

Transforming Organizational Culture

Panelists:

Aly Moorji, City of Edmonton, AB, Canada

Cheryl Orr, City of Dallas, TX

Skot Welch, Global Bridgebuilders, Grand Rapids, MI

Rob Gannon, King County Metro Transit, Seattle, WA

Session Lead:

John Greenwood, City of Bellevue, WA



Panelist Presentation #1

Diversifying our Workforce, Transforming Our Culture

Aly Moorji

Recruitment Team Lead

City of Edmonton, AB, Canada





City of Edmonton Facts

- Metropolitan population of over one million people
- Edmonton's population has grown more than 60,000 in the last 2 years
- Approximately 5% of our citizens are Aboriginal
- Albertans with disabilities account for 12.5% of our population
- Approximately 14,000 employees make up our workforce

Diversity Programs Making a Difference

- Diversity & Inclusion Framework is our foundation
- Diversity goals defined in our 2015-2020 Corporate Workforce Plan
- Training Programs:
 - Interview Certification Training
 - Respectful Workplace & Creating an Inclusive Leader
 - Aboriginal Peoples Awareness & Education
- Hiring Initiatives and Programs

Interview Certification Training Program

- Increase skills of supervisors to hire top talent
- Every interview panel must have 1 individual that is certified
- To be certified, you must complete:
 - 1) One day of in-classroom training
 - 2) Complete an on-line assessment
 - 3) Undergo an observation of an interview
- Portion of the training is dedicated to hiring a diverse workforce
- 736 Supervisors Fully Certified

Respectful Workplace & Creating an Inclusive Leader

- Respectful Workplace Training is mandatory for all employees (3 hour in-classroom)
- Provides a common expectation for respectful workplace behavior
- Currently offering a Creating an Inclusive Leader Program
- Assessment to measure unconscious biases

Aboriginal Peoples Awareness and Education

- 5% of our citizens are Aboriginal
- Commitment from our Mayor that all employees will understand Aboriginal Peoples
- Launched an on-line website
- Conducted training sessions for Senior Leaders and Supervisors. 700 Managers attended
- Currently developing classroom training
- Involving key external partners in the development
- Participating in traditional ceremonies
- Using the expertise of our internal Aboriginal Employee Resource Network

Hiring Programs

- Leverage all available talent in the labour market
- Build relationships with post-secondary institutions, multicultural organizations, disability support agencies and employment organizations supporting the Aboriginal community
- Leverage employment programs offered by external organizations
- Work together with our Unions and our Business Areas to develop programs

