

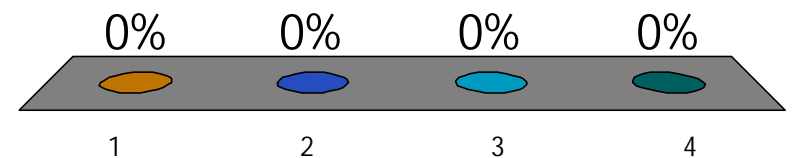
Employee Engagement

Jennifer Kimball, Assistant City Manager, City of Rockville, MD
Catherine Tuck Parrish, The Novak Consulting Group



What I'd like most to hear at this session:

1. Learn different methods of engaging employees
2. Hear stories about what works
3. Learn from others' mistakes on employee engagement
4. Walk through a specific case study on engaging employees





City of
Rockville
Get Into It

- 61,209 residents in 13 square miles
- Third largest municipality in Maryland
- 12 miles northwest of Washington D.C.
- FY12 total operating budget = \$107.2 million
- FY12 general fund budget = \$66 million
- 537 full time equivalent employees

Introduction

- Business case for employee engagement
- How to – questions to consider before you start
- Pitfalls – what to avoid
- Stories – the good, bad, and the ugly
- Comments and questions

Employee Engagement

According to the Gallup Management Journal's semi-annual Employee Engagement Index:

29% of employees are actively engaged in their jobs

54% are not engaged

17% are actively disengaged

The Business Case

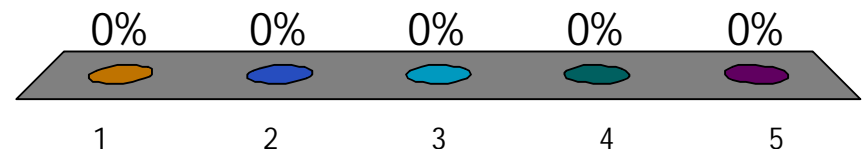
- Engaged employees outperform average employees by 20%
- Highly engaged employees are 87% less likely to leave their organizations than highly disengaged employees
- 44% of engaged employees strongly agree that the conditions of their lives were excellent, in contrast to just nine percent of actively disengaged workers

What problem are you trying to solve?

- Need to improve productivity and effectiveness
- Have low morale
- Need help on a specific project
- Need input on an organizational change
- Want to add leadership capacity in the organization
- Want to say we've done it because an ICMA presenter said we should

Which best describes why you want to engage employees?

1. We need to improve productivity and efficiency
2. We have low morale
3. We need help on a specific phase of a project
4. We need input on an organizational change
5. We want to add leadership capacity in the organization



The Foundation

- High Performance Organization (HPO)
- Organizational and community values
- Culture of high performance and engagement
- Expectation built over time

What is the Employee Role?

- Provide input up front
- Identify and/or evaluate possible solutions
- Support project/program implementation
- Vet different solutions
- Get agreement before selecting course of action
- Determine final outcome
- Get fresh ideas
- Solicit customer feedback
- Recommend or advise

What is the leadership role?

- Define the process clearly before you begin
- Identify the sponsor
- Define the end product
 - input, advice, recommendation, implementation
- Develop a Charter
 - purpose, deliverables, timeline, decision-making, interim reports, resources, authority/limitations, composition of group, accountability, duration of group

Who is asked to participate?

- Mandatory meetings
- Volunteers only
- Recruited employees
- Selection by department heads
- Selection by City/County Manager
- Some hybrid

How will employee input will be solicited?

- Focus groups
- Surveys
- Interviews
- Employee meetings
- Informal ways
- Anonymous or attributed

How do you keep everyone informed?

- Communication methods
- Who “owns” it
- Frequency and timing
- Document the process
- Wrap it up

Pitfalls: What to avoid

- Lack of assessment
- Creating unrealistic expectations of action
- Lack of follow through
- Distrust by employees
- Distrust by management

Pitfalls: What to avoid

- Unclear process
- No executive leadership
- Giving up when it gets messy
- Taking too long to complete
- Engaging only the “usual suspects”

Questions/Comments?

Jennifer Kimball

www.rockvillemd.gov

jkimball@rockvillemd.gov

Catherine Tuck Parrish

www.thenovakconsultinggroup.com

ctuckparrish@thenovakconsultinggroup.com



ICMA
97TH ANNUAL
CONFERENCE

Milwaukee
WISCONSIN SEP 18-21 **2011**

ICMA
**97TH ANNUAL
CONFERENCE**



Milwaukee
WISCONSIN SEP 18-21 2011