



Danvers Engagement Playbook

06.16.2017

Maggie Jablonski

Nate Rockwood

Aaron Hufford

Table of Contents

[Executive Summary](#)

[Introduction](#)

[Engagement Themes for the Organization](#)

[Vision and Values](#)

- Participatory Vision/Value Statement
- Employee Based Committees
- System & Policy Reevaluation
- Continued Vision & Value Reinforcement

[Communication](#)

- Develop Internal Communication Strategy
- Implement Weekly “Management Team” Meetings
- Change Structure of Monthly Leadership Team Meetings
- Encourage Departments to Hold Weekly Staff Meetings
- Create Opportunities for Cross-Department Interactions
- Communications Training

[Team-Building](#)

- Sprint Teams
- Strategy Teams
- Innovation Challenge
- Employee Outings
- Off-Site Leadership Team Meetings
- Team-Building Training

[Recognition](#)

- Appreciation and Recognition Training
- Instant Recognition
- Maintain Positive Focus at Employee Recognition Events

[Employee Development](#)

- Create Employee On-Boarding Program
- Encourage Feedback/Goal Setting
- Establish Internal Leadership Program for Supervisors/Managers

[Communicating Results](#)

[Engagement Strategies for Divisions](#)

[Validating Survey Results for Future Comparison](#)

[Appendix](#)

[References](#)

Executive Summary

Danvers employees recently took the Gallup Q12 Survey to assess current employee engagement levels and set a baseline against which to evaluate the effectiveness of strategies designed to improve employee engagement.

Why it's Important: Organizations with a highly engaged workforce “exhibit superior performance, such as lower turnover, higher sales growth, increased productivity, and better customer loyalty” (Arakawa & Greenberg, 2007). Therefore, it is of critical importance that Danvers understands their workforce and implements steps to improve employee engagement.

Current State: Other than a few instances, where groupings may have skewed the results, the survey in general is a good sampling of the overall engagement levels of the Danvers employees. The team recognized some positive themes and patterns from the interviews, such as:

- Dedication to quality service to the residents of Danvers
- Pride and dedication to the Town of Danvers and the community
- Fellowship and teamwork among employees within individual departments

The team also recognized some patterns which could use improvement, including:

- A lack of organizational Vision and Values
- Insufficient interaction and communication between divisions/departments and leadership
- Minimal organization-wide team building or focused employee development
- A lack of consistent employee recognition from supervisors and leadership


Action Items: The Team recognizes that Danvers is in the beginning steps of improving employee engagement. This playbook lists several action items which can help Danvers get off the ground on the right foot. An overarching theme throughout the recommendations is that (1) Danvers create a Vision for the employees and a set of Values which support that Vision; (2) the creation of the Vision and Values and all other recommendations and action items be a collaborative effort across all divisions and departments and all levels of employees. A top down directed approach will likely fail in improving the level of employee engagement throughout the organization. Finding ways to create cross organizational employee committees will greatly improve the overall engagement of the organization.

The team recommends action items, which should be viewed as first steps to better organizational clarity and ultimately improved employee engagement.

Recommended Action Items Include:

- **Establishing a Vision and Values Statement** – A Vision and Values statement should be created by a cross-organization, employee-based committee.
- **The Town should develop an Internal Communication Strategy** – This should include weekly management team meetings, weekly Status & Information Report, communications trainings, an employee intranet for documents and employee information, and encouragement to hold short weekly department meetings. The team also recommends that leadership look for ways to create cross-organizational employee based committees to work on specific issues.
- **Team Building** – A united team mentality was lacking across divisions. The Team recommends the creation of committees, which might include Sprint Teams, Strategy Teams, and an Innovation Challenge. The teams also recommends more employees outings, off site leadership meetings and cross organizational team building sessions.
- **Recognition seems to be lacking in the organization** – Action items in this area include recognition training for managers and supervisors, providing an instant recognition program, and maintaining a positive message and focus at employee recognition events.
- **Employee Development** – Employees are engaged when they know what is expected from them and they have an opportunity to learn and grow. The organization should develop an onboarding program for new employees, encourage feedback and goal setting, and establish an internal leadership-training program for managers and supervisors.
- **Communicating Results and Engagement Strategies for Divisions** - Focus on communicating survey results effectively and provide tools and directions on how division directors and managers should use the survey to improve engagement with their departments. The Town Manager should strategically discuss results with Leadership staff. The Human Resources Director and/or the Town Manager should meet with department directors individually to communicate the results directly and discuss how to explain the results to departmental staff. Directors and managers should lead discussions with all staff in a collaborative way, which will create buy in and foster a discussion, which will allow all employees to feel they are a part of creating a better organization.

In evaluating the survey and individual interviews with employees, the Team recognized many patterns and themes from among all the divisions and departments. Creating an organizational wide Vision and Values statement which employees can unite behind is a critical first step to implementing many of the action items included in this report. The



sense of pride in the community and commitment to providing high quality services to the community that was expressed overwhelmingly by employees is encouraging to the Team, that these action items will bring positive change and will improve employee engagement scores in the future.

Introduction

In February of 2017, the Town of Danvers distributed the Gallup Q12 Survey to its employees in order to gain a better understanding of the organization's level of engagement. Q12 is a 12-question survey designed to measure the level of employee engagement throughout an organization. Organizations that have high Q12 results "exhibit superior performance, such as lower turnover, higher sales growth, increased productivity, and better customer loyalty" (Arakawa & Greenberg, 2007).

Nearly 250 individuals responded to the survey from 21 different divisions. The Town scored an overall grand-mean of 3.71, which places the organization in the 25th percentile when compared to other organizations who have used the assessment. However, scores varied widely between different departments and divisions. While every organization has a culture, there are also many sub-cultures created in different departments and work areas. One of the primary determinants of the level of engagement for employees is their direct supervisor (Markey, 2014). This is part of why separate work groups in an organization can have such vastly different scores on the 12 questions.

It was determined that it would be important to investigate and analyze these results further to confirm the validity of the scores and to develop engagement strategies to improve the overall level of engagement of the organization.

The Town of Danvers engaged the Leadership ICMA Team to help analyze the results of the survey and create a plan of action to help improve employee engagement based on this analysis.

As part of the team's analysis, on-site interviews were conducted with Town staff to help establish the Q12 Survey as a valid baseline. This is important, because it ensures that scores can be compared to future assessments to determine if improvements have occurred.

Through analysis of the survey, on-site interviews and additional research, the Leadership ICMA Team has identified strategies to provide a playbook of best practices.

What follows is a playbook designed to increase engagement levels throughout the Town of Danvers. This document does not contain a "silver bullet" approach, rather, it should be used as a tool to implement suggested strategies in the manner deemed most effective. The strategies discussed should be used at the will of the Town Manager and Leadership Team. While every play (strategy) may not score a touchdown, all have the potential to

make the incremental improvements necessary to continually improve engagement levels of employees in the organization.

Engagement Themes for the Organization

Based on the on-site interviews and analysis of the Q12 survey results, broad areas of focus presented themselves as areas that should be concentrated on. These themes were heard across many different departments and the suggested improvement strategies within each theme encompass a wide variety of methods for developing greater organizational engagement.

The five major themes are:

- Vision and Values
- Communication
- Team-Building
- Recognition
- Employee Development

Within each engagement theme, there are sections about why each theme is important, the current state in Danvers, action items, and connection to Q12. Sample training concepts are within each action item section and discuss broad training courses that should be investigated to further improve engagement within the organization.

Vision and Values

Why it's important

One of the common themes in much of the organizational theory and literature describing the necessary elements of a well-functioning organization with highly engaged employees is organizational clarity or purpose. The “high performance organization model” refers to this as vision and values. Other leadership and engagement authors such as Patrick Lencioni refer to this as “Organizational Clarity”, which he cites as the number one factor which “unites an organization and leads to productive teamwork.” In *Turn the Ship Around!: A True Story of Turning Followers into Leaders*, David Marquet identifies organizational clarity and technical competencies as the two pillars of a highly functioning team oriented organization. In the result of the survey and the in-person interviews, the team quickly identified that establishing a Vision and defining the organization values will have a dramatic effect in unifying the organization and improving overall employee engagement.

Current State

As the team interviewed a selection of employees across the Danvers organization, among groups which scored high on the engagement survey and among those which scored lower, the common answer to the question about the town's mission statement or vision, was that employees did not know of one. When asked further about common goals which might be relevant across the various divisions, those interviewed could not identify any goals.

However, when asked about values that a division or department might have, some common themes started to emerge. Many of these values seem to be well rooted in the minds of the employees and appear to be core elements across the organization. Some common values identified were: strong desire to be customer focused, to be accountable to the citizens, to have pride in the unique qualities of the town and to have a strong action-oriented focus. This action-oriented focus came across in answers which indicated the employees desire to show the community how good they were at their job, through the quality work they delivered to the community. This was sometimes referred to as "The Danvers Way."

Action Items

Establish Vision and Values Statement

There are two types of vision statements. One, is the outward community vision or set of goals put forward by the elected official. The other, is the inward facing vision of the organization, which is a guide and a standard for the employees. This inward facing vision statement should be a unifying standard which is common among all areas of the organization. It should be further refined with a set of values which are common among all employees. In order to be meaningful, it is critical that this set of Values and the Vision is 'owned' by the employees.

The team is recommending the creation of the Vision and Values statement, "The Danvers Way," as an opportunity for the administration to facilitate an employee based committee process. Employees interviewed by the team expressed a strong dedication and sense of purpose in their individual roles, and bringing them into the Vision/Values creation process will allow them to apply these positive themes in a broader context. The committee should include employees from across all levels of the organization and should not be dominated by the executive staff or leadership team members. Meetings of the committee should be facilitated to help create an open space for discussion and to help encourage members to share and participate. The roll-out of The Danvers Way should be done by the employee committee to the leadership team and potentially to the entire town staff.

Once established by the employees, the executive staff should adopt the vision and values and work to reinforce the vision throughout the organization and establish these common values within the various systems and policies whenever possible.

Employee Based Committees

By using an employee based committee for the vision and the values, the executive staff will reduce the feel of a top down directive and avoid the perception that the administration is telling long time staff what the Danvers Way is as opposed to staff having the opportunity to find common values throughout the organization. In the interviews, we were frequently told that employees or divisions “did their own thing” and were not really dependent on the work of others in the organization. As we dug deeper into these comments, we found that these jobs or department tasks were in fact quite interrelated and were very dependent on others, and essential to the success of the entire organization.

The administration should look for every opportunity to form cross departmental/divisional teams to work on specific issues and standardize policies and procedures. The use of employee-based committees will not only improve connection and cooperation between Departments and establish buy-in to projects, it also has the added benefit of increasing capacity to take on projects that might otherwise be relegated to a few individual leaders within the organization.

System and Policy Reevaluation

Systems and policy reevaluation should be a constant effort. Many policy and system changes will take time and should be implemented by those who oversee the process so that changes are not overwhelming. Policies should be evaluated with the adopted vision and values in mind. The question should be asked, “does this policy undermine or prevent employees or the administration from following the vision of the town. Does this policy seem contradictory to the employees’ values?” Once established, policies should be clearly explained to staff. An employee handbook could be an effective tool to communicate with staff. The handbook could further detail the intent of the policy and tie the policy and intent to the vision and values of the town.

Systems evaluation, like policy evaluation, can be a long process. However, this is one of the areas where executive office and the leadership team can see the biggest organizational improvements which will result in a more engaged employee. This is the chance for managers to truly put the Danvers Way into action. Systems evaluation is much the same as policy evaluation. The question should be asked, “does this process undermine or prevent an employee from following the vision and values of the town? Does this process undermine or prevent the ability of the employee to make meaningful decisions about how they are engaged in their job?” Examples of systems evaluation could include procurement procedures, resource allocation, room scheduling, software or technology improvement. Systems should be evaluated to allow employee autonomy to the extent possible while still maintaining adequate controls needed to meet mandated standards.

Continued Vision and Value Reinforcement

The Town Manager should use the Vision and Values - The Danvers Way - as an opportunity to engage with the town staff. Bi-weekly, one-hour employee meetings could be a way to provide meaningful face time between the Town Manager and town staff, and facilitate the interaction of town staff between the different divisions. These meetings should include one staff member from any level from each of the different divisions or identified grouping within the organization. The meetings are an opportunity for staff to work with the Town Manager in developing staff's understanding of the Danvers Way and how it can be applied on a daily basis and influence the quality of service provided to the community.

