



# SWEETWATER AUTHORITY

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## GOVERNING BOARD

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TISH BERGE  
GENERAL MANAGER

JENNIFER H. SABINE  
ASSISTANT GENERAL MANAGER

## FINANCE AND PERSONNEL COMMITTEE

### AGENDA

**DATE: Wednesday, September 4, 2019**

**TIME: 4:00 p.m.**

**1. CALL MEETING TO ORDER AND ROLL CALL.**

**2. ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA.**

**3. PUBLIC COMMENT.**

Opportunity for members of the public to address the Committee. (Government Code Section 54954.3).

**4. ACTION AGENDA.**

The following items on the Action Agenda call for discussion and action by the Committee. All items are placed on the Agenda so that the Committee may discuss and take action on the item if the Committee is so inclined, including items listed for information.

Presentation on the Authority's Leadership Development Program (Information Item)

**5. CLOSED SESSION.**

At any time during the regular session, the Committee may adjourn to closed session to consider litigation, personnel matters, or to discuss with legal counsel matters within the attorney-client privilege. (Government Code Section 54954.5.)

**6. NEXT MEETING DATE: Wednesday, September 18, 2019 at 4:00 p.m.**

**7. ADJOURNMENT.**

*This agenda was posted at least seventy-two (72) hours before the meeting in a location freely accessible to the Public on the exterior bulletin board at the main entrance to the Authority's office and it is also posted on the Authority's website at [www.sweetwater.org](http://www.sweetwater.org). No action may be taken on any item not appearing on the posted agenda, except as provided by California Government Code Section 54954.2. Any writings or documents provided to a majority of the members of the Sweetwater Authority Governing Board regarding any item on this agenda will be made available for public inspection at the Authority Administration Office, located at 505 Garrett Avenue, Chula Vista, CA 91910, during normal business hours. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the Board Secretary at (619) 409-6703 at least forty-eight (48) hours before the meeting, if possible.*

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August 29, 2019

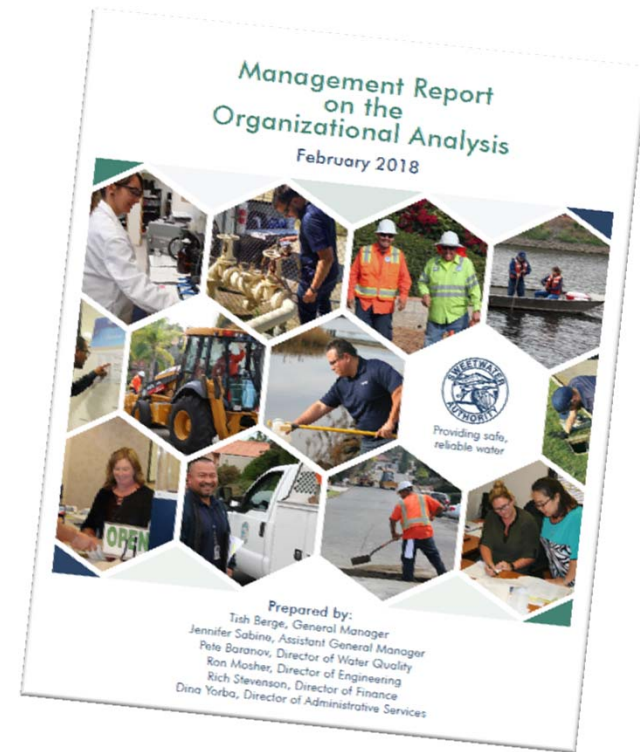
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# Leadership Development Program

Tish Berge, General Manager

# Summary and Previous Board Action

- Management Report - 2018
  - Received and filed Feb 2018
- Leadership Program in Work Plans - FY19 and FY20

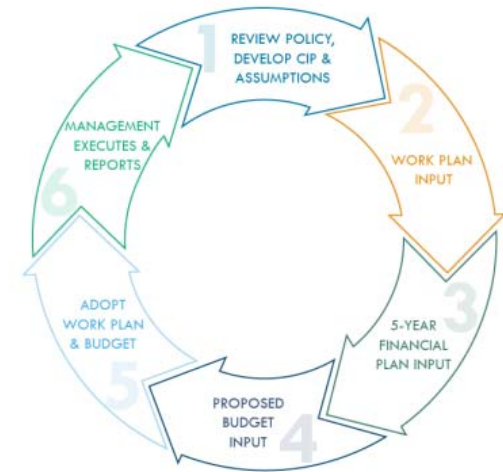


## **2017 Organizational Analysis Recommendations**

- *The one area in which training was identified as an area of improvement was supervisory training, especially for new supervisors and managers.*
- *Management should continue soliciting employee input in its daily operations recognizing that this requires commitment by management to follow up on suggestions from employees. Management may want to take the time to follow up with employees once a decision is made (and prior to action taken) to explain to the employees why and how the decision was made including the factors taken into consideration and whether, or not, the employees' feedback or suggestions are being implemented.*



