Memorandum

CITY OF DALLAS

Date: January 2, 2008

To: Honorable Mayor and Members of the City Council

Subject: **Workforce Inclusion Plan**

Attached are the materials for the briefing on the City's Workforce Inclusion Plan. These materials will be presented to you at the January 7, 2008 Council Meeting.

Please let me know if you have any questions or need any additional information.

Mary K. Suhm
City Manager

c: Deborah Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig Kinton, City Auditor
Judge C. Victor Lander
Ryan S. Evans, First Assistant City Manager
A.C. Gonzalez, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Ramon F. Miguez, P.E., Assistant City Manager
Forest Turner, Interim Assistant City Manager
Dave K. Cook, Chief Financial Officer
Helena Stevens-Thompson, Assistant to the City Manager

Purpose

I. Diversity & Inclusion
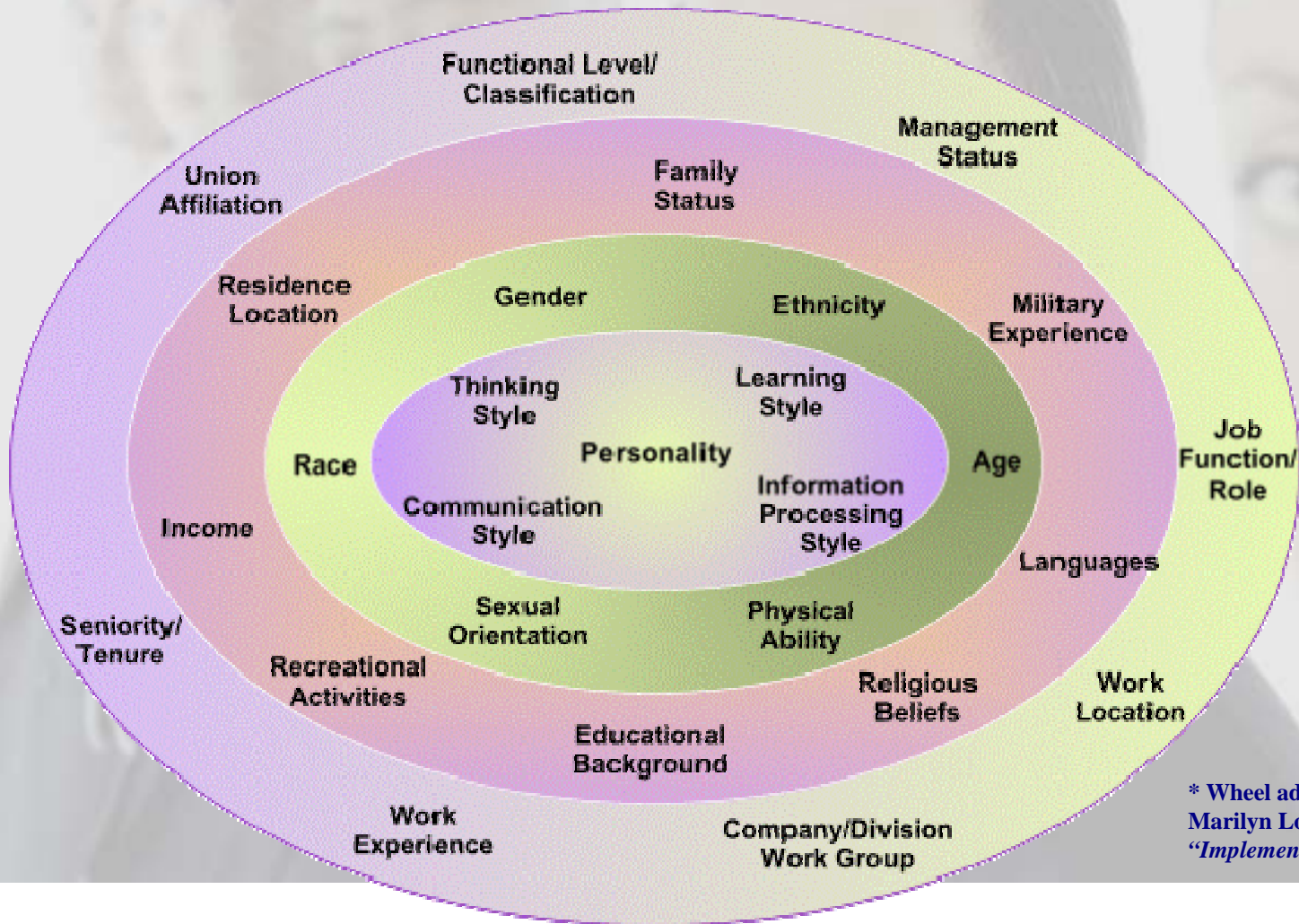## Why is Workforce Inclusion Important?

Diversity & Inclusion

"Diversity is an organizational approach to practicing "inclusiveness" while recognizing and valuing differences. It is both an ethical and business essential"

"It is simply a good business practice!"

