

A work in progress open for input

Continuous Improvement Plan Ideas (Diversity Action Plan) Water Utilities Department

It is important to consider the 5 key principles that were identified in the Tempe Diversity Audit: Healthy Networks, Fair Promotions, Solutions, Inclusion and Equity, and Impartiality.

This is an ever evolving document and we continue to need *everyone's* input, thoughts, ideas and feedback!

Healthy Networks & Fair Promotions – Use participative and inclusive selection processes (employee forums); use interview panels that are diversified and non-biased; avoid using perceived “favorites” in the selection process.

What are we doing?

- Using a variety of individuals on interview panels including employees outside of our dept., people from other local cities, and different levels within the organization.
- Implemented a hiring policy to achieve dept. consistency. All recruitments from beginning to end are coordinated with Sr. Management Assistant.
- Include participation from employee work groups via forums, and interview panels.
- Encouraging employees to take advantage of training and self-development opportunities.
- Skill based pay has provide cross-training in many areas which has assisted in preparing employees for fair promotions.
- Providing employees “how to interview” tips.
- Provide equal opportunity for training and travel (12 month history)
- Documenting information related to recruitment.
- Promoting voluntary use if IDP's and emphasize value to employees if they choose to use this tool.
- Sending monthly reminder to supervisors
- Completed IDP's are reviewed by Sr. Management Assistant, Deputy & Dept. Mgr.
- Expand outreach to help diversify potential pool of candidates on outside recruitments.
- Establish employee work teams to discuss job description changes.
- Promote the new Mentoring program at workgroup meetings.
- Developed intern programs. Working with Maricopa Community Colleges to provide diverse pool of applicants.
- Supervisor announces selection to department in a timely manner.

Other ideas....

- Use of employee input/discussion to help decide the best process to help fill a particular position before recruitment begins.

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- Form employee work groups to help develop new organizational structures.
- Continue to expand understanding of IDP process to help employees prepare for future opportunities.
- Increase opportunities through mentoring, cross training, succession planning.
- Ensure supervisors are following-up on what is written in IDP
- Continue to educate employees on the best way to prepare for future promotions.
- Communicate to work group how and why selection was made.
- Announce the final selection to entire department via e-mail in a timely fashion.

Concerns

- Perception of updating job description to fit candidate.

Department Solution Techniques – The best way to avoid having personnel problems elevate to HR, Diversity Office, City Manager's Office, or Mayor and Council level is to insure fair and non-threatening conflict resolution procedures on the departmental level (SOLVE). Department Manager should take responsibility for solving employee problems, wherever possible.

What are we doing?

- Monthly meeting with TEC & TSC Reps and Department Manager.
- Monthly meeting with all Water Utilities Department supervisors and Dept. Manager.
- MST I, II, and III training to provide supervisors with SOLVE techniques.
- Encourage the use of mediation through Dept. (Sr. MA completed 40 hour mediation certification), HR, and counseling services offered through Community Services.
- Senior MA has completed 40-hour mediation training.
- Encourage issues be brought forward.
- Sr. MA works closely with HR and Diversity Office on employee issues.
- Department Manager makes weekly field visits.
- Regular section workgroup meetings.
- All Supervisors have attended MST I & II
- Working with TLC in bring mini-MST/mini-Civil Treatment and SOVLE to all WUD employees (11/2004-2/2005)
- Supervisors and employees are using SOLVE and are encouraging others.

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More Ideas ...

- Promote/publicize availability of mediation through monthly dept. newsletter.
- More communication and training of SOLVE techniques process with all employees.
- Provide additional training to supervisors on mediation/SOLVE.
- Document process to assure consistency within dept.
- Promote concept of safe havens and make sure everyone knows the options.
- Continually educate supervisors on rules & regs.
- More training on mentoring and coaching skills
- Clear expectations
- Consistency

Inclusion and Equity/Employee Feedback

What are we doing?

- Weekly site visits
- Weekly staff meeting
- Monthly supervisor meeting
- Monthly TEC meeting
- Quarterly dept. meeting with all employees
- Newsletter from dept. manager
- Monthly Birthday cake provided by Dept. Manager
- Annual Holiday Luncheon
- Regular section workgroup meetings
- More shared PC's for e-mail and more training
- Way to Go awards
- Open door policy
- Using a variety of individuals on interview panels including employees outside of our dept., people from other local cities, and different levels within the organization.
- Encourage diverse representation on committees (i.e. TEC, TSC, Safety & others). Solicit and encourage new reps for fresh ideas. Rotate reps.
- Employees are using Sr. MA position as a place to bring forward concerns, ideas and feedback.

More Ideas ...

- Brainstorm ways to get unfiltered feedback
- Meet with key staff to review employee concerns
- Use monthly supervisor meeting for training opportunities

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- More one on one conversations across all levels of the dept.
- Document field visits by other managers and supervisors

Impartiality- Supporting the Concept of Diversity – Diversity is a widely misunderstood value for many employees. It is often seen as divisive. The opposite is true. We value diversity because it strengthens our organization and its ability to serve an increasingly diverse citizenry.

What are we doing?

- Updated Mission Statement to include diversity statement.
- Continue to Invite Diversity Coordinator to various staff meetings
- Add Diversity topic to quarterly meeting
- Zero tolerance for discriminatory and hurtful words/actions
- Exploring the idea of creating a Dept. committee
- Provide mini-MST/mini-Civil Treatment to all WUD employees.

More Ideas ...

Communication

What are we doing?

- Use of e-mails from Dept. Manager.
- Constantly reminding field employees to use and check e-mail.
- See above for various weekly, monthly & quarterly meetings.
- Continue to use e-mail to ask for advice, feedback, and opinions

More Ideas ...

- Use e-mail to communicate more frequently to everyone
- Division Managers to use e-mail to communicate to everyone
- Work to assure consistency in management philosophy throughout dept.
- Training supervisors to listen more and talk less.
- Encourage and train more on mentoring and coaching skills.
- How to solicit employee feedback?
- Implement a minimum of 48 hour turnaround on employee questions and/or concerns.