



Workforce Development Update

Board of Directors Meeting
April 12, 2023



District Strategic Plan (August 2021)

Workforce Development Goal



Strategic Plan Goal: Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

FY22/23 Strategic Initiative

- Encourage engagement with peer agency counterparts and applicable industry associations at all levels in the organization to support workforce development, technological innovation, continuous improvement, and information sharing (e.g., key considerations, lessons learned)

Goal 6 Workforce Development (cont'd)

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

STRATEGY NO. 3 Generate awareness of career employment opportunities at the District

Key Objectives

- Partner with local universities, colleges, and community colleges to communicate potential career paths at the District and generate interest in future employment
- Utilize internships and temporary, short-term positions in various workgroups, as needed (e.g., laboratory, operations, maintenance)
- Participate in value-added regional, institutional, and/or peer agency partnerships and coalitions designed to cultivate and produce highly-qualified candidates for future employment
- Target specific employment markets and industry associations, and prepare high-quality job announcements with professional supporting documentation to attract high-quality candidates during recruitment and selection processes



STRATEGY NO. 4 Recognize and celebrate key team and individual achievements

Key Objectives

- Use multi-faceted approaches to consistently recognize employees who demonstrate commitments to teamwork, the District's Behavioral Values, innovation, and organizational excellence via presentations at Board meetings, internal newsletters, staff communications, meetings, and employee recognition events
- Celebrate successes associated with regional partnerships with local communities, industry associations, regulators, and/or peer agencies

Compliance with Mission	100%
Maintain All Required Licenses	100%
Employee Injury and Illness	0%
Annual Performance	100%
Annual Performance	100%

Note: BLS - Bureau of Labor Statistics

Goal 6 Workforce Development

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery



STRATEGY NO. 1 Ensure a safe, diverse, inclusive, and equitable workplace

Key Objectives

- Ensure each employee has received required training and exhibits behavior consistent with the District's Behavioral Values
- Design training sessions to be dynamic, interactive, and support engagement, connectivity, and retention
- Meet or exceed industrial safety standards in the workplace; expand use of safety-related IT applications; and utilize the Safety Committee to adapt the workplace, procedures, and/or protocols in response to safety incidents, as necessary
- Utilize IT applications to track training records to ensure required training is completed on schedule
- Cultivate a positive, team-based work culture that inspires engagement, strong professional relationships, and reflects commitment to the District's Behavioral Values

STRATEGY NO. 2 Promote employee professional development and training to ensure readiness and adaptability to meet future workforce challenges and needs

Key Objectives

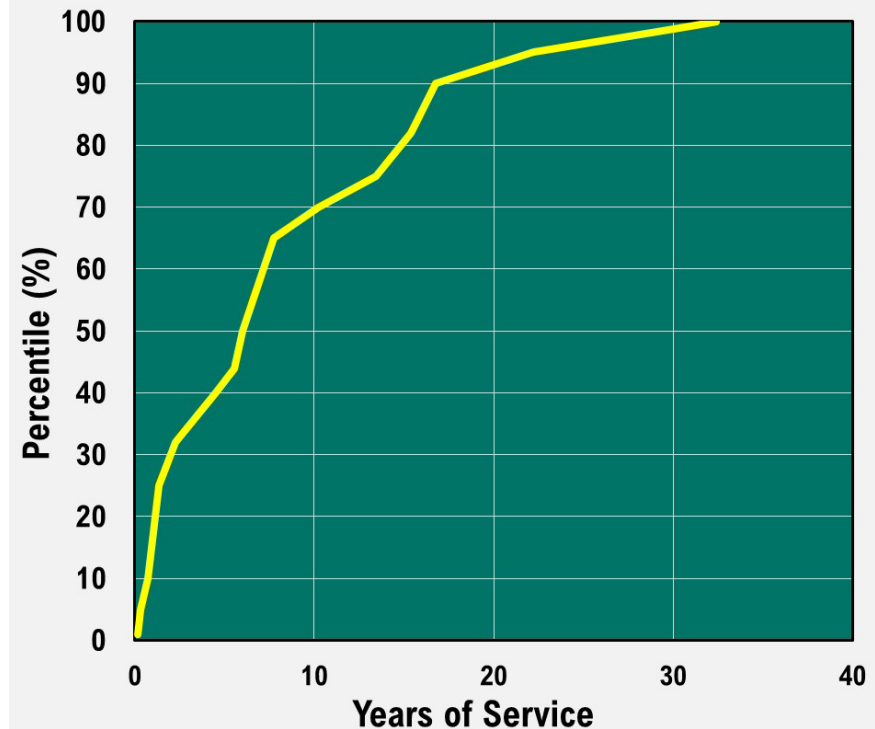
- Engage with individual employees to understand future career progression interests and incorporate applicable professional development plans into annual performance plans and appraisals
- Encourage staff to acquire certifications, licenses, and training, and demonstrate personal commitment to professional development through use of tuition reimbursement programs, and participation in management/supervisory training and/or industry association training, seminars/webinars, and conferences
- Promote employee participation through active engagement and/or leadership roles in key industry associations (e.g., CESA, ESCAPE, OWEA) to obtain District positions and advocate for District interests, while staying abreast of industry challenges and potential impacts to the District
- Clearly communicate performance expectations and standards to employees; conduct regular assessments that include employee strengths and opportunities for development; and integrate coaching and mentoring techniques, and develop targeted plans to improve performance deficiencies, as needed
- Identify and implement opportunities to improve the performance planning and appraisal process to support timely completion, effective supervisor-employee engagement, and professional development



