

## MWDOC Department Priorities

**Department: Human Resources and Administration – Core Activities**

### Near-Term (1-2 years)

**1. Performance Management Process** – Complete design and implementation of new performance management and evaluation system developed with staff input and participation.

Completion: Fall 2021

**Status:**

- Staff input identified that training is needed on communication and listening skills, conflict management, coaching and feedback and building a workplace of trust.
- Due to the pandemic, in-person all-staff training was delayed and as a result the Performance Management process was also delayed.
- Virtual training sessions will be scheduled for late January/early February.
- Final Roll out and implementation of the Performance Management to be completed by the Fall of 2021.

**2. Staff Development Program** – Complete design and implementation of comprehensive training and development program including a Supervisor Academy, Leadership Academy, and curriculum requirements for career advancement.

Completion: On-going (multiple years)

Supervisor Academy: started December 2020

Leadership Academy: to begin Spring/Summer 2021

**Status:**

- Due to COVID, in-person Leadership and Supervisor Academies were cancelled. Several organizations have been working on a new virtual format to ensure these programs are effective and continue to engage the audience and allow for audience participation.
- October was the first roll out of a virtual Supervisor Academy through the Center for Organization Effectiveness. In December, one of MWDOC's Supervisor's recently completed the Academy. The feedback received from the employee was positive.

	<ul style="list-style-type: none"> <li>• These sessions will be held in fall and spring of each year and the plan is to send at least 2 Supervisors/ Managers to each session being offered. The goal is to have all Managers/Supervisors attend the Supervisor Academy and a Leadership Academy.</li> <li>• Foundations in Excellence Program - This program is for employees who do not have management responsibilities but provides some of the tools, concepts and best practices taught in Leadership Academies. The goal is to have key staff that are not in a management position attend this program.</li> </ul> <p>This will be an ongoing process until all supervisors, managers and employees have completed the trainings.</p>
<p><b>3.</b></p>	<p><b>Office Remodel</b> – Complete the building construction while minimizing disruption and maintaining office productivity.</p> <p>Completion: Phases 1-3 November 2021 (excluding kitchen area)</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Administrative Staff has been working closely with Engineering Staff on the building remodel. Engineering is handling all of the technical and engineering aspects of the project and Administration is handling all of the administrative items associated with the project.</li> <li>• Phase 1 construction started in November 2020 and involved coordination efforts with MWDOC staff in ensuring a successful move out of offices and workstations. The Administrative team handled the move management and coordinated with IT to ensure computers and phones were successfully relocated.</li> <li>• Administration also coordinated with the Finance Manager in identifying surplus items and the sale of furniture in ensuring all was completed according to schedule and avoiding construction conflicts.</li> <li>• Administration also managed vendors in reducing or stopping services due to the remodel.</li> <li>• In addition, the Board adopted an Administrative Code change to allow the District to participate in Regional Cooperative Agreements, thus allowing the District to obtain reduced pricing for the new office furniture. A vendor was selected for the purchase of office furniture and Phase 1 furniture order has been initiated.</li> <li>• Staff continues to work with the furniture vendor and the interior designer in selecting materials and colors for the office.</li> </ul>
<p><b>4.</b></p>	<p><b>Succession Planning</b> – Recruitment, selection and integration of key positions including District Engineer, Water Use Efficiency Supervisor and two Finance positions.</p> <p>Completion: On-going</p>

	<p>Status:</p> <ul style="list-style-type: none"> <li>• In preparation for the Assistant GM/District Engineer’s retirement, several organizational changes were orchestrated including the transfer and promotion of the Associate Engineer from the MET cost center to the Engineering cost center. Promotions were also implemented for the new Director of Engineering/District Engineer and Assistant General Manager.</li> <li>• In the Finance Group, Judy Roberts was recruited and hired in July 2020 to allow for training with Mary Snow prior to her retirement at the end of January 2021.</li> <li>• HR will be working with the Finance Manager and Director of Water Use Efficiency to plan for the retirements of the Sr. Financial Analyst and Water Use Efficiency Supervisor positions. These are anticipated to take place between December 2021 and July 2022.</li> </ul>
<p>5.</p>	<p><b>Employee Engagement</b> – Continue efforts to increase employee engagement in MWDOC including culture, work environment, and values.</p> <p>Completion: On-going (multiple years)</p> <p style="padding-left: 40px;">Engagement &amp; Retention Assessments: Initiated 2020</p> <p style="padding-left: 40px;">Values &amp; Culture Program: Initiated 2020–Complete December 2021</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• During COVID, it has been important to stay connected with staff and keep them engaged and as a result, staff meetings (comprised of all MWDOC staff) are being held every 2 weeks. Staff has indicated that while working remotely they want to continue with the frequent all-staff meetings.</li> <li>• Along with the Performance Management Process, it was identified that establishing organizational values is important in keeping staff engaged and should be incorporated into the Performance Review Process. HR and the General Manager have initiated input from staff on Workplace Values and will evaluate options in moving forward.</li> <li>• During the most recent recruitment efforts, staff implemented an engagement and retention assessment survey through Harrison Assessments with the newly hired full-time employees. The assessments help the manager to identify the employee’s job expectations and strengths and encourages communication between the new employee and the manager as they move forward in the working relationship. The assessments are designed to help engage and develop new hires as well as assist management in maximizing the performance of a new hire.</li> </ul>
<p>6.</p>	<p>New – COVID-19</p>

