Retooling Workplace Culture to Thrive in the 21st Century
– Free Webinar

Thursday, May 16, 2019
10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/5965178631662043138

Webinar Topics:
1. Where do local governments need to retool their cultures to attract, retain, and grow talent to serve their communities more effectively?
2. What are examples of practical, high-payoff initiatives that local governments have completed successfully?
3. What resources are available to support agencies in their efforts?

Presenters:
* Jay Stegmaier, former CAO, Chesterfield County, VA
* Fran Robustelli, Assistant City Manager, Walnut Creek, CA
* Mike Sable, Director of Facilities Services, Hennepin County, MN

Audience: all persons in or interested in local government careers


Post-Webinar Discussion Questions:
Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.
a. Where would our agency especially benefit from retooling our culture?
b. What are some approaches and lessons learned that we can apply?
c. What resources would we like to access to accelerate our efforts?
James J.L. Stegmaier is Executive Manager with Berkley Group, a local government consulting firm offering collaborative experts in a wide range of professional disciplines. He is also Manager of G-O Strategies LLC, where he helps individuals and organizations seeking growth and opportunity in a complex world. His clients represent private enterprises, local governments, non-profits, and higher education. He serves on the Board of United Way of Greater Richmond and Petersburg, and was appointed to the Board of Visitors of Virginia State University in July 2016.

The Richmond Times Dispatch has inducted Stegmaier into the Person of the Year Hall of Fame in recognition of 37 years of service to the Richmond community. He has also received a Lifetime Achievement Award from the Virginia Government Finance Officers Association.

Stegmaier retired as the Chesterfield County Administrator in June 2016. The Chesterfield County Board of Supervisors had appointed him to that position in July 2007. At that time, the county, along with the nation, soon faced the greatest economic downturn in years. With a focus on fiscal stability and partnerships creating a high-performance, values-driven workplace, he built a team to produce a nationally heralded record as one of the best communities in which to live, work and play. Stegmaier’s leadership and financial skills have made Chesterfield County a model for other local governments navigating the challenges of providing quality public services with less.

During his tenure, Chesterfield became the lowest-cost, full-service local government in Virginia, maintained one of the few AAA bond ratings with a stable outlook among counties in the US, dramatically cut the county’s debt, and reduced the cost of county government to 1992 levels. Politifact rated as “TRUE” Stegmaier’s observation that the county cut more positions from its 3500-position workforce than the state cut from its 120,000-position force during the recession. Stegmaier managed the county’s strongest-ever period of economic development, announcing over three billion dollars of planned investment.

Prior to being named county administrator, Stegmaier served as deputy county administrator for Management Services since 1997, and, before that, directed the county’s Budget and Management Department from 1986 until that time. He earned his baccalaureate degree from the Catholic University of America in 1976 with scholarships in engineering and psychology. He holds a master of arts degree (M.A.), in public administration from the University of Virginia with a Public Service Education Program fellowship. He also attended the Government Finance Officers Association Executive Finance Institute at Georgetown University, Leadership Metro Richmond and the Senior Executive Institute at the University of Virginia. In 2002, Stegmaier became a credentialed manager with the International City/County Management Association.

Stegmaier served on the boards of the Metro Richmond Convention Center Authority, The First Tee Richmond and Chesterfield, the Appomattox River Water Authority, the South Central Wastewater
Stegmaier and his wife, Margot, have three adult children.

**Fran Robustelli**, Assistant City Manager, Walnut Creek, CA

Fran received an undergraduate degree in Biology with a minor in Psychology from University of South Florida and a Master’s in Public Affairs through the University of Missouri. Fran began her career in public sector working in the environmental profession and changed careers and took a position as a Human Resources Analyst within the same organization. Fran promoted through the ranks, ending her 15 year career at Dublin San Ramon Services District as the Human Resources Manager.

In 2010, Fran was selected to take on the role as the City of Hayward’s Director of Human Resources. Fran led the Human Resources team providing a broad range of human resources functions including labor negotiations with 11 bargaining units and managing a multi-million dollar workers’ compensation program. She also led the development and approval of the City’s first comprehensive Economic Development Strategic Plan.

In 2014, Fran was selected by the City of Walnut Creek to serve as the City’s Human Resources Director. In July of 2015, she was promoted to Assistant City Manager and has led the development and implementation of the City’s first comprehensive employee engagement program, CARE.

**Mike Sable**, Director of Facilities Services, Hennepin County, MN

Michael Sable has spent 20 years in local government in the Minneapolis, MN area serving as a Department Director for the state’s largest county (Hennepin) and as Assistant City Manager (Brooklyn Park, MN) and as Interim City Manager and Community Development Director. He also serves as an adjunct faculty member for the University of Virginia’s Weldon Cooper Center for Public Service.

Sable specializes in helping build group consensus and implementing change initiatives in organizations. In addition, he’s actively implemented the HPO model in two organizations over the past 10 years and facilitated the creation of local government innovation teams in a dozen communities in the region.

He’s currently a board member for the Alliance for Innovation, a think tank for local governments across the country, and GTS Education and Events that specializes in providing training for city and county staff/leaders. He holds a B.A. in Political Science from Augsburg College and an M.B.A. from the University of St. Thomas.
More Coaching Resources--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

ICMA Coaching Program Outreach Partners:
Canadian Association of Municipal Administrators (CAMA), Engaging Local Government Leaders (ELGL), International Network of Asian Public Administrators (I-NAPA), International Public Management Association for Human Resources (IPMA-HR), League of Women in Government (LWG), Local Government Hispanic Network (LGHN), National Association of County Administrators (NACA), National Forum for Black Public Administrators (NFBPA), and Women Leading Government (WLG)
Welcome

Retooling Workplace Culture to Thrive in the 21st Century

Thursday, May 16
10-11:30 a.m. PT / 1-2:30 p.m. ET
29 State Association Coaching Partners
Outreach Partners

CAM\ACAM
Administrative Excellence | L'art de diriger

CONNECT.COMMUNICATE.EDUCATE
ELGL
LOCAL GOVERNMENT LEADERS

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

League of Women IN GOVERNMENT

LOCAL GOVERNMENT
HISPANIC NETWORK
AN AFFILIATE OF ICMA

NACA
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government

I-NAPA
INTERNATIONAL NETWORK OF ASIAN PUBLIC ADMINISTRATORS
Overview of Session

Webinar topics:
1. Where do local governments need to retool their cultures to attract, retain, and grow talent to serve their communities more effectively?
2. What are examples of practical, high-payoff initiatives that local governments have completed successfully?
3. What resources are available to support agencies in their efforts?

