



## SMART Goal 7 - Workforce Excellence

*Investment in staff and management to cultivate a high-performing and knowledgeable workforce.*

**Owner: Oriana Hoffert - Human Resources Manager**

### 7.1 Create development opportunities and facilitate staff participation in professional development opportunities.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Continue to develop individual employee development plans to promote personal and professional growth.	NA	HR	Ongoing
2) Update the organization-wide succession plan, allowing employees the opportunity for professional growth, cross-training, and preparation for succession and temporary assignments to maintain continuity and operational effectiveness.	NA	HR	Ongoing
3) Modify the employee performance evaluation process to align with the District's new Strategic Plan and core values.			
Completed and rolled out to employees July 2024	Na	HR	July 1, 2025
4) Hold managers accountable for performing timely performance evaluations that increases job knowledge, documents performance, and supports employees' overall success.			
This continues to be an issue that needs to be addressed. Performance Evaluations must be completed in a timely manner.	NA	All Managers	Ongoing
Other Actions Related to this Section			

### 7.2 Expand leadership development programs to enhance the knowledge and skills of employees.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Leverage our member organizations, including ACWA, AWWA, CSDA, and CWEA to implement training initiatives to support leadership and succession planning to ensure a continuous pipeline of qualified individuals.			
The District continues to actively participate in these organizations to enhance professional development opportunities for staff, leverage industry resources/networking, and develop training programs.	Monthly GM Report	Executive	Ongoing
2) Create a Board of Directors onboarding program that provides new board members with resources and information to streamline their transition onto the Board.			
The Board of Directors Onboarding Program is in development.	NA	Executive	Ongoing
3) Develop a comprehensive supervisor development and training program for existing managers, supervisors, and employees aspiring to supervisory positions.			
4) On an ongoing basis, ensure 100% of employees have clearly defined job-related goals on their performance evaluations.			
HR is working with managers as they submit new evaluations to refine individual goals.	NA	HR/Managers	Ongoing

<b>5) Publish and promote all employees' education/certification accomplishments internally.</b>			
Employees' education/certification accomplishments are listed on the Human Resources Report and employees are recognized during the monthly Board meetings. Accomplishments are also published to the Hub.	HR Report <a href="#">The Hub</a>	Human Resources	Ongoing
<b>6) Continue to hold regular GM/All-Hands meetings to create dialogue and promote organizational culture.</b>			
MSWD is continuing to hold all-hands meetings at least once each quarter.	NA	GM/Managers	Ongoing
<b>Other Actions Related to this Section</b>			
Election of MSWD Board Officers for 2025	<a href="#">December 2024 Item 18</a>	Executive	12/16/2024
<b>7.3 Recruit and retain employees.</b>			
<b>Key Success Measure</b>	<b>Location/Meeting Date</b>	<b>Responsible Department</b>	<b>Completion Date</b>
<b>1) Update and continue utilizing salary survey insights to inform salary decisions, ensuring that compensation remains competitive. Competitive compensation and expanded internship opportunities attract and retain top talent, contributing to a skilled and motivated workforce.</b>			
Resolution 2024-21 - Amending Classification and Compensation Plans for FY 2024-25.	<a href="#">July 2024 Item 9</a>	Human Resources	07/15/2024
Resolution 2024-27 Amending Classification and Compensation Plan for FY 2024-2025	<a href="#">September 2024 Item 12</a>	Human Resources	09/16/2024
<b>2) Create an internship program to increase opportunities for students and professionals, supporting industry employment growth and building a robust recruitment pool.</b>			
MSWD has partnered with the DHSHS R.E.A.L. Academy for various intern positions throughout the District.	Monthly GM Report	Public Affairs	Ongoing
<b>3) Foster collaborations with educational institutions to create pathways for talent to enter and thrive in the organization. Continue to investigate opportunities with local colleges to create Career Technical Education pathways for some of our hard-to-fill positions.</b>			
The District actively participates with all local educational institutions for various events.	Monthly GM Report	Public Affairs	Ongoing
MSWD participates with all three Coachella Valley school districts to provide CTE specific teaching requests.	NA	Public Affairs	Ongoing
<b>4) Evaluate and look for ways to keep turnover rates at or below industry standards due to resignations or terminations (related to compensation or working conditions), not including retirements.</b>			
The District has established annual "Employee Ask" meetings to provide employees with a platform to voice their requests and suggestions. These meetings allow employees to propose changes, from workplace perks like donuts on Fridays to significant adjustments such as pay increases and expanded benefits.	In-Person Meetings	Human Resources	Ongoing
<b>Other Actions Related to this Section</b>			
<b>7.4 Ensure employee safety and wellness.</b>			
<b>Key Success Measure</b>	<b>Location/Meeting Date</b>	<b>Responsible Department</b>	<b>Completion Date</b>
<b>1) Continue to educate employees on safe working practices.</b>			
Employees continue to complete required monthly job-related trainings.	GotSafety	Human Resources	Ongoing
The District has established and maintains a Safety Resources Center on The Hub (internal intranet) for employees.	<a href="#">Safety Resource Center on The Hub</a>	Human Resources	Ongoing
<b>2) Require supervisors and lead workers to demonstrate their commitment to safe work practices.</b>			