Significant Workforce Transition

- 43% of staff has <5 years;
70% of staff has <10 years
- Infusion of experienced team members to complement long-tenured staff
 - Working to positively embrace change and new ideas
 - Effective use of retired annuitants in Finance, Operations, HR
- 12 promotions in last two years
- Current: 66 filled full-time equivalent (FTE) positions
 - Recruiting to fill 5 FTEs
 - Adjusting approach on 4 FTEs

Delta Diablo Employee Years of Service Percentile Distribution (as of March 31, 2023)



FY23/24 Budget Development

- Drivers for Preliminary Staffing Changes
 - Supervisory span of control, technical leadership (Maintenance Supervisor – Electrical)
 - Succession planning, span of control (Operations Supervisor)
 - Capital project delivery (Engineering position)
 - Classification upgrades to address recruitment challenges (Senior Construction Inspector)
 - Expanded information technology capacity (Systems Administrator)
 - Expanded electrical/instrumentation capacity (E/I Technician II)
 - Promotional opportunity (Collection System Worker III)
- Staff has developed Classification Control Plan for Board consideration as part of FY23/24 Budget review (May 2023)
 - No significant Operating Budget impact
 - Most staffing changes include conversion of existing positions with incremental cost differentials; only one new position

FY23/24 Budget Development

- Intensified Focus on Industry Engagement
 - Ensuring sufficient funding to support active participation in industry associations/conferences and professional development **at all levels**



- Revamping Approach to Formalized Training Program
 - Utilizing comprehensive training resources tailored to specific workgroups via Vector Solutions/DKF (provided by participation in California Sanitation Risk Management Authority)
 - Implementing outside training program for managers and supervisors, additional staff (Lorman Education Services)
 - Utilizing additional training resources with peer agencies (Central San – Management Academy, PUWWMI)

Targeted Staff Development and Training Course Content Examples

Department Directors/Managers/Supervisors

- Foundational Requirements for New Managers
- Strategies for Controlling Your Emotions in High-Pressure Situations
- Improving Nonverbal Communication
- Critical Thinking Strategies for Managers
- How to Effectively Communicate and Collaborate With Other Departments
- Effectively Lead Your Team: Multiple and Flexible Leadership Styles
- Leader Mindsets: The Key to Unlocking Effective Leadership
- How to Manage Different Personalities: Everyday Struggles and Proven Solutions
- Your Best Employee Leaves, Now What? Strategies to Effectively Cross-Train and Rotate Job Duties

Operations/Maintenance/Lab

- Wastewater treatment
- Pumping stations
- Cal/OSHA, CPR, safety (LOTO, PPE confined space) and risk management compliance
- Worker's compensation
- Collections system operator
- Numerous other courses depending on areas of interest

Provides Continuing Education Units to Maintain Necessary Certifications



Administrative

- Introduction to Excel for Beginners
- How to Effectively Communicate and Collaborate with Other Departments
- How to Create Goals and Set Priorities
- Excel Tips: Time-Saving Tricks and Hints
- Best Practices to Improve Your Communication Skills

Regional Job Training Partnerships



- Utilizing “stackable” intern program via BAYWORK
 - Maintenance Assistant, Operations Assistant (started April 5, 2023)
- Including funding for engineering and laboratory interns in FY23/24 Budget
- Working with BAYWORK and LMC to develop electrical/instrumentation career pathways with other water and wastewater special districts
- Continuing to receive potential job candidates from LMC Process Technology (PTEC) and Electrical and Instrumentation Technology (ETEC) programs



Employee Engagement Focus

- GM will hold department-level meetings on quarterly basis to share information, engage on key issues
- District will conduct Information Sharing Lunch Presentations on key topics on a monthly or bi-monthly basis (completed New Year's Eve Storm Event in March)
- Reengaging various staff-driven committees (e.g., Public Education and Outreach Committee, Activities Committee, Green Team, Wellness Committee)
- Supporting staff engagement with community groups and events (Big Truck Day, Earth Day, science/career fairs, high school events)



Next Steps

- Initiate development of a streamlined, effective **performance planning and appraisal process** that supports employee engagement (**Strategic Initiative**)
- Implement formalized staff training and development plan designed for specific workgroup needs, including safety/emergency response
- Continue encouraging staff participation in industry associations/conferences, engagement with counterparts at peer agencies to provide professional development opportunities, and support building internal leadership capacity and succession planning efforts
- Prioritize development of updated policies and procedures
- Staff will present additional information on proposed staffing changes for FY23/24 Budget at Personnel Committee on May 3, 2023