

Division of Maintenance
Equity Action Plan
FY 2015

CATEGORY	STRATEGY	TIMELINE	PERFORMANCE MEASURES	PR	ACTION STEPS	YTD PROGRESS
Human Resource Activities	1. Complete and publish a process map for recruiting, skill testing, interviewing and selecting maintenance employees.	FY15	Completion	SBPCmte 3a	Process being documented and reviewed.	Should be completed by June 2015.
	2. Standardize division's new employee orientation processes to include modules that are specific to the job and include expectations, competencies and requirements to be successful.	FY16	Completion	Division & depots	New employee orientation program standardization in progress for division as part of SBP Action Plan 1.	Each office does it differently, working on standardized template.
	3. Impartially and fairly set and enforce high expectations and standards of conduct for all employees.	Early 2015	Completion	SBPCmte 1a		Standardized expectations under development. Phased rollout begins 2015.
Professional Development	1. Ensure that all employees prepare professional development plans (PDPs), and that supervisors review PDPs with employees at least annually.	Ongoing	PDP completion rate	Division, depots, & supervisors		Performance measure to be monitored in FY15 and reported in FY16.
	2. Provide opportunities for staff to contribute to the success of the organization and enhance their skills through cross training and/or developmental assignments based on their PDPs when opportunities are available.	Ongoing	# HLA rotations for a single extended vacancy : # HLA openings	Division, depots, & supervisors	As available.	Many HLA "rotations" ongoing during transition.
	3. Hold employee in-service session(s) so that all employees get the same messages and have the opportunity to interact with their peers while learning about various subjects.	Ongoing	Completion	SBP Cmte 2 & 4b		First session held in July 2014
Communications	1. Communicate openly and honestly with <u>all</u> employees without regard to position, racial, ethnic or cultural differences.	Ongoing	Employee satisfaction and Gallup poll	Division, depots, & supervisors	Will develop employee's section for division website in 2015 that includes a Frequently Asked Questions.	Have increased use of division-wide emails, messages and connect ed technology to communicate with all staff or affected shops.

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	2. Provide regular and honest performance feedback to all employees to encourage them to continue to improve and grow professionally.	Ongoing	completed on time	Supervisor		Each division staff meeting involves discussion about completing quality evaluations and PDPs and meeting deadlines. Division met deadline in FY14.
	3. Regularly solicit and acknowledge the importance of employee feedback.	Ongoing	Employee satisfaction survey	Division, depots, & supervisors		Gallup survey and employee surveys completed and being shared.
Team Building	1. Include team building principles in organizational training activities.	Ongoing		SBP Cmte 2 & 4b		Included in division in-service session(s) and other PLCs.
	2. Use "study circle" techniques when appropriate to raise the awareness of diversity issues and to facilitate dialogue on race, ethnicity, language and other factors of diversity.	no active groups at this time		Division		Some DOM staff participated in a department-wide equity study circle during 2014.
	3. Enforce a culture of respect in team development and operations.	Ongoing		Division, depots, & supervisors	Review compact on an annual basis.	Develop ground rules as appropriate in meetings.
Customers and Stakeholders	1. Provide customer service guidelines to all employees to ensure that customers are consistently treated with respect without regard to racial, ethnic, or other cultural differences.	Ongoing	Completion	Division	Discussions have been held. Formal written guidelines need to be developed.	Added as a step in SBP item 1 after expectations. Some staff participated in a PLC on Customer Service with other department staff in 2014.
	2. Periodically evaluate business processes and procedures to ensure that they are free of structural or institutional racism.	Ongoing	Completion	Division	See schedule.	Process map review schedule recently updated.
	3. Evaluate customer feedback to ensure that services are being equitably provided, and that customer comments are not the result of service inequities.	Ongoing	Customer Satisfaction Survey/Comments	Division		Annual department principal's service survey conducted and analyzed. Strategic business plan item 6 includes just-in-time surveys and may include question about equity.
	4. Ensure that new leaders understand the importance of cultural awareness and sensitivity.	Ongoing		Division & depots	Explore PDO options.	Supervisor expectations being developed as part of employee expectations in strategic business plan.

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	5. Provide new principals with essential information regarding doing business with DOM and DFM.	As appointed	# of meetings with new principal	Depot managers	Schedule meetings to learn about new principals and provide targeted information according to their diverse needs.	Meetings coordinated by SPO for all new principals during 2014.
Organizational Effectiveness	1. Provide or arrange cultural training for new leaders and refresher training for current leaders.	No current formal plan		Division & depots	Need to explore options available thru PDO.	Will be included as part of division Supervisor's PLC.

*SBP=Strategic Business Plan. Refer to plan and action items by number for more details about the committees (cmte).