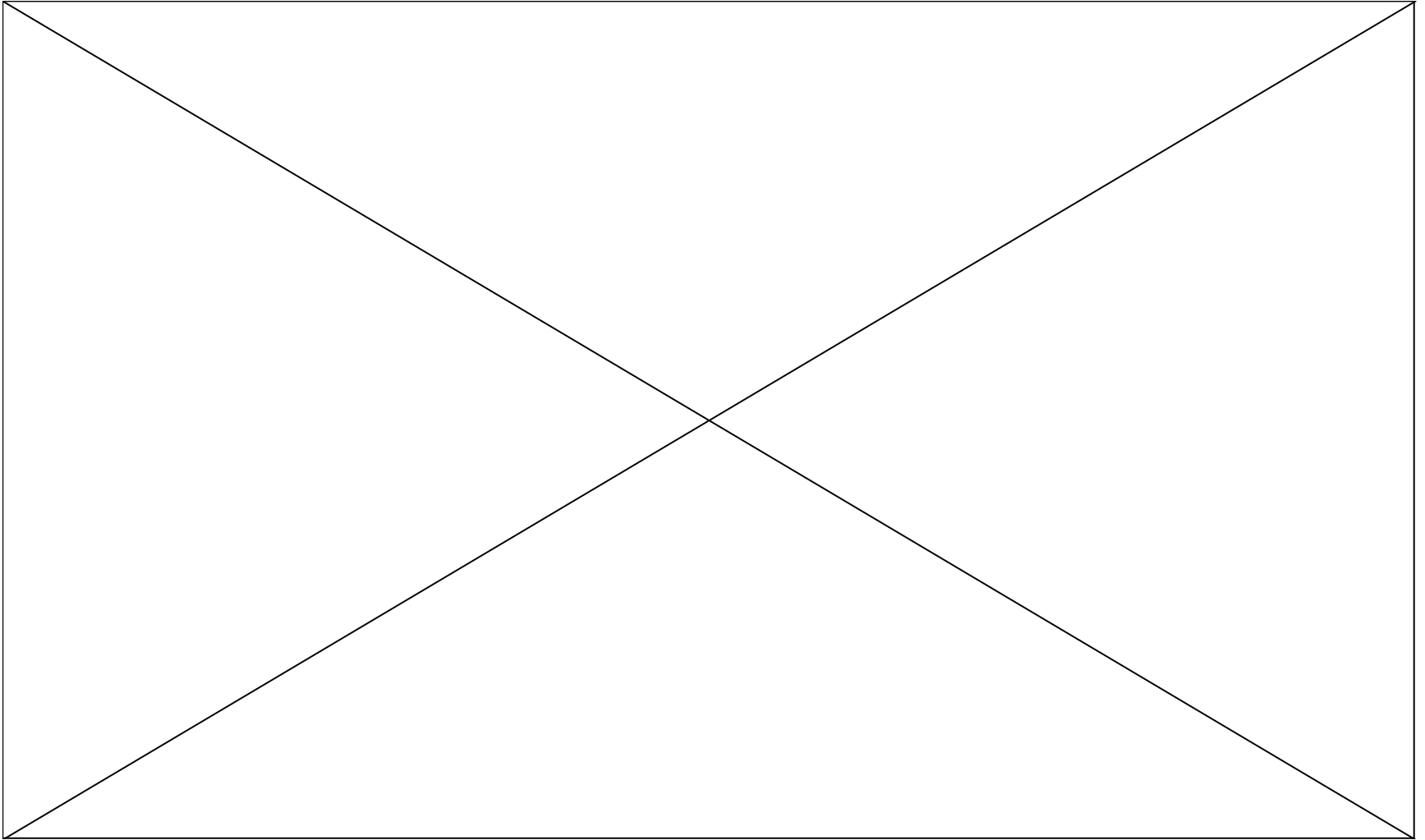
Successful Hiring Programs

- Post-Secondary Student Co-op
- Aboriginal Peoples Summer Student Work Experience
- Nikaniw Aquatics Leaders Program
- Integrated Heavy Equipment Technology Work Experience
- Women Building Futures Work Experience
- Registered Apprenticeship Program for high school students
- Fire Cadet Program for high school students
- Unpaid Practicum Placements
- Staff Support Pool(Internal Staffing Agency)

Abilities @ Work Hiring Program

- Provides meaningful part-time employment for individuals with intellectual disabilities
- Partnerships established with disability-related community organizations and our Unions
- Achieved 25 placements by Feb, 2015
- Significant impact on our culture

Abilities @ Work



Questions/Comments?

If you would like to discuss these Programs and Initiatives in more detail, please contact me at:

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Panelist Presentation #2

Enhancing Employee Engagement in the City of Dallas

Presented by:

Cheryl D. Orr, SPHR, IPMA-CP

Ethics and Diversity Officer

&

Skot Welch, M.M.