In interviews, employees who could recount a direct contact with the Town Manager were very positive about his intent and dedication to the organization, and we believe there is great value in providing more employees with the opportunity to have a personal interaction with the Manager. This is an opportunity for staff to get to know the Town Manager and other staff, and for staff to contribute meaningful input for the organization.

Connection to Q12

These action items are designed to help improve employee engagement scores on Q01 (I know what is expected of me at work), Q08 (The mission or purpose of my organization makes me feel my job is important) and Q00 (How Satisfied are you with your organization as a place to work). The collaborative "employee based committee" should also improve scores related to the survey results on Q06 (There is someone at work who encourages my development), Q07 (At work, my opinions seem to count) and Q12 (This last year, I have had opportunities at work to learn and grow).

Communication

Why it's Important

Engaged employees are "involved in, enthusiastic about and committed to their work and workplace" (Harter and Atkins, 2015). In order for an employee to be committed to their workplace, to the Town of Danvers as an organization, they must know and understand not just their own work role and responsibilities, but the broader goals of their Department and the Town as a whole. Creating such engagement is not possible without a strong base in communication. Communication is what helps an employee understand how their role and their department play a part in the goals and values of the entire organization. Beyond their own work, communication helps build respect for how others contribute and trust that everyone is working towards the same goals (Tavakoli, 2015).

[Return to Table of Contents](#)

Current State

The Town uses a variety of methods to communicate with the public through their website, newsletter, social media, etc. There does not, however, seem to be a structure in place to help facilitate information sharing between and among departments or throughout the entire organization. A comment frequently heard in interviews was that employees “never know what’s going on.” These statements seemed to apply more organization-wide, but some comments indicated this is an issue even within departments.

Within departments, standards of meetings vary. Some departments have structured daily or weekly briefings/meetings that thoroughly inform all employees about ongoing activities, programs, and other necessary internal news, others seem to lack a formal mechanism which reaches all employees in order to allow for this important information-sharing.

The Town of Danvers’ Leadership Team, which consists of approximately 20 representatives from all Town Departments, meets on a monthly basis. During interviews, we heard that there are challenges to the effectiveness of these meetings, due in part to the large number of people involved and the meeting structure. We learned that there has been an effort to focus communication in these meetings more on high-level strategies and global thinking, but that frequently the sheer number of people in the room makes it difficult to have an engaging discussion or debate beyond reporting on pertinent information. Additionally, important and useful information discussed at the Leadership Team meetings does not always appear to be communicated back to employees within each department.

Action Items

Develop an Internal Communication Strategy

What employees view as secrecy is often a lack of concerted effort to share information by the organization. Just as when Danvers communicates with residents, the Town must develop a strategy for improving communication internally (Tavakoli, 2015).

Below are two relatively simple mechanisms that can help improve the sharing of information on an organizational level:

Weekly Status & Information Report

Implementing a weekly report or employee newsletter is a great way to both solicit and distribute information to the organization. Putting together a quick summary of activity

throughout the Town allows all employees to feel more connected with what's going on throughout the community.

The key to this is first setting the expectation that departments should be proactively sharing ongoing activities and news, and second reinforcing that articles need not be long or elaborate, so that the task does not seem too time-consuming.

Every department should be responsible for sending short articles on ongoing projects, events, awards, or other news or information to a designated editor. The editor can then compile these articles and send out a weekly e-mail to all users. The report should also be printed and posted on bulletin boards, so that employees without regular computer access have the opportunity to glance at what is happening in the community.

At least to start, it will be helpful for the editor to take on the responsibility of reaching out to departments about events or projects they are aware of and reminding departments to submit an article on that topic. Additionally, establishing a few regular pieces of information for the report from each department help creates a baseline for content. Some suggestions for regular content include: Fire Department calls by type/station; Road construction updates; Plowing/salting activities; Permit activity; New hire introductions; Ribbon cuttings; Employee recognition; Upcoming meetings/events, etc. Regular weekly or monthly content can also be used to reinforce ongoing employee initiatives or organizational goals/values.

In Appendices A and B, you will find samples of a employee newsletters/reports sent by various communities.

Employee Intranet

While a regular report helps keep employees up to date on current projects and activities, an employee intranet provides easy access to everything from important documents, such as benefit information, organizational policies, and training documents, to minor conveniences such as an updated internal phone directory, regularly used forms, and internal event calendars. It can also serve as a way to schedule and offer registration for trainings or book meeting rooms.

An intranet provides a way for employees to access a variety of documents and information they may need or want on a regular basis, but currently have to track down through another department or a supervisor or may choose to do without. This is not only more convenient for the employee who needs information, it will likely free up time for the other staff who currently fulfill such requests. Additionally, an intranet provides another way to help reinforce the Town values and vision by creating a venue to easily share things such as the results of the Q12 survey, or more in-depth information on ongoing goals or projects.

Prior to implementing an employee intranet, consideration needs to be given to what type of information would be most useful to employees and how it can be organized and maintained effectively. This would be a project well suited to input from an employee-based team or committee, who can both provide useful input about the type of information that should be included, and act as champions of the project throughout the organization.

Implement Weekly “Management Team” Meetings

Weekly meetings allow for more up-to-date information sharing among departments and break down the silos by presenting opportunities to talk over tactical decisions as a team before they happen. Rather than simply recommend an increase in the number of Leadership Team Meetings, we see this as an opportunity to create a differentiation between “Management Team” meeting, and “Leadership Team” meetings. Holding Management Team meetings to will focus on pressing tactical issues (Quadrant I activities) frees up the Leadership Team to focus on organizational goals and objectives, management strategies and big picture, Quadrant II activities.

	URGENT	NOT URGENT
IMPORTANT	Quadrant I: Urgent & Important	Quadrant II: Not Urgent & Important
NOT IMPORTANT	Quadrant III: Urgent & Not Important	Quadrant IV: Not Urgent & Not Important

Source: Stephen Covey, The Seven Habits of Highly Effective People

Weekly “Management Team” meetings can be short, information-sharing opportunities with a tighter schedule, typically not lasting more than one hour. Attendance at Management Team Meetings is recommended to be limited to no more than one representative per Department. Limiting attendance not only helps ensure everyone can be actively engaged in discussions, it also ensures that the Department Head must create their own regular meeting or information sharing strategy to discuss items that may have broader impact on their department with their own staff, instead of assuming everyone is on the same page and will handle their own divisions. Additionally, as the Department Head must be able to speak to any ongoing issues or activities, it encourages regular communication up to the Department Head.

Change Structure of Monthly Leadership Team Meetings

With the addition of Management Team meetings, the Leadership Team can focus on engaged discussion of high-level issues. With the monthly meeting agenda free from reporting out on daily activities, the Leadership Team can discuss important topics to be

addressed and all members can come prepared to discuss ideas, issues and solutions openly.

Re-launching the Leadership Team meeting structure is a great opportunity to institute new procedures, structures and rules to hold everyone accountable for effective, engaged discussions and problem solving. Action items on suggested training below provides some suggestions for topics that will assist with creating a new meeting structure.

Encourage Departments to Hold Weekly Staff Meetings

Departments should be encouraged to implement or adapt regular staff meetings to provide for improved information sharing within the Department and across the organization. A lack of regular information sharing opportunities can cause employees to feel isolated not only from the rest of Danvers, but from other divisions within their department. We believe even those with existing meetings could benefit from an emphasis on including organizational news/information that is likely shared during current Leadership Team meetings.

During interviews, we heard comments from employees indicating a lack of awareness about whether the survey was required and what it was for, even though we understand the roll out of the survey was heavily promoted. This could be indicative that existing staff meetings may not include time to discuss topics outside of departmental functions. Having multiple avenues for organization communication is imperative to reinforcing organizational vision, values, goals and initiatives.

Danvers needs to create mechanisms to ensure that information flows freely up and down the chain of command. Initiatives discussed at a Leadership or Management Team meeting should be shared with department staff and related to their role in the organization, as should ongoing issues and opportunities, to the extent that they are not confidential. In order to maximize the impact of the Leadership and Management Teams in improving organizational communication and commitment, members of these Teams need to be champions to the rest of the organization. Weekly staff meetings create a regular platform for them to take on this role.

Create Opportunities for Cross-Department Interactions

The action steps above encourage improved top-down communication as well as horizontal communications among leaders in the organization, which are very important steps. However, in order to truly improve the effective flow of information, additional communication is needed across departments throughout every level of the organization. Danvers can encourage this disruption of the silo mentality by creating more opportunities for cross-department interactions.

There are a number of ways to create these opportunities.

- **Employee Based Committees** - These committees, discussed in the “Vision/Alignment” section above, provide an opportunity for members of multiple departments to work together on a goal or project, and to learn more about operations outside their own daily role.
- **Build Relationships with Lunch Gatherings** - Throughout any organization, there are typically members of every department who occupy similar roles. These roles could be customer service, front-line supervisors, deputy directors, etc. Encouraging regular, informal gatherings of these groups can help improve communications by breeding familiarity. It becomes much easier to discuss issues or opportunities as they come up when you have an existing relationship to draw on.
- **Town Update Meetings** - The City of Hamilton, OH holds quarterly meetings with all supervisors within the organization to provide an opportunity to give updates from departments, from HR and from the Town Manager as needed. Quarterly City-wide goals are discussed to monitor progress with the strategic plan and potential policy updates are often presented and discussed to garner feedback. Additionally, brainstorming sessions, non-profit presentations, and mini-trainings have been conducted as part of these supervisory meetings. Perhaps most importantly, these meetings are rotated to different locations throughout the city to expose individuals to different community assets. Supervisory meetings such as this are a way to build trust and communication between individuals who may not work together often.
- **Professional or Recreational Clubs/Events** - Employees may have a variety of professional or recreational interests they would like to share with their colleagues, which would help strengthen relationships. Sometimes encouraging gatherings is to offer regular space for this purpose. Danvers may even already have some community meeting rooms which could be offered to employees during lunch or before/after work hours. To get started, a point of contact should be established to review and approve requests for use of the space to ensure it is compatible with the Town operations and values. For example, in the Village of Downers Grove, IL, a staff member created a Toastmasters Club chapter, which meets twice a month for staff who are interested in developing their public speaking skills. In Elk Grove Village, IL, employees serve on a Wellness Committee, which plans a variety of events both before, during and after work hours, such as: chili cook-off competition, walking club, monthly sports gatherings, and wellness speakers.

Communications Training

Several of the action items above relate to the importance of meetings in improving organizational communication. Getting the right people together is an important first step--it creates the opportunity for dialogue--but simply having everyone in the same room does not necessarily mean that effective communication will naturally ensue. Running an effective meeting is a skill that must be learned and practiced. Perhaps one of the most effective trainings the Town of Danvers could pursue to improve communications is on just that--how to run an effective meeting. This is a training that would be valuable for leaders throughout the organization. These skills will be useful not only in the standing meetings mentioned above, but for employee-based committees, and the myriad other meetings that are necessary to the running of the organization. Specific topics should include setting agendas, establishing ground rules, assigning responsibilities and meeting facilitation.

Recommended Resources:

- Manager Tools Podcast
 - “Effective Meetings” Parts 1 - 3
 - “Effective Meetings Starter Guide” Parts 1 and 2
 - “How to Run Your Staff Meeting” Parts 1 and 2

Sample Training:

- Dale Carnegie “Meetings That Work” Virtual Training
- ICMA University “Facilitation Skills” Workshop

Connection to Q12

The Communication action items listed above will help build a stronger sense of connection and investment to colleagues and the Town of Danvers as a whole by improving the flow of information and creating connections between different departments and divisions. The Communication action items are expected to have a direct impact on employee engagement scores in Q01, Q08, and Q09. Q1 (I know what is expected of me at work) is naturally improved by a better understanding of how your role fits into your department's operations, which can be better communicated through regular staff meetings and internal communications. Q08 (The mission/purpose of my company makes me feel my job is important) requires that employees know and believe in the mission of the organization, which can be facilitated through more frequent communication about the strategy in the variety of methods listed above. Q09 (My fellow employees are committed to quality work), will be improved by improving awareness of what other employees and departments are working on, as well as increasing the interaction with colleagues outside of the daily workspace.

