



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 4

Management Audit Vendor Selection

**Administration Committee Meeting
September 15, 2021**

John Chiladakis
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Outcome



Committee will hear the status of vendor selection for the upcoming Management Audit.

Requested Action



No Action Requested. – Item is Informational only.

Outline



- Timeline to Date
- Next Steps

Timeline to Date



- June 16, 2021 – Board Approved Management Audit Work Plan
- June 30, 2021 – District Issued Request for Qualification (RFQ)
- July 2021 – Vendor Selection Panel Assembled
- July 21, 2021 – RFQ Closes - District Received 6 Proposals
- August 2021 – Vendor Selection Panel Scored Proposals

Next Steps



- September 2021 – Panel Meets to Interview Finalists
- September 2021 – Panel Re-Scores Finalists
- October 2021 – Finalist Recommended to Board
- October/November 2021 – Auditor Begins Work



BAY AREA
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AGENDA: 5

Review Air District Recruitment and Selection Plan

Administration Committee Meeting
September 15, 2021

Rex Sanders
Chief Administrative Officer
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Terri Levels
People and Engagement Officer
tlevels@baaqmd.gov

Presentation Outcome



Provide a review of the Air District's recruitment plan, including a discussion of how to source diverse candidates for current and upcoming vacancies.

Presentation Outline



- Background
- Strategic Actions
- Questions and Comments

Presentation Requested Action



Informational Only. No Action Requested.

Background on Recruitment Plan



- June 16th, 2021, the Board approved 26 additional FYE22 positions
- At that time, the Board requested a recruitment plan to outline our efforts to attract, recruit and retain diverse candidates for employment at the Air District.

Strategic Actions



Current Practices

- We utilize broad job descriptions to attract candidates of diverse backgrounds, perspectives and experiences
- We offer a diversity tool kit for managers which includes trainings and information about implicit bias and diversity, equity and inclusion
- We recruit a diversity of volunteers to sit on recruitment panels to assess candidates
- We proactively reach out and encourage underrepresented candidates to apply
- We utilize community mailing lists to distribute job announcements

Strategic Actions, Cont'd.



- We are continuously developing and using an outreach list of diverse professional organizations, networks and societies that we use for all position announcements
- We are developing more Employee Resource Groups, which are crucial to an inclusive culture
- We have developed partnerships with not-for-profit internship programs



Strategic Actions, Cont'd.

Diversity Hiring Toolkit
 Tom Williams, Assistant Manager

STEP 1 Planning | STEP 2 Recruitment | STEP 3 Selection | STEP 4 Hiring | Salary Placement Guidelines | RESOURCES

This toolkit will provide information and tips on creating and maintaining an inclusive work force through the decisions, actions, and processes that go into developing a top-tier, diverse team. The toolkit will briefly cover the recruitment and hiring process and provide links to various resources.

Diversity

Diversity is the collection of everything that makes us different. It includes individual differences (e.g., personality, language, life experiences) and group-social differences (e.g., race, ethnicity, gender, gender identity, sexual orientation, sexual identity, age, country of origin, ability status, or cultural, political, religious, and other affiliations).

Equity

Equity is the creation of equal access to opportunities that closes demographic disparities within all areas of the organization and society at large.



Inclusion

Inclusion is a state of being valued, respected and supported that enables each individual to achieve their full potential. Inclusion is reflected within the organizational culture, practices, and relationships that support diverse communities.

Job Bulletins

Three Ways to Remove Gender Bias from Job Bulletins

1. Check Pronouns

When describing the tasks of the ideal candidate, use "she," "you" or use adjectives like "Individuals."

2. Review Requirements for Position

Identify which requirements are "nice to have" versus "must have, and eliminate the "nice-to-haves" when it makes sense. Research shows that women are unlikely to apply for a position unless they meet 100 percent of the requirements, while men will apply if they meet 60 percent of the requirements.