Presenters:
* Jay Stegmaier, former CAO, Chesterfield County, VA
* Fran Robustelli, Assistant City Manager, Walnut Creek, CA
* Mike Sable, faculty, University of Virginia, former Director of Facilities Services, Hennepin County, MN

Producer and Moderator:
* Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Polling Question #1

How many people are listening on your line?
IS THE CULTURE OF YOUR ORGANIZATION WHAT IS NEEDED TO GET YOU THROUGH THE NEXT MAJOR RECESSION?

• WHAT IS YOUR CURRENT CULTURE?

• DO YOU HAVE CLARITY OF VISION AND VALUES?

• DO YOU RECOGNIZE AND ADDRESS VARIATION IN YOUR CULTURE?

• DO YOU PERSONALLY DEMONSTRATE COMMITMENT TO VISION AND VALUES?

Our vision is to be the recognized leader in government, the standard by which others measure their progress and success....
Stegmaier says Chesterfield County has cut more government jobs than state of Virginia

“Our ruling:
No matter which set of numbers you use, Chesterfield has eliminated more jobs from its general government operations than Virginia has from its entire state government since fiscal 2009.
We rate Stegmaier’s claim True.”
CHESTERFIELD COUNTY'S ROAD MAP TO THE MILLENNIUM

1992
- INITIATE TQI
- ESTABLISH INFRASTRUCTURE
- TRAIN EMPLOYEES
- IMPROVEMENT PROJECTS
- SPQA

1996
- TRAIN SENIOR MGT
- TQI STEERING COMMITTEE
- 4-HOUR AWARENESS TRAINING
- EIGs
- PROJECT TEAMS
- IMPROVEMENT
- PROCESS MANAGEMENT
- PERFORMANCE BASED MEASUREMENT
- SPQA

2001
- BALDRIGE
- LONG TERM STRATEGIC PLAN
- CONTINUOUS IMPROVEMENT
- INTEGRATED STRATEGIC PLAN
- COUNTY PRIORITIES
- DIVISION PRIORITIES
- BUSINESS RESULTS
- DEPARTMENT PRIORITIES
- COLLECT DATA
- IDENTIFY KEY BUSINESS INDICATORS
- IDENTIFY SIPOC
- DEFINE AND DOCUMENT PROCESS
- GRAPHIC DEPICTION
- DIVISION PRIORITIES
- TOOLS
- PROCESS VALUE ANALYSIS
- PRIORITIZE ROI
- SPONSOR PAT
- TQI UNIVERSITY

Citizen Satisfaction Survey
Organizational Climate Assessment
Business Satisfaction Survey

Chesterfield County Strategic Plan
Fiscal Years 2006 to 2010

Charting the course to our future
Chesterfield County, Virginia
Quality of Life

Overall, how would you rate the “Quality of Life” in Chesterfield County?

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>0.7%</td>
<td>1.2%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Fair</td>
<td>5.3%</td>
<td>5.3%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Good</td>
<td>37.2%</td>
<td>35.9%</td>
<td>38.5%</td>
</tr>
<tr>
<td>Excellent</td>
<td>56.8%</td>
<td>57.5%</td>
<td>55.8%</td>
</tr>
</tbody>
</table>

“Above” the national norm: 94.0% 93.5% 94.3%
Knowing Your Culture

• WHAT DOES IT FEEL LIKE TO WORK HERE?

• WOULD YOU ENCOURAGE YOUR BEST FRIEND TO JOIN THIS ORGANIZATION?
Get to Know Yourselves Better

• MEYERS-BRIGGS TYPE INDICATOR
• THE BIRKMAN METHOD ASSESSMENT (Birkman.com)
Cautions

• Watch Out for Animal Metaphors

• Be Sensitive to Disappointing Past Experience Like, “Check your brain at the door, don’t ask questions, and do as your told.”
How do you win the support of all the “fence-sitters?”
Secret Strategies

• PICK THE LOW-HANGING FRUIT
• CELEBRATE SUCCESS VISIBLY
• TAKE BIG RISKS WHEN CALLED TO DO THE RIGHT THING
Values, and ethics in particular, always trump past performance in the long run.
Cultural Change Checklist

• Measure your current organization climate
• Get clear about organization vision and values
• Pick the low-hanging fruit
• Celebrate success and address needs for change and improvement
• Personally demonstrate your commitment to vision and values in visible ways
Mr. Jay Stegmaier

Executive Manager
Chesterfield County Administrator (Ret.)

jay@bgllc.net
804-338-8743
Polling Question #2

Where would your agency benefit to boost workplace culture?

a. Measure your current organizational climate
b. Get clear about organization vision and values
c. Pick the low-hanging fruit
d. Celebrate success & address needs for change & improvement
e. Personally demonstrate your commitment to vision and values
Retooling Organizational Culture

Fran Robustelli, Assistant City Manager, Walnut Creek, CA
May 16, 2019
The problem (and how we knew we had one)
Measurement is important

- 33rd: Culture of Engagement
- 24th: Strategic Alignment
- 40th: Motivating and Relating
- 37th: Managing Execution
Polling Question #3

Have you used employee engagement surveying and measurement as baseline to ensure engagement strategy success?

a. Yes, and it’s helped us focus on improvements.
b. Yes, but we haven’t turned into improvements yet.
c. We’re interested, but we haven’t implemented yet.
d. Not currently a priority in our organization.
e. Other, enter with “Question” function
Changing the Conversation

5 Questions to generate a meaningful “Career Conversation”

1. What do you enjoy most about your job/current assignment?

2. What do you like least about your job/current assignment?

3. What areas would you like to learn more about?

4. What are your professional/career goals for the next 3-5 years and what are your plans to achieve those goals?

5. What do you most hope I do to support you with your goals?

Outcomes desired for the next year (check all that apply):

- I love what I’m doing! No changes desired this year
- I love what I’m doing and I am eager to learn/do something different/more (i.e. project share)
- I am interested in working towards a promotion to a higher level position within my career path (i.e. acting assignment, leadership training, mentoring)
- I want to explore a different career path or need exposure to something new to fill a professional “gap” in order to meet my ultimate career objectives (i.e. job swap, acting assignment)
- Other
Career Development
- Ongoing opportunities to participate in professional trainings, plus take advantage of the enhanced Tuition Reimbursement policy.
- The Coaching for Excellence program supports ongoing mentoring and career coaching for all employees.
- Employee Recognition: Extra Mile Awards, Service Awards, Employee of the Year, Great Catch and more in development!

