

City of Scottsdale Management Review:
Interactive Employee Feedback Sessions
Using The Advanced Strategy Lab



www.advancedstrategycenter.com

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Session Dates:
2/26-27 and 3/19-20

Session Review:
3/28/2008

City of Scottsdale Review

- Introduction to Advanced Strategy Lab
 - An input environment that was candid/respectful/impactful
- Interactive Session Review and YOUR response
 - Review flow of sessions and format
 - Two key review documents for baseline data
 - Consolidated positives vs. negatives statements
 - Consolidated surveys across the 12 sessions
 - Gain a clear perspective of where this representative set of employees sees the City today
 - As leaders discuss some of the appropriate responses and approaches to address issues *and opportunities*
 - Communications steps and strategies internally and externally
 - Your role as leaders in reinforcing the values/messages

Advanced Strategy Lab

- Joint project: DSGA/Worldwide Partners
- Original research by IBM and University AZ
- Commercially implemented by GroupSystems
- High Performance Team tool/impact
- Increased group creativity and productivity
 - All input is anonymous/simultaneous
 - Participants are connected/build on ideas
 - Tool is self documenting/creates accountability

We deliver ASL on the road, over the internet, and here in the desert!

Advanced Strategy Center



City of Scottsdale Sessions

- Interactive Feedback Sessions—common agenda
 - WARM-UP: What makes Scottsdale Scottsdale?
 - Scottsdale as a City—The issues you see in the future
 - Context: The role of our organization in affecting the future
 - City of Scottsdale working environment today
 - What's working/what's not, assessment of positives vs. negatives
 - S1 Survey: Core Values and Scottsdale's reputation
 - S2 Survey: Employer of choice and recruiting/retention
 - What would cause you to make a long term commitment?
 - S3 Survey: Communications at the City
 - S4 Survey: Performance management process
 - S5 Survey: Health/Wellness programs and support
 - What kinds of programs would you like to see?
 - Session feedback and leadership messages

90 minute sessions...included discussion/dialogue...we generally went 100 minutes

A Few Notes on Our Session

The context I discussed at the start of the sessions with the participants...

- ☞ Your comments today are important for the future of the City of Scottsdale and its work environment:
 - Be candid and clear
 - Be specific and respectful
 - Be forward thinking
- ☞ The use of the laptop system (our advanced strategy lab) enables everyone here today to have a voice *and to be heard*. Your responses are anonymous, but our session results will be shared with the workgroups that are developing strategies/recommendations at the City;
- ☞ We'll mix our electronic input with open discussion and dialogue...we hope this will be a learning opportunity for the City as well for each of you individually...enjoy!

What Makes Scottsdale Scottsdale

It's easy to understand the attractiveness of Scottsdale for visitors, residents and employees. Scottsdale is a national 'brand' and a clear drawing card...

- ☞ Open space/desert
- ☞ Nightlife/shopping
- ☞ Old west heritage
- ☞ Affluence
- ☞ Great weather
- ☞ National image
- ☞ Defined downtown
- ☞ Clean/safe
- ☞ Citizen service
- ☞ Good economy
- ☞ Mountain contrasts
- ☞ Event focus
- ☞ Well maintained
- ☞ Resorts/spas/golf

Scottsdale In The Future

At the same time, our participants clearly understand the changes and challenges that could affect the quality of life and reputation of the City...

- ☞ Traffic and congestion
- ☞ Water availability/air quality
- ☞ Cost of living and affordable housing
- ☞ Impact of special interest groups and NIMBY
- ☞ Balance of development and economic growth
- ☞ Crime and neighborhood vitality
- ☞ An aging infrastructure
- ☞ Being too 'politically correct'

A Typical Assessment (S9)

| <i>Issue Affecting the Future of Scottsdale</i> | <i>Rating</i> |
|---|---------------|
| Increasing level of traffic | 8.40 |
| Overall population increase and congestion | 8.28 |
| Availability of water | 8.04 |
| Cost of living | 8.04 |
| Ability to sustain a growth economy | 7.72 |
| Impact of illegal immigration | 7.68 |
| Impact to air quality | 7.48 |
| Increasing crime in certain areas | 7.40 |
| Overly influential special interest groups | 7.32 |
| Development that outpaces our resources | 7.16 |
| Deterioration of older neighborhoods | 7.13 |
| A tendency to be too politically correct | 7.02 |

City of Scottsdale (organization)

The realities of Scottsdale (the community) are important to the employees of Scottsdale (the organization). This organization will define the future...

What's working?

- ✔ Great colleagues
- ✔ Teamwork approach
- ✔ Technology
- ✔ Training
- ✔ Comp/benefits
- ✔ Stable environment
- ✔ Flexible work hours
- ✔ Service delivery

What's not?

- ✔ Outgrowing facilities
- ✔ Retention of key skills
- ✔ Politics in the way
- ✔ Lack of communication
- ✔ Competitive comp
- ✔ Deteriorating benefits
- ✔ Trust gap developing
- ✔ Micromanagement

The Positives vs. The Negatives

For the strong majority the positives outweigh the negatives...

- ☛ "Positives outweigh. As city employees we have a lot to be thankful for , benefits, retirement, no lay-offs, we give great customer service, overall we give above and beyond service to our citizens every day." {S3/#14}
- ☛ Positives outweigh negatives because of factors like benefits, job environment being good, co workers, and general optimism of the work environment in city as a whole. How city sees itself is positive." {S11/#12}
- ☛ Generally the positives outweigh the negs. Management styles come and go, but the core workers work well together and have a lot of skill and experience. This is a great place to live and work overall. We have a great city and we want to make it better. " {S11/#18}
- ☛ I think that the positives outweigh the negatives because of the following: I can advance if I want to; I do make a good salary; I have the opportunity to train on something new; and I have a voice in my office." {S5/#18}

The Positives vs. The Negatives

For some, the negatives outweigh the positives or are gaining ground...

- ☛ "In my area the negatives outweigh the positives. The lack of respect and communication between the upper management and staff makes for a very negative feeling. One knows they really don't want to know what you feel and value your expertise as very low. The job is secure and good benefits which is nice but there's a lack of feeling one can make a difference." {S11/#20}
- ☛ The negatives outweigh the positives. City doesn't care about the employee, only about how they think citizens or other special interest groups look at the city." {S5/#11}
- ☛ Negatives are outweighing the positives as seen by the large loss of long term employees in a short period of time. Many left for other Cities." {S1/#2}
- ☛ The positives outweigh the negatives, but this continues to dwindle. Last 7 years I have seen a continuing decline in benefits of working here as compared to surrounding cities. Compared to the private sector however, City employment far out-ranks the private sector." {S5/#8}

Where Do We Stand?

The positives outweigh the negatives,
but the negatives are real and they
are getting in the way for many.

Some Important Platforms

From the review of the statements, it's important to see the key rational as well as emotional aspects of the city working environment"

- The public entity and long term growth outlook creates a sense of financial stability and peace of mind;
- The positive view about working relationships and colleagues create a sense of familiarity and shared experience;
- The focus on customer service and ongoing training create a sense of purpose and making a difference.