Founder/President

Global Bridgebuilders



CITY OF DALLAS

- **27 Departments**
- **14 Offices of...**
- **14,000 employees**
- **5,000 First Responders**
- **479 different types of jobs**
- **808 facilities to maintain**
- **2.8 billion dollar budget**
- **1 City Manager, A.C. Gonzalez**
- **5 Assistant City Managers**
- **1 Chief Financial Officer**



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

Background

- In 2007, one of the departments of the City of Dallas was dealing with assertions of ethnic bias, with accompanying fears of litigation. Some employees had the impression that the director of the department and their subordinates were only providing advancement opportunities to employees of like ethnicity. Naturally, this caused resentment and low-grade conflict. Though the work kept getting done, it was in spite of the employees' relationship with management, not because of it.
- Departmental leaders asked Global Bridgebuilders to come in and conduct initial focus groups. They wanted GBB to find out what was actually happening in the rank and file. With the work environment getting more and more tense, they knew they needed outside help to see clearly and act wisely.
- This was an ideal project for Global Bridgebuilders, which specializes in designing profitable workforce communities. GBB's role is to be a catalyst and coach to help organizations attain and sustain higher levels of performance. To this end, Skot Welch held an initial meeting and listened attentively to the department director and assistant directors. Global Bridgebuilders then advised the executive management to deploy the five-step process.

5 Phase Process to Establish EAC*

- Phase I Global Bridgebuilders Proprietary Tool: Inclusion Systems Assessment[®] (iSA) Employee Online Survey – Quantitative/Organizational
- Phase II Conduct Focus Groups – Qualitative/Individual
- Phase III Summary Report w/Actionable Recommendations
- Phase IV Customized Training/Curriculum
- Phase V Development and deployment of Employee Advisory Councils (EACs)

City of Dallas Employee Advisory Council's Purpose

☐ Gather and leverage employees input for.....

- Innovative operational improvements
- Improving morale
- Recognition of employees
- Implementation of sustainable solutions to departmental challenges
- Health & Wellness education implementation
- Actively engaging all voices in the organization

Goal of City of Dallas Employee Advisory Councils

□ What the City want EACs to accomplish.....

- To strengthen communication in the Department across all lines
- Promote positive and inclusive environment for all employees
- Encourage enthusiasm, initiative and innovation
- Employee engagement - “fully” show up to work
- Empower employees to resolve conflict, challenges and inefficiencies
- Transfer of institutional knowledge
- Develop future City leaders

EAC Values

- **Egalitarian** - Check all egos at the door
- **Solutions Oriented** -These are not gripe sessions
- **Diverse** - Reflect the makeup of the water 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
- **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

EAC Model

- EAC members are from all levels of department
- EAC officers; Chair, Vice Chair, Secretary, Parliamentarian (elected)
- Top leadership from department (Director, Assistant Directors or third tier leadership part of the EAC)
- Global Bridgebuilders EAC Coach/Strategist – non voting member
- Human Resources representative – non voting member
- Office of Ethics & Diversity representative – non voting member

Employer Advisory Council

Members of the Department

Department Executive
Leadership

Human Resources

Ethics & Diversity

City Manager

EAC Fuel

□ How does the EAC know what operational improvements are needed...

- Top 10 wish list created during focus groups
- Committee work lists created during EAC launch process
- Additional Surveys and assessments - Global Bridgebuilders' Climate Bridge Survey® (CBS) as well as various DiSC tools
- Opportunities and Innovation Form (OIF) - Key

Accomplishments

- **Rolled out 18 EACs citywide (two EACs have several small departments in them)**
(Support from City Manager, Department Heads, Global Bridgebuilders and Office of Ethics and Diversity)
- **Regular meetings held throughout the City (Global Bridgebuilders Coach/Strategist and Ethics and Diversity staff attends the meetings as consultant) to address issues and plan morale building activities**
- **EACs trained on:**
 - EAC member roles
 - EAC Officer's roles
 - Establishment of Bylaws for each EAC
 - How to run an effective meeting (use of parliamentary procedure),
 - Preparation of Agendas
 - Global Bridgebuilders' succession leadership development curriculum
 - Standing committee participation expectation: Technology, Governance, Morale/Recognition, Health, etc.
 - Credit for participation – Project Supplemental Review Form
 - Track EAC participation in Lawson (no additional pay, overtime or comp time for EAC related work)
- **Beginning to track Process improvements Citywide through data spreadsheet**

