

Inclusion, Diversity, Engagement:
Project Management, Conference Board



Your Facilitator



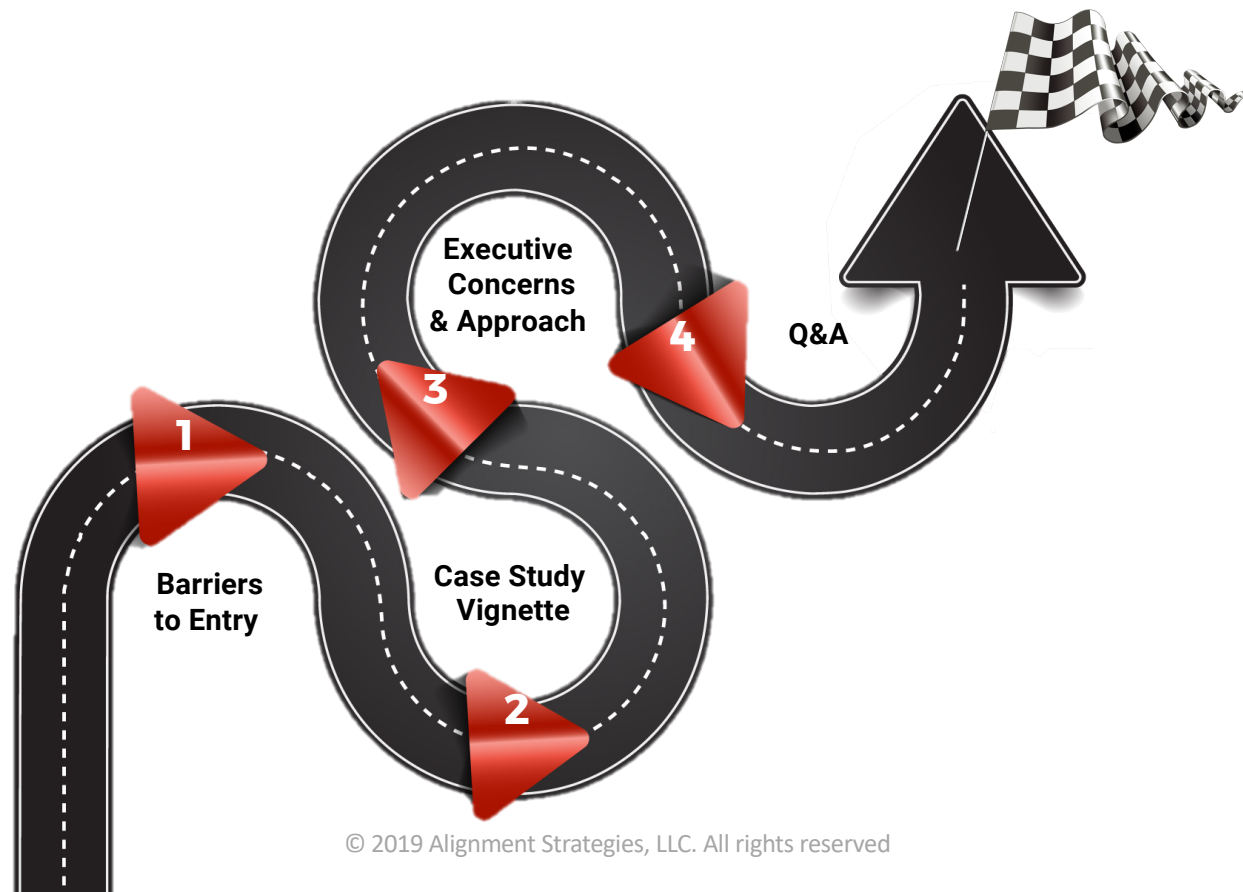
**Dr. Vanessa J. Weaver, CEO
Alignment Strategies, LLC**



Intentions

- Establish Inclusion, Engagement & Diversity as a business enabler
- Walking In Leadership Shoes: Their Hopes and Fears
- Success Tips: Getting Past Go

Session Roadmap



Common Barriers of Entry for IE&D

- Disruption: Can't Put the Genie Back into The Bottle
- Feels Overwhelming and Complex: Strategic Roadmap Unclear
- Out of Their Comfort Zone: Lack Knowledge and Confidence
- Value Proposition: Drive Hard Business Results?
- Relationships Matter: Can't Envision the Upside
- Metrics Matter

