Measureable Improvement with Employee Engagement
Case Study: The City of SeaTac

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GWEN
VOELPEL

TRACY
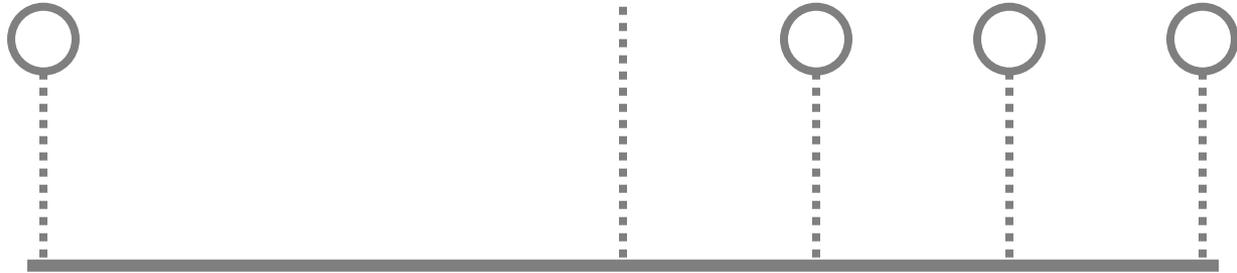O'ROURKE

1990

PROUD PARENTS BIRTH NEW CITY.

"Git 'er done" culture

Pride in cityhood

Unclear direction

2012

ADOLESCENCE IS TOUGH.

"Can do" attitude

Role confusion

Reorganization

Fear of errors

Tense relationships

LET'S GET ENGAGED!

- ✓ Feeling committed and connected at work
- ✓ Motivation to contribute to the organization's success
- ✓ Ability to enhance own sense of well-being at the same time
- x Does not equal happiness

ACE Model: Gaining Employee Perspective

Alignment
- Are employees going in the same direction as the organization?

Capabilities
- Do employees have what they need to succeed?

Engagement
- Are employees advocates?

ALIGNMENT

1. A clear vision and strategy

2. Strategy translated into measures

3. Inspire and communicate the vision

4. Clear linkage between Individual goals and strategy

5. Cultural Alignment

6. Meaningful rewards

CAPABILITIES

1. Defined customer value

2. Talent matches role

3. Ability to meet customer requirements

4. Sufficient resources

5. Good team work

6. Cooperation among functional groups

7. Strong support or coaching

ENGAGEMENT

1. Identify with mission, vision, values

2. Commitment to peers

3. Inspiring leadership

4. Personal growth

5. Recognition

6. Involvement

7. Good relationship with Supervisor

8. Winning experiences

ALIGNMENT	CAPABILITIES	ENGAGEMENT
58	**68**	**60**

65 or Less	66 to 79	80 or More
Investigate & Prioritize	Opportunity to Improve	Recognize & Study

"Excited and scared at the same time…time commitment…

" *Here we go again...*
will be forgotten about... "