•*Source: Diversity Matters, Association Management, April 2004*

Wheel of Inclusion*

Inclusion is the mixture of people in business, with their variety of backgrounds, experiences, styles, cultures, skills and competencies.

Functional Level/ Classification — Management Status — Union Affiliation — Family Status — Residence Location — Gender — Ethnicity — Military Experience — Thinking Style — Learning Style — Race — Personality — Age — Job Function/ Role — Communication Style — Information Processing Style — Income — Sexual Orientation — Physical Ability — Languages — Seniority/ Tenure — Recreational Activities — Religious Beliefs — Work Location — Educational Background — Work Experience — Company/Division Work Group

Lessons from the Wheel

- People are both similar and different among a variety of dimensions

- As individuals, we are all diverse

- Need to understand the impact of culture

- As organizations and work groups, some are more diverse than others

- Important to understand your mix (customers, employees & stakeholders) - both current state and desired state

- It is a complex subject - Rocket science may be easier

Why is Workforce Inclusion Important?

1. Drives innovation
   – Studies conducted by the University of Michigan and Towers Perrin show that diverse teams that are well managed make better decisions and outperform homogenous groups due to the variety of perspectives present

2. The workforce is changing
   – Successful organizations will adapt to meet these changing population trends
   – See Appendix A for the *"Top Ten Demographic Trends that Impact the Workforce"*

3. Necessary for recruiting talent from the nationwide changing labor pool

Why is Workforce Inclusion Important?

4. Essential element for managing retention and turnover

5. Helps establish and maintain high morale and productivity
    - Successful supervisors recognize that employees want to be respected as humans and for the work they produce regardless of position.

6. Foundational to an environment of innovation, creativity, and problem solving

Why is Workforce Inclusion Important?

7.Bolsters teamwork

8.Furthers interdepartmental synergy

9.Reduces the incidence of lawsuits

Summary:

The City cares about Diversity and Workforce Inclusion because it makes good business sense.

II. Changing Paradigms on Diversity & Workforce Inclusion

Changing Paradigms

- With the Civil Rights Act of 1964, Workforce Inclusion focused on "Compliance"
  - Required Affirmative Action Plans to include setting hire goals

- In the 1990s this transitioned to Workforce Inclusion that focused on "Valuing Differences"
  - Focused on race, gender, religious, and age differences

- The new comprehensive paradigm for Workforce Inclusion is "Managing an Inclusive Workforce"
  - Focuses on workforce "accountability systems" that measure employee performance and behavior

- All models strive to achieve similar outcomes

Moving from a Compliance to a Workforce Accountability System

Variables	Affirmative Action 1964- 1990's	Valuing Differences 1990's - 2000	Managing an Inclusive Workforce Current Practice
Goal	Creation of diverse work force	Creation of diverse work force	Management of diverse work force
Primary Motive	Legal, moral, and social responsibility	Exploitation of "richness" that can flow from diversity	Attainment of competitive advantage
Primary Focus	Acting affirmatively. "Special" efforts.	Understanding, respecting and valuing differences among various groups in the context of the business enterprise.	Managing (creating an environment appropriate for full utilization of a diverse work force – emphasis on culture and accountability systems.) Includes white males.
Primary Benefits	• Creation of diverse work force • Upward mobility for minorities and women	• Mutual respect among groups • Creation of diverse work force • Upward mobility for minorities and women • Greater receptivity of affirmative action	• Enhances overall management capability • Natural creation of diverse work force • Natural upward mobility for minorities and women and people of color • Competitive advantage for companies moving forward on the vanguard • Escape from frustration cycle
Challenges	• Artificial • Creates own backlash • Requires continuous, intense commitment • Cyclical benefits	• Emphasis on interpersonal relations • Low emphasis on systems and cultures • Low emphasis on "management" • Cyclical benefits	• Requires long-term commitment • Requires mindset shift • Requires modified definitions of leadership and management • Requires mutual adaptation by company and individual • Requires systems measurement