ConEdison Case Study Vignette: Inclusion and Engagement

Electric Operations

Walking in Execs Shoes: Hopes & Fears

- Could enhance our business performance, Metrics and/or KPIs – **100%**
- Needed to know it was not a flavor of the month – **60%**
- Business Impact: Safety, Operational Excellence, Customer Experience – **60%**
- Resources were made available – **40%**
- Opportunities for me to grow/self-learn – **40%**
- Bob wanted it – **20%**
- Supported by industry data – **20%**

Disruption

Electric Operations: Inclusion & Engagement Initiative:



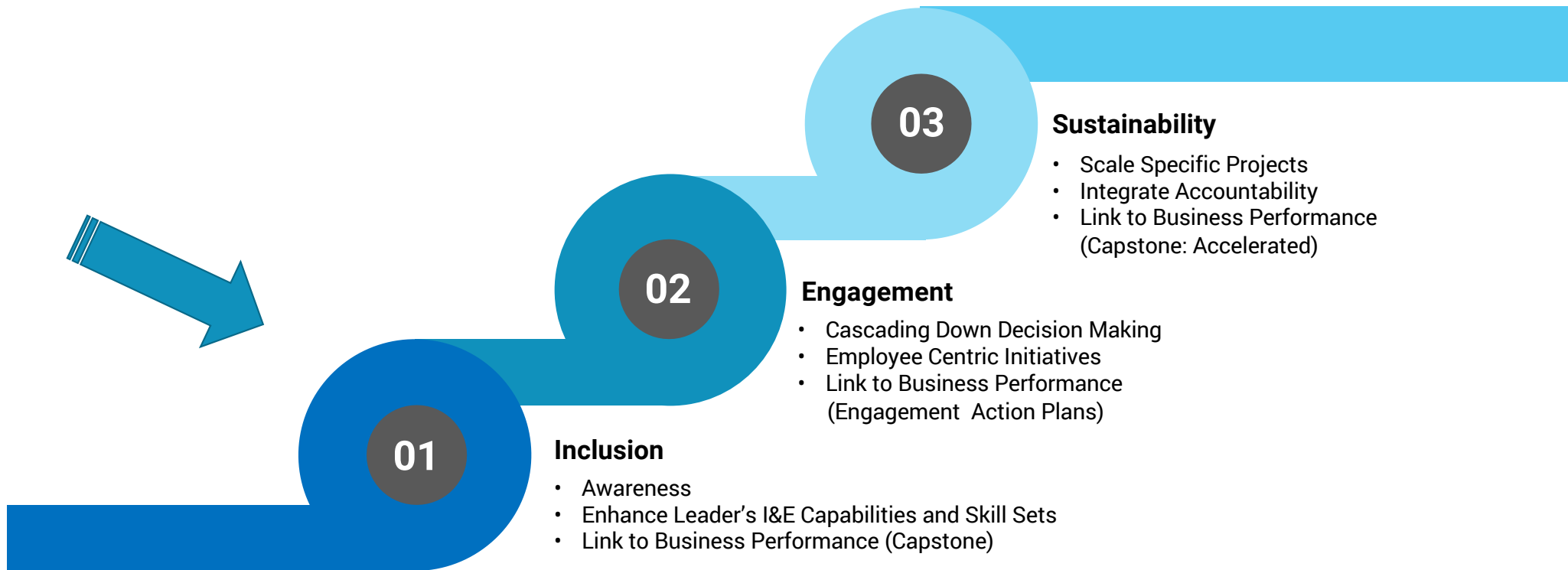
MANAGERS
CONNECT
TO 80%
OF THE
EMPLOYEES
DAY TO DAY

