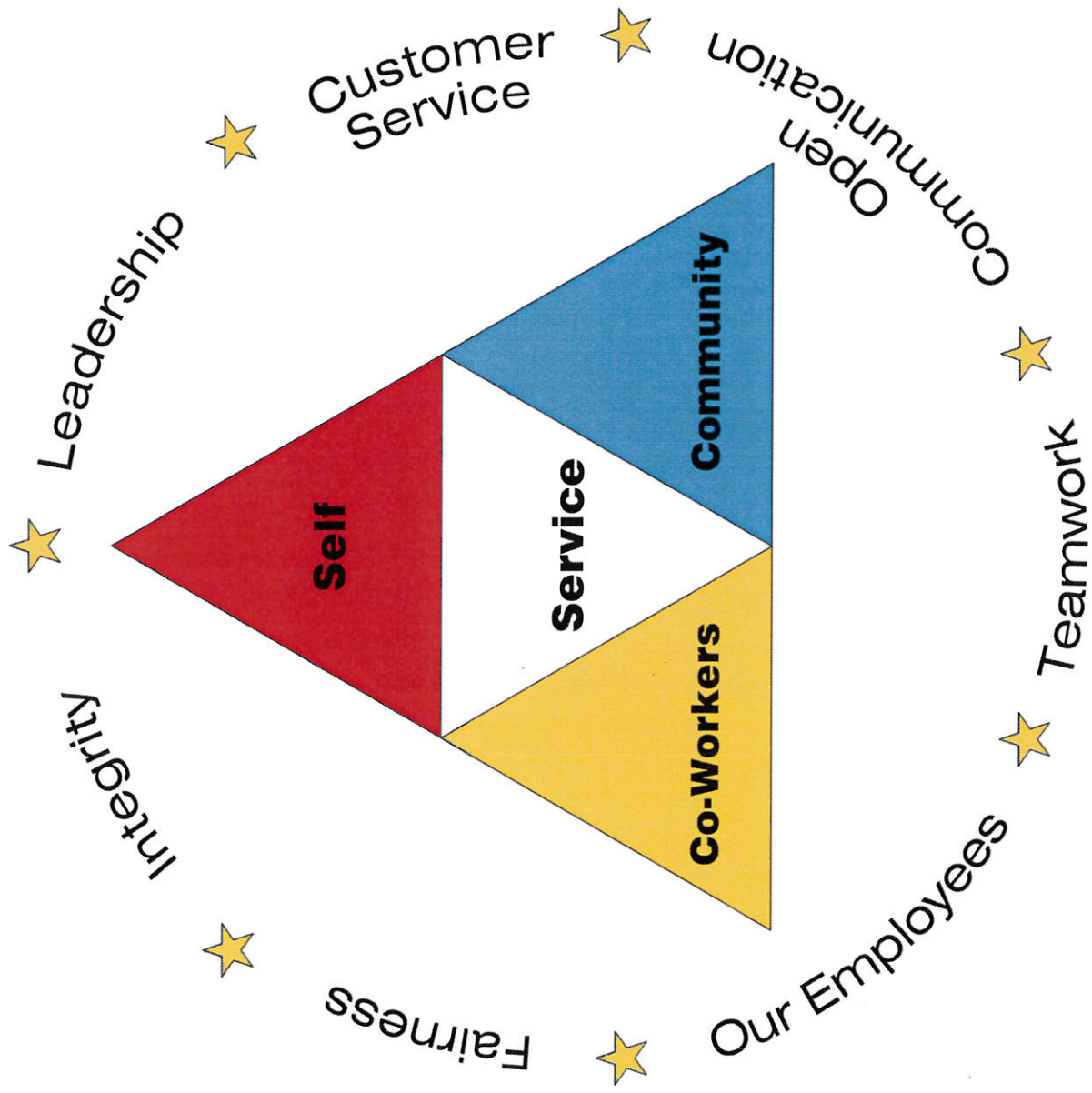






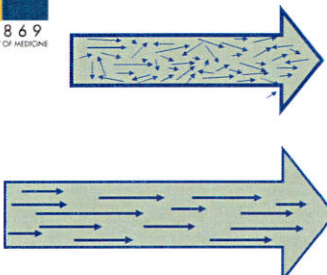
A "Culture of Service" in Durham, North Carolina