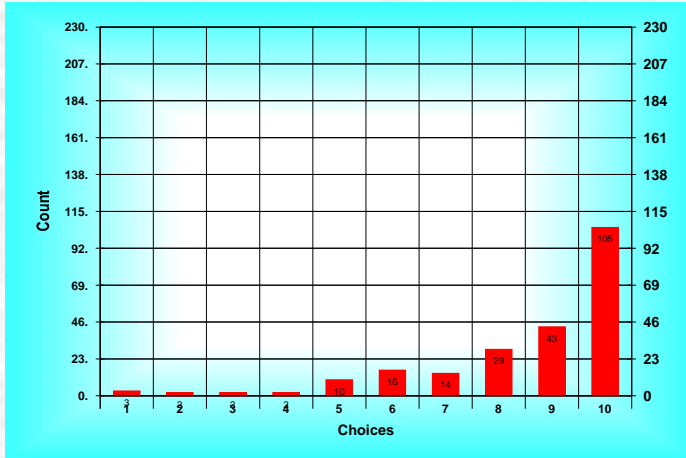
S1 Survey: Core Values

In our first common survey, participants assessed the current City Core Values, their job satisfaction and the reputation of the City:

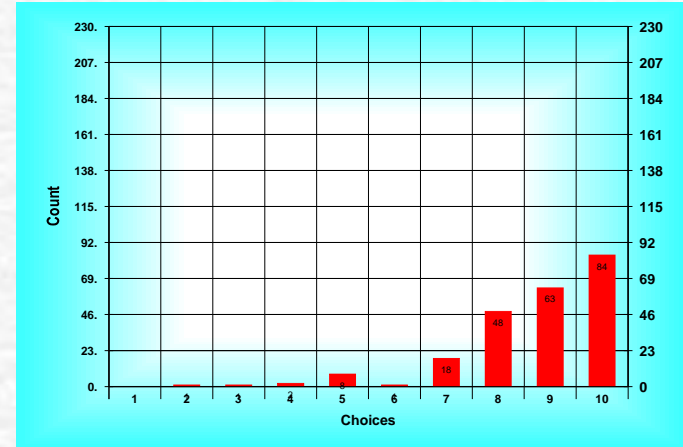
| <i>How important each value is to you personally:</i> | <i>rating</i> |
|---|---------------|
| Plan and innovate for the future | 7.99 |
| Listen, communicate, take action | 8.24 |
| Respect the individual | 8.56 |
| Collaborate as a team | 7.98 |
| Learn and grow continuously | 8.04 |
| Focus on quality customer service | 8.74 |
| Be accountable & act with integrity | 8.83 |
| Show caring & compassion for others | 8.50 |

Focus on High Impact Values

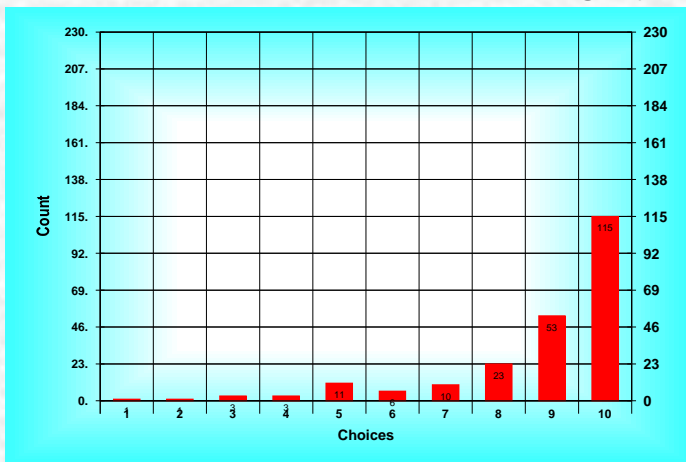
Respect the individual (8.56)



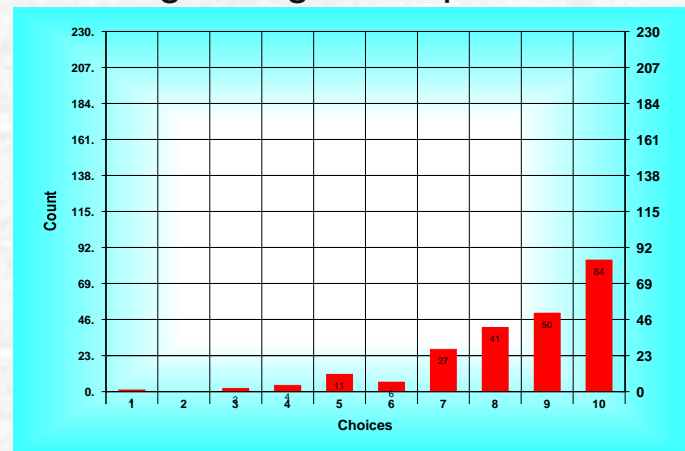
Focus on quality customer service (8.74)



Be accountable & act with integrity (8.74)



Showing caring & compassion for others (8.50)



S1 Survey: Core Values

In our first common survey, participants assessed the current City Core Values, their job satisfaction and the reputation of the City:

| <i>How important each value is to you</i> | <i>rating</i> |
|--|---------------|
| Plan and innovate for the future | 7.99 |
| Listen, communicate, take action | 8.24 |
| Respect the individual | 8.56 |
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S1 Survey: Core Values

In our first common survey, participants assessed the current City Core Values, their job satisfaction and the reputation of the City:

| <i>How well does the City SUPPORT each value?</i> | <i>rating</i> |
|---|---------------|
| Plan and innovate for the future | 6.50 |
| Listen, communicate, take action | 5.61 |
| Respect the individual | 6.12 |
| Collaborate as a team | 6.10 |
| Learn and grow continuously | 6.65 |
| Focus on quality customer service | 7.84 |
| Be accountable & act with integrity | 6.56 |
| Show caring & compassion for others | 6.94 |

S1 Survey: Core Values

In our first common survey, participants assessed the current City Core Values, their job satisfaction and the reputation of the City:

| Value | Import | Support | Delta |
|-------------------------------------|--------|---------|---------------|
| Plan and innovate for the future | 7.99 | 6.50 | (1.49) |
| Listen, communicate, take action | 8.24 | 5.61 | (2.63) |
| Respect the individual | 8.56 | 6.12 | (2.44) |
| Collaborate as a team | 7.98 | 6.10 | (1.88) |
| Learn and grow continuously | 8.04 | 6.65 | (1.39) |
| Focus on quality customer service | 8.74 | 7.84 | (0.90) |
| Be accountable & act with integrity | 8.83 | 6.56 | (2.27) |
| Show caring & compassion for others | 8.50 | 6.94 | (1.56) |

Demographic View: Value

We have the ability to look at the survey results by some key demographics; The breakdown by gender and length of time at the City show the same patterns across the various core values:

| Importance of Value | All | Male | Fem | <5 | 5-10 | >10 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Plan and innovate for future | 7.99 | 7.82 | 8.15 | 8.01 | 8.02 | 7.95 |
| Listen, communicate, action | 8.24 | 7.71 | 8.75 | 8.27 | 8.17 | 8.23 |
| Respect the individual | 8.56 | 8.11 | 9.00 | 8.66 | 8.17 | 8.63 |
| Collaborate as a team | 7.98 | 7.40 | 8.54 | 7.98 | 8.10 | 7.93 |
| Learn and grow continuously | 8.04 | 7.70 | 8.38 | 8.31 | 7.95 | 7.82 |
| Quality customer service | 8.74 | 8.63 | 8.86 | 8.60 | 8.61 | 8.94 |
| Accountable/act with integrity | 8.83 | 8.53 | 9.13 | 8.77 | 8.76 | 8.93 |
| Show caring & compassion | 8.50 | 8.17 | 8.82 | 8.60 | 8.37 | 8.46 |