Best Practices of Workforce Inclusion

- **US Office of Personnel Management** recognizes that diversity is the similarities, as well as the differences, among and between individuals at all levels of the organization and in society at large; **and how diversity contributes to a richness in the organization by having a variety of views, approaches, and actions to use in strategic planning, tactical planning, problem solving, and decision-making… Agency goals for diversity training may be achieved through specific courses…**

- **Maricopa County, ARIZONA** recognizes that diversity and inclusion are prominent factors that can maximize the success of our workplace… **The Diversity Plan will be updated at a minimum every two years to reflect the strategies contained in departmental Managing for Results Plans…**

- **City of Atlanta, GEORGIA** - "As the most diverse nation on earth, there should be no job or business opportunity that is precluded to any citizen by virtue of race, gender or ethnicity. We're building a workforce and a business community that more truly represents our population. I'm proud to say that our Diversity Program is a success and a model for the entire country," said Mayor Shirley Franklin… **The goal is to make City government an employer of choice, with a workforce of employees dedicated to excellence, integrity, teamwork and improved customer service.**

Best Practices of Workforce Inclusion

- **Verizon's** commitment to diversity starts with Chairman and CEO Ivan Seidenberg, who gets a near-perfect score on our CEO Commitment criteria. **He meets regularly with the company's 10 employee-resource groups, which are critical to Verizon's success. .. Seidenberg also personally reviews Verizon's diversity scorecard -- 17 key diversity metrics -- on a quarterly basis.** The company's commitment to its employees is evidenced by its pipeline of talent. Thirty-nine percent of its managers are Black, Asian, Latino or Native American. Its managers are retained at almost equal rates

- At The **Coca-Cola Company**, **diversity is not just about Human Resource policies and practices. …We strive for an inclusive culture that is defined by our seven core values: leadership, passion, integrity, collaboration, innovation, quality, and accountability.** Our diversity strategy is centered on the 4Cs: We focus on driving **consumption**, fostering **commitment**, building a **culture** that values diverse perspectives, and promoting effective **communication** and mutual understanding.

III.   City of Dallas Workforce Data

City of Dallas Workforce Overview
As of 11/10/08

	African American	American Indian	Asian	Caucasian	Hispanic	Other
Dallas Uniformed & Civilian	33.6%	0.9%	1.9%	41.0%	21.9%	0.6%
Dallas County Census	25.9%	0.5%	2.7%	34.9%	35.6%	0.7%

The City of Dallas' Workforce is Diverse

City of Dallas Workforce Overview (Cont'd)

As of 11/10/08

EEO	African-American	American Indian	Asian	Caucasian	Hispanic	Other
Administrative/ Clerical	47.6%	0.6%	1.7%	23.1%	26.2%	0.7%
Officials & Administrators	36.2%	0.8%	3.3%	47.0%	11.9%	0.8%
Para-Professionals	55.1%	0.0%	1.8%	21.6%	21.%	0.6%
Professionals	35.4%	0.7%	5.2%	43.5%	14.4%	0.9%
Protective Service Workers	24.2%	1.3%	1.2%	57.2%	15.8%	0.3%
Service – Maintenance	37.4%	0.6%	0.3%	17.0%	43.9%	0.8%
Skilled Craft Workers	38.7%	0.5%	1.6%	27.6%	31.1%	0.5%
Technicians	31.5%	1.3%	2.2%	43.1%	19.8%	2.2%

City of Dallas Workforce Overview (Cont'd)
as of 11/10/08

Gender	City Employees	Dallas County Census 2000
Male	70.3%	50.4%
Female	29.7%	49.6%

IV. Council's Six Key Focus Areas

Key Focus Areas

- Public Safety
- Economic Vibrancy
- Clean, Healthy Environment
- Culture, Arts & Recreation
- Educational Enhancement
- E³ Government – Efficient, Effective & Economical

Diversity & Inclusion Systems support all of the Council's Key Focus Areas

E³ Government

Workforce diversity & inclusion systems directly support the City's Strategic Plan and the goals and objectives of the Council's E³ Government KFA which directs staff to:

"Build a workforce that is customer- focused, creative, technology savvy, and results oriented and reflects the diversity of the City" (City of Dallas Strategic Plan)

E³ Government Strategic Plan Objectives

3.3.1 - Total Compensation, to include wellness/fitness program

3.3.2 - Provide training and development

3.3.3 - Invest in frequent, specific, and timely recognition

3.3.4 - Utilize innovative recruiting strategies

3.3.5 - Implement a diversity training system

3.3.6 - Evaluate and analyze employee qualifications

See Appendix B for the Objectives and strategies implemented

Workforce Accountability

Accountability is essential to all diversity and inclusion systems

<u>Three Types of Accountability</u>

- **Organizational Accountability**

- **Program/Process Accountability**

- **Individual Accountability**

"John Kennedy visited Cape Canaveral prior to landing the first man on the moon. Kennedy came across a janitor who was sweeping the floor and asked him what he did for a living. The janitor replied, "Mr. President, my job is to get a man on the moon."

The City of Dallas' Organizational Accountability System

Accountability Systems Foster Inclusion & Respect

The City of Dallas'
Program/Process Accountability

ACTION PLAN TOOL BOX

- Budgeting for Outcomes
- Employee Performance Appraisal Plans
- Employee Engagement Surveys
- City University Training
- Workforce Inclusion System Assessment
- Succession Planning and Career Management
- Employee Recognition Programs
- Speak to the City Manager Forums

Accountability systems require components that create uniformity, measure success, and encourage and celebrate differences.

City of Dallas'
Individual Accountability System
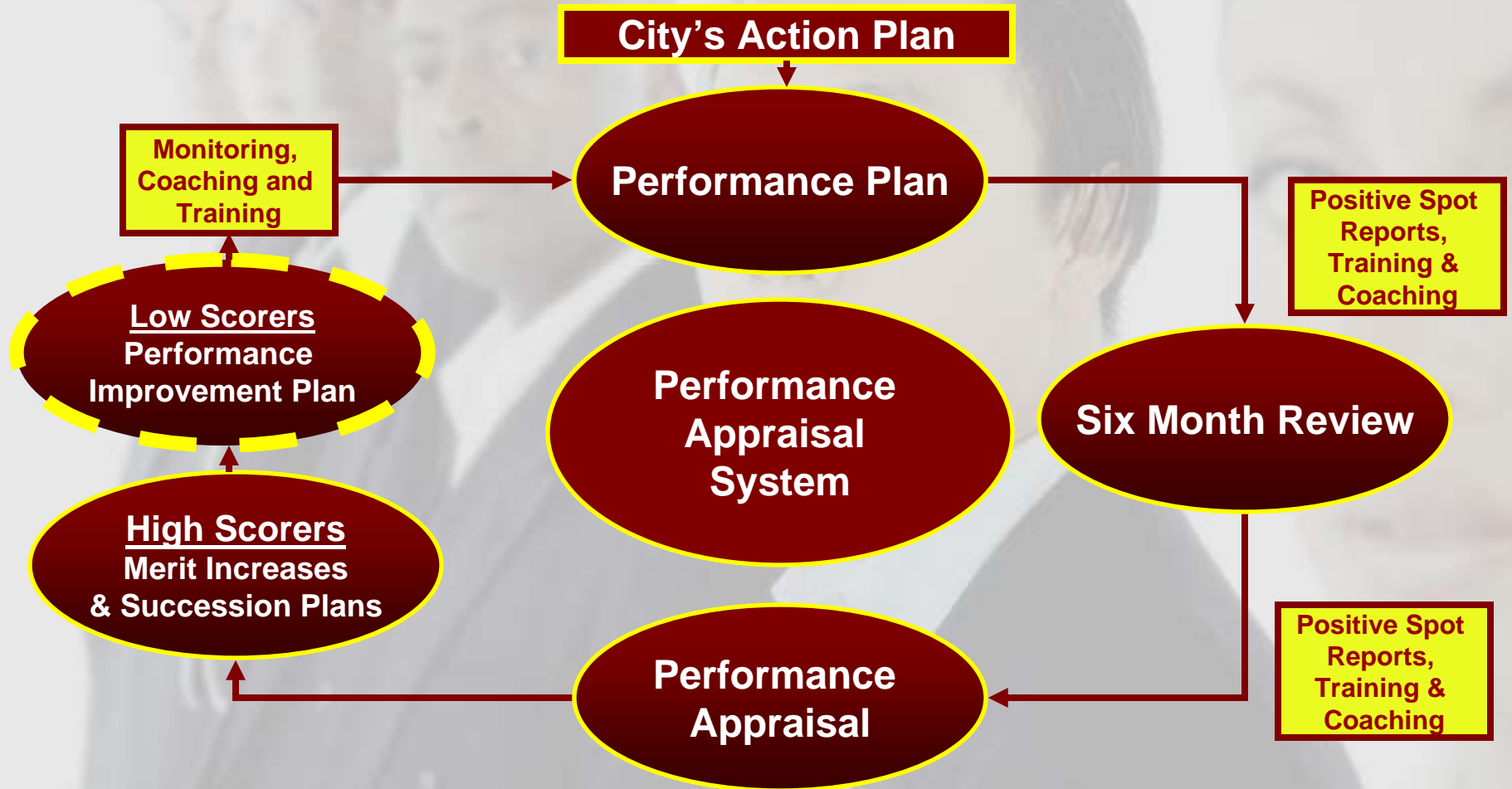
V. Accountability Systems that Support and Sustain Workforce Inclusion