Tom Bonfield
City Manager



Durham – Where Great Things Happen

www.durhamnc.gov

Organized Chaos

Future Focused
(aligned and integrated)

Durham – Where Great Things Happen

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CITY HALL



Durham's Got It! Strategic Plan is a roadmap to set direction for the future, guide decision-making and resource allocation, ensuring Durham to be the leader in providing an excellent and sustainable quality of life.

This plan identifies five goals, adopted by City Council, to advance over the next three years. To learn more about how we are measuring our progress in each of these goals, simply click on one of the indicators to go directly to that goal, its objectives, and its progress to date. You can also view [Durham's Got It! Strategic Plan](#).

For first time visitors or for additional information about the Strategic Plan, visit www.durhamnc.gov/StrategicPlan or e-mail StrategicPlan@DurhamNC.gov. [Interactive and Printable Report](#) (PDF 2/13/14). The next publishing date is February 2014. [Previous Strategic Plans](#)



Strong & Diverse Economy

Safe & Secure Community

Thriving, Livable Neighborhoods

Well-Managed City

Stewardship of City's Physical Assets

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ENGAGEMENT

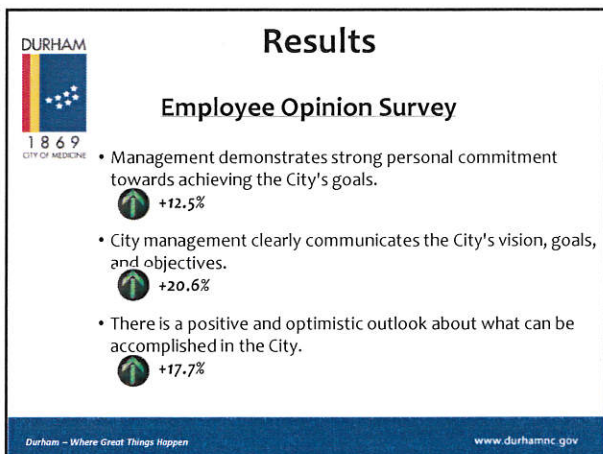
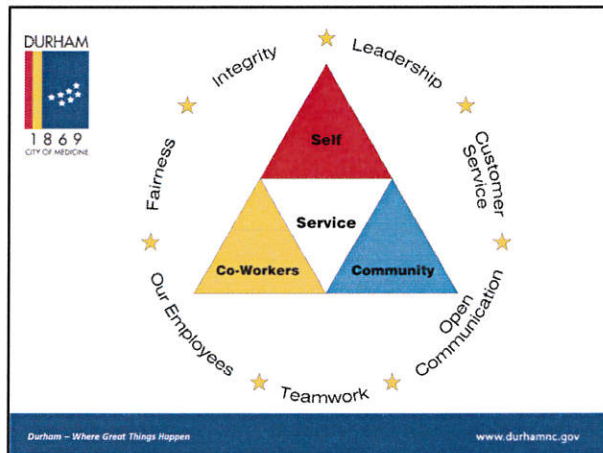
Rational Engagement
vs.
Emotional Engagement

