Employee Engagement in the City of Ramsey
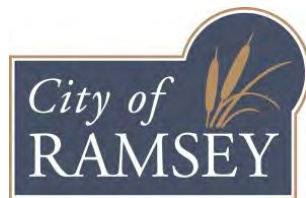## A Continuous Improvement Guide for Employee Development

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This publication may be available in alternate formats upon request.

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EMPLOYEE ENGAGEMENT IN THE CITY OF RAMSEY

A CONTINUOUS IMPROVEMENT GUIDE FOR EMPLOYEE DEVELOPMENT

ANGELA GAO, DIANA NOBLE, DADANG SUNANDAR
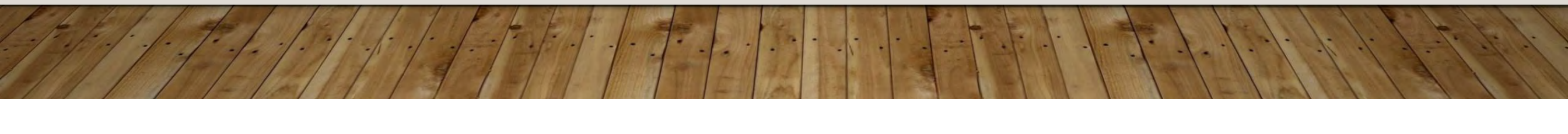
EXECUTIVE SUMMARY

- Project Background

- Change Management Framework

  - Implementation

  - Strategy

  - Suggestions for the City of Ramsey

- Timeline for Implementation

- Pitfalls to Monitor

- Conclusions

PROJECT BACKGROUND

- **Key changes include** city demographics, significant number of impending retirements in city ranks

- **Known areas of focus** – based on employee survey results – include communication, staffing, and supervisory issues

- **Resources for this presentation include** City of Ramsey (CoR) survey results, class discussion, external readings

KOTTER'S FRAMEWORK CAN SERVE AS A GUIDE FOR SHIFTS IN STRATEGY AND TACTICS

1 Establish a sense of urgency

2 Form a Guiding Coalition

3 Create a Vision

4 Communicate The Vision

5 Empower Others to Act on Vision

6 Plan/Create Short-Term Wins

7 Consolidate Improvements & Make More Change

8 Institutionalize New Approaches
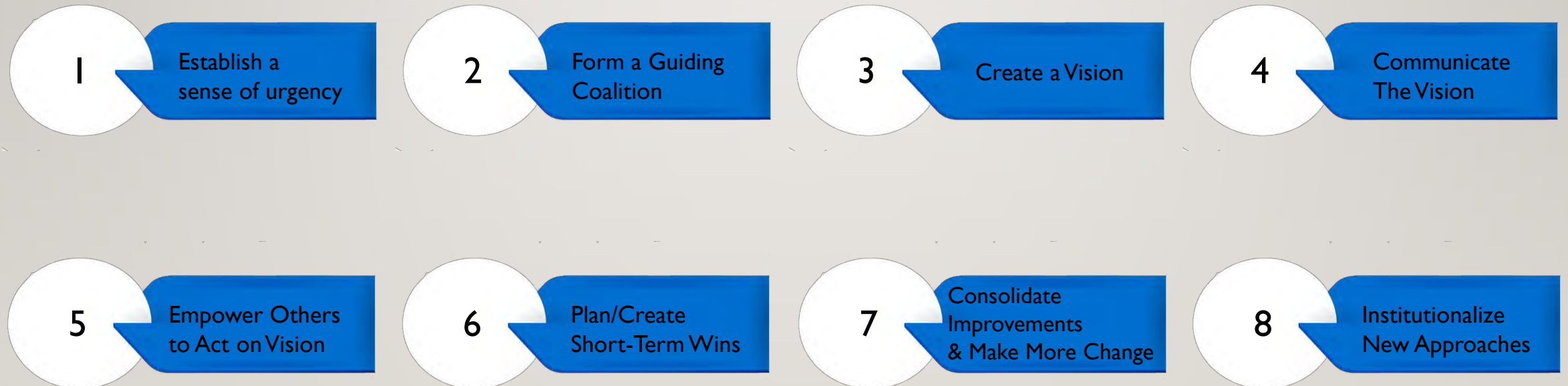
THE CITY OF RAMSEY NEEDS TO GET ALL EMPLOYEES INVOLVED, READY FOR ACTION
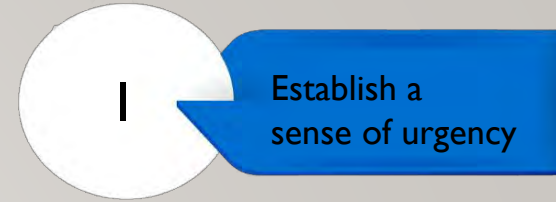
- Urgency establishes a sense of need, a call to action; panic can encourage confusion

- Clearly state that changes must be made to keep pace with the needs but ensure stability regarding job safety is also emphasized

