



**BOARD OF DIRECTORS  
EAST BAY MUNICIPAL UTILITY DISTRICT**

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375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

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**Notice of Date and Time Change**

**LEGISLATIVE/HUMAN RESOURCES  
COMMITTEE MEETING**

**10:30 a.m.**

**Wednesday, February 13, 2019**

Notice is hereby given that the Tuesday, February 12, 2019 Legislative/Human Resources Committee Meeting of the Board of Directors at 10:15 a.m. has been rescheduled to Wednesday, February 13, 2019 at 10:30 a.m. The meeting will be held in the Training Resource Center of the Administration Building, 375 - 11th Street, Oakland, California.

Dated: February 7, 2019

A handwritten signature in cursive script that reads "Rischa S. Cole" is written over a horizontal line.

Rischa S. Cole

Secretary of the District





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**AGENDA  
Legislative/Human Resources Committee  
Wednesday, February 13, 2019  
10:30 a.m.  
Training Resource Center**

**(Committee Members: Directors Coleman {Chair}, Mellon, and McIntosh)**

**ROLL CALL:**

**PUBLIC COMMENT:** The Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.

**DETERMINATION AND DISCUSSION:**

1. Semi-Annual Update on District Values and Organizational Improvements Program (Acosta)

**ADJOURNMENT:**

**Disability Notice**

*If you require a disability-related modification or accommodation to participate in an EBMUD public meeting please call the Office of the Secretary (510) 287-0404. We will make reasonable arrangements to ensure accessibility. Some special equipment arrangements may require 48 hours advance notice.*

**Document Availability**

*Materials related to an item on this agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11th Street, Oakland, California, during normal business hours, and can be viewed on our website at [www.ebmud.com](http://www.ebmud.com).*



## EAST BAY MUNICIPAL UTILITY DISTRICT

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DATE: February 7, 2019

MEMO TO: Board of Directors

THROUGH: Alexander R. Coate, General Manager *ARC*

FROM: Laura A. Acosta, Manager of Human Resources *Laura*

SUBJECT: Semi-Annual Update on District Values and Organizational Improvements Program

### SUMMARY

This memo provides a semi-annual update on the District's values and organizational improvement efforts. It summarizes progress towards the program's strategic initiatives since the August 2018 update. This information will be discussed at the February 13, 2019 Legislative/Human Resources Committee meeting.

### BACKGROUND

Successful organizations are designed around the foundation of three core organizational drivers - strategy, design, and culture. The ongoing work of the Values and Organizational Improvements Program is focused on building an effective organizational culture, and applying continuous improvement principles to the District's organizational design. These collective efforts are known internally as "Working Better Together," and are being implemented with the goal to create an improved organizational culture through collaborative problem-solving and values-based behaviors.

### DISCUSSION

Over the past six months, staff has been engaged in the following Working Better Together activities:

- **Senior Management Team (SMT) Retreat** – The 2018 SMT Retreat had an emphasis on building and identifying high level strategies for Culture Development at EBMUD. Through facilitated discussion, the SMT prioritized defining the type of culture that empowers teams to most effectively fulfill the District's mission.
- **Values Advocates** – Upon graduating the first group of Advocates, a program assessment uncovered the need for a redesign. The program's Executive Steering Committee created a revised charter and scope of work that will allow the Advocates to participate in employee engagement projects designed to improve communication and recognize employee performance achievements.

- **Improvements in the New Employee Onboarding Process** – The Performance Team is in the final stages of developing a pilot program to enhance and modernize the onboarding process for new employees. The pilot program will provide managers and supervisors with communication and engagement tools to create a consistent onboarding experience for all new employees. The team documented existing best practices from around the District and streamlined them into a new District-wide process. The new process expands the use of NEOGOV software (currently used in recruitments) to include an online portal to facilitate the completion of pre-hire documents and onboarding checklists by new employees during the first year of employment.

## NEXT STEPS

The next phases of the program will:

- Guide employee engagement through leadership development:
  - Perform 360° Assessments
  - Implement MAST I and II training
  - Plan and launch Pathways Academy
  - Add the values self-assessments to Local 21 performance plans FY 2020. (Management Team added the assessment in FY 2019)
- Recruit and develop the second group of Advocates (March 2019) who will:
  - Assist with new employee onboarding efforts
  - Administer employee engagement and State of the District Address surveys
  - Promote Employee Recognition Program
  - Plan Employee Appreciation Month events
  - Improve communications and engagement at remote locations
- Launch revised onboarding process:
  - Updated New Employee Orientation (February 2019)
  - NEOGOV Onboarding Portal Pilot (February 2019)
  - Onboarding checklist for new employees (February 2019)
  - Updated Snowflake to the Bay video (Spring 2019)
  - New vision and culture video (Spring 2019)
- Enhance the Employee Recognition Program:
  - Introduce an online teamwork recognition card (April 2019)
  - Conduct Employee Recognition Program Survey (Summer 2019)

Staff will continue to keep the Board informed of values and organizational improvement efforts.

ARC:LAA:rdw