

Values and Employee Engagement Project

BAYWORK Training Buffet

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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 900 retirements since 2006
- Close to 450 new hires since 2014

The GOAL

The values project exists to:

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



Values Project

**Values
Implementation**

**Organizational
Improvements**

**Strategic Plan
Implementation**

**Embedding
the Values**

**Recognition
of
Employee
Contributio
ns**

**Engaging
all
Employees**

**Solving Key
Business
Problems**

**Develop
Models of
Innovation**

**Develop
Models of
Teamwork**

**Strategic
Plan
Strategies**

**Publish
Successful
Models**

**Fulfill our
Mission**

Values Project

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

Values Implementation

Embedding the Values

**Recognition of
Employee
Contributions**

**Engaging all
Employees**

Values and Behaviors

stewardship

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

"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 manage District resources responsibly."

"I explore opportunities for continual improvement and innovation."

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

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

integrity

"I foster trust by acting ethically."

"I operate in a financially-responsible manner."

"I resolve issues in a timely manner."

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

"I act with integrity."

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

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

"I learn from my mistakes."

"I lead by example."

respect

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

"I value the work of others."

"I treat others with respect."

"I honor diversity and respect our differences."

"I value individual expertise."

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

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

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

teamwork

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

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

"I create safe and secure working conditions."

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

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

"We are EBMUD and we are one team."

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

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

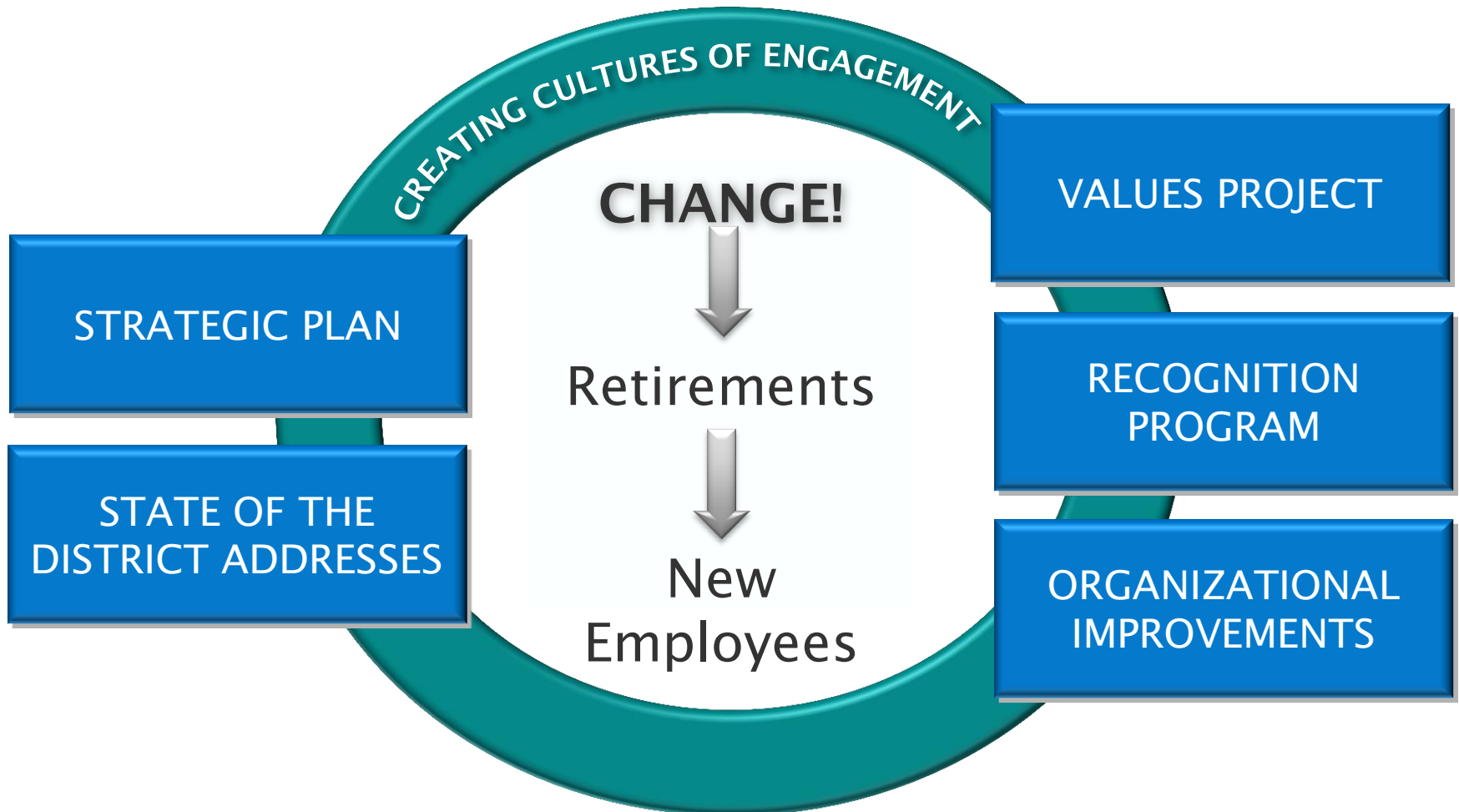
"I give others the benefit of the doubt."