3. Avoid Superlatives

Excessive use of superlatives such as "expert," "superior" and "world class" can turn off female candidates who are more collaborative than competitive in nature.

Outreach Efforts

5 Easy Ways to Outreach

- Allow a team member to attend Diversity Job Fairs.
- Reach out to college/university organizations such as Hispanic Engineers, Black Accountants, etc.
- Identify diverse publications and outlets to post job announcements.
- Reach out to third party professional organizations such as the Association for Women in Science and others.
- When filling Executive positions, suggest utilizing Diversity Executive Search Firms.





Source: Bay Area Air Quality Management District

Implicit Bias

KNOW YOUR BLIND SPOT

Quick two-minute test from Harvard to identify your biases, if any.

Link: [Implicit Bias Association Test](#)



Six Steps to Mitigate Bias

- Recognize and accept everyone has biases.
- Develop the capacity to use a flashlight on yourself.
- Practice "constructive" uncertainty.
- Explore awkwardness and discomfort.
- Engage with people you consider "others."
- Get feedback.

Ask Yourself the Following

- What are my biases and blind spots?
- Do I have an automatic feeling or judgement about this person?
- Am I being reminded of someone?
- What is this person triggering in my background?
- Do I notice any patterns in my decision making that might be impacted by bias?
- How can I consciously intervene to mitigate the impact of bias?

Equal Employment Opportunity

The Air District does not discriminate in its hiring or employment practices and complies with all federal and state civil rights laws. The Air District has in place Equal Employment Opportunity Policy and Discrimination Complaint Procedures which govern employment and complaints of discrimination.

It is the Air District's policy to provide equal employment opportunities for all persons without regard to race, religious creed, color, national origin, ancestry, ability status, medical condition, marital status, sex, age or sexual orientation.

Source: Bay Area Air Quality Management District

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Strategic Actions, Cont'd.



Opportunities

- We have a mandatory diverse hiring workshop for managers in October, 2021
- A HR/OD consultant has been hired to review our recruitment processes and materials to assess areas of opportunities to improve upon
- We are working with the Employees' Association to remove education barriers from job classifications, adding language that substitutes education for work experience
- We continue to develop our outreach of open positions to the community and specifically to diverse candidates