Team Building

Why it's important

Effective teamwork is vital for the overall engagement of an organization, and the creation of a “team first” environment can increase productivity and employee wellbeing. A culture of inclusion allows for the creation of diverse teams that have the ability to be more productive and creative than homogeneous workgroups (Farnell, 2016). However, it is important to establish a clear vision and values for the organization so that cross-functional teams understand the goals they are working toward.

Current State

Teamwork is apparent within departments/divisions throughout the Town of Danvers. In interviews, we saw ample evidence of employees who not only feel comfortable relying on each other to get the job done, but trusting each other to make the work safe and pitching in to share the workload when employees were out of the office for family or other reasons.

Although we encountered many strong team environments within departments and divisions, there does seem to be a lack of cross-functional team building opportunities. Without this opportunity, communication suffers between workgroups and departments, as they may not frequently interact. Additionally, without this interaction it is difficult to build trust between individuals who might only connect with each other occasionally. Interviews with employees revealed that even if teams were required rather than voluntary, it would be a welcomed initiative.

Action Items

Sprint Teams

Small project teams can be formed to identify organizational problems and identify solutions. Teams should have members that want to participate and solve issues, and team members must come from a variety of departments to realize the benefits of a diverse team. Sprint teams have the ability to showcase employees' voices, which can often be a “key enabler of employee engagement” (Dicker & Renshaw, 2017). A specific deadline must be set for these teams (30 days, for example), at which point the team will make recommendations to executive leadership. The importance of the short deadline is that sprint team members understand they are volunteering for a set amount of time and may feel more able to dedicate themselves to this short-term effort. It is important that all on the team participate as equals and that the team sets its own direction.

A specific example may be to develop teams to focus on employee engagement concepts. Teams would be given a 30 day period to analyze areas of need and to develop specific solutions to aid employee engagement. Solutions would be presented by the team to the Town Manager and/or Leadership Team, who would consider implementation options. Members of the sprint team may be interested in working on implementation, but this should be on a voluntary basis, as it will be beyond the initial time period to which they committed.

The City of Tyler, Texas used such sprint teams as a way to generate ideas to improve employee engagement. Please see Appendix C for a sample of their “After Action Playbook,” which they use as an introduction and template for sprint team volunteers.

Strategy Teams

Similar to Sprint Teams, Strategy Teams aim to focus on larger scale projects that help drive the strategic vision of the organization. Once a strategic plan is in place, these teams can develop policies, solve problems, and create innovative practices to help realize this strategy. Strategy teams will have a longer term focus and can be more abstract.

Innovation Challenge

In another spin on sprint teams, an Innovation Challenge is a program where any employee can submit an idea to improve a process, address a challenge, or leverage an opportunity within the community. As each individual has a distinct perspective of service need and delivery, the Innovation Challenge can provide a forum for innovation while encouraging idea sharing and maximizing employee experiences to improve the organization and enhance services.

An idea submission period takes place where employees can anonymously submit their ideas. A selection committee reviews all ideas and chooses the top ideas to implement. Then, sprint teams are developed with the submitter of the idea as the team lead. After the implementation period, progress is presented to the Town Manager and executive leadership for feedback.

To implement this program, marketing is key. Brochures, handouts, videos, and/or timelines (for idea submission, implementation, etc.) must be distributed to spread the word and encourage idea submission. Additionally, there must be buy-in from leadership. Supervisors must understand that if an employee’s idea is chosen, they will need one to three hours per week to develop a cross-departmental team and implement the idea during the implementation period. Idea finalists should be praised for their initiative and should be given time during the workweek to meet with their team and develop their project.

[Return to Table of Contents](#)

Employee Outings

Regularly scheduled outings that bring employees together outside of the workplace can foster team building and trust. These activities are typically hands-on and encourage individuals to break out of their shells. Ideas for outings include outdoor adventures, escape rooms, picnic, holiday parties, group volunteer opportunities, or a spring cleanup throughout town.

Off-Site Leadership Team Meetings

In order to build trust among individuals in the leadership team, consider hosting meetings quarterly at an offsite location. Find locations throughout the town where the team can meet to discuss normal meeting topics, as well as explore and interact with each other. These meetings may require a larger time commitment than the regularly scheduled meetings, however moving offsite may inspire the team and provide some energy.

One example could be to meet at Endicott Park. A meeting space can be set up and the Leadership Team can meet there to first discuss the regular agenda items. Once this is completed, leave time for a tour of the park or an activity or two. Additionally, the tour or activity could be placed in the middle of the agenda. Be creative with the location and find locations that individuals may not know much about. An indoor sports complex, local school, or arts-related facility are possible locations.

Team Building Training

Team building training for supervisors may be an option to encourage team building throughout the organization. There are many companies and consultants that specialize in specific types of team building activities and trainings. These trainings encourage employees to communicate, build confidence, and establish trust. Suggested trainings should focus on inspiring a team, forming a team, dealing with difficult people, strengths finding, and creating an environment of collaboration.

Recommended Resources:

- The Five Dysfunctions of a Team by Patrick Lencioni

Sample Training:

- ICMA University “Getting the Most Out of Teams: Facilitation Skills for Managers” Workshop

Connection to Q12

These Team-Building action items will contribute to the level of trust and communication within the organization. Increased trust and communication yields higher levels of engagement that will show improved Q12 scores. Specifically, Q03 and Q7 may see significant improvements. Q03 (At work, I have the opportunity to do what I do best every day) may see improvements as individuals are provided more opportunities to showcase their talents and skills in team environments. Q07 (At work, my opinions seem to count) may also see improvement as more employees work with more teams and feel that they have greater access to different communication channels.

Recognition

Why it's important

It can be easy to fall into the trap of believing that if employees are compensated fairly for their work, then a paycheck should be sufficient to motivate high performance. In fact, during our interviews many employees expressed this sentiment, even to the point of believing it would be awkward to get public recognition for doing their job. However, repeated research confirms that employees like to feel that their work is noticed and their contributions are valued.

Receiving praise or recognition on a regular basis helps reinforce employee efforts, makes them feel they are an important part of the organization, and lets them know their supervisor notices and cares about the work they are doing. While not everyone may want to receive recognition in the same way, identifying a method to ensure employees receive consistent positive reinforcement is a low-cost, high-impact tool to improve performance (Mann & Dvorak, 2016).

Current State

During our time in Danvers, the team heard employees describe their favorite forms of appreciation and recognition they receive at work, and heard answers from many who enjoyed receiving thank-you or good-job comments, as well as written notes, or commendation letters. Another favorite form of appreciation among Danvers employees was having a lunch brought in or being treated to lunch by a supervisor.

In interviews, employees indicated that they expect the most recognition from their direct supervisor, and some were satisfied with the recognition from supervisors, but others indicated they do not always receive it. Some interviewees mentioned they feel supported

when they get a “good job” comment or e-mail, however some seemed to express that they don’t get or expect any recognition for doing their job, or even described that negative feedback from their supervisors was common.

In the interviews, employees whose work was very visible reported that they enjoyed receiving outside validation from either residents or the groups they served. These employees seemed to be more satisfied with their overall recognition they receive. However, they also described feeling the brunt of public dissatisfaction when something went wrong.

Many employees mentioned the the annual employee recognition event, and talked about the new awards and nomination process, which piqued their interest and seemed quite well-received. The awards connected most strongly with those who had been directly involved in a nomination or receiving one of the awards, but we feel the value of this program will continue to grow as the awards program becomes more rooted.

Action Items

Appreciation and Recognition Training

A culture of appreciation does not occur naturally; we are hardwired to respond more to negative stimuli. This makes sense from a survival standpoint, but in the workforce it can be counterproductive (Robison, 2006). As mentioned earlier, employees expect most recognition to come from their supervisors. We have all heard supervisors say that constant praise is just “not their style”, or those who say “If I’m not saying anything, that means you’re doing a good job”, and it’s not easy to break from that mentality. But creating a culture of recognition has to go beyond annual events or occasional public praise--this is why Q4 includes the timeframe “in the last 7 days.”

All supervisors throughout the organization need to understand that regular positive feedback is a performance driver for their employees, and that part of their role as a leader is to provide the recognition and praise their employees need, even if it doesn't come naturally to them (Wagner & Harter, 2006). Some leaders in the Danvers organization already instinctively know, or have on their own come to understand this, and we could tell both from the engagement scores and in interviews what a big difference this made to their employees. We recommend training supervisors throughout the organization to help them learn about the importance of recognition and praise, and also give them tools to identify methods for making employees feel appreciated and planning for how to carry them out.

Some special attention might be paid to helping supervisors understand why and when employees seem to need more recognition or support. In the interviews, employees whose work was very visible reported receiving outside validation from either residents or the groups they served. These employees seemed to be more satisfied with their overall recognition they receive. Employee groups whose work does not lend itself to outside validation may need more positive feedback from their supervisors. For those whose work is publicly visible, they are also more likely to feel the brunt of any public dissatisfaction, and are may need more consistent feedback from their supervisors to help balance out this fluctuating public reaction.

Trainings should focus on:

- Understanding why recognition is so important, why it is important to give it so often, and the results recognition can achieve
- Understanding different forms of recognition and praise and how their employees may be receptive to different kinds
- Creating concrete plans for making recognition and praise a regular part of their responsibilities

Recommended Resources:

- 5 Languages of Appreciation in the Workplace
- How Full is Your Bucket

Sample Training:

- “Appreciation At Work” Online Tutorial/On-Site Training

Formal trainings are likely available on these topics, but it is also possible to have discussions at regular meetings, to ask employees to read articles or books and present on chapters, and to otherwise integrate this topic beyond a one-off training. Also, one of the communication items above was a weekly report to employees--topics such as this, which you are trying to re-inforce, can be included as regular features in this report.

Instant Recognition Rewards

While supervisors become more comfortable with different types of recognition and incorporating praise into their daily routine, it may also be helpful to give them an additional tool at their disposal for recognizing excellent work by employees. For example, in Park City, Utah, they have an instant recognition program which allows supervisors the ability to give out gift cards in various denominations as an extra recognition of good work. Denominations are limited, as are total gift cards available, so it does not have to be a high expense to the Town of Danvers. Managers can also nominate employees for an instant bonus, which are approved by HR and the City Manager. Instant bonuses are tied to an

employee's exemplary demonstration of the City's organizational values. However, especially in an organization like Danvers where much employee pay is determined almost entirely by union contracts and it is not possible to recognize individual performance through salary, having a form of tangible gratitude can help create additional goodwill, even if the monetary value is not significant overall.

Maintain Positive Focus at Employee Recognition Events

The Employee Service Awards event was viewed positively, as was the new employee nominations and awards program. There were some comments, however, about the importance of keeping the messages at the lunch positive. Most employees don't have very many interactions with Town administration, which means every interaction has a lot of weight. When gathered to celebrate the year's work, other messages, even on important organizational change or issues, can disturb the atmosphere of appreciation.

There may be very important organizational messages that need to be reinforced, and it seems there are not currently a lot of gatherings which lend themselves to this purpose, but such gatherings should be created when needed. This event, held to help recognize and reward employees, needs to maintain a positive focus in order to provide the most value to the organization.

Connection to Q12

These action items are designed specifically with Q04 (In the last 7 days I have received recognition or praise for doing good work) in mind. However, as supervisors try to understand their teams better and determine how best to recognize and appreciate individuals based on their personalities, we believe there will also be spillover impacts on Q05 (My supervisor, or someone at work, cares about me as a person).

Employee Development

Why it's important

Employees are motivated by the opportunity to learn and grow. It is one of the three driving factors of motivation, once basic needs are met (Pink, 2009). While it's not possible for all employees to become Department Heads, a new position doesn't have to be the end-game. There is always room for growth within a current position if opportunities are offered and encouraged. "Every role performed in excellence deserves respect."

(Buckingham & Coffman, 1999). Danvers can help create a culture where employees both strive for excellence, and are acknowledged and appreciated for those efforts.

Current State

Some Departments have instituted a mentorship program, with groups of employees deciding to assign new employees a mentor, or individual employees choosing to take on a mentor role within their department. These formal and informal mentorships help pass on knowledge and culture within the organization, and build important bonds between employees, letting new employees know they are becoming part of an organization and seasoned employees know that their experience is valued.

