

Civility in City Hall

Facilitator:

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Panelists:

Steve Bryant, ICMA Oregon Senior Advisor, Albany, Oregon

Steve LeDoux, Town Manager, Acton, Massachusetts

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- Setting the “Civility Example” for the Community

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- **8 in 10 Americans are frustrated by the tone of political discourse**
 - <http://www.civilityinamerica.org/en/>
- **How does the public see us behave?**
- **Three video examples—As you watch consider these questions:**
 1. **Does your governing body have a code of conduct?**
 2. **What is the manager’s role when things get out of control?**
 3. **What actions could the manager suggest to the governing body in anticipation of a contentious meeting?**
- **Search “Council Code of Conduct” and “Promoting Civility” in the ICMA Knowledge Network for examples**

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Steve LeDoux

Town Manager

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- **Civil Interaction with the General Public**

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Today's Challenges

Today's customers:

- Are always in hurry
- Seek instant gratification
- Have higher expectations
- Are short in patience
- Feel entitled due to paying for services
- Expect technology to solve all problems

Municipalities are experiencing:

- Budget cuts
- Staff shortages
- “Piling on” of job responsibilities
- Technology growth bringing higher demands for services
- Population growth bringing new customers
- Increased accountability

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Visitors Code of Conduct

- Most policies deal with internal issues among staff
- Staff need support with situations that go beyond the definition of dealing with a “difficult customer”
 - Empowers staff to know when a line has been crossed and that the Town supports enforcement
- Provides transparency to visitors



I pay your salary!



Here's a quarter.
Now we're even!



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What Brought Us Here

- **Self-Assessment and Employee Training**
 - Met with Employee Assistance Program advisors
 - Staff overwhelmed by growing number of “difficult customers”
 - With departments understaffed, their time is more valuable
 - Conducted customer relationship training
 - When can we say “enough?” Where is the line?
 - Staff needed to be able to point to a policy, removing emotions
- **Drafting the Visitors Code of Conduct Policy**
 - Representatives from Administration, Public Safety and Social Services authored draft policy
 - Department Heads provided additional input

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What Brought Us Here

- **Approval and Acceptance**
 - Town Attorney
 - Board of Selectmen
 - Employees
- **Community outreach**
 - Announced at televised Board of Selectmen meeting
 - Posted in Community Newsletters and on Town Website
 - Prominently displayed in all municipal buildings



"Instead of teaching our team how to be better salespeople, maybe we should teach everyone else how to be better customers."

© Randy Glasbergen
www.glasbergen.com

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Our Policy

- The Town of Acton's employees **strive to provide a positive experience** for those visiting Town facilities, by following the "Professional Standards of Conduct Policy."
- In addition, the Town supports a workplace that is **conducive to personal safety and security** and is **free from intimidation, threats or violent acts.**



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Our Policy

- The Town **does not tolerate workplace violence** including the threat of violence by anyone who conducts business with the Town.
- Complying with this code of conduct is **required by all people doing business with Town employees.**
- Violators who do not comply with this policy **may be asked to leave the premises.**



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Expected Conduct

- Avoid causing **disturbances or disruptions**
- Show **respect** for others, **building facilities** and **personal property** of others
- Use **common courtesy** when interacting with others
- Do not engage in any **lewd or offensive behavior**
- Any form of **violence** is prohibited
- **Smoking, drinking alcohol** or **appearing to be under the influence** of any illegal substance is prohibited