*SHRM - Benchmark Components of a Workforce Diversity & Inclusion Plan

1.   *Establish employee Performance Appraisal Systems that focus on productivity and behaviors;*

2.   *Conduct employee engagement surveys to understand employees' perspectives on the organization - including perspectives on the organization's commitment to diversity and inclusion;*

3.   *Implement training that emphasizes the need to understand and respect differences;*

4.   *Conduct Organizational Inclusion Systems Assessments (iSA);*

5.   *Establish Succession Planning Systems that recognize the need for inclusion.*

*Society of Human Resource Management (SHRM)

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

1. *Establish employee Performance Appraisal Systems that focus on productivity and behaviors*

City of Dallas Experience – Performance Appraisal Systems

- **The City implemented Pay for Performance Employee Appraisal System – 2004/2005**

- The goal of the system is to manage a productive and customer focused workforce. The Performance Appraisal System reveals that the City does not have the *"Everyone is Above Average Syndrome".*

- In FY05 6,065 non-uniform employees were evaluated by managers and supervisors in 2006. The Police and Fire continue to maintained their existing performance appraisal system.

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

2. *Conduct employee engagement surveys to understand employees' perspectives on the organization - including perspectives on the organization's commitment to diversity and inclusion*

City of Dallas Experience – Employee Engagement Surveys

- January 2007 - University of Texas in Austin conducted a confidential survey of all employees on the following dimensions:
  - Work Group (Supervisor, Fairness, Teamwork, Diversity)
  - Accommodations (Fair Pay, Physical Environment, Benefits)
  - Organizational Features (Change, Goals, Strategy, Quality)
  - Information (Internal, Availability, Quality)
  - Personal (Job Satisfaction, Stress, Burnout, Empowerment)

- Summary of Results:
  - 45% of the workforce responded
    - Respondents reflected the demographic composition of the workforce
  - Overall, employees rated the City as a good place to work
    - 88% plan to stay over the next two years
    - 89% of employees committed to providing quality customer service
  - City still has some areas employees feel need improvement
    - 47% of employees believe they are not given the control they need to do their job
    - 42% believe the current performance appraisal system needs improvement
    - Benefits costs also concern employees

- Follow-up Survey Scheduled – 2009

Achievement:
Accountability Systems that Support and Sustain Workforce Inclusion

City of Dallas Experience – City University Programs

- **Supervisory training curriculum, entitled *"Piloting the Flight"* developed and implemented – (Implemented 2008)**
  - **Goals**
    - Increase employee morale and productivity
    - Facilitate communication strategies to decrease legal ramifications resulting from poor decision-making and value judgments
    - Provides supervisors and managers with the skills and abilities necessary to successfully lead teams of employees

  - **Training Components**
    - Leading Change
    - Leading People
    - Goal Setting & Accountability
      - Performance Evaluations and Competencies
    - Understanding Personnel Rules
    - Building Coalitions and Communications

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

3. *Implement training that emphasizes the need to understand and respect differences*

City of Dallas Experience – City University Programs (cont'd)