Overall, there is no formal employee orientation/on-boarding process. Newer employees noted that although they were able to settle into their roles and were supported by their supervisors and colleagues, they felt somewhat lost during their first weeks on the job. Some items mentioned were the lack of a formal job description, employee handbook, documented procedures/trainings, and a general lack of guidance or formal welcoming/introduction into the organization.

Most employees interviewed felt they were encouraged to attend and seek out trainings and programs to further their education. Many mentioned that supervisors would suggest possible trainings or webinars. We heard supervisors always ensured funds were available in the budget for this purpose when needed, and even put the training opportunities of their employees at a higher priority than their own if funding was tight. We also heard about employees who were encouraged to pursue higher degrees, which the Town of Danvers funded as an investment in their future.

When talking with us about their development, some employees mentioned that “there are only so many opportunities for promotion”. Interviewees noted that they had not in recent memory received any performance evaluation or discussion of career goals, and many indicated they would like some discussion or feedback on their performance, because they want to know how they are doing and how to improve.

Some interviewees also mentioned there was not much financial incentive for high performance (due to union pay scales) and that there was a lack of accountability for poor performance or other workplace issues.

Action Items

Create Employee Onboarding Program

Employees are the driver of an organization’s success. If this can be an acknowledged truth, then it simply makes sense to spend time discussing and implementing ways to

[Return to Table of Contents](#)

better support and welcome them into the organization to help ensure their long-term success within your organization. There is no better place to begin than taking a look at how new hires are onboarded, because it sets the stage for their career at Danvers.

This is another project well suited to work by an employee-based team or committee, because every department has experience with new hires, and will be able to share some of the best and worst things they see happening for new employees. This team can help identify the content/structure for orientation/onboarding.

In addition to any ideas generated internally, we would suggest the following items be considered as the team works to develop an onboarding program:

- Formal Procedures for New Hires (How to prepare for a new hire, what to cover in their first few weeks, etc)
- Creation of an Employee Handbook
- Introduction to the Town
- Education About Other Department Responsibilities and Operations
- Welcome/Introductions from Town Manager, Department Heads
- Mentorship Program

Encourage Feedback/Goal-Setting

Employees crave feedback. Research shows that people want to be evaluated, want to know where they stand (Lipman, 2016). It came across in interviews that a lot of employees would appreciate some conversations with their supervisor about how they are doing. We understand the difficulty of requiring across-the-board performance evaluations on a regular basis, when compensation is not a part of the equation. However, performance evaluations serve a larger purpose beyond simply monetary rewards for high performers--they protect the organization by documenting recurring issues, provide vital feedback to employees on how they are doing, act as a method of accountability, and also create an opportunity to identify areas of strengths and discuss goals. This action item is focused on providing feedback, identifying strengths and discussing goals--all of which can be achieved in a variety of ways that do not need to include formal evaluations.

The role of supervisor is to bring out the talents and productivity of an individual employee (Buckingham & Coffman, 1999). As such, regular coaching (not just once a year!) should be a big part of a supervisor's role in the organization. We recommend providing a variety of tools to supervisors to help them become effective coaches for their employees. Tools can include training on how to act as a coach, providing feedback to employees, creating realistic and motivating goals; as well as sample forms to act as a guide for running a regular coaching, feedback, goal-setting or evaluation session.

Recommended Resources:

- First Break All the Rules
 - Chapter 7: Practical Guide - "Performance Management"
- Drive: The Surprising Truth About What Motivates Us??
- Manager Tools Podcast
 - "One on Ones" Parts 1-3
 - "Feedback" Parts 1-4
 - "Coaching" Parts 1-2

Sample Training:

- ICMA University "Put Me In Coach" Workshop

Establish Internal Leadership Program for Supervisors/Managers

Supervisors and managers are responsible for supporting their teams, getting the best out of them, and helping to develop talent from within to fulfill new roles in the organization. These are big responsibilities, and sometimes these are responsibilities that supervisors aren't aware they have. One of the best ways to have an impact on employee development is to help supervisors learn how to fulfill these responsibilities, and others, effectively.

From interviews, it is clear that education is highly encouraged for Town employees, but it is less clear if there is a defined focus for that training. Establishing a regular, internal training program for supervisors meets a few needs. It creates an opportunity for Danvers to define a focus, one that meets with shared values and emphasizes the roles supervisors are expected to play. Additionally, because the training is internal, all supervisors within the organization can share this focus at the same time, as trainings occur. Supervisors throughout the organization will better understand what is expected of them and can begin to have a common language around these topics, and can share ideas with each other.

Trainings need not be expensive. Outside speakers can be brought in, or the organization can take advantage of existing resources such as webinars and staff presentations. In Elk Grove Village, IL, all supervisors are invited to monthly lunch and learns, where leaders throughout the organization take turns presenting and leading discussions on books or ICMA webinars.

This is another opportunity for a team or committee to work on both identifying training topics that are important for supervisors, and creating a training schedule and structure that will work for various supervisors.

This program will be helpful for new and struggling supervisors in providing basic skills, but will also serve as a refresher for supervisors who may simply need another tool in their toolbelt to keep improving.

Sample Training:

- ICMA “Effective Supervisory Practices”

Connection to Q12

These action items are designed to help improve employee engagement scores on Q06 (There is someone at work who encourages my development). The steps we have suggested will also carry over to the upper levels of the engagement pyramid, as in focusing on developing employees naturally affects both, Q11 (In the past 6 months, someone at work has talked to me about my progress), and Q12 (This last year, I have had opportunities at work to learn and grow).

Communicating Results

Effectively communicating the results of the Gallup Q12 Survey will be a key piece toward increasing employee engagement throughout the Town of Danvers. Taking the time to share the results with employees will help demonstrate that their opinions are valued and an important part of workplace culture.

This playbook recommends a three-tier strategy for communicating survey results: Letter from Town Manager, Leadership Team meetings, and staff meetings.

Letter from the Town Manager

A first step in communicating the results of the survey is a Letter from the Town Manager to all staff members. This letter may be general in nature, and touch on the Town wide results. It should thank individuals for participating and reinforce that employees voices were heard. Additionally, it may outline the timeline for improvement and could include one or two specific examples of how Danvers plans to improve engagement and job satisfaction.

This letter should be distributed in a way that ensures all employees have the opportunity to read it--this may mean e-mailing, as well as posting on bulletin boards in employee break rooms, or even including as an insert into an upcoming paycheck.

Leadership Team meetings

The Human Resources Director and/or the Town Manager should meet with department directors individually to communicate the results directly and discuss how to explain the results to departmental staff. Additionally, results and an action plan should be discussed with the Leadership Team as a whole in the regular group setting. This will ensure that the leadership team is coordinated in their efforts to increase engagement within their respective departments and throughout the organization. The “one-on-one” meetings should focus on strengths of the department, as well as areas that may need focus. It also may be appropriate to conduct a small brainstorming session in this setting.

Staff meetings

Directors should meet with their staff to communicate the results of their department, as well as the overall Town results. In larger departments, it may be beneficial to break these meetings up into smaller group meetings.

During the meetings, directors should lead a discussion that looks at the results, explains why they are important, conducts an initial brainstorm into ways to improve engagement, explains how the department will be working to improve engagement in the coming year, and possibly invites volunteers who may be interested in working on the process. A follow-up meeting should be held which identifies a minimum of two specific strategies the department will be taking to improve engagement level. This strategy should be communicated back to Human Resources and/or the Town Manager.

Engagement Strategies for Divisions

Why it's important

An engaged workforce understands how their work and the work of their department ties to the greater vision of the organization. The Q12 survey repeatedly touches upon this. Questions like Q03 (I know what is expected of me at work) and Q08 (The mission or purpose of my organization makes me feel my job is important), directly tie to a strong need for an organizational vision. Therefore, an organizational vision and values is key to the development of an engaged workforce.

While this organizational vision may be adopted at the highest level of the organization, in reality, these values are only truly valuable when they are integrated at the division and department level. Integrating the town Vision and Values at the division level will have the most dramatic impact on the engagement of the employee workforce. The authors of

Building High-performance Local Governments summarized the ties from vision to an engaged employee with a list of ten points:

- Having a personal connection with the organization's purpose and work
- Being able to take responsibility with autonomy for your part of the work connected to the purpose
- Having work that is interesting, with a variety and challenge
- Having the ability to achieve results in something that is important
- Being valued by those you respect and having your work recognized and appreciated
- Having a trusting relationship with your supervisor and senior management
- Having clear expectations about what is required at work
- Having your opinion sought and valued on important items
- Being able to grow and advance in your skill and abilities
- Being able to rely on others to do their part

The values of the organization will be carried out at the individual employee level. Management and leadership staff must implement engagement strategies on a divisional level and on a one-on-one employee level.

Current State

The general results of the survey and the interviews indicate a somewhat siloed organization. Many of those interviewed indicated that their job responsibilities were not necessarily connected to what other employees were working on. This general attitude confirms the scores seen on the survey. The strategies listed below are designed to improve the scores of the survey on an individual division level.

Action Items

Evaluating the Survey Results as a Division

Each Division Director and Manager within the division should meet to review the survey results. These meetings should include a discussion of what the results might mean for the engagement of their employees. They should discuss any results which surprised them and results which confirmed what they may have already known about their employees. The director and managers should agree on a strategy to share the results with the employees of the division.

As a division, the managers and employees should agree on a few select areas of focus. They should collectively brainstorm on what might explain the survey results and ways to improve results in this area of focus in the future. It is important that employees be offered the opportunity to put forward ideas and possible solutions. Some ways to encourage input from employees include allowing for anonymous suggestions in addition to a

meeting, and/or utilizing a facilitator when discussing results and identifying solutions for the year.

The managers and employees should collectively set goals which will help them in improving on the focused areas. Within the Department, someone should be responsible for tracking the progress on those goals and sharing this with employees and managers throughout the year to maintain focus and create a shared sense of accountability. Additionally, managers and supervisors should discuss progress on the goals as part of their regular evaluations or feedback sessions.

Systems Evaluation

Much like system and policy evaluation on the larger organizational level, system evaluation must be evaluated at the divisional and department level. As the values are developed and implemented, the Leadership Team should hold a strategy session to discuss how to roll out the vision and values with divisions and individual employees. This roll out is an opportunity for managers to engage their workforce. They should use this as an opportunity to let their employees evaluate the procedures and processes used to complete their daily work and make suggestions for improvements which are in alignment with the Vision and Values of the organization. These meetings will vary greatly between divisions based on management style and the operational tasks of the divisions. Managers and Directors should be provided with a facilitator for the process. This would allow management to participate with staff, rather than being tasked with the responsibility of leading the conversation in a top down manner.

Employee Evaluations at the Department Level

As previously discussed, in the interview process it became clear that the organization has no clear evaluation or review process. Many long time employees indicated that they had never received feedback or been reviewed on their job performance. While the team recognizes that pay is based on union contracts and is not necessarily tied to performance, an inherent part of employee engagement is the employee's understanding of how what they do is important to the vision of the organization. An important part of employee engagement is that employees receive feedback on how well they are doing their job and how they can make improvement to increase their skills and ability.

Leadership should provide a discussion and high-level guidance that individual managers should hold employees check-ins or short evaluations with all employees at the department levels. These could be written or verbal but should be designed to provide feedback to the employees on their progress and understanding of the job responsibilities. These check-ins or evaluations would not be used in any way to determine wage or promotions or be recorded at the administration level, but should be a tool which managers are encouraged to use to provide meaningful feedback to employees. Simple

evaluations could be based on the employee's efforts to integrate the values of the organization into their daily tasks.

Developing Divisional Values and Vision

The Leadership Team should be used to encourage division managers to adopt and develop their own vision and values, which work for them and fit into the larger vision and values of the organization. These values will allow employees to customize values, which may be more specific and applicable to the tasks of the division. These values should clearly tie to the larger organizational vision.

Connection to Q12


These action items are designed to help improve employee engagement scores on Q01 (I know what is expected of me at work) and Q08 (The mission or purpose of my organization makes me feel my job is important). The collaborative aspects of setting goals and discussing potential issues related to the survey results, should also improve scores on Q06 (There is someone at work who encourages my development) and Q07 (At work, my opinions seem to count).

Validating Survey Results for Future Comparison

The first Gallup Q12 survey, administered to the Town of Danvers in February 2017, is merely a snapshot of the existing employee engagement level. Part of our analysis focused on ensuring that this snapshot was an accurate representation of the organization. This is important not only to help direct the focus of engagement efforts, but also because the first survey will act as a baseline to measure how those efforts are affecting engagement levels, and if improvement has been realized. Without a valid baseline, it is impossible to assess whether the organization is moving in the right direction.

