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

Gwen Voelpel, City of SeaTac
Tracy O’Rourke, Integris Performance Advisors
1990
PROUD PARENTS

BIRTH NEW CITY.

“Git ‘er done” culture

Pride in cityhood

Unclear direction
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
❌ Does not equal happiness
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...
Monitor & Review (Monthly/Quarterly)

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

Clarity Map
Mission, Vision, Values & Strategic Outcomes

Customer Value Delivery Map

Communication Strategy

Balanced Scorecard
Customer, Financial Stewardship, Process & Employee Outcomes

Process Dashboard
Lead & Lag Measures

How do we measure performance against what’s important?

Communication Strategy

Customer Value Delivery Map

Customer & Employee Feedback

How are we doing?

Process Dashboard
Lead & Lag Measures

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

Project Selection & Portfolio Management

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

Breakthrough Initiatives (“Revolutionary”)

Continuous Improvement (“Evolutionary”)

Daily Work Projects (“Incremental”)

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

Update Balanced Scorecard & Process Dashboard
Monitor & Review As Normal

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

Monitor & Review (Daily/Monthly)

Customer & Employee Feedback

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

Monitor & Review (Monthly/Quarterly)

Balanced Scorecard
Customer, Financial Stewardship, Process & Employee Outcomes

How do we measure performance against what’s important?
Creating Clarity in the Organization

Important Components

Who are we? Why do we exist?

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

Mission

Goals

Vision

Values

What are we trying to achieve?

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**

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25
**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,...
1. Internal Communications
2. Transparency & Accountability
3. Council Communications
4. Process Improvement
Why Measure?
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

#### 1. Achieve City Council Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Prior</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Place to Live (Res. Survey)</td>
<td>NA</td>
<td>63%</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Access to Goods and Services (Res. Survey)</td>
<td>NA</td>
<td>52%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Clean, Well kept (Res. Survey)</td>
<td>NA</td>
<td>54%</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Council Feedback on Progress</td>
<td>80%</td>
<td>70%</td>
<td>95%</td>
<td></td>
</tr>
</tbody>
</table>

#### 2. Enhance Our Community

<table>
<thead>
<tr>
<th>Metric</th>
<th>Prior</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel Safe (Res. Survey)</td>
<td>NA</td>
<td>28%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Able to Get Information Needed (Res. Survey)</td>
<td>NA</td>
<td>52%</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Annual City Website Visitors</td>
<td>125,400</td>
<td>160,700</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>Applications for Citizen Committees (Apps per vacancy)</td>
<td>1.76</td>
<td>0.73</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Participation at City Events</td>
<td>12,800</td>
<td>15,800</td>
<td>14,500</td>
<td></td>
</tr>
<tr>
<td>Customer Service (out of 4)</td>
<td>NA</td>
<td>3.65</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>Comfort participating in community engagement event (out of 4)</td>
<td>NA</td>
<td>3.4</td>
<td>3.6</td>
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</table>

#### 3. Foster Employee Engagement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Prior</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Alignment (Employee Survey)</td>
<td>58%</td>
<td>65%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Employees understand overall goals of City (Emp. Survey)</td>
<td>38%</td>
<td>50%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Employees Capabilities (Emp. Survey)</td>
<td>65%</td>
<td>74%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Employees have skills to meet expectations (Emp. Survey)</td>
<td>81%</td>
<td>85%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement (Emp. Survey)</td>
<td>60%</td>
<td>67%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Excellent Place to Work Rating (Emp. Survey)</td>
<td>67%</td>
<td>73%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Employees Committed/Connected to Work (Emp. Survey)</td>
<td>N/A</td>
<td>90%</td>
<td>94%</td>
<td></td>
</tr>
<tr>
<td>InCREASE IN Employee Attendance at City Events</td>
<td>N/A</td>
<td>7%</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

#### 4. Sustain Financial Health

<table>
<thead>
<tr>
<th>Metric</th>
<th>Prior</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Reserve</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>General Fund Operations Subsidy</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>National S&amp;P Credit Rating</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+/AAA</td>
<td></td>
</tr>
<tr>
<td>National Financial Management Award</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

#### 5. Build Infrastructure and Promote Development

<table>
<thead>
<tr>
<th>Metric</th>
<th>Prior</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses planning to remain in SeaTac (Bus. Survey)</td>
<td>71%</td>
<td>100%</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Mix of Park Amenities (Res. Survey)</td>
<td>NA</td>
<td>43%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Pavement Condition Index</td>
<td>73</td>
<td>73</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Walk Score (walkscore.com)</td>
<td>36</td>
<td>36</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Amount of Sidewalk (miles)</td>
<td>43.2</td>
<td>44.8</td>
<td>45.2</td>
<td></td>
</tr>
<tr>
<td>Permit System Timeliness (% Meeting Deadline)</td>
<td>57%</td>
<td>67%</td>
<td>80%</td>
<td></td>
</tr>
</tbody>
</table>
Each Dimension Connects to Key Principles

