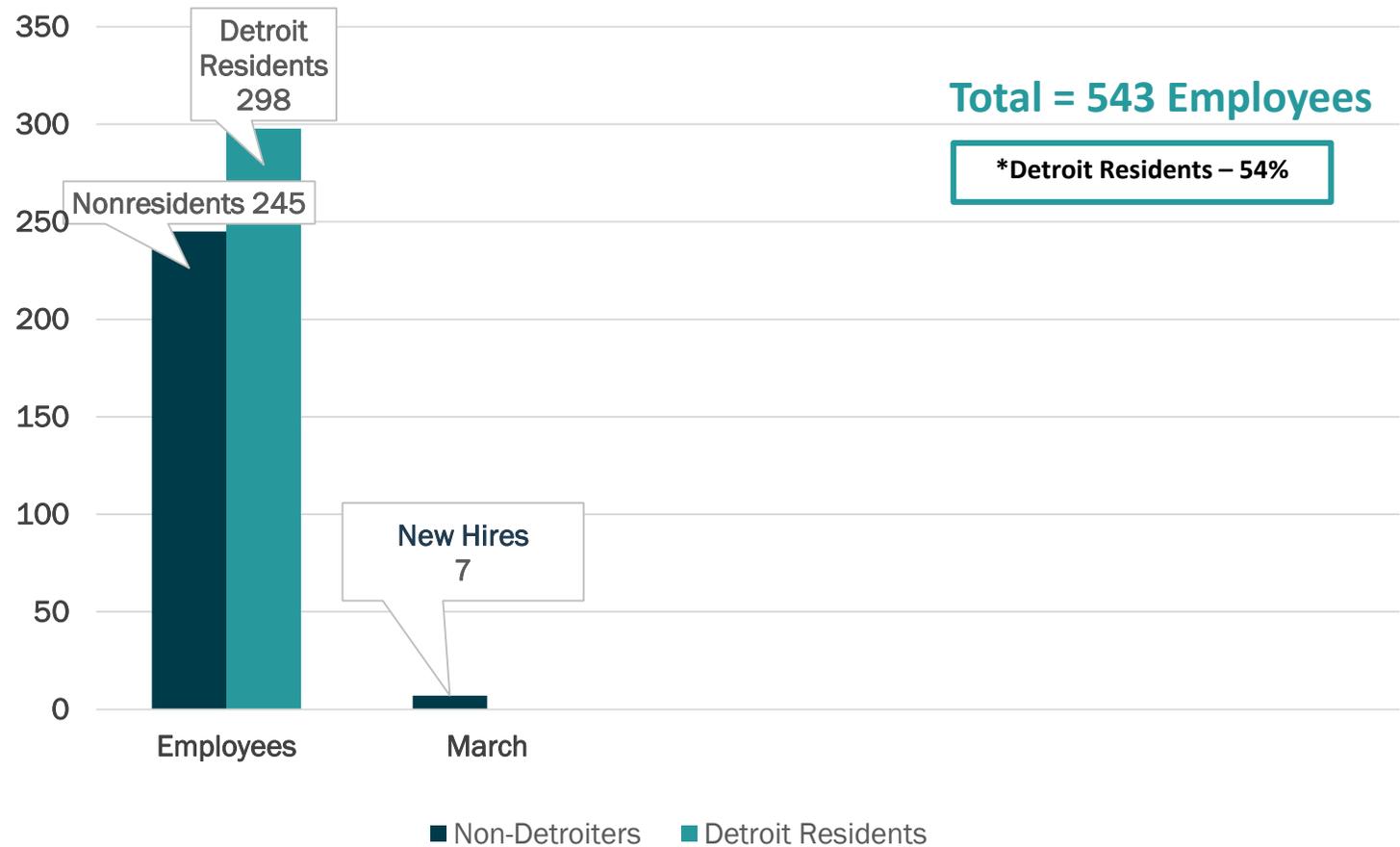


# Human Resources/Organizational Development Metrics

---



# Full Time Employees



\*DWSD and the City of Detroit does not require residency.

# Open Requisitions (18)



Classification	Division	Open Positions	# of New Monthly Applicants	# selected for Interviews	Comments
Professional Administrative Analyst 1	Customer Service	1			Open
Customer Service Specialist	Customer Service	3			Presenting Offers
Assistant Manager	Engineering	2			On Hold
Engineer I-IV	Field Engineering	1			Making Offers
Office Support Specialist III	Field Engineering	1			On Hold
Materials Management Specialist	Finance	1			Presenting Offer
IT Manager Applications Delivery	IT	1			Selecting Candidate
GIS Analyst 2	IT	1			Open
Team Leader	Maintenance & Repair	1			Open
Field Service Technician	Maintenance & Repair	16	16	12	Interviewing
Inspector	Maintenance & Repair	7			Open