In order to assess the validity of the results, we asked interviewees their opinions of what the survey questions meant, explored different aspects of the questions, asking for feedback and examples, and assessed whether they felt about the results for their division were accurate. From these questions and the overall interview process, we determined that, on the whole, the survey results are a fairly accurate representation of overall engagement levels throughout the organization.

There were, however, two instances where we believe the groupings, necessitated by sample size requirements for anonymity, resulted in an inaccurate representation of engagement in the paired divisions. The pairings of DPW Civil Engineering / DPW Business Division and DPW Equipment / DPW Streets seem to have created situation where the average engagement scores were not accurate. From interviews, we would expect the few



employees in the DPW Civil Engineering to have a much higher engagement score than is represented in their grouping with the Business Division. Similarly, we would expect DPW Equipment to have higher engagement scores and DPW Streets to have lower engagement scores, if they were not paired together.

We understand that some divisions are so small that it is necessary to group them somewhere in order to receive valid results, but we would recommend considering different possible pairings for these divisions in the future, to achieve more valid results for these divisions to work with.

With a valid baseline established for Gallup Q12 survey scores, we would recommend continuing to implement the survey on an annual or bi-annual basis. It may seem that an annual survey doesn't provide sufficient time for implementing changes, but we encourage Danvers to immediately establish an expectation for the timing of future surveys. This will provide additional validity to the process and set the tone that the conversation and efforts on employee engagement will remain a continued focus and priority for the organization. Setting an expectation for how often the survey is administered will let supervisors know how frequently they will have feedback about their progress, and will let employees know that the effort they put forward will not be overlooked.

Appendix

Appendix A - Elk Grove Village, IL - Weekly Status & Information Report

Appendix B - Hamilton, OH - Monthly Employee Newsletter

Appendix C - Tyler, TX - Sprint Team After-Action Playbook

STATUS & INFORMATION REPORT
Elk Grove Village
June 2, 2017

FIRE DEPARTMENT TO RECEIVE PRESTEGIOUS AWARD

The Village is proud to announce that the Elk Grove Village Fire Department has been selected as the recipient of the Flight for Life “Scene Call of the Year Award”. Flight for Life presents this annual award in recognition of outstanding contributions to patient care by EMS professionals.

This years’ award will be presented to honor the excellent work done by members of the Third (Gold) Shift, at the single-vehicle crash with extensive extrication, on Higgins Road last year. The presentation is *tentatively* planned for the afternoon of Thursday, July 20, 2017, in the Village Board Chambers at Village Hall.

Congratulations to all of the personnel who were involved in this extraordinary incident.

VILLAGE WELCOMES NEW/UPGRADED BUSINESSES

On Thursday June 1, Village officials spent the beautiful day taking part in a marathon of ribbon-cuttings to welcome new and upgraded businesses to the Village:



MIXX Hair Salon

At 10 a.m. the Ribbon Cutting Marathon began with MIXX Hair Salon. This Hair Salon “mixes” the talents of two Elk Grove salons in one location. MIXX Hair Salon is located at 53 Turner Avenue.



MC Machinery Systems, Inc.

At 11 a.m., MC Machinery Systems, a subsidiary of the Mitsubishi Corporation, held a ribbon cutting for their new North American Headquarters at 85 Northwest Point Blvd, which will be home to 225 employees. Village officials the ribbon cutting and toured the new 176,000 square foot facility.



Sheraton Suites Chicago Elk Grove

To help showcase its beautiful upgrades and renovation, the Sheraton Suites Chicago Elk Grove Ribbon Cutting Ceremony took place at 12:30 p.m. located at 121 Northwest Point Blvd.

EXPLORE MORE AT CLEARMONT SCHOOL

On Friday, May 26 the Public Works Department participated in the Explore More program at Clearmont School. Students were able to see inside a snowplow, climb inside a backhoe, explore the ToolCat and learn about all the ways the Public Works Department affects their daily lives.

About 50 students were given an opportunity to sign their names and “autograph” a snowplow. Special thanks to Todd Gore, George Murtaugh, and Bill Bolich for volunteering their time to teach the students about the Public Works Department.



WELCOME RETURNING SEASONAL EMPLOYEYEE

The Village is pleased to welcome Edward Pacquer back to the Exceptional Community. Edward Pacquer started his second season in the Public Works department this week.

WELCOME NEW EMPLOYEE

The Village is pleased to welcome Administrative Intern Edward Scheid to the Exceptional Community. Ed started his internship in the Village Manager's Office this week.



Ed graduated from Northern Illinois University with a Bachelor degree in History. He is currently pursuing his Master degree in Public Administration. Prior to his internship with the Village, Edward was a Quality Reviewer at Millennial Information Services. He was responsible for reviewing insurance inspections on behalf of insurance companies and using Microsoft Excel to distribute inspections.

VILLAGE HALL PARKING LOT

Over the Memorial Day weekend, Greentree Construction seal coated and restriped the Village Hall parking lot.



BUSINESS PARK STREET REHABILITATION

All streets included on the Business Park Resurfacing project have had concrete repairs and asphalt paving completed. The contractor will be performing clean-up and punch list work in the next couple weeks.

2017 STREET MAINTENANCE PROGRAM

Mondi Construction has finished concrete replacement work in the southwest quadrant of town. Next week, they are planning to move north and east to Hampshire Drive, Potomac Lane, Fox Run Drive, and Red Fox Lane. Concrete repairs will continue for the remainder of June. Resurfacing will follow the concrete work and is anticipated to begin in early July following the concrete repairs.

LIVELY BOULEVARD (LANDMEIER RD TO HIGGINGS RD) REHABILITATION

Arrow Road Construction has ground the roadway and completed patching. The placement of the surface course is scheduled for the middle of next week. This operation will begin shortly after midnight to minimize disturbance to businesses. The contractor also has begun the pedestrian improvements at the intersection of Lively Blvd and Landmeier Rd. These improvements include ADA complaint ramps, new push buttons and LED pedestrian countdown timers.

DITCH CLEARING- NORTH OF OAKTON STREET

The contractor has completed all regrading and shaping of the ditches to re-establish water flow lines to their original design. Landscape restoration will continue over the next few weeks.

2017 RAIL CROSSING IMPROVEMENTS

The Village will be rehabilitating twelve railroad crossings within the Business Park; Greenleaf Avenue, Lunt Avenue, Pratt Boulevard (east and west of Busse Road) and Arthur Avenue. The remaining seven railroad crossings are along Lively Boulevard between Devon Avenue and Landmeier Road.

These proposed railroad improvements will consist of the removal and replacement of the existing rail ties and ballast, and the installation of new continuous welded rails, and rubber or concrete panel interface with full depth asphalt crossing. This work will require the complete closure of each crossing for a period of approximately one to two weeks. The crossings will be staged to ensure that no two adjacent streets are closed at the same time. Traffic detour signage will be posted to assist motorists around the work.

The first rail crossing to be constructed will be on Lively Boulevard just north of Touhy Avenue. This work will begin on Monday, June 5th.

HYDRANT FLOW TESTING

The Public Works Department's contractor, M.E. Simpson, continues to work on fire hydrant flow testing.

The contractor began flow testing in the residential area north of Landmeier Road and will work towards the Tollway from Arlington Heights Road to Elmhurst Road. Once completed, the contractor will move to flow testing areas east of Elmhurst Road. The areas to be flow tested and are anticipated to be completed in two weeks.

COOK COUNTY ANNOUNCES 2018 PAVEMENT PROGRAM

This week, the Cook County Department of Transportation and Highways (CCDOH) announced their planned 2018 Pavement Preservation and Rehabilitation Program (PPRP), aimed at maintaining and preserving existing pavement on County roadways. The proposed routes in the Elk Grove Village areas that are included in the 2018 program are listed below.

Proposed Pavement Preservation and Rehabilitation Program Routes:

Central Road- New Wilke Road to Arlington Heights Road (Arlington Heights)

Central Road- Barrington Road to 1000 East (South Barrington)

Dempster Street- IL 83 to Wolf Road (Des Plaines)

Arlington Heights Road- Devon Avenue to Shelley Road (Elk Grove Village)

Schaumburg Road- Meacham Road to Martingale Road (Schaumburg)

Schaumburg Road-Sutton Road to Ridge Court (Streamwood)

Euclid Avenue- Roselle Road to Plum Grove Road (Palatine/Rolling Meadows)

Negre Road- Roselle Road to Rohlwing Road (Elk Grove Village/Schaumburg/Roselle)

Roselle Road- Euclid Road to Palatine Road (Palatine/Inverness)

West Lake Avenue- Wolf Road to Landwehr Road (Mount Prospect/Glenview)

WATER REPAIRS:

The Public Works Department completed the following repairs on the Water System:

Date	Location	Number of Customers without service	Hours without service	Type of Repair	Age of Item Repaired
6/1/17	451 Corrinthia Drive	-0-	-0-	Main Line Valve Repair	59 years
6/1/17	930 Lee Street	6	2	Water Main Repair	55 years

FIRE DEPARTMENT PARTICIPATES IN “RAPID INTERVENTION TEAM” (RIT) TRAINING

This week the Fire Department participated in “Rapid Intervention Team” (RIT) training in Bensenville. Personnel assigned to RIT are staged outside of the immediate danger area, and stand ready to be immediately deployed to assist Firefighters who become lost or trapped in a hazardous environment. Elk Grove Village Battalion Chief Mark Percudani is shown below directing personnel from Bensenville, Addison, Itasca, Wood Dale, Elmhurst and Elk Grove Village in the simulated rescue of Firefighters trapped in a burning building.



FIRE DEPARTMENT UPDATE

The Fire Department responded to 95 calls during the preceding week:

	Station #7 Biesterfield	Station 8 Oakton	Station 9 Greenleaf	Station 10 Meacham	Total
Automatic Fire Alarms	0	1	2	1	4
Fire	0	0	0	0	0
Good Intent	3	3	3	2	11
Hazardous Conditions	1	0	1	1	3
Ambulance	18	19	15	11	63
Service Calls	5	4	2	3	14
Special Incident/Other	0	0	0	0	0
Total	27	27	23	18	95
Aid Received	0	0	1	1	2
Aid Given	4	5	2	3	14
-- Community Nurse's Report -- No Report					

RED LIGHT CAMERA REPORT

From May 25 to June 1, the Police Department issued a total of 381 Red Light Camera citations.

Location	# Violations
Oakton & Busse (South)	41
Oakton & Busse (West)	22
Devon & Busse (North)	27
Devon & Busse (South)	26
Route 53 & Biesterfield (North)	46
Arlington Heights Road & Higgins (West)	47
Biesterfield & I-290 Ramp (East)	31
Higgins & Landmeier (North)	115
Nerge & Rohlwing (West)	8
Nerge & Rohlwing (East)	18

DID YOU KNOW

Elk Grove Village opened the Splash Pad on the Village Green in 2009 as a new amenity for residents. The Splash Pad, which is made up of 16 individual water nozzles, 1 center large water feature, and two water walls, has become a very popular attraction for local children. The nozzles and center water feature also have lights that change colors. The Splash Pad includes shaded benches and large artificial grass areas to relax on a beautiful summer day.

The Splash Pad is typically open from the beginning of June through the end of September. Staff is working to have some mechanical issues resolved and hopes to have the Splash Pad open by the end of next week!

MEETINGS

Parade Committee
Room E

Monday, June 5, 2017, 5:30 p.m.

UPCOMING MEETINGS

Committee of the Whole
Room E

Wednesday, June 20, 2017, 6:00 p.m.

Village Board Meeting
Council Chambers

Wednesday, June 20, 2017, 7:00 p.m.

SPECIAL EVENTS

Electronics Recycling & Document Destruction Event
Fire Station 8, 1000 Oakton

Saturday, June 3, 9:00 a.m. - Noon

Hometown Parade
Elk Grove Blvd, Tonne to Lions Drive

Saturday, June 17, 2017 2:00 p.m.



city voice

Internal Newsletter of the City of Hamilton, Ohio

Mar/Apr 2017

Hamilton's Proudest Celebrating the City's Longest Serving Employees

Welcome to the March/April 2017 Issue of CityVoice!

