



NORTH
TEXAS
MUNICIPAL
WATER
DISTRICT

PERSONNEL COMMITTEE MEETING

January 8, 2025



Agenda

- I. CALL TO ORDER
- II. PUBLIC COMMENTS
- III. OPENING REMARKS
- IV. ACTION ITEMS
- V. DISCUSSION ITEMS
- VI. ADJOURNMENT



Agenda

IV. ACTION ITEMS

- A. Consider approval of Personnel Committee meeting minutes – October 9, 2024

V. DISCUSSION ITEMS

- A. Overview of Human Resources Department and Strategic Plan Initiatives
- B. Results of Employee Engagement Survey
- C. Opportunity for Committee members to provide feedback on the Personnel Committee meeting or request potential future agenda items



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Ike Obi, Director of Human Resources

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Human Resources Department

Employment, Employee Relations, Policies

Recruitment and Staffing

Employee Relations
Investigations and
Resolutions

Employee Recognition

Policy Creation and
Administration

Compensation, Benefits & HRIS

Health and Wellness
Programs

Pay Administration

Job Descriptions and Job
Classifications

Retirements

HR Information System
and Enterprise Resource
Planning Software

Training & Development, Performance Management

Develop and Deliver
Training Courses that Align
with Organizational Needs

Optimize Training
Processes and Software
Programs

Performance Management
and Career Development
Coaching

Employee Engagement



Strategic Plan Initiatives

2.3

Rigorous Financial Management

2.3.1 - Transform and Modernize Financial Management Systems

4.1

Highly Skilled Workforce

4.1.1 - Establish a Comprehensive Employee Training and Development Program

4.1.2 - Develop District Wide Compensation Strategy and Guidelines

4.1.3 - Develop a Talent Recruitment and Acquisition Program

4.1.4 - Evaluate and Redesign District Performance Evaluation Program

4.2

Safe and Healthy Employees

4.2.2 - Optimize Employee Benefits, Health, and Wellness Program

4.3

Performance Driven Culture

4.3.1 - Develop Clear Career Paths to Allow All Employees to Advance Their Careers

4.4

Employer of Choice

4.4.1 - Support Employee Development Through Engagement in Industry Wide Activities

4.4.2 - Foster Engagement to Enhance the Employee Experience

4.4.3 - Ensure Resilience of District Retirement Offerings



HR FY25 Budget and Personnel

\$4.1M – Operating Budget

\$19.3M – Insurance Benefits Programs and Services Budget

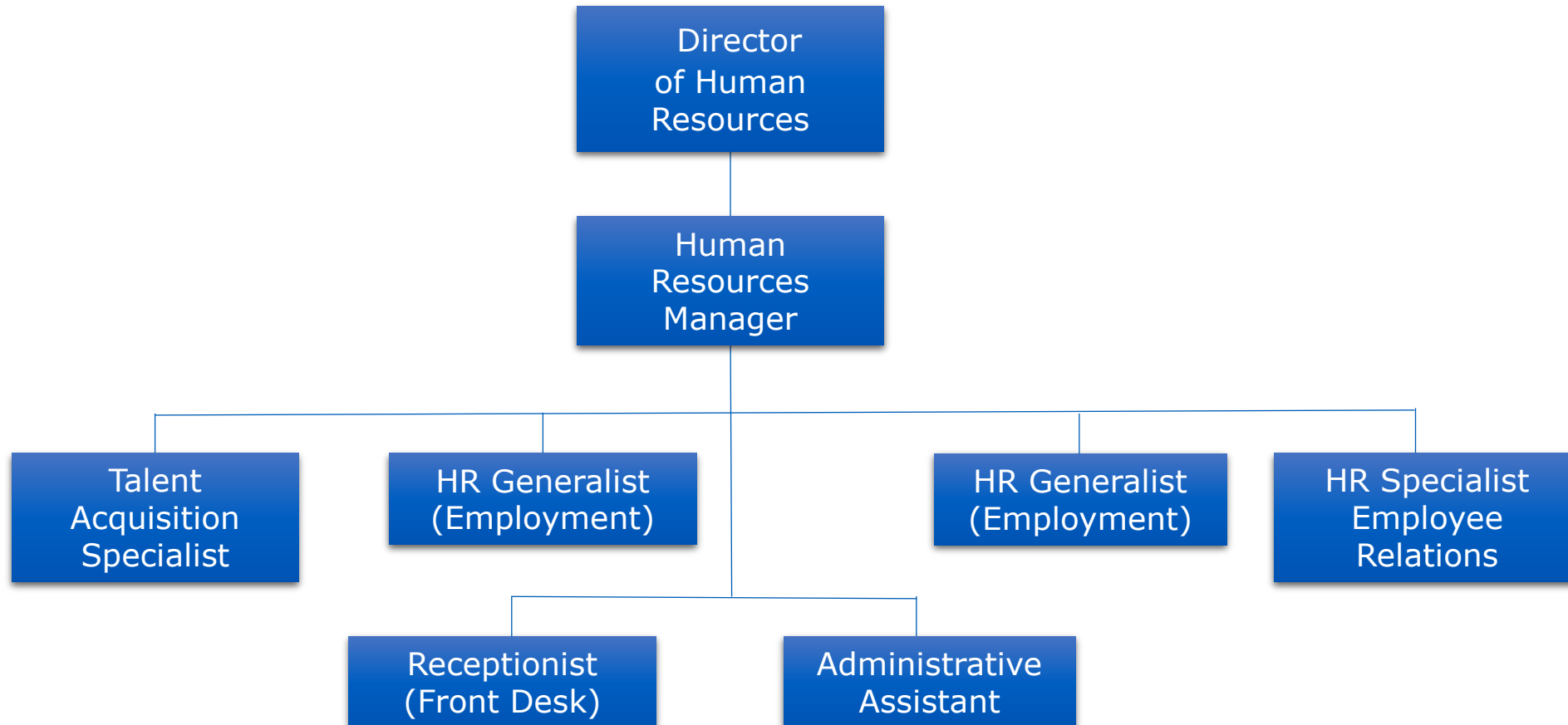
- Medical / Pharmacy Claims, Administrative Services and Stop Loss Insurance
- Wellness Programs and Services
- Dental Insurance
- Basic Life / AD&D / and Short-Term Disability