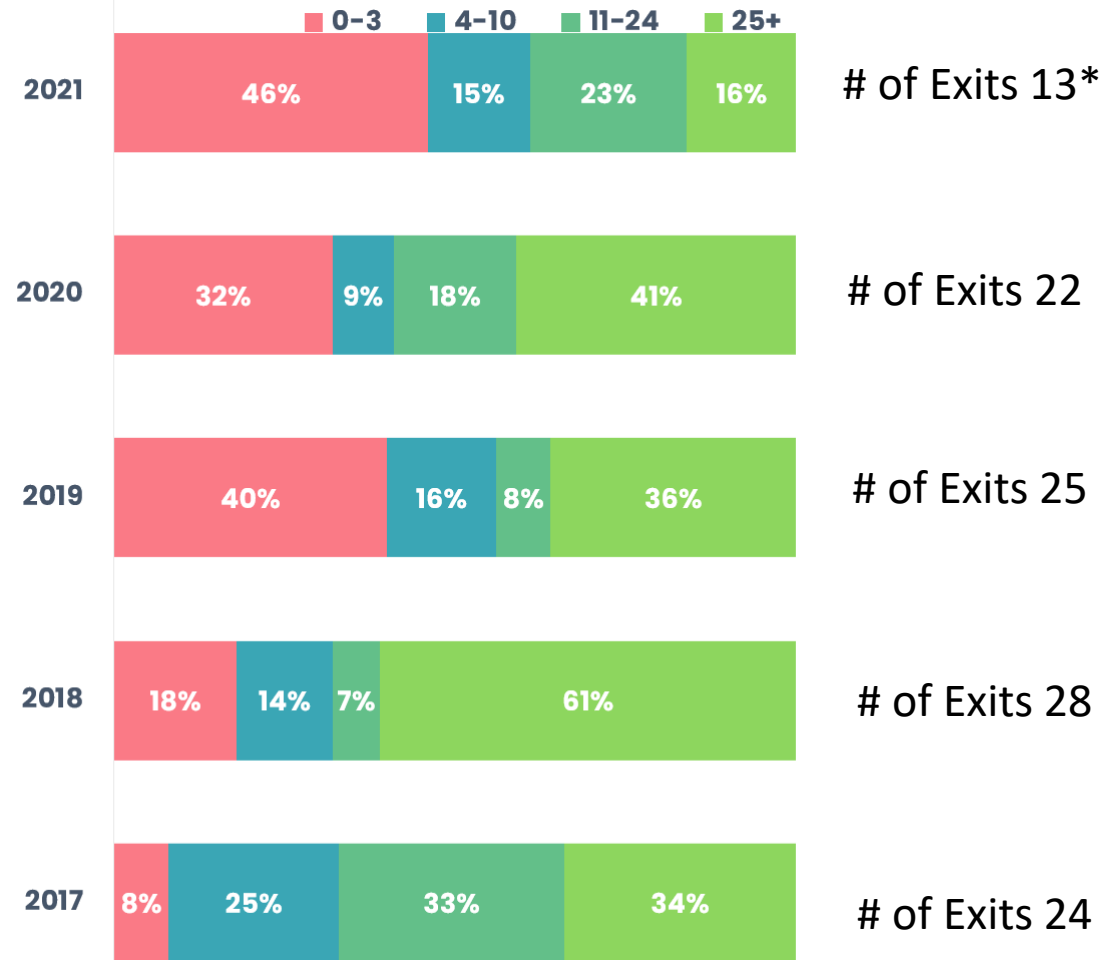


Strategic Actions, Cont'd.

Employee Retention & Turnover

0 – 25+ - (Years of Service)

% - (% of Exits)



Source: Bay Area Air Quality Management District * Partial Year

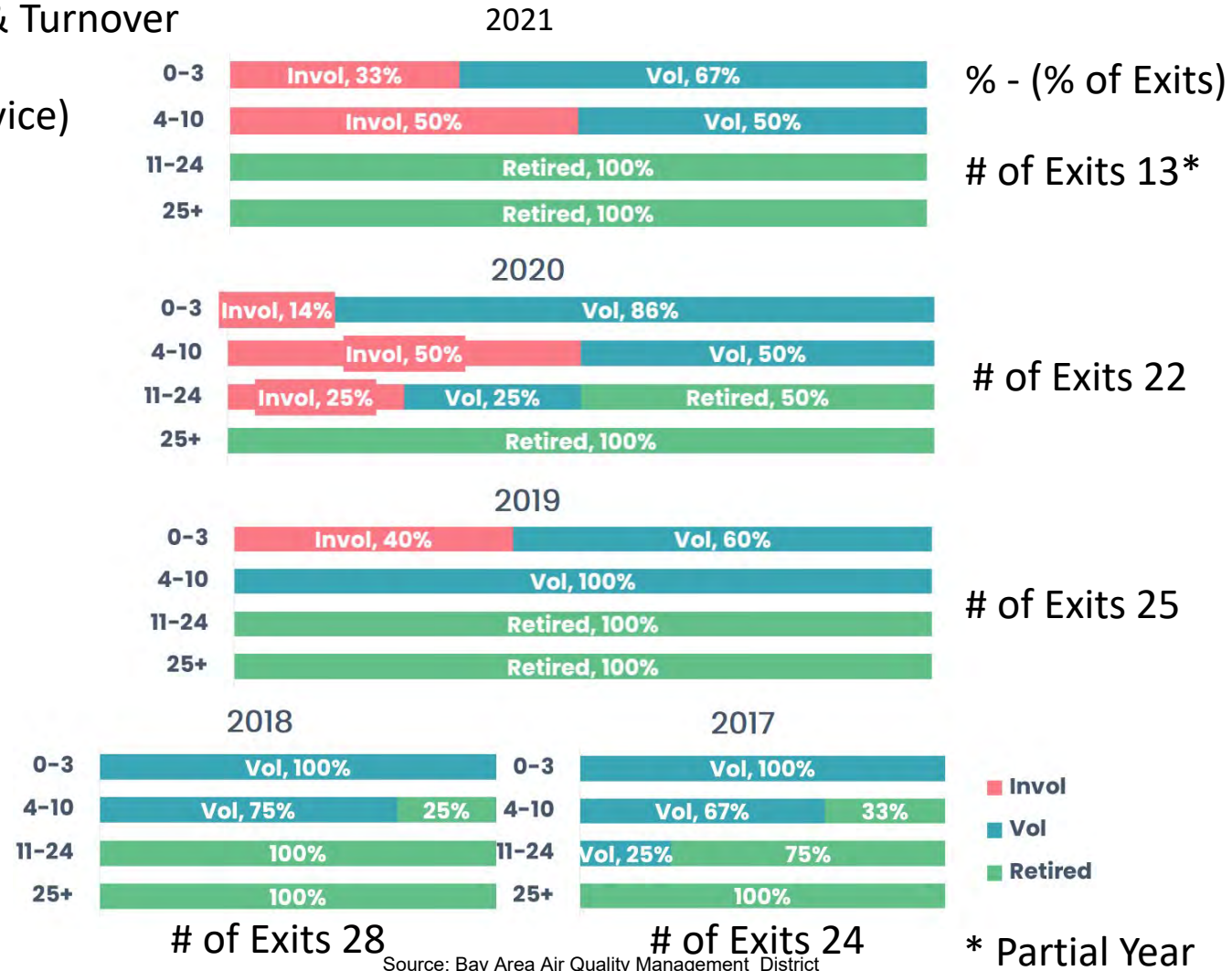
Bay Area Air Quality Management District