CityVoice is an internal newsletter written by and for City of Hamilton employees. Our goal is to keep all employees informed of the various projects happening within our organization and to celebrate both the hard work we do every day as well as our accomplishments.

What's in this issue:

- Passion for Hamilton EmPowers Employees
- New Faces in Public Safety
- HR corner: Public Service Loan Forgiveness Program
- Green Team City Cleanups
- Spring/Summer Events
- Bits & Bytes Food Drive
- Active Workdays: City Golf League

Got story ideas? Know an employee who has gone above and beyond? Email the team at cityvoice@hamilton-oh.gov

We'd love to share your story.

Thursday, April 27 will mark Kenny Ward's 30 year anniversary as a City of Hamilton employee. On April 28, he will celebrate his last day with the City before retirement.

After growing up in Trenton, Ward started out his career at the City of Hamilton in 1987 as a refuse collector. When he was young, Kenny's step-dad had the same job, and would often finish work by 10am. "In those days, as long as you got your route done, you got paid for an 8-hour shift regardless of how long you worked," said Ward. While he usually enjoyed working outside, he found better opportunity (and an escape from the winter weather) working in Street Maintenance. He stayed in that position from 1991-96 before moving briefly to Gas & Water and then into a Crew Leader position in the Sign Shop. He held that position until 2010, when he was promoted to his current position as Assistant Superintendent of Streets & Sewers.

The Streets & Sewers Division works on a variety of projects, including street cleaning, leaf collection, mowing, and landscaping, but recently they have been heavily focused on paving. They repaved the parking lots at Millikin Woods in 2016, and will be doing the same at Crawford Woods and Potter's Park this year.



"Your co-workers really become like family," said Ward when asked what had kept him here for 30 years. One of Ward's favorite memories was when he, along with other department heads, organized a trip to Moscow, Ohio after the town was hit by a devastating tornado in 2012. Approximately 30 employees went to Moscow two days in a row to assist with cleanup efforts in any way they could. "It was very rewarding to help others who had lost so much," said Administrative Assistant Kim Kirsch, one of the volunteers who went to Moscow. "There was a great turnout of volunteers from the City. I would do it again in a minute."

Ward plans to spend his retirement riding his motorcycle, fishing, camping, and spending time with his six grandkids, who range in age from 2-18. Later this spring, Ward is taking his family to Florida, where they will spend a week on the beach before heading to Disney. When asked if he would change anything at the City, Ward suggested that the City could "maybe offer free golf to 30-year retirees."

"The City has been a really great place to work," said Ward. "It's been a good career for me. To all of the wonderful people I've had the opportunity to work with over the last 30 years: thank you! The times shared, friendships forged, and the incredible successes we enjoyed have been an extraordinary part of my life. I am very proud of what we have achieved and there are times I will never forget. I wish all of you every success for the future."

To those just starting out their careers at the City, Ward advised: "It goes really fast. Take every opportunity to learn something new. There's a lot of room and opportunity to move up, and that's been great."

New Faces in Public Safety in 2017

The Hamilton Police Department (HPD) was very busy at the end of January. Special Police Officer Andrew Lymburner was officially promoted to Supervisor on January 30, and Retired Special Police Officer Pat Erb Sr. resigned his post-retirement position as a part-time officer at the Hamilton Municipal Court effective January 20. Finally, on Friday, January 27, nine new police officers were sworn in. Four of these officers will be full-time police officers and one will be a full-time corrections officer. The other four will serve as school resource officers for the Hamilton City School District.



From left to right: DeArrius Price, Seth Proffitt, Justin Aichele, Matthew Blevins, Chief Craig Bucheit, Zachary Strack, Andrew Prather, Aaron Grant, Patrick Wentz, Oliver Zoellner

The Hamilton Fire Department (HFD) held a swearing-in ceremony for seven new firefighters on January 9 at Fire Headquarters on Pershing Avenue. These new firefighters will be used to staff a fourth medic unit that will operate on most days. Congratulations and welcome to all of the new employees in both the HPD and the HFD, and thank you all for your service toward making our community a better and safer place!



From left to right: Jason Koeninger, Jeremy Smith, Jason Brandt, Zachary Hardisty, Chris Goodin, Elliot Phelps, Stephen Schmidt

Welcoming our New Employees to the Team

Penny Crone is Hamilton's newest Deputy Clerk for the Municipal Court. She previously worked for the Butler County Board of Developmental Disabilities, where she was a contract coordinator and managed their call center, and for the BCRTA. She is excited to grow in her new position and bring her customer service skills to serving the public. She says Hamilton's Antique Car Parade is one of the best days of the year for her, as participating is a long-standing tradition in her family that started with her father, who passed his excitement down to the next generation of antique car lovers.

Other new employees at the City include:

- Deborah Brookins (Utilities Administration)
- Craig Bruner (Strategy & Information)
- James Logan (Utilities Administration)
- Shawn Nusky (Electric)
- Brian Root (Electric)
- Larry Rover (Strategy & Information)
- Todd Sherman (Electric)

Welcome to the City of Hamilton, everyone!

Bits & Bytes Food Drive

Mark your calendar! The Strategy & Information Department has teamed up with Shared Harvest Foodbank to hold the first annual Bits & Bytes, a food drive that will run from March 27 through 31! Look for the collection station in your department to donate either nonperishable food or money. All donations will go to benefit Hamilton-specific food pantries. Contact Jon Yslas with more questions at jon.yslas@hamilton-oh.gov. Items most needed include:

- Peanut butter
- Soups & stews
- Canned fruit & veggies
- Complete pancake mix
- Spaghetti & meat sauce
- Rice & beans
- Canned tuna & chicken
- Cereal
- Macaroni & cheese
- Toilet paper
- Hand soap & shampoo
- Laundry detergent
- Toothpaste & toothbrushes



BITS & BYTES food drive

Active Workdays: City Golf League

The return of warm weather to Southwest Ohio can only mean one thing: it's time to dust off those clubs, grab a friend, and join the City of Hamilton's Employee Golf League! For at least 40 years, City employees have made an annual tradition of conducting a weekly golf league at our two municipal courses, Potters Park and Twin Run. This year, Craig Marcum and Andy Willis will defend their title as 2016 League Champions against a field of nearly 20 teams.

According to Chris Hacker, League Commissioner and Purchasing Administrative Specialist, the league format allows for golfers of all skill levels to play competitively against their coworkers. "We have a few players who can finish a round near par, and a few others who are lucky to score 20 or 30 over. We use a handicap system so everyone has a chance to win. The primary goal is to have fun and make friends."

That sentiment was echoed by Jean Piatt, Administrative Secretary in Underground Utilities. "It's such a relaxed atmosphere," said Piatt, who is entering her fifth year in the City League. "We're all out there to have fun and help each other improve." Piatt says she was never much into golf until her granddaughter, Courtney, started playing. She says the City League has helped her get better through frequent practice.

Anyone interested in picking up a summer hobby is encouraged to find a teammate and join the league, regardless of golf experience (teammates can also be assigned if you can't find one). Hacker says each \$40 entry fees goes toward additional activities like league cookouts and an award ceremony in the fall. Look for an all-city email in the coming weeks for details on how to register, or contact Chris Hacker at 513-785-7144 or chris.hacker@hamilton-oh.gov.

The purpose of the Active Workdays series is to highlight City employees who spice up their workday with sports, games, and other physical activities. Quick breaks for recreation can keep us productive by increasing energy and building morale between participating coworkers. Please contact the CityVoice if you have a story idea for the Active Workdays series.

City Hall Golf League

Who: City employees and their friends/family

What: Teams of 2, rotating head-to-head play

When: Tuesdays evenings, Apr 25 - Sep 5

Where: Twin Run & Potter's Park

Who: Food, fun, and friendship!

Questions? Contact Chris Hacker: 513-785-7144



In 2016, nearly 20 two-person teams competed in the annual City of Hamilton Employee Golf League

HR Corner: Public Service Loan Forgiveness

Have you checked the Employee Portal Benefits Page lately? If you have, you might have noticed a new page of information has been added.

In 2007, the College Cost Reduction and Access Act was passed. Part of that legislation created the Public Service Loan Forgiveness (PSLF) Program. This program allows for qualified public sector employees to have their student loans (Direct Loans) forgiven!

What do you need to qualify for the program?

First, you would need to have made 120 qualifying monthly payments (10 years) while working full-time for a qualifying employer during the 10 years of student loan payments.

What does this mean for you?

If you have been making qualifying monthly payments after October 1, 2007, and have been a City of Hamilton employee or worked for a qualifying employer during that time, your remaining student loan balance may be forgiven.

How long will this program last?

Since this program was created through legislation, and not through the City of Hamilton, the only way the program could be discontinued would be if Congress repealed the legislation. Until and unless that happens, City of Hamilton employees have the opportunity to take advantage of this program.

Where can I find more information?

You can find more information on the City of Hamilton's Employee Portal Benefits page (hamilton-city.org/879). Contact Marcos Nichols in Human Resources if you have more questions at marcos.nichols@hamilton-oh.gov.

Passion for Hamilton EmPowers Employees

Passion for Hamilton is more than just an organizational value at the City, it is also a way that we make sure to provide our residents effective services that improve the quality of life in Hamilton. In the summer of 2016, a group of passionate City employees joined together to address a major community need: utility bill assistance.

“In winter 2016, we had over \$1 million dollars of requested utility assistance,” said Utilities Business Manager Nathan Perry. “Most of that assistance comes from state programs. We wanted our program to be able to help those who were missed by the bigger programs.”

EmPower Hamilton is a rebrand of a former donation program called Make It Happen. Make It Happen was created to address the same need, but concern was growing over the impact (or lack thereof) the program was having. Donations had been dwindling for several years, and Make It Happen was only raising approximately \$1,500 due to lack of advertising and excitement. Given that the average utility bill in Hamilton is approximately \$300 per month, these donations weren't going very far in the community.

“The word hadn't been getting out about [Make It Happen]. We talked to people on our floor and nobody knew anything about it,” said Perry.

City employees formed a committee to improve and rebrand Make It Happen, and shortly after, EmPower Hamilton was launched. Committee members working on this project included Vice Mayor Carla Fiehrer, Peggy Bange, Debbie Bennett, Darla Bokeno, Tina Brunner, Marie Hibbard, Kevin Maynard, Nathan Perry, and Jacob Stone. By creating new strategies and materials for educating, marketing, and fundraising, over \$4,200 has been raised to date!

One of the biggest fundraising ideas the committee came up with was hosting an EmPower Hamilton Jam Session at the end of Public Energy Week 2016 and during Operation Pumpkin. This single event raised nearly \$2,500! If you are a musician interested in joining the 2017 Jam Session, contact Nathan Perry at nathan.perry@hamilton-oh.gov.

The EmPower Hamilton Employee drive, which wrapped up in December, raised another \$1,400. The Health Department won a pizza party for having the highest average employee donation amount, so congratulations to them! Thanks also to every employee, Hamilton resident or not, who made a one-time or recurring donation to this program, and to those who attended a presentation to support EmPower Hamilton.

Visit the Hamilton Community Foundation website (hamiltonfoundation.org) to make a one-time donation to EmPower Hamilton, or contact Utilities customer service to add a recurring monthly donation. Contact Peggy Bange at peggy.bange@hamilton-oh.gov with questions.

Green Team City Cleanups



Are you looking for a way to volunteer in Hamilton? Join the Green Team, the City's employee-led community cleanup group! The Green Team performs monthly clean-ups during the summer to help keep the City free from trash and litter.

On cleanup days, volunteers meet in the City Hall lobby next to City Council Chambers and receive gloves, bags, safety vests, and water. All cleanups take place on Friday from noon until 2pm, but volunteers do not have to commit to staying for the entire two hours.

Be on the lookout for an email with information about how to participate in the Green Team. If you miss the email but still want to get involved, email Darla Bokeno at darla.bokeno@hamilton-oh.gov or Peggy Bange at peggy.bange@hamilton-oh.gov for more information or to RSVP. See below for the 2017 schedule of cleanup dates.

- May 12
- June 9
- July 14
- August 11
- September 8
- October 12



Green Team volunteers help clean up Hamilton and make it a better place to live, work, and play

Free Spring and Summer Events!

One of the most exciting parts of spring is the announcement of all the upcoming events in downtown Hamilton! The RiversEdge free summer concert series was just announced recently, and Alive After 5 has just put out their schedule as well! Starting in May, the Hamilton Flea will be holding its second year of curated urban markets in the newly completed Marcum Park.