Repeated violations may result in permanent suspension of facility privileges

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Benefits for All

- **Benefits for Visitors**

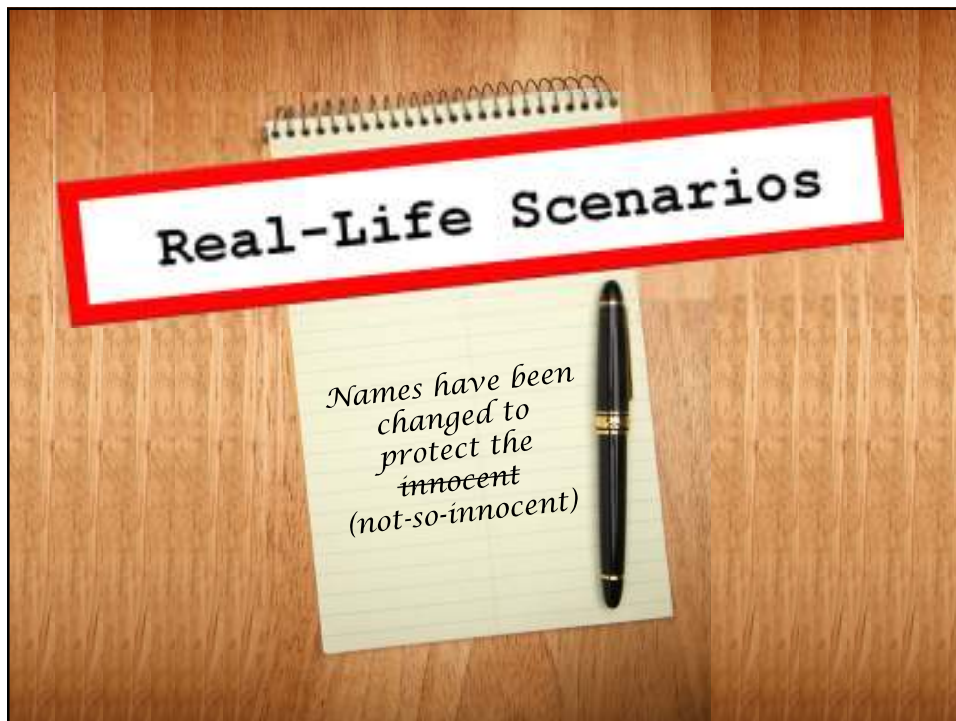
- Promotes fair and consistent utilization of staff and resources
- Reduces cost to the Town and taxpayers
- Alleviates bystander discomfort



- **Benefits for Staff**

- Improves employee morale and instills confidence
- Increases productivity and decreases stress
- Addresses safety concerns
- Provides an expectation of civil behavior
- Breaks the “enabling” cycle and reduces susceptibility to bullying

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Cost Implications

10 customers per week at 5 hours
of staff time per staff member
@\$35 /hr
Total Cost: \$1750
Total Cost: \$175
This continues each
week for a year
Total Cost: \$91,000

Mitigating the madness?

Priceless.

Code Of Conduct Allows For:

- A safe work environment
 - An expectation of civil behavior
 - Professional interaction between staff and customers
- A welcoming Town Hall experience
 - Equal and fair treatment of all customers
 - Efficient time management for staff
- Upper Management support



Questions/Comments?

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99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND
September 22-25, 2013

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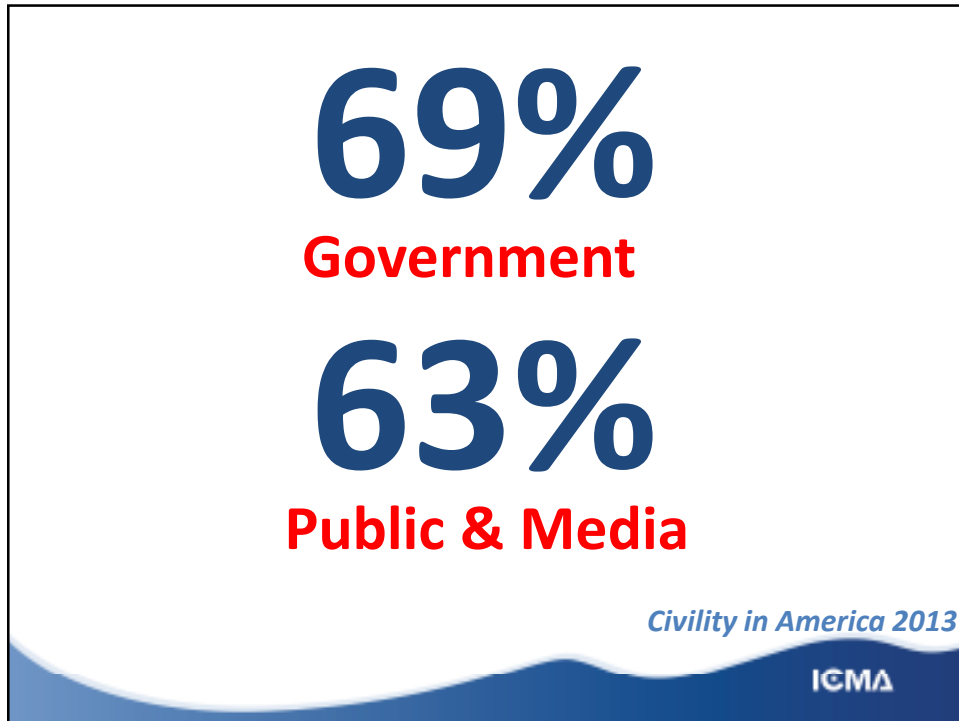
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68%