In addition to regular employee training, MSWD supervisors are required to take management safety training courses that teach advanced safety skills, such as documenting and recognizing safety issues before they happen.	GotSafety	Managers / HR	Ongoing
<b>3) Work towards a 100% non-litigation rate on Workers' Compensation claims.</b>			
<b>4) Encourage Employee Wellness and implement a comprehensive, district-wide Employee Wellness Plan.</b>			
The District routinely sends out wellness newsletters via email, paystub buckslips that include health tips and wellness advice, and has also established a "Health and Wellness at MSWD" page on The Hub that contains a wide variety of wellness resources. The District has successfully applied for and received a Health and Wellness Grant through ACWA/JPIA, underscoring our commitment to promoting employee well-being. This grant has enabled the implementation of impactful programs, such as early melanoma detection initiatives and step challenges designed to encourage increased physical activity.	Emails, Paystubs <a href="#">Health and Wellness @ MSWD</a>	Human Resources	Ongoing  Health & Wellness @ MSWD published 02/28/2025
In February 2025, MSWD rolled out a new Health & Wellness Challenge, where employees are encouraged to track their steps and aim for an average of 8,000 steps daily.	Emails, <a href="#">Health and Wellness @ MSWD</a>	Human Resources	Ongoing
<b>Other Actions Related to this Section</b>			
Resolution 2024-02 Amending Resolution 2023-16 providing for the revisions to MSWD Personnel Rules and Regulations	<a href="#">January 2024 Item 11</a>	Human Resources	01/16/2024
Resolution 2024-18 Amending Resolutions 2024-02 Revisions to MSWD Personnel Rules and Regulations	<a href="#">June 2024 Item 15</a>	Human Resources	06/17/2024
Resolution 2024-29 Amending the Codified MSWD Personnel Rules and Regulations Title 3 - Personnel	<a href="#">December 2024 Item 11</a>	Human Resources	12/16/2024
<b>7.5 Cultivate a positive culture and teamwork among staff.</b>			
<b>Key Success Measure</b>	<b>Location/Meeting Date</b>	<b>Responsible Department</b>	<b>Completion Date</b>
<b>1) Ensure the lines of communication are open for all employees.</b>			
The creation of the MSWD Intranet in June 2024 - The Hub, a place for employees to find resources and information.	The Hub	Public Affairs	Ongoing
The human resources manager has an open door/email/phone policy for all employees. In addition, an anonymous reporting form has also been put in place for employees to report any concerns confidentially.	Human Resources Office & <a href="#">Anonymous Safety Reporting Form</a>	Human Resources	Ongoing
With input from employees, the District adopted a Workplace Violence Prevention program.	<a href="#">The Hub</a>	Human Resources	July 2024
<b>2) Employees experience camaraderie and teamwork through on-site employee events, and the company continues to recruit employees to the events committee to avoid committee burnout.</b>			
The District actively participates in multiple on-site and community activities (e.g. LifeStream Blood Drives, DHS Holiday Parade, and various other community events)	Monthly GM Report	Public Affairs	Ongoing
<b>3) Focus on maintaining high employee morale and a positive organizational culture.</b>			
The District encourages supervisors to recognize employees for achievements in both their personal and professional lives through internal email recognition/shout-outs, Board meeting recognition, and announcements posted on The Hub.	Various	Human Resources	Ongoing
<b>4) Ensure our workforce is ready to embrace Diversity, Equity, and Inclusion differences and continue routine training.</b>			
In the Fall of 2024, MSWD purchased and rolled out online DEI training to all staff.	NA	Human Resources	Ongoing
<b>Other Actions Related to this Section</b>			

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