

# 2010 Annual Report



## **OED Philosophy**

Organization and Employee Development's mantra, "Going Farther, Getting Better," describes its impact on the District's budget centers, work groups and employees. The services and programs offered to the organization and its employees help to foster and sustain a learning organization that is progressive, innovative, and aligned to support our mission and realize our vision.

While learning helps us get better at getting better, a learning organization demonstrates an ingrained philosophy for anticipating, reacting and responding to change, complexity and uncertainty. We believe in a culture of inclusion that encourages the ongoing growth and development of a competent, diverse and engaged workforce.

## **Definition and Purpose**

Organization Development (OD) is the planned process of developing an organization to be more effective in accomplishing its desired goals. In particular, OED works to ensure organizational readiness so that the District can effectively manage change in a complex, ever changing and demanding environment.

Organization and Employee Development serves its clients by providing opportunities for professional growth and enhanced performance through internal management consulting and coaching in the areas of organization development, work group development, individual learning and development, performance management, and change management; in addition to the administration of learning/educational programs and procedures. Its focus is on supporting the strategic initiatives of Strategic Plan Reporting, Leadership Sustainability, Diversity and Inclusion, and Employee Recognition.

## **Overview**

This report describes the contributions and progress made by OED during 2010. It includes the areas of employee, management and organization development. Finally, we lead by example with how our staff expanded its capacity by participating in personal development opportunities.

## I. Strategic Plan

### **a. Primary Goal Number 5 - Strategic Initiative 12 & 13**

The programs and services provided by OED primarily assist in achieving Strategic Goal No. 5 - Align, build upon and sustain our key assets, resources, people and technology to meet our vision.

Specifically, they are aimed at accomplishing Strategic Initiative 12 – Sustain and enhance a qualified, productive, and innovative workforce capable of thriving in a dynamic and changing environment and Strategic Initiative 13 – Develop and implement an internal and external program that promotes diversity, inclusion and local business opportunities.

### **b. Monitoring/Reporting**

To help shepherd the collective progress made with the Strategic Plan goals and initiatives, OED meets with directors quarterly. During these meetings, progress toward achievement of and/or impediments to executing on strategic initiatives and milestones is captured and included in a report to the Executive Director. The Board of Trustees receives updates on Strategic Plan Progress at least twice a year.

## II. Employee Learning and Development

### **a. Support**

#### ***Individual Development Planning***

OED offers the Individual Development Plan (IDP) document and process to assist employees with identifying the development needs associated with their work and career goals. The IDP process can be initiated by either the employee or supervisor. OED assists with the process by providing the forms and process description, reviewing the material with employees, coaching the manager, and providing feedback on process implementation.

#### ***Tuition Assistance***

Tuition assistance provides reimbursement to employees who are taking external courses in areas applicable to District operations. During 2010, 50 employees participated in the program, a ten percent increase over 2009. Ten of the 50 employees are participating in the Vocational Training Program. There was a total investment of a \$153,254, a 13 percent increase over 2009 tuition assistance. The investment in the Vocational Training totaled \$35,916. All program participants have remained employed with the District. Three of the participants were promoted in 2010.

#### ***Contact Hour***

To maintain wastewater certification, employees must complete a required number of approved continuing education programs. OED administers the acquisition of contact hours for continuing education courses from the Ohio EPA. Currently there are 109 courses that have been confirmed eligible for contact hours should they be scheduled and delivered. There have been 17 courses scheduled and delivered in 2010 for a total of 95.5 contact hours.

### ***a. Programming***

In 2010, OED offered the following programs to assist employees with developing their knowledge and skills.

#### ***Board of Trustees Orientation and Education Program***

With the transition of new members and a need to provide existing members with a greater understanding of significant imminent issues, this program is a combination of video presentations and facilitated discussion. Unlike the formal Board meeting held twice each month, these are conducted periodically as conversations between board members and key staff. During 2010, the board heard about their roles and responsibilities, financial and regulatory matters. The video presentations are available on the Intranet's OED home page.

#### ***Vocational Training Program***

This program was negotiated under the collective bargaining agreement with Local 2798 to develop skilled technicians who would be eligible to bid on one of four job classifications: plant utility maintenance technician, systems utility maintenance technician, plant maintenance electrician or instrument technician. Employees progress through four milestones, with the first two milestones consisting of coursework and the remaining two milestones consisting of both coursework and on-the-job training.

Currently, there are fourteen employees participating in the program, two employees have achieved milestone three, the utility maintenance person (UMP) classification, in their respective fields of utility maintenance and plant electrician. Four other employees achieved milestone two: two in the classification of UMP-PUMP and two UMP-Instrument Technicians. Eight other employees are progressing through milestones one and two.