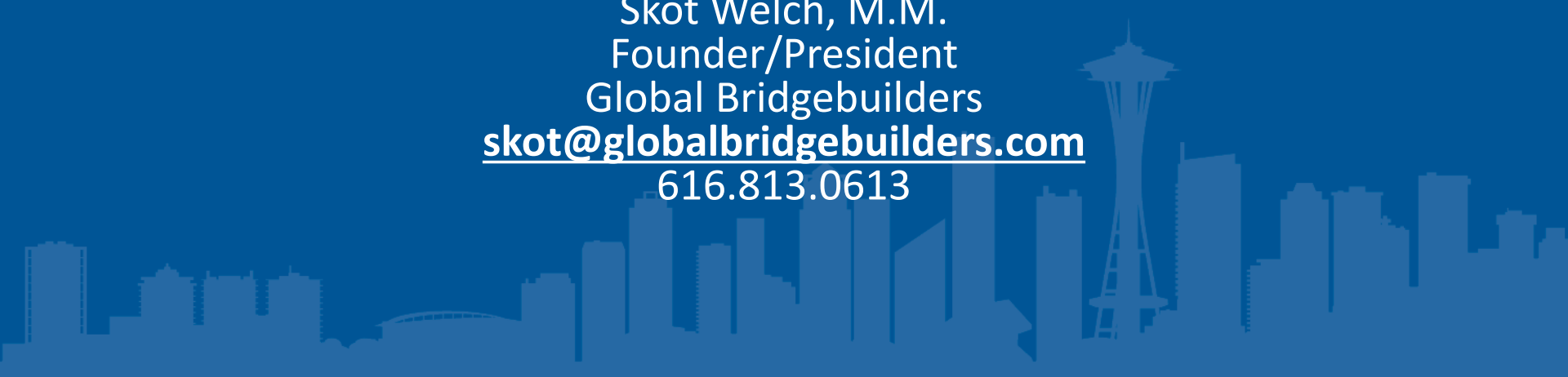
Questions/Comments?

Additional Information...

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Panelist Presentation #3

The PACE Formula

Rob Gannon

Deputy General Manager

King County Metro Transit



What is PACE?

- The story of the Partnership to Achieve Comprehensive Equity told to illustrate how to:
 - Shift organizational culture
 - Invigorate collaborative labor-management relationships
 - Create opportunities for employee engagement
 - Address issues of institutional “-isms” and improve diversity and inclusion practices
- A working framework to apply in a large, complex, customer-focused agency
- A journey, a movement, and an intentional continuous improvement effort, with many lessons learned along the way

King County Executive Dow Constantine's Vision



Building Shared & Sustainable Prosperity



Prior efforts aimed at “Cultural Change”

1990

Myriad Report

- Cultural change effort to achieve greater openness and inclusion

1994

King County-Metro Merger



2000

Blue Chip Report

- Recommended policies & procedures, programs, & skill development to address disciplinary disparities in Metro

2010

Operator Discipline Report

- Recommended ways to improve Metro’s record of addressing issues of inequalities, particularly in the area of discipline

PACE: Our moment of “urgency”

April 2013

ATU Open Letter

ATU Executive Board calls on King County and Metro Transit to respond to longstanding issues of inequality.