Strategic Actions, Cont'd.

Employee Retention & Turnover

0 – 25+ - (Years of Service)



* Partial Year

Questions and Comments





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AGENDA: 6

Review Air District Advisory Council Recruitment and Selection Process Review

Administration Committee Meeting
September 15, 2021

Greg Nudd
Deputy Air Pollution Control Officer
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Presentation Outcome



- Review of the Advisory Council recruitment and selection process
- Discussion of how to improve processes into the future

Presentation Outline



- Background on recruitment (June 2020 to February 2021)
- Review of interview/selection process
- Discussion of process improvements into the future

Presentation Requested Action



None; informational only

Background on Recruitment



- Positions were posted on the Air District website on June 29, 2020
- Notices were posted on recruiting sites
- Community groups were encouraged to notify qualified individuals
- Air District sent an eblast to over 1,000 interested stakeholders
- Received feedback from Ad Hoc Committee on Equity, Access, and Inclusion and community to recruit more diverse candidates in November 2020
- Air District continued recruiting through the winter, encouraging additional applicants
- Recruitment closed February 2021

Review of Qualified Candidates/Board Selection



- Air District staff completed initial screening of qualifications
- Panel of community members completed a screening of qualified candidates and provided rankings
- Board members and community members completed interviews with 13 candidates in May 2021
- Board of Directors reviewed and approved slate of candidates in July 2021

Review of Process and Opportunities for Improvement



- Advisory Council recruitment opened for an extended period; allowed for greater number of applicants (27 applications received)
- More diverse applicant pool with greater variety of experience
- Involvement of both Board members and community in application review and interviews creating a more inclusive process

Review of Process and Opportunities for Improvement (cont.)



- Community members were the same for both the review panel and interview panel; in future, panels should be distinct to allow for more individuals to be involved
- Create greater awareness and involvement with Board of Directors from onset of recruitment
- Despite extended outreach; lower numbers of African-American/Black or Hispanic/Latino applicants; continue to encourage diverse candidates to apply

Next Steps/Discussion



Questions?