"I am patient and not in a hurry."

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

Creating a Culture of Engagement

Work already underway to support change



5 Elements of Engagement

OPPORTUNITY

CONNECTEDNESS

PERSONAL
ACCOUNTABILITY

INCLUSION

VALIDATION

Values Advocates

- Engagement of District Employees to accelerate and sustain the embedding of the values throughout the organization
- An opportunity for more people to be involved
- A phased approach, starting with Advocates, and then, potentially, Ambassadors

Values Branding

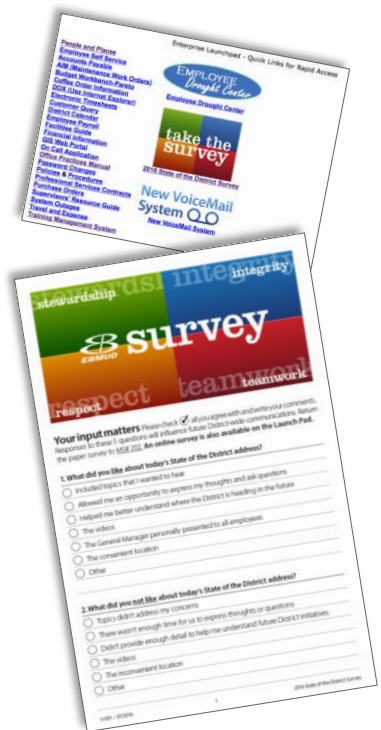
Email footers



Videos



Surveys



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**



Defining Engagement

- How *energy* is being used, not time, is the fundamental currency of engagement.
- The level of engagement is a combination of physical energy expended (measured in terms of quantity, low to high) and perception of desired change (negative to positive).
- When the organization is required to respond to external and internal demands, everyone in the organization makes a choice regarding how they intend to use their energy.

Building Leaders

The role of leadership is to actively and intentionally work to create a culture of engagement.

You do this by:

- Being a positive role model for the beliefs, practices, customs, and behaviors *you want* shared by all employees
- Encouraging all employees to *understand and share* those same beliefs, practices, customs, and behaviors

What Influences the Choice of Engagement?

- A sense of opportunity
- Clear focus and expectations
- A demonstrated interest in them
- Feeling informed
- Role in realizing the future
- Leader's example

In employees' words...

- Why should we get excited about doing work?
- What do you expect of us?
- Are we in a culture that cares about us?
- How will we know how we are doing?
- How do we work effectively with each other?
- How is leadership showing up as a positive example?

