



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 6

Management Audit Update

Administration Committee Meeting
February 16, 2022

John Chiladakis
jchiladakis@baaqmd.gov

George Skiles
george@secteam.com

Outline



- Timeline to Date
- Management Auditor Overview
- Current Status and Next Steps

Timeline to Date



- November 2021 - Admin Committee Approved Vendor Selection
- December 2021 - Board Approved Contract with Sjoberg Evashenk
- January 2022 - Contract Executed and Work Started

Management Auditor Overview



- Introduction
- Management Audit – Risk Assessment Process
- Staffing Recommendation Deliverable
- Risk Assessment Deliverable

Current Status and Next Steps



- 24 Initial Interviews Completed
- Business Metrics, Policies and Procedures are Under Review
- March 2022 - Phase I – Staffing Recommendation Complete
- May 2022 – Phase II – Risk Assessment Complete
- Select High Priority Programs for Performance Audit



Discussion. Questions?



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AGENDA: 8

Update on the Air District's Recruitment and Selection Plan

Administration Committee Meeting
February 16, 2022

Rex Sanders
Chief Administrative Officer
rsanders@baaqmd.gov

Presentation Outcome



Provide an update of the Air District's recruitment plan, including an update of the work by the Diversity, Equity and Inclusion Consultants

Presentation Outline



- Outcome, Outline, Recommended Action & Background
- Diverse Recruiting Practices
- Diversity, Equity & Inclusion Consultants Work Update
- Next Steps
- Questions and Comments

Presentation Requested Action



Informational Only. No Action Requested.

Background



- June 16, 2021, the Board approved 26 additional Fiscal Year Ending 22 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.
- On October 20, 2022, staff provided the update and discussed the upcoming work of the Diversity, Equity and Inclusion (DEI) Consultant, MEB Consulting



Diverse Recruiting Practices

Review of Air District Recruitment Practices

- Attending Community and Education Career Fairs
- Administering the High School and College Internship Program focusing on Recruiting from Underrepresented STEM programs
- Broadening Job Descriptions
- Recruiting from Professional Organizations of Underrepresented Candidates, Community mailing lists, and Historically Black Colleges and Universities (HBCUs)
- Removing Bias in the Selection Process



Diverse Recruiting Practices (cont.)


Review of Air District Recruitment Practices

- Staffing Diverse Hiring Panels
- Training Hiring Managers
- Publishing Diversity Tool Kit
- Enhancing Employee Resource Group (ERG) Program
- Hired a DEI Consultant to Review Hiring Process to Eliminate Barriers
- Negotiating with the Employees' Association to amend job descriptions

Diverse Recruiting Practices




Diversity Hiring Toolkit

 **Tim 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.

<h2>Diversity</h2>	<h2>Equity</h2>	<h2>Inclusion</h2>
<p>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).</p>	<p>Equity is the creation of equal access to opportunities that closes demographic disparities within all areas of the organization and society at large.</p>	<p>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.</p>
		



BAAQMD EXTERNAL REVIEW FINDINGS & RECOMMENDATIONS

2022

Dr. Maisha Beasley, CEO and Co-Founder
Ashley Carter, COO and Co-Founder



Overview

Goal: To execute a successful external review of the of the Air District's recruitment, hiring, and retention practices as it relates to equity in the workplace



Conduct review of digital materials, online hiring portal and website



- Discovery Calls with central HR team
- Focus Groups with 8 Hiring Managers



Equity of Hiring Practices

*“If you really want to solve the DEI issues within, we have to get out of our own way.”
- focus group attendee*

- *Finding:* Communication to all applicants about reasonable accommodations and accessibility would enhance inclusion for disabled candidates
 - *Recommendation*
Include reasonable accommodation language in response emails to candidates
- *Finding:* Strict Job requirements often limit the number of potential candidates.
 - *Recommendation*
 - Consistency of descriptions, abilities and ensure minimum requirements correlate to the job being performed



Equity of Hiring Practices Continued

Finding: Lack of education for Hiring Managers on the job posting process

- *Recommendation*
 - Provide continual educational opportunities for Hiring Managers and reexamine job boards for diversity and alignment with the job descriptions
 -

Finding: DEI training is mandatory for Hiring Managers but is not mandatory for panelists in the interview process

- *Recommendation*
 - Host general DEI training for anyone participating in the interview and selection process
 -

