

KEEPING STAFF MOTIVATED & ENGAGED

NCDA Fall 2014 Meeting – Region I

Anne Marie Belrose



Employee Engagement Committee – charged with improving employees’ work experience – social activities, effectuating change within the community, and building relationships and trust among colleagues.

- Softball league
- Fundraising – for families in need, local food banks, charitable causes, etc.
- Ice cream socials
- Celebrating life events
- Boston Shines – community clean-ups, park improvements, etc.
- Holiday parties
- Hobbies – teaching skills like gift wrapping, how to take care of plants, book groups, brown bag lunches on travel experiences

Director's Office Hours

Dedicated office hours several days per week in which any employee can meet with the Director to discuss pressing issues

Suggestion Box

Anyone can drop an anonymous note in the suggestion box to make a recommendation or provide feedback without fear of repercussion



Quarterly Employee Surveys

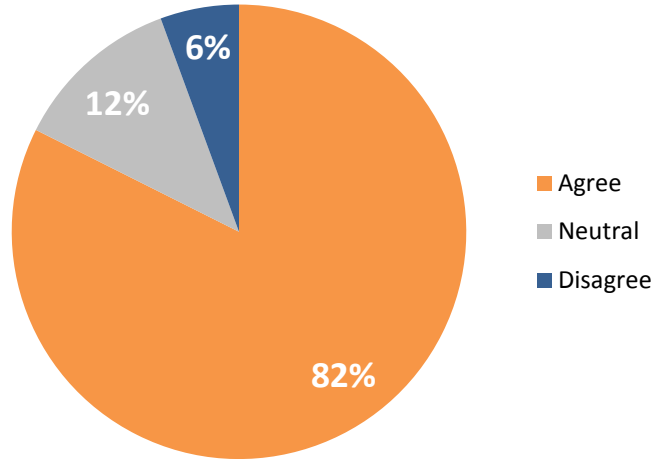
- Everyone participates anonymously
- Provide feedback on myriad topics, rating successes/failures on 5-point “Totally Agree-Don’t Agree At All scale”
- Results are tracked over time to show progress or areas in need of improvement
- Each survey question includes an optional narrative field to provide qualitative feedback
- Every employee is encouraged to provide narrative feedback at the end of the survey, and to give a “shout out” to colleagues who have done exceptional work

Quarterly All-Agency Meetings

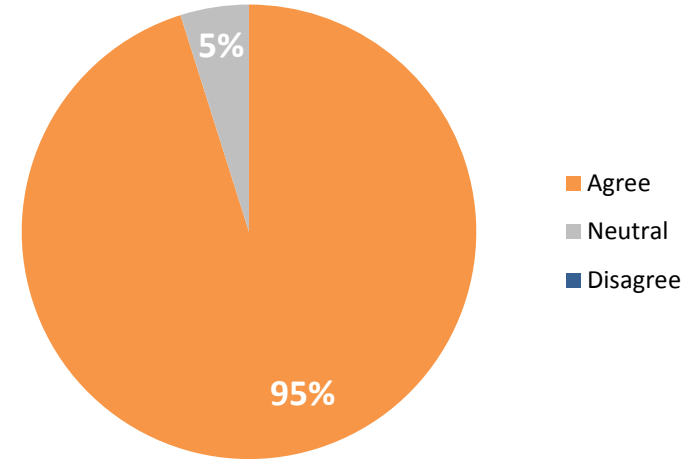
- Discussion regarding most pressing issues of the day – teams within the Department rotate and present the work they are doing currently, new initiatives they are launching, etc.
- Results of Quarterly Employee Survey are shared, compared to past results, and discussion is invited
- Leadership acknowledges that the demands placed upon the Department will always exceed resources, and staff is invaluable in recalibrating and rebalancing priorities
- Open-Door Policy is reinforced, and employees are encouraged to confer with supervisors if they are over-extended, or have the ability to assist in high-priority projects

Overall, Employees at DND are passionate about their work and enjoy working here

All things considered, I like working at DND



I am proud of the work DND does for Boston



Keep the Conversation Going

Throughout the survey, it was clear that most of us enjoyed being asked to share our opinions and provide concrete suggestions and thought-provoking commentary. The statements in blue italics throughout this report are direct quotes from a colleague's response.