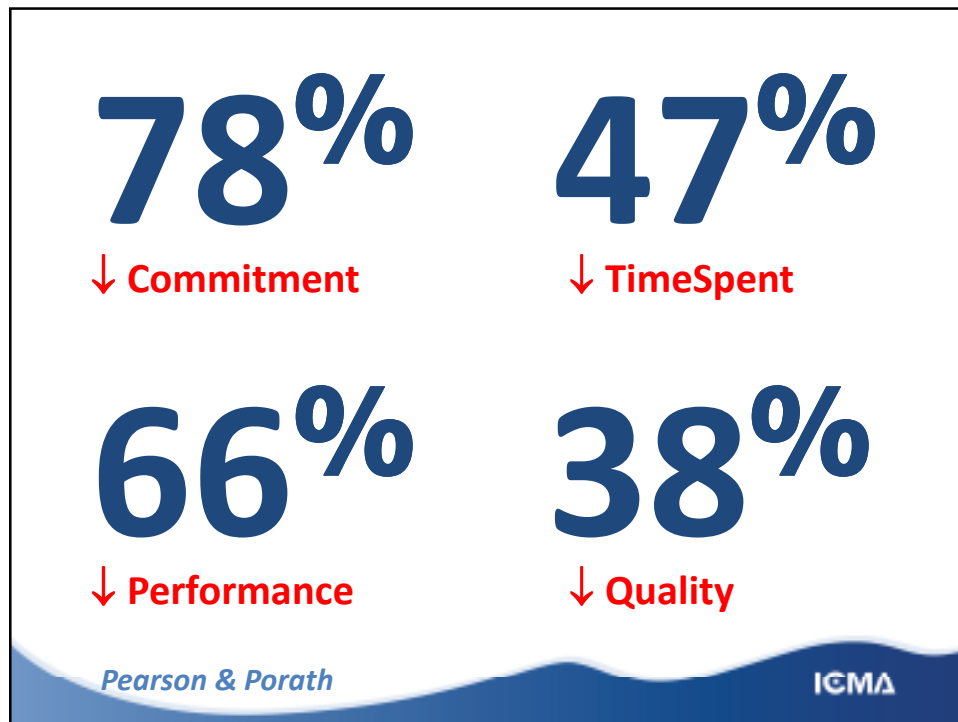
Political incivility **deters**
qualified people from
working in public service

