the 22 job groups,
only had placement goals in 6 groups**

FY17 AAP Placement Goals

JOB GROUP	MINORITY INCUMBENCY	MINORITY PLACEMENT GOAL
Rangers	14.7%	64.6%
Pipeline Maintenance	47.7%	56.4%
Heavy Equipment/Truck Operators	28.9%	56.0%
Electrical/Structural Maintenance	29.1%	49.0%
Mechanical Maintenance	33.6%	44.0%
Service Maintenance	51.9%	68.2%

Progress on FY17 AAP Action-Oriented Program and Outreach



- Achievements/progress:
 - Increased outreach to females, minorities, protected veterans and individuals with disabilities (IWDs)
 - Attended 41+ events
 - Added 22 organizations representing diverse constituencies to the District's list of organizations receiving open and upcoming job postings
 - Hosted 3 community college Instrument Interns, including one female and one Hispanic intern
 - Hosted 36 diverse interns from high schools across the wards

Progress on FY17 AAP Action-Oriented Program and Outreach



- Achievements/progress cont.:
 - In the planning stages of a Trades Apprenticeship Program in partnership with Advanced Manufacturing & Transportation Apprenticeships of California (AMTAC) and Laney College to launch Fall 2018 or Spring 2019
 - Explored a partnership with Bay Area Business Roundtable (BABRT) for application, interview and test preparation workshops and candidate referral services
 - In the planning stages of launching a District Diversity Committee to implement AAP activities

FY17 AAP Placement Goals Progress



FY17 AAP Placement Goal Achievement and Progress Rate: 50% (3 of 6 goals)

JOB GROUP	MINORITY PLACEMENT RATE GOAL (%)	TOTAL FY17 PLACEMENTS	FY17 MINORITY PLACEMENTS	ACTUAL MINORITY PLACEMENT RATE (%)
Mechanical Maintenance	44.0%	35	17	48.6%

JOB GROUP	FY16 ACTUAL MINORITY PLACEMENT RATE (%)	FY17 ACTUAL MINORITY PLACEMENT RATE (%)
Heavy Equipment/ Truck Operators	30.0%	38.5%
Pipeline Maintenance	47.5%	50.0%

FY17 AAP Placement Goals Progress



FY17 AAP Placement Goals Not Achieved

JOB GROUP	MINORITY PLACEMENT RATE GOAL (%)	TOTAL FY17 PLACEMENTS	FY17 MINORITY PLACEMENTS	ACTUAL MINORITY PLACEMENT RATE (%)
Electrical/ Structural Maintenance	49.0%	4	1	25.0%
Service Maintenance	68.2%	5	3	60.0%

JOB GROUP	MINORITY PLACEMENT RATE GOAL (%)	TOTAL FY17 PLACEMENTS	FY17 MINORITY PLACEMENTS	ACTUAL MINORITY PLACEMENT RATE (%)
Rangers	64.6%	1	0	0.0%

FY17 Hiring Benchmark Progress



- Current protected veteran hiring benchmark = 6.7%
- The District's protected veteran applicant rate increased from 2.7% in FY16 to 3.2% in FY17.
- The District's protected veteran hiring rate decreased from 4.5% in FY16 to 2.2% in FY18.

Primary Obstacle:

- Protected veterans' lack of success passing job-related Training and Education (T&E) review and exams.

FY17 Utilization Goal Progress



- IWD national utilization goal = 7.0%
- The District's IWD applicant rate increased slightly from 2.8% in FY16 to 3.0% in FY17.
- The District's IWD hiring rate decreased slightly from 2.3% in FY16 to 2.2% in FY18.

Primary Obstacle:

- IWD's lack of success passing job-related T&E review and exams.

FY17 Utilization Goal Progress



- The incumbency number (75) and percentage (4.1%) of IWDs employees remained stable between FY16 and FY17
- Number of job groups above utilization goal decreased by one

IWDs by Job Group

Job Group	FY16 Incumbency Rate (%)	FY17 Incumbency Rate (%)
Directors/Managers	9.1%	9.4%
Analysts	7.0%	9.1%
Science Professionals	7.7%	5.7%
General Clerical	6.4%	8.3%
Laboratory & Quality Control Tech	11.3%	8.8%
Service Maintenance	7.8%	6.8%

Green = increase/addition; Red = decrease/loss; Orange = decrease but still over utilization

Areas For Improvement



- Insufficient representation of minorities, protected veterans and IWDs in the applicant pools
- Insufficient and untimely information on test categories for a written, performance or oral exam
- Pass points for job-related T&E reviews and/or tests (written, performance or oral) screening out females, minorities, protected veterans and IWDs
- Insufficient representation of minorities in an interview/hire band
- Insufficient representation of minorities in hiring interview pool due to five ranks rule

FY18 AAP Action-Oriented Program and Outreach



- Program Highlights:
 - Finalize the Affinity Group recommendations and guidelines
 - Continue planning the apprenticeship program with AMTAC
 - R&C to ensure all job postings clearly indicate test categories for applicants prior to a written, performance or oral exam, and the exam method
 - Continue exploring BABRT partnership for application, interview and test preparation workshops

FY18 AAP Action-Oriented Program and Outreach



- Program Highlights cont.:
 - R&C to consider negative impacts on diversity for internal only postings and to consider posting externally to ensure diverse applicant pools
 - Develop and launch a Diversity Committee in the second half of FY18 to address, e.g., the following objectives:
 - Develop an annual outreach strategy
 - Develop tools for a full blind recruitment process
 - Identify potential barriers to diversity in the District's civil service rules and/or practices and recommend adjustments where feasible.

FY18 AAP Placement Goals



FY18 AAP Placement Goals

JOB GROUP	MINORITY INCUMBENCY	MINORITY PLACEMENT GOAL
Rangers	15.2%	55.0%
Supervising Engineers	39.0%	54.6%
Pipeline Maintenance	47.3%	60.7%
Heavy Equipment/Truck Operators	32.0%	53.8%
Electrical/Structural Maintenance	28.8%	49.4%
Mechanical Maintenance	33.3%	53.4%
Service Maintenance	54.1%	70.6%

FY18 AAP Placement Goals



Underlying Data for Minority Placement Goals

Job Group	Number of Incumbents	Blacks		Hispanics		Asian	
		Incumbency	Availability	Incumbency	Availability	Incumbency	Availability
Rangers	33	3.0%	5.6%	9.1%	36.5	3.0%	8.6%
Supervising Engineers	41	4.9%	5.4%	7.3%	7.3%	24.4%	40.0%
Pipeline Maintenance	201	10.0%	7.8%	28.9%	45.2%	4.5%	4.2%
Heavy Equipment/ Truck Operators	97	8.2%	10.4%	18.6%	33.5%	2.1%	5.9%
Electrical/ Structural Maintenance	104	1.9%	6.9%	13.5%	29.5%	6.7%	9.5%
Mechanical Maintenance	150	2.0%	5.5%	14.0%	33.0%	12.0%	11.0%
Service Maintenance	74	16.2%	11.3%	21.6%	42.0%	13.5%	13.6%

Statistically significant difference

Recommendation to Board and Next Steps



- Adopt the FY18 Diversity and Inclusion Program
- General Manager sends out annual EEO/AA Reaffirmation email/letter to staff