5 Elements of Engagement

OPPORTUNITY

CONNECTEDNESS

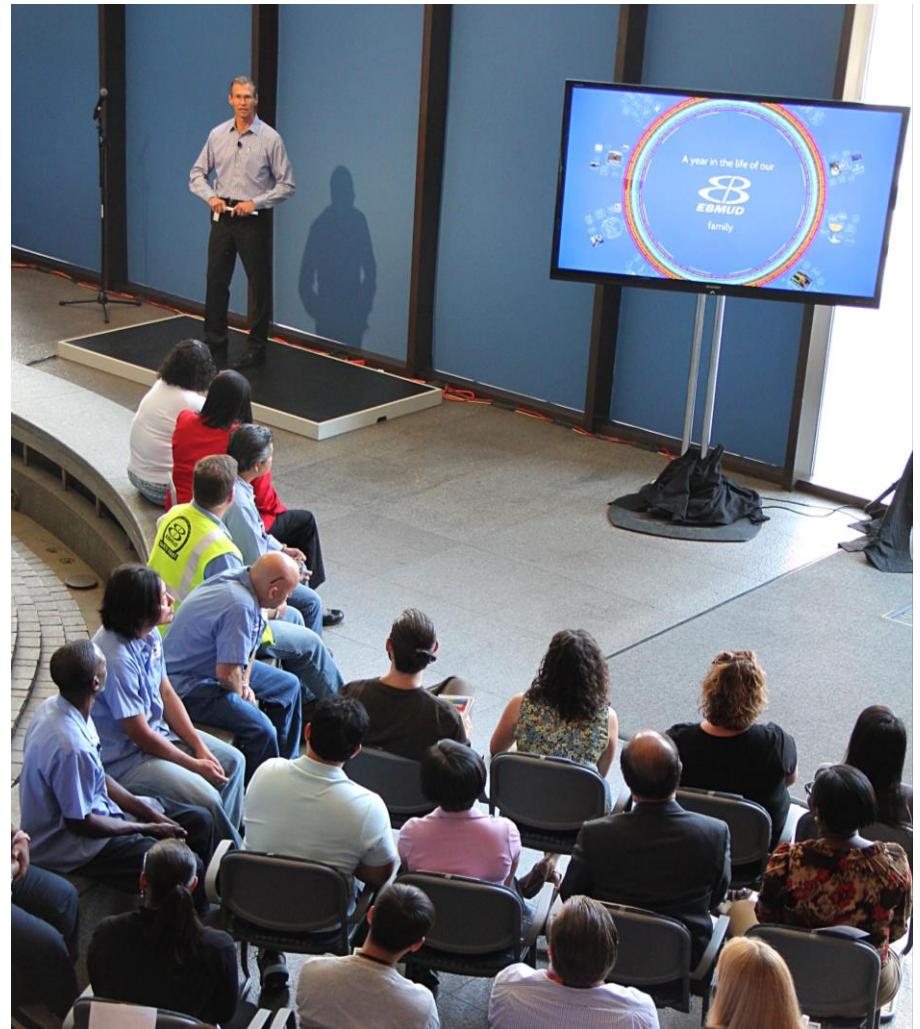
PERSONAL
ACCOUNTABILITY