	<p>Completion: On-going for duration of pandemic (Oct-Dec 2021)</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• COVID-19 has impacted the HR department, and as a result, HR is working closely with the Director of Emergency Management and communicating regularly with staff on new protocols pertaining to issues and impacts to MWDOC employees.</li> <li>• Implemented protocols such as an on-line COVID-19 assessment before entering the office, sanitizing stations throughout the office, increasing the frequency of office cleanings, working closely with employees that have been exposed to the virus, attending webinars and keeping apprised of COVID-19 laws and updates.</li> <li>• In addition, staff quickly implemented a Telecommuting Agreement for all staff to execute during COVID.</li> </ul>
7.	<p>Health Benefits</p> <p>Completion: November 2020</p>
	<p>Status:</p> <p>Changed to new vendors for HSA and FSA and secured a third party vendor for COBRA Administration. These services allow for improved customer service and reduced costs, improvements to the availability of live web data, and the addition of the COBRA Administration.</p> <p>Continue to submit for Grant Wellness through JPIA - this has proven to be successful this year in that several employees have already submitted for reimbursement.</p>
8.	<p>Recruitments</p> <p>Completion: On-going</p> <p>3-Employees first half of FY2020-21</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Due to COVID, the recruitment and hiring process quickly transitioned to a virtual environment which was enhanced by use of the Neogov online hiring platform.</li> <li>• Three employees were successfully hired during this time.</li> <li>• In addition, staff implemented an additional recruitment tool by utilizing a pre-employment assessment module as noted under employee engagement.</li> </ul>

<p><b>9.</b></p>	<p>District Classification and Compensation Study</p> <p>Completion: April 2021</p>
<p>Status:</p> <ul style="list-style-type: none"> <li>• The Study is currently underway.</li> <li>• Job descriptions are being reviewed and revised as needed for consistency and compliance and will be compared to established core survey agencies.</li> </ul>	
<p><b>Mid-Term (3-5 years)</b></p>	
<p><b>1.</b></p>	<p>Staff Training and Development</p> <p>Completion: On-going</p>
<p>Status:</p> <ul style="list-style-type: none"> <li>• This is an ongoing process to continue to train the managers and leaders so that they have the tools and resources needed to lead their teams by attending a Supervisor and Leadership Academy.</li> <li>• Staff as identified by management, will attend training to provide employees with the tools and resources to be leaders in their professions and provide an understanding of working for a Public Agency.</li> <li>• Upon completion of the initial all staff trainings for the Performance Management process, hold trainings 2x a year for all staff in areas that focus on communication, teamwork and collaboration and any other specific areas that are identified based on the work environment.</li> </ul>	
<p><b>2.</b></p>	<p>Staff Engagement and Retention</p> <p>Completion: On-going</p>
<p>Status:</p> <ul style="list-style-type: none"> <li>• This will be an ongoing process to ensure employees are engaged, motivated and continue to work for our agency.</li> <li>• HR will initiate surveys to gain input and track progress and identify areas needing improvement.</li> <li>• Continue to promote professional development and the Educational Reimbursement and a work environment that encourages collaboration, communication and leadership.</li> </ul>	

<b>3.</b>	Completion of construction for remaining areas – Kitchen Completion: June 2022
	Status: <ul style="list-style-type: none"><li>• For FYI 21-22 Capitol Acquisition and Building Expense Budget will include funding for the MWDOC office kitchen remodel.</li><li>• This will be the last section of the building that has not been updated.</li><li>• The plan is to replace appliances and cabinetry that are 28 years old as well as improve the use of functional space.</li></ul>