- 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**

**Deliverable**
- Garbage Pick-up
- Recyclables Pick-up
- Organics Pick-up

**Customer/Stakeholder**
- Customers:
  - Residents
  - Businesses
- Stakeholders:
  - City
  - Hauler

**Measures**
- Rates
- Service Level
- Admin Fee
- Revenue
- Compliance

### Process 11: Fleet Management

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

**Ready for Use**
- Licensed
- Numbered
- Insured
- Set for fuel

**Customer/Stakeholder**
- Customer:
  - City Department
  - Employees
- Stakeholder:
  - City

**Measures**
- Working condition
- Timely
- Appropriate for need
- Cost (within budget)
- Efficient process

### Process 12: Maintain Vegetation

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

**Performed Work**
- Dispose of Debris

**Customer/Stakeholder**
- Customer:
  - Resident
  - Homeowner
- Stakeholder:
  - Maintenance Division
  - City

**Measures**
- Aesthetics
- Safety
- Timely
- Safety
- Efficiency
- Costs
- Customer Satis

### 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**

**Drainage system is clean**
- Minimize private property debris entering city property

**Customer/Stakeholder**
- Customer:
  - Business owners
- Stakeholder:
  - City

**Measures**
- Cost
- Cleanliness
- Convenient
- Proactive
- Customer Satisfaction

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Created by: Trudy Olson & Tom Gut
Created by: Sean Clark & Aaron Wiseman
Created by: Sean Clark & Aaron Wiseman
Created by: Sean Clark & Aaron Wiseman
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
No thanks!

We are too busy
City of SeaTac
Job Audit Process Improvement – Current Status

Improve starts here

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
RIGHT OF WAY PERMITS

21 days

5 days
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.

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.
Align Perform Improve
1. Citywide Dashboard
2. Process Improvement Projects
3. Process Improvement Facilitators
4. Department Road Maps
Align  Perform  Improve
# City of SeaTac Dashboard

## 1. Support all Prioritized City-wide Goals

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Prioritized Technology System needs</td>
<td>0%</td>
<td>100%</td>
<td>Needs Attention</td>
</tr>
<tr>
<td>List of Prioritized Capital Project funding needs</td>
<td>0%</td>
<td>100%</td>
<td>Needs Attention</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Reserve</td>
<td>25%</td>
<td>25%</td>
<td>On Target</td>
</tr>
<tr>
<td>General Fund Operations Subsidy</td>
<td>6%</td>
<td>5%</td>
<td>Close to 2-Year Target</td>
</tr>
<tr>
<td>National S&amp;P Credit Rating</td>
<td>AA+</td>
<td>AA+/AAA</td>
<td>On Target</td>
</tr>
<tr>
<td>National Financial Management Award</td>
<td>Yes</td>
<td>Yes</td>
<td>On Target</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely Help Desk Ticket Resolution</td>
<td>90%</td>
<td>90%</td>
<td>On Target</td>
</tr>
<tr>
<td>Timely System Health Reporting</td>
<td>50%</td>
<td>100%</td>
<td>On Target</td>
</tr>
<tr>
<td>Map Request Cycle Time</td>
<td>90%</td>
<td>90%</td>
<td>On Target</td>
</tr>
<tr>
<td>Timely Financial Reporting</td>
<td>90%</td>
<td>90%</td>
<td>On Target</td>
</tr>
</tbody>
</table>

## 4. Foster Finc. & Systs. Employee Engagement

<table>
<thead>
<tr>
<th>Category</th>
<th>Current</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of committees &amp; task forces per Dept. FTE</td>
<td>2.0</td>
<td>1.0</td>
<td>Needs Attention</td>
</tr>
</tbody>
</table>
TELL US HOW WE DID!
City of SeaTac Customer Service Survey

Date of Survey:

1. What was the purpose of your visit to City Hall today?

2. Did you receive the assistance you needed?  ○ Yes  ○ No  (if you answered no, please explain why.)

3. What was your overall impression of City of SeaTac staffs:
   -Courtesy ○ Excellent ○ Good ○ Fair ○ Poor
   -Knowledge ○ Excellent ○ Good ○ Fair ○ Poor
   -Responsiveness ○ Excellent ○ Good ○ Fair ○ Poor

4. What could we do to improve your experience? (especially for anything that received a poor rating)

5. Would you like us to contact you regarding your experience? If so, please provide your contact information:
   -Name:
   -Phone:
   -Email:

Courtesy 3.7
Knowledge 3.6
Responsiveness 3.6
Overall Comparison 2013 vs. 2015

2013 ACE
- Alignment: 52 Favorable, 23 Neutral, 25 Unfavorable
- Capabilities: 55 Favorable, 20 Neutral, 25 Unfavorable
- Engagement: 58 Favorable, 20 Neutral, 22 Unfavorable

2015 ACE
- Alignment: 61 Favorable, 24 Neutral, 15 Unfavorable
- Capabilities: 78 Favorable, 11 Neutral, 11 Unfavorable
- Engagement: 65 Favorable, 21 Neutral, 14 Unfavorable

Legend:
- Favorable
- Neutral
- Unfavorable
City of SeaTac: ACE Scorecard

2013 Results

<table>
<thead>
<tr>
<th>Seatac Total</th>
<th>Alignment</th>
<th>Capabilities</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>58</td>
<td>68</td>
<td>60</td>
</tr>
</tbody>
</table>

2015 Results

<table>
<thead>
<tr>
<th>Seatac Total</th>
<th>Alignment</th>
<th>Capabilities</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>65</td>
<td>74</td>
<td>67</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>65 or less</th>
<th>66 to 79</th>
<th>80 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate &amp; Prioritize</td>
<td>Opportunity to Improve</td>
<td>Recognize &amp; Study</td>
</tr>
</tbody>
</table>

Improvement in all categories
Department Dashboards
Performance Boards
A3s
Huddle Meetings
Expanded Leadership Team
Employee Survey
How do we learn to say no to some things?
Commnication 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 WHEN I'M COMPLETELY OVERWHELMED
KEY TAKE-AWAYS

• Customer feedback: exciting and frightening!
• Turning outward

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

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

• Internal communications framework
• Culture is not cookie cutter