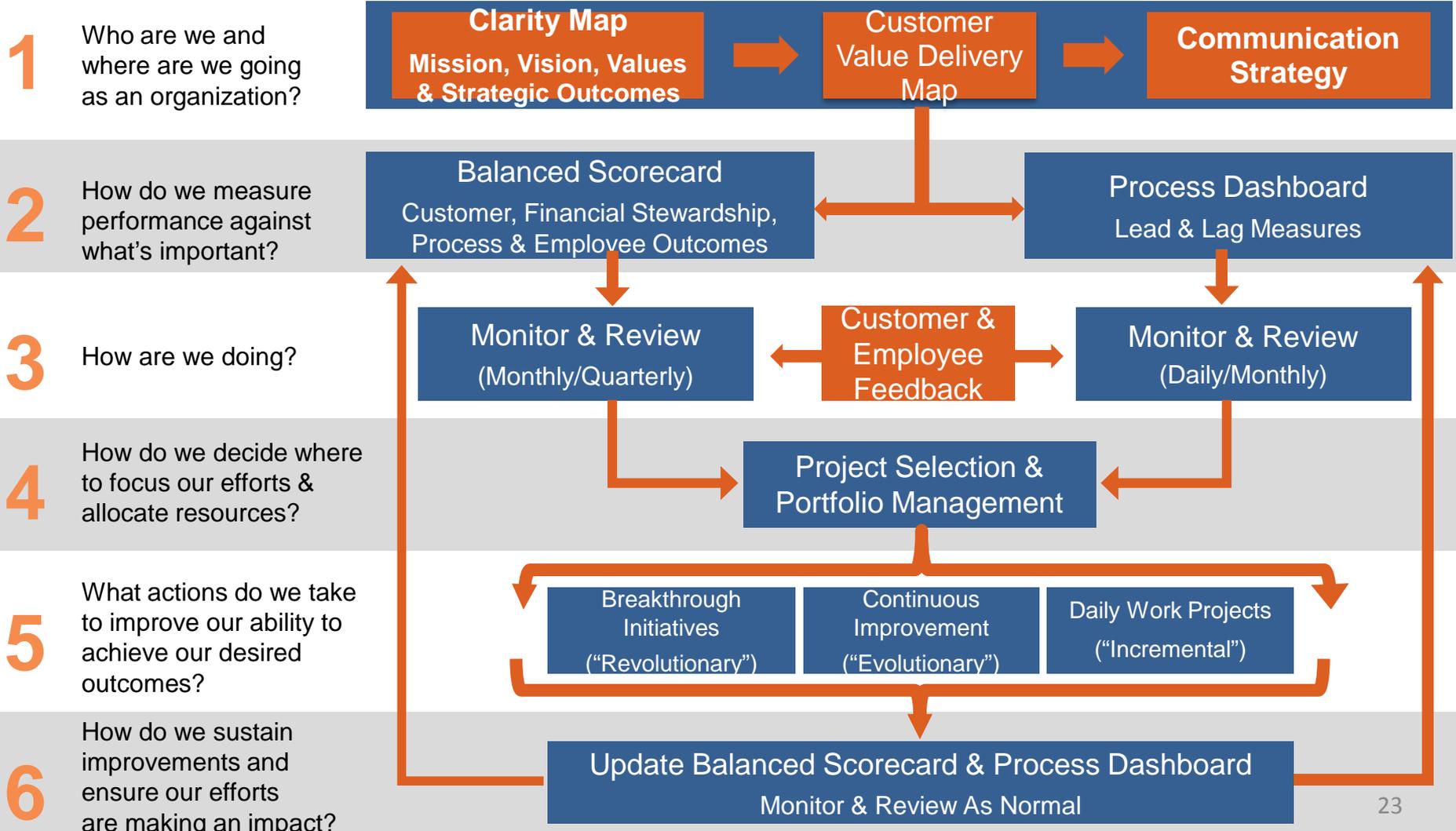|		
1	Who are we and where are we going as an organization?	**Clarity Map** — **Mission, Vision, Values & Strategic Outcomes** → Customer Value Delivery Map → **Communication Strategy**

1 Who are we and where are we going as an organization?

Clarity Map	Customer	Communication
Mission, Vision, Values & Strategic Outcomes	Value Delivery Map	**Strategy**

2 How do we measure performance against what's important?

Balanced Scorecard
Customer, Financial Stewardship, Process & Employee Outcomes

Process Dashboard
Lead & Lag Measures

3 How are we doing?

Monitor & Review
(Monthly/Quarterly)

Customer & Employee Feedback

Monitor & Review
(Daily/Monthly)

4 How do we decide where to focus our efforts & allocate resources?

Project Selection & Portfolio Management

5 What actions do we take to improve our ability to achieve our desired outcomes?

Breakthrough Initiatives
("Revolutionary")

Continuous Improvement
("Evolutionary")

Daily Work Projects
("Incremental")

6 How do we sustain improvements and ensure our efforts are making an impact?

Update Balanced Scorecard & Process Dashboard
Monitor & Review As Normal

23

Creating Clarity in the Organization

Important Components

Who are we?
Why do we
exist?

Mission

Goals

What are we
trying to
achieve?

Where are
we going?
What do we
aspire to be?

Vision

Values

What values do
we live by?

Road Map

Vision
What we aspire to be?

Mission
Why do we exist?

Values
What values do we live by?

What are the "visionary," 3-5 year outcomes for the organization?

Top Financial Measures

Top Customer Measures

Top Process Measures

Top Learning & Growth Measures

ROAD MAP

VISION

The City of SeaTac is a premier global community offering a solid, sustainable economy and a healthy, inclusive, and vibrant quality of life.

MISSION

The mission of the City of SeaTac is to steward the public's trust and deliver high value services in a financially responsible manner that enhances a safe, healthy and sustainable quality of life in partnership with the community.

VALUES

SERVICE
We deliver effective, quality and enduring service to all.

INTEGRITY
We maintain a foundation of trust by being honest, respectful and true to our word.