Demographic View: Support

Again, across the demographic view the same patterns apply regarding how well the City supports the core values...note difference in <5 and >10

| Importance of Value | All | Male | Fem | <5 | 5-10 | >10 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Plan and innovate for future | 6.50 | 6.29 | 6.72 | 6.49 | 6.80 | 6.38 |
| Listen, communicate, action | 5.61 | 5.38 | 5.84 | 6.75 | 5.61 | 5.48 |
| Respect the individual | 6.12 | 6.06 | 6.18 | 6.52 | 6.07 | 5.77 |
| Collaborate as a team | 6.10 | 5.93 | 6.27 | 6.33 | 5.46 | 6.16 |
| Learn and grow continuously | 6.65 | 6.51 | 6.78 | 6.97 | 6.61 | 6.36 |
| Quality customer service | 7.84 | 7.64 | 8.04 | 7.70 | 7.83 | 7.00 |
| Accountable/act with integrity | 6.56 | 6.51 | 6.61 | 7.02 | 6.12 | 6.31 |
| Show caring & compassion | 6.94 | 6.84 | 7.04 | 7.11 | 6.51 | 6.96 |

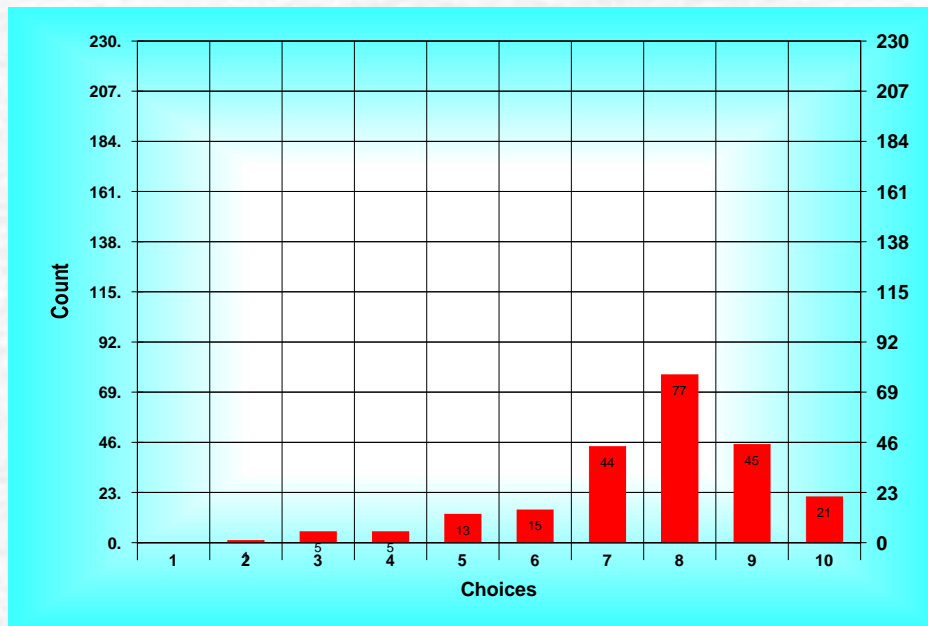
Facilitated Discussion 1

With this backdrop on the impact and implication of gaps in the Importance vs. support of core values, what should the City leadership do to close these key gaps?

- ☞ Does anything surprise you relative to the assessment and the key gaps?
- ☞ What can we do to close the gap on:
 - Listen, communicate, take action
 - Respect the individual
 - Be accountable and act with integrity
- ☞ What's the role of this leadership team in communicating and support the values?

Level of Job Satisfaction

Overall, how would you rate your level of satisfaction with the City of Scottsdale as a place to work?



Overall assessment: 7.66

| | |
|------------|-------------|
| All | 7.66 |
| Male | 7.80 |
| Female | 7.65 |
| <5 years | 7.79 |
| 5-10 years | 7.49 |
| >10 years | 7.61 |

Effectiveness of Key Functions

Please indicate how effective you feel the City is today in each of the following areas (workforce disciplines):

- Ability to recruit new employees/skills: 6.17
- Ability to retain key employees/skills: 5.70
- Effectiveness of *internal* communications: 5.69
- Effectiveness of *external* communications: 6.78
- Focus on health and wellness of workforce: 6.96

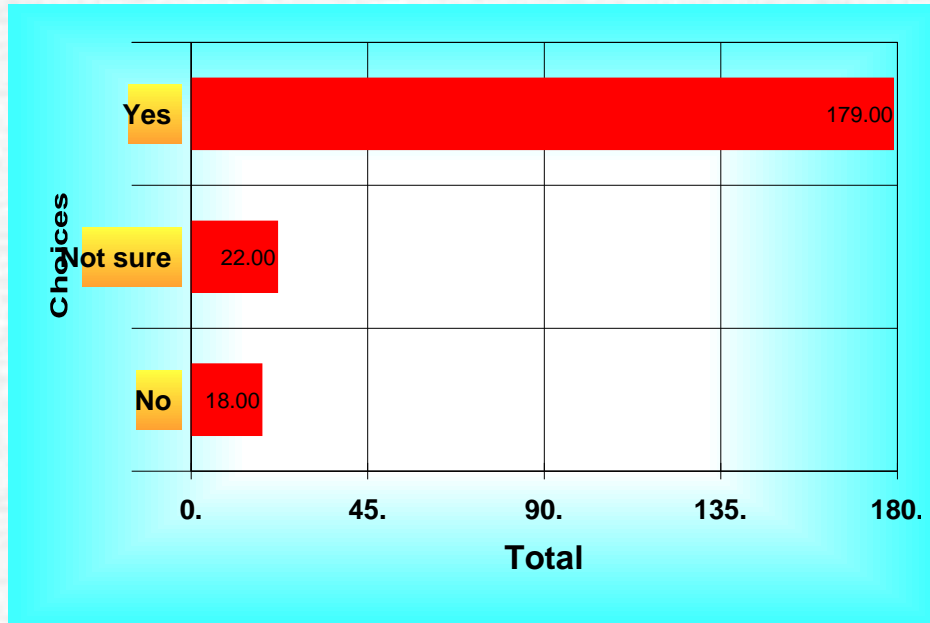
Facilitated Discussion 2:

The issues on recruiting and retention are significant in terms of the Ability to add and focus on skills.

- ☞ What do you feel is most affecting the ability to recruit new skills to the City?
- ☞ What do you feel is most affecting the ability to retain key skills at the City?
- ☞ What can leadership do to affect or focus on these two key areas?

Image in the Community

*Overall, do you feel the City of Scottsdale has a positive image
In the community as a place to work?*



Yes: 82%
No: 8%
Not sure: 10%

This is a significant finding and reinforces the external image and Reputation of Scottsdale as a positive work environment.

