

EBMUD Managing Cultural Change

**BAYWORK Training Buffet
November 9, 2016**

Cynthia Adkisson/Derry Moten

ABOUT EBMUD

EBMUD, established by a vote of the people in 1923, has a proud history of providing high-quality drinking water for 1.4 million customers in Alameda and Contra Costa counties.



The District's award-winning wastewater treatment protects San Francisco Bay and services 650,000 customers.

The Challenge

Due to the high level of anticipated retirements the District Senior Management Team made a decision to address the challenges through a values and organizational change project.

- Over 875 retirements since 2006
- Close to 300 new hires since 2014

Our Model For Change

1. Create a sense of urgency around a big opportunity
2. Build a guiding coalition
3. Form strategic vision and initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change

Employee Assessment

Using an external consultant, the District conducted a series of focus groups with a representative sample of staff (10%).

Assessment Objectives

- Identify current strengths of EBMUD
- Isolate significant challenges facing the organization
- Define specific opportunities for improvement, and
- Create in initial roadmap to guide the creation of values needed to support the organization as it positions itself for a future with a new workforce.

Employee Engagement

Based on the focus group results, two cross-functional teams were formed:

- Values – 22 Staff Members
- Organizational Improvement – 25 Staff Members

Conducted both internal and external research for best practices

Teams engaged over 500 employees in interviews and dialogues.

Values

stewardship

"I engage with our communities, stakeholders and partners when making decisions."

"I am a steward of our resources and committed to public service."

"I plan for our short and long term needs."

"I provide value to our ratepayers while performing my work."

"I provide outstanding service to everyone."

"I explore opportunities for continual improvement and innovation."

"I manage District resources responsibly."

"I protect water, our environment and my employees."

integrity

"I foster trust by acting ethically."

"I act with integrity."

"I lead by example."

"I operate in a financially-responsible manner."

"I take immediate action when unsafe conditions are identified."

"I resolve issues in a timely manner."

"I am honest and straightforward in conducting District business."

"I promote the balanced development of technical and people skills."

"I learn from my mistakes."

respect

"I look out for the safety and well-being of my fellow team members."

"I treat others with respect."

"I value the work of others."

"I honor diversity and respect our differences."

"I value individual expertise and encourage others to contribute their expertise."

"I learn from the feedback from others."

"I communicate openly and honestly with transparency and timeliness."

"I am kind and professional when dealing with others."

"I listen to our customers' needs respecting their point of view."

teamwork

"I apply my individual expertise to achieve the best results and encourage others to contribute their expertise."

"I create safe and secure working conditions."

"We are EBMUD and we are one team."

"I am patient and not in a hurry."

"I give credit to the team for its accomplishments."

"I encourage creativity and seek new and better ways to do things."

"I give others the benefit of the doubt."

"I listen to suggestions from others and am open to constructive feedback."

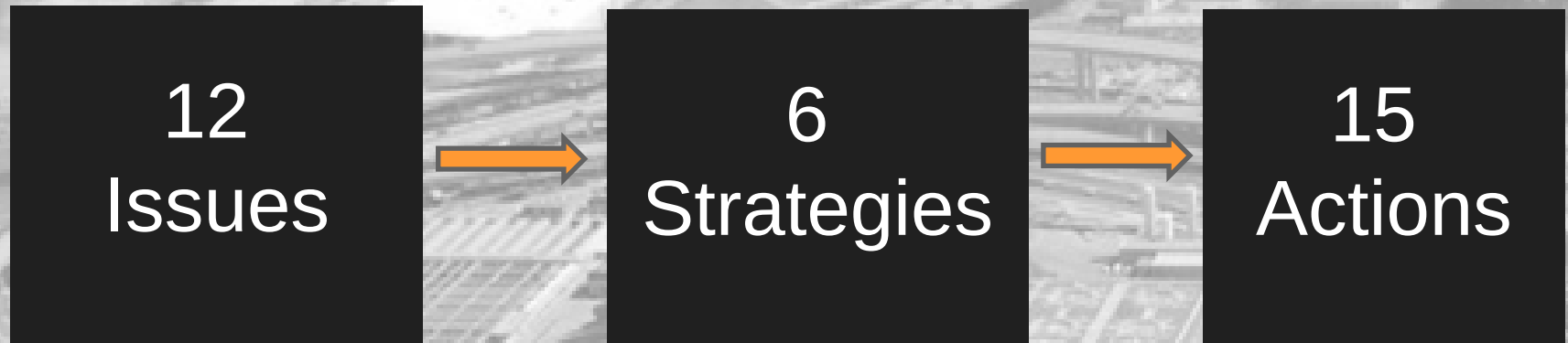
"I need others to succeed and I support others to be successful."

"I collaborate openly to meet the goals of the District."

"I inspire the personal and professional development of all District staff."