INCLUSION

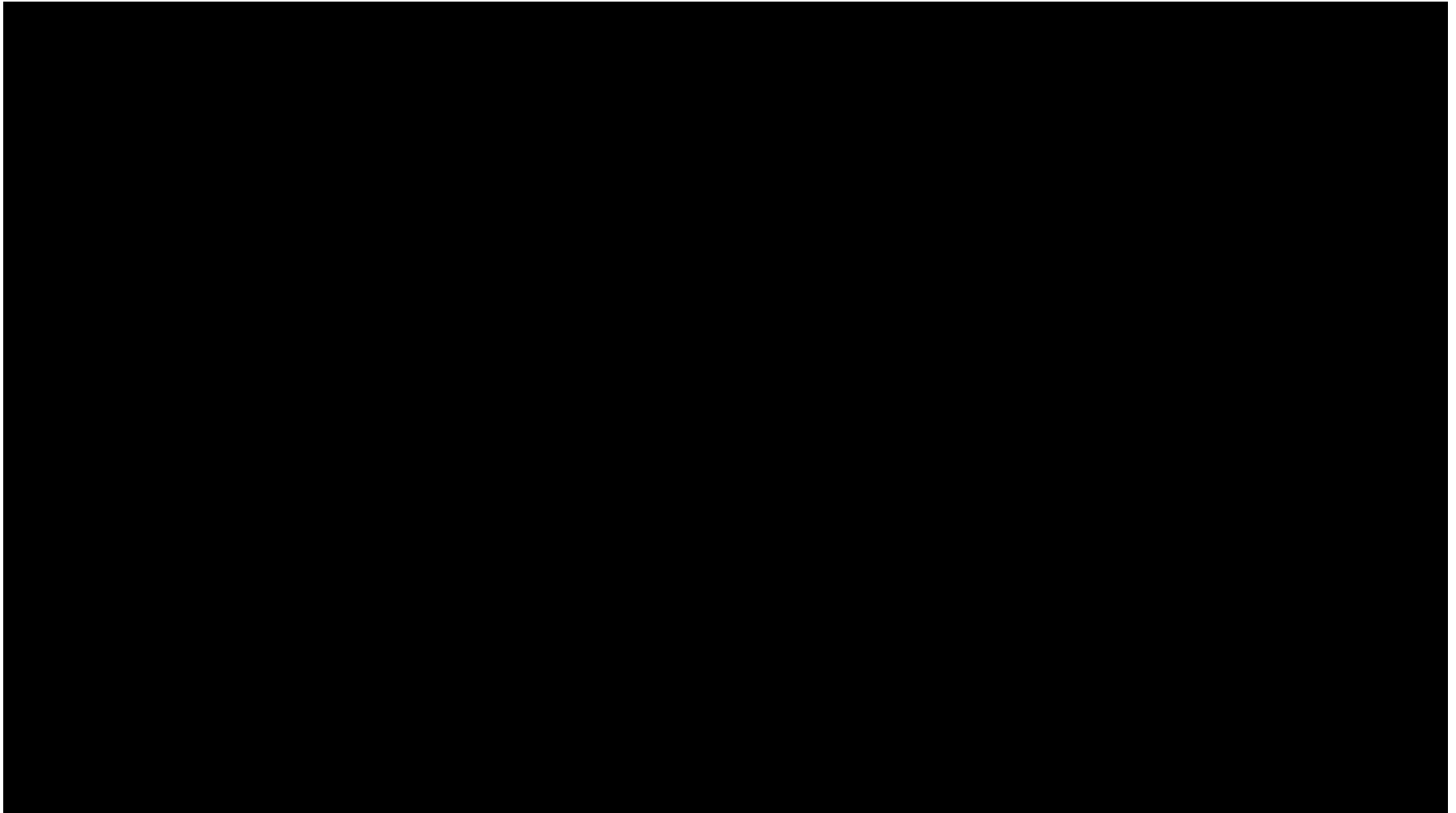
VALIDATION

State of the District Address (Opportunity and Connectedness)

