



MARIN MUNICIPAL
WATER DISTRICT

Workplace Culture Leadership Academy



Outline

- New Initiative on Workplace Culture
- Employee Engagement Survey
- Processes Underway
- Leadership Training
- Next Steps



Culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

- Society for HR Management

Benefits of a Strong Company Culture

- Develop and Nurture the Company Workforce
- Attract and Retain a Highly Skilled Workforce
- Quality of Life
- Employee Engagement
- Productivity



Who contributes to company culture?

- Everyone plays a role in developing company culture.
- Effective Leaders throughout the Organization - Guided by the Mission and Values
- Senior leadership guides company culture.



SLT Retreat Culture Discussion Topics

- MMWD Mission and Values
- Values and Competencies for Advancing our Mission
- Employee Needs and Development
 - Safety, clear direction, a voice, innovation, growth, recognition and empowerment

SLT Retreat Culture Discussion Topics - Continued

- Communication
- Accountability
- Teamwork and Collaboration
- Leadership Academy
- Employee Engagement

Employee Engagement



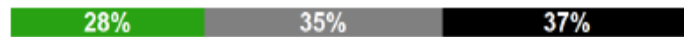
Marin Municipal Water District 2016 Engagement Results

Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.

ENGAGEMENT INDEX

■ Engaged ■ Not Engaged ■ Actively Disengaged

Current Engagement Index Ratio: 0.76 : 1



US average: 30% -----52% -----18%

OVERALL

3.42

GRANDMEAN
PERCENTILE RANK: 3

Scale: 1 - 5

Employee Engagement

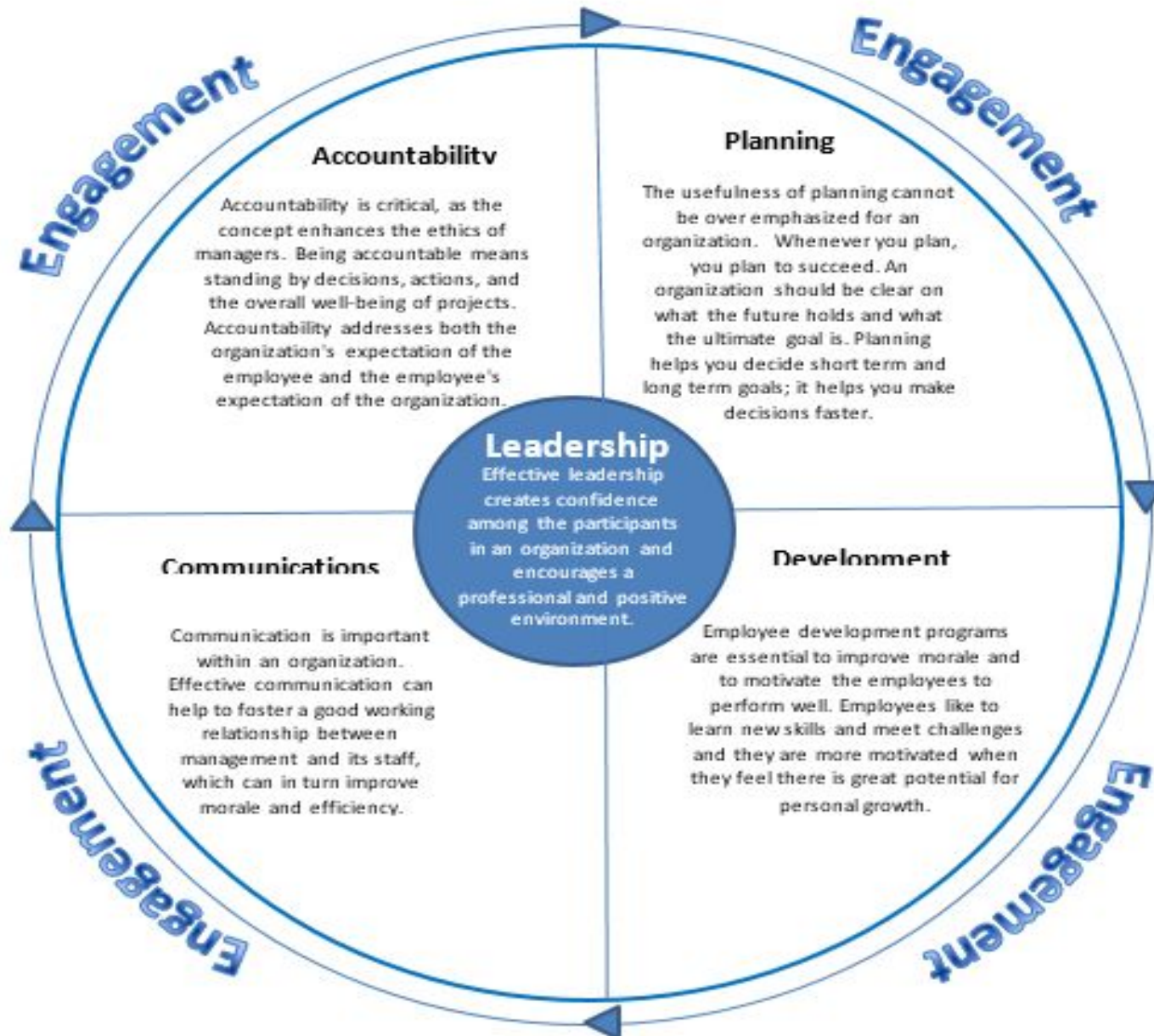


Partial Result of Gallup Survey of Employee Engagement Survey Conducted February, 2016.