- **Series of Customer Service courses developed and implemented**

  - *Customer Service Level I Course (Implemented 2006)*
    – Introduces employees to basic tenets of customer service
    – Identifies qualities of service that are important to customers
    – Details how City employees can implement these qualities

  - *Customer Service Level II Course (Implemented 2007)*
    – Helps employees better understand excellence in customer service
    – Gives instruction for delivering service to internal and external customers
    – Provides tools to help reduce employee stress from conflict or negative situations

  - *Customer Service Level III Course (Implemented 2008)*
    – Emphasizes importance of personal accountability in providing service to customers
    – Provides supervisors with tools and skills to empower employees to be accountable for service provided to customers

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

3. *Implement training that emphasizes the need to understand and respect differences*

City of Dallas Experience – City University Programs (cont'd)

- **Proposed Customer Service Training for 2009**

  - *City University will implement Customer Service Level IV training "Including You" in conjunction with Global Bridgebuilders focusing on the following areas:*
    - Seeking to understand and then to be understood
    - Evaluating opportunities to create synergy for teamwork
    - Respecting co-workers and the service they manage
    - Celebrating differences

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

4. *Conduct Organizational Inclusion Systems Assessments (iSA)*

City of Dallas Experience – Conducting iSAs

- **Contracted with Global Bridgebuilders, Headed by Skot Welch, to conduct iSAs in three departments**
  - *Surveys, interviews, and focus groups were conducted to gauge employee perceptions of management support and encouragement of diversity and workforce inclusion.*
- **Courts and Detention Services**
  - Original diversity/inclusion assessment in 2006
  - Implemented Action Plan established after assessment
  - Redeployment of iSA and gap analysis *(actual vs. desired performance)* scheduled for 2009
- **Aviation**
  - Original diversity/inclusion assessment in 2007
  - Redeployment of iSA and gap analysis scheduled for 2009
- **Water**
  - Original diversity/inclusion assessment in 2008
  - Implemented Action Plan established after assessment
  - Next level (Managerial Implementation/Employee Advisory Committee)

Achievement:
Accountability Systems that
Support and Sustain Workforce Inclusion

City of Dallas Experience – Succession Planning Systems

- **Initiated Succession Planning System 2007**

    - **Developed the City of Dallas succession planning model**

    - **Identified key positions to target for recruiting**

    - **Established City University leadership training programs**

- **Succession Planning System 2008**

    - **Communicate the succession planning strategy**

    - **Introduce Lawson succession planning tools**

    - **Identify high potential employees**

    - **Create Individual Development Plans (IDP)**

Other Accountability Systems that Support and Sustain Diversity & Inclusion

- *Developing Diversity Inclusion Business Plans/Metrics for Workforce and Suppliers*
- *Partnering with Employee Associations/Affiliation Groups*
- *Encouraging and Supporting Diversity Celebrations/Events*

Summary:

Through implementation of a wide variety of diversity and inclusion initiatives, the City of Dallas has established a strong foundation upon which to build, expand, and sustain Workforce Inclusion.

VI. Global Bridgebuilders' Four Phase Approach for Workforce Inclusion

Global Bridgebuilders' Four Phase Approach for Workforce Inclusion

- ***Conducting the iSA is the first phase in evaluating, and establishing sustainable systems that support workforce diversity and inclusion***

  - ***Phase I (Inclusion Systems Assessment (iSA) survey tool) - Key Question Addressed:*** *What current management systems are in place to support diversity and workforce inclusion?*

  - ***Phase II (In Depth Focus Groups) - Key Question Addressed***: *How do people feel about their department/division specifically and the organization in general? Example questions asked in focus groups include:*
    - *What are 1-3 best strengths of this department?*
    - *What are the 1-3 things that cause the greatest challenges for the department in getting its job done and in working well together?*
    - *Who are the key "influencers" in keeping change from happening or in making it happen?*

  - ***Phase III - Key Question Addressed:*** *What key themes emerged from earlier phases and how do we implement for sustainable change?*
    - Aggregated Summary Report of Assessment (Quantitative) and Focus Groups (Qualitative) for the purpose of customized diversity awareness training module development and strategic planning

  - ***Phase IV - Key Question Addressed:*** *What learning gaps exist after a thorough quantitative/qualitative analysis?*
    - Customized Diversity Awareness Training