Community Engagement
- Social Events hosted by the Fun Bunch throughout the year, plus the annual Take Our Daughters and Sons to Work Day.
- Join the popular Employee Institute to go behind the scenes of each department.

Health & Wellness
- Wellness Program: Ongoing opportunities to participate in wellness classes, challenges, and events. Join the online program "Wellness at Work" today at jmhwellnessatwork.mywellmetrics.com to start earning points!
- HealthCARE: Wellness Expo, flu vaccines and quarterly blood pressure and weight checks.
- Work Life Balance: The City's Adaptable Work Schedule Policy includes opportunities and guidelines for flexible schedules and telework.
Moving from TRADITIONAL to TRANSFORMATIONAL
Coaching for Excellence Process

New Hire/ Newly Promoted Employee

3 Mo. Probationary Evaluation Form

6 Mo.

12 Mo.

9 Mo.

If at any time during probationary period performance is not satisfactory

Release from Probation

Passes Probation

1st Quarter Coaching Check-In

Career Conversation (Employee Completes Form)

2nd Quarter Coaching Check-In

Supervisor Completes Coaching Check-In Form Quarterly (at minimum)

3rd Quarter Coaching Check-In

If at any time during Coaching Cycle performance is not satisfactory

4th Quarter Coaching Check-In

Performance Improvement (includes Counseling and/or Perf. Improvement Plan)

1 This process applies to all regular, limited duration, and at-will employees.
2 Contact HR before moving into this phase
The Roll Out - Phases

- Pilot program
- Measurements
- Coaching Committee
Moving from Traditional Evals → Coaching

Quarterly Coaching Check-In Form

Directions: Complete on a quarterly basis and provide a signed copy to Human Resources for inclusion in the employee’s personnel file.

Coaching Check-In

Overall observations of strengths and areas to work on

Annual Goals and Progress <FY 2015 or Specific Time Period>

- Goal 1
  Include accomplishments, kudos and coaching on areas of improvement for next time if applicable
  
  Generally try to keep goals to a limit of 4/5 per fiscal year

Annual Goals for <FY 2016 or Specific Time Period>

1. These are future/current goals – identify overall outcome desired, action items and due dates, if applicable – feedback on progress should occur quarterly

Same as above, generally keep goals to a limit of 4/5 per fiscal year

SIGNATURES:

Employee: ___________________ Supervisor: ___________________
TRAINING CONTENT:

- The culture, expectations, and accountability created through coaching
  - The habits needed for success
Maintenance… just as important as kick off
Measurements of Success
The scores are in...

2015: 44
2016: 54 \(\uparrow 10\)
2017: 54
2019: 59 \(\uparrow 5\)

34% increase in engagement overall from 2015!
Moving the Needle- Five Years of Progress

78% increase with managers after coaching implemented!
RETENTION

Turnover Data by Fiscal Year

- FY 15: 11.0%
- FY 16: 4.5%
- FY 17: 8.3%
- FY 18: 6.3%
Community Survey Results

Figure 3: Citizen Survey Results by Year

Survey Category

- Quality of Life: 95% (2007), 96% (2012), 91% (2017)
- Overall Impression of Employees: 85% (2007), 83% (2012), 81% (2017)
- Services provided by City: 86% (2007), 89% (2012), 82% (2017)
Ready to implement?
HOW TO CHECKLIST

q Identify a change agent within your organization (or a consultant)

q Explore with Exec Team a vision and the feasibility of elimination of the traditional performance evaluation system

q Start small- utilize career conversation!

q Form a cross functional committee to drive development of the program (don’t forget labor!)

q Secure subject matter experts in the organization to develop necessary technology solutions and forms/tools needed to support program (don’t forget legal!)

q Secure appropriate training resources to support any organizational shift

q Pilot with one department before you launch
Polling Question #4

What do you think about switching from performance evaluation to a coaching model?

a. We’re already doing it.
b. It sounds great, we should explore further.
c. While attractive, I don’t see how we’d do it here.
d. We like our performance evaluation system.
e. Other, enter via “Question” function
You’ll find Walnut Creek’s program and dozens more at [https://icma.org/cal-icma/talentinitiative](https://icma.org/cal-icma/talentinitiative)

According to Dominic Lazzaretto, City Manager of Arcadia, California, and co-chair of the Talent Development Team, “As we deal with the big challenges, it is all about talent. We believe that the Talent Initiative will help local governments overcome major workforce challenges so that we can better recruit, retain and develop those who serve California communities.”

Focus groups were conducted from January to April 2017, and a draft report will be completed this month. The Project Advisory Committee for the Talent Initiative includes 35 City/County/Special District Managers and emerging leaders from around the state.

**Resources**

* **Talent 2.0 Report**
  
  - Talent 2.0: A Modern Approach to Attracting and Retaining Top Talent in Local Government
    
    - Read the Spring 2018 Report, produced by the Cal-ICMA Talent Initiative.

  - **Best Practices Compendium: Recruitment, Retention and Organizational Culture**
    
    - The Cal-ICMA Talent Initiative gathered dozens of best practices from cities, counties, and special districts throughout the state. In 2018, leaders from the Contra Costa County Local Government Leadership Academy teamed up to produce a database of resources, sortable by topic (recruiting, retention/development, workplace culture, and engaging elected officials). Links to the initiatives and downloadable resources are available in this compendium.

- **Talent Development Survey Results Summary**
  
  - Read the summary of results from the 2016 survey of local government executives and leaders in California.
RETOOLING ORGANIZATIONAL CULTURE

Michael Sable, Faculty, University of Virginia
former Director of Facility Services, Hennepin County
Headquarters Expansion

- 3,500 employees moving offices
- $90m Capital program expansion (unplanned)
- 3 years to prep/plan/deliver
“It is not size that is an impediment to entrepreneurship and innovation; it is the existing operation itself,”

Peter Drucker
IDENTIFY EXISTING HABITS
Practical Tips

Adopted the “Hot Wash” approach from Emergency Mgmt

- Rigorous review of how we are working
- Lean Office/ VSM
- How should adapt next time?