Organizational Improvements Proposed Solutions

The team began working on the 12 issues identified in the focus groups



The 12 issues have been consolidated into 6 workable strategies, implemented in 15 tangible actions

7 Strategies For Implementation

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

Overview

Based on the work of the Values and Organizational Improvements teams, 5 cross-functional teams are continuing the work:

- Values Implementation Team
- Employee Recognition Team
- Performance Improvement Team
- Communications Team
- Teamwork Team

EMBEDDING THE VALUES AND RECOGNIZING EMPLOYEES



Values Branding

Email footers

stewardship integrity
respect teamwork EBMUD

stewardship EBMUD
integrity respect teamwork

stewardship integrity respect
teamwork EBMUD

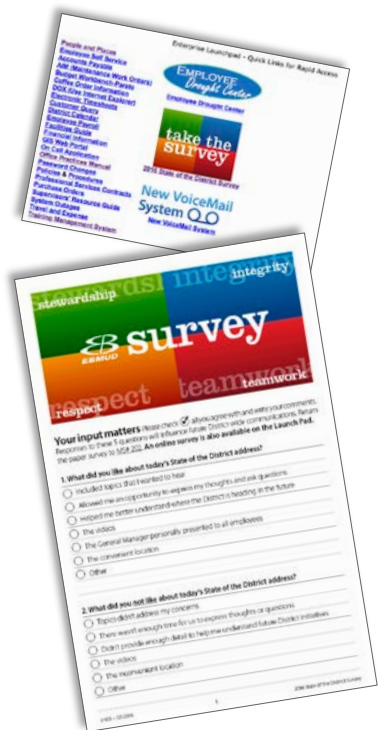
stewardship **integrity** EBMUD
respect teamwork

stewardship integrity EBMUD
respect teamwork

Videos



Surveys



stewardship

"I engage with our communities, stakeholders and partners when making decisions."

"I provide value to our ratepayers while performing my work."

"I plan for our short and long term needs."

"I provide outstanding service to everyone."

"I manage Dis

"I am a steward of our resources"

"I incorporate

Demand down to 163 MGD

123-year-old cast-iron pipe installed 1893 unearthed

Heroes on the Water and Kids Fishing Days

LAWN GOODBYE: Nearly 3M sq ft removed Jan '14-May '15 (roughly 49 football fields)

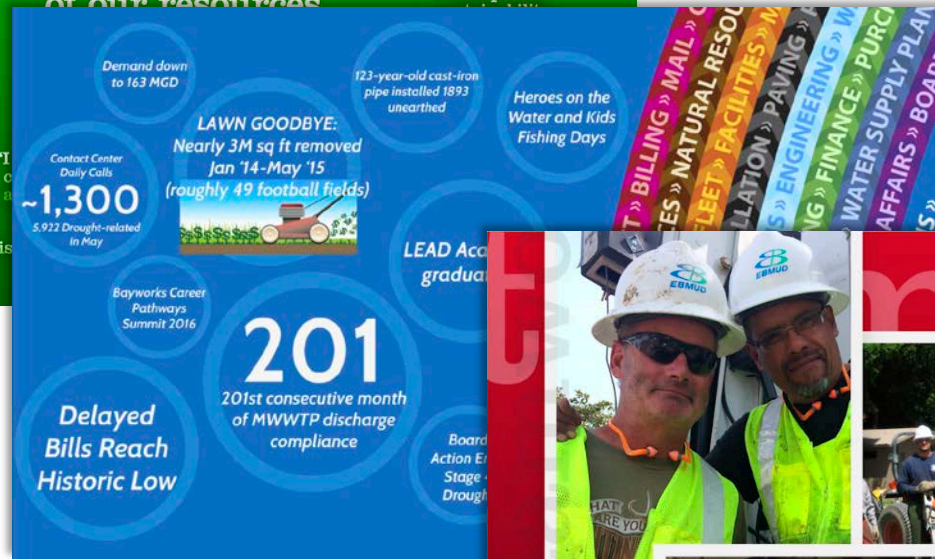
Contract Center Daily Calls ~1,300 5,922 Drought-related In Play

Bayworks Career

LEAD Acad

gradua

Timeline prez



The Project Plan

Summer 2016

Engage
Management/
Supervisors

Design &
Conduct Tour

Values
Column in
Splashes

Represent
Values at
UDEA Picnic

Design
Ambassador
Program

Design
Toolbox

Meet with
Union
Leadership

Fall 2016 – Winter 2017

Introduce
Toolbox

Pilot 360°
Process in 5-6
Teams

Introduce
Ambassador
Program

Conduct
Baseline
Survey

Embed Values
in Employee
Training

Launch
Training

Build 360°
Process

Design
Hiring/Promoti
on Process

Finalize
Onboarding
Program

Enhance
Feedback
Process

Design Values
Training
Program

New
Recognition
Program

Spring 2017 – Fall 2017

Launch 360°
Process

'Booster'
Training

Values Update
via Town Halls

Employee
Survey,
Round 2

New Employee Recognition Program

Employee Recognition & Appreciation Program (ERAP)