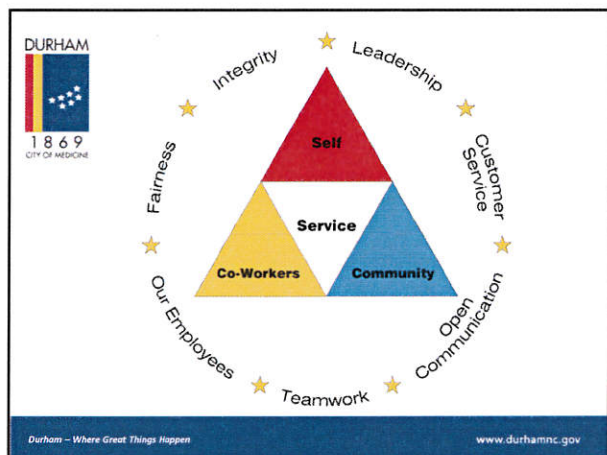
Employee Satisfaction
vs.
Employee Engagement



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Service to Self

Ethical

Attitude

Continuous Learning

Responsible & Accountable

Work/Life Balance

Physical and Emotional Health

Service to Co-Workers

Cooperative

Courteous

Responsive

Supportive

Collaborative

Empathetic

Mentoring



Service to Community

Customer Service

Quality of Work

Trustee of Community Assets

Volunteerism



Tenets of Service – Choices and Actions

Service to Self

Ethical

- Are professional and trustworthy at all times
- Are transparent in business practices
- Consistently make decisions based on values
- Do the right things for the right reasons
- Avoid even the appearance of conflict of interest
- Treat each person fairly

Attitude

- Choose a positive and optimistic outlook every day
- Take personal responsibility for maintaining a positive attitude
- Contribute to an organization in which we can all take pride
- Routinely focus on P3 (positives of possibility and potential) when approaching work, change, etc.

Continuous Learning

- Expose ourselves to growth opportunities through learning experiences and events, both formal and informal
- Take time for reflection and inquiry based on learning experiences
- Are willing to receive, accept and understand feedback
- Have the courage to change and be open to new ideas
- Continually seek to improve

Responsible & Accountable

- Take responsibility; are accountable for our actions and our inactions
- Employ safety conscious behaviors
- Strive to incorporate the highest values into our work and aspire to do our best in all interactions
- Embrace the call to put forth greater effort and feel obligated to make things better
- Maintain professional behavior and image
- Own our mistakes and do not make excuses or blame others

Work/Life Balance

- Respect the need for ourselves and others to allocate time for work and life balance
- Make time for things that ignite joy
- Plan exercise/relaxation time with friends or family
- Prioritize activities to achieve and maintain a balance that works
- Give fair time and attention to work
- Give fair time and attention to life (self, family, friends and community)

Physical and Emotional Health

- Enjoy the physical and emotional benefits of serving community through volunteering
- Practice wellness by maintaining good eating, sleeping and exercise habits
- Pursue activities or enrichment for mental, emotional and spiritual well-being
- Manage weight and other physical health indicators
- Use employee assistance program or other supports to manage stress, emotional illness and substance dependency issues

Service to Co-Workers

Cooperative

- Exceed internal and external expectations by going the extra mile
- Treat people like we are their partners
- Try to find ways to say 'yes' to colleagues by collaboratively seeking solutions
- Respect others' time, workload and schedules

Courteous

- Treat everyone with respect and dignity
- Aware of how we communicate by our appearance, our actions, and our words
- Convey respect for others' time
- Practice good manners

Responsive

- Listen completely for understanding
- Respond and follow through to resolve issues
- Take ownership - don't pass the buck

- Follow up (return calls and emails within 2 business days with at least an acknowledgement of the issue)
- Speak personally with co-workers in matters that cannot be easily resolved by email
- Answer more than just the question asked when it will be helpful to a co-worker

Supportive

- Keep commitments and confidences
- Keep people updated and informed
- Provide excellent, equitable services to ALL
- Provide seamless service between departments and help build others and the organization
- Provide feedback in constructive ways that encourage growth
- Convey concerns directly to the person instead of speaking negatively about co-workers, other departments or employees outside of the group