Inclusion & Engagement in Electric Operations

Phase I Strategic
Applications

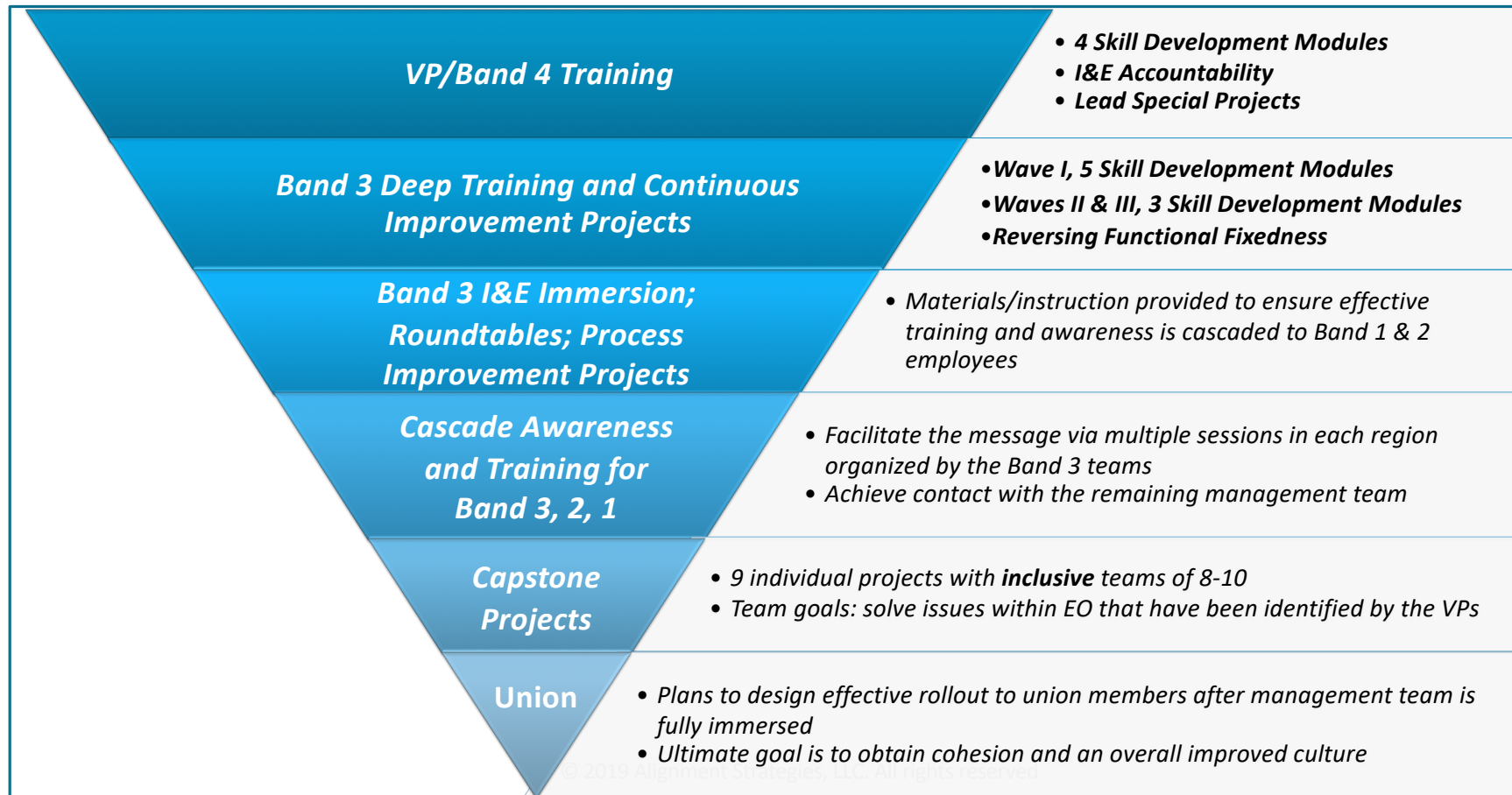
Strategic Roadmap Unclear

Electric Operations I&E 3-Phased Approach



Lack Knowledge and Confidence

Phase I: I&E Initiative



Drives Hard Business Results

Capstone



Leverage unique skill sets and diverse perspectives to solve enterprise-wide business issues



Prepare “cross-functional” high-potential talent and key leadership



Coaching, mentoring and relationship cultivation, with invested Executive team sponsors