TEAMWORK
We work together to accomplish great results by valuing and respecting each other, being empathetic and communicating openly in the spirit of innovation.

ACCOUNTABILITY
We embrace transparency, responsibility and ownership in our decisions and actions.

TOP 3-5 YEAR GOALS

ACHIEVE CITY COUNCIL GOALS
Embrace and achieve City Council goals and policy direction.

ENHANCE OUR COMMUNITY
Enhance the livability of SeaTac by working hand in hand with community members and partners to create a safe, active and attractive city.

FOSTER EMPLOYEE ENGAGEMENT
Foster an environment where team members are engaged, informed, empowered and recognized for their value.

SUSTAIN FINANCIAL HEALTH & STABILITY
Continually improve upon the successes of today to ensure a balanced, healthy, and stable financial future for delivery of services.

BUILD INFRASTRUCTURE; PROMOTE DEVELOPMENT
Build and maintain enduring public infrastructure and promote economic development opportunities to enhance connectivity and quality of life.

AS EMPLOYEES of the CITY of SEATAC, we support the VISION… through our WORK, our SKILLS, our JOY,…

diversity

We support a diverse community. It can be a long journey, we are respectful.

We are a city where everyone matters.

"We live + work here" it's our home

we create a sense of **belonging**

We are warm + welcoming, we are hands-on, helpful. We are here to help with resources, ideas, connections. we listen.

WELCOME!

…and our passions, and through our VALUES

We are dedicated to our individual and group purpose. We have an impact on the quality of life in the City of SeaTac.

SERVICE

We create a sense of **place**

We create an environment for healthy living.

fairness

the Court System

We keep criminals off the streets.

Police Services

STOP

Protection

We provide

and emergency help.

And we put out fires.

development economic and community

BRING YOUR BUSINESS HERE

JOBS JOBS JOBS

We make sure roads get us where we need to go.

We encourage and help build side walks in neighborhoods.

We enjoy our work and know its meaningful to the people we serve.

We work and collaborate to provide great public transportation.

www.ci.SeaTac.wa.us

communication

We love data, data, data, data, data, data, data, data, data.

We send emails, make phone calls, print reports, meet in person.

integrity

We have each other's back. We know that one person can't do it all. Every cog has a purpose to make things work.

teamwork

in design + construction…

good wall

safety and maintenance

We clean the drain systems, the roads, the paths

accountability

We are honest and strive for transparency.

VISION

The City of SeaTac is a Premier, Global Community offering a solid, sustainable economy and a healthy, inclusive, and vibrant quality of life.

leadership

enjoy your parks!

…and our belief in a better future.

DECEMBER 2013
SUMMARY CHART by anne@TheDoodleBiz.com

1. Internal Communications

2. Transparency & Accountability

3. Council Communications

4. Process Improvement

1 Employee Survey

2 Revamped Leadership Team Meetings

3 Department Staff Meetings

4 Snapshots

5 Citywide Roadmap

6 Initiatives

Align   Perform   Improve

What Are Some Challenges with Measures?

- Creating too many measures
- Creating meaningful measures
- Measuring the right things
- Cascading measures through the organization
- Sometimes measures drive the wrong behavior
- Measures can be difficult to capture

What is a Dashboard?

Dashboard – A visual scorecard with primary measures to be monitored on an ongoing basis

Organizational Dashboard

2014-2016 Dashboard

- 🟢 On Target (within 5%)
- 🟡 Close to 2-Year Target (within 6-20%)
- 🔴 Needs Attention (within 21%+)

1. Achieve City Council Goals

	Prior	Current	Target	Status
Good Place to Live (Resident Surey)	NA	63%	71%	🟡
Access to Goods and Services (Res. Survey)	NA	52%	57%	🟡
Neighborhood Clean, Well Kept (Res. Survey)	NA	54%	64%	🟡
Council Feedback on Progress	80%	70%	95%	🔴

2. Enhance Our Community

	Prior	Current	Target	Status
Feel Safe (Res. Survey)	NA	28%	50%	🔴
Able to Get Information Needed (Res. Survey)	NA	52%	56%	🟡
Annual City Website Visitors	125,400	168,700	150,000	🟢
Applications for Citizen Committees (Apps per vacancy)	1.76	0.73	2	🔴
Participation at City Events	12,800	15,800	14,500	🟢
Customer Service (out of 4)	NA	3.65	3.8	🟢
Comfort participating in community engagement event (out of 4)	NA	3.4	3.6	🟡