Evaluate the actual quality of the meetings:

- Does this meeting generate the discussion and information sharing we need?
- If not, why not?
Resources

BODY LANGUAGE:
https://www.youtube.com/watch?v=RKK7wGAYP6k

LEAN OFFICE:
https://mn.gov/admin/continuous-improvement/

HOT WASH:
https://training.fema.gov/is/flupan/references/02_course%20forms%20and%20templates/02_hot%20wash%20form-508.pdf
Kotter’s Dual Operating System

DUAL STRUCTURE
Eight Steps To Successful Change - John Kotter

1. Establish a sense of urgency
2. Develop a clear shared vision
3. Create a guiding coalition
4. Communicate the vision
5. Empower people to act on the vision
6. Create short term wins
7. Consolidate & build on the gains
8. Institutionalise the change
ALTERNATIVE STRUCTURE

- HPO Model
- Facilitator / Convener
- Consensus Decision-Making
- Relational Goals
  - more than just Scope / Schedule / Budget
Practical Tips

- Focus on building the relationships – articulating teammates role became part of the job expectation

- Job shadowing at Senior Levels (Division Manager to Division Manager)

- Establish team charters that defines how a decision gets made
Thinking

- Strategic Stakeholder Value Analysis
- Establish Vision and Values (by team)
- Strategic Planning
- Integrating Internal Systems
- Learning, thinking, changing, and renewing
- Engage, empower, enable, and energize
- PERSPECTIVE-WIDENING
- SHARING GIFTS AND TALENTS
- VULNERABILITY & SAFETY
- WORKING TOGETHER
- GETTING BETTER RESULTS
“WHAT INFORMATION WOULD MAKE THE NEXT PERSON’S JOB DOWN THE LINE EASIER?“
Results

- Employee Survey (Gallup Q12) up 8% across the board
- Lead time for projects reduced by 20% (saved 3 weeks per project)
- Confidence that we could deliver when there was doubt
Resources & Templates

- [https://hbr.org/2012/11/accelerate](https://hbr.org/2012/11/accelerate) - Change Management
- [https://lead.coopercenter.org/program](https://lead.coopercenter.org/program) - HPO Model
- [https://youtu.be/Pc7EVXnF2aI](https://youtu.be/Pc7EVXnF2aI) – Dual Operating Systems
- [https://youtu.be/OqmdLcyES_Q](https://youtu.be/OqmdLcyES_Q) - David Marquet
- [https://hbr.org/2017/01/the-neuroscience-of-trust](https://hbr.org/2017/01/the-neuroscience-of-trust) – Building Team Trust

See program description in Award application included as a PDF in Agenda packet
Create an environment where gifted and talented people can do their best work.
Polling Question #5

Which of these measures would help your agency retool its culture?

a. Identify existing habits (“hot wash” approach, etc.)
b. Focus on building relationships as part of each job
c. Job shadow
d. Establish team charters to define decision making
e. Use coaching to enhance success
Post-webinar discussion questions

a. Where would our agency especially benefit from retooling our culture?

b. What are some approaches and lessons learned that we can apply?

c. What resources would we like to access to accelerate our efforts?
Find helpful resources online

https://icma.org/coaching

Ask questions. Engage. Learn.

How to create a culture of talent development

“How to coach” guides and video clips

#37: Engaging Employees for Success
#51: Building a World-Class Culture
#65: Figure It Out – Key Competency for 21st Century Leaders

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Polling Question #6

How was this webinar of value to you and your agency? (check all that apply)

a. Learning about ways to enhance workplace culture
b. Seeing how to retool from performance eval to coaching
c. Exploring how to restructure the workplace to boost results
d. Gaining resources to support efforts in your agency
e. Other, please enter via "Question" function
Contacts for today’s session

Presenters:

* Jay Stegmaier, former CAO, Chesterfield County, VA
  jay.stegmaier@gmail.com
* Fran Robustelli, Assistant City Manager, Walnut Creek, CA
  robustelli@walnut-creek.org
* Mike Sable, faculty, University of Virginia, former Director of Facilities Services, Hennepin County, MN
  mikesable@gmail.com

Don Maruska, Director, ICMA Coaching Program
  ICMACoaching@donmaruska.com

*Please be sure to complete the post-webinar survey. We value your input.*
Register now for upcoming webinars

“Encouraging Inclusive Communities”
10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET), Wednesday, June 12, 2019
Registration link:
https://attendee.gotowebinar.com/register/461575377852771330

“Grappling with Gnarly Issues—How Local Governments Can Help”
10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET), Wednesday, September 11, 2019
Registration link:
https://attendee.gotowebinar.com/register/8436181481507645442

For all webinar registration links, go to https://icma.org/coachingwebinars.
Leadership Certificate Programs

The Learning & Performance Center is pleased to offer two certificate programs that focus on leadership, the Supervisor Leadership Certificate and the Employee Leadership Certificate. These programs provide specific learning paths that will enable individuals to develop and strengthen their leadership and personal effectiveness skills. They include a series of required and elective courses as well as a “capstone assignment,” a hands-on practicum that will enable participants to put their learning into practice.

Why were the certificate programs created?

As Learning & Performance Center course offerings have grown, many employees have found it challenging to determine which courses to take in their continuing education efforts. The certificate programs offer a well-defined series of instructor-led and online courses for improving leadership and personal effectiveness skills.

The goal of this program is to develop and strengthen the leadership and personal effectiveness skills in each employee. The core courses are directly related to developing leadership qualities and personal effectiveness skills, which will help employees to become more effective in their jobs.

Who should participate?

The Supervisor Leadership Certificate is designed for first- and second-level supervisors and focuses on subjects such as business writing, coaching and mentoring, presentation skills, and leadership skills. The Employee Leadership Certificate is designed for front-line employees and focuses on subjects such as managing conflict and change, communications, and leadership and personal effectiveness skills.

These certificate programs are one of many ways to promote continuous learning and are not to be used as mandatory training. Interested employees should discuss the program with their immediate supervisors prior to signing up for courses.

