

Memorandum



CITY OF DALLAS

DATE October 10, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **Employee Advisory Councils: An Engaged Workforce**

On Wednesday, October 15, 2014, the City Council will be briefed on Employee Advisory Councils by Cheryl Orr, Ethics & Diversity Officer, and Skot Welch, Global BridgeBuilders. The materials are attached for your review.

If you have any questions, please let me know.

A handwritten signature in blue ink, appearing to read 'A.C. Gonzalez'.

A.C. Gonzalez
City Manager

c: Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Eric Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council

Employee Advisory Councils

An Engaged Workforce

City Council Briefing

Wednesday, October 15, 2014

What is Employee Engagement?

- ▶ Management principle focusing on relationship between an organization and its employees
- ▶ Engaged employees are enthusiastic about their work and take actions to further their organization's goals
- ▶ “An engaged employee is driven by a sense of loyalty and mission to perform their job to the best of their ability while making innovation and continual improvement a priority” – HBR
- ▶ “Employee engagement is when the (organization) values the employee and the employee values the (organization)” – KHI
- ▶ A highly engaged workforce can increase innovation, productivity, and bottom line performance.

Employee Engagement Strategies

Enable employees to be the best they can at work, recognizing that can only happen if they feel respected, involved, heard, well led and valued by those they work for and with



Benefits of an Engaged Workforce

- ▶ 30% of employed workers in the US are engaged at work
- ▶ Engaged employees are 57% more effective at their jobs and 87% less likely to leave – ADP
- ▶ Best Companies to Work For—all have highly engaged employees – Truist
- ▶ 80% of employees are engaged at a typical **Best Employer** – Hewitt Assocs.
- ▶ Chairman of Southwest states...”Leadership is effectively supporting your team of employees. This is how engagement is built...”
- ▶ Smarter Workforce –3 elements of an engaged workforce...
 - Attract best talent
 - Create a social, collaborative culture
 - Connect people to get work done

Strategy for Engaging City Employees

Development of Employee Advisory Councils (EAC)

- ▶ EACs in a Department are a collaborative group of employees who strive to provide innovative solutions, open lines of communication and plan activities to enhance employee morale.
- ▶ Several EACs have been launched in Departments throughout the City: Aviation; DWU; Streets; Code; Controller's; CIS
- ▶ All Civilian City employees will be represented by an EAC by the end of FY15
 - Goals:
 - Facilitate an open, respectful and participative workplace
 - Promote positive and inclusive work environment
 - Encourage effective organizational communication
 - Encourage enthusiasm, initiative and innovation the work



Employee Advisory Councils Will

- ▶ Provide a representative departmental “voice” for all employees
- ▶ Gather and leverage employee input directly
- ▶ Boost employee “engagement” by encouraging morale activities
- ▶ Find innovative solutions to Departmental challenges



5 Phase Process to Establish EAC

- ▶ Phase I Employee Online Survey
- ▶ Phase II Conduct Focus Groups
- ▶ Phase III Summary Report
- ▶ Phase IV Customized Training
- ▶ Phase V Development of Employee Advisory Councils

Process developed by Skot Welch, Managing Partner, Global BridgeBuilders

EAC Key Principles

- ▶ **Egalitarian** – Check all egos at the door
- ▶ **Solutions Oriented** – These are not gripe sessions
- ▶ **Diverse** – Reflect the makeup of the department including but not limited to: culture; age; gender; tenure; race; religion; nationality and educational background
- ▶ **Cross Functional** – Utilize the various experts of the department and the organization
- ▶ **Collaborative** – Not one of us is as smart as all of us together

EAC Key Principles

- ▶ **Communications Mechanism** – Members communicate departmental information internally.
- ▶ **Transparent** – Operate in an open above board manner
- ▶ **Representative of Department** – Members must come from all levels of the department
- ▶ **Inclusive** – Must reach the most fundamental levels/employees of the department
- ▶ **Emerging Leaders** – Serve as a venue to identify potential/emerging leaders in the department

Employee Advisory Committee Executive Leadership Council (EACELC)

- ▶ In November 2014, develop an executive group of employees who will collaborate in the sharing of their issues and their successes.
- ▶ All Chairs of current and future EACs will become members of the EACELC.
- ▶ They will develop an agenda to dialogue with City Manager on a quarterly basis.



Expectations of the EAC

- ▶ Bring forward innovative, problem solving and proactive ideas
- ▶ Bring forward recommendations during the City's Budget process
- ▶ Improve employee morale and support wellness initiatives
- ▶ “Supplement” established lines of organizational communication.
- ▶ Focus on ways to encourage a Culture of “Respect, Customer Service, and Excellence” in Departments





EAC Progression

Current EAC Accomplishments

- ▶ Developed a variety of employee morale building activities (Volleyball tournament, softball leagues, etc).
- ▶ Provided innovative solutions to Departmental issues.
- ▶ Facilitated Departmental communication by producing EAC newsletters, minutes from meetings for dissemination and EAC webpages.



Next Steps

EAC Launches for FY 2015

▶ October 2014

- Parks and Recreation
- Housing
- Trinity Watershed Management

▶ January 2015

- Public Works
- Sustainable Development and Construction
- Equipment and Building Services
- Library

▶ March 2015

- Financial Services / Procurement / Risk Mgmt / Internal Controls / HR / Civil Services / intergovernmental Services / CMO / PIO / OEQ / Fair Housing / OEM
- Convention and Event Services / Cultural Affairs / Economic Development

Upcoming EAC Events

- ▶ Employee Field Day – City-wide EAC Activity, Saturday, October 25, 2014, Fire Training Academy.
- ▶ Citywide quarterly meeting will be held in November 2014.
- ▶ Launch meeting of the EAC Executive Leadership Council in November 2014.