3. Foster Employee Engagement

	Prior	Current	Target	Status
Employee Alignment (Employee Survey)	58%	65%	70%	🟡
Employees understand overall goals of City (Emp. Survey)	38%	50%	70%	🔴
Employee Capabilities (Emp. Survey)	68%	74%	75%	🟢
Employees have skills to meet expectations (Emp. Survey)	81%	85%	85%	🟢
Employee Engagement (Emp. Survey)	60%	67%	70%	🟢
Excellent Place to Work Rating (Emp. Survey)	67%	75%	75%	🟢
Employees Committed/Connected to Work (Emp. Survey)	N/A	90%	94%	🟢
Increase in Employee Attendance at City Events	N/A	7%	9%	🟡

4. Sustain Financial Health

	Prior	Current	Target	Status
General Fund Reserve	25%	25%	25%	🟢
General Fund Operations Subsidy	6%	6%	5%	🟡
National S&P Credit Rating	AA+	AA+	AA+/AAA	🟢
National Financial Management Award	Yes	Yes	Yes	🟢

5. Build Infrastructure and Promote Development

	Prior	Current	Target	Status
Businesses planning to remain in SeaTac (Bus. Survey)	71%	100%	77%	🟢
Mix of Park Amenities (Res. Survey)	NA	43%	50%	🟡
Pavement Condition Index	73	73	75	🟢
Walk Score (walkscore.com)	36	36	40	🟡
Amount of Sidewalk (miles)	43.2	44.8	45.2	🟢
Permit System Timeliness (% Meeting Deadline)	57%	67%	80%	🟡

Each Dimension Connects to Key Principles

CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABLERS of LEADERSHIP & RESPECT

Customers Matter To Us

We Align Around A Common Purpose

We Can Always Do Better

We Treat All People With Respect

Align Perform Improve
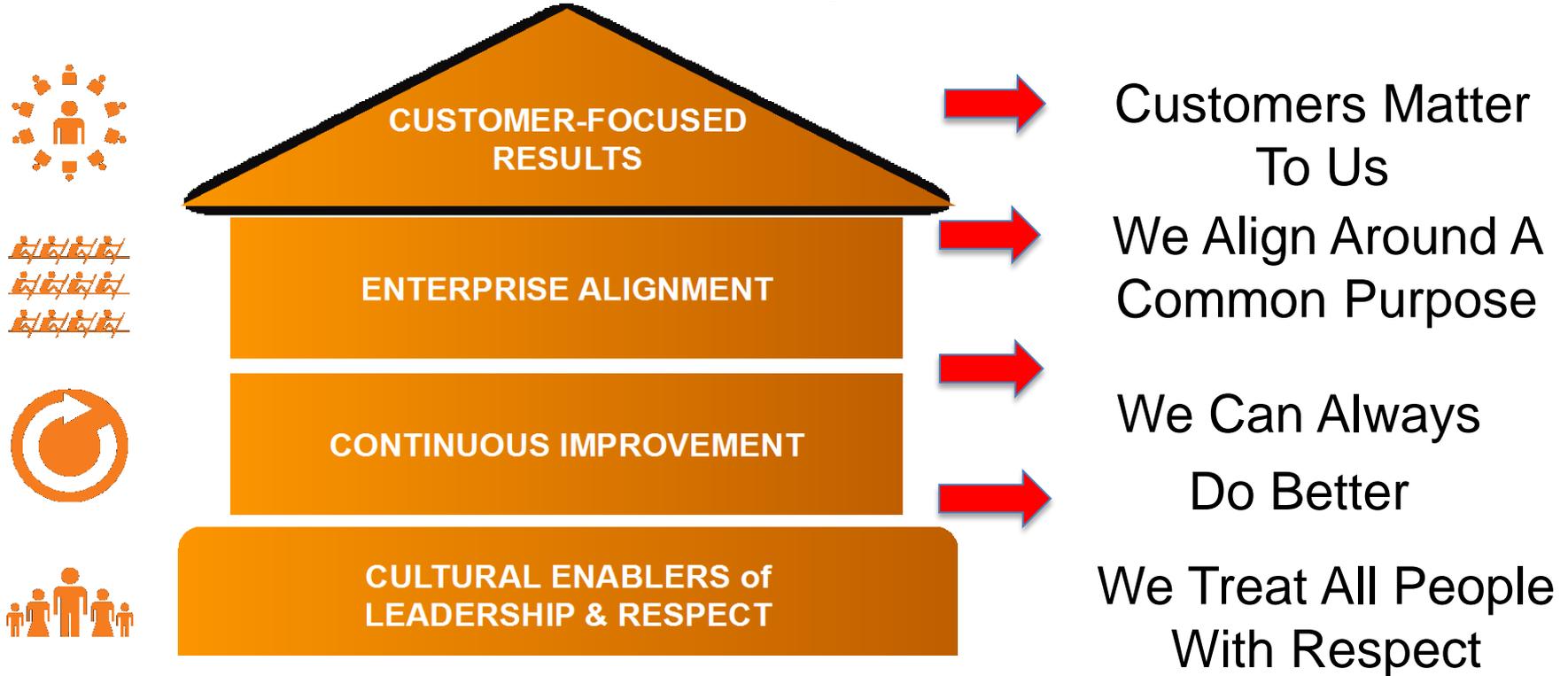
Core Processes for: Public Works