For more information, visit the Learning & Performance Center CountyNET site. Those who do not have access to a computer, call the Learning & Performance Center at 717-6258 or email ulearn@chesterfield.gov.
Congratulations on your decision to pursue an Employee Leadership Certificate. This program is designed to be both challenging and rewarding and will provide opportunities for personal and professional development and enhanced job performance.

The following instructions will guide you through the steps to complete the Employee Leadership Certificate program. The necessary forms follow.

1. **Get your supervisor’s approval.** Before beginning the certificate program, discuss your intentions with your immediate supervisor and ensure that required funding for any classes is available.

2. **Select elective courses.** In partnership with your supervisor, choose elective courses that align with your Employee Development Plan.

3. **Register for courses.** Courses required for the certificate are accessible in ulearn. To access, go to the CountyNET Home page and click the ulearn button. If you are not on the county network, but have a DUO license, go to [https://chesterfield.csod.com](https://chesterfield.csod.com), click **Already logged into the county network?** Enter the same username and password you use to access your county email account. If you do not have DUO, or need any assistance accessing ulearn, email ulearn@chesterfield.gov or call 717-6258.

4. **Complete your courses.** All certificate courses must be taken within four years of your certificate completion date. Completion date is defined as the day that all correctly completed paperwork is received by the Learning & Performance Center.

5. **Complete your capstone assignment.** Refer to “Capstone Assignment Form” for complete instructions. Please note that your assignment may be completed at any time once you have started your courses. It is not necessary to complete all required and elective courses prior to beginning the assignment.

6. **Verify completion of Employee Leadership Certificate.** Once you have completed all required and elective courses, and your capstone assignment, follow these steps:
   a. Complete the Employee Leadership Certificate “Verification of Completion Form” and obtain your supervisor’s signature.
   b. Complete the “Capstone Assignment Form” to verify completion of your capstone assignment.
   c. Print your Transcript showing the certificate courses you have completed:
      - On the ulearn Home page click **My Transcript**.
      - Click **Active** button, then select **Completed**.
      - Click on ellipsis (3 dots) in upper right-hand corner, then select **Print Transcript** to print entire transcript.
      - Note: **Run Transcript Report** provides options such as selecting a date range.
      - Click **Print** button.
   d. Staple paperwork together and submit by interoffice mail to Learning & Performance Center, County Administration Building, Room 405. **Documentation must be received by April 15 to be included in the annual spring graduation.**

   For questions or assistance, please call 717-6258 or email ulearn@chesterfield.gov.
Employee Leadership Certificate
Verification of Completion Form

This is your checklist for completing the requirements for the Employee Leadership Certificate. Once you have done so, attach all necessary documentation and send by interoffice mail to Training Specialist, Learning & Performance Center, County Administration Building, Room 405. All classes and coursework must be completed, and forms received by April 15 for you to be awarded a certificate and be included in the annual spring graduation. If forms are received after the April 15 deadline, they will be held, and you will be included in the next year’s graduation.

PLEASE PRINT CLEARLY OR TYPE

Name: ___________________________   Department: ___________________________

Phone: ___________________________   Email: ________________________________

<table>
<thead>
<tr>
<th>REQUIRED COURSES</th>
<th>DATE COMPLETED</th>
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<tbody>
<tr>
<td>Business Writing</td>
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<td>Communicating for Effective Results</td>
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<tr>
<td>Employee Leadership Institute Application process required</td>
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<td>Managing Change</td>
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<td>Managing Conflict</td>
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<tr>
<td><strong>Online:</strong></td>
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<tr>
<td>Leadership Dynamics Or *Leadership Essentials</td>
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**Before October 2018:**

| Organizational Change - Introduction Only Or                                   | After October 2018: |
| *Handling Organizational Change Simulation Or                                   | Elements of Change in Business |
| *Managing Yourself Through Change Simulation Or                                 |                        |
| *Dealing with Organizational Change Simulation                                 |                        |
| *Progressing Your Career                                                        | Maintaining Career Fitness (online book) |
| *Setting Personal Goals                                                         |                        |
| *Enjoying Yourself at Work                                                      |                        |

**ELECTIVE COURSES**

*Your choice from instructor-led or online classes offered through LPC. Please list electives below:*

<table>
<thead>
<tr>
<th>INSTRUCTION HOURS</th>
<th>DATE COMPLETED</th>
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<tbody>
<tr>
<td>25 classroom or online</td>
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**CAPSTONE ASSIGNMENT**

*This course is no longer available in ulearn. If completed within the 4-year window it will count towards your certificate.*

Supervisor Signature: ___________________________  Date: ___________________________  
Supervisor’s Name: ___________________________

Send completed forms by interoffice mail to:  
Learning & Performance Center, County Administration Building, Room 405  
Due by April 15
Employee Leadership Certificate
Capstone Assignment Form

Name: _______________________________ Department: ____________________________

Supervisor Name: __________________

The successful completion of a capstone assignment is required to receive the Employee Leadership Certificate. The assignment provides the employee with an opportunity to exercise some of the skills learned through the certificate program and to apply those skills to his or her current position. It also provides the supervisor an opportunity to observe the employee demonstrating his or her enhanced leadership and personal effectiveness skills.

The following instructions will guide you through the steps to completing your capstone assignment.

1. **Define your capstone assignment.** Partner with your supervisor to define a challenging assignment that will provide you with an opportunity to demonstrate the enhanced technology skills that you are acquiring as you attend the courses for your Employee Leadership Certificate. When defining a meaningful assignment, you and your supervisor should take into consideration the course objectives of the Employee Leadership Certificate, development opportunities identified in your Employee Development Plan, past appraisals, and statements that support the technology competencies.

2. **Summarize your capstone assignment.**

3. **Submit your capstone assignment.** Once you have summarized your capstone assignment, make a COPY of this form and send via interoffice mail to Learning & Performance Center, County Administration Building, Room 405 or email it to ulearn@chesterfield.gov. Your capstone assignment will be reviewed and, if necessary, you may be contacted and provided with additional guidance in clearly defining a suitable capstone assignment.

4. **Complete your capstone assignment.** Your assignment may be completed at any time once you have started your coursework. It is not necessary to complete all required and elective courses prior to beginning the assignment.