- Consider highlighting a failure or shortcoming to make the situation real

- The CoR can feel urgent about:

  - Results of employee survey, known upcoming changes, requests from the City Council/dept heads, ideas for improvement from any level employee

LOCATE THE INFLUENCERS, ACHIEVE MANAGER BUY-IN, CREATE TEAM OF CHAMPIONS

- The purpose of the coalition is expedite buy-in, locate momentum creators, establish strategic leaders and feedback managers

- Categorize key goals and create timeline of opportunities – this draft gives leaders direction
  - Documentation facilitates knowledge transfer and helps formalize processes
  - Metrics, like what is used for performance management, measure achievements for all goals
  - Culture, e.g. communications, diversity, wellness, are areas of employee focus and should addressed on the same level of seriousness as performance and productivity goals

- Choose the champions – by department, by influence – and share draft and expectations

- Communicate to them their purpose, the benefit (personal/professional development), the expectations, and solicit suggestions or feedback to engage and encourage interest

WITH COALITION AND EMPLOYEE FEEDBACK, CREATE VISION OF CHANGE

The vision builds off of the initial urgency and grows from strategic analysis of coalition

- List goals CoR wishes to achieve – what does the CoR look like in 5 years?

- Create time frame breakdown of goals

- Detail who is involved, where tasks are delegated

- Identify pitfalls, mistakes, ways to adjust as needed

- Communicate acceptance that goals may shift

ESTABLISH A CLEAR AVENUE OF COMMUNICATION, FEEDBACK AND SHARE

- Detail all steps that will need to be taken, not tasks but broad projects and milestones

- Be clear about employee expectations

- Clarify that jobs are safe, stability is important

- Emphasize that some changes can come from employees

- Solicit regular feedback but clearly cap potential efforts to protect resources

- Highlight the fact that investments now payoff later (for front heavy work)

- Consider how to reach ALL employees – email, bulletin boards, in person, at a special Council-led meeting (more likely 2-3), all of the above?

ENCOURAGE ACTION, FEEDBACK, AND PROVIDE CLEAR METRICS AND TIMELINES

Empower Others to Act on Vision

- State timelines for milestones and final goals

- Establish who is responsible, accountable, to be consulted, to be informed (RACI)

  - Delegate responsibilities openly

- Permit mistakes and restate them as learning opportunities

- Celebrate achievements

- Remove obstacles to change, watch out for those who may revert without supervision

START WITH SMALL GAINS TO BUILD CONFIDENCE, ENCOURAGE MOMENTUM

- Choose tasks/goals that require few resources and can result in quick wins to show progress – chose items that can be achieved or rolled out in >3 months

  - New uniform onboarding effort

  - Improved manager checklist for new employee support

  - Improve visibility of Council members

  - Confirm influencer buy-in with public (to employees) announcements

- Consider emphasizing efforts already underway

CODIFY NEW CHANGES, COMMUNICATE TO NEW EMPLOYEES, CELEBRATE, REPEAT

Consolidate Improvements & Make More Change

- Gather departments or work teams, share achievements and learning opportunities, congratulate everyone on all changes made so far

- Support continuing changes, review incentives for change, adjust incentives as needed

- Support culture of change through communications, documentation, metrics

- When covering what changes are to still come, praise extensively the change that has already begun to reinforce meaning of effort

ENSURE NO WORK-AROUNDS EXIST, MAKE COMPLIANCE EASY

Institutionalize
New Approaches

- Research changes to determine if changes are sincere or shadowed

- Alter incentives, policies, compensation to institutionalize change

- Confirm changes are the new normal

- Begin cycle again as needed

POSSIBLE RECOMMENDATIONS – 3 MONTHS

Recommendation Items	Possible Implementation Methods	Evaluation Mechanisms
Initial Communication on Engagement and Change Management	• Kick-off meeting (One-hour plenary meeting between city council, top management, and all possible employees) • Survey results analysis • Define the expected results of these changes • Change model assessment	• Percentage of involvement or participation • Next survey result
Create Manager Buy-in	Vision sharing, personalized task, follow-up actions, control mechanism, adaptation	Next survey results
Introduce wellness and engagement events	One of the agenda in kick-off meeting	Percentage of involvement or participation
Onboarding Package	• Simple handbook "Where am I in the City of Ramsey?" The role and the impact of each function to the city as a whole • Small welcoming ceremony from the manager	Periodical interview for new hires, 3, 6, 12 months after hiring.