S2 Survey: Employer of Choice

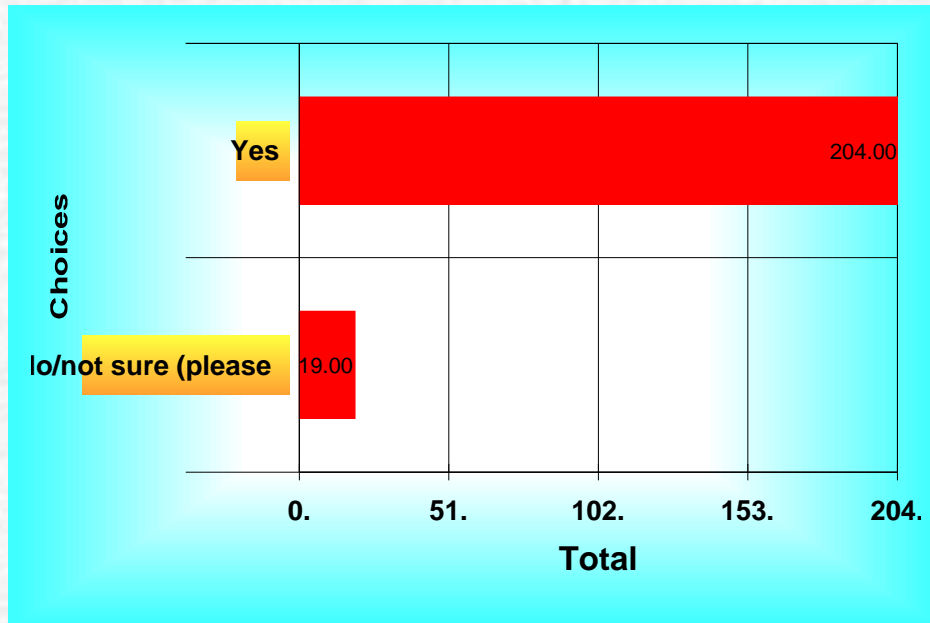
In this survey, we focused on the concept of 'employer of choice' and THEIR recommendations on affecting recruiting and retention:

Who comes to mind when you think of 'employers of choice' in the Valley?

- ☞ City of Scottsdale
- ☞ City of Tempe
- ☞ City of Chandler
- ☞ City of Phoenix
- ☞ City of Glendale
- ☞ City of Gilbert
- ☞ (get the trend?)
- ☞ ASU
- ☞ SRP/APS
- ☞ Scottsdale Healthcare
- ☞ Google, Godaddy
- ☞ Intel, Motorola
- ☞ USAA, Southwest Airlines
- ☞ Ping (free clubs!)

COS as Employer of Choice

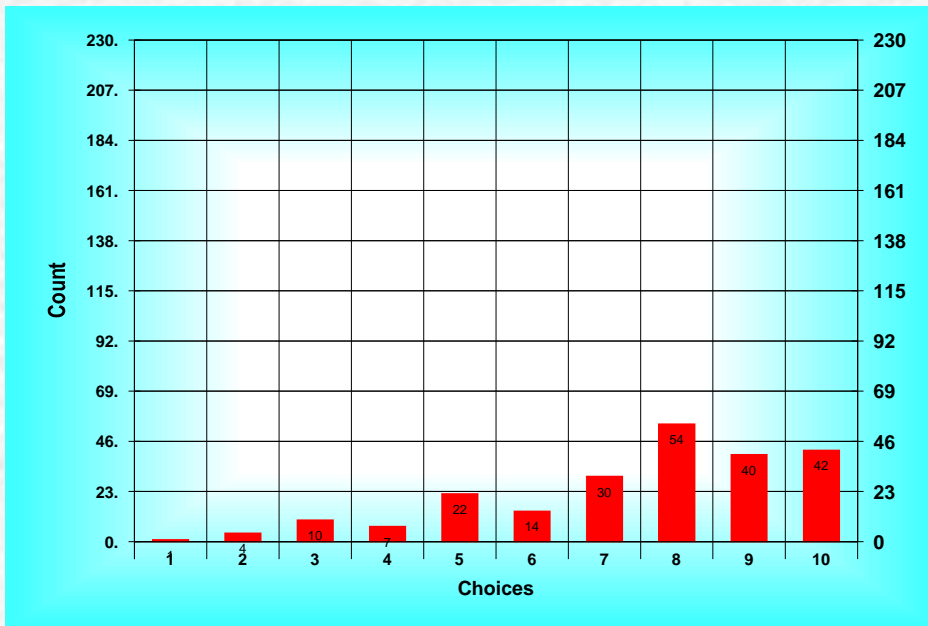
Is it reasonable to think that we could develop the City of Scottsdale into an 'employer of choice' environment in the next few years, assuming the right level of leadership AND the effective implementation of the right culture, employee development and communications support?



Over 90% say yes...this is not a 'bumper sticker' goal but a significant opportunity to further build the workforce environment and reputation.

Recommending Friend/Family

*Are you comfortable today in recommending the City of Scottsdale as
A place to work for a good friend or family member?*



This is a question that is often asked of major companies to test the ‘confidence and conviction’ of employees. Overall, this is quite high and reinforces the importance of the camaraderie and family feel.

Overall assessment was 7.51

Participant Recommendations

There are excellent recommendations and input that can be used by your recruiting/retention workgroup on what might improve these key functions for the City of Scottsdale:

1. "Be more active in recruiting from the metro area from the local community colleges and universities. Out of state recruits don't tend to stay as long."
2. "More recognition (not always through money), letters of commendation, special gifts, saying we are a valuable asset to the city, etc."
3. "Better benefits package, offer matching 401k/457. Practice what we preach about respecting the individual. Begin listening to what the employee has to say and take action with their input."
4. "Improve the recruitment process in HR. It's manual and time consuming which affects a quick turnaround. We need on-line apps, review, etc."

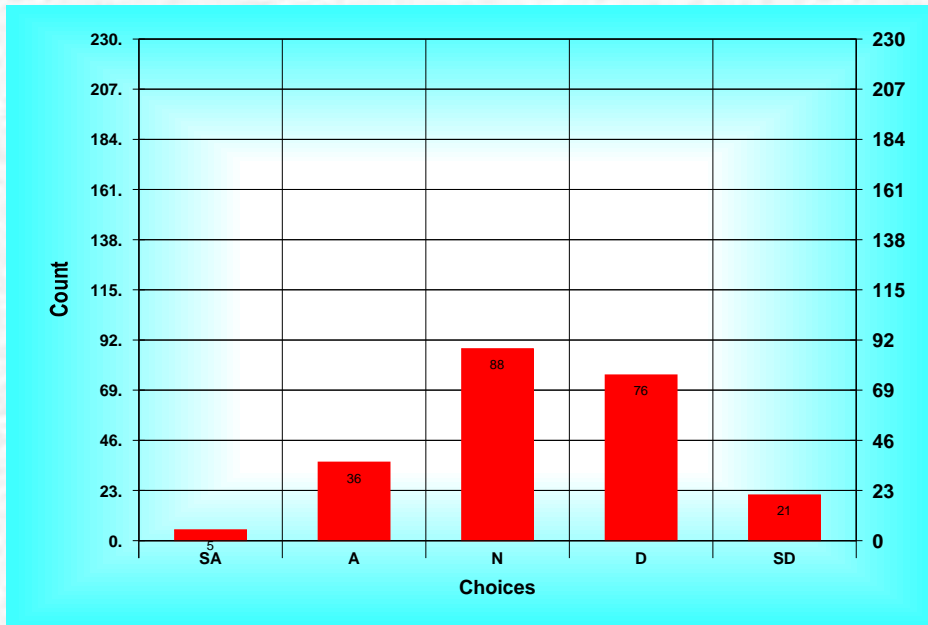
Long Term Commitment

What would influence you to make a long term commitment to the City of Scottsdale? What are you looking for that would make the City an 'employer of choice?'