# Open Requisitions con't. (18)



Classification	Division	Open Positions	# of New Monthly Applicants	# selected for Interviews	Comments
Field Service Technician	Meter Operations	9	36	25	Interviewing
Customer Service Specialist	Meter Operations	2			Candidates Selected
Environmental Health Safety Coordinator	Security	2	21		Reviewing Applications
Security Officer	Security	1			Open
Manager-Permit	Storm Water Mgmt. Group	1	11	3	Interviewing
Inspector	Storm Water Mgmt. Group	1			Candidate Selected
Engineer	Storm Water Mgmt. Group	2	18		Presenting Offers

# Pipeline/ Sourcing Meetings

Date of Event	Type of Event	Location
3/15/21	Detroit Training Center Career Fair	Virtual Career Fair
3/25/21	Southwest Skilled Trades Career Fair	Virtual Career Fair

# Returning Citizens

## Hired to Date

---

### **Detroit at Work Partnership**

- 2021 – Extended offers to 2 Returning Citizens – awaiting their decision
- 2020 – Hired 3 Returning Citizens to date
- 2019 – Hired approximate 20 Returning Citizens
- 2018 – Hired approximately 3 Returning Citizens

# Workforce Savings

---

## 1. Workforce Saving Plans

- **Furlough (5)** – works 8 hours during a 2-week pay period
- **Workshare (0)** – works 32 hours a week
- **Essential (538)** – works full-time 40 hours a week

# COVID-19 Update

---

## ON-GOING

- Temperature Checks – Conducted by the Security Team
- Return-To-Work Strategy - led by Deputy Director Palencia Mobley
- Re-testing
  - Front-line employees will be retested on a regular cadence beginning in January
  - Any employee can be retested at their request or when necessary
- Health Screening Form - On-line
- Security - checks all Health Screening Form verifications and assists employees with filling out the form as needed

## POSSIBLE NEW INITIATIVE

- Temperature Scanning Machines – Facilities, Safety, Security and IT are currently assessing the product and planning particulars

# COVID-19 Update

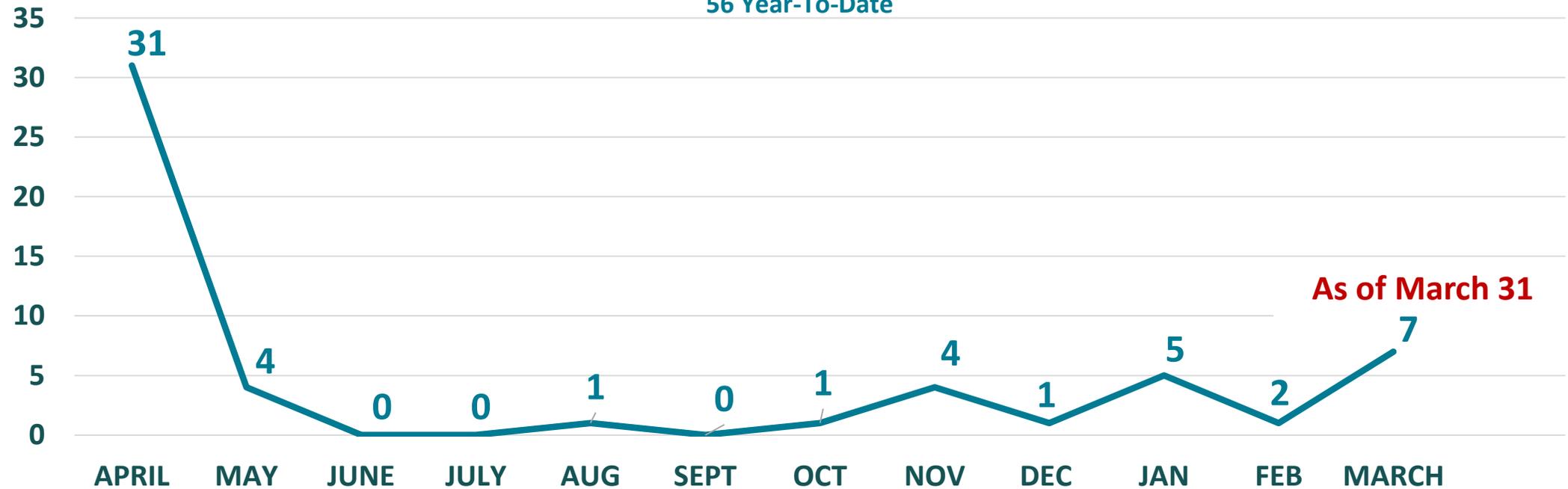
## VACCINATIONS – DWSD Employees

1. As of March 29, 143 DWSD employees have been vaccinated – 26%
2. The City of Detroit has designated April 10 and May 1 as Employee Family Vaccination Day at the TCF Center
3. 354 employees on the list to be vaccinated – 65% of the total DWSD population (543 employees)
  - Employees were asked via email if they wanted the vaccine (Y/N) or more information
    - Employees working on-site and directly with the public
    - Employees listed on the Continuance Of Operations Plan (COOP)
    - Employees that could possibly called on-site to work
4. 239/354 employees responded to the initial questionnaire to express interest, wanting more information or to decline the vaccine – 67%
5. 215/354 employees want the vaccine – 60%
6. 13/354 declined the vaccination – 4%
7. 11/354 want more information – 3%