Drives Hard Business Results

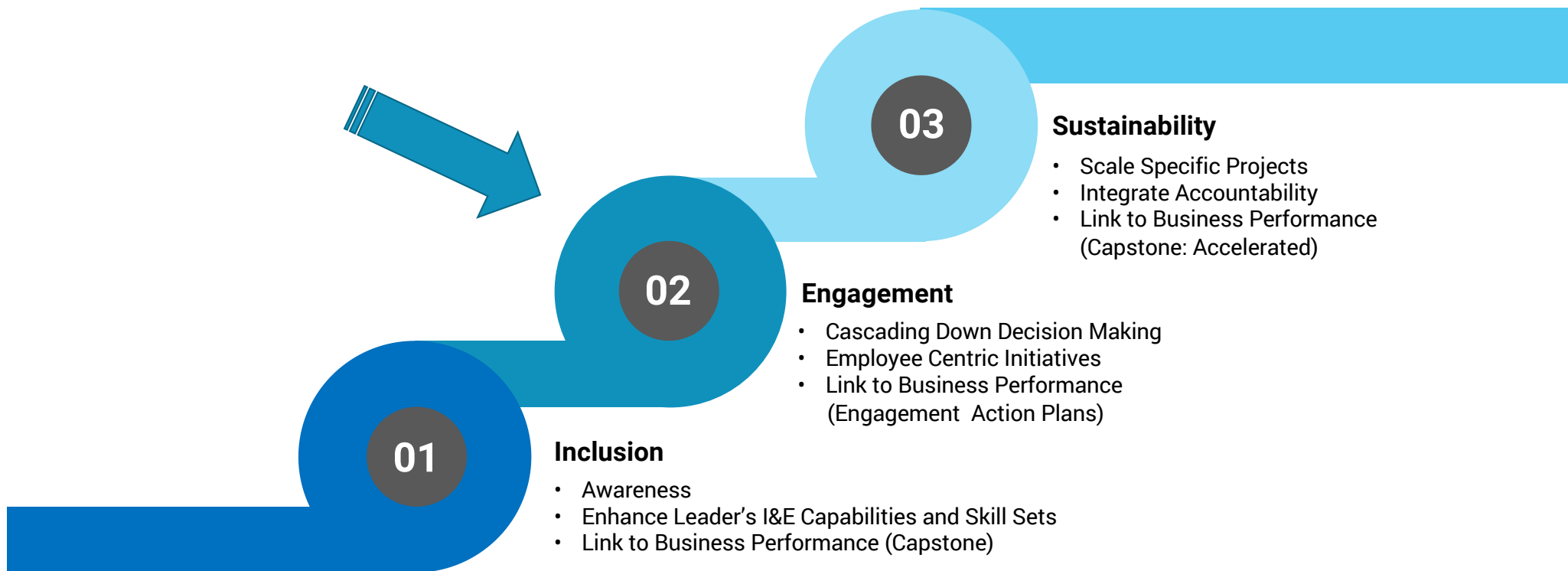
Capstone Case Study – Environmental Operations

- **Business Situation:**
 - Structure preparation phase is not facilitating quick and risk-free work
- **Methodology:**
 - Review of inclusion and engagement principles to invoke out-of-the box solutions
 - Root cause investigation and identification
 - Data gathering: Surveys, Reviews, Interviews
- **Recommendations:**
 - Develop detailed job-prep requirements for communicating, tracking and monitoring
 - Define ownership of work creation, expectation, responsibilities and closure
 - Develop end of shift summary form
- **Results:**
 - Over \$4.9 million in potential cost savings identified
 - Development of new relationships, different perspectives and diverse skill sets