Civility in America 2013

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25%

Admit to taking **frustration**
out **on customer**

Pearson & Porath

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40%

Workers **leaving jobs** as a
result of being **treated rudely**

Boston Globe

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83-84%

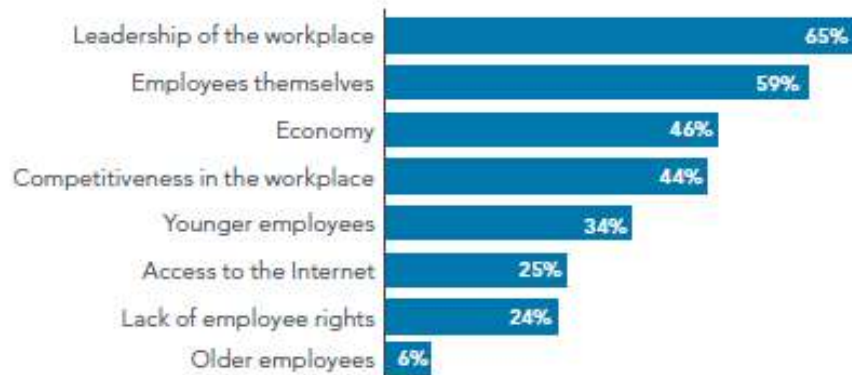
Civil work environment **very important** and **increases productivity**

Baltimore Workplace Study

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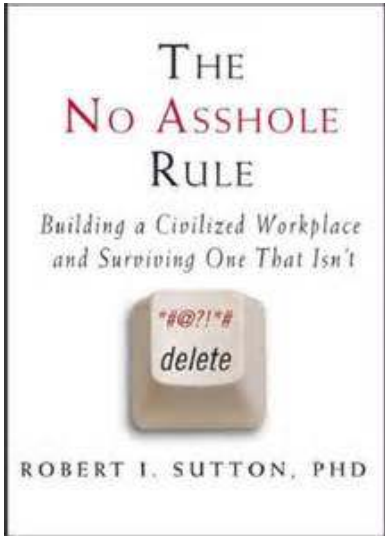
Who/What Is To Blame For Workplace Incivility?

(among those who report the workplace is becoming more uncivil)



Civility in America 2011

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**THE
NO ASSHOLE
RULE**
*Building a Civilized Workplace
and Surviving One That Isn't*

**#@?!*#
delete*


ROBERT I. SUTTON, PHD

Are you a **Certified ARSE?**

*Find out with an easy online
24 question self assessment:*

<http://electricpulp.com/guykawasaki/arse/>

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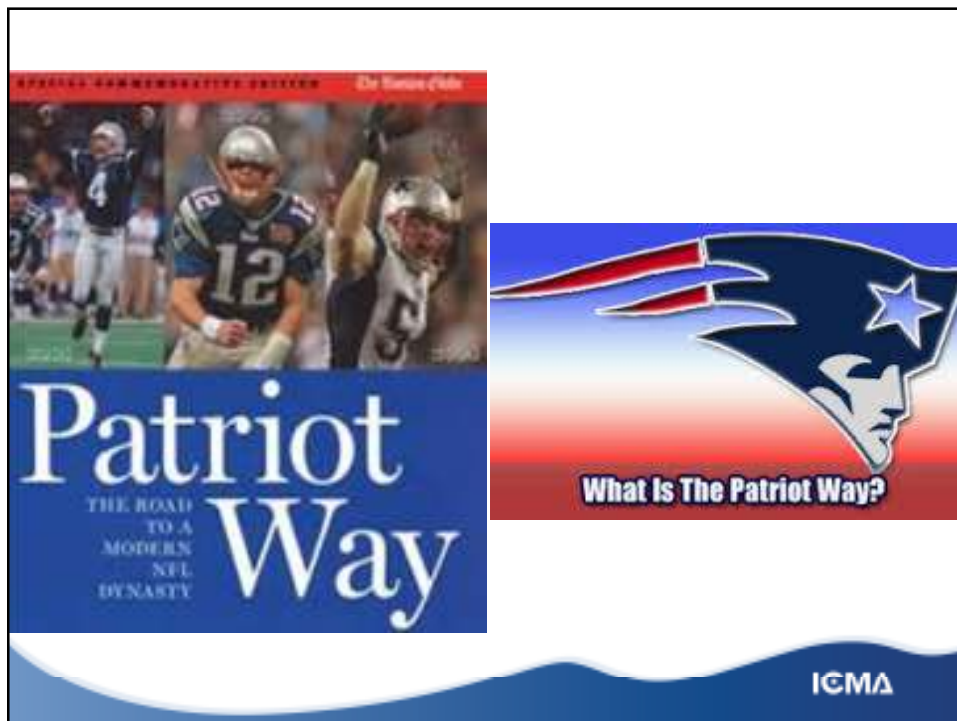


walk the talk.