All of these events are free and open to the public, so bring your friends and family out to enjoy everything Hamilton has to offer! There are also plenty of opportunities to get involved! If you'd like to volunteer at any of these events, contact Volunteer Services Coordinator Karen Wittmer at karen.wittmer@hamilton-oh.gov.

RiversEdge 2017 Free Summer Concert Series

- June 2: Scotty Bratcher (Blues/Rock)
- June 8: The Record Company (Blues/Rock)
- June 15: The Congress (Rock/R&B)
- June 29: Magic Lightnin' Boys (Blues/Rock)
- July 4: Noah Wotherspoon (Blues)
- July 13: Dallas Moore (Country)
- July 20: Temperance Movement (Rock)
- July 27: Dirty Revival (Soul/R&B)
- Aug 10: Back in Black (AC/DC Tribute)
- Aug 17: Rumors (Fleetwood Mac Tribute)
- Aug 24: Natural Wonder (Stevie Wonder Tribute)
- Aug 31: BOSTYX (Boston Tribute)

Whimydiddle Country Music Festival Headliners

- June 23: Pokey LaFarge
- June 24: 90 Proof Twang



Alive After 5

Alive After 5 (AA5) takes place on the first Thursday of the month from 5-9pm along High Street in downtown Hamilton. Local businesses stay open later and offer deals and specials, especially if you've dressed up to fit the theme! Find out more about AA5 at hamiltonaliveafter5.com.

- May 4: Once Upon a Time...
- June 1: All-Star Summer
- July 6: Summer Camp
- August 3: Under the Sea
- September 7: Heroes
- October 5: Out of this World
- November 2: Throwback Thursday - The Roaring 20s
- December 7: Ugly Sweater, Beautiful City



Hamilton Flea

The Hamilton Flea runs from 10am to 4pm on the second Saturday of every month May through September at Marcum Park in downtown Hamilton. Find out more about the Flea at hamiltonflea.org.

- May 13
- June 10
- July 8
- August 12
- September 9



Book Club Update

Hamilton's employee-led book club is off to a great start! We had our inaugural meeting in January, and in February we read *The Room* by Jonas Karlsson. In March, the book club will be reading the bestselling *Hillbilly Elegy* by Middletown native J.D. Vance. Our monthly meetings will be held on the last Thursday of the month, and if you'd like to join, feel free to come to one of our next meetings (held at noon and 5pm) on March 30 at Miami University Downtown! Email jordan.schotz@hamilton-oh.gov for more information.

March 2: *The Room* (Jonas Karlsson)

March 30: *Hillbilly Elegy* (J.D. Vance)

April 27: *Mr. Mercedes* (Stephen King)

May 25: *Catch-22* (Joseph Heller)

Health Benefits

Did you know that there's an internal committee responsible for determining the City's insurance providers and designing the health plan within specific budget parameters?

Administrative Directive #334 provides the language that developed the Health Benefits Committee (how to become a member and general rules of order).

If you have issues regarding your insurance (health, dental, vision) you can contact Rebekah Cremeans in the Civil Service and Personnel Department. Additionally, if you have experienced administrative issues relating to your health insurance (even if they have been resolved), we ask that you let your committee representative know that you have faced an issue. The feedback (positive and negative) that you provide to your committee representative is helpful for the overall committee to hear and is always one of the first items on the agenda at the monthly Health Benefits Committee meetings. By discussing and understanding the administrative issues that you encounter, we are better able to gain a holistic view of how our providers are working.

See the table to the right for the full roster of the Health Benefits Committee.

As many of you know, Real Appeal is a free weight loss program available to City employees, spouses, and adult dependents who are enrolled in the City's 2017 United Healthcare insurance plan and who have a body mass index (BMI) of 23 or higher. The Real Appeal program comes with complimentary tools and resources including weekly online group coaching sessions and 52 weeks of step-by-step guidance with a coach.

As of January 2017, 80 employees are enrolled, 74 are considered "at risk" (a BMI greater than 29.9 or a BMI greater than 23 with a co-morbidity), and 42 of the at risk individuals who have attended at least one class have lost a total of 657 pounds! Enroll in the Real Appeal program by going to hamilton.realappeal.com.

Health Benefits Committee Roster

Department / Bargaining Unit	Representative	Alternative Representative
AFSCME 3169	Brandi Shoemaker	Kim Kirsch
AFSCME 475	Denny Turman	Ken Calihan
Civil Service & Personnel	Rebekah Cremeans	Jennifer Cox
Community Development	Ken Rivera	John Creech
City Manager / Ec Dev / Clerk	Mark Murray	Jody Gunderson
Electric	Tom Adams	Patrick Moore
Finance	Crystal Hall	John Hoskinson
FOP Captains	Marc McManus	Trent Chenowith
FOP Rank & File	Derek Fryman	-
FOP Supervisors	Mike Waldeck	-
FOP/OLC	Andrew Lymburner	Rebecca Black
Human Resources	Letitia Block	Marcos Nichols
IAFF	Todd Schlenk	Dave Holzberger
IBEW	(pending)	-
IUOE	Paul Ott	Mark Burton
Municipal Court	Becky French	Sharon Couch
OPEIU	Antia Larsh	Amy Ellis
Project Implementation	Peggy Bange	-
Public Safety	Barb Winkler	-
Public Utilities	Lauren Gersbach	Nathan Perry
Public Works	Tami Rose	Dan Snyder
Resident Services	Jacob Stone	Steve Maxwell
Strategy & Information	Jim Stephens	Kim Hamblin
Underground Utilities	David Jenkins	Dwight Culbertson
Utilities Engineering	Cody Turman	Chad Brown

March Coworker Birthdays

1:	Mary Gross [Court]; Shaun Smith [PW]; Anthony Sora [HPD]
2:	Thomas Allen [HPD]; Michelle Deaton [Court]; Donald Pease [G&W]; Anthony Robertson [HFD]; Merle Williams [G&W]; Terri Ziepfel [Court]
3:	David Kallick [S&I]; Dalton Marcum [Elec.]; Brian Ruhl [HFD]
4:	John Eickelberger [PW]; Christopher Riddle [Elec.]
5:	Richard Cardwell [HPD]; Shawn Pater [HFD]
6:	Daniel Rowlands [Elec.]; Rodney Wilson [HPD]
7:	Chad Brown [G&W]
8:	Dewaine Blair [Elec.]; Christopher Bowling [Res. Serv.]; Randall Kirby [G&W]; Steven Kirby [Elec.]; David Morrison [HFD]
9:	David Anglin [HPD]; Andrew Beckelhimer [HPD]; Jewel Hensley [Planning]
10:	Teresa Sloderbeck [HPD]
11:	Frank Botts [HPD]; Sharon Couch [Court]
12:	Adam Mcduffee [Res. Serv.]
13:	Rhonda Blevins [Utilities]; Eugene Scharf [Comm. Dev.]; Charles Smith [HFD]
14:	Douglas Seeböhm [PW]
15:	James Gross [HPD]
16:	Robert Snyder [HPD]; Sherry Still [Court]
17:	Kim Owens [HPD]; Kenneth Ward [PW]
17:	Kenneth Ward [PW]
19:	Adrian Jackson [HPD]; Kenneth Johnson [Res. Serv.]; Mackenzie Stewart [PW]; Eric Taylor [HPD]
20:	Travis Cooper [PW]
21:	Christopher Hacker [Fin.]
22:	Lakenta Miles [PW]; James Stephens [S&I]
23:	Michael Bowling [PW]; William Martin [PW]; Jerald Messer [PW]; Thomas Puckett [HFD]
24:	Amy Beasley [HFD]
25:	Timothy Price [G&W]
26:	Matthew Zettler [PW]
27:	Adam Morgan [HFD]
29:	Jerrid Gundler [HFD]; Thomas Hildebrand [PW]; Brandon Saurber [S&I]
30:	Dorothy Cash [Fin.]
31:	Clinton Cole [Res. Serv.]; Patricia Wilhelm [Utilities]

March Coworker Anniversaries

1 yr:	Anthony Robertson [HFD]; William Martin [PW]; Nathan Mcdonough [Elec.]; Jeffrey Bengé [HPD]; Rebecca Black [HPD]; Dustin Copley [HFD]; Zachary Flick [HFD]; Kurt James [HFD]; Tyler Larsh [HFD]; Benjamin Reese [HFD]; James Williams [Elec.]
3 yrs:	Lawrence Cecere [Res. Serv.]; Curt Philhower [PW]; Charles Wyatt [PW]
4 yrs:	Scott Chapel [S&I]; Matthew Mckinney [Fin.]; Michael Mcdulin [Fin.]
5 yrs:	Letitia Block [HR]; Christopher Allen [PW]
6 yrs:	Antony Seppi [Eco. Dev.]; Tyler Babb [PW]; Erick Novak [PW]; Eric Hein [Fin.]; Joseph Geis [HFD]; Jerrid Gundler [HFD]; Michael Martin [HFD]; Aaron Nichols [HFD]; Scott Otten [HFD]; Eric Rupp [HFD]; Steven Widener [HFD]; Brandon Saurber [S&I]
8 yrs:	Richard Von Stein [Res. Serv.]
9 yrs:	Richard Engle [PW]
11 yrs:	Donald Watts [Elec.]; Charles Beckett [Elec.]
13 yrs:	James Carpenter [HPD]; Patrick Fackey [HPD]
14 yrs:	Blaine Roark [Elec.]; Timothy Werdmann [HR]; Matthew Zettler [PW]; Donnie Smith [Const. Serv.]
15 yrs:	Sherry Still [Court]
18 yrs:	Ronald Beyer [HFD]; Richard Cardwell [HPD]
21 yrs:	James Bechan [HFD]; Kent Reed [Elec.]
23 yrs:	Edwardo Avery [HFD]; Teryl Botos [Court]
27 yrs:	John Hoffman [G&W]
28 yrs:	Kenneth Runyan [HFD]; Catherine Creager [PW]
30 yrs:	Allison Baker [HPD]
31 yrs:	Sharon Couch [Court]
32 yrs:	Kevin Flannery [HPD]
33 yrs:	Joseph Scrimizzi [CM]

April Coworker Birthdays

- 1:** Gary Crouch [HPD]
- 3:** Richard Blyberg [HPD]; Joseph Gabbard [HPD]; Crystal Mckinney [Fin.]; Ross Sherman [HPD]
- 4:** Kimberly Kirsch [Planning]
- 5:** Kevin Angst [G&W]; Joseph Thompson [HPD]
- 6:** Brian Wynn [HPD]
- 7:** Jordan Schotz [Eco. Dev.]; Barbara Winkler [HPD]
- 9:** Marc Lorance [PW]
- 12:** Robert Barker [HPD]; Marcos Nichols [HR]
- 13:** Mark Hardig [Court]; Alfred Hayes [PW]; Matthew Newby [PW]
- 14:** Goldie Greene [HPD]; Casey Johnson [HPD]
- 15:** Erik Neal [HFD]
- 16:** James Calhoun [HPD]
- 17:** Matthew Shroyer [HFD]
- 19:** Lee Buchanan [HPD]; Katherine Heidorn [Court]
- 21:** Gunnar Koger [Res. Serv.]; Larry Parker [Res. Serv.]; Nathaniel Perry [Utilities]
- 22:** Erick Novak [PW]
- 23:** Jason Brandt [HFD]; Angela Garrison [Court]
- 24:** Ronald Sams [G&W]; Jered Specht [Fin.];
- 26:** Jeffrey Clark [PW]; Christopher Enginger [HFD]
- 27:** Montez Lee [HPD]
- 29:** William Baver [PW]
- 30:** Kenneth Runyan [HFD]; Darryl Rupert [Planning]

April Coworker Anniversaries

- 1 yr:** Arthur Balph [PW]; Timothy Cremeans [PW]; Leah Ratliff [S&I]; Christopher Riddle [Elec.]; William Zepp [Elec.]; Harry Davidson [Res. Serv.]
- 2 yrs:** Kari Merrill [G&W]; Jennifer Fields-Cox [Utilities]; Sean Figley [HPD]
- 3 yrs:** Rebekah Cremeans [Civil Serv.]; Ryan Brockman [HPD]; Eric Massey [Elec.]; Steve Poulemanos [HPD]
- 5 yrs:** John Mcwilliams [Elec.]; Brandi Shoemaker [Utilities]; Patricia Wilhelm [Utilities]; Muhammad Hamidullah [Court]
- 9 yrs:** Christopher Nusky [PW]; Michael Wroot [Elec.]; Bruce Kern [Fin.]; Timothy Crane [G&W]
- 10 yrs:** Alfred Hayes [PW]; William Simmons [Const. Serv.]
- 11 yrs:** Jeffrey Hill [Elec.]; Mark Moore [Res. Serv.]
- 12 yrs:** Tracy Cochran [Elec.]
- 13 yrs:** Becky French [Court]
- 14 yrs:** Lucy Harbrecht [Utilities]; Scott Laney [HPD]; Kim Owens [HPD]; Donald Southard [Elec.]
- 20 yrs:** John Hannah [PW]
- 21 yrs:** William Baver [PW]; Dennis Farthing [Elec.]
- 22 yrs:** James Gross [HPD]
- 23 yrs:** Anthony Houston [HFD]; Gregory Mitchell [Elec.]
- 24 yrs:** Paul Davis [HPD]
- 25 yrs:** Lee Buchanan [HPD]
- 26 yrs:** Philip Kreke [HFD]; Shawn Pater [HFD]
- 27 yrs:** Russell Schindler [HFD]; Ross Sherman [HPD]; Brian Ruhl [HFD]
- 28 yrs:** William Cox [HFD]; James Calhoun [HPD]; Mark Henson [HPD]; John Nethers [HPD]; Paul Ott [PW]
- 30 yrs:** Kenneth Ward [PW]
- 37 yrs:** Patrick Hardewig [HFD]

Thanks for reading, and don't miss our next issue, coming out in early May.