- Improved benefits structure
- More personal growth
- More opportunities for training/education
- Appreciation from my supervisor
- Advancement beyond my department
- More respect for my ideas
- Confirmation of job stability

S3 Survey on Communications

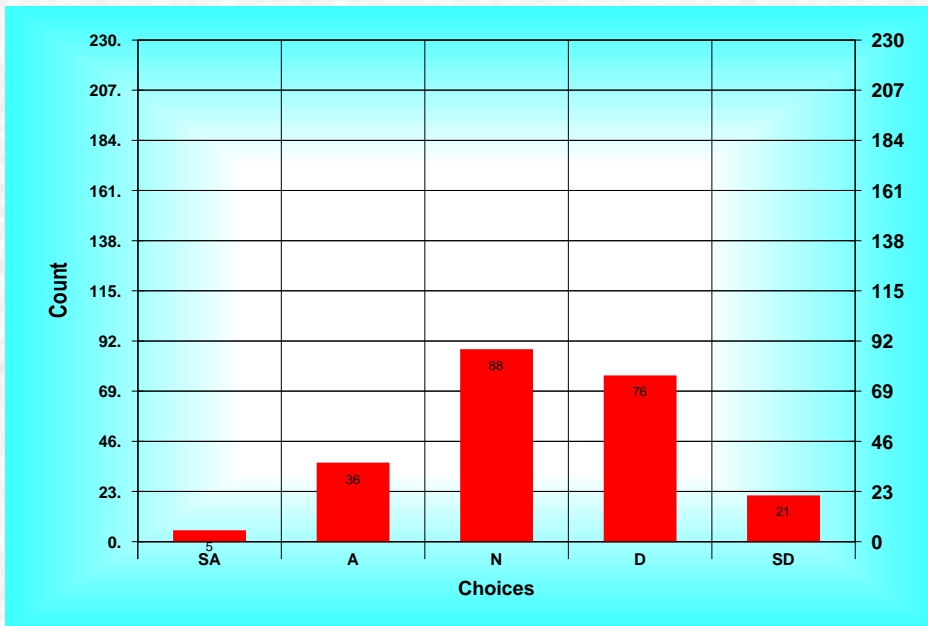
Q1: The City has a clear vision for the future as an organization and has Communicated that vision effectively to its employees:



| Rating | # |
|--------|------|
| SA(5) | 11 |
| A(4) | 63 |
| N(3) | 73 |
| D(2) | 62 |
| S(1) | 17 |
| Mean | 2.95 |

S3 Survey on Communications

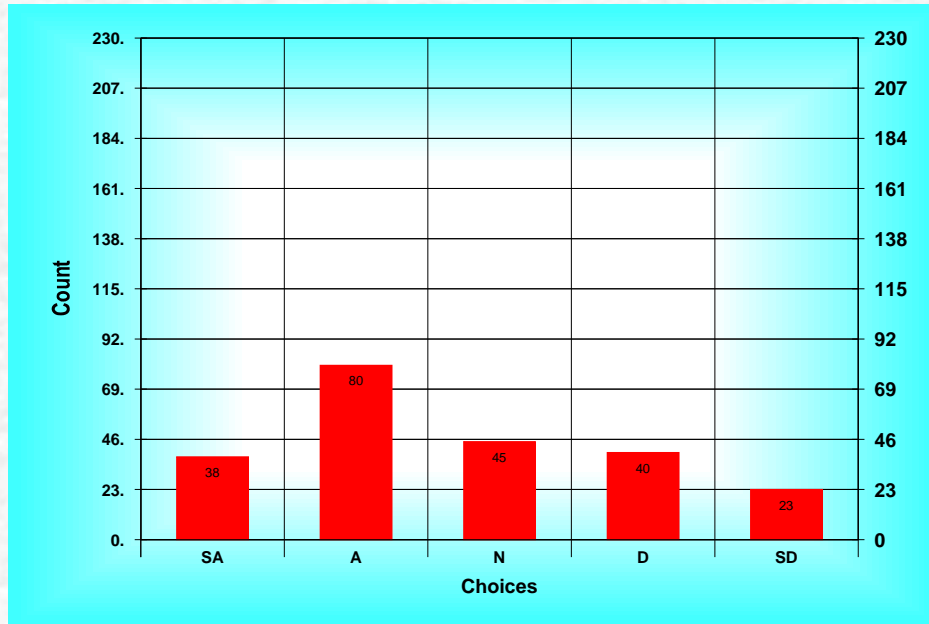
Q2: I am clear about the key priorities that the City has developed for the next 2-3 years in terms of key strategies and initiatives in supporting its community and customers:



| Rating | # |
|-------------|-------------|
| SA(5) | 5 |
| A(4) | 36 |
| N(3) | 88 |
| D(2) | 76 |
| S(1) | 21 |
| Mean | 2.68 |

S3 Survey on Communications

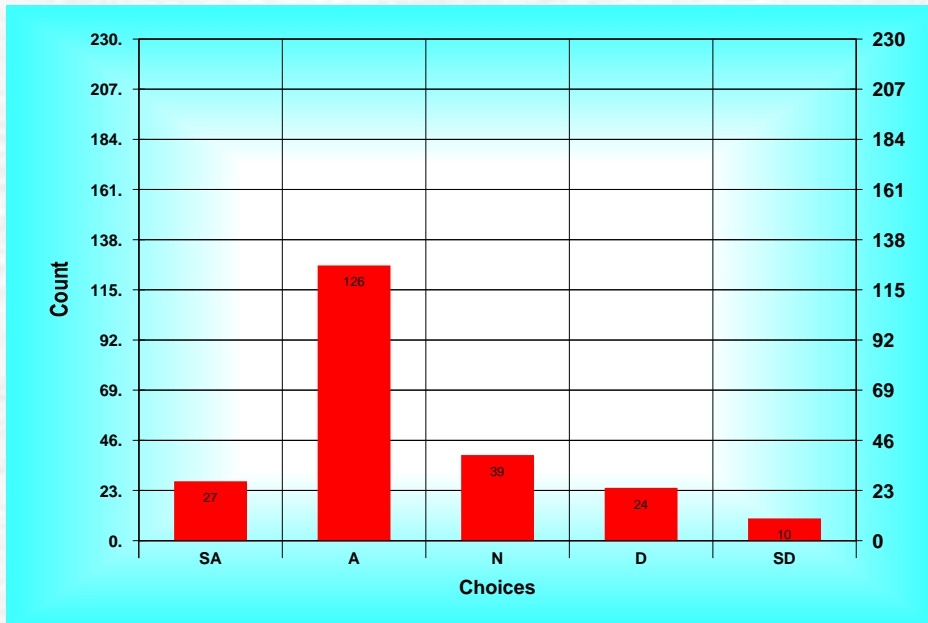
Q3: I am encouraged to provide active feedback in my work to my Colleagues as well as to my management/leadership team at the City:



| Rating | # |
|-------------|-------------|
| SA(5) | 38 |
| A(4) | 80 |
| N(3) | 45 |
| D(2) | 40 |
| S(1) | 23 |
| Mean | 3.31 |