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AGENDA: 7

Update on the Employee Engagement and Culture Initiative

Administration Committee Meeting
September 15, 2021

Sonam Shah-Paul
Assistant Manager

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Mark Tang
Senior Air Quality Specialist

mtang@baaqmd.gov

Presentation Outcome



Provide a review of the Air District's employee engagement and organizational development plan and the next steps.

Presentation Outline



- Cultural Advisory Team
- Timeline of Employee Engagement
- Engagement Overview
- Questions and Comments

Presentation Requested Action



Informational Only. No Action Requested.

The Cultural Advisory Team (CAT)



Eric Lara (Compliance & Enforcement)

Kristina Chu (Communications)

Chad White (Strategic Incentives)

Sonam Shah-Paul (**CAT Co-Lead** / Executive Office)

Mark Tang (**CAT Co-Lead** / Rule Development)

Raymond Gin (Admin Resources)

Marcy Hiratzka (Executive Office)

Monte DiPalma (Planning)

Tim Williams (DE&I Liaison)

Blair Adams (My Air Online)

Terri Levels (HR Liaison)

Victor Douglas (Rule Development)

Somphanat (Nunu) Phengphanh

(HR)

Firooz Zahedi (Finance)

Sara Lanning (Strategic Incentives)

Jimmy Cheng (Engineering)



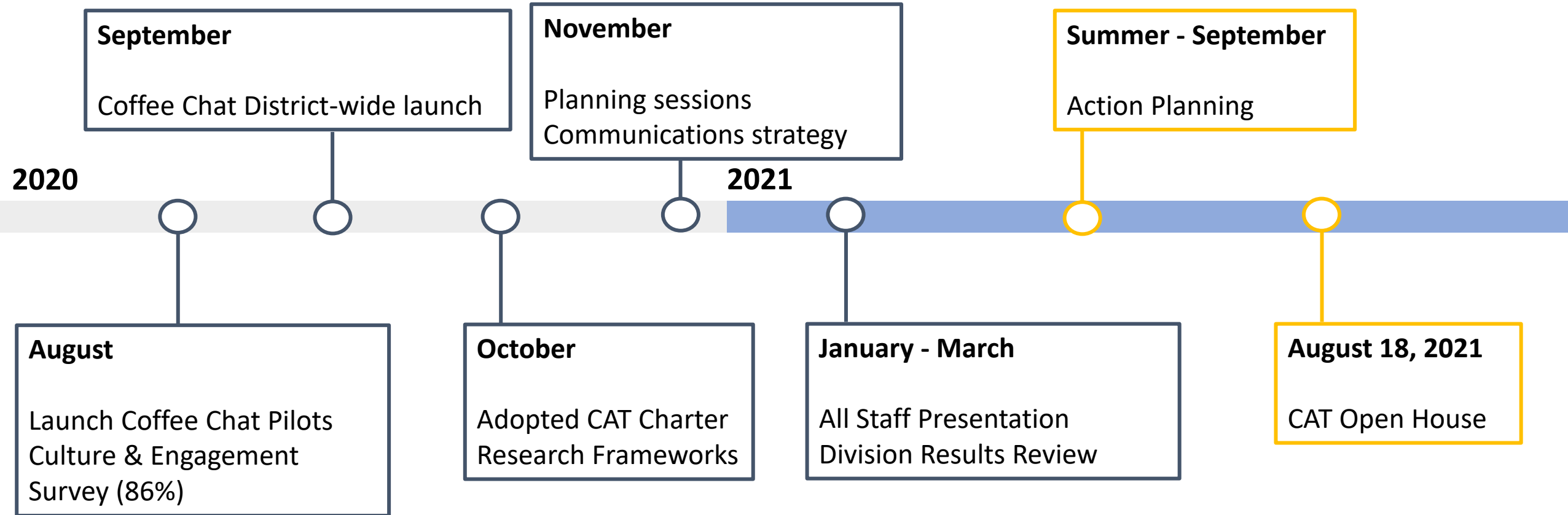
Source: Bay Area Air Quality Management District