- **Anyone** can recognize **any person** or team based on the six encouraged performance/contribution behaviors
 - Through **Recognition Cards**
- **Service Awards** recognizing employee longevity
- **Local Celebrations** to allow groups to provide recognition and appreciation in tandem with a **District-wide Employee Recognition Month**



Behaviors To Be Encouraged

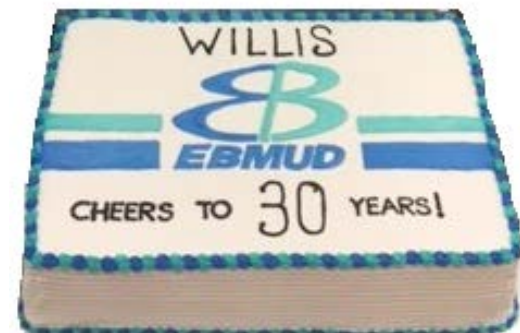
The Team identified seven major behaviors that are grouped in two recognition processes.

Performance/Contribution

1. Above and Beyond
2. Environmental Stewardship
3. Living the Values
4. Mentorship
5. Safety
6. Service to Others

Longevity

7. Length of Service



EMPLOYEE COMMUNICATION AND STRATEGIC DIRECTION

Engaging Employees in Strategic
Planning

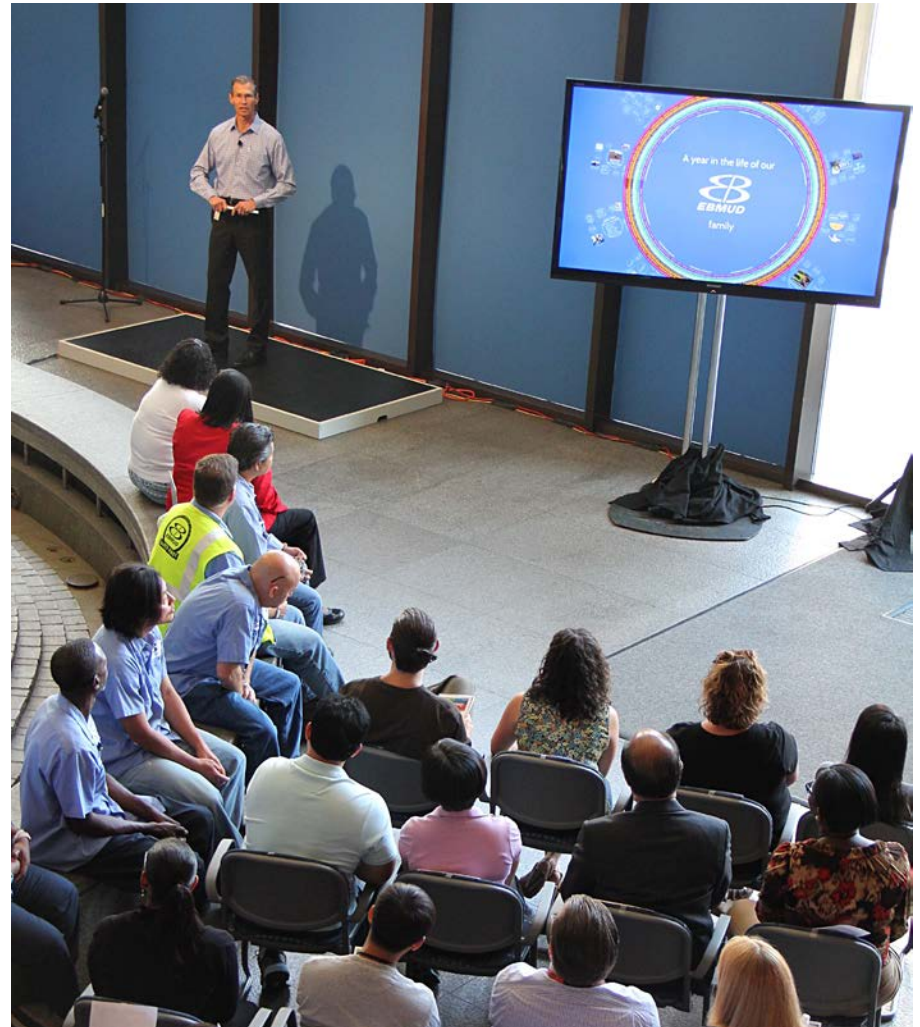
Strategic Plan Employee Talks



General Manager Alex Coate introduces the Values with the Strategic Plan

State of the District Address

- 10 Presentations, at 8 locations, reaching over 1200 District Employees.
- Subjects covered:
 - Values
 - The year in review
 - Vision for the future



ACTIVELY PROMOTE TEAMWORK

Engaging Employees in Strategic
Planning

Questions