16 – Headcount



Organizational Structure – Employment, Employee Relations, and Policies

*Shannon Sauceman,
HR Manager*





Employment Highlights

298 Requisitions filled

- 160 - new employees hired
- 110 – internal promotions
- 28 – internal transfers

67 Current Vacancies

129 Employees left the District

- 15 - retirements
- 34 - involuntary departures
- 80 - voluntary departures

89% Overall Retention Rate

79% New Hire Success Rate

(successful completion of 1st year anniversary)

89 days to fill vacant positions

294 of 918 employees eligible to retire within next 5 years

14.4% Annual FY24 Turnover

Average turnover rate by industry in 2023* is as follows:

- Construction 54%
- Manufacturing 37%
- Trade, Transport & Utilities 49%
- Government – 18%

* Data Source: Awardco's 2023 turnover rate by industries



Recruitment Initiatives

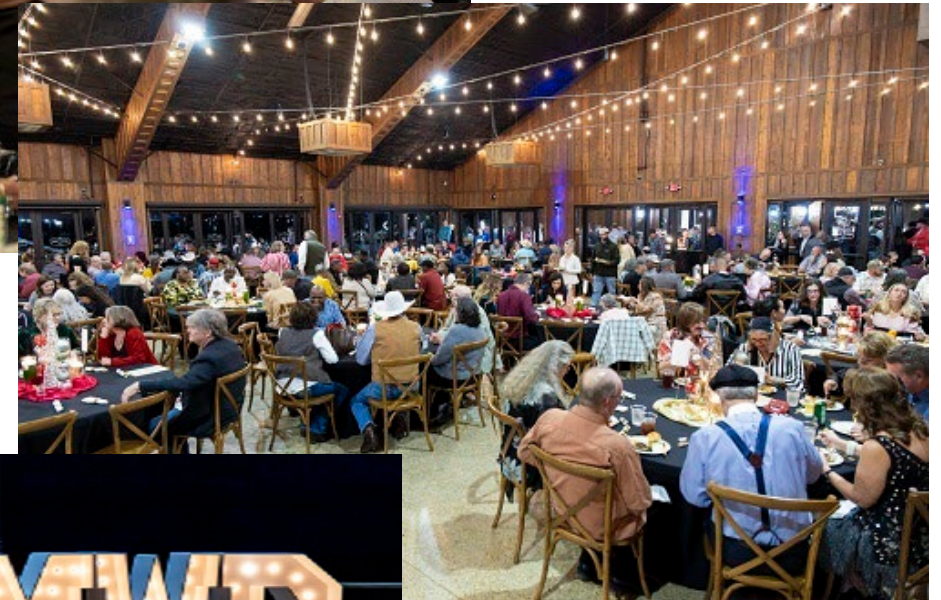
4.1.3 - Develop a Talent Recruitment and Acquisition Program