# Fiscal Impact and Policy



- Funds for support supervisory training were included in the FY 2019-20 Budget
- Strategic Plan Work Plan Goal #5 Workforce Development and Constructive Labor Relations: Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; and Promote constructive labor relations.
  - Objective WD2: Implement a Leadership Development Program that engages eligible staff in Authority's needs for leadership capacity
    - 002.00 Provide all managers and supervisors with Effective Manager Tools training, and provide Authority staff leaders with management and executive leadership opportunities



# The Effective Manager's 2 Responsibilities

*Results*

*Relationships*

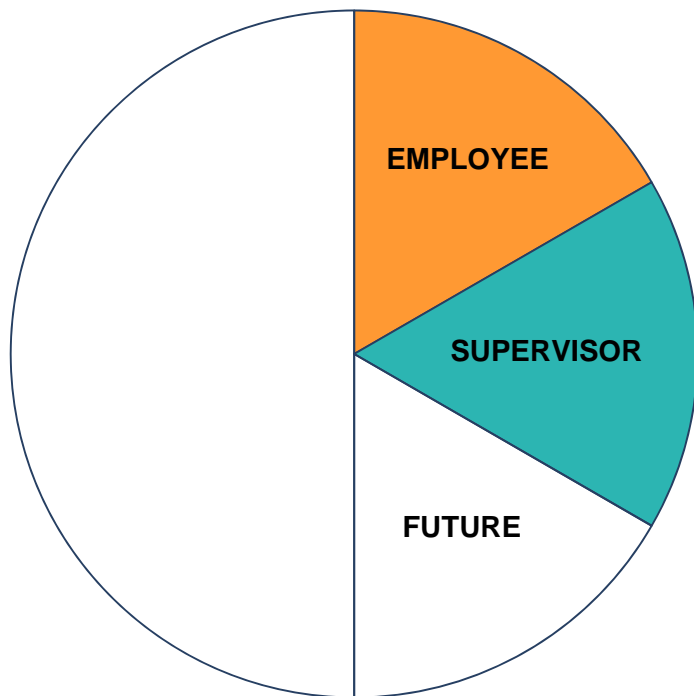


# Communication – Meetings


- One-on-Ones
- Staff Meetings
- Skip Level Meetings
- Town Hall Meetings





# One-on-One Meetings



## HOW IT WORKS:

-  EMPLOYEE shares
  - Starts meeting
  - Can choose any topic to discuss

-  SUPERVISOR shares
  - Follows employee
  - Can choose any topic to discuss

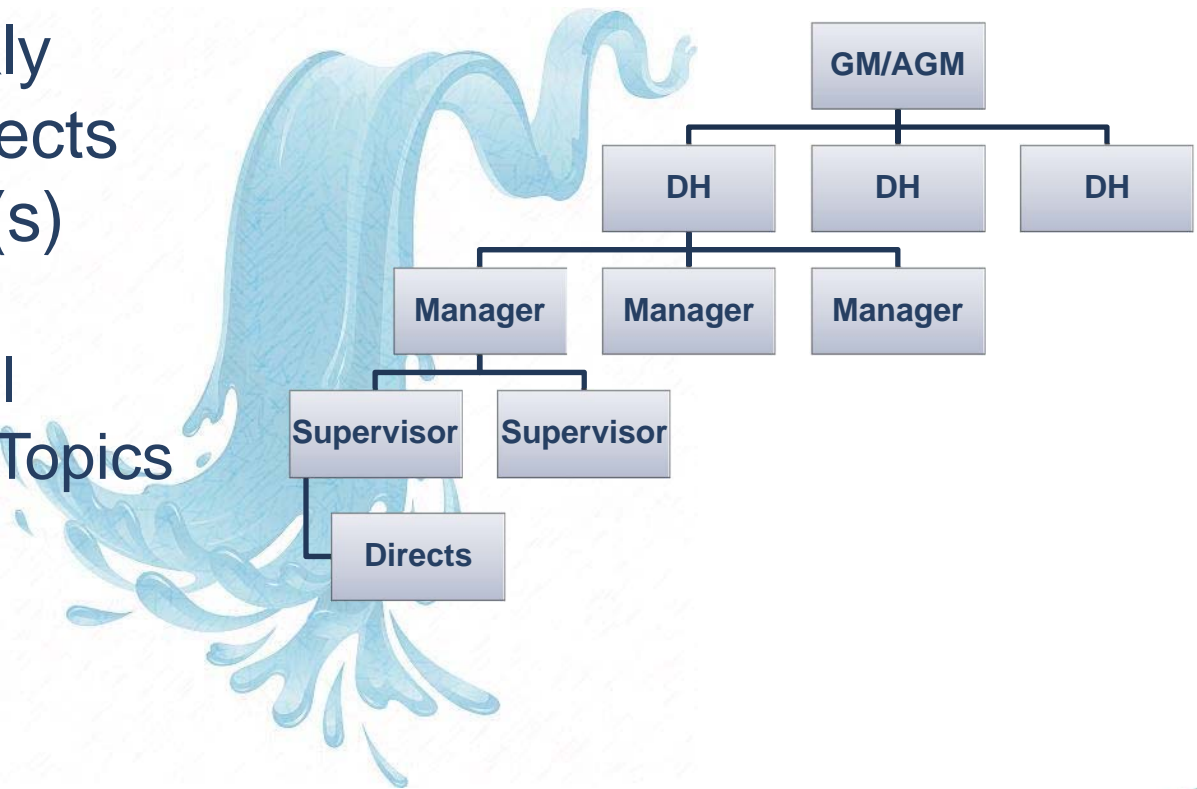
-  Discuss the FUTURE
  - Employee & supervisor discuss goals, growth, and career planning





