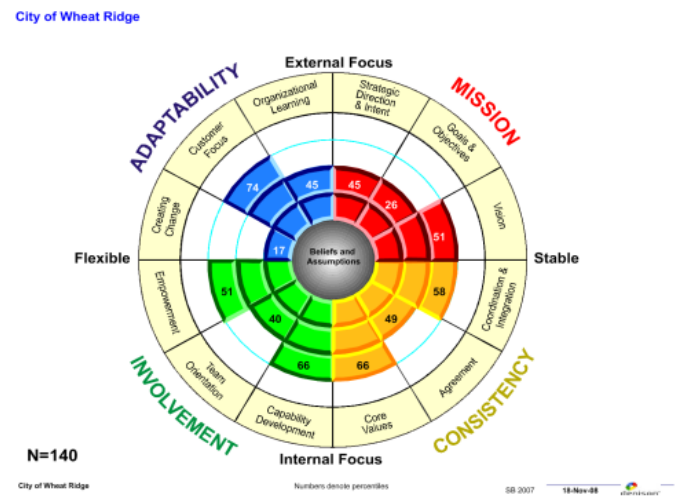


Problem Assessment

With 226.015 FTEs and 400+ intermittent employees, the City of Wheat Ridge is an inner-ring suburb of Denver with approximately 31,000 residents. The *A.C.T.I.O.N! – Mission Rollout Program* was the culmination of a three-year culture development journey specifically focused on the rollout of City-wide core values by the Executive Management Team (EMT). The City began this journey by asking the question, “What is the state of our culture?” Using the Denison Culture Survey, 140 of 226 employees responded to questions about the way the organization operates in the areas of: 1) Adaptability, 2) Mission, 3) Involvement, and 4) Consistency.

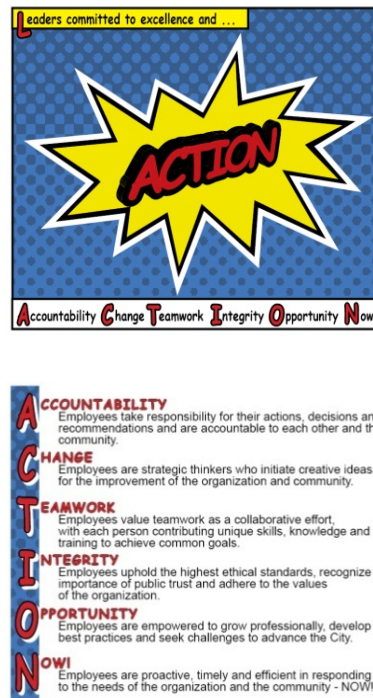
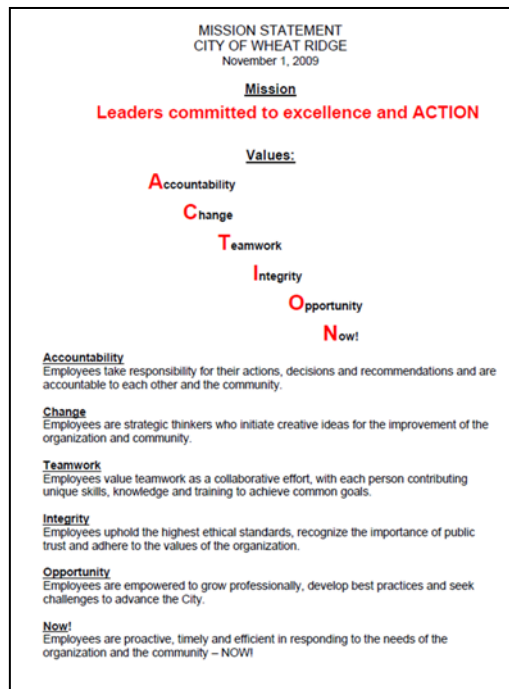
With benchmarked data against 880 other organizations, the graph at right is a snapshot of the City’s starting point. In reviewing the survey results in the spring of 2009, the EMT chose to



move forward, focusing action on the development of core values in the “Mission” quadrant. EMT decided to develop/formalize a set of core values that were a reflection of the positive values they already saw in action on a daily basis. The result of this exercise was the development of: *Leaders Committed to Excellence and A.C.T.I.O.N!* After development of this mission statement and core values, the real challenge began in communicating the A.C.T.I.O.N! values to employees. EMT asked a committee of seven employees to develop a plan to rollout the core values to employees in a fun and memorable manner.