- 38 career events/job fairs attended
- Onsite Career Event hosted by NTMWD, June 2024
 - 100+ job seekers/attendees learned about NTMWD from over 20-host managers
 - 11 new hires
- *Skillbridge Program* – a partnership with Department of Defense for military personnel transitioning to civilian life
 - Piloting program in Water and Wastewater
 - Opening to all departments – April 2025



Employee Relations and Recognition

- Employee Hotline
 - 16 reports received and resolved
- Employee Engagement Survey
- Holiday Party/Fall Festival
- Service Awards
- Employee of the Year Award
- Team of the Year Award





2024 Awards and Recognitions



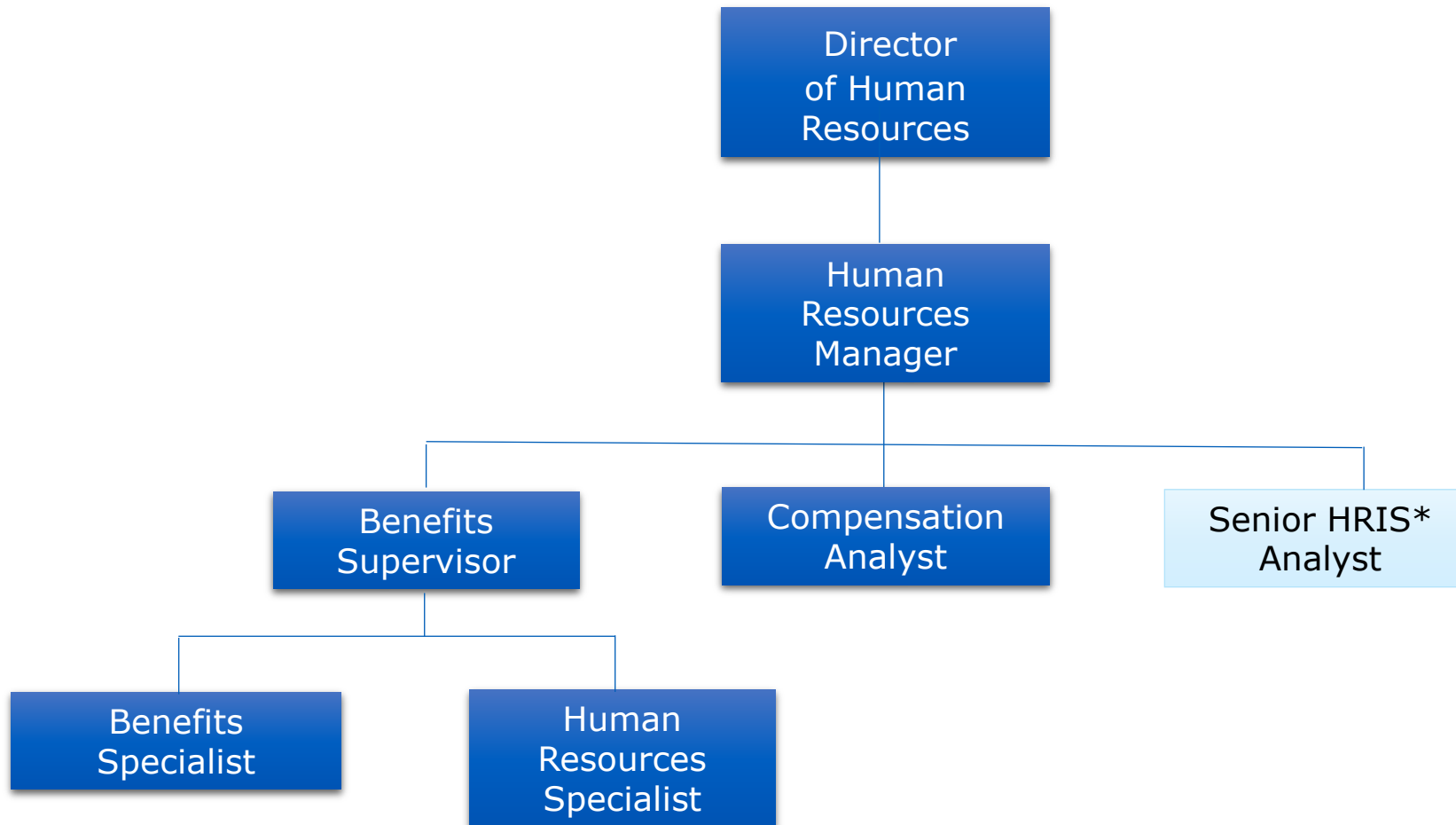
- *Texas Veteran Commission Partners Award*
- *Outstanding efforts on military recruitment and employment activities*

Veteran Employment Services
Government Entity of the Year Award
for medium-sized employers



Organizational Structure - Compensation, Benefits & HRIS

*Kristie Mixon,
HR Manager*



A Senior HRIS Analyst was added in FY25 to support the ERP-HCM project and the ongoing support for the new HRIS.