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



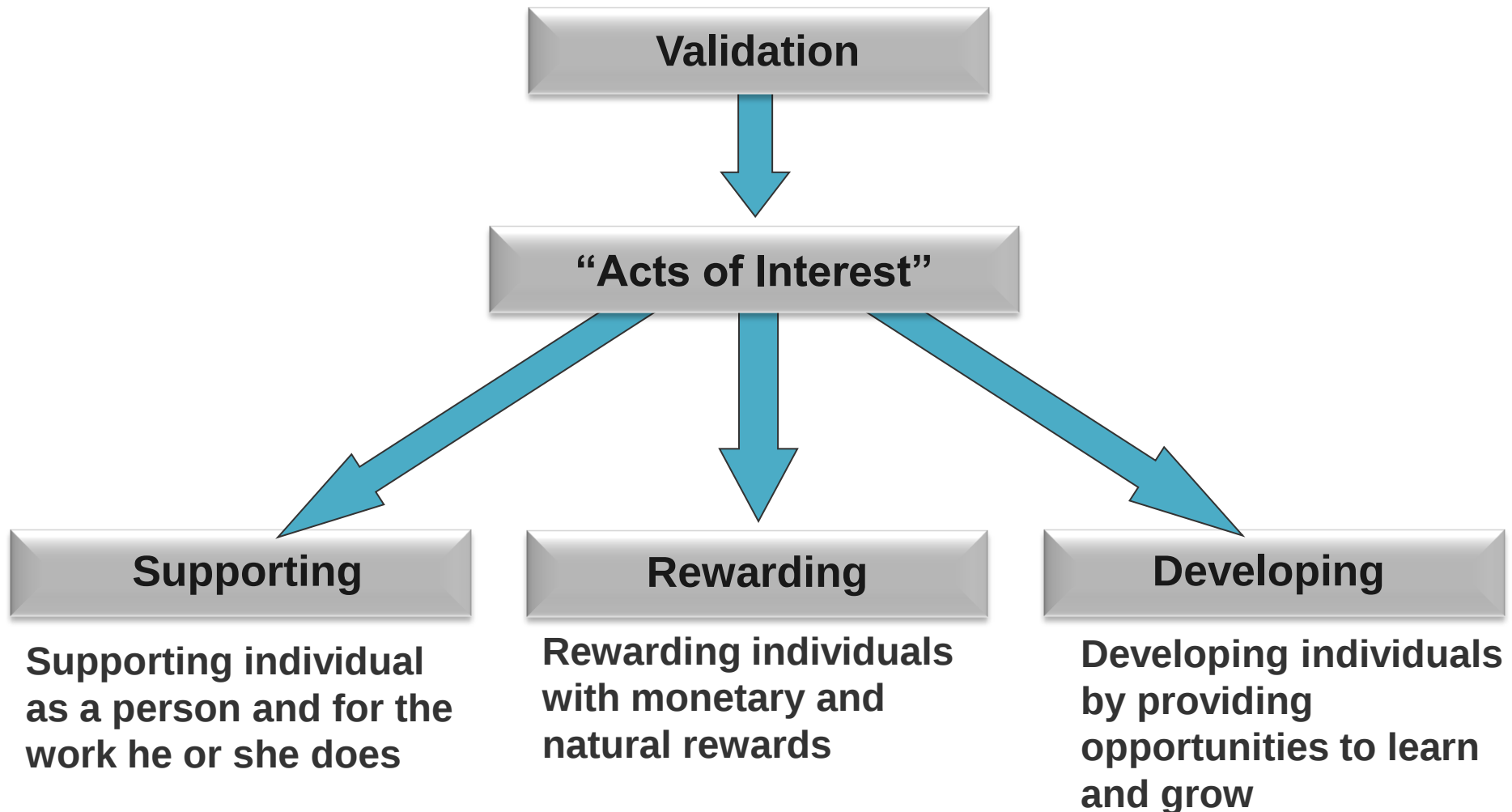
State of the District Overview



Balancing Performance and Behavior (Accountability)



Employees Feel Validated through 3 Acts of Interest (Validation)



Two Types of Rewards (Validation)

Incentive Rewards

- Given for performance – pay raises, promotion, bonuses

Natural Rewards

- Unique for each employee
- Based on understanding of what each employee values
- Not given for performance but rather to increase job satisfaction

5 Elements Heavily Impacting Engagement

OPPORTUNITY

CONNECTEDNESS

**PERSONAL
ACCOUNTABILITY**

INCLUSION

VALIDATION

Employees...

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

Organizational Improvements

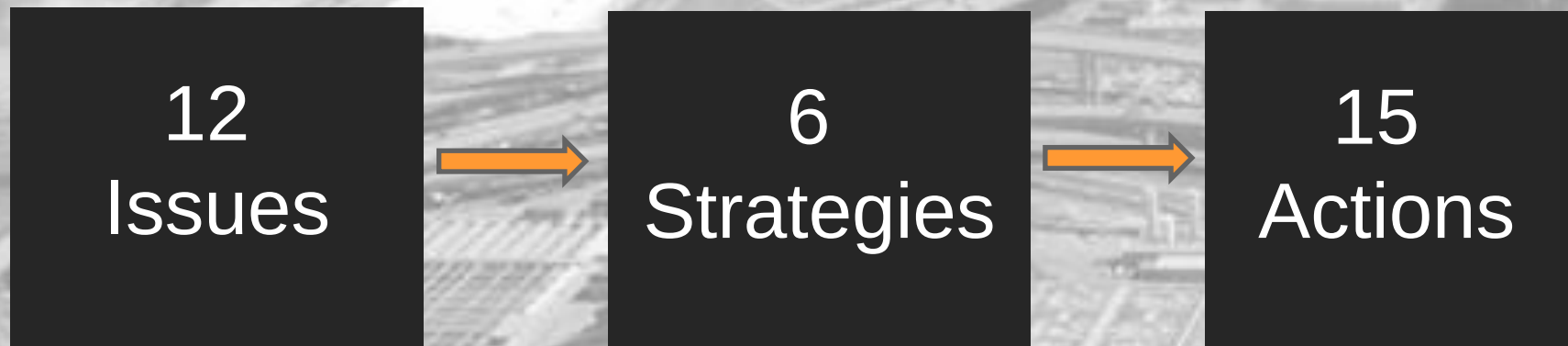
Solving Key Business Problems

Develop Models of Innovation

Develop Models of Teamwork

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

Strategic Plan Implementation

**Strategic Plan
Strategies**

**Publish
Successful Models**

Fulfill our Mission

Questions