April 2013

ATU Local 587 News Review

VOL. XXXVI, NO. 4

An Open Letter to King County

Visit online: www.atu587.com

An Open Letter to King County

Procedures within King County and Metro Transit are not fair. It is our hope that this public pronouncement of our disappointment will be instrumental in helping all parties concerned. It has continued to be our goal to work in

Paul J. Eschel
President/Business Representative
Local 587

Clint De Voise
VM Vice-President/Asst. Business Representative
Local 587

Michael Moore
587 Minority Affairs Coordinator

Verita Alexander
587 Transit Operator Representative

Lisa A. Nault
587 Transit Operator Representative

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Raymond H. Mason
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Daniel O. Kennedy
587 VM Maintenance Representative

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587 Facilities/VM Representative

Kevin L. Hendricks
587 Supervisor Representative

Ninub J. Hopkins
587 SPT/First Transit Representative

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An Open Letter to King County

The Amalgamated Transit Union Local 587 is a Union that serves a diverse membership of men and women. Organized since 1812, with the principal purpose of protecting worker rights and improve employment conditions in the workplace. We are the voice for over 4,000 working men and women employed in Martin Luther King County and throughout the West Coast of Washington. Our leadership is elected and has evolved over the years to reflect the growing strength and rich values of our members.

The Officers and Executive Board of ATU Local 587 are not only personally compelled, but duly charged to confront and officially voice our concerns of unfair practices in the workplace. Therefore, we are posting this open letter to serve notice of our disappointment with King County METRO. We stand firm in our solidarity and emphatically denounce practices of workplace disparity. Deliberately committed or not, these injustices cause harm to both the injured party as well as those engaging in these actions.

The following incidents by no means represent the scope of the problem in its entirety. Nevertheless, they do serve to illustrate the particulars, as we perceive them. The apparent lack of cooperation from our King County counterpart on the issues of racial discrimination, tendentious promotional practices, and biased disciplinary actions, has created a discontent in METRO's workforce impacting our Union sisters and brothers.

While clearly expressed, our concerns have been met with disingenuous and half-hearted measures to remedy this problem. The observable deficiency of leadership on this matter truly has forced us to evaluate our options in resolving these issues. Cease-and-desist with these practices and let us move forward the worthy, respected and essential goal of equality in all hiring, fair promotional and disciplinary

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“Injustice anywhere is a threat to justice everywhere.”
— Dr. Martin Luther King, Jr.

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BARGAINING EFFORTS
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PROPOSAL TO CHANGE BYLAWS
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BETTER PAY YOUR CIRCA
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FAIR CUSTOMER COMPLAINT SYSTEM
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DAN LINVILLE RETIRES
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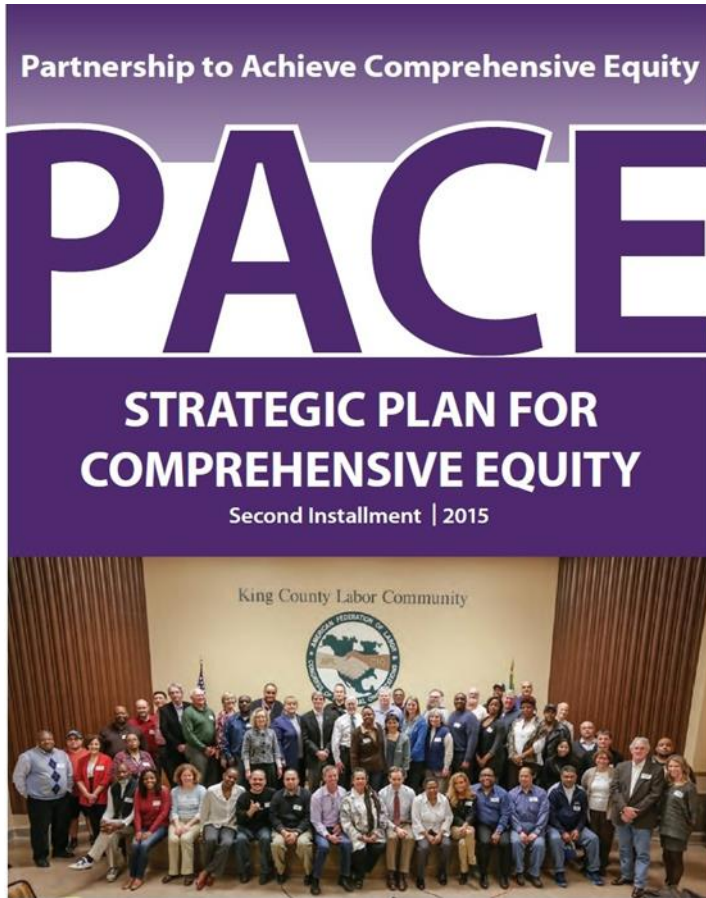
MORE BUS SERVICE NOW!
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PHOTOS FROM LIGHTB DAY 2013
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MERAA RUN FOR THE ROSES AT EMERALD DOWNS
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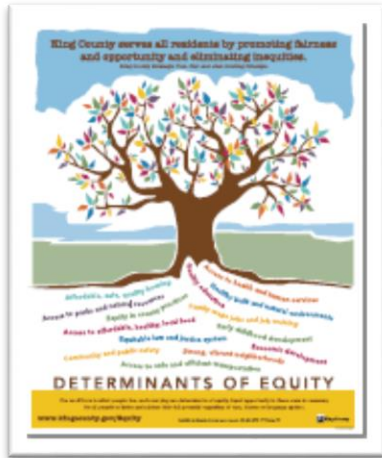
PACE: What we “Achieved”