Don't wait until the next staff survey to share your thoughts. If you have any concerns or ideas you want to share, please bring them up with your supervisor, with Devin or Sheila, or feel free to send a note to suggestionbox.dnd@cityofboston.gov. Our doors are always open to discuss making DND more successful and a better place to work

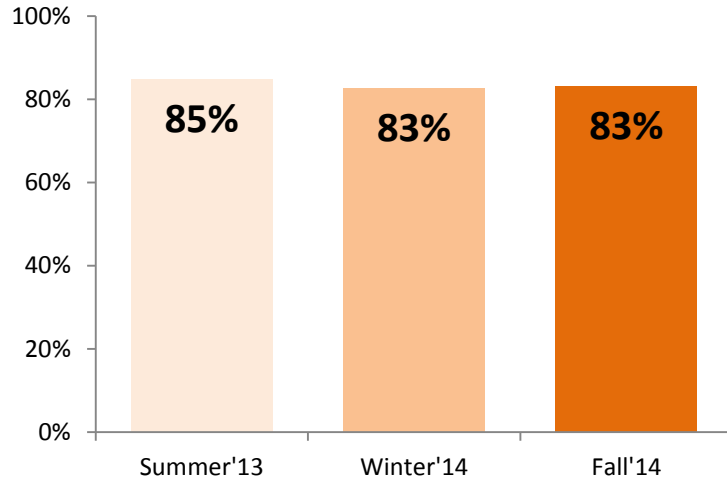
"Staff at DND are very dedicated and committed at what they do"

"We are here to get the job done!"

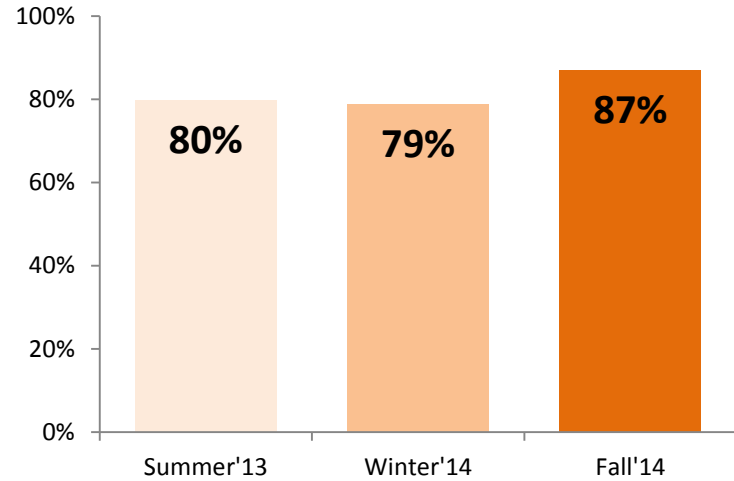
"I am blessed to work with such expert colleagues"

We're improving our service, but need to do more to recognize our staff

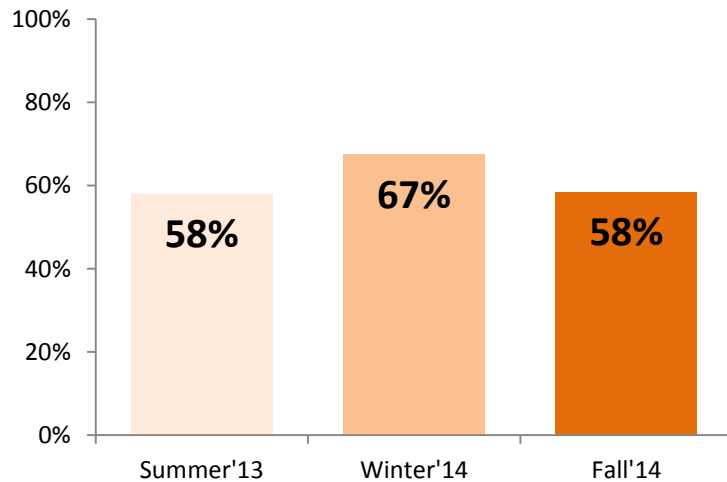
Change since Last Survey: % Agreeing that I get a feeling of personal satisfaction from my work