5. **Verify completion of your capstone assignment.** When you have finished your assignment, have your supervisor sign below verifying completion. This form should then be attached to the Employee Leadership Certificate “Verification of Completion Form”. See “Instructions” for additional information.

I verify that _________________________________ has completed his/her capstone assignment, as summarized above.

Supervisor Signature________________________________________________________ Date__________________
Leadership Certificate Programs
Frequently Asked Questions

Q: What are the benefits of the program?

A: Employees benefit through personal and professional development, which will prepare them for advancement opportunities. An additional benefit is providing employees with a blended learning environment combining classroom and online learning methods. There are benefits to the County as well. This program will develop more competent leaders at all levels and assist the County’s Talent Management initiative for preparing employees for increasing levels of responsibility and accountability.

Q: Will there be formal recognition for completion of a certificate?

A: Yes. Completion of a certificate is a great accomplishment and will be celebrated in a graduation ceremony. To be included in the next Learning & Performance Center graduation and be issued a certificate, all classes and coursework must be completed, and a “Verification of Completion” form received by the Learning & Performance Center. Documentation must be received by April 15 to be included in the annual spring graduation.

Q: If I already took a course that is in the certificate program, do I have to take it again?

A: Employees may receive credit for relevant coursework already completed. All courses must be taken within four years of your certificate completion date. Completion date is defined as the day that all correctly completed paperwork is received by the Learning & Performance Center.

Q: Are there prerequisites to any courses?

A: Not for this certificate.

Q: Is there college credit for the certificate?

A: No, not currently.

Q: Are there any costs for the program?

A: The Employee Leadership Institute (ELI) and Supervisory Leadership Conference (SLC) may charge a nominal fee for each participant. In addition, the requirements for the Supervisor Leadership Certificate include the completion of a Leadership Profile Questionnaire (360 assessment) which may have a fee.

Q: Is this a voluntary program?

A: Yes. The program is designed to be one of many ways to promote continuous learning and will not be viewed by supervisors as a mandatory program for employees. The need for taking a class should be based on obtaining information which will be directly applied in the workplace.

Q: What if I cannot get into a class because it is full?

A: In that case, employees sign up for the next available scheduled class offering. Typically, the classes have openings available.
Q: Can a course taken outside of Learning & Performance Center be substituted for a Learning & Performance Center course?

A: No. Due to the difficulty of assessing the equivalency of courses, courses taken outside of Learning & Performance Center will not be accepted as substitute courses.

Q: Will I get special preference for enrollment in the Employee Leadership Institute (ELI) or the Supervisory Leadership Conference (SLC) if I am pursuing a leadership certificate?

A: No. If there is a tremendous increase in demand for these programs, other options will be considered.
Resources:

**Chesterfield.Gov:**

[https://www.chesterfield.gov/251/Budget-Docs](https://www.chesterfield.gov/251/Budget-Docs) Budget documents and Budget in Brief include description of strategic plan vision and goals and objectives. By randomly picking a few of the documents from 2005 the present, you can get a perspective on the evolution of preferences for how these are stated in documents shared with stakeholders.

[https://www.chesterfield.gov/1057/Learning-Performance-Center](https://www.chesterfield.gov/1057/Learning-Performance-Center) At the Learning and Performance center you will find contact information for Kevin Bruny, Chief Learning Officer. Kevin is a rich resource for all things learning- and performance-related. He played a critical role Chesterfield’s culture building process and understands as well as anyone how to fully engage a workforce in the effort.

Examples of Learning and Performance Center curriculum: Included with Webinar resources.

**Reading:**

Jonathan Haidt, *The Righteous Mind: Why Good People are Divided by Politics and Religion.* If you have never eaten a fried cicada, you might find the thought distasteful if not repulsive. The same feeling can get in the way of efforts to change the values and culture of an organization. Haidt does a nice job of introducing the neuro- and social psychology roots of this challenge.


**Tools:**


ICMA: [icma.org/documents/employee-engagement-surveys-presentation](https://icma.org/documents/employee-engagement-surveys-presentation). Just one example of the resources available from ICMA.
COAA Project Leadership Award Submission

High Performance Portfolio Teams
Hennepin County Facility Services

July 2017
AFFIRMATION AND RELEASE:

Nomination is submitted by: Gina Jamison, PMP
Name: Barbara O’Brien
Company: Hennepin County
Street Address: 300 South Sixth Street, Suite A2208
City, State/Province, Zip/Postal Code: Minneapolis, MN 55487
Phone Number: 612.348.0704
Email Address: barbara.o'brien@hennepin.us

In submitting this application, I affirm to the best of my knowledge, that the information contained herein is accurate and correct. I also agree to grant permission for COAA to use the nomination materials in their entirety (including photographs) for promotional purposes which may include, but not be limited to, the COAA website and Owners Perspectives magazine.

SIGNATURE:                     DATE: July 27, 2017

TITLE: Facility Services Deputy Department Director
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Section 1 General Project Information

Section 2 Overall Project Management

Section 3 Overall Project Success

Section 4 Project Complexity

Section 5 Sustainability Elements / Efforts

Section 6 Conflict Resolution

Section 7 Customer Satisfaction
"The vision of Hennepin County Facility Services is to create a positive work environment where gifted and talented people can do their best work"
Section 1 General Project Information

Name of Project

High Performance Portfolio Management

Location of Project

Hennepin County, Minnesota
6,024,452 Gross Square Feet
85 Owned Facilities
44 Leased Facilities

Name & Address of Owner

Hennepin County Facility Services
300 South Sixth Street, Suite A2208
Minneapolis, MN  55487

Other Professionals

Stormy Friday, The Friday Group
Anton Gardner, Commonwealth Centers for High Performance Organizations
Pam Haats, Hennepin County Center of Innovation and Excellence
Diane Prentis, Trissential

Type of Project

Government Departmental Reorganization

Delivery Method

Adaptive Change Management
General Project Description

Hennepin County Facility Services builds, secures, maintains, and manages properties that includes meeting spaces, medical clinics, offices, correctional facilities, detoxification spaces, courtrooms, parking ramps and lots, sheriff’s facilities, the medical examiner’s facility, a regional 911 center, vehicle maintenance and storage garages and probation offices. Significant changes took place in the department between 2015-2016. Turnover in leadership and staff positions brought in many new faces and fresh perspectives. Simultaneously, the quantity and complexity of services provided and the expertise needed to manage them increased sharply.