Global Four Phase Approach for Workforce Inclusion

- *Conducting the iSA is the first phase in evaluating and establishing sustainable systems that support workforce diversity and inclusion*

  - *All processes work together to establish process measures on a variety of dimensions*
    - Leadership/Direction
    - Communication
    - Organizational Development/Processes
    - External Relations
    - Systems Criteria

Results of iSA's Assessment

- *Employees are:*
  - Proud of the service they provide; they feel that what they do is important

  - Feel that both they and their fellow coworkers are good people who are well-qualified for the jobs that they do

  - Enthusiastic about the customer service they provide to customers

- *Employees would like:*
  - Clarity and communication of opportunities for advancement

  - Update equipment and streamline purchasing process

  - More input in management decisions and open communication lines

  - Employee recognition

  - More money

  - Better access to working equipment and supplies

  - Training, for workers and management, in job duties and management techniques, as well as transition planning

Note: See Appendix C for Details on Departmental Assessments

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VII.   Recommendations

Workforce Inclusive Plan Summary

- The Diversity paradigm has changed since the Civil Rights Act of 1964.

- The City has a goal for the workforce to become more inclusive by implementing employee accountability systems to include:
    - Inclusive System Assessments (iSA)
    - Offering a supportive training and development system
    - Managing employee performance through appraisals
    - Conducting employee engagement surveys
    - Continuously offering employee recognition programs

- Leadership has learned that the iSA process encourages inclusiveness and helps to align Key Focus Areas to employees performance

- Establishing and implementing a comprehensive **Workforce Inclusion Plan** makes good business sense for employees and the community the City of Dallas serves!

Measuring Initiatives that Support an Inclusive Workforce

- Measure the percentage of employees by ethnicity to the percentage of Dallas County residents by ethnicity

- The 2009 updated employee engagement survey results will show improvement in the following measures:
  - Job Satisfaction
  - Diversity
  - Fairness
  - Supervisor Effectiveness

- Measure the percentage of participants by ethnicity attending City University courses to the City's workforce by ethnicity

Next Steps

- Implement Customer Service Level IV Training Citywide

"Including You"

- Highlights of the training Competencies include:
  - Seeking to understand and then to be understood
  - Include 'language' of respect and inclusion in customer service training
  - Evaluating opportunities to include co-workers
  - Respecting co-workers and the service they manage
  - Celebrating differences
  - Conduct conversational Spanish classes

Next Steps

- January 2009: Conduct 2nd Phase Employee Engagement Survey and develop change action plan.

- September 2009: Implement the Inclusion Assessment within each Civilian Department

Department	Date of Implementation	Status
Courts & Detention Services	April 2006	Complete
Aviation	May 2007	Complete
Water	August 2008	Ongoing
Streets Services	January 2009	On Target
Sanitations	February 2009	On Target
Environmental Health	March 2009	On Target
Code Enforcement	April 2009	On Target
Public Works	April 2009	On Target
Human Resources	May 2009	On Target
Building Inspection	TBD	On Going
Convention & Event Services	TBD	On Going
Equipment and Building Services	TBD	On Going
Development Services	TBD	On Going

Appendix A
Top Ten Demographic Trends that Impacting the Workforce

Top Ten Demographic Trends Impacting the Workforce

1. Aging workforce

2. Growth in the number of employees with elder care responsibilities

3. Growth in the number of employees with both child care and elder care responsibilities on the rise
   - Multigenerational households grew more than 38% since 1980

4. Changing family patterns in the United States
   - About 22 percent of households with children are headed by single women and seven percent by single men

Top Ten Demographic Trends Impacting the Workforce

5. Increase in unskilled workforce

6. Generational issues – recognizing and catering to groups such as Gen Y, X, etc.

   – New entrants to the workforce often value work/life balance more than money

7. Hispanics became the largest ethnic group in 2005

   – Forecasts estimate that by the year 2030, the U.S. will be approximately 25% Hispanic

Top Ten Demographic Trends that Impact the Workforce

8. The United States is experiencing high rates of immigration

   – Nearly one in ten people in the United States is foreign-born

9. High growth in the number of employees with child care responsibilities

10. Increase in incident of age-discrimination litigation (agism)

Information obtained from Society for Human Resources Management.