S3 Survey on Communications

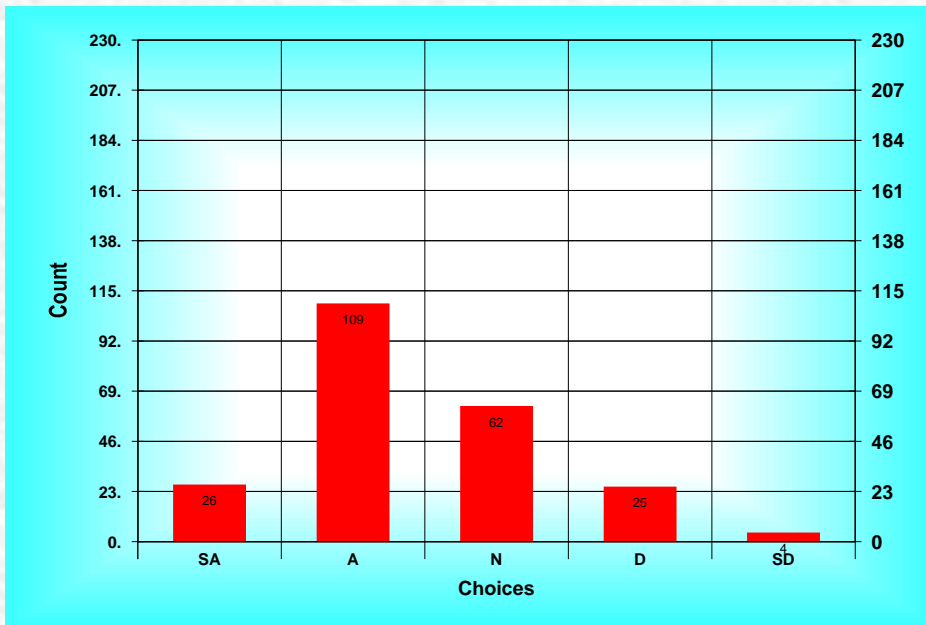
Q4: The City does an effective job in communicating news and current events about the organization to its employees:



| Rating | # |
|-------------|-------------|
| SA(5) | 27 |
| A(4) | 128 |
| N(3) | 39 |
| D(2) | 24 |
| S(1) | 10 |
| Mean | 3.60 |

S3 Survey on Communications

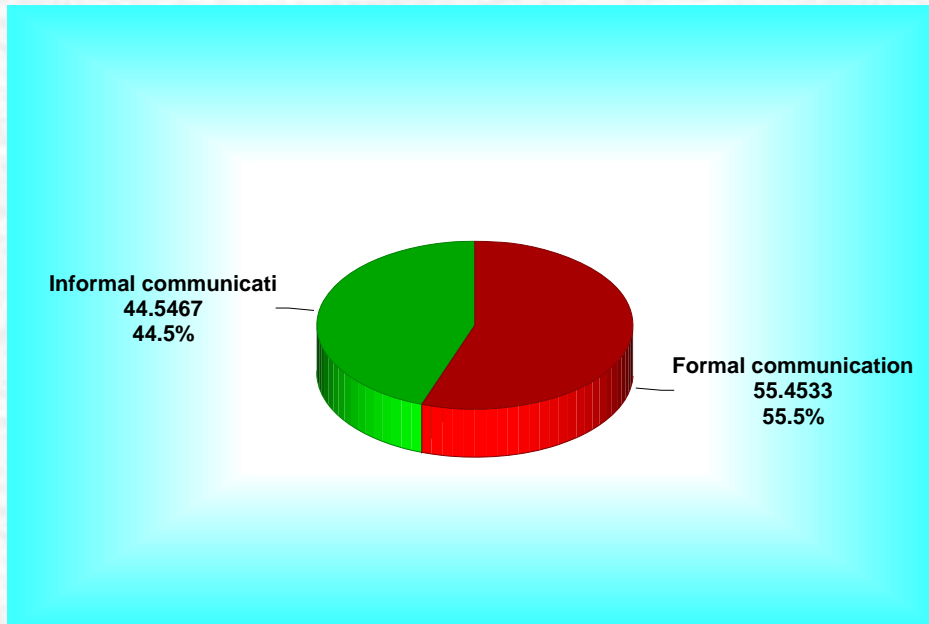
Q5: The City does an effective job in communicating news and current events about the organization to the overall community:



| Rating | # |
|-------------|-------------|
| SA(5) | 26 |
| A(4) | 109 |
| N(3) | 62 |
| D(2) | 25 |
| S(1) | 4 |
| Mean | 3.57 |

S3 Survey on Communications

Q6: What percentage of communications do you received from Formal channels (through the City and your direct supervisor) vs. The percentage you receive from informal channels (peer employees and associates)



| Channel | Mean |
|----------|--------|
| Formal | 55.45% |
| Informal | 45.55% |

...key point: never underestimate the power and influence of informal communications

Satisfaction With Communications

Please indicate your level of satisfaction with each method:

| <i>Communications Method</i> | <i>Rating</i> |
|--|---------------|
| Verbally, from supervisors | 6.54 |
| Verbally, from fellow employees | 6.90 |
| Email from supervisors | 6.46 |
| Email from fellow employees | 6.52 |
| City Email such as CityLine and Hotlines | 7.71 |
| Employee forums or other employee gatherings | 6.09 |
| The City's website | 6.49 |
| The City's intranet site | 6.54 |
| Printed city materials such as posters/pamphlets | 5.29 |

More Communications, Please

What information do you currently NOT receive that is critical to you that you'd like to see more of or have better access to?

- ☞ Information on job openings/advancement
- ☞ City process and events that affect me
- ☞ Upcoming major city projects/initiatives
- ☞ City Council actions and focus
- ☞ IS/IT developments and support
- ☞ Long term plans and direction for the City
- ☞ More clarity/direction from upper mgt

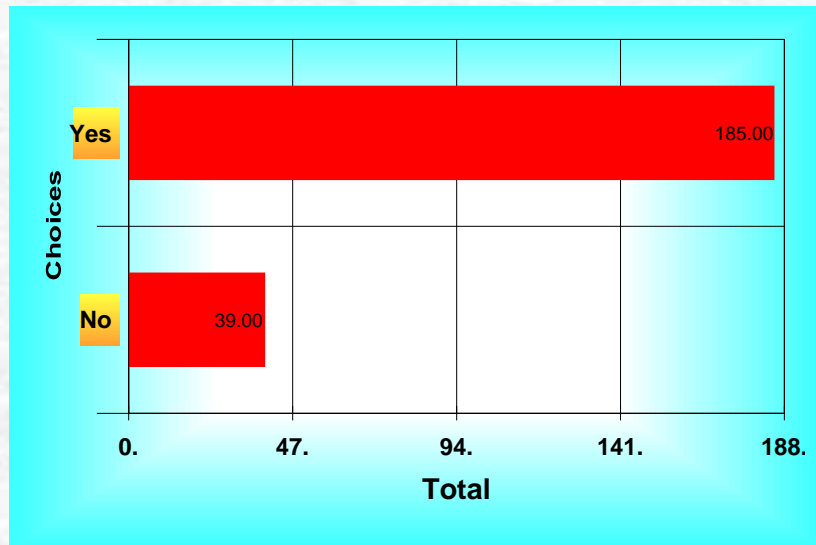
Facilitated Discussion 3

There are two principles of communications that seem to stand the test of time in organizations: employees want to 'have a voice' and 'be in the know'. It creates connection and an inclusive culture.