- The leadership team recognized that limitations of the existing organizational structure were impacting the successful execution of services:

- Safety, security, preservation, renovation, and new construction projects were being assessed and addressed on an individual project basis. A specific need would be identified, funding requested, and if approved, the project would proceed.

- Facility condition assessments were completed but Facility Services was unable to execute preservation projects in a holistic manner. As an example, instances occurred where a project team renovated a space for functional purposes, and shortly thereafter a different project team worked in the same space for a building preservation project.

- The complex issues faced by Facility Services divisions (safety, security, facility management, design and construction, and administration) had resulted in highly specialized silos, where each division focused inward towards understanding and delivering their specialized services, versus outward towards customers and working with other facility divisions.

The impact of these limitations could be seen in how we worked.

- Divisions were adept at identifying and outlining process improvements, but unable to successfully implement them as many times proposed changes interfaced with the work of other divisions.

- A complex hierarchal management structure negatively impacted the ability to make decisions. When opposing design views arose, rather than being debated and solved at the team level, they were passed along to department management to solve.

- A positive end user experience was declining because spaces were interrupted multiple times for renovations. In addition, end users had many different contacts within Facility Services, and did not know who to contact for what issues.

- Long term skilled subject matter experts were retiring without adequate knowledge transfer practices in place.

Facility assets, rather than being managed holistically, were being viewed through the lens of individual project scope: a security camera installation, a lighting upgrade, new furniture. Although maintaining status quo, the existing departmental structure was not conducive to delivering consistent and high quality management of the county’s over six million square feet of assets. With a nod towards the future, an adaptive change process was initiated.
### Facility Services Management

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<tr>
<td>Facility Services Management</td>
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#### Facility Services Divisions

*Divisions often times acted independently from one another, which interrupted the successful implementation of projects and processes.*

#### Project Duration

Twelve Months

#### Project Start Date

August 2016

#### Project Completion Date

July 2017

#### Changes in Schedule

None

#### Initial & Final Construction Cost

Costs were both tangible and intangible, please see cost section for more information

#### Percentage of Change Orders

Not Applicable
Section 2 Overall Project Information

Project Management
Facility Services Management Team

Example of Excellence: Construction of the adaptive solution process
Because there is no out-of-the-box solution for adaptive change, the project team had to first build a process and obtain buy-in from county administration.

Development of Project Charter
A goal was outlined - to reconstruct Facility Services into a department that viewed and managed our real estate assets through the lens of stewardship. The method must:
- Provide exceptional customer service for building users and occupants
- Be proactive and forward looking
- Be structured in a way that continuous improvements can be made
- Be inclusive and transparent
- Create a positive work environment where gifted and talented people can do their best work.

Stakeholder Analysis and Engagement
Those involved, impacted, or influenced by the change were identified as stakeholders, beginning with and not limited to employees, other departments, county administration, end users, and the public. For this project, even the facilities were considered stakeholders. Organizational change must occur with the cooperation of the affected stakeholders.

Data Collection and Analysis
Data was gathered to provide detailed insight into buildings, projects, and employees. Here’s what we learned:

Our buildings are aging

The number of buildings and square footage we manage and maintain is remaining constant
Example of Excellence: Construction of the new Facility Services structure

Through analysis of the data and deep consideration regarding existing limitations, departmental and county goals, employee talent, stakeholders, and our mission, the leadership team was able to construct a new way of working.

The New Model: Facility Portfolios

It was decided that members from each division would join together to create cross-divisional teams. Each team would be assigned a specific portfolio of real estate, and empowered to be stewards of those real estate assets. Rather than having to be knowledgeable about all six million square feet of facility assets, teams would instead focus and deeply learn the functions, utilization, preservation needs, and occupants of their specific facility portfolio.

High Performance Team Model

The portfolio model of cross-division teams told us what we were going to do, but we needed to determine how we were going to do it. Portfolio teams would need to learn how to work collaboratively, how to become owners andcaretakers of their portfolios, how to disagree, solve problems, and to respect each other. The hierarchy would need to step aside. To create the new working team structure, we pulled in Commonwealth Center’s High Performance Team model.

By creating Portfolio based teams and teaching team members, including leadership, to work using the high performance model, we created the Facility Services Department of the Future.

- Better teamwork, better customer service, better projects, and better outcomes
- Hierarchy gets out of the way, decisions are made by the subject matter experts
- We care for each other
- We are stewards of the county’s assets
**Scheduling**

*Example of Excellence:* Arguably the most challenging part of the scheduling phase was to create an outline of what needed to happen, in what sequence, and the resources required for each step.

Key milestones included:

**Identify what we do**

**Consultant:** The Friday Group  
**Timeline:** November – December 2016  
**Deliverable:** List of Core Values

**Identify how we do it**

**Consultants:** Hennepin County Center for Innovation and Excellence, Pam Haats  
**Timeline:** January – June 2017  
**Deliverables:** Project Delivery Map  
**Consultant:** Diane Prentis, Trissential  
**Timeline:** May – current 2017  
**Deliverable:** Process Map

**Identify how we treat each other & work together**

**Consultant:** Commonwealth Centers for High Performance Organizations  
**Timeline:** April 2017  
**Deliverable:** Employees trained on how work gets done in High Performance Organizations

*Example of Excellence:* With a staff of 297 employees spread out over (129) number of buildings, determining individual employee involvement was a tremendous challenge. Champions were identified, personalities and strengths considered, and lists created. Sessions were scheduled to achieve the highest possible participation from all.
Cost Management

There were three key costs considered during the implementation.

Employee Engagement: The first project cost was not monetary, rather it was to employee engagement. Employees during this time of transition moved outside of their comfort zones to reconsider the work that they did and how they could make it better. This process was uncomfortable, inspiring, and at times very stressful for employees.

Employee Time: The number of hours required was significant. Leadership team members dedicated hundreds of hours to planning and preparing for the transition. Specialized coaching was provided for division managers, helping them learn to shift away from hierarchal management towards becoming facilitators. Individual employees contributed tremendous amounts of hours while still managing heavy project loads.

Consultant Cost: Fees for external consultant’s fees totaled $68,600.