Employees can use the Tuition Assistance Program to fund their coursework. OED assists this development by providing guidance through the process, monitoring progress of individuals and working with management to assure that employees are successful.

#### ***WWTP Operator Training***

Employees in the Wastewater Plant Operator classification must obtain Ohio EPA Class II certification by taking and successfully completing a state administered examination. To assist all employees with learning the operation of wastewater plants, OED sponsors a 20-week course that helps prepare individuals for the examination. Eight of the 17 employees who started the 2009/2010 class, successfully completed it and five obtained Class II certification.

### ***Crucial Conversations***

Crucial Conversations is both a book and classroom training sessions designed to develop skills for a discussion between two or more people where 1) stakes are high, 2) opinions vary, and 3) emotions run strong. Distinct from a communications workshop, Crucial Conversations focuses on requisite skills for developing and maintaining constructive relationships and achieving desired business results. OED offered four series of workshops during 2010 and 54 employees completed the workshops. Since its implementation in 2007, a total of 153 employees have completed this training.

### ***Affiliate Program***

The Weatherhead School of Business offers continuing education workshops in topics that help to develop leadership, managerial and professional skills. We purchase seats at these workshops to provide development opportunity for employees whose needs match the program offerings. During 2010, there were 21 employees who attended workshops. Employees are required to submit a summary of the learning which is shared with potential attendees.

### ***LearningXchange***

Introduced in 2009, LearningXchange is a method to “share the wealth” that an employee derives in the form of acquired knowledge from attending an external learning event. Employees who have attended a conference, workshop, or seminar are asked to present their key ideas, thoughts, or information to fellow employees during a scheduled session. During 2010, there were four sessions scheduled; one each at GJM and EMSC in July, one at GJM in August and one at Westerly in September. The topics are listed below. These programs are recorded and posted on the OED page of the Intranet.

**Cross Cultural Communication** — Mardele Cohen, Linda Gray, Mary Ann Hogan,  
Ramona Lowery, Mary Maciejowski, Katarina Waag

**National Association of Clean Water Agencies Summer Conference** — Julius Ciaccia,  
Constance Haqq, Darnella Robertson, Elizabeth Toot-Levy, Robert Dominak, Kyle  
Dreyfuss-Wells

**Applied Cultural Competence** — Humberto Sanchez, Karen Gilliam, Mary Maciejowski,  
Mary Ann Hogan

### ***“Let It Flow” Toastmasters Club***

Toastmasters International is a communication and leadership skill development program. These skills include speaking, listening, planning, thinking critically, managing time, facilitating, motivating, mentoring, organizing, evaluating information, and team building. Started in October 2009, the club has officers with specific roles to assist with individual development. Structured, one-hour weekly meetings consist of planned and impromptu speeches that are evaluated by fellow club members. Three club members achieved Competent Communicator Status in 2010: Nancy Custard, John Gonzalez and Constance Haqq.

## **III. Management Development**

As OED continued to provide development opportunities for management personnel, we also introduced a managerial track. The track provides guidance for managers with regard to developing their knowledge and skills. We continued to offer monthly, half-day workshops which provide the skills needed to manage both people and work. At the request of Operations and Maintenance leadership, we implemented the Management Development Program through the Corporate College at Tri-C. This program was conducted as a pilot in 2009. O&M leadership also established a minimum requirement of 16 hours of development annually. OED programs help managers to fulfill this new requirement. The new manager on-boarding pilot developed in conjunction with Human Resources in 2009 has continued under their guidance and leadership.

### ***a. Managerial Track***

OED continued the work of constructing tracks that began with the Leadership Sustainability Program to provide guidance for employee development. We introduced the managerial track in 2010. It contains a structure around which managers can plan their learning and skill development. The structure is divided into two tracks, Introductory and Developing. The Introductory track is designed for those managers who have recently entered the manager classification or require additional learning within a specific area. The developing track is targeted for those managers who have been in the classification and either have acquired or aspire to new levels of responsibility. Further information about the managerial track is located on the OED home page of the Intranet.

### ***b. Managerial Assessment of Proficiency (MAP) /Managing to Excel workshops***

The MAP is an assessment of the twelve management skills highlighted in the monthly Managing to Excel workshops. Since the program began in 2004, 132 employees have attended the workshops while 25 have completed all twelve subjects. Nine employees received a certificate of completion in 2010: Jonathan Anielski, Deliliah Capeles, James Cassesse, Heather Davis, Debra Grace, Mary Paugh, Deborah Schordock, Morris Taylor, Jr., and George Uhl.