During this time, the City was at a cross-road with the former City Manager resigning and the Deputy City Manager being appointed as City Manager. Additionally, there were questions on the November ballot proposing a change in the City’s form of government, from Council-

Manager to a Mayor-Administrator. Despite the possibility of change, it was important to the management team to maintain the momentum and time invested in the culture development up to this point. The Mission Rollout Committee started with the document the EMT developed (below left) and created a core value brand shown below at right. Support materials were stylized to mimic the classic cartoons of the 1960s, using a casual font, and upbeat primary colors in the branding and logo.



Mission Rollout Program Implementation and Costs

Mission Rollout Meeting Development Timeline

- Development of rollout program idea – late Summer/Fall 2009 through Summer 2010
- Presentation of Mission Rollout program to EMT – Summer 2010
- EMT hosts four City-wide Mission Rollout Meetings – Fall of 2010

Program Costs

The City invested \$6,997 in the rollout of the core values, including:

- Creation of Mission Rollout video \$2,997
- Creation of brand \$0; developed in-house by employees
- New employee lanyards (at right), popcorn, and powerbars distributed at the meetings - \$2,000
- Employee A.C.T.I.O.N! cards for I.D. badges and powerbar sleeve \$0; developed in-house
- Big screen and audio equipment rental for rollout meetings \$2,000



Tangible Results or Measurable Outcomes of the Program

- Unity - more than 225 employees at all levels within the organization attended one of four rollout meetings over the course of two days with two time options.
- Core values were brought to life through a 12 minute video created by the City's contract videographer. The video captured images of employees at work throughout the City. Directors were interviewed and each one spoke to a core value, describing how it is exemplified on a daily basis. Employees were interviewed and asked to describe how a particular value, such as Integrity, is important in their position. Employees spoke from their hearts and none of the sound-bytes were scripted. The videographer was able to weave together clips of employees across all departments to make the Mission Rollout video!
- A movie theater experience was created by renting a 10 x15-foot screen (shown right) for the video, and serving popcorn and power bars wrapped in sleeves featuring the rollout brand – all put together in-house by the staff committee. Employees appreciate the uplifting break in routine and provided a good deal of positive feedback about the experience.



- Colorful, oversized posters and cutouts were positioned around the room reinforcing each of the core values with a memorable visual display and creating a lively atmosphere.

- The creativity of the program was demonstrated with humorous email “teasers.” Each



Director sent out a daily reminder to all employees the week before the rollout meetings. The emails were created in-house and caused a good deal of employee interaction as well as generating a positive sense of anticipation for the event.

- The Mission Rollout meetings provided EMT with an opportunity to thank employees and show their appreciation for the daily enation of core values.
- Employees realized a new appreciation for duties and tasks of employees in other departments as well as

and learning more about services provided by the City.

- The annual employee rewards committee and program was realigned and launched in early 2012.
- Kicked off the update of the City’s annual appraisal system to be rolled out in 2013 with a new pay for performance system (under development).
- Integrated core values in existing appraisal system

- Integrated core values into employee disciplinary matters and related performance action plans for corrective behavior.
- Updated onboarding program, with 136 part-time and 21 full-time new hires participating in a new orientation program which includes viewing the Mission Rollout video.
- Aligned the new core values to Department Strategic Plan.
- Succession planning started by the Police Department, Parks and Recreation Department.
- Human Resources linked to the core values to the behavioral-based interview questions used in the hiring process.

Lessons Learned During Planning, Implementation, and Analysis of the Program

- Don't give up. The Mission Rollout Committee initially developed an alternative rollout concept that was presented to EMT. The management team decided it was not the direction that the City wanted to head in at that particular time, so the committee was asked to regroup and developed the program as outlined.
- Engage part-time employees in cultural development. Part-time employees were included in the Mission Rollout meetings and activities. A DVD copy of the meeting was provided to employees who could not attend.
- Keep it simple, memorable and have fun! Bring core values to life using technology.
- Keep it alive. Reinforce the A.C.T.I.O.N! values throughout the year.

The City of Wheat Ridge, Colorado A.C.T.I.O.N! Mission Rollout Program provided a low-cost, fun and creative way to garner excitement in our organization around core values, while positively affecting the City's culture and supporting the strategic direction outlined by our management team.