FY24 Compensation Highlights

- Annual review of new positions, new job descriptions and salaries for FY25 budget
- Completed annual review of pay plan structure and special pays; proposed funding to align merit and shift differential pays to market trends
- Established on-call pay policy for eligible positions
- Added Martin Luther King Jr Holiday to list of District paid holidays
- Conducted 23 job reviews resulting in 45 positions reclassified, retitled, or repurposed to achieve operational efficiencies and effectiveness
 - Strategic Initiative 4.3.1 – Develop Clear Career Paths to Allow All Employees to Advance Their Careers
- 22 job descriptions created and priced to market for new job titles added to District's positions



FY24 Benefits Highlights

Strategic Initiative 4.2.2 – Optimize Employee Benefits, Health and Wellness Programs

- Conducted competitive RFPs for Dental, Vision, Life Insurance, STD, LTD, & Critical Illness plans and a new employee Wellness Portal, resulting in enhanced benefits offerings and services
- Renegotiated contracts for medical administrative fees and pharmacy rebates saving a projected \$379,000 for 2025 plan year
- Established second medical plan option for 2025 to offer employees more choice
- Implemented new Flexible Spending Accounts for 2025 to allow employees to pay for medical and daycare expenses with pre-tax money through payroll deduction
- Redesigned our wellness program for 2025 plan year to focus on year-round wellness, relationship with primary care physicians, and ensure compliance

Strategic Initiative 4.4.3 – Ensure Resilience of District Retirement Offerings

- Completed comprehensive compliance and operational review of all retirement plans; revised and restated all plan documents to ensure plans remain in compliance
- Will implement a newly approved governance structure for the pension plan in January 2025, in collaboration with Finance



FY24 Benefits by the Numbers

- 867 Employees & retirees enrolled in health benefits
- 888 Employees & retirees enrolled in dental benefits
- 725 Employees enrolled in vision insurance benefits
- 320 Employees enrolled in 457(b) deferred compensation plan – 32% participation



Human Resources Information System (HRIS) Highlights

Continued configuration, optimization and enhancements of the Dayforce HRIS

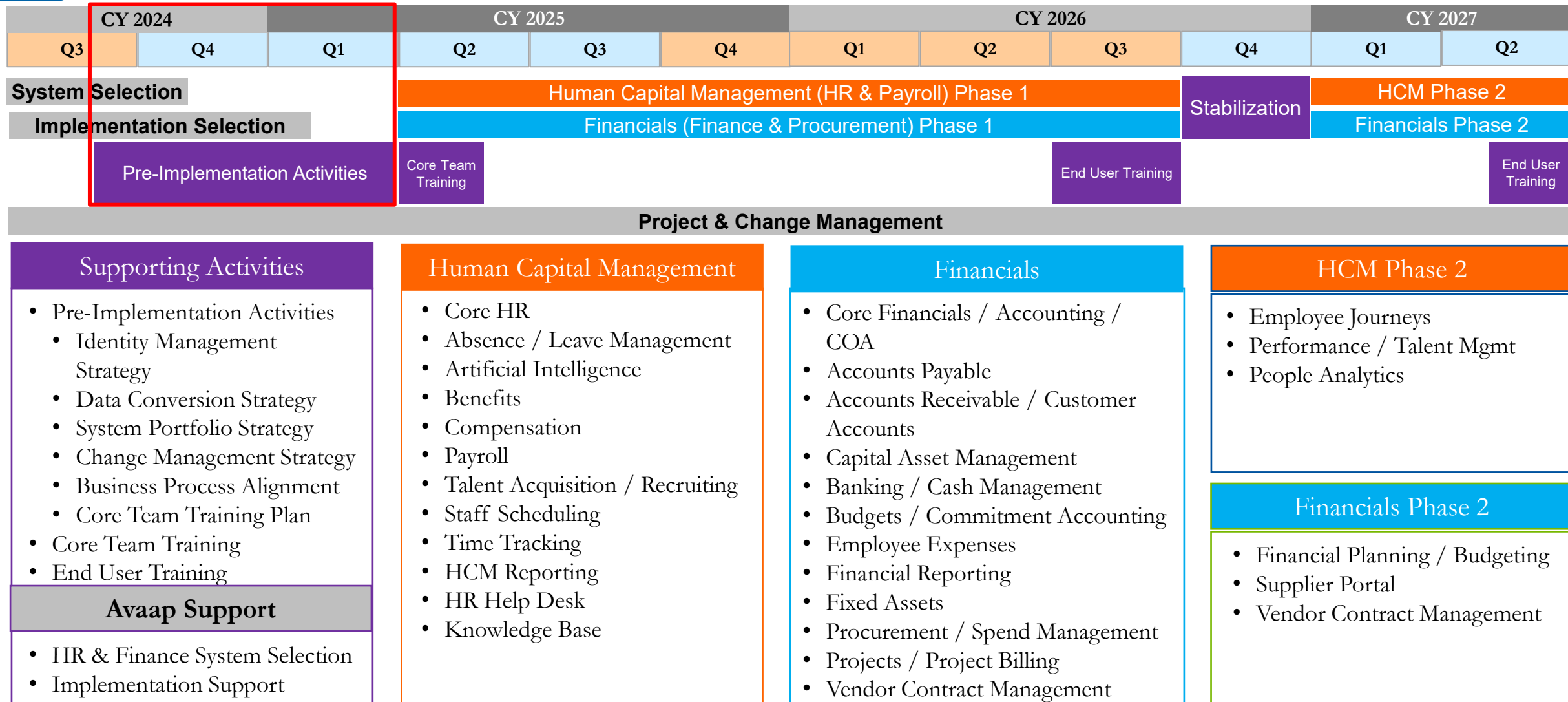
- Configured and optimized performance review & open enrollment modules
- Configured and implemented compensation module for merit program/merit letter to streamline merit increase administration and gain efficiencies