Mission

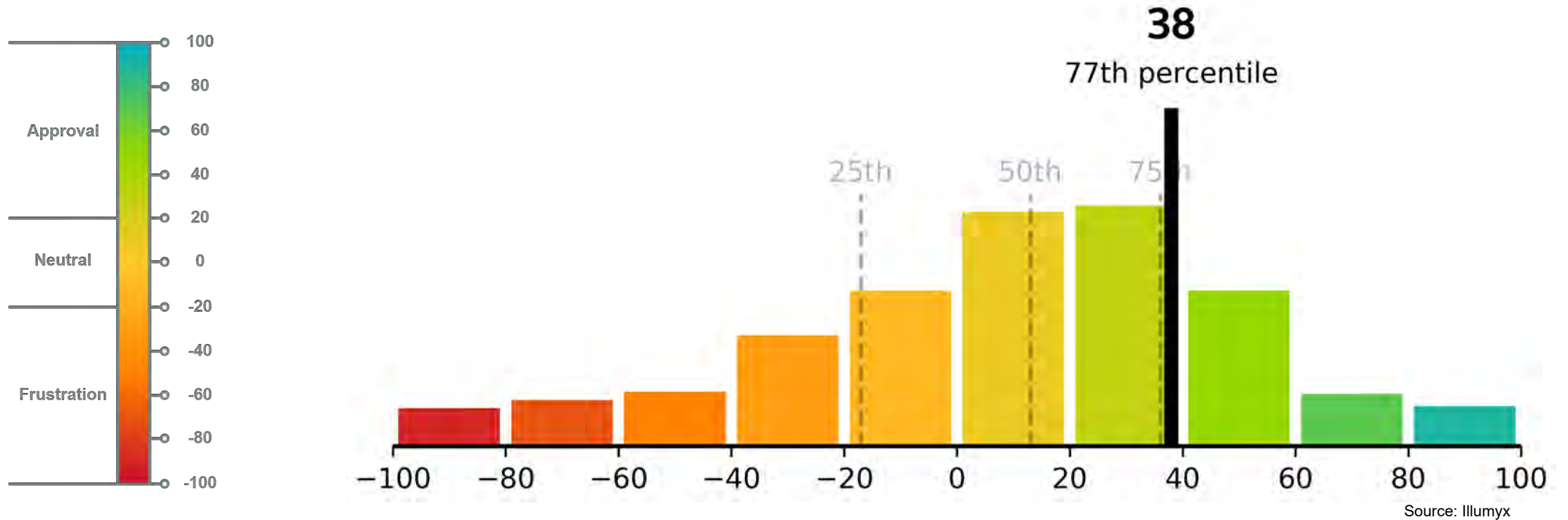


Cultivate a **trusting** and **inclusive** environment that **empowers** staff to reach their full potential and realize the Air District's Mission.

Timeline of Employee Engagement



Air District Culture Score



Likelihood to Recommend as a Place to Work

Air District Theme Scores Overview



Source: Illumyx

- **Highlights:** Organizational Commitment, Accountability, Teamwork
- **Areas for Improvement:** Vision & Direction, Trust & Respect, Learning & Development

Overview of Strengths



Organizational Commitment

75

- Overall Culture Score of 38.
- 86% of Air District staff completed the culture survey.
- Each Division achieved at least a 75% survey completion rate.
- Five Divisions achieved 100% survey completion.

Overview of Strengths, Cont'd.



Teamwork

80

- Teamwork at the operational team level is strong.
- Strong support for each other around team function.

Accountability: Structure & Clarity

72

- Strong in terms of reflecting the technical side of roles and functions.
- From a technical perspective, staff know what is expected.