Process 10: Solid Waste Collection

Determine service needs	Select Hauler	Contract Approval	Implement	Admin

Created by: Trudy Olson & Tom Gut

Process 11: Fleet Management

Determine Needs	Schedule Replacement or new purchase	Determine costs	Purchase vehicle/ equipment	Install lights & other items

Created by: Sean Clark & Aaron Wiseman

Process 12: Maintain Vegetation

Identify Need	Assess Job	Determine Equipment & Personnel	Schedule Work	Complete Task

Created by: Sean Clark & Aaron Wiseman

Process 13: Storm Drain Communication (SDC)

Send Sign up Letter	Receive request for cleaning	Determine inspection need	Inspect properties on lots	Send letter to address cleaning needs

Created by: Sean Clark & Aaron Wiseman

Deliverable	Customer/ Stakeholder	Measures
Garbage Pick-up Recyclables Pick-up Organics Pick-up	Customers: • Residents • Businesses Stakeholders: • City • Hauler	• Rates • Service Level • Admin Fee • Revenue • Compliance
Ready for Use Licensed Numbered Insured Set for fuel	Customer: • City Department • Employees Stakeholder: • City	• Working condition • Timely • Appropriate for need • Cost (within budget) • Efficient process
Performed Work Dispose of Debris	Customer: • Resident • Homeowner Stakeholder: • Maintenance Division • City	• Aesthetics • Safety • Timely • Safety • Efficiency • Costs • Customer Satis
Drainage system is clean Minimize private property debris entering city property	Customer: • Business owners Stakeholder: • City	• Cost • Cleanliness • Convenient • Proactive • Customer Satisfaction

Core Process Work

- Approximately 95 Customer Value Delivery Maps completed

- Helped to identify core processes, key customers, stakeholders and potential process measures

- Will be used to help create departmental dashboards and tie process measures to teams and individuals

City of SeaTac
Job Audit Process Improvement – Current Status

Thursday, February 26, 2015

Improve starts here

Step 1 LT: 2-8 wks TT: 4-7 hrs
Step 2 LT: ??? TT: 3-10 hrs
Step 3 LT: 2-? wks TT: 3.6-6.1 hrs
Step 4 LT: ??? wks TT: 4-10 hrs
Step 5 LT: ??? wks TT: 12.25-16.5 hrs
Step 6 LT: 1-3 hrs TT: 0.25-0.5 hrs
Step 7 LT: 1-2 wks TT: 2.25-6.5 hrs
Step 8 LT: 1-4 wks TT: 0.5-13 hrs
Step 9 LT: ??? wks TT: 1-8 hrs