# COVID-19 Update

## POSITIVE COVID TESTS

56 Year-To-Date



415 DWSD employees have been tested to date.

# Training Update

---

1. **Twelve (12) Auto Fleet Technicians and (1) Manager signed up for the Ford STARS Training Certification**
2. **Confined Space-** ( 2 Classes – 17 attendees)
3. **MIOSHA 30 –** ( 1 Class – 7 Participants)
4. **Trench Safety –** ( 1 Class – 6 Participants)
5. **DWSD DocuSign Training for Content Creators –** (3 Classes – 12 Participants)
6. **Spira Test Training for enQuesta v6. Upgrade –** ( 3 Classes – 27 Participants)

# Engagement Survey

---

## SURVEY GOALS AND OBJECTIVES

**OBJECTIVE 1:**  
MEASURE EMPLOYEE ENGAGEMENT

**OBJECTIVE 2:**  
ESTABLISH A BASELINE

**OBJECTIVE 3:**  
UNDERSTAND EMPLOYEE PERSPECTIVE

**OBJECTIVE 4:**  
HELP SHAPE A POSITIVE CULTURE

# Engagement Survey

## FACTS

- Employees had 4 weeks to take the survey (November 5 – December 4)
  - Invitation to take the survey was sent via email
- The survey consisted of 47 questions across 9 themes
  - Nine Themes:
    1. Engagement Index
    2. Leadership/Supervision
    3. My Role
    4. Culture/Work Environment
    5. Ethics
    6. Diversity & Inclusion
    7. Communications
    8. Customer Service
    9. Connect Survey (Working from home, COVID-19 Information)
- The City of Detroit had an overall 56% response rate
- DWSD had a **46%** response rate (242/526)
  - Due to COVID-19 restrictions, we couldn't execute our plan to have Field Service employees come into the CSF Training Room and take the Survey on tablets before the end of their shift.

# Engagement Survey

## RESULTS HIGHLIGHTS - *Strengths*

**Strong Customer Service** – Employees take pride in delivering optimal customer service and are aware of how their work impacts the residents of the City; Customer service is a high priority at DWSD

**Employees are engaged and committed to the organization** – Employees are proud to work for DWSD; A large majority of employees intend to stay with the City of Detroit for at least another year; DWSD employees believe their colleagues are passionate about providing exceptional customer service.

**Immediate Supervisor** – A significant number of DWSD employees believe immediate supervisors hold people accountable, have a sincere interest in the wellbeing of employees, advocate for implementing new ideas and processes and recognize employee accomplishments

**Connect Survey results trending up** – DWSD employees understand COVID-19 policies / guidelines and have the equipment and supplies they need to protect themselves on the job right now. Employees feel positive about working from home and feel DWSD has done a good job adapting to necessary work changes.

**Work methods, tools and resources needs** – The majority of DWSD employees understand what is expected of them for the City of Detroit to achieve its strategies objectives. **Employees believe DWSD makes good use of their skills and abilities and they receive the information and direction needed to perform their job effectively.**

# Engagement Survey

## RESULTS HIGHLIGHTS - *Opportunities*

**Improve Department Leadership to drive Engagement** – Improvement is needed in driving Department Leadership behaviors communicating a clear vision, being more transparent with information, and communicating in a timely fashion which will drive engagement to new heights

**Inconsistent experiences related to Diversity & Inclusion** – Employees feel they can be themselves at work; Opportunity in building a culture where employee opinions are provided without fear of retaliation or retribution

# Engagement Survey

---

## NEXT STEPS

1. DWSD Leadership will develop overall strategies and action plans pertaining to areas of opportunity
2. Each DWSD division will review division-specific data and develop action plans
3. The City will administer another survey later this year to measure improvements

# HR Planning Calendar

JANUARY	FEBRUARY	MARCH	APRIL
N/A	N/A	Succession Planning	Engagement Survey Results
MAY	JUNE	JULY	AUGUST
Policy Revision Status/Training & Rollout - <b>TBD</b>	Performance Management/Merit Planning - <b>TBD</b>	Negotiations Update	Reward & Recognition
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Engagement Survey Action Planning Update	Training & Development/Learning Management System (LMS)	Attrition/Exit Interview Feedback	Negotiations Update