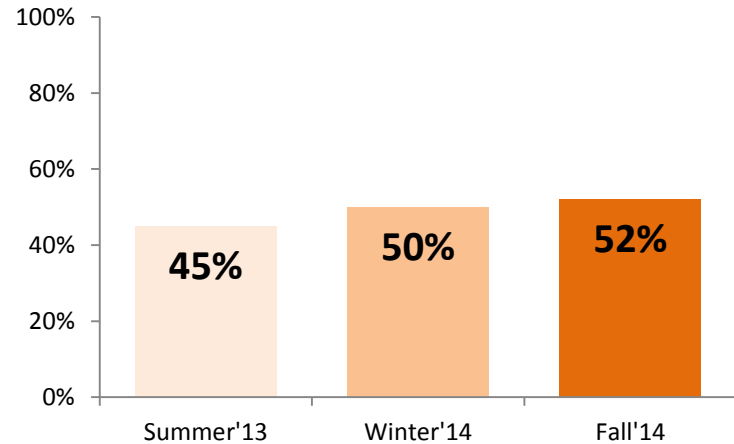
Change since Last Survey: % Agreeing that DND effectively serves our constituents



Change since Last Survey: % Agreeing that I feel that I am valued at work

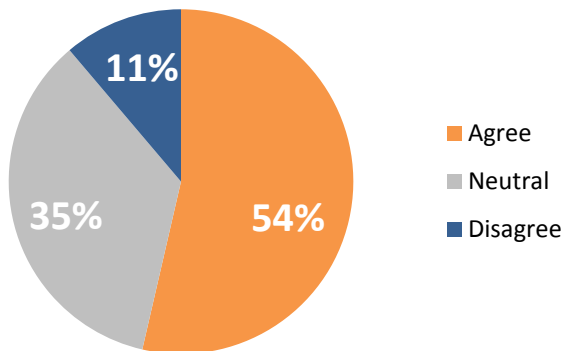


Change since Last Survey: % Agreeing that I receive enough recognition from my supervisor for work that I do



Most of us believe DND is headed in the right direction – no one disagrees but some staff are neutral

