

# Civility & Healthy Workplace Initiative: A Case Study

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# Who We Are

- Established in 1863
- Located north of Chicago
- Home to Northwestern University and Rotary International Headquarters
- Total Population: 74,486 (2010 Census)
- City Council:
  - Mayor, 9 Ward Aldermen
- Number of City Employees: Approximately 800

# The Situation

- Staff tensions were high
- Visible frustration among staff
- Unprofessional behavior
- Multiple Complaints to Human Resources

# Internal Staff Survey Results

## PROFESSIONAL BEHAVIORS

"Thank you."  
Recognizing work from all staff  
Treating everyone with respect  
Smiling  
Disagree openly without hostility  
Be patient and kind to others  
Act as if all participants are equal, not inferior  
Listening instead of talking over staff  
Praising publicly & correcting privately  
Keeping your appointments & be on time  
Responding in a timely manner  
Acknowledge people  
Supporting efforts for training, cont. education  
Clearly communicating

## UNPROFESSIONAL BEHAVIORS

On-going teasing & practical jokes  
Criticism in a no-constructive manner  
Saying "We have always done it this way"  
Saying "It's not my job!" with no referral  
Immediately discounting  
Not listening to concerns of your staff  
Admonishing employees in front of peers  
Not free to go to HR without manager getting upset  
Pointing the fingers at others  
Bullying (need a policy) it is bad!  
Managers not responding to e-mail or voicemails  
Pounding fists on the desk  
Rumors  
Vast inequities in disciplinary issues

# Actions Following the Data Collection

- As a result of feedback from staff the Healthy Work Environment Policy was created & implemented Citywide
- Directors conducted meetings with their staff to review the policy and to answer questions
- All employees signed off on the policy



## My Commitment to a Healthy Work Environment

As an employee of the City of Evanston, I am committed to the creation and support of a healthy work environment for all employees.

I understand that positive, professional communications are critical to a healthy work environment and positive employee morale.

I commit to hold myself accountable to demonstrating professional communications with all employees, residents, businesses and customers of the City of Evanston.

If at any time it is brought to my attention that my behavior is not professional, I agree to listen to the feedback and commit to work on improving the issue brought to my attention.

I understand that on-going negative communications are unacceptable.

I commit to bring issues of un-professional communication to the attention of fellow employees and supervisors in a constructive manner.

\_\_\_\_\_  
Signature / Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department



### **Vision:**

Creating the Most Livable City in America

### **Mission:**

The City of Evanston is committed to promoting the highest quality of life for all residents by providing fiscally-sound, responsive municipal services and delivering those services equitably and professionally with the highest degree of integrity.

### **Values:**

Excellent Customer Service - responsiveness, accuracy, respect, excellent communication, compassion, advocacy, problem solving, empathy

Accountability - competency, consistency, dependability, responsibility, commitment, initiative, teamwork, leadership

Integrity - honesty, truthfulness, high ethical standards, civic responsibility, organizational pride, stewardship, fairness, commitment to diversity

Continuous Improvement - efficiency, innovation, use of technology, professional growth and development, environmental sustainability, safety

# Impact of Healthy Work Environment Policy

- Staff felt more comfortable bringing unprofessional behaviors to light
- Several employee investigations were conducted
- Multiple disciplinary actions occurred
- Improvement in staff relations across staff levels

# Successful Outcomes

- Improved Communications
- Mutual Respect for Fellow Staff
- Accountability at All Levels
- Meaningful Recognition
  - Employee of the Month, Peer Recognition
- Authentic Leadership



# Where to Find Us

[www.cityofevanston.org](http://www.cityofevanston.org)



@CityofEvanston  
@ParkRecEvnston



City of Evanston  
Evanston Parks & Recreation



City of Evanston



City of Evanston



City of Evanston, IL

# Questions/Comments?

Additional Information...





ICMA  
**100**<sup>th</sup>

ANNUAL CONFERENCE

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**Charlotte**  
Mecklenburg County

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