Inclusion & Engagement in Electric Operations

Phase II Engagement
Strategy & Approach

Electric Operations I&E 3-Phased Approach



Relationships Matter

Phase II: Engagement

1

Culture IQ
Diagnostic
June 2018

2

Employee
Engagement
Initiative

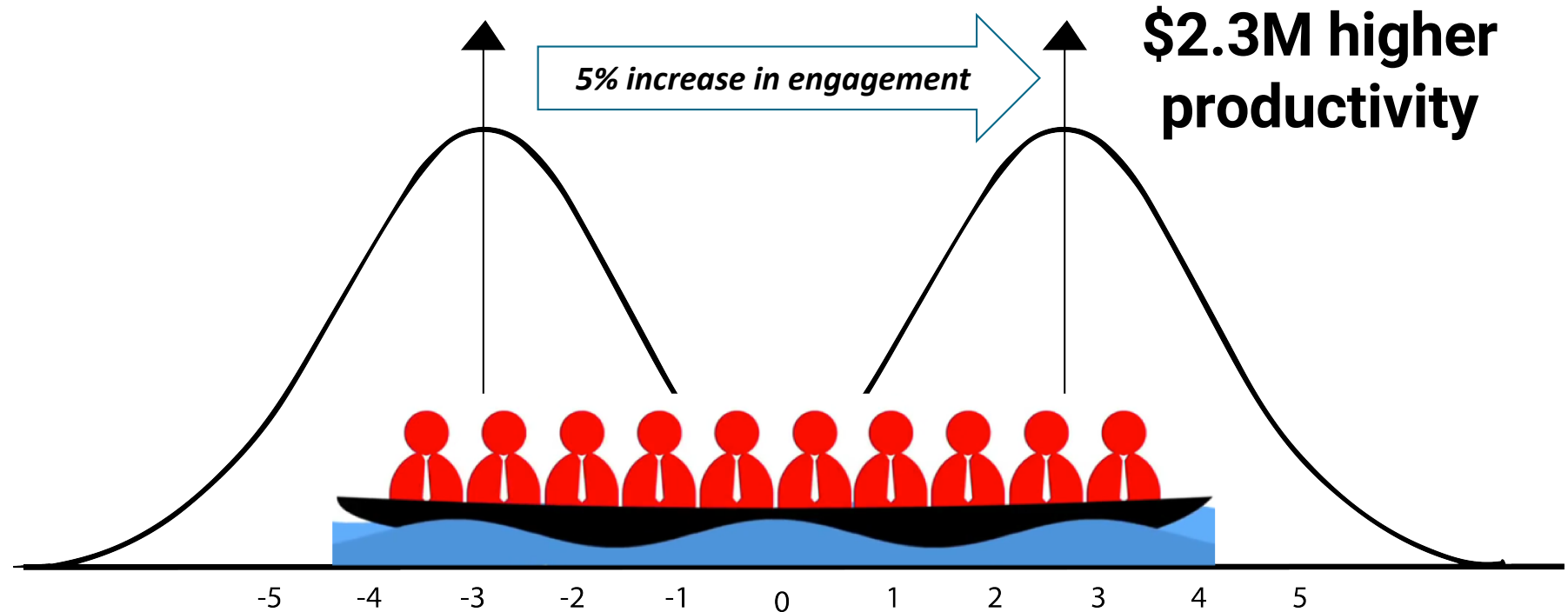
3

Work Location
Pilot
Initiative

4

Values &
Respect
Initiative

Engagement Goal



“...high level of engagement do report **22% higher productivity...**”

Relationships Matter

Engagement Action Plan

Section Name: Manhattan D3 I&A_ Survey Date _JANUNARY 23, 2019_ Engagement Level: Actively Engaged (%) _28 Passively Engaged (%) _40_ Disengaged (%) 32__					
Major Engagement Themes (consult your team & data)	Major Factors impacting the themes	Recommendations	Effective Date	Resources	Person Responsible
I. I know what is expected of me at work II. I have the materials and equipment I need to do my work III. My supervisor or colleague seems to care about me IV. At work my opinion counts	I. Surplus/Lack of volunteers II. Willingness of union personnel to escalate problems to union representatives/counsel III. Development of a "charter" or "constitution" that set up the rules governing the purpose and the guidelines of this counsel IV. Limitations of actionable items	The I&E team wants to create an open forum to discuss issues that aren't discussed at business and safety meetings. This allows for union employees to discuss concerns that may affect work life quality. Union representatives are to collect concerns from other union members and have guided discussion with management during these monthly 'yard counsel' meetings.	5/1/19	Several union personnel to act as representatives for overall union, monthly conference booking, resources required to address union issues as they are brought up	Clark/Nieva/Simmons
I. I have the materials and equipment I need to do my work II. At work I have the opportunity to do what I do best everyday III. My supervisor or colleague seems to care about me IV. There is someone at work who encourages my development V. My colleagues are committed to doing quality work VI. Recently, a colleague has talked to me about my progress VII. I have opportunities to learn and grow	I. Willingness of senior personnel to train other employees II. TLC input on "refresher courses" held by other union members III. Limitations of simulated conditions versus field conditions IV. The extensiveness of the training set up may limit the number of refresher courses conducted	The I&E team will create a peer learning environment where more experienced union personnel are able to help mentor the newer/lesser experienced union members through refresher courses on how to do key job tasks such as PTO installs, wiring RMS, etc. Tools such as old switches, different generations of boards, will be utilized to help enforce the knowledge originally learned in TLC courses.	5/1/19	Senior personnel to help train newer mechanics, training set up required (i.e. RMS equipment), materials required to make job aids	Clark/Nieva/Simmons
Goals:					
1. To improve engagement by letting the employees' voices be heard regarding issues that affect the quality of work life.					
2. To empower and develop our employees through technical refreshers that will help them excel in their day to day functions.					
3. Enhance and practice a collaboration environment by engaging employees through guided discussions communications and knowledge transfer					
Quantitative Metric					
1. Have 3 employees volunteer as union representatives in the yard counsel as well as have at least 3 employees join as "refresher trainers".					
2. Increase % engaged by x percent.					
Qualitative Metric					
1. Increase in productive and positive side conversations between union personnel and supervisors.					
2. Increase in yard happiness/union work life quality.					
GM 60-Day review - GM Comments/Feedback					