- 130+ employee recommendations approved by the Steering Committee.
- 15 prioritized for immediate action.

Recognition:
NPELRA
Innovation Award
Annual ESJ report

PACE: a multi-faceted approach



An application of Equity and Social Justice



A commitment to a diverse and skilled workforce



A platform for labor, management and employee partnership



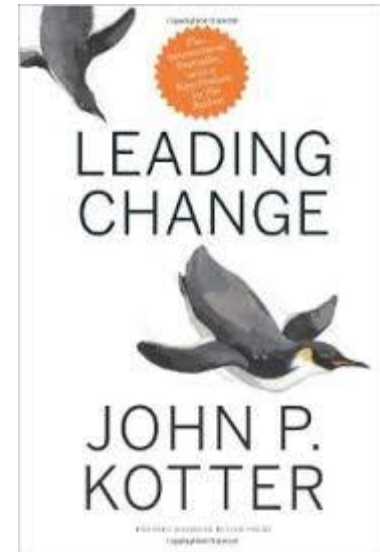
A holistic approach to addressing institutional barriers to equity and inclusion

Key structural elements of PACE

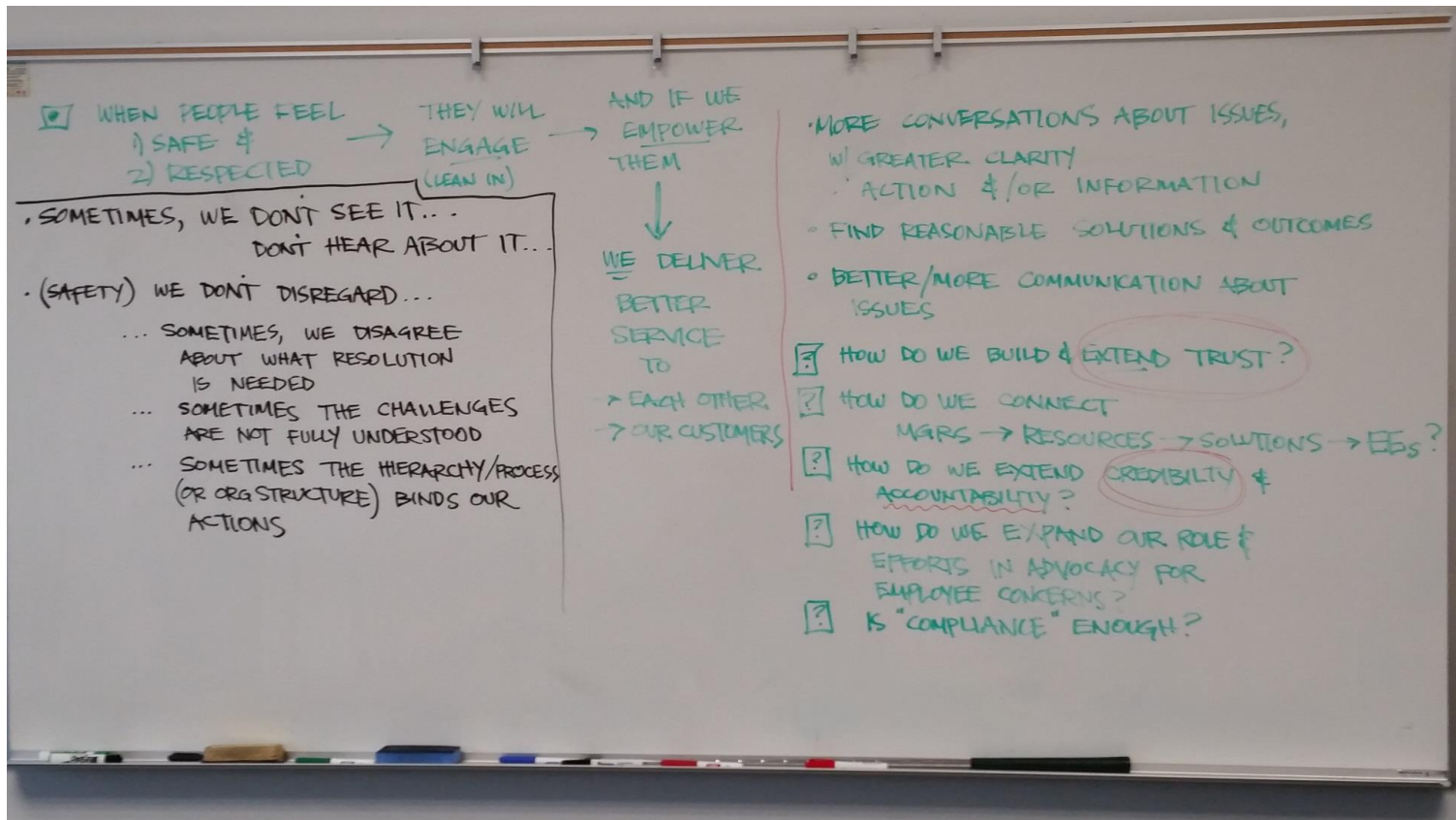
- A chartering document defining key terms, the scope of the effort, and a durable leadership structure
- A work plan with timelines that identify key deliverables and major milestones
- An acknowledgment of necessary resources, and commitment from sponsors to provide them, while also calling out possible constraints
- Opportunities for both broad participation and real contribution
- Multi-channel, dynamic communication tools, and exhaustive effort to keep information current

Kotter: 8 Steps to Transforming Your Organization

1. Establish a sense of urgency.
2. For a powerful guiding coalition.
3. Create a vision.
4. Communicate the vision.
5. Empower others to act on the vision.
6. Plan for and create short-term wins.
7. Consolidate improvements and produce still more change.
8. Institutionalize new approaches.



“It’s a mutual, joint-stock world in all meridians...”



Some simple goals:

- Sustain momentum
- Expand participation
- Learn new information
- Report progress
- Collect feedback and integrate ideas
- Identify and eliminate common barriers
- Build unity



PACE: Lessons Learned

1. Go slow to go fast
2. “Typical social sector mindset and behavior has it backwards. It is not about pre-determined solutions and emergent interactions and relationships; It is about pre-determined interactions and the relationships and solutions that will emerge.”

--John Kania, FSG, October 2014, Tamarack Collective Impact Summit, Toronto

3. Change happens at the speed of trust

Questions/Comments?

Additional Information...





2015 SEPT 27-30
seattle
ICMA ANNUAL CONFERENCE KING COUNTY