The department has made significant improvements over the past year

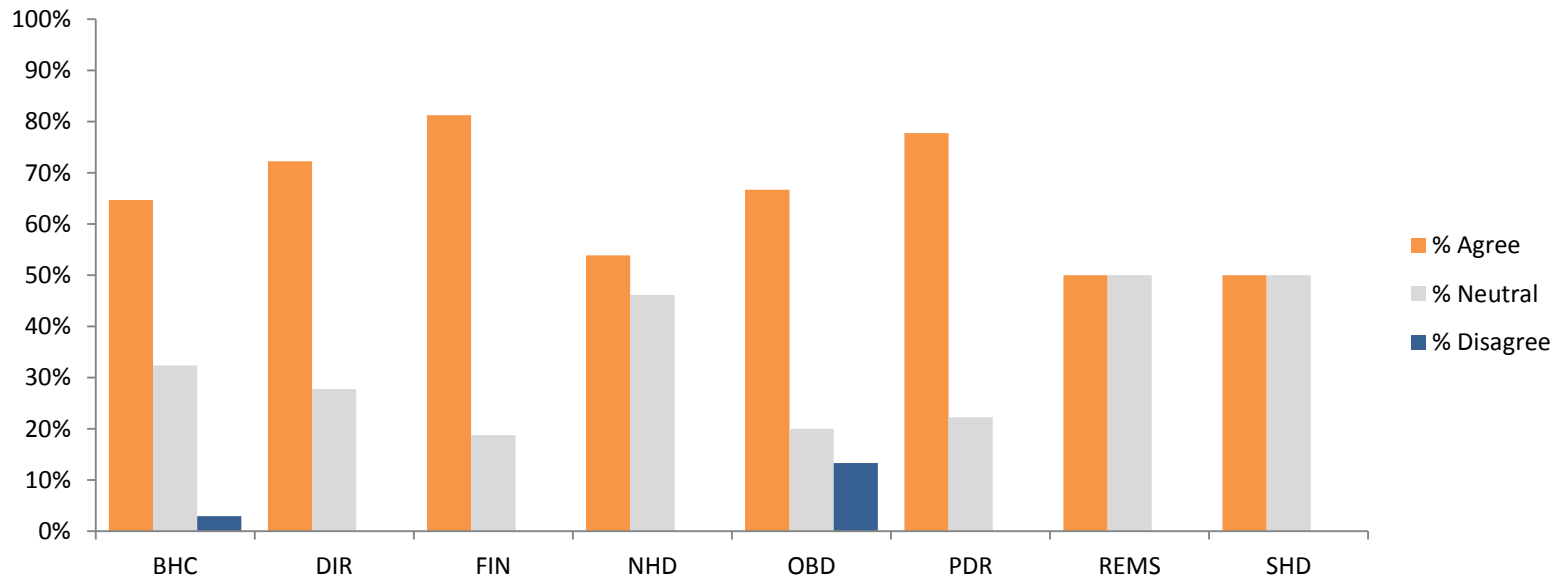


“With the New housing plan, the implementation and success demands that we exceed current productivity”

“People seem very much on edge because they are stretched too thin.”

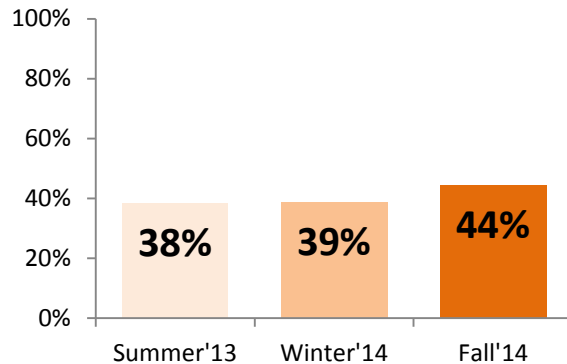
“There is an imbalance in work assignments for staff.... It is not sustainable to ask those that are seen as able and competent to always be asked to step in to fill in.”

DND is headed in the right direction



DND Managers Should Continue to Focus on Internal Communications

**Change since Last Survey: %
Agreeing that The DND senior
management communicates well
to the entire team at DND**

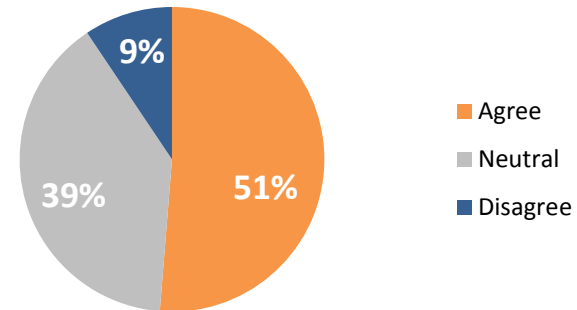


“I believe managers could be more effective in communicating goals, creating positive morale and encouraging and motivating employees. Training sessions for motivating employees would be beneficial to AD's and Deputies alike.”

“Think about ending some of the outdated or now less relevant DND programs and replacing them with programs that are more closely associated with current conditions.”

“Help staff feel engaged with the goals, even if they don't work in housing specifically.”

**The DND senior management team has
identified clear strategic goals for the
Department**



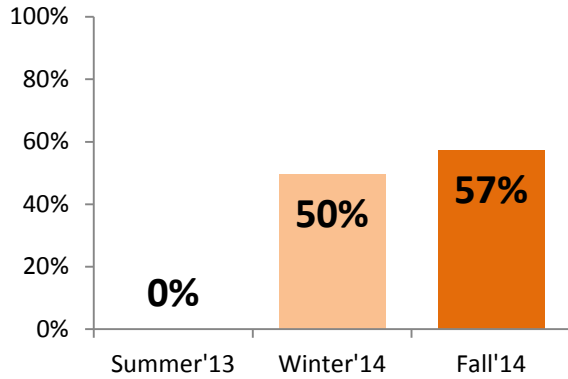
“The Housing Plan is very comprehensive and very powerful....Implementation and execution are going to be much more work... Sometimes as soon as these plans are announced, we are already thinking about the next big thing”