Current average Lead Time (LT) 24–36 wks (6-9 mos), average Touch Time (TT) 30.85-75.6 hrs
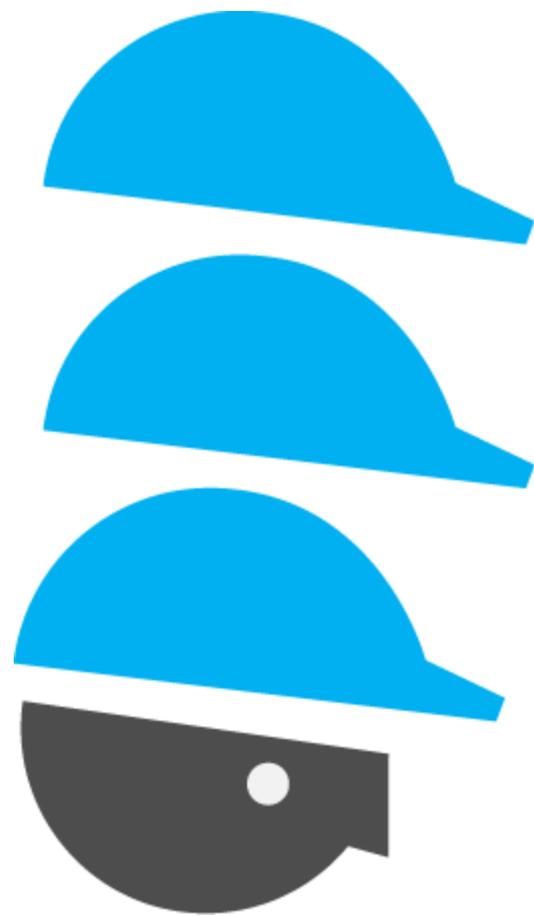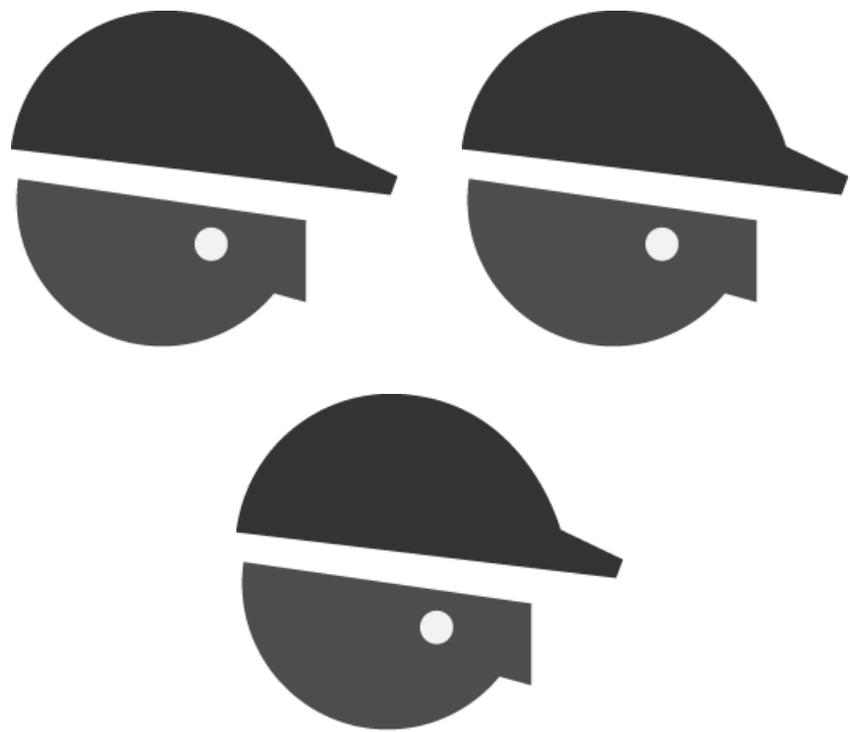
BUSINESS LICENSE TEAM