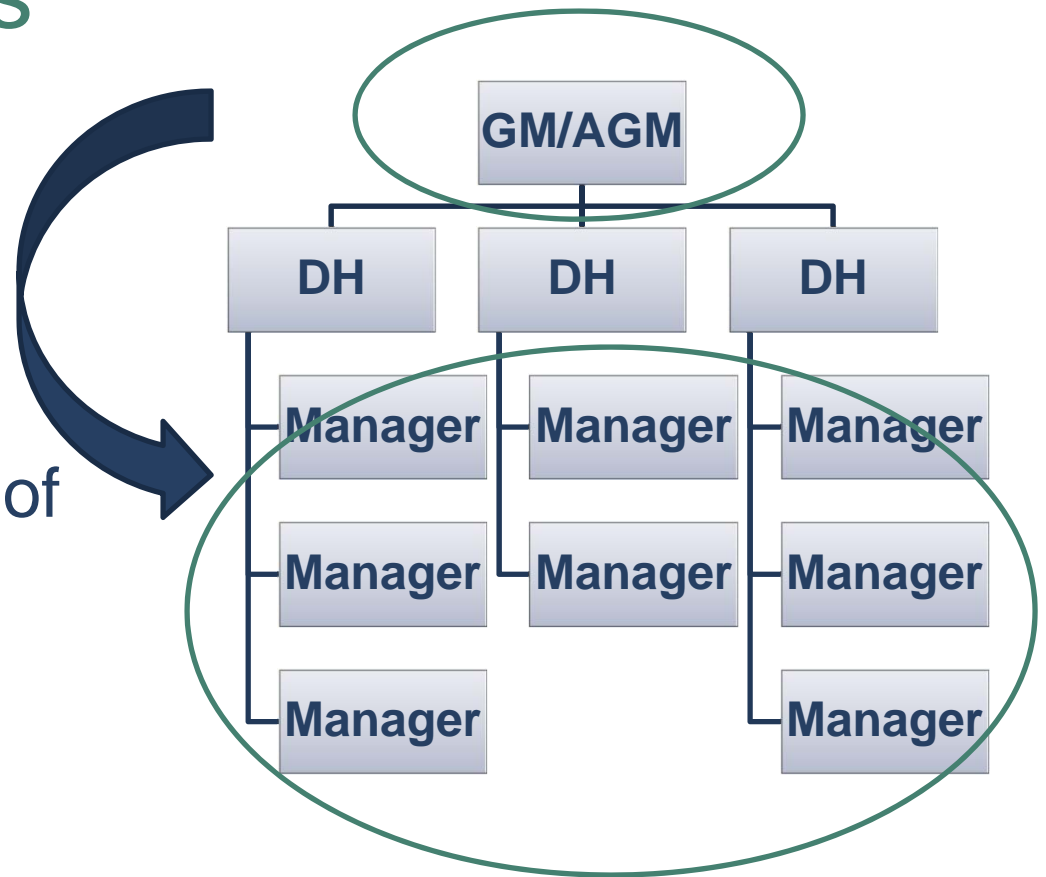
# Staff Meetings

- Purpose: Efficient Organization and Team Communication
- Frequency: Weekly
- Attendees: All Directs of the Supervisor(s)
- Agenda:
  - 15 min Waterfall
  - 15 min Special Topics
  - 5 Each Direct



# Skip Level Meetings

- Purpose: Effective Organizational Communication
- Frequency: Quarterly
- Attendees: Only Directs of the Directs
- Agenda
  - 15-30 Min Org Update
  - 30 Min Q&A



# Town Hall Meetings



- Purpose: Effective Organizational and Team Communication
- Frequency: Semi-Annual or As Needed
- Attendees: Entire Organization
- Agenda
  - 5 Min Groundrules
  - 20 Min Review
  - 30 Min Future



# Future Actions

- Department Heads will conduct refresher training with their team
- Roll out Staff Meetings agency-wide
- Roll out Skip Level Meetings agency-wide
- Consider changes to Town Hall Meetings



# Alternatives and Recommendation

1. Receive and file the presentation on the Authority's Leadership Development Program.
2. Other recommendations as determined by the Committee.

Management recommends that the Finance and Personnel Committee receive and file the presentation on the Authority's Leadership Development Program





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