Collaborative

- Understand our roles and others' to achieve the mission
- Lead by example - empower others
- Are open to new ideas; look for "win – win"
- Look for ways to help others be successful and take pride in 'team' performance
- Compromise when needed and find ways to work together with other employees
- Care about the success of the City and other departments as well as our own
- Are willing to offer resources to assist other departments in resolving issues

Empathetic

- Listen completely for good understanding
- Are compassionate
- Convey a clear respect for the experience/perspective/needs of others
- Try to understand how others feel
- Respond in ways that convey understanding
- Assist other employees in resolving issues with resources and support

Mentoring

- Take the initiative to help others grow and develop
- Assist others in their journey to reach their goals
- Facilitate development of appropriate behaviors and actions
- Give constructive feedback

- Are available to help less experienced employees

Service to Community

Customer Service

- Demonstrate commitment to public service
- Exceed internal and external expectations by going the extra mile
- Respond appropriately and follow through to resolve issues
- Exhibit patience, courtesy and care
- Treat everyone with respect and dignity
- Listen carefully, communicate accurately, act effectively
- Respond to customers' needs and not their behaviors

Quality of Work

- Take pride in doing excellent work not just getting work done
- Keep people updated and informed
- Recognize and embrace individual strengths
- Suggest improvements to processes
- Do our best at all times for the community and each other

Trustee of Community Assets

- Are model stewards of the community
- Value safety for all City employees
- Avoid waste, care for, and take pride in city assets, equipment, land, and resources
- Look for ways to save money and time
- Reduce, reuse and recycle

Volunteerism

- Give freely of time to engage in community in a meaningful way
- Improve community relations through service learning
- Assist with 7 Stars Employee Giving
- Participate in organized efforts to provide comfort, care, and assistance to fellow community members (including the global community)
- Participate in activities with nonprofits that help build this community (schools, Habitat for Humanity, mentoring youth, Homebuilders for Hope and others)
- Are good citizens

How to use the E-3 (Employee Engagement Exercise)

The E-3 is a tool for supervisors to use to engage employees. It may be modified to suit any particular work unit and circumstances. (An online version will also be available.)

For Supervisors:

Give employees the E-3 in advance and ask them to complete it and return it to you. Review the document(s), making note of the individual responses for each staff member—communication styles differ from person to person. Tailoring your communication style to your individual team members will provide more effective outcomes. Arrange a one-on-one meeting to discuss the information the employee has provided. Follow up by using and developing employees' skills, providing recognition, assisting with their Individual Development Plans (IDPs) and knowing them as individuals.

Steps:

1. Tell employees you would like for them to complete the E-3 so that you can learn more about their likes and dislikes for recognition, their strengths, skills, communication preferences and motivation factors
2. Arrange a meeting to discuss the E-3 one-on-one. Listen, ask questions for clarification and consider how you can match employees strengths to assignments, recognize appropriately, and develop their talents
3. Use the information as appropriate with work assignments, talent development and leadership
4. Ask for feedback from the employee several months after your one-on-one session. Discuss progress each of you has seen and areas to tweak, if necessary.

For Employees:

Your supervisor is giving you the E-3 (Employee Engagement Exercise) to learn more about your preferences at work and to find out how you like to be recognized for your contributions, what strengths and skills you would like to use on the job, and what areas you would like to focus on in developing your talents.

Your supervisor will arrange a time to discuss what you have shared in a one-on-one meeting. Use this as a time to discuss how you would like to learn and grow on the job. This is an opportunity for you to ask your supervisor what his/her preferences are at the same time. Developing a partnership involves each party recognizing the other's contributions, strengths and preferences.

EMPLOYEE ENGAGEMENT EXERCISE

Name:

Date:

Please check blocks below to help your supervisor understand your preferences. You will have the opportunity to discuss with your supervisor.

