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Subject: Organizational Excellence Update
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Hi Larry,

DTSC's Chief Deputy Director, Francesca Negri has provided the following update to the Department's organizational excellence initiative, which includes an assessment purposed to:

- *Identify and understand the strengths/weaknesses in DTSC organizational health and culture;*
- *Document staff ideas and priorities to optimize the organization's success;*
- *Define improvement initiatives to be incorporated into the department's strategic plan;*
- *Create a framework to implement those initiatives and evaluate progress and outcomes;*
- *Develop action plans and begin year-one initiatives.*

DTSC employed the services of Highlands Consulting Group (Highlands) to conduct the organizational health assessment. They utilized a best-practices methodology for collecting and analyzing qualitative and quantitative data collected directly from the following inputs:

- *Employee Survey: 789 employees, or 76%, responded to the survey. 3,118 comments were received to open-ended questions.*
- *Interviews: 20 senior staff and 15 program staff were interviewed*
- *Focus Groups: 12 sessions with over 100 staff participated*

Highlands has provided DTSC with their preliminary findings and is evaluating initiatives already underway to incorporate into their final report for executive review. The final report will include recommendations DTSC executive staff will use to develop objectives, strategies, and performance metrics to be incorporated into DTSC's strategic planning process. Highlands is also assisting the Strategic Program Development Team with developing a performance management system to increase transparency and accountability.

Other milestones related to DTSC's organizational excellence initiative include:

- *The Diversity and Inclusion Work Group is on track to deliver their report of recommendations and strategies for the DTSC Executive Team by summer 2017. This report will also be used to develop objectives, strategies, and performance metrics in DTSC's strategic planning process.*
- *The DTSC Leadership Academy pilot program graduated its first cohort of 1st and 2nd line supervisors last month, in May 2017. Feedback from this pilot program will be used to improve the course curriculum, and the 2nd cohort is expected to be offered by the end of 2017.*
- *The Aspiring Leaders Program course just graduated its first cohort last month, in May 2017. Feedback from this pilot program will be used to improve the course curriculum, and the 2nd cohort is expected to be offered by the end of 2017.*
- *The DTSC Executive Team has received training and will continue to be trained throughout 2017 on leadership competencies included in the DTSC Leadership Academy.*

Five of six Hazardous Waste Management Program (HWMP) and Brownfields and Environmental Restoration Program (BERP) Division Chiefs are enrolled in or have recently completed the Leadership for the Government Executive program with CSUS. The DTSC Leadership Academy curriculum is aligned with the CSUS program, so there will be continuity between the two programs. The sixth Division Chief, Office of Criminal Investigations, participated in a 104-hour Management Training Course provided by the California Police Officer Standard and Training (POST) in November 2016.

- *Division and Branch Chiefs in HWMP and BERP have completed their training on strategic planning and performance metrics and have submitted draft program-level strategic plans to the DTSC Executive Team for review and approval.*
- *DTSC's Office of Administrative Services is on track to develop Recruitment and Succession Plans to increase the number of candidates with the right skills to fill vacant positions and to build capacity amongst current employees to succeed in key leadership positions when they become vacant. These plans are scheduled to be completed in the fall of 2017.*
- *DTSC's Office of Administrative Services is developing an online New Employee Orientation to improve the onboarding process, ensuring new employees have the information they need to be effective in their jobs. This online training is being finalized and will be fully implemented in the summer of 2017, incorporating information from the Diversity and Inclusion Work Group.*

Please thank the panel members for the opportunity to provide an update.

Let me know if you have any further questions,

-Gabby

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