



"PASSPORT TO EXCELLENCE"
City of Beverly Hills

Alliance for Innovation
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Imagining Innovation Case Study Application

- Project Leader: Cindy Aller-Sterling
- Presentation Team Members: Robin Chancellor, Gisele Grable, Brad Meyerowitz, John McKenzie, and Sandra Olivencia
- Street Address: 455 North Rexford Drive, Beverly Hills, CA 90210
- Phone: 310-285-1018
- Fax: 310-273-1250
- Email: caller@beverlyhills.org



Case Study Synopsis

"Passport to Excellence" - City of Beverly Hills Employee In-Service Training Day

On October 9, 2006, the City closed City Hall and held its first Employee In-Service Training Day. The day long program was comprised of training sessions, educational lectures, departmental open houses, departmental showcases, internal and community sponsored booths, and presentations by keynote motivational speakers. What made In-Service Training Day so distinctive was that it was conceived, developed, planned, and implemented by city employees for their fellow colleagues. It was the culmination of the first phase of an organizational transformation that had been taking place for the prior three years. Also, it was the turning point in which the employees could see management's philosophy in action and a change in the culture of the organization actually taking place in a unique, appealing and dynamic approach. The In-Service Day evolved into a powerful motivational tool, and helped the City in its efforts of continuing to foster a culture of excellence throughout the organization.

The purpose and goals of In-Service Training Day was to provide an opportunity for valuable training and for city departments to "show and tell" in a creative and informative format in order to provide city employees a better understanding of their and their co-workers' role in city government. Additionally, it was to install a sense of pride in being a City of Beverly Hills employee and using this day as a tool to retain and attract excellent city employees.

- Emphasizing the City's commitment towards a "learning organization" concept
- Demonstrating the commitment of the City Council, City Manager and entire city staff, both participants and organizers, to making Beverly Hills a leader in areas of customer service, professionalism, and innovation.
- Expanding employees' leadership capability by utilizing employee-based teams from all levels of the organization to plan and implement the entire program
- Educating the greatest number of employees at one time rather than focusing on smaller groups
- Providing an opportunity to learn more about the organization and department activities and innovations
- Emphasizing the City's commitment to improving internal and external customer service



- Fostering staff excellence and leadership at all levels of the organization by providing personal and professional skills development opportunities
- Providing collaborative efforts through cross department team planning while emphasizing employee strengths and abilities
- Providing an educational opportunity for employees to gain a broader insight and knowledge of the entire organization and providing departments an opportunity to share their expertise, skills and experiences, as well as creative ideas for efficiency and effectiveness
- Providing an in-house approach to help build support, recognition, camaraderie as well as encourage creative thinking and innovation throughout the entire organization

Innovation/Creativity

At the beginning of the City of Beverly Hills' organizational transformation, employees were encouraged and empowered to be more entrepreneurial in their approach to all aspects of their work. The operations of the organization began to improve by initially defining a clear vision, values and goals that were and are continually reinforced and communicated through a number of venues and mediums. All employees were encouraged to participate and take ownership in the growth and development of their organization. One key program that was developed during the initial stages of the City's organizational transformation and not only emphasized the organization's commitment towards its vision and goals, but helped to inspire and motivate the entire organization on its journey was the development of the *Employee In Service Training Day – Passport to Excellence*. Innovation and creativity was fostered through:

- Creation of a unique and customer-service-based *In Service Training Day* for all staff throughout the organization. The process fostered creative and innovative thinking by:
 - Implementing staff's suggestions from brain-storming sessions that generated input, feedback and ideas;
 - Empowering staff to be innovative in developing all aspects of the program;
 - Creating team-based committees across departmental lines in order to develop the training program, which helped to build teamwork and a sense of camaraderie among colleagues;
 - Designing a program that emphasized the breaking down of departmental and structural silos;



- Empowering staff by encouraging participation at all levels of the organization;
 - Utilizing a “bottoms-up” leadership style and developing, nurturing and utilizing all employees leadership potential;
 - Encouraging risk taking & supporting staff so they were not afraid to make mistakes; and
 - Involving employees in a wider range of City activities, projects and endeavors rather than solely within their own Division’s or Department’s programs.
- Developing a training program that was provided to staff at all levels of the organization (not solely for “privileged” or narrow employee groups).
 - Developing training sessions that included professional as well as personal development programs.
 - Enhancing the organization’s orientation toward internal and external customer service.
 - Emphasizing the City’s commitment towards a “learning organization” concept and instituting programs that would foster life-long learning.
 - Highlighting training of all employees as an investment in the organization – (investing in one of the City’s valuable resources – its employees).
 - Providing optional as well as mandatory training sessions.
 - City Council and Executive Staff’s support of the innovative programs/activities.
 - City Council and Executive Staff’s active participation in the Employee In-Service Training Day.
 - Integrating humor into the process and creating an experience that was not only educational but enjoyable.

The Employee In-Service Training Day created a feeling of enthusiasm for what the City was trying to accomplish through its organizational transformation, and through a creative and innovative process, helped the City take its employees to the next level in its evolution of positive change.

Citizen Outcomes

The employees of the City of Beverly Hills benefited from the In-Service Day in a myriad of ways, including: increased professional knowledge, increased camaraderie and an increased familiarity of City government. The City government benefited from the In-Service Training Day through increased professional networking among its own employees, a destruction of inter-departmental silos and an increased



employee knowledge base. The citizens who live, work and visit the City of Beverly Hills will benefit from the In-Service Training Day through better educated, better informed and happier employees who are committed to the motto: Excellent Service Starts with Me!

Also, the day provided an educational opportunity for employees to gain a broader insight and knowledge of the entire organization which will ultimately benefit the entire Beverly Hills community by providing improved customer service.

Applicable Results and Real World Advice

Over the past four years, the City of Beverly Hills has participated in a profound transformation thanks to our City Manager, Roderick Wood and the support of the Beverly Hills City Council. In Service Training Day truly proved to our employees how seriously committed our City was in the City's transformation and how this transformation could not be done without the support of our employees.

Results:

In Service Training Day was an opportunity for all employees at all levels of the organization to get together to celebrate the organization's transformation. It demonstrated the City's commitment in investing in the organization's human capital by acknowledging employee skills and efforts as well as providing employees an opportunity to expand employee knowledge of the organization and experience government at their best.

In Service Training Day created teams of all classification levels to generate input, feedback and ideas while at the same time integrating creativity and humor in the process as well as creating an experience that was fun.

Outcomes:

There is a feeling of enthusiasm for what is going on and what the organization is trying to accomplish through the transformation.

Silos have disappeared and there is a true feeling of camaraderie among colleagues that has brought forth a sense of pride and respect for the organizations culture and a true desire of being "The Best of the Best."