HOW DO YOU APPRECIATE BEING APPRECIATED?	
WRITTEN & PUBLIC ACKNOWLEDGEMENT	
☐ Letter from a VIP to family	☐ Memo in personnel file
☐ Newsletter, bulletin board announcements	☐ STARs nomination
☐ Certificate of Achievement	☐ Employee of the Week (dept. or work unit)
☐ Team acknowledgement	☐ Caricatures, cartoons or funny cards
☐ Acknowledgements from customers	☐ Department banners
☐ Handwritten thank you note	☐ Email thank you
☐ Public thank you	☐ Private personal thank you
List Other	List Other
FOOD or GIFTS	
☐ Lunch catered for the team	☐ A meal with a VIP
☐ Off-site lunches	☐ Pizza party for department/division
☐ Breakfast for team	☐ Potluck lunches with team
☐ Humorous card, certificate, etc.	☐ Team picnic or outing
☐ Coffee delivered to your desk or truck	☐ Special seminar/conference
☐ Preferred parking space for a month	☐ Trophies or plaques
☐ T-shirts, pens, small gifts	☐ Local gift certificates
List Other	List Other
List Other	List Other
OTHER	
☐ Long lunches	☐ Compliments and "thank you"
☐ Quality time with boss	☐ Choice of next project
☐ Special apparel day	☐ Telecommuting
☐ Time off	☐ Parties
☐ Advance information	☐ Introduction to a VIP
List Other	List Other

PEOPLEMAP TYPE	
☐ Leader/Free Spirit	☐ Leader/Task
☐ People/Task	☐ People/Leader
☐ Free Spirit/Task	☐ Free Spirit/People
STRENGTHS	
Choose 5 (only) from below – or for a more accurate picture, take the free online survey at http://www.viacharacter.org/www/en-us/viainstitute/about.aspx	
☐ Creativity	☐ Teamwork
☐ Judgment	☐ Fairness
☐ Love of Learning	☐ Leadership
☐ Perspective	☐ Forgiveness
☐ Bravery	☐ Perseverance
☐ Honesty	☐ Humility
☐ Appreciation of Beauty and Excellence	☐ Prudence
☐ Zest	☐ Self-Regulation
☐ Love	☐ Gratitude
☐ Kindness	☐ Hope
☐ Social Intelligence	☐ Humor
☐ Curiosity	☐ Spirituality
List Other	List Other
SKILLS YOU HAVE THAT YOU WOULD LIKE TO USE	
Technical skills (specify)	Computer skills (specify)
☐ Facilitation	☐ Event planning
☐ Mediation	☐ Foreign language
☐ Photography	☐ Machinery
☐ Writing or proofreading	☐ Graphic design
Other skills (specify)	Other skills (specify)

SKILLS YOU WOULD LIKE TO DEVELOP

Specify

COMMUNICATION PREFERENCES**Rank from high to low with 1 being your TOP choice**

Choose One Face-to-face

Choose One Hard copy

Choose One Email

Choose One Telephone
Cell
Desk

Choose One Text

Choose One Bulletin board

Choose One List Other

Choose One List Other

MOTIVATION**Since money is often in short supply, what are some other things that help you stay motivated? (Check all that apply)**☐ Being appreciated☐ Growth and professional development☐ Having input into decisions☐ Autonomy☐ Flexible schedule☐ Using your strengths☐ Interesting work assignments☐ Purpose/meaningful work

List Other

List Other

OTHER INFORMATION YOU WOULD LIKE FOR YOUR SUPERVISOR TO KNOW ABOUT YOU

EMPLOYEE ENGAGEMENT INDEX

1. I receive the resources I need to do my job well
2. At work, I have the opportunity to do what I do best
3. I rarely think about looking for a new job at another organization
4. When I tell my friends where I work, I feel proud
5. I am willing to put in a great deal of effort beyond what is normally expected of me

BASELINE DATA

2010

1. I receive the resources I need to do my job well (#48): 75.4
2. At work, I have the opportunity to do what I do best (#56): 78.1
3. I rarely think about looking for a new job at another organization (#61): 60.8
4. When I tell my friends where I work, I feel proud (# 63): 77.5
5. I am willing to put in a great deal of effort beyond what is normally expected of me (# 64): 89.1

[Scoring is: A. Strongly Agree B. Agree C. Disagree D. Strongly Disagree]

Culture of Service

The Certification Program is designed to promote and sustain a Culture of Service in our organization: Service to Self, Service to Co-workers and Service to Community. By participating in training and interaction around the City's core values and completing a project that supports the Culture of Service, employees demonstrate a deep commitment to service.