**c. Management Development Program (MDP)**

The MDP is a series of four, half-day workshops that provide additional skill development in areas not offered in Managing to Excel. The topics include workplace leadership, accountability, change management, and conflict management. These workshops were custom developed by the Corporate College at Cuyahoga Community College. They delivered the workshops to a combined 29 individual participants in March and October.

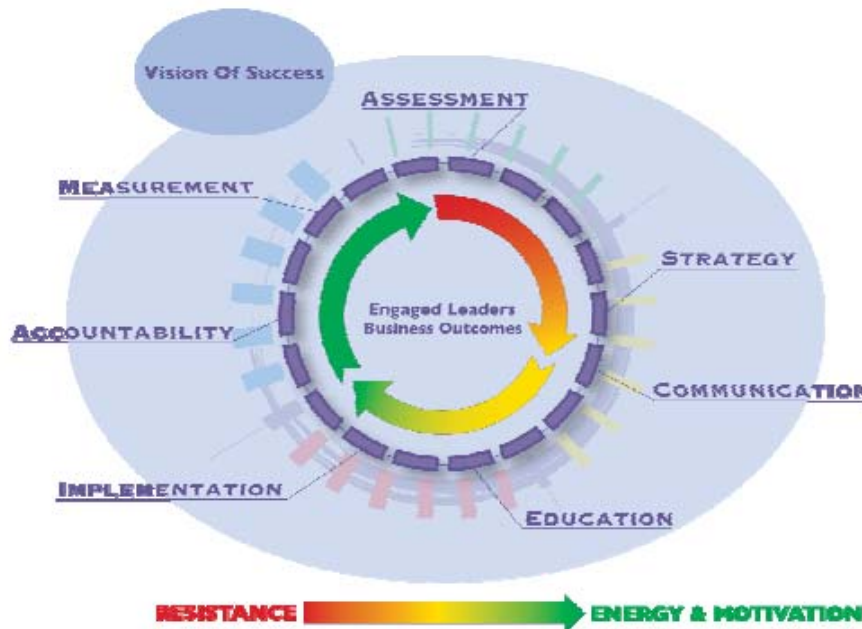
**Management Development Program Graduates**

Ernie Bertok	Monica Johnson	Rawley Ross
Ray Blewitt	Alan Legault	Charles Sammons
James Cassesse	Michael Mencl	James Santiago
Lisa Francisco	Travis Pitts	Hugh Sullivan
Bill Gerrick	Tom Plank	George Uhl
Ed Haller	Brian Pozwick	Ken Wilson
Debbie Klosz	Tom Raffay	Sabrina Winkfield
Dale Kramer	Wilson Rivera	Joe Yance

**d. Management Development Tools/Ideas in Action**

Contained within the OED page of the Intranet are additional resources where employees can listen and learn or print popular business book summaries. There are 30 titles that address current management topics.

**IV. Diversity and Inclusion Initiative**



Understanding and addressing issues of diversity and inclusion are inherent to OD practice in the 21st century. In our efforts to catalyze, facilitate and encourage conversations about and involvement with diversity and inclusion initiatives, we added six new members to the D&I Leadership Team.

*Assessment:* In 2009, the District conducted an employee diversity and inclusion survey, which provided a baseline from which we could prioritize our work and measure our progress.

*Strategy:* In 2009, the District's Diversity & Inclusion Team created a three-year strategic plan with annual work plans.

With respect to communication, education, implementation, accountability and measurement, our 2010 work plan accomplishments included:

- Created a diversity and inclusion glossary that is posted on *DiverseWorks* website and included in the diversity and inclusion training workshops.
- Added Spanish translation feature to external NEORDS website.
- Created a student program catalog that outlines all current student programs and involvement at the District.
- Created and distributed 2009 SBE Annual Report.
- Posted Disparity Study results and recommendations on SBE website.
- Created and distributed a calendar on respect; conducted two workshops on "Connecting with Respect."
- Hosted three Diversity Dialogue sessions: August 25<sup>th</sup> on Immigration; September 23<sup>rd</sup> on Jewish High Holy Days; and October 20<sup>th</sup> on Local Professional Organizations.
- Increased the type and number of e-cards to reflect diversity and inclusion values.
- Conducted two pilot diversity and inclusion training workshops in December.
- Identified District employees that will be trained as diversity and inclusion workshop facilitators.
- Implemented job board strategy to identify diverse talent in all disciplines.
- Posted a map of the hiring process on the intranet.
- Drafted a diversity and inclusion dashboard to be used by talent acquisition.
- Introduced diversity and inclusion metrics in a manager's guide during the performance management training.
- Held quarterly meetings with the D&I Leadership Team.
- Developed and conducted survey on D&I Leadership Team's Code of Cooperation.
- Revised non-discrimination statement in Employee Handbook to list Lesbian, Gay, Bi-sexual, Transgender as a protected class for the District.
- Received award for 2009 Best in Class for Supplier Diversity from the Commission on Economic Inclusion.
- Completed a District SBE survey in 4<sup>th</sup> quarter 2010.
- Developed the 2011 Diversity & Inclusion work plan.