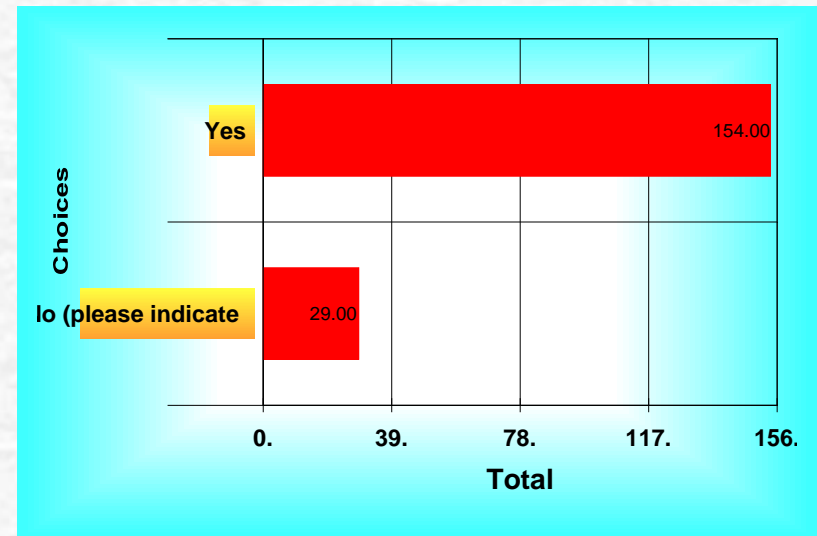
- ☛ What's your reaction to the communications methods/style at the City today?
- ☛ Is there an opportunity for a more formal 'communications architecture' for the city (messages/methods/roles)?
- ☛ What can we as leaders do more of to promote effective communications?

S4 Survey on Performance Mgt

**Overall, most employees seem to feel they are getting a fair assessment
In terms of performance review...it's the *PROCESS* they find concern
with:**



Have you receive a formal performance review in the last 12 months? (83% yes)



Do you feel it was a fair assessment of your performance? (84% yes)

Recommendations on PM

Regardless of whether you have received or provided a review in the last 12 months, what recommendations do you have to the City on how it can improve the performance review environment?

- Shorten the form being used
- Mini-reviews on a more frequent basis
- Increase the amount of genuine communications—reduce the process
- Utilize more peer input in the process
- More training for supervisors on how to create effective performance plans
- On time reviews all the time

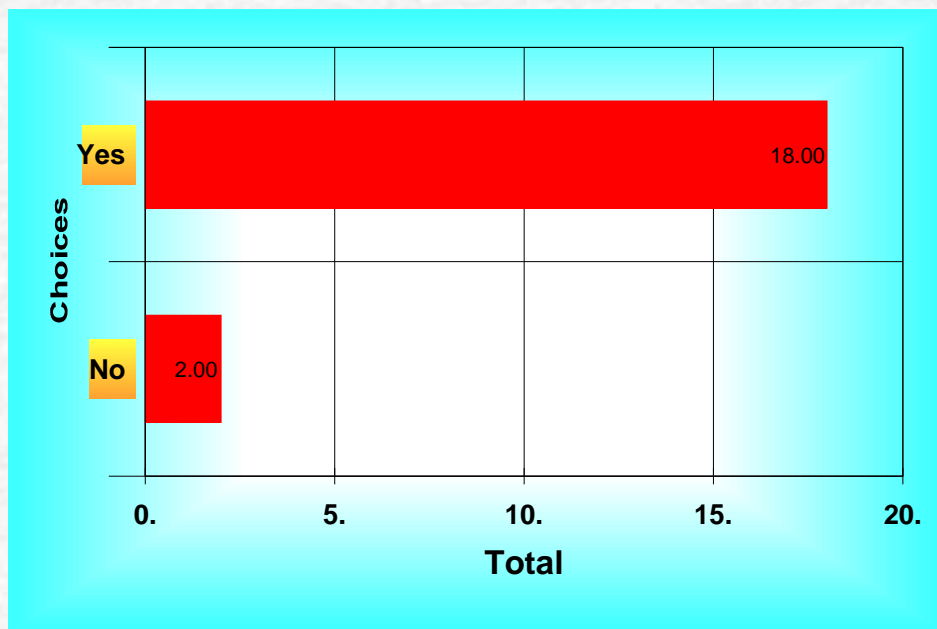
Health and Wellness

What are the kinds of services, benefits, programs and education that you are looking for in the area of enhanced health and wellness support from the City of Scottsdale?

- ☞ Stress management focus
- ☞ Discounts/access to facilities
- ☞ Continuing education on health/wellness
- ☞ On-site facilities and flexible schedules
- ☞ Preventive exams and education
- ☞ Better health care benefit coverage
- ☞ Safe working environment focus

More Focus?

Overall, are you in favor of the City of Scottsdale increasing its focus and Support of health/wellness programs for its employees?



Wellness is viewed as a very comprehensive and impactful strategy and offering for the City. Do not underestimate its long term value and impact...

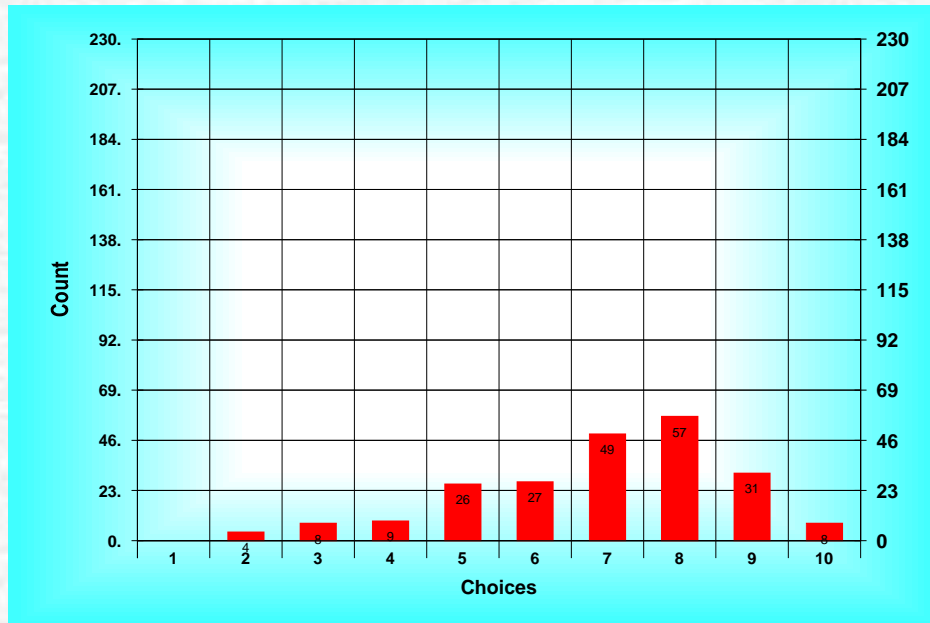
94% of the employees said yes...

Why The Focus on Wellness?