Please add my name to the list of people who want to complete the certification program and become Culture of Service Champions

Name _____

Department _____

Division _____

Phone _____

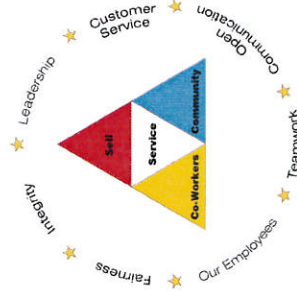
Email _____

Date _____

Clip this box and send through interoffice mail to:



Vickie Atkinson, Manager of OD
Budget and Management Services
Suite 1800 City Hall



You will be notified of class dates and other information related to the program

City of Durham

Contact:
Vickie Atkinson, Manager of Organizational Development
Budget and Management Service

Phone: 919-560-4111 x 20101
E-mail: vickieatkinson@durhamnc.gov



Engaging Our Employees in Positive Change

**Culture of Service
Champion!**





CULTURE OF SERVICE

Purpose

A program to grant certification to Culture of Service champions will help cultivate and sustain the Culture of Service in our organization (Initiative 4.4 in Strategic Plan). On the individual level, certification will demonstrate a deep level of commitment on the part of employees who pursue this designation.

Objectives

Employees who pursue certification will:

- ◆ Understand the core values and the behaviors that demonstrate the values on a daily basis
- ◆ Complete a large project that contributes to the Culture of Service at a departmental or organizational level by using principles in ALL our core values
- ◆ Develop productive relationships with employees in other departments, thus promoting interdepartmental collaboration

CERTIFICATION PROGRAM

Application and Selection of Candidates

Application is to program, not the individual module. A diverse group of employees will be accepted into the program each time. A waiting list will be established to ensure that all employees who wish to become certified in the Culture of Service will have the opportunity.

Training Modules

Training modules are available for each of the 7 core values. Modules are instructor led, interactive sessions composed of presentations, discussions, small group activities and individual reflection. Each module consists of a half-day of training.

Instructors

Instructors must be models of the values they teach. Because the reputation of instructors is key to credibility in teaching the values, careful selection of faculty is important. Nominations will be sought for each of the modules and the candidates will be vetted by the certification committee. Post-training evaluations by participants will be carefully considered. Each module will have 2 facilitators. We expect that facilitators will complete the program prior to facilitating.

Projects

A comprehensive project addressing principles in all of the values must be completed. The comprehensive project must be approved in advance by the certification committee and agreed to by the employee's supervisor.

Certification

Certification is granted by the certification committee upon completion of all values training modules and the project.

CERTIFICATION PROGRAM

OUR VALUES

Our Employees

- ◇ The key to our success
- ◇ Learning, leading and serving

Integrity

- ◇ Honesty
- ◇ Accountability

Customer Service

- ◇ Listening completely and understanding
- ◇ Responding and following through

Teamwork

- ◇ Working together for a common goal
- ◇ Recognizing individual strengths

Leadership

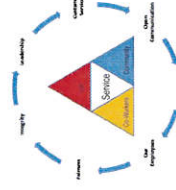
- ◇ Leading by example
- ◇ Serving a higher purpose

Open Communication

- ◇ Listening for understanding
- ◇ Giving constructive feedback

Fairness

- ◇ Doing the right thing for the right reasons
- ◇ Giving everyone the opportunity to grow



We are Culture of Service Champions!