Rapid Follow-up

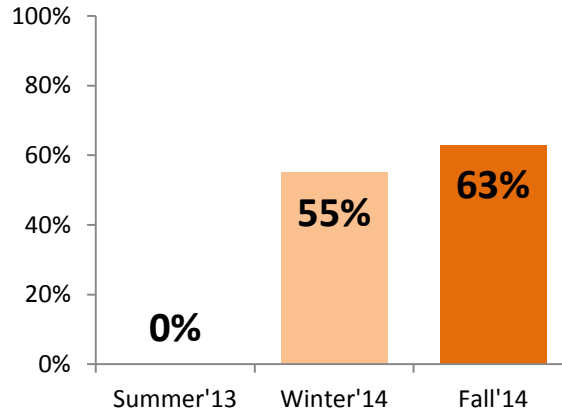
- Include feedback from this survey in management staff reviews/conversations
- Hold training class for managers on conducting performance reviews and setting goals
- Address capacity concerns
- Engagement committee to discuss survey results

Support of our communication engagement strategies is growing, but varies by division

Change since Last Survey: % Agreeing that Community meetings held by DND are effective at engaging the public



Change since Last Survey: % Agreeing that The DND website is a useful tool for the public

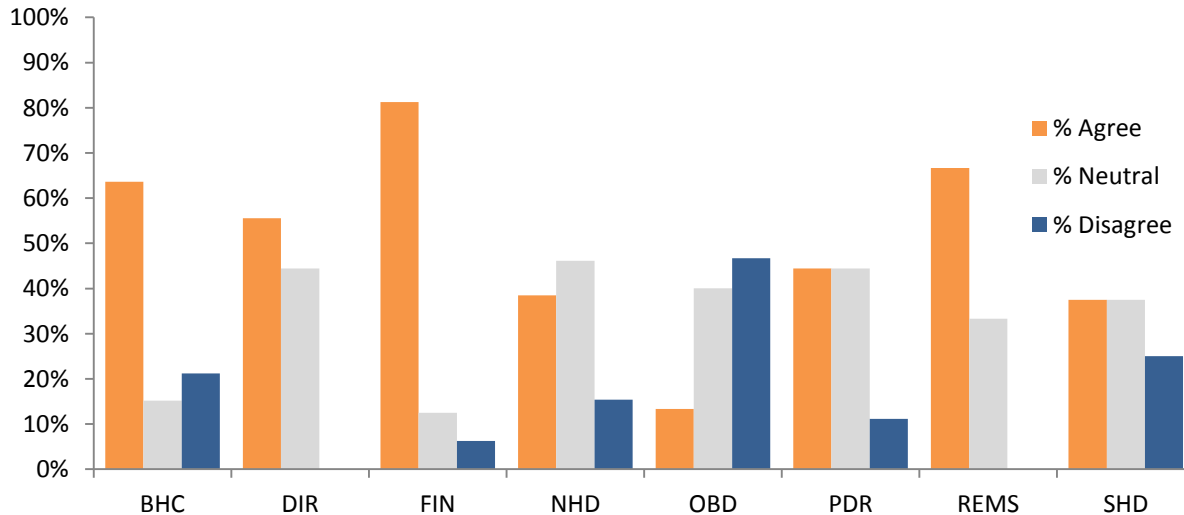


“Present one Voice to the Customer instead of many”

“Remember even with all the social media, staff needs quality handouts for our residents who do not have computers”

“Let's better tell our story through good testimonials.”

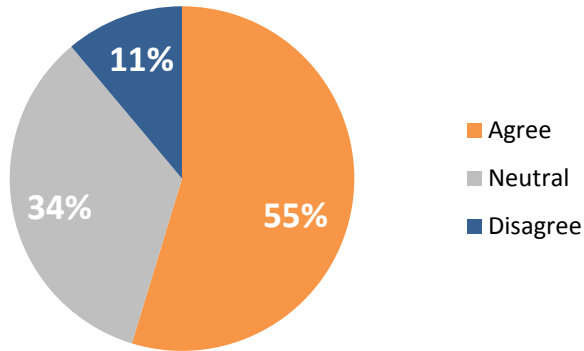
DND effectively markets its programs and services to potential customers



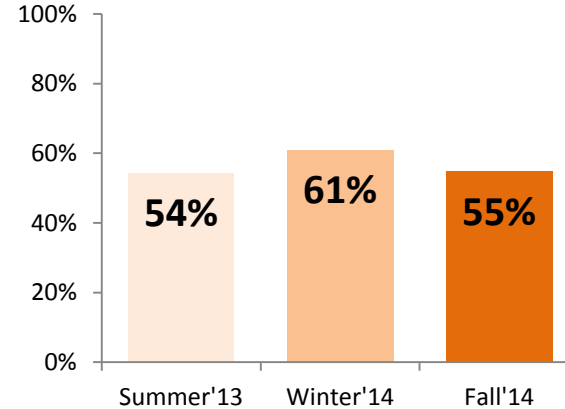
“I really like the design of the new website especially the collaboration with Co-Urbanize it makes locating projects easy.”