## V. Organization Development

### ***Employee Recognition***

The Employee Recognition program which was introduced in late 2009 gained great acceptance during 2010 with all locations submitting monthly recommendations and hosting award presentations regularly. The program was created to foster a culture of appreciation, making recognition a part of our daily activities by highlighting demonstration of one of the Core Values. The goal is to motivate employees by reminding them of the value they add to furthering the mission, vision and core values of the District. During 2010, 67 employees were nominated by their managers or peers and 42 awards were presented.

In 2010 a permanent work group was formed to review the Employee Recognition program and suggest enhancements to it. Based on the team's recommendations, a Quarterly Team Award and an Annual Spirit Award have been added to the monthly Employee of the Month Award. Details of the enhanced program are available on the OED website.

### ***Consulting Services***

OED provides internal consulting services to both individuals and work groups. These services can include, but are not limited to, facilitation, coaching, planning, team development, individual development and change management.

#### 1. Team Development

OED has assisted work groups and budget centers with enhancing their ability to work together more effectively. Some of the enhancements include helping to identify opportunities for expanded services, understanding how communication styles impact group interaction, designing group activities to improve working relationships, and creating a process for the various types of decision making.

#### 2. Individual Development

OED works with employees to help pinpoint specific approaches needed to build their skills and abilities. This includes helping to assess their needs, providing information on available programs, referring employees to others who can assist, giving guidance on career objectives, helping to align individual goals and department goals and identifying development opportunities.

#### 3. Change Management

OED developed a framework, which was communicated throughout the District in 2010, for mastering the knowledge and skills of change management that will enable the District to more successfully select and/or execute departmental and organization-wide change initiatives. Change management is defined as the principles, tools and processes for managing the people side of a particular organizational change in order to meet objectives. Organizational change management competency includes the application of common tools and processes on numerous initiatives as well as building of individual competencies in senior leaders, managers, supervisors, employees and project teams. The result is a strategic capability of being effective at introducing change.



## VI. Capacity Expansion

Continuous improvement requires continuous development. The staff has expanded its capacity through participation in various development opportunities.

*a. Leadership Academy* — Mary Ann Hogan is enrolled in the Cleveland State University's Maxine Goodman Levin College of Urban Affairs 2010-2011 Leadership Academy Class. The Leadership Academy brings together policy makers, elected officials, senior administrators, and community executives from the region in an executive development program. Its purpose is to enable leaders to do their jobs better. The Leadership Academy is a customized learning opportunity which spans 11 days over six months.

*b. Coaching Designations* — Karen Gilliam completed the Developing Leadership Through Emotional Intelligence Coaching Certification Program and the Emotionally Intelligent Leader Designation at Case Weatherhead School of Management. Mary Ann Hogan is completing requirements to obtain the Registered Corporate Coach Designation.

*c. Experiential Learning* — Russell Rys completed a certificate program at Case's Weatherhead Business School in the area of Experiential Learning in July. The four-day program included an introduction to the learning cycle (experiencing, reflecting, thinking, and acting), an understanding of individual learning styles and the process by which teams clarify their purposes, develop trusting working relationships and effectively accomplish their goals.

*d. Leadership Development* —

1. In October, Russell Rys presented a webinar for the American Society for Public Administration on methodologies used at the District to develop managerial and leadership competencies
2. In May and August, Karen Gilliam and Humberto co-presented on implementing change management with diversity and inclusion initiatives at CSU's Diversity Management Conference and the Commission on Economic Inclusion's Cultural Competency Conference, respectively.
3. Mary Ann Hogan presented and facilitated the September 2010 meeting of the Organization Development Connection (ODC) focusing on Strategic Plan Implementation.

*e. "Let it Flow" Toastmaster Club* — Karen Gilliam, Mary Ann Hogan, Gina Alicea and Russell Rys are charter members of the club. Mary Ann Hogan is the club president.

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# 2010 Annual Report



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The OED staff would like to acknowledge and thank the OED Advisory Group for its willingness to review all new initiatives and programs offered through OED. This group serves as a sounding board and provides insight about how to ensure program success at the District. The members are:

- John Augustine
- Larry Cinadr
- Ron Czerski
- Ed Haller
- Judy Himes
- Brian Stapleton

This annual report was written and submitted by OED Staff.

- Dr. Karen Gilliam
- Russell Rys
- Mary Ann Hogan
- Cheryl Johnson
- Gina Alicea