Strategic Initiative 2.3.1 - Transform and Modernize Enterprise Systems

- Modern cloud system reduces the number of disparate systems, hardens technical infrastructure, and enhances employee engagement
- ERP system focuses on all HR, Payroll, Accounting, Finance and Procurement activities and business processes (Tagline – Integrate. Elevate. Empower)
- ERP System Replacement (Software) – Workday
- Selection of ERP Implementation Consultant



Workday ERP Implementation Timeline



*Plan for 90-day stabilization period following each go-live followed by Application Management Services ongoing.



Organizational Structure - Training & Development/Performance Management

*Leslie Cloer,
Training & Development Manager*



A Senior Training & Development Specialist was added in FY25 to properly staff the department to support departmental goals and initiatives such as the implementation of the new training and performance development programs.



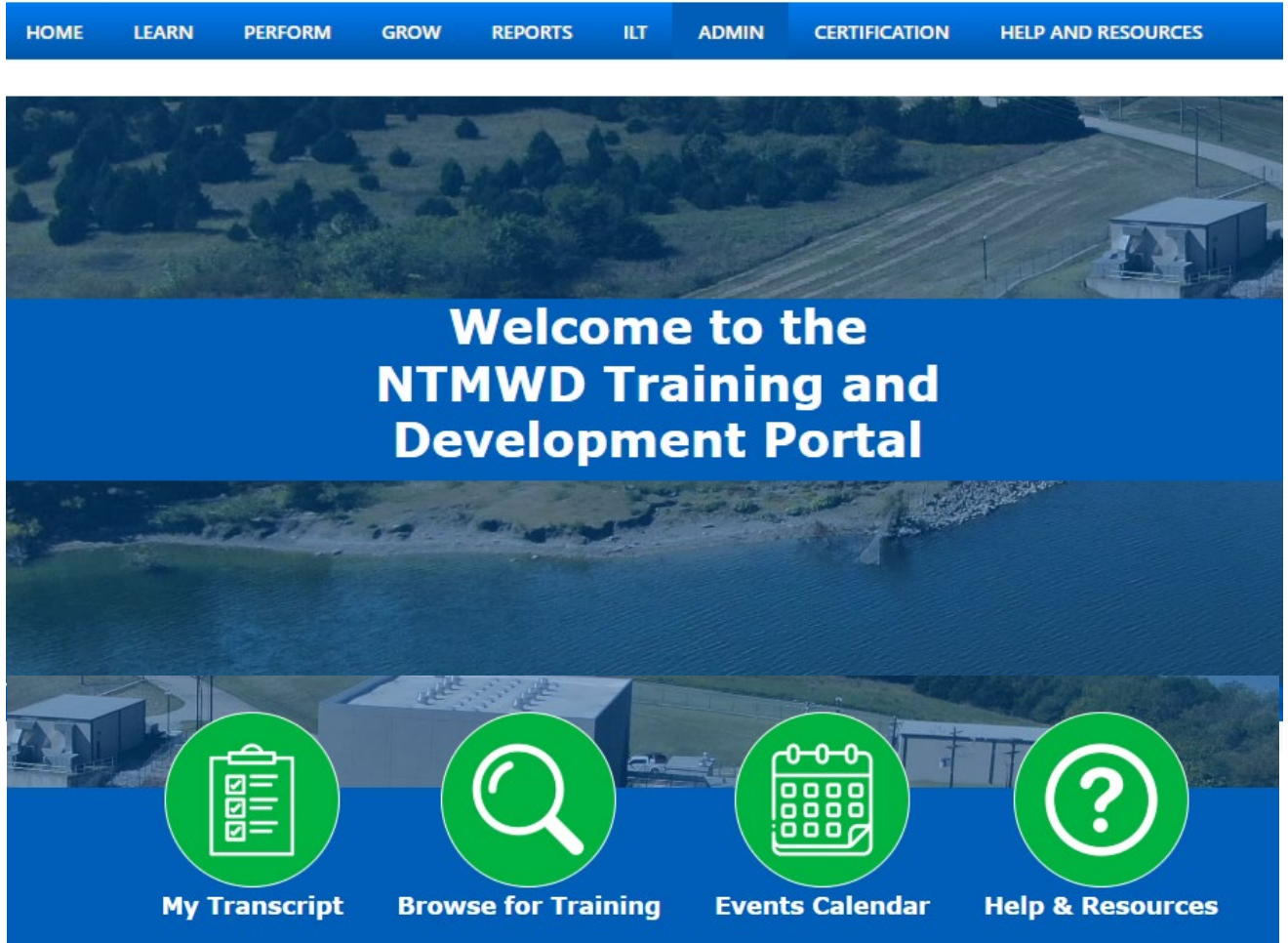
Training & Development Strategic Plan Initiatives

