

DISTRICT PRIORITY 6	Organization Development																		
GOAL 1	Maintain a positive work environment that results in maximum employee contribution to District goals [On-going]																	Shaw	

INITIATIVE 1	Employee Communications Program																	Blakey	
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ACTION STEPS	2005		2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4														
1 Establish Employee Relations Committee (rotate annually)					X				X			X			X			X	X	X	X	X	X	X	X	X	X	X	X	X		
2 GM meets with all employees on status of strategic plan	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
3 Managers brief staff on portions of the strategic plan that impacts them	X																															
4 Develop employee work groups to support and carry-out District goals and projects.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5 Ensure prompt and accurate information to all employees regarding District actions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
6 Continue employee participation in meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
7 Implement quarterly all staff meetings					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
8 Implement employee recognition, appreciation, and / or incentives					X			X			X			X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		
9 Implement internal newsletter					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
10 Provide inter-department team building workshops.					X			X			X			X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		

INITIATIVE 2	Performance Management Program																	McGonigle	
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ACTION STEPS	2005		2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4														
1 Review job standards to assure standards are objective, measureable and meet District needs								X	X	X	X																					
2 Provide manager and supervisor training on conducting effective and consistent performance evaluations					X			X			X			X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		
3 Develop on-going performance management policy					X	X	X																									
4 Conduct training for District managers/supervisors to develop leadership, mentoring, and communication skills					X			X			X			X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		
5 Require timely and complete employee performance evaluations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		

INITIATIVE 3

Policies and Procedures Management Program

McGonigle

ACTION STEPS

	2005				2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
1 Inventory all existing policies and procedures					X																													
2 Review and update all policies and procedures					X	X	X																											
3 Develop and implement system for updating policies and procedures						X	X																											
4 Disseminate updated policies and procedures							X																											
5 Place all policies and procedures on District intranet webpage													X																					

DISTRICT PRIORITY 6	Organization Development																		
GOAL 2	Maintain sufficient talent and expertise to accomplish District work [On-going]																	Shaw	

INITIATIVE 1	Employee Orientation Program																	McGonigle	
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ACTION STEPS	2005				2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
1 Develop customized departmental orientation	X	X																																
2 Develop formal employee orientation program for new and existing employees			X	X																														
3 Implement orientation program					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
4 Evaluate and update orientation program									X			X			X				X		X	X	X	X	X	X	X	X	X	X				

INITIATIVE 2	Employee Certification Program																	McGonigle	
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ACTION STEPS	2005				2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
1 Conduct analysis of workforce training needs	X				X				X				X				X				X	X	X	X	X	X	X	X	X	X				
2 Develop and conduct training program			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
3 Publish quarterly training schedule			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
4 Develop and maintain certification program		X	X	X			X		X			X			X				X		X	X	X	X	X	X	X	X	X	X				

INITIATIVE 3	Organization Structure Review																	Shaw	
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ACTION STEPS	2005				2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
1 Establish / update District strategic plan	X	X	X	X	X				X				X				X				X	X	X	X	X	X	X	X	X	X				
2 Establish / update rolling two-year business forecast of key initiatives and projects			X	X	X				X				X				X				X	X	X	X	X	X	X	X	X	X				
3 Review / adjust business functions and span of control			X	X			X		X				X				X				X	X	X	X	X	X	X	X	X	X				
4 Review impact of forecasted turnover on current staffing level			X	X			X		X				X				X				X	X	X	X	X	X	X	X	X	X				
5 Establish / update rolling two-year personnel and outsourcing forecasts			X	X			X		X				X				X				X	X	X	X	X	X	X	X	X	X				
6 Review / adjust future staffing requirements			X	X	X				X				X				X				X	X	X	X	X	X	X	X	X	X				
7 Adjust job descriptions, as needed			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
8 Recruit, train, promote personnel, as needed			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				

DISTRICT PRIORITY 6	Organization Development																	
GOAL 3	Achieve zero lost days due to workplace accidents, every quarter [On-going]																	McGonigle

INITIATIVE 1	Safe Workplace Program																		McGonigle
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ACTION STEPS		2005		2006				2007				2008				2009				2010				2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4										
1	Update/formalize accident investigation procedure				X																												
2	Update a comprehensive injury and illness prevention program	X								X							X				X		X		X		X		X				
3	Review and update District's safety SOPs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
4	Conduct monthly Safety Committee meetings and managers / supervisors meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
5	Verify job site safety meetings / inspections for field employees	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
6	Verify quarterly safety meetings for office employees	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
7	Communicate consecutive safe work days and YTD accidents	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
8	Conduct safety incentive program	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
9	Verify facility inspections and remediate	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
10	Verify disaster preparedness training	X			X				X				X			X			X		X		X		X		X		X				
11	Evaluate effectiveness of Safe Workplace Program			X			X			X			X			X			X		X		X		X		X		X				