

01 - Session 1 - 10-Stage Charts

1. Orientation & Clarity Mtgs.

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> What are strategic goals hold people accountable for work INSURE EVERYONE'S UNDERSTANDING OF PROCESS EVEN Evaluation Methodology Employed Set Rules that Apply To Everyone Proper Training for everyone Every voice be heard QWL gave clear expectations of what is going to happen Time 	<ul style="list-style-type: none"> not knowledgeable too many segments Weak and Ineffective Management of discipline Budget system still struggles People need to show up & participate WEAK and Ineffective Evaluators control process Rules are made to be broken Management in denial Who involved in training Some don't want change or have no opinion Scared to share opinion

2 SURVEY DEVELOPMENT

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> Honest answers Most important issues are shared (more than just a hard cold issue) Political Dynamics of how City work is to be implemented; Taught to work force No one holding back Employees saying what's really happening in the organization Well rounded questions representing ENTIRE dept Exposure for least 'visible' employees - give them more power 	<ul style="list-style-type: none"> Fear of retribution Root cause is never brought to light I'm fine, who cares about vision or other employees FEAR Scared they'll lose their jobs

3 Data collection, data entry & validation

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> Specific questions pertaining to specific issues both sides represented (Parks's Rec) Everyone needs to buy into the validity of the entire process DATA Collectors Transmitted Properly Define problem → collect info specific to that problem Interpretation of data is true because it is specific/issues 	<ul style="list-style-type: none"> broad questions leading to broad answers fear of retaliation people not taking surveys seriously possible positive outcomes skepticism Good in Garbage Out People make issues & problems up that don't exist if's perceived

4. Analysis, Synthesis & Report Development

WANT TO SEE	POT HOLES
<ol style="list-style-type: none"> Open Communication What will happen next How does this data relate to this as a vision for dept. List very specific trends to avoid overgeneralization (Share information) Accuracy Clear Report on DATA indicators BRAINSTORMING & Analysis most important - least 	<ol style="list-style-type: none"> Lack of how information given (No computers) No follow up (trust that it does happen) Report needs to be easily understood Easy access to analysis, support, & report development (paper, electronic copies) - distribute w/ paychecks Misinterpretation of Data (Too Much Blue Tint)

5. Organization Feedback

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> <input type="checkbox"/> All the reviews <input type="checkbox"/> See it all. <input type="checkbox"/> Everyone accepting feedback <input type="checkbox"/> The group (O.F.R.) stays together & focused Employees take the info seriously Positive feedback Management take info seriously Keep feedback constructive Involve everyone w/ feedback STRAIGHT FORWARDED 	<ul style="list-style-type: none"> <input type="checkbox"/> BE CAREFUL NOT TO USE ANYTHING/ING. Everyone will not want to change <input type="checkbox"/> High turn over Employees not taking info seriously People may take info personally Negative/Ined employees who will turn anything negative? Keep go K reaction - Gu. ded - Only including admin - feedback not trickling down

6. Coaching Labs + Planning Sessions

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> Clear direction Plan (with clear direction) Everyone understands (simple) Incl team members from every level. Meaningful activities with definite results, appropriate time lengths/limits Activities @ various locations w/in the city. Serious team members not just talking to be heard. Guided Planning + Coaching Labs Set time frame for development CLEAR COMMUNICATION 	<ul style="list-style-type: none"> All talk, no action Tuning of this event - STAFF not willing to LEAD SESSIONS not willing to meet time frame take too long to implement sessions

7. TEAM FORMATION

WANT TO SEE	POT HOLES
<ol style="list-style-type: none"> GOOD CROSS SECTION People with good ATTITUDES? Clear goals Balance of responsibilities LMS Support Support from all management levels. Understanding the needs & concerns from employees VOICE OPTIONS WITH NO FEAR EVEN ROLES 	<ul style="list-style-type: none"> Maintain blame - ROLES Cynics often have underlying truths (David's Advocate) Not being allowed to do because of (workload, building coverage, staff) retaliation/bad attitudes Not all on same page - 1 skeptic

8. Development Rec. Design Appr.

WANT TO SEE	POT HOLES
<ul style="list-style-type: none"> Most important Input team leaders: work force Incentives? Problems of whole dept. Proper use of data Define solution Keep morale up Take serious ownership & problem solve (implement solution) Communicating problem effective. EMPOWER Teams to do their jobs 	<ul style="list-style-type: none"> Majority in one group Data not used Guidelines for incentives more important → least subjective Trust issues Mgmt & labor Labor vs Mgmt.

Implementation

9 Implementation + Measurement

WANT TO SEE

Fairness with hiring + Promotion

Set standards - lead by example

Share problems w/ everyone

Change → fresh ideas

INVOLVE EVERYONE

COMMUNICATION

Continue - long term - not a quick fix

Open-minded

Fairness

Updates on progress

Is it really working?

Focus on original goals, not create new issues

Effective change

Time for a change

Accurate measurement of objectives

POT HOLES

People will still pick their favorites whether best qualified

be consistent w/ standards

Set in ways - don't see as "broken"

Stagnate employees upset management

Objective NOT subjective

10. EVALUATION

WANT TO SEE

Clear goals & objectives

Better Communication (up & down org.)

Walk the talk

include everyone in evaluation (everyone has diff opinion)

how info. will be used

WITH EYES OPEN

Be visit places

Plan in action

Did this work?

Keep it going

Reevaluate

Action speaks louder than words

POT HOLES

Constantly Changing

unclear staff roles

hesitant to disseminate info

lack of credibility

skewed evaluations

Not used or only 1/2 used

Not a positive experience

took too long loss of interest