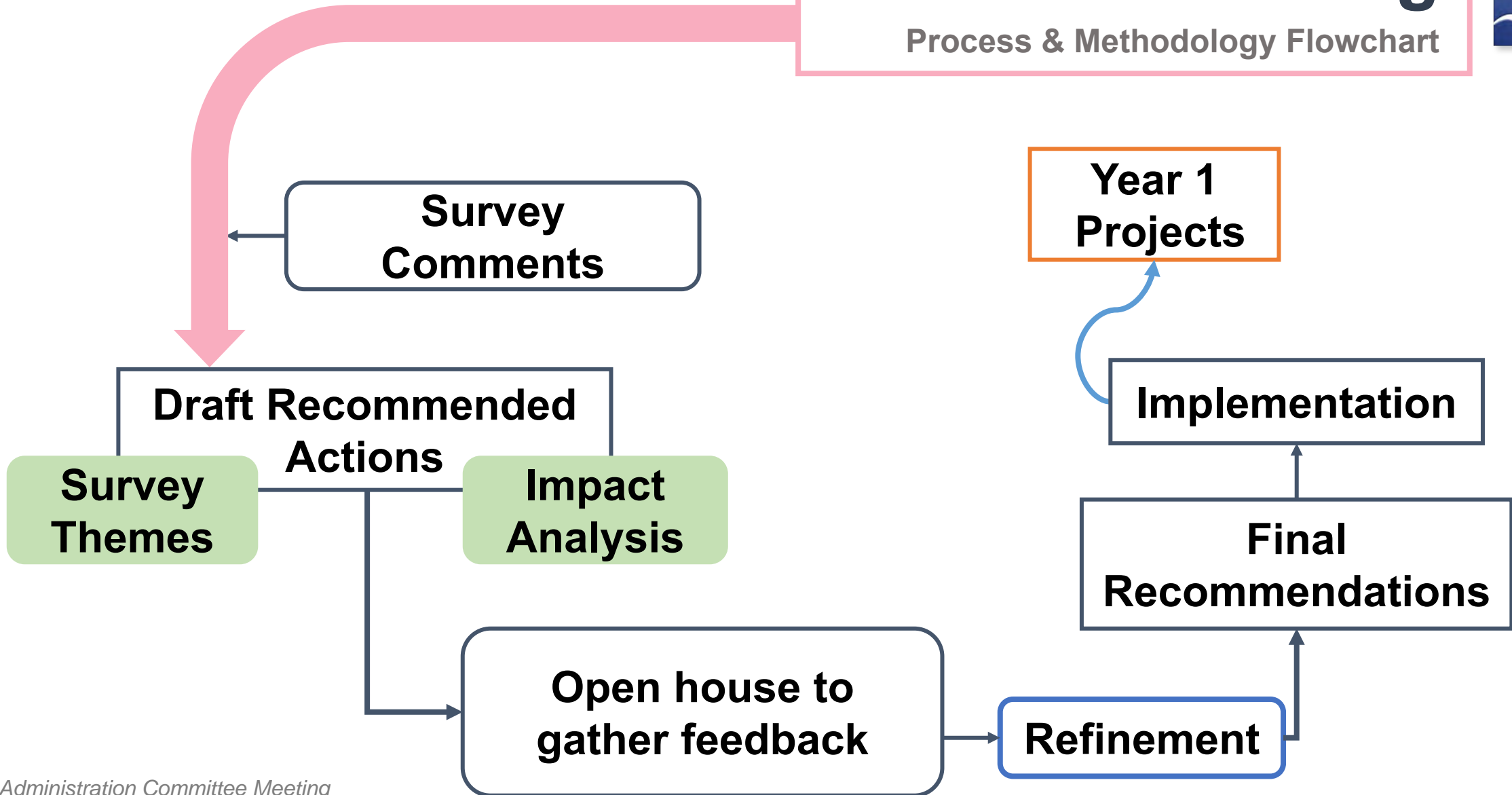
Overview of Focus Areas



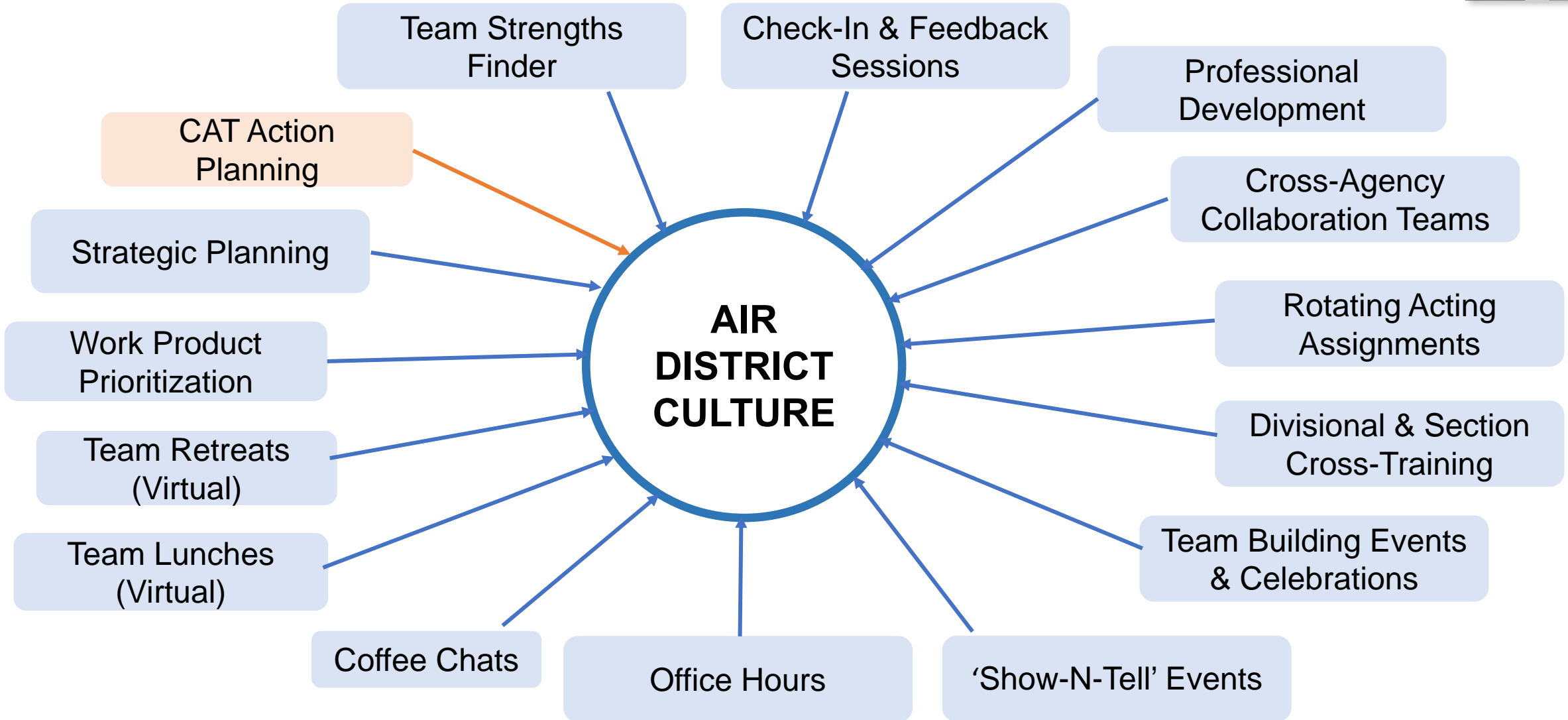
- Trust & Respect: *Conflict*
- Learning & Development
- Vision & Direction
- Accountability: *Impartiality*
- Collaboration: *Workload & Responsiveness*

Action Planning

Process & Methodology Flowchart



Existing Air District Activities



Questions and Feedback



- Questions and comments?