*Example is not the main thing in
influencing others, it is the only thing.*

-Albert Schweitzer

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4 Questions Test For All Projects & Programs

- Does it foster a **family environment**?
- Does it promote **safe neighborhoods**?
- Does it enhance the **value of our community**?
- Is it the **right thing to do**?

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Is this You?

VALUES

The... of our team are critical to the delivery of quality...

EXCELLENCE AND INNOVATION

INTEGRITY AND PROFESSIONALISM

COMMUNITY AND ACCOUNTABILITY

CORE COMPETENCIES

CUSTOMER SERVICE

COMMUNICATION

TEAMWORK

LEADERSHIP AND DEVELOPMENT

VALUES

The... of our team are critical to the delivery of quality...

CORE COMPETENCIES

- Integrity and Professionalism - We demand excellence from our people, through our focus, honesty, respect and transparency in our quest to be a truly team player.
- Customer Service - We focus on the customer's needs and expectations, providing a positive and personalized experience for every customer.
- Communication - Strong and effective written and verbal communication skills, showing a complete understanding of the customer's needs and expectations.
- Teamwork - Working together to achieve common goals, respecting the unique identity and contributions of each team member.
- Leadership and Development - Actively seek to develop and influence others through individual, departmental, and organizational growth.

By doing "It Right" today, we will drive the success of our organization and we are committed to providing the "Best" customer service to all you do and to uphold the Village of Wellington's values and competencies should you become an employee of the Village of Wellington. If this is not for you, click "No Thanks" to return to the homepage.



Bringing It All Together

Neighborhood Renaissance & Engagement

Protecting our Investment
Respecting the Environment
Economic Development
Responsive Government

A Great Hometown

MORE
CORE

Providing Services the Community
**Wants, Needs and are
willing to Pay for**

WELLINGTON



You're So Rude!
Your #1 iPhone & iPad Etiquette App

Hi, we're the Etiquette Patrol and we're here to make it easy for you to tell someone that he/she is being rude (or polite!). In fact, WE DO IT FOR YOU! Not only that, here's what else we have for you:

- Over 50 tips to help you up your etiquette game
- Weekly tip updates
- Etiquette tricks that will surely turn you into a pro
- And more!

Best of all... The app is FREE!
Get It Now!

Download on the App Store

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- Civility on a Personal Level
- Is It Me, or Is It You?

**Why should
you care
about civility
on an
interpersonal
level?**



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**Be kind, for everyone you meet
is fighting a hard battle.**

-- Plato

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Policy On Workplace Civility

In summation:



Be respectful in what you say (*verbal*)

Be respectful in what you show (*visual*)

Be respectful in what you do (*physical*)

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What is Civility??

- **Definition**
 1. A polite act or expression
 2. Formal or perfunctory politeness
 3. The act of showing regard for others
 4. A courteous act or acts that contribute to smoothness & ease in dealings, and social relationships
- **How you treat people...**
- ***Life-enhancer* or *Well-poisoner*?**

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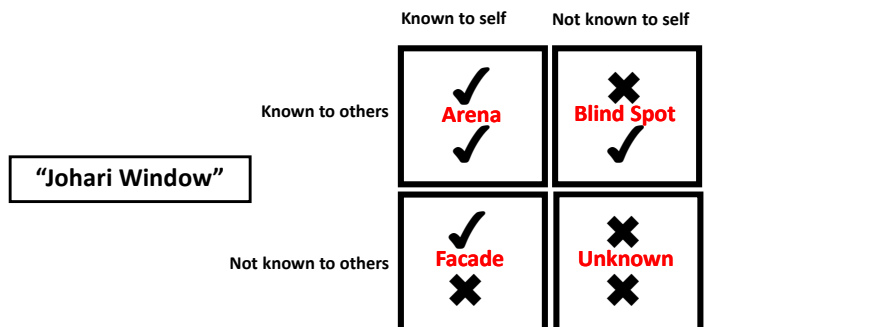
US News: Civility Survey

- **89% of people interviewed said that it was a serious problem in today's society.**
- **90% of these same people said they were not personally rude.**
- 50% say it is extremely serious.
- 78% said civility has deteriorated considerably over the past ten years.
- 90% of those polled believe it contributes to the increasing violence in this country.
- 85% believe it contributes to eroding crucial values such as respecting others.