BUSINESS LICENSES

7 weeks
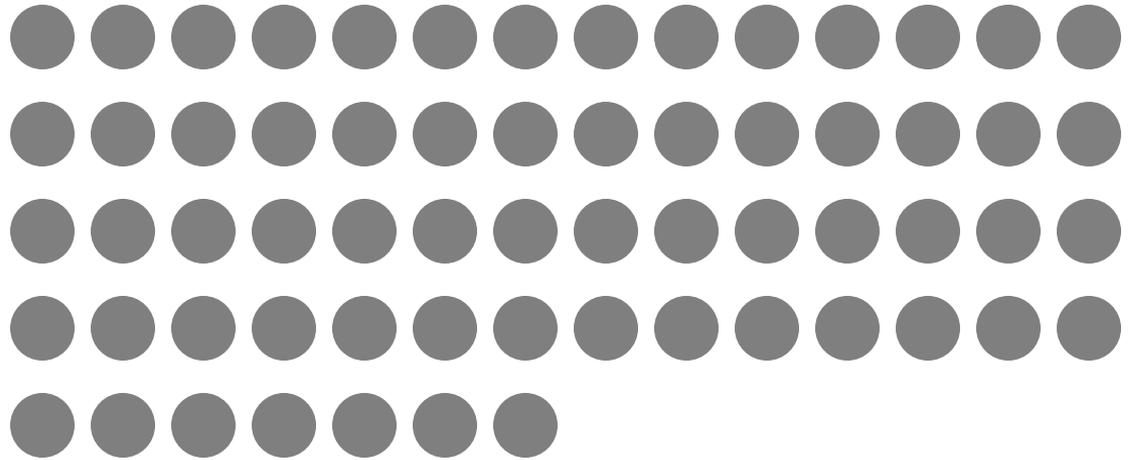
12 days

RIGHT OF WAY PERMIT TEAM

RIGHT OF WAY PROCESS WALK
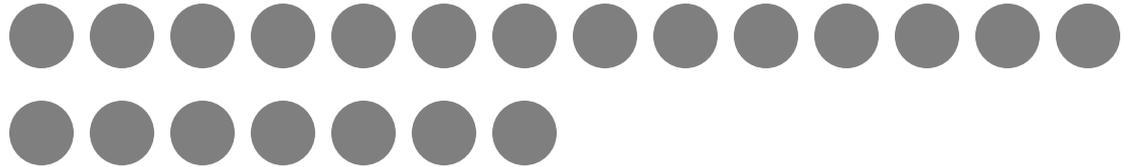
Metrics Connect the Organization

Organization

Strategic Success
√ Outcome Measures

Day to Day Success
√ Output Measures
√ Process Measures

Department

Strategic Success
√ Outcome Measures

Day to Day Success
√ Output Measures
√ Process Measures

Team

Strategic Success
√ Outcome Measures

Day to Day Success
√ Output Measures
√ Process Measures

Individual

Strategic Success
√ Outcome Measures

Day to Day Success
√ Output Measures
√ Process Measures

2013

2014

Top Level Scorecard

Process Dashboards

Daily Visual Management Boards

Creating Cascading Linkage

Organization – Wide Road Map

Department Level Road Maps

CED ROAD MAP

VISION

Support a strong, vibrant and prosperous community by being customer focused, business oriented, and by promoting the City's competitive advantage and community attributes.

MISSION

Enable and promote a sustainable community that is neighborhood and business focused, livable, safe and thriving economically through effective leadership, teamwork, innovation and collaboration.

City of SeaTac
everywhere's possible

SUPPORTING CITYWIDE GOALS

ACHIEVE CITY COUNCIL GOALS
Successfully implement programs to achieve adopted Council goals and policy directions.

ENHANCE OUR COMMUNITY
Develop and implement a community engagement strategy for CED as part of the city-wide community engagement effort.

FOSTER EMPLOYEE ENGAGEMENT
Establish a training and professional development implementation plan incorporating standards for all positions and guidelines for individual employee development plans in performance evaluations. Continue to develop and foster a cohesive team environment.

SUSTAIN FINANCIAL HEALTH & STABILITY
Work with the City Manager and City Council to examine and set appropriate fees for CED applications and permits, including a schedule for attaining future CED fee targets. Develop and implement a plan to utilize specific land acquisitions in order to foster and stimulate private development.

BUILD INFRASTRUCTURE; PROMOTE DEVELOPMENT
Continue to improve timely permit review. Streamline application requirements and review processes.

DEPARTMENT GOALS

ENSURE, ENFORCE AND ENABLE
Review applications and plans to ensure compliance with State, local and City codes to ensure and enable the community to be safely built and maintained, and that property values are protected.

ENVISION AND ENGAGE
Actively involve the community in current activities and issues, and in the development of future plans and programs through consistent and reliable public outreach-focused communications.

2014
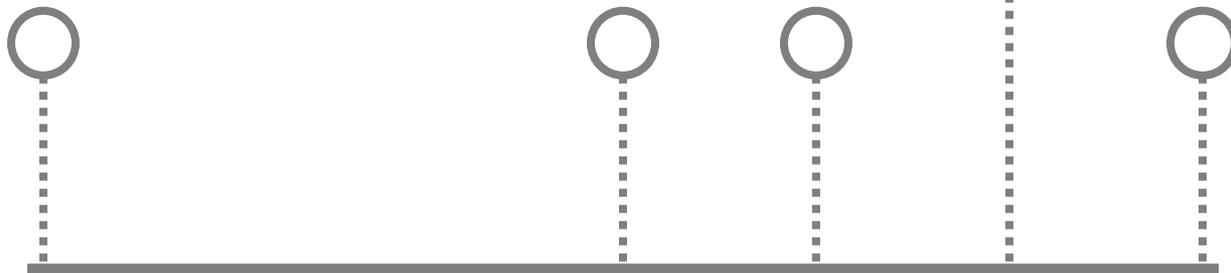
1. Citywide Dashboard
2. Process Improvement Projects
3. Process Improvement Facilitators
4. Department Road Maps

Align Perform Improve

City of SeaTac Dashboard

🟢 On Target (within 5%)

🟡 Close to 2-Year Target (within 6-20%)