Equity of Hiring Practices Continued

- *Finding:* Interviewees should be better prepared for the interview process

Recommendations

- HR should invest in determining the best way to set candidates up for success by
 - ensuring they are aware of the entire hiring process, including the interview panel
 - Candidate materials should be provided to interview panels in advance

Staff Retention & Satisfaction

*“In the [#] years I’ve been with the Air District, I feel like it’s been continuous transitions.”
- focus group attendee*

- *Finding:* Hiring managers expressed dissatisfaction with having to wait until a position is fully vacant before recruiting.
 - *Recommendation*
 - Allow divisions to create a process for streamlined recruiting, onboarding and training practices based on upcoming anticipated position vacancies
- *Finding:* The quantity of signatures needed for hiring approval is excessive.
 - *Recommendation*
 - Consider requiring fewer signatures, limiting it to the hiring manager, HR and senior staff member of that respective area

Updating and Reviewing Job Descriptions & Qualifications

“Our current job descriptions are lengthy, dated and do not always articulate the needs of the Air District.”

- focus group attendee

- *Finding:* Participants shared challenges around the ability to provide input on the job description and qualifications needed for specific positions
 - *Recommendations*
 - Consistent review of job descriptions with input from hiring managers
 - If a review of job descriptions is being conducted, updates should be provided to hiring managers on the progress

THEME

Updating and Reviewing Job Descriptions & Qualifications Continued

- *Finding:* It seems difficult to make job announcements interesting and appeal to the right candidate
 - *Recommendation*
 - Work with hiring managers to know which type of promotion materials would be most successful in their potential posting areas
 - Consider updating job titles to be more reflective of the position and find ways to be more specific in the job posting listing the functional area and responsibilities



NEXT STEPS

Phase 2



Systems Review &
Next Steps

Phase 3



In-Depth Training
and Development



Systems & Next Steps

Timeframe: February through April 30TH, 2022

- Specific attention to the performance review portal, mitigating unconscious bias, and execution of the process for all Air District employees
- Utilizing information gathered from Phase One, review the Air District MOU and make recommendations for updated language, processes, etc.
- Design customized 21 Day Challenge based on Air District needs.



In-Depth Training & Development

Timeframe: May through July 31ST, 2022

- Begin various training modules for BAAQMD, including:
 - Launching the 21 Day Challenge for all BAAQMD employees
 - Conducting Anti-Racist Facilitator Training for interested employees
 - Performing in-depth training and development specifically for BAAQMD Hiring Managers, then administering trainings for the various BAAQMD divisions, eventually having a touch point with every BAAQMD employee
- Conduct an assessment to provide feedback and additional recommendations for BAAQMD

Next Steps



- Implement Best Practices Recommendations by MEB Consultants
- Continue working with Employees' Association on Job Classification changes
- Continue ERG Program Development
- Implement Internship / Fellowship Program Enhancements
- Prioritize and Implement Succession Planning Efforts



Questions and Comments





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AGENDA: 9

Update on Hearing Board Efforts

**Administration Committee Meeting
February 16, 2022**

**Jack P. Broadbent
Executive Officer**

jbroadbent@baaqmd.gov

Outcome



- Update Committee on Hearing Board efforts, including current recruitment for Hearing Board Members

Outline



- Upcoming Hearing Board Meetings
- Hearing Board Member Recruitment

Requested Action



- None; receive and file

Upcoming Hearing Board Meetings



- Air District is committed to increased transparency relative to how it prosecutes cases of ongoing violation
 - Increased use of Hearing Board
 - Allows for public participation and comment on cases
- January 24, 2022 – Air District filed stipulated Order of Abatement against the Valero Refining Company in Benicia
 - Seeks to end an ongoing emission violation at the facility
 - Requires fix “as soon as feasible” but no later than the next refinery turnaround
 - Requires emissions monitoring in the interim
- Informational meeting with Benicia Community on February 24, 2022; and Air District staff to attend Benicia City Council meeting on March 1, 2022.
- Case to appear before the Hearing Board on March 15, 2022
- Additional filings for other cases expected shortly

Hearing Board Recruitment



- The Hearing Board consists of five members and their alternates - an attorney, a professional engineer, a member from the medical profession, and two members of the public.
- The Air District is currently recruiting for the following five (5) Hearing Board seats:
 - Principal in the Public category;
 - Principal in the Attorney category;
 - Principal in the Medical category;
 - Alternate in the Attorney category; and
 - Alternate in the Professional Engineer category
- Interviews during March 16, 2022 Administration Committee Meeting

Questions?