Follow-up Activities to Employee Engagement Survey

- Taskforce Formed
- Employee Engagement Committee Formed
- Action Items Identified to Contribute to Positive Engagement
- Leadership Training

MMWD Wheel of Engagement



Leadership Training



Who:

- Division managers, Mid- managers, and Supervisors
- Employees classified as senior workers and leads

What:

- Approximately, 18 contact hours in 3 Sessions
- Typical leadership concepts with curriculum tailored to MMWD's specific needs

How:

- Leadership Academy Delivered by Regional Government Services

Why RGS?

MMWD thoroughly reviewed the training curriculum of four providers.

Reviewers:

- Former Employee Engagement Committee
- A group of managers from each division

RGS:

- Has a Comprehensive Curriculum
- Options to Tailor Training to MMWD's Needs
- Accessible for Future Training
- The project leader, with RGS, has 25 years of experience in leadership development and training for private, non-profit and government agencies.

Academy Development

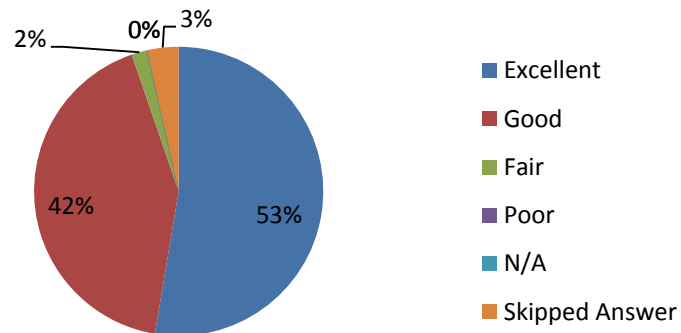
- Established an Employee Advisory Committee
- Core Leadership Needs Identified by RGS
- Conducted a Feedback Survey with MMWD employees
 - anonymous online Needs Assessment Survey sent to all MMWD employees
- Modified and Created Curriculum for MMWD

Leadership Training Focus

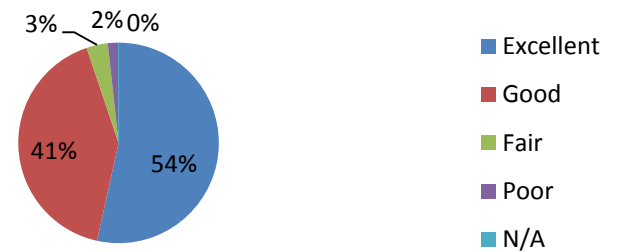
- Accountability and Integrity
- Communications
- Customer Focus
- Fostering Teamwork
- Organizational Change and Awareness
- Planning and Decision-making
- Performance Management
- Relationship Building

Session 1 Evaluations

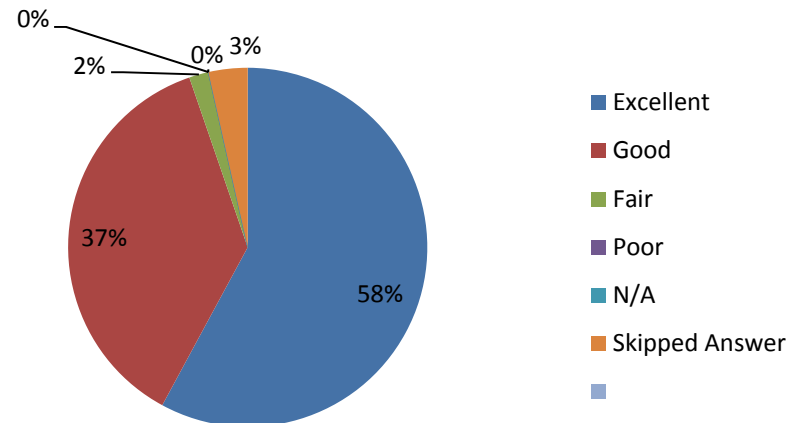
Effectiveness of training design:



Probability you will use ideas from this workshop (the value to you):



The session overall



Next Steps

- Six months post academy self-assessment
- Consideration of ongoing leadership training opportunities
- Continue to assess remaining items on the list developed by Employee Engagement Taskforce
- Work with individual employees and employee committees to identify additional initiatives to support positive workplace culture