Have a story idea?

Contact cityvoice@hamilton-oh.gov

Employee Survey





After-Action Team *Playbook*

CITY OF TYLER

Congratulations on being selected as an After-Action Team Member! As a member of this team, you have a very important task ahead of you.

The City of Tyler recently completed the first ever Employee Survey. Now is the time to take a close look at the results and work to improve the organization based upon the feedback we received.

This is where the After-Action Team comes in. It is the responsibility of your team to take your assigned topic and:

-  Obtain suggestions, through brainstorming, on how to improve the issue.
-  Narrow the suggestions into a short list.
-  Submit the short list to Senior Management for review.
-  Support implementation of approved suggestions as needed.

I appreciate your commitment to our team and for being part of helping us to reach our goal of being the standard for performance excellence in local government. That is our touchdown.



City Manager
Mark McDaniel

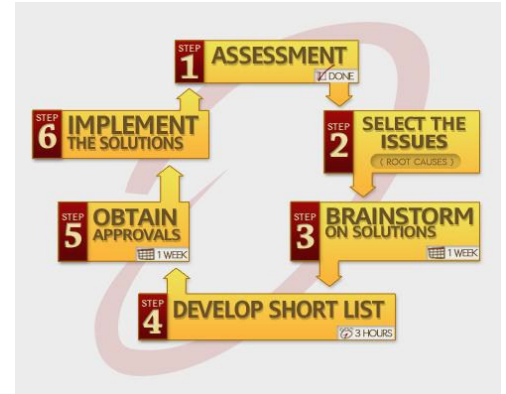
What's the plan?

#1 In Step One, the City of Tyler contracted with NBRI to conduct a survey of all employees.

#2 In Step Two, we analyzed the results and identified Action Items.

Next Steps

In Steps Three, Four and Five, After-Action Teams will brainstorm solutions, narrow these to a short list, and present the list to the Key Leader team. These action plans will become our play book to improve the organization and perform even better next year.



My action item is:

Schedule

Target Date	Action
Meeting 1 (by May 20)	After-Action Team Orientation
Immediately After Meeting 1	Begin brainstorming with employees Team Leader collects brainstorming suggestions from employees Compile list of ideas and remove duplicates; distribute list to team
Meeting 2 (Before June 1)	After-Action Team Meeting: Narrow suggestions and vote
June 13	Present Team findings to Key Leaders
June 27	Key Leader review and approval of suggestions
July 1	Communicate progress to employees and next steps



Brainstorming

The next step is to brainstorm solutions to improve the Action Item. Part of this process is to reach out to other employees and collect their suggestions. You will also want to brainstorm individually.

Ideas
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.

Compiling your list

Now that you have generated and collected ideas through brainstorming, your After-Action Team should meet to narrow the recommendations to a short list that will be presented to Key Leaders.

Before the meeting, the Team Leader should combine all ideas into one long list, remove any duplicate items, and send each team member a copy of the list to review prior to the team meeting.

Once assembled, be certain that each team member has a copy of the list.

Shortlisting

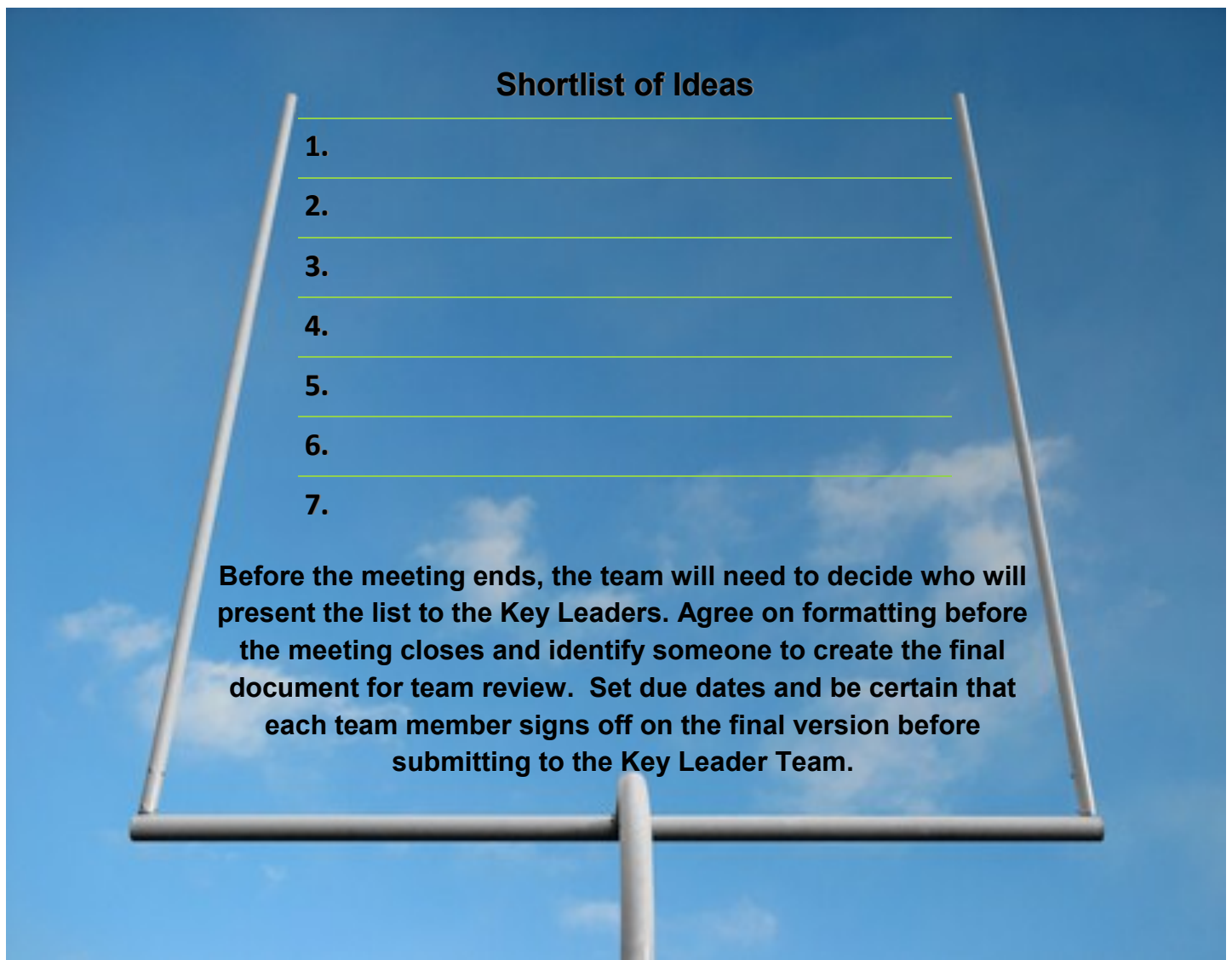
Now, it's time to vote.

As a team, go through each item one at a time. As each item is mentioned, vote to place each item in one of the following categories and record the vote:

1. Discard (*requires unanimous agreement*)
2. Short List for Senior Management (*requires unanimous agreement*)
3. Discussion

Now that the initial vote is complete, you will need to review those items marked for discussion. Allow either 3 or 5 minutes per item, depending upon the number of items marked for discussion and the amount of time remaining. Be sure to set a timer! Once each item has been discussed, take a final vote. Majority rules on any additional items to be placed on the short list.

Record the results of the this vote here and any items with unanimous support from your first vote.



Shortlist of Ideas

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Before the meeting ends, the team will need to decide who will present the list to the Key Leaders. Agree on formatting before the meeting closes and identify someone to create the final document for team review. Set due dates and be certain that each team member signs off on the final version before submitting to the Key Leader Team.

References

- Arakawa, D., & Greenberg, M. (2007). Optimistic managers and their influence on productivity and employee engagement in a technology Organisation: Implications for coaching psychologists. *International Coaching Psychology Review*, 2(1), 78-89. Retrieved May 17, 2017, from <https://www.positran.fr/wp-content/uploads/2013/09/ICPR.pdf#page=78>.
- Buckingham, M., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently*. New York, NY.: Simon & Schuster.
- Covey, S. R. (2004). *The 7 habits of highly effective people: Restoring the character ethic* ([Rev. ed.]). New York: Free Press.
- Dicker, M., & Renshaw, S. (2017, March). Engaging the Engaged? Employee Engagement in the Not-For-Profit Sector. Retrieved April 29, 2017, from <http://engageforsuccess.org/wp-content/uploads/2017/04/EFS-Not-for-Profit-Toolkit.pdf>
- Farnell, R. (2016, July 18). How U.S. Army Basic Training Turns Diverse Groups into Teams. Retrieved May 05, 2017, from <https://hbr.org/2016/07/how-u-s-army-basic-training-turns-diverse-groups-into-team>
- Harter, J., & Atkins, A. (2015, April 8). Employees Want a Lot more from their Managers. *Business Journal*. Retrieved May 11, 2017 from <http://www.gallup.com/businessjournal/182321/employees-lot-managers.aspx>
- Lencioni, Patrick (2012) *The Advantage: Why Organizational Health Trumps Everything Else in Business*. Jossey-Bass, San Francisco
- Lipman, V. (2016, August 8). 65% Of Employees Want More Feedback (So Why Don't They

- Get It?). *Forbes*. Retrieved June 1, 2017, from <https://www.forbes.com/sites/victorlipman/2016/08/08/65-of-employees-want-more-feedback-so-why-dont-they-get-it/#4668f4be914a>
- Mann, A., & Dvorak, N. (2016, June 28). Employee Recognition: Low Cost, High Impact. *Business Journal*. Retrieved May 30, 2017, from <http://www.gallup.com/businessjournal/193238/employee-recognition-low-cost-high-impact.aspx>
- Markey, R. (2014, January 27). The Four Secrets to Employee Engagement. *Harvard Business Review*. Retrieved June 1, 2017 from <https://hbr.org/2014/01/the-four-secrets-to-employee-engagement>
- Marquet, L. David (2012) Turn the Ship Around! A true Story of Turning Followers into Leaders. Penguin Group; New York, New York.
- Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*. New York: Riverhead Books.
- Robison, J. (2006, November 9). In Praise of Praising Your Employees. *Business Journal*. Retrieved May 30, 2017, from <http://www.gallup.com/businessjournal/25369/praise-praising-your-employees.aspx>
- Tavakoli, M. (2015, February 3). Honesty and Communication Drive Employee Engagement. *Training Magazine*. Retrieved May 20, 2017 from <https://trainingmag.com/honesty-and-communication-drive-employee-engagement>
- Wagner, R., & Harter, J.K. (2006). *12: The Elements of Great Managing*. New York, NY::Gallup Press