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Relationships Matter

Engagement Action Plan Focus Area

Major Factors Impacting the Themes

- I. Surplus/Lack of volunteers
- II. Willingness of union personnel to escalate problems to union representatives/counsel
- III. Development of a "charter" or "constitution" that set up the rules governing the purpose and the guidelines of this counsel
- IV. Limitations of actionable items



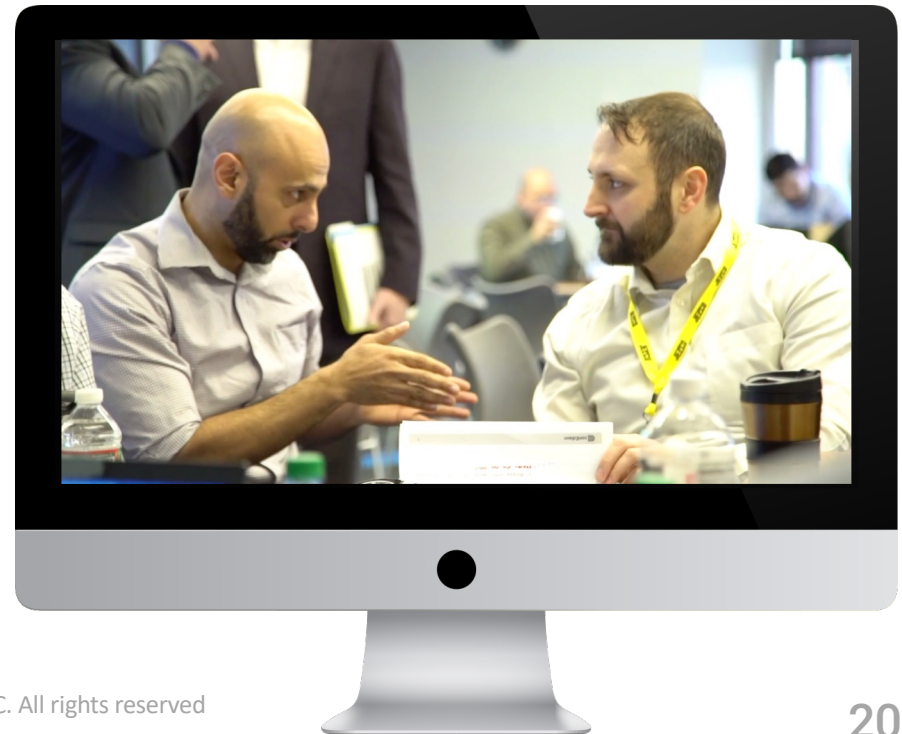
Recommendations

The I&E team wants to create an open forum to discuss issues that aren't discussed at business and safety meetings. This allows for union employees to discuss concerns that may affect work life quality. Union representatives are to collect concerns from other union members and have guided discussion with management during these monthly 'yard counsel' meetings.

Relationships Matter

**Monthly Employee centric V&R team conversations: Scaled 100%:
4500 employees**

- Video Content Depicting Real-time Situations
- Small Acts of Values & Respect:
 - Feel more connected
 - More Inclusion on their teams
 - Provide more discretionary effort