Appendix B
Strategies Implemented to support Workforce Inclusion

Key Focus Area - E³

Strategic Plan Element (3.3.1) E³ Government: Total Compensation, to include wellness/fitness program

Strategies Implemented

- In 2007, the CMO established a Total Compensation Taskforce

- City's Goal: 50% of market; currently at 25%

- City conducts an annual compensation survey

- Human Resources evaluates one-fourth of all positions each year

- The City is scheduled to open an on-site health clinic January 2009

- The City offers employment incentives that include: health coverage, life and disability insurance and other benefits.

Key Focus Area - E³

Strategic Plan Element (3.3.2) E³ Government: Provide training and development

Strategies Implemented

– Customer Service Level I, II, and III

– Piloting the Flight training for supervisors and managers

– Succession Planning

– Managers Executive Institute

– Tuition Reimbursement

Key Focus Area - E³

Strategic Plan Element (3.3.3) E³ Government: Invest in frequent, specific, and timely recognition

Strategies Implemented

– Witnessing Outstanding Work (WOW) Cards

– Wall of Honor

– Unsung Hero Awards

– Monthly Recognition Reminder

– Recognition training for Managers

– Spotlight on Customer Service Program

Key Focus Area - E³

Strategic Plan Element (3.3.4) E³ Government: Utilize innovative recruiting strategies

Strategies Implemented

- NEOGOV Implementation

- Targeted recruiting for executive positions

- Management Development Program

- Summer Intern Program

- Temp-to-hire and volunteer program

- University Career Fairs

Key Focus Area - E³

Strategic Plan Element (3.3.5) E³ Government: Implement a diversity training program

Strategies Implemented

- Consulted with Skot Welch to conduct
  - Diversity Assessment and Training

- Conducted training on preventing workplace harassment
  - Trained both civilian and uniform employees

Key Focus Area - E³

Strategic Plan Element (3.3.6) E³ Government: Evaluate and analyze employee qualifications

Strategies Implemented

- Integrated individual goals into city-wide goals

- Established performance standards and competencies

- Conducted annual performance plan, mid-year review, and annual appraisal

- Inputted employee qualifications in Lawson HRIS

Appendix C
Departmental Global Bridgebuilders
Process and Findings

Court & Detention Services Assessment Overview

Court & Detention Services Recommendations

- **Customer Service Training should be given top priority**

- **Update Equipment**

- **Improve Facilities**

- **Develop Conflict Management Program**

- **Provide Management Assessment Training and Coaching**

Aviation
Assessment Overview

Aviation Recommendations

- **Institute Regular Staff Recognition**
- **Improve Purchasing Process**
- **Update Equipment**
- **Develop Conflict Management Program**
- **Institute Management Assessment Training and Coaching**

Water Department Update

Water Department Recommendations

- **Provide Communications Training**
  - Develop Two-way Process
  - Solicit Employee Input

- **Update equipment**

- **Eliminate under staffing and foster sense of fairness**

- **Provide ongoing Managerial and Supervisory Training**

Water Department Key Themes

- Need for Employee Input/Two-Way Communication

- Low Employee Morale

- Employee Idea Generation & Innovation

- Sustainable Solutions

Water Department Steps

- First Phase Focused on <u>Non-managerial</u> employees

  - Data gleaned was critical in identifying departmental 'next steps'

- Secondary Solutions Module: <u>Managerial</u> employees

Employee Advisory Council (EAC)

- **Purpose of the EAC - Water:** To respond to "Key Themes" which emerged over the course of extensive diversity management systems development.
  - This will be done through a collaborative cross functional effort engaging various stakeholders at all levels of the organization.

Water Department Timeline

- **Action regarding- <u>Managerial</u> employees (assistant managers – assistant directors) will consist of the following steps:**
  - *Focus Group* - May 28-30, 2008
  - *Training* – June 24-27, 2008
  - *Reception* – July 16, 2008

  - *Employee Advisory Council (EAC) Development*
    - July 14-15, 2008

  - *Employee Advisory Council (EAC) Implementation*
    - **August 11-15, 2008 – Team Formation/Site Visits**
    - **August 18-20, 2008 – Actionable Items Identification**
    - **September 10-12, 2008 – Actionable Items/Tactics**
    - **September 17-19, 2008 – Actionable Items/Tactics**
    - **Ongoing – 2009 – Director Coaching and EAC Development**

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