🔴 Needs Attention (within 21%+)

1. Support all Prioritized City-wide Goals

	Current	Target	Status
List of Prioritized Technology System needs	0%	100%	🔴
List of Prioritized Capital Project funding needs	0%	100%	🔴

2. Sustain Financial Health & Stability (Citywide Goal #4)

	Current	Target	Status
General Fund Reserve	25%	25%	🟢
General Fund Operations Subsidy	6%	5%	🟡
National S&P Credit Rating	AA+	AA+/AAA	🟢
National Financial Management Award	Yes	Yes	🟢

3. F&S Department support of other City Department Goals

	Current	Target	Status
Timely Help Desk Ticket Resolution	90%	90%	🟢
Timely System Health Reporting	50%	100%	🟡
Map Request Cycle Time	90%	90%	🟢
Timely Financial Reporting	90%	90%	🟡

4. Foster Finc. & Systs. Employee Engagement

	Current	Target	Status
Ratio of committees & task forces per Dept. FTE	2.0	1.0	🔴

City Council Goals

Maintenance Division Measurables

P.W.

5 Star EnviroStars Rating Since 2012

ROAD MAP

PUBLIC WORKS ROAD MAP

May 2013

Job Description Audit Timeline

Military Rd S.

Road open! Work Remaining Prop. Restoration

24th Ave Overlay:

Design: Connecting 28/14 Aves

37th/45th Sidewalk   90% design review

Inspector

Stormwater & Morales

Waste Stream 2013 v 2014 June-Dec

WASHINGTON

UNDER CONSTRUCTION

Overall Comparison 2013 vs. 2015

2013 ACE

	Favorable	Neutral	Unfavorable
Alignment	52	23	25
Capabilities	55	20	25
Engagement	58	20	22

2015 ACE

	Favorable	Neutral	Unfavorable
Alignment	61	24	15
Capabilities	78	11	11
Engagement	65	21	14

■ Favorable   □ Neutral   ■ Unfavorable

City of SeaTac: ACE Scorecard

2013 Results

Seatac Total		
Alignment	Capabilities	Engagement
58	68	60

2015 Results

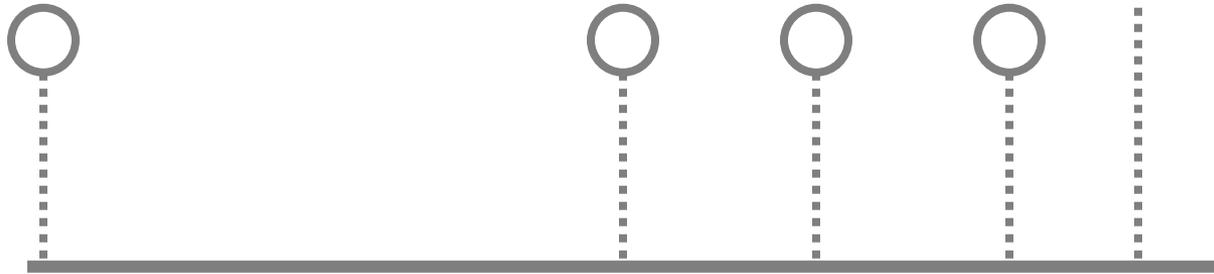| SeaTac Total		
Alignment	Capabilities	Engagement
65	74	67

Green: Greater than or equal to 80; Yellow: Between 65 and 80; Red: Less than or equal to 65.

65 or less	66 to 79	80 or more
Investigate & Prioritize	Opportunity to Improve	Recognize & Study

Improvement in all categories

1. Department Dashboards
2. Performance Boards
3. A3s
4. Huddle Meetings
5. Expanded Leadership Team
6. Employee Survey

How do we learn to say no to some things?

Communication from leaders is improving but we lack channels for upward communication.

" It can feel like a one-off initiative … "

"Cross-departmental alignment has a way to go."

ENTHUSIASTIC OVERLOAD!

THE LOOK I GIVE

Fabulous RN

WHEN I'M COMPLETELY OVERWHELMED

KEY TAKE-AWAYS

- Customer feedback: exciting and frightening!
- Turning outward

CUSTOMER-FOCUSED RESULTS

- Public service challenges with prioritization
- Dashboards and measures are hard work

CUSTOMER-FOCUSED RESULTS

- Backsliding can be a danger
- Learn as you go even in your efforts

CUSTOMER-FOCUSED RESULTS

- Internal communications framework
- Culture is not cookie cutter

CUSTOMER-FOCUSED RESULTS