Quality Management

Quality management was seen in how data was utilized as the driver of decision making. In addition, as ideas were generated, we reflected back on our original project goals to ensure we had created the desired outcome. Here’s how our final model compared:

- Be focused on exceptional customer service towards building users and occupants. The new model has the same people focusing on the same buildings and end users over and over. This builds better partnerships, creates a deeper understanding of end user and building needs, and focuses energy so not every person needs to be an expert on every type of space. 
  - Accomplished

- Be proactive and forward looking. Teams are able to focus, and think more deeply about the assets within their portfolio. Projects can be combined and scopes redefined to create efficiency’s in project delivery and asset preservation.
  - Accomplished

- Be structured in a way that continuous improvements can be made. The high performance organizational model puts the power where it belongs—in the hands of the work team experts. If a process needs to change, the team has the power to change it. If a decision needs to be made, they can make it. Improvements are part of the culture.
  - Accomplished

- Be inclusive and transparent. Employees were involved in remaking the process, input was encouraged, updates were communicated frequently, and an open door policy was modeled.
  - Accomplished

- Create a desirable work environment where gifted and talented people can do their best work.
  - Accomplished
Section 3 Overall Project Success

After a year of planning and preparation, the High Performance Portfolio Model was implemented on July 17, 2017. The accomplishment is significant.

- Government organizations are hierarchal. Many people above us could have said no, looked to the future, supported our vision, but they said yes. Even to the lessening of hierarchy.
- Employees, even those close to retirement, stepped up to undertake a complete transformation of how they work.
- Unlike at the beginning of the process, we can now identify what we do, how we do it, and how we treat each other. That’s huge.

Some of the comments that we’ve received:

"I have been impressed with the thoughtfulness, work ethic, and dedication from the Facility Services Leadership Team. Due to their efforts, I predict that the FS Department is much better prepared to be successful far into the future."

- Pam Haats, Hennepin County Center for Innovation and Excellence

"This author truly believes that this generational shift in facility management organization will certainly enhance the effectiveness of our stewardship based model of customer service."

- Brett Bauer, Hennepin County, Manager, Planning & Project Development

Section 4 Project Complexity

The complexities of this project included:

- Building the case for change, and obtaining approval from administration to proceed
- Communication had to be carefully managed to ensure that everyone understood the change process, even down to the detail of what steps were being taken and when.
- Communication had to be direct and honest. We didn’t have all of the answers, we still don’t. Rather, getting to this point is only the beginning of a journey that will, to a great extent, be defined by the new teams.
- Connecting individuals to their contribution to the organization.
- Sowing seeds of change into the organization in a gradual way.
Section 5 Sustainability Elements / Efforts

Sustainability is built into our model in the following ways:

• Our work is tied to our corporate and department missions
• We have created career ladders, and an environment where information is taught and transferred versus being lost when someone retires
• Project savings from combining smaller projects into larger projects has already been demonstrated $1,680,000.
• Change has become part of who we are, not just something that we do occasionally
• The change is happening top down, bottom up, and side to side. This means that when one person or group experiences change fatigue, there is someone else to run with the ball for a while.
• We now know what we do, and are working on not saying yes to everything. This involves retooling our relationships with building occupants, many whom have never been told “no”.

Section 6 Conflict Resolution

Lesson Learned One

The “how we do it” portion of this process was more difficult than anticipated. Existing departmental culture was one of independence. The employees, in a milestone step, very successfully outlined “how we do it” at a high level. Getting to the nuts and bolts of everyday process, however, turned out to be difficult and conflict ridden. Recognizing change fatigue and frustration, we brought in Diane Prentis of Trissential. She continues at this time to help us document the nuts and bolts of high level project delivery, so that, while there is still the ability for employees to express their own personalities in their work, our core processes are consistent through all portfolios.

Lesson Learned Two

The process involved conflict. With employees pushed out of their comfort zones, regular work still very demanding, the stress at times was palpable. We brought in Scott Timmerman, from Hennepin County’s Center for Innovation and Excellence, to help individuals and teams work through conflict, learn how to communicate, and to help employees adjust to the new culture. His presence reinforces the commitment that we all have to this change, and to looking forward, not backward, as we continue on this journey to excellence.

Section 7 Customer Satisfaction

1. Letter from Design Professional - Pam Haats, Center for Innovation and Excellence
2. Letter from Construction Professional - Diane Prentis, Consultant
3. Letter from customer/end user - Brett Bauer, Manager, Planning & Project Development
Polling Results from “Retooling Workplace Culture” – webinar

May 16, 2019

548 locations; 1011 estimated participants in live audience

[CLOSED] How many people are listening on your line?

- 78% 1 -- just myself
- 17% 2-5
- 4% 6-10
- 1% 11-20
- 0% 21 or more -- please send number using Question on webinar

[CLOSED] Where would your agency benefit to boost workplace culture?

- 62% Measure your current organizational climate
- 61% Get clear about organization vision and values
- 45% Pick the low-hanging fruit
- 41% Celebrate success & address needs for change & improvement
- 51% Personally demonstrate your commitment to vision and values

[CLOSED] Have you used employee engagement surveying and measurement as baseline to ensure engagement strategy success?

- 28% Yes, and it’s helped us focus on improvements.
- 18% Yes, but we haven’t turned into improvements yet.
- 36% We’re interested, but we haven’t implemented yet.
- 24% Not currently a priority in our organization.
- 3% Other, enter with ‘Question’ function

[CLOSED] What do you think about switching from performance evaluation to a coaching model?

- 7% We’re already doing it.
- 71% It sounds great, we should explore further.
- 17% While attractive, I don’t see how we’d implement here.
- 2% We like our performance evaluation system.
- 3% Other, enter via “Question” function

[CLOSED] Which of these measures would help your agency retool its culture?

- 63% Identify existing habits (‘hot wash’ approach, etc.)
- 76% Focus on building relationships as part of each job
- 51% Job shadow
- 45% Establish team charters to define decision making
- 80% Use coaching to enhance success

[CLOSED] How was this webinar of value to you and your agency? (Check all that apply)

- 85% learning about ways to enhance workplace culture
- 72% seeing how to retool from performance eval to coaching
- 63% exploring how to restructure the workplace to boost results
- 71% gaining resources to support efforts in your agency
- 2% other, please enter via “Question” function