4.1.1 - Establish a Comprehensive Training and Development Plan

- New Hire Check-Ins
- Launch Learning Management System
- New Employee Orientation Program
- Position-Based Training Classes

4.1.4 - Evaluate and Redesign the District's Performance Evaluation Program

- Design new performance evaluation criteria: goal setting, informal check-ins for coaching and feedback
- Provide training on new program and procedures
- Launch new performance evaluation program





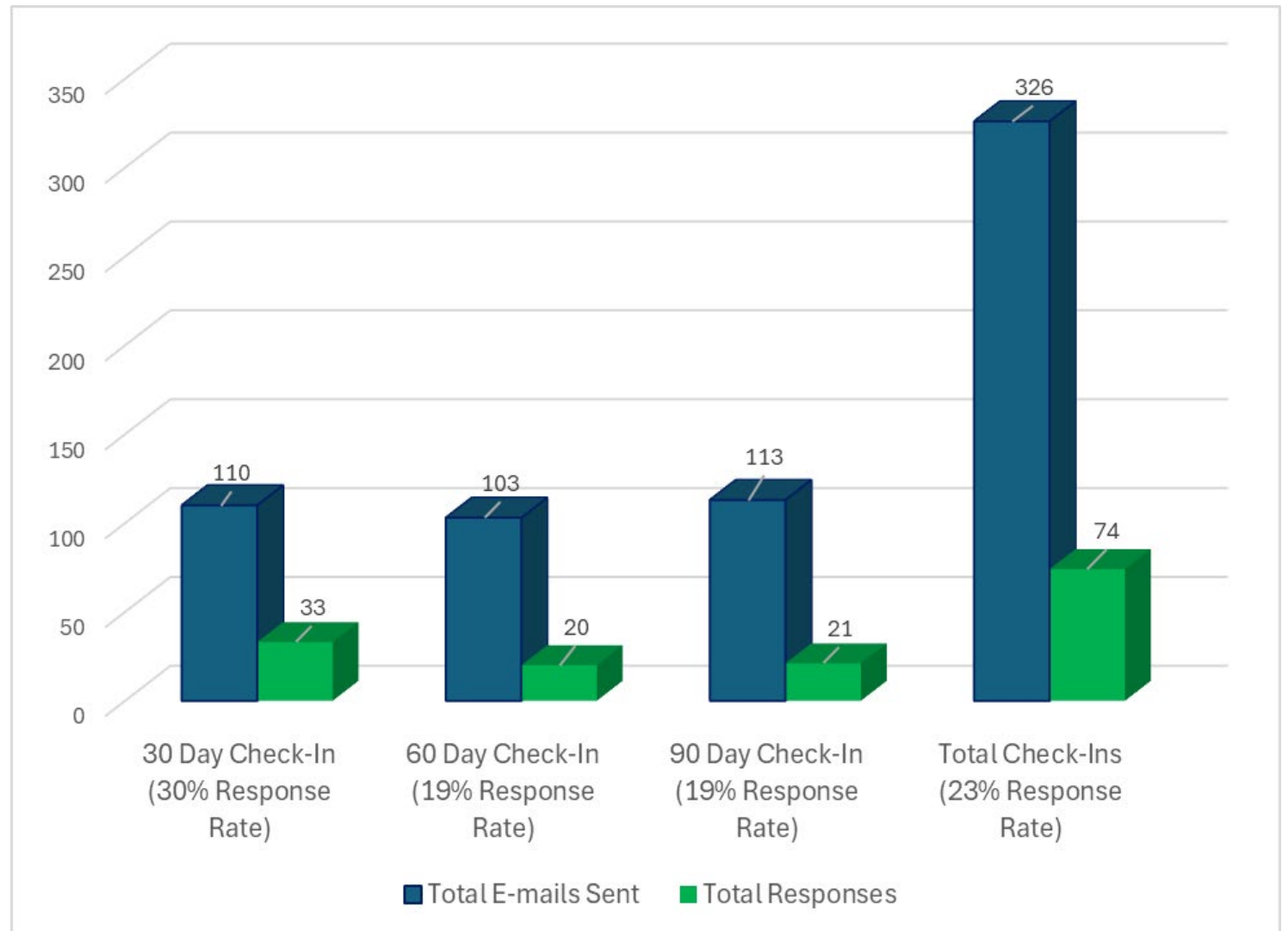
Training & Development by the Numbers – FY24 to Present

