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Subject: Update on Organizational Excellence
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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 will report their findings and recommendations for executive review by the end of spring 2017, and will assist the DTSC Executive Team with using the recommendations to develop objectives, strategies, and performance metrics which can be incorporated into DTSC's strategic planning process.

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

- *The Diversity and Inclusion Work Group has estimated their report of recommendations and strategies for the DTSC Executive Team will be finalized 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, which includes a cohort for the 1st and 2nd line supervisors as well as an Aspiring Leaders Program course kicked off in February 2017, and the training programs are in full swing. Feedback received from the participants will be used to further develop the curriculum, with the goal of a fully developed program by the end of 2017.*
- *The DTSC Executive Team will be trained in some of the leadership competencies included in the DTSC Leadership Academy in the spring of 2017.*
- *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 are scheduled to engage in their fifth and final workshop on strategic planning and performance metrics in April 2017, with the goal of producing final program plans by June 2017 for DTSC Executive Team review and approval.*
- *DTSC's Office of Administrative Services is developing Recruitment and Succession Plans to increase the number of candidates with the right skills to fill vacant position, 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 will be finalized and implemented in the spring of 2017.*

Please thank the panel members for the opportunity to provide an update and for their patience as the department assembled this information.

Let me know if you have any further questions,
-Gabby

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