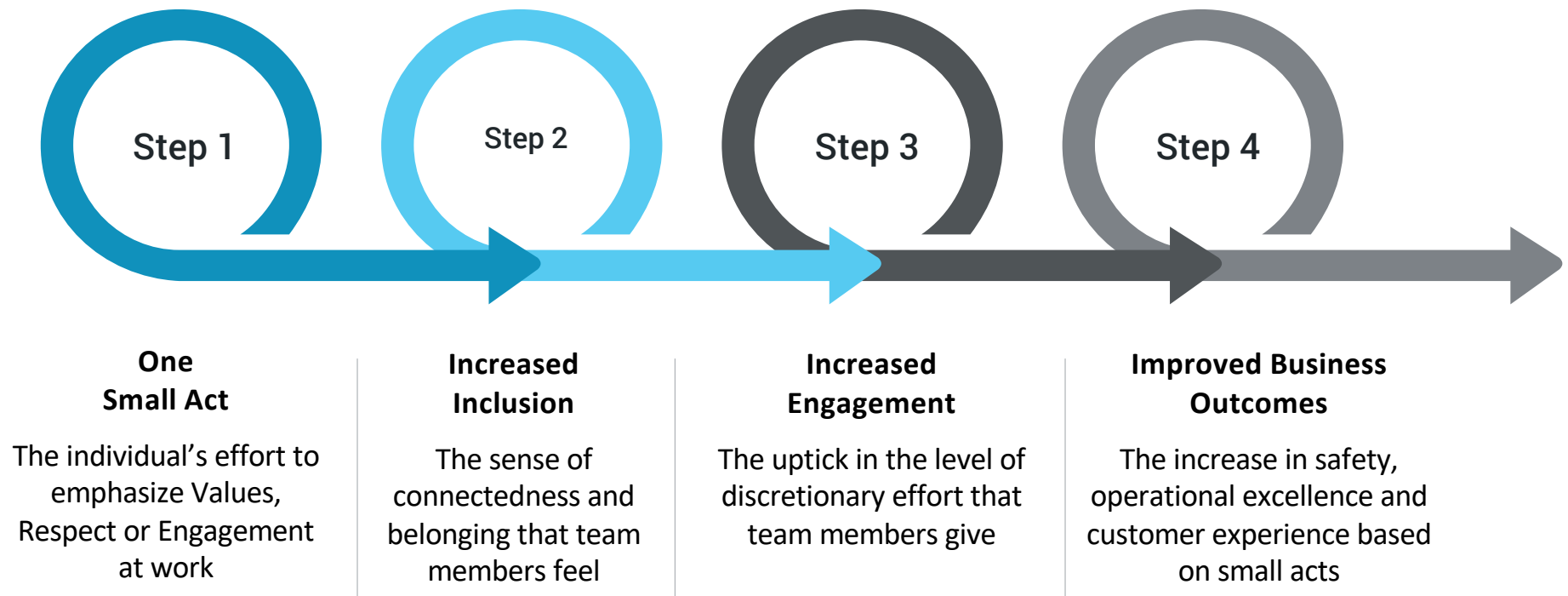


A Leadership Requirement for I&E - 12 Elements of Engagement

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work
3. At work I have the opportunity to do what I do best everyday
4. In the last seven days, I have received recognition for my work
5. My supervisor, or colleague seems to care about me
6. Someone at work encourages my development
7. At work my opinion counts
8. My company's mission makes me feel my job is important
9. My colleagues are committed to doing quality work
10. I have a best friend at work
11. Recently, a colleague has talked to me about my progress
12. I have opportunities to learn and grow

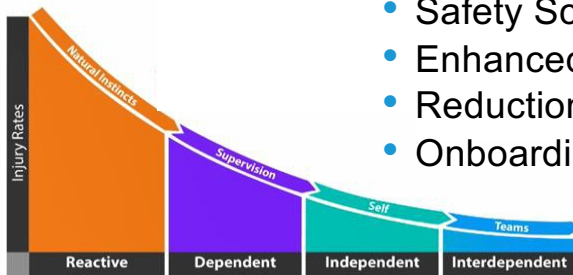
Relationships Matter: Can't Envision the Upside

Application: Small Acts of Values & Respect



Business Engagement Results

Improving Safety Leadership



- Safety Scorecard
- Enhanced Job Briefings
- Reduction in Operating Errors
- Onboarding taught by Union

Delay Hours Reduction



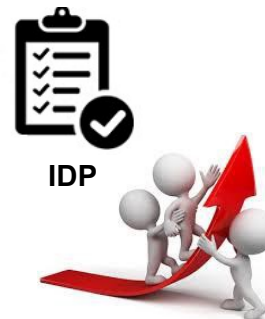
- \$500k savings,
- \$2.3M additional potential savings identified

Customer Experience



- Cust Sat increase 5%
- 4.5/5.0 Mobile App Rating
- 15% workload increase/flat headcount

Employee Opt-In Development



- Provide career guidance
- Foster emp action on their development
- Identify high potentials who may be “under the radar”

Q&A

**Thank
You**