- Microsoft Office Courses began in July 2024
 - 423 employee course completions for 1,429 total training hours
- 92 Managers/Supervisors completed "Performance Evaluation" training
- 89 Managers/Supervisors completed "Managing Difficult People" training
- 73 employees completed "Leading Change" training
- 905 Tier 1 Training completions



New Hire Check-Ins Pilot Program

- July 2023 – April 2024
- Facilitate engagement
- Make sure new hires have access to tools, equipment, resources, and training
- Assist with questions
- Use feedback from new hire check-ins and employee engagement survey to transition new hire check-ins to LMS in February 2025
- Launch new employee onboarding program by April 2025





Questions / Discussion



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Jenna Covington, Executive Director

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NTMWD Core Values



INTEGRITY

We are honest, transparent and accountable for what we say and do.



TRUST

We are relied on to serve our customers' best interest.



RESPECT

We treat others fairly and with courtesy and kindness.



UNITY

We do what's best for our region – all-in together!



SAFETY

We look out for each other to prevent accidents and protect public health and environment.



TEAMWORK

We cooperate and collaborate to meet our Region's needs.



Background

Purpose of the survey

- Surveys provide an opportunity for all employees in the organization to voice their opinions.
- Surveys help us to identify where we are doing well and where we need to improve.
- When we use survey results to improve the employee experience, it leads to better overall business performance and a more productive workplace culture.
- The survey is also part of our strategic plan objective to foster engagement to enhance the employee experience.

