Managing Culture
Change

BAYWORK Training Buffet
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Derry Moten, Manager of Employee and Organizational Development
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.
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

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

- Organizational Strategy
- Organizational Design
- Organizational Culture

What We Pursue

How We Identify and Overcome Obstacles

Sustainable Practices

How Our People Feel and Engage
## Core Drivers

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Organizational Culture

- Values and Beliefs
- Leadership
- Human Resource Systems
- Organizational Character
# Organizational Culture (Elements)

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- **Values and Beliefs**
  - Values Identification
  - Values Integration
  - Values Communication
  - Values Durability

- **Leadership**
  - Management Modeling
  - Leadership Development
  - Building Effective Teams
  - Engaging Employees

- **Human Resource Systems**
  - Selective Recruitment
  - Onboarding and Continuous Learning
  - Performance Management
  - Reward and Recognition Systems

- **Organizational Character**
  - Informal Communication
  - Organizational Feedback
  - Organizational Credibility
  - Adaptability to Change
Organizational Culture

Culture is best measured by what you allow and what you reward.
EBMUD is a *purpose* focused team of *caring* individuals focused on achieving *results* for our customers.
Phase 1 – Values and Organizational Improvements

Values, Teamwork, Recognition, Organizational Feedback
# Phase 1 - Values and Organizational Improvements

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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 outstanding service to everyone."
- "I manage District resources responsibly."
- "I explore opportunities for continual improvement and innovation."
- "I provide value to our ratepayers while performing my work."
- "I protect our natural environment from contamination and my health and my employee health."
- "I am a steward of our resources and committed to public service."

**integrity**
- "I foster trust by acting ethically."
- "I resolve issues in a timely manner."
- "I am honest and straightforward in conducting District business."
- "I lead by example."
- "I act with integrity."
- "I operate in a financially-responsible manner."
- "I promote the balanced development of technical and people skills."
- "I take immediate action when unsafe conditions are identified."

**respect**
- "I look out for the safety and well-being of my fellow team members."
- "I value the work of others."
- "I communicate openly and honestly with transparency and timeliness."
- "I am kind and professional when dealing with others."
- "I learn from the feedback from others."
- "I listen to our customers’ needs respecting the point of view."
- "I apply my individual expertise to achieve the best results and encourage others to contribute their expertise."
- "I treat others with respect."

**teamwork**
- "I create safe and secure working conditions."
- "I give credit to the team for its accomplishments."
- "I encourage creativity and seek new and better ways to do things."
- "I support others to be successful."
- "I collaborate openly to meet the goals of the District."
- "I listen to others’ recommendations and feedback."
- "We are EBMUD and we are one team."
- "I inspire the personal and professional development of all District staff."
- "I give others the benefit of the doubt."
- "I am part of a great team and we are one team."

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
Values Branding

Email footers

Videos

Surveys

stewardship  integrity
respect  teamwork

stewardship  integrity
respect  teamwork

stewardship  integrity
respect  teamwork

stewardship  integrity
respect  teamwork

stewardship  integrity
respect  teamwork

EBMUD

EBMUD

working better, together
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
Employee Recognition Program

Employee Recognition & Appreciation Program (ERAP)

- **Anyone** can recognize **any person** or team based on the six encouraged performance/contribution behaviors
  - Through electronic and paper **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**
Phase 2 – Engagement

Leadership, HR Systems, Organizational Feedback and Credibility
# Phase 2 - Employee Engagement

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Leadership

The role of leadership is to actively and intentionally work to maintain and improve our culture of Purpose, Caring, and Results

You do this by:

- Being a positive role model for the values, beliefs, practices, customs, and behaviors we want shared by all employees

- Encouraging all employees to understand and share those same values, beliefs, practices, customs, and behaviors
Competency Model

- Emotional Intelligence
  - Leadership
  - Communication
  - Managing Performance
  - Technical Knowledge
Human Resource Systems

- New Values Based Approach to all Elements of HR
- Performance Team
  - Updated Onboarding Process
  - Performance Forum
- Human Resource Process Improvement & Efficiencies
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

• Advocates act as communication and feedback liaisons to their work groups
Feedback Through Engagement

OPPORTUNITY

PERSONAL ACCOUNTABILITY

CONNECTEDNESS

INCLUSION

VALIDATION
SMT: Engagement Implementation

PURPOSE

Opportunity
Creating employee understanding of and belief in the District’s strategic plan/priorities/future.

Accountability
Helping employees know what they are accountable to and giving their best towards it.

Connectedness
Connecting employees with each other, operating in mutual interest and with shared responsibility.

Inclusion
Insuring that employees are well informed, involved, and are able to express thoughts and feelings.

Validation
Having employees unique contributions and interests recognized.
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Questions

EBMUD Mission Statement

to manage the natural resources with which the District is entrusted; to provide reliable, high-quality water and wastewater services at fair and reasonable rates for the people of the East Bay; and to preserve and protect the environment for