POSSIBLE RECOMMENDATIONS – 6 MONTHS

Recommendation Items	Possible Implementation Methods	Evaluation Mechanisms
Reinforce Communication and Manager Buy-in	Vision sharing, personalized task, follow-up actions, control mechanism, adaptation	Next survey results
Analyze Diversity Training Needs	The Implicit Association Test (IAT) voluntary assessment	Aggregate result of employees who participate
Review Hiring Capacity/Needs	Workload analysis form	Percentage of involvement or participation
Performance Communication	Manager-employee quarterly meeting	Performance evaluation form

Time Reasoning
- They can be conducted in a time and cost efficient way; results can be observed in a short period.
- A way to create management buy-in
- Some needs analysis items need to be put in the front to build foundations for future plans

Possible Benefits
- Consistent onboarding process gave people the best first impression and engage the employees from Day 1 and before (SHRM, 2016).
- The city of Ramsey can encourage employees to stay healthy at work by organizing these events. Employees will feel that the City of Ramsey cares about their wellbeing, which engages them and motivate them. This program will also be great opportunities for employees to get to know their colleagues in other departments. Based on the attendance and feedback from each event, the City of Ramsey can develop these events into regularly occurring ones (McKee, Harvard Business Review 2014).
- Although the City of Ramsey is not very diverse, it is better to research on current diversity status and future diversity trends, to prepare for future training request.
- From Employee Survey, we noticed that most employees are not satisfied with hiring and recruitment. Our suggestion is to look into hiring capacity and needs. The fact that some of the key employees are retiring also makes this problem more urgent.
- Create manager buy-in is also a crucial action for City of Ramsey to prepare employees from top down to all changes (SHRM, 2015)

POSSIBLE RECOMMENDATIONS – 12 MONTHS

Recommendation Items	Possible Implementation Methods	Evaluation Mechanisms
Diversity awareness training	On-line training	Kirkpatrick's model (Assessment of trainees' reaction, learning, behavioral change, and result)
Current Status Sharing	Semester sharing of city council meeting	Attendance level of FT employee in the meeting
Consistent and clear communication system	Recruitment templates, goals for performance management, performance talk templates, and timelines, compensation statements	Next survey results

Time Reasoning
- These items may take time to achieve, but still, they are important and achievable.
- These items are the foundation of long-term strategic HR development.

Possible Benefits
- Based on needs assessment in the short term actions, City of Ramsey should look into the diversity issues found in the needs assessment and search for awareness training to solve the problem (Dobbin, Harvard Business Review, 2016).
- Reviewing and revising communication will save time for the organization and also make things easier to engage and motivate people. This program will also lay a good foundation for long-term plans.
- A clear vision of Ramsey's mission and value will provide employees sense of meaningfulness, which also largely encourage and engage employees (SHRM, 2016)

POSSIBLE RECOMMENDATIONS – 24 MONTHS AND MORE

Recommendation Items	Possible Implementation Methods	Evaluation Mechanisms
Talent Management System	May use an HR Information System (Analysis of recruitment and hiring processes, onboarding programs, and performance management plan)	Yearly evaluation of the system
Knowledge Management	• Job Description • Focus Group Discussion • Job Shadowing	• Periodical interview for new hires, 3, 6, 12 months after hiring. • Next survey results
Cultural Shift	Standardized recruitment and onboarding communication, leadership roles	Next survey results

Time Reasoning
• These items are targeted to the expanding City residents and City governance. It is necessary for City of Ramsey to think strategically towards future trends and needs.

Possible Benefits
• To transfer the whole talent management system into one that can target on City of Ramsey's mission and goals can be a long-term goal for HR department.
• Developing systematic knowledge transfer method is also needed to prepare for the changes.
• The city of Ramsey may also need to consider and prepare for culture change as employee groups will have more and more millennials who are different from former generations.

IMPLEMENTATION TIMELINE

Recommendation Items	Month																Year		
	1	2	3	4	5	6	7	8	9	10	11	12	15	18	21	24	3	4	5
Short-Term (Up To 6 Month Programs)																			
Initial communication	■																		
Create manager buy-in	■	■	■																
Wellness events			■																
Creating onboarding package			■																
Diversity training needs analysis				■															
Review hiring capacity/needs					■														
Reinforce communication and manager buy-in						■													
Communication of performance (quarterly)						■			■			■	■	■	■	■			■
Mid-Term (Up To 12 Month Programs)																			
Vision, mission and current status sharing						■						■		■		■	■	■	■
Consistent and clear communication system									■			■		■		■	■	■	■
Diversity awareness training												■		■		■	■	■	■
Long-Term (Two Years and Beyond)																			
Talent management system																■			
Knowledge management																■	■	■	■
Culture shift																■	■	■	■

PITFALLS

Time/Money	Staffing	Motivation
• Cost creep • Projects may languish • Missing staff or staffing needs may delay actions • Budget priorities may shift	• Turnover may be faster than expected • Other turnover issues may pop up • Abstract issues may require deep, personal changes	• Employees may ignore or sabotage efforts • Council may change dramatically • Priorities may change

CONCLUSION

- CoR has a great opportunity to adjust goals for changing needs of the city and its administration

- We recommend following the change management framework, sharing it with employees, and ensuring communication is central to all changes made or asked to be made

- State all goals, the timelines, and expectations for all involved

- Highlight the purpose and benefit of all changes, create an avenue for discussion, assuage but don't dismiss employee concerns

- Guide from the top down but empower from the bottom up

- Be firm but flexible in setting goals, timelines, and expectations