1. "Better productivity, reduces stress, and **allows employees to feel valued** by the city taking an active approach on their welfare to work and have an active lifestyle."
2. "Look at the money that companies such as Google have invested in health/wellness at their corporate office. Making a happy employee will inevitably produce **better work and success.**"
3. "The **emotional well being** of our employees is critical and sometimes overlooked because supervisors are uncomfortable in addressing yet sometimes pose a difficult challenge to manage."
4. "Health of myself and co workers **effects us all directly.** Whether is be a financial impact because our rates go up because we are unhealthy or we lose a team member to illness."
5. "Pace of work and public contact increase with population and lifestyle changes. Commute and traffic issues become stress issues in workplace. **Authentic workplace stress support would bear fruit in employee satisfaction**"

Work Life Balance

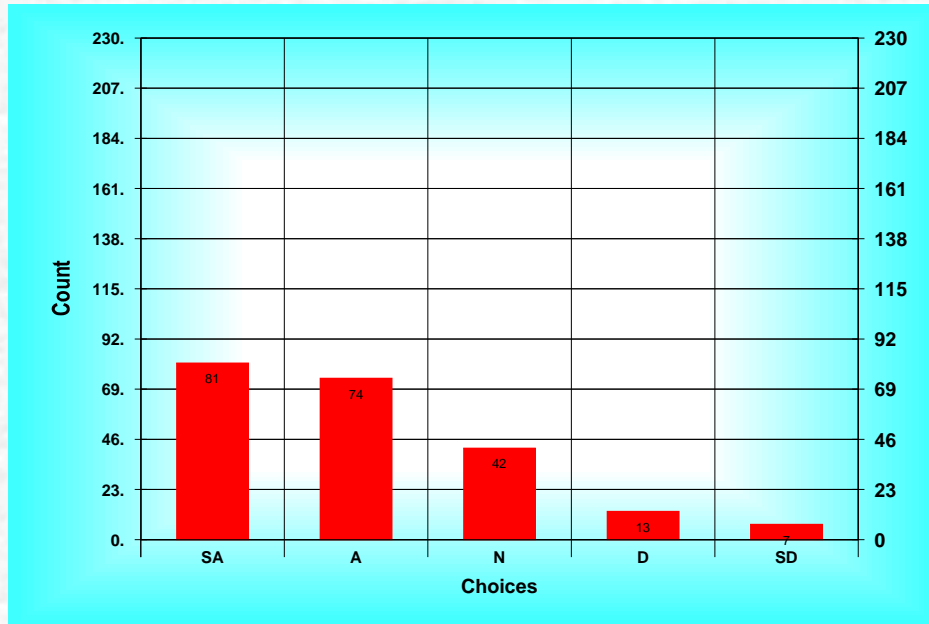
Overall, how would you assess your level of satisfaction with your work/life Balance at the City of Scottsdale?



Overall: 6.93
Men: 7.21
Women: 6.67

Wellness as a Recruiting Card?

The focus on health, wellness and work/life balance would be a significant Drawing card in the recruitment effort for key skills/employees for the City:



| Rating | # |
|--------|------|
| SA(5) | 45 |
| A(4) | 34 |
| N(3) | 18 |
| D(2) | 10 |
| S(1) | 4 |
| Mean | 3.95 |

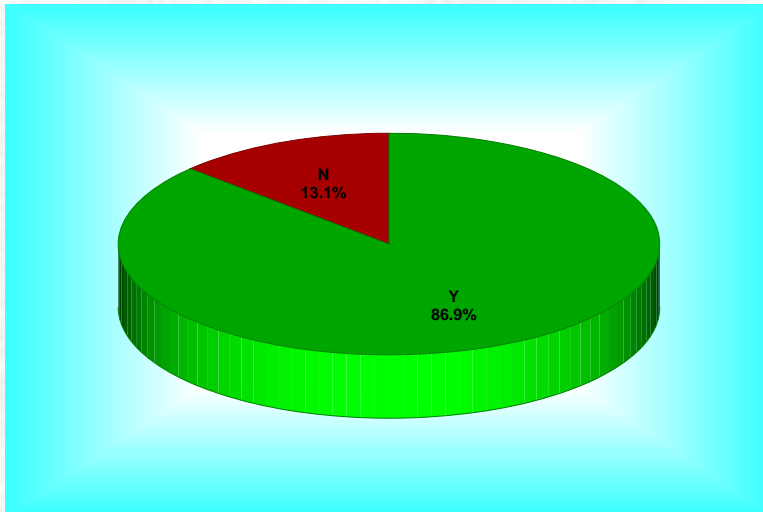
Facilitated Discussion 4

Health and wellness matters not only because it should, but because Scottsdale is viewed as an active/fit community. There are likely good incremental steps that can be taken and assessed:

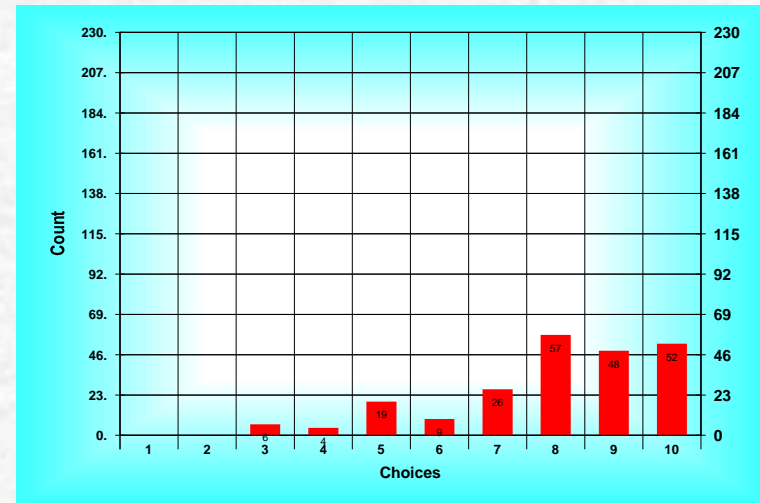
- ☞ To what extent do you feel that an increased emphasis on health and wellness matters?
- ☞ How can the City better assess the right set of offerings and focus?
- ☞ To what degree does this raise the issue of healthcare/benefits?

Session Feedback Survey

There was a great deal of effort made to create a candid/open Environment for these sessions, yet we know that many employees Were skeptical of the process and even the format...the session Feedback suggests that the employees valued these sessions:



87% of the participants said they had a Chance to 'say what they wanted to say'



The value of the Advanced Strategy Lab format was rated at over 8.0

Key Messages to the City

This set of sessions is only one point of input, but created an opportunity for a current look at the workplace and key issues facing the city...your participants communicate key messages:

- ☛ Employees want to feel valued and trusted as key members of the City;
- ☛ There is a need for more genuine interpersonal communication at the City;
- ☛ Listen, communicate, take action is a core value that applies to this survey event;
- ☛ Employees are looking for a more inclusive culture and more empowerment
- ☛ There is a significant level of pride and performance that this group wants to maintain

Facilitated Discussion 5

There is a great opportunity to leverage these sessions and the level of Visible change that is occurring at the City today...

- How can these employees know that their input is really being heard?
- What do you want to communicate as key messages internally and externally?
- How can the efforts of the workgroups have the right level of visibility?
- What can each of you do to 'walk the talk' and reinforce some of the workplace changes and focus areas that were outlined today?