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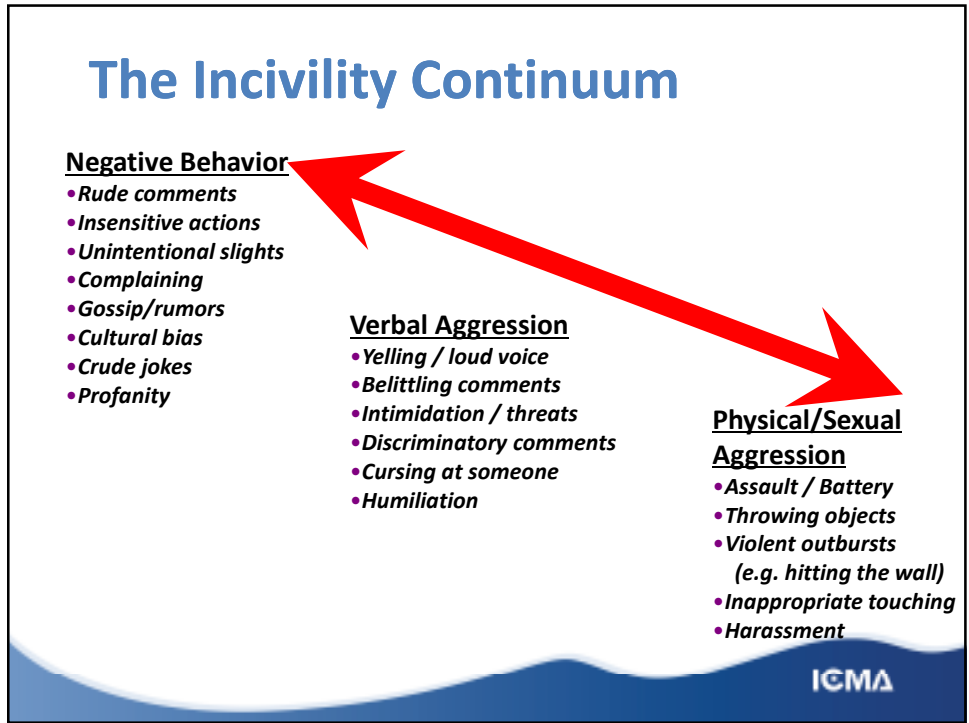
Civility between you and me...

- Is it you, or is it me?



Joseph Luft & Harry Ingham, 1955


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Civility in City Hall

TOXIC WORK ENVIRONMENT

- Results
 - Morale..... ↓
 - Productivity..... ↓
 - Public image..... ↓
 - Workplace Injuries..... ↑
 - Employment Liability claims..... ↑
 - Exposure to Workplace Violence..... ↑



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Clearing the A – I – R

Appreciate

Explicitly tell others you want to hear their point of view...

“I appreciate the opportunity to discuss this problem with you”

Inquire

The other person has the floor – be an active listener...

“Let me make sure I understand your position...”

Respond

Now you have the floor...

“Now that I have a sense of your point of view,
let me try to explain where I’m coming from...”

from *Workplace Wars*

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Final Thoughts



- Don't wait for someone to be nice to you, and avoid “keeping score”
- Don't be afraid to put yourself in “Time Out” so you can ‘cool off’ before expressing yourself
- Consider letting some things slide, especially slights that you know to be unintentional
- THE biggest risk: “Culture of Indifference”

You must *be* the change
you want to see in the world.

~ Mahatma Gandhi

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At age 14, George Washington compiled a list of
“110 Rules of Civility & Decent Behaviour”...



Rule #110 –
Labour to keep alive in your breast
that little celestial fire
called “*conscience.*”

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Questions/Comments?

Additional Information...

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