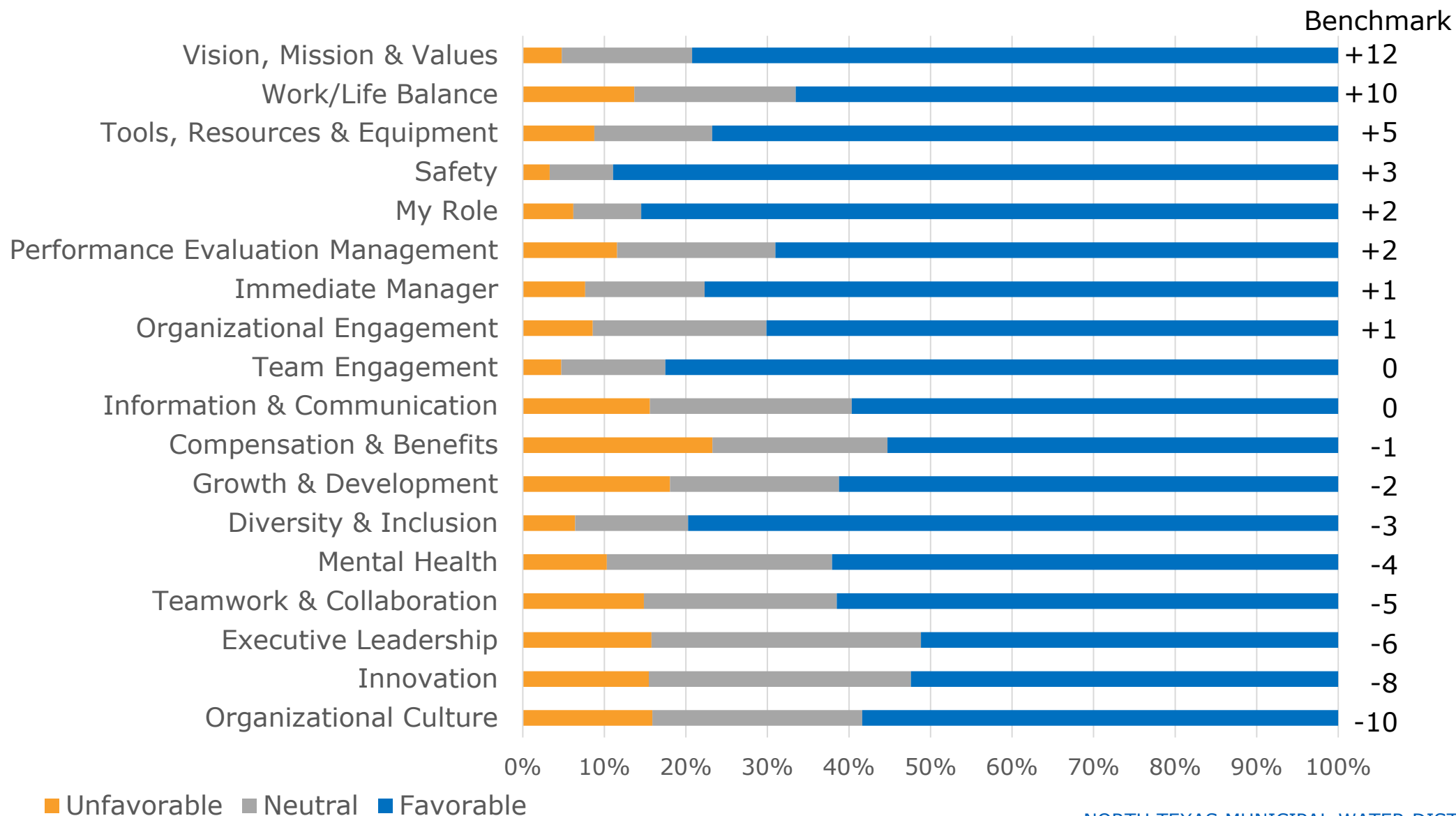


Background

- Methodology
 - Engaged with TalentMap to conduct an all-employee survey
 - All responses are anonymous
 - Online survey was hosted through TalentMap and available on multiple device platforms from late July to early August
 - 107 questions covering 18 dimensions
 - Results were compared against a benchmark of other medium-sized organizations across North America
- Response Rate
 - 644 employees responded
 - 70% response rate
 - Nearly 4,000 comments were provided by employees



Overall District Across Dimensions





What are we doing well?



85%

Find Their Job
Meaningful
and Like What
they Do



73%

Recommend
NTMWD as a
Great Place
to Work



89%

Appreciate Our
Approach to
Workplace
Safety



79%

Find Meaning in
Our Vision,
Mission, Values



67%

Value Our
Work/Life
Balance



Areas Targeted for Improvement

Leaning in and living out our Core Values

- Creating safe places to increase trust, respect and teamwork
- Encouraging more visibility from the Executive Team and opportunities for engagement with staff
- Improving our internal communications to enhance transparency and unity
- Developing a culture of collaboration and innovation
- Finding opportunities to develop new leaders within the organization
- Identifying department-specific issues and working to create a more unified employee experience



Next Steps: Immediate Actions for 2025

- ✓ Instituting quarterly all-employee town hall meetings
- ✓ Increasing in-person touchpoints with executive leadership and employees across the District
- ✓ Adding an anonymous, digital suggestion box to our confidential employee hotline reporting service
- ✓ Developing a Q&A feature for our Sharepoint intranet where all employees can ask questions that are answered for all to see
- ✓ Committing to the next employee engagement survey in early 2026



Next Steps: Ongoing Strategic Initiatives

- **Growth and Development:** Making improvements focused on enhancing career pathways and internal training programs
- **Compensation and Benefits:** Establishing a Districtwide compensation strategy, making ongoing adjustments to market pricing
- **Information and Communication:** Developing a new internal communications strategy to improve organizational-level information sharing and support employee engagement



Next Steps: Employee Workgroup

- Standing up an employee-led workgroup in January to focus on collaboration and information sharing
 - Department-level nominations
 - Workgroup members will include individual contributors, supervisors and managers
- Group will make recommendations for improvements and present them to the executive team for discussion and implementation
- Executive team and workgroup will report on progress at upcoming town hall meetings



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