Professional Growth Remains a Priority for Staff

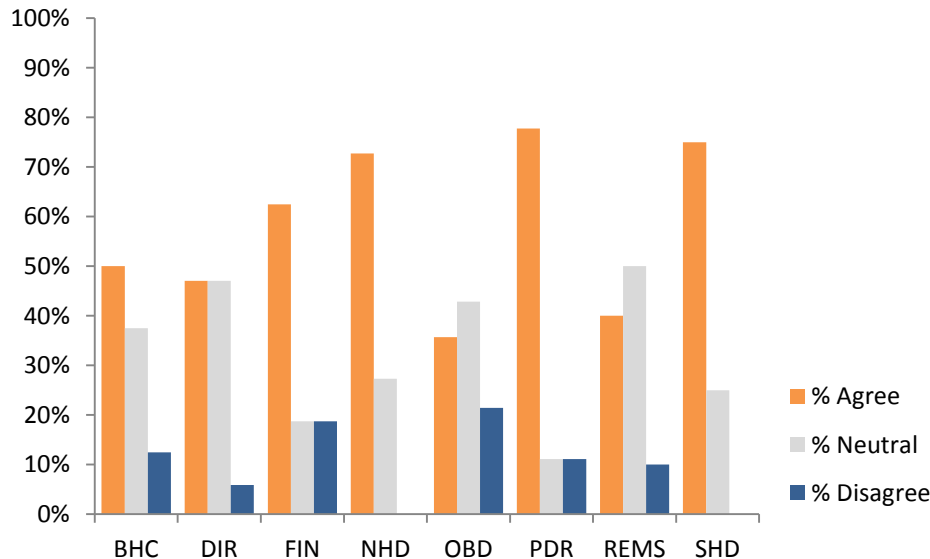
The tasks and work assigned to me help me grow professionally



Change since Last Survey: % Agreeing that The tasks and work assigned to me help me grow professionally



The tasks and work assigned to me help me grow professionally



"I applaud the changes made, but overall objectives will be slowed if certain individuals struggle. Those individuals should be identified and targeted support given."

"Would love classes on Leadership, Effective time Management and Managing workplace stress."

"Insights on emerging trends could help us in planning new initiatives and to respond to what's happening in the markets"

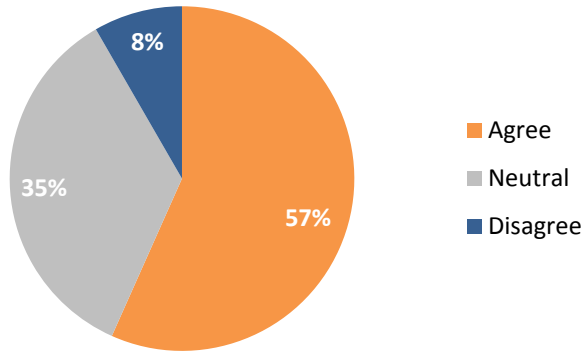
Rapid Follow-up

- Begin scheduling regular training and development sessions
- Tell your manager what training you want

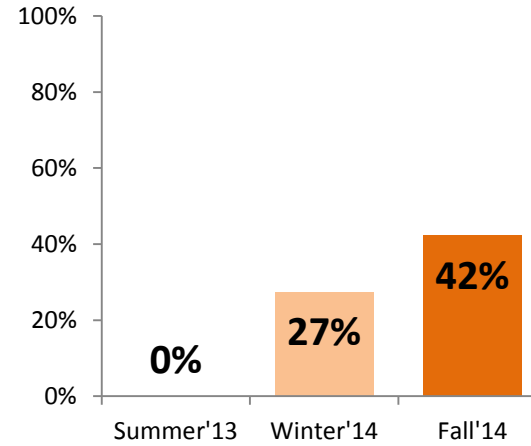


Technology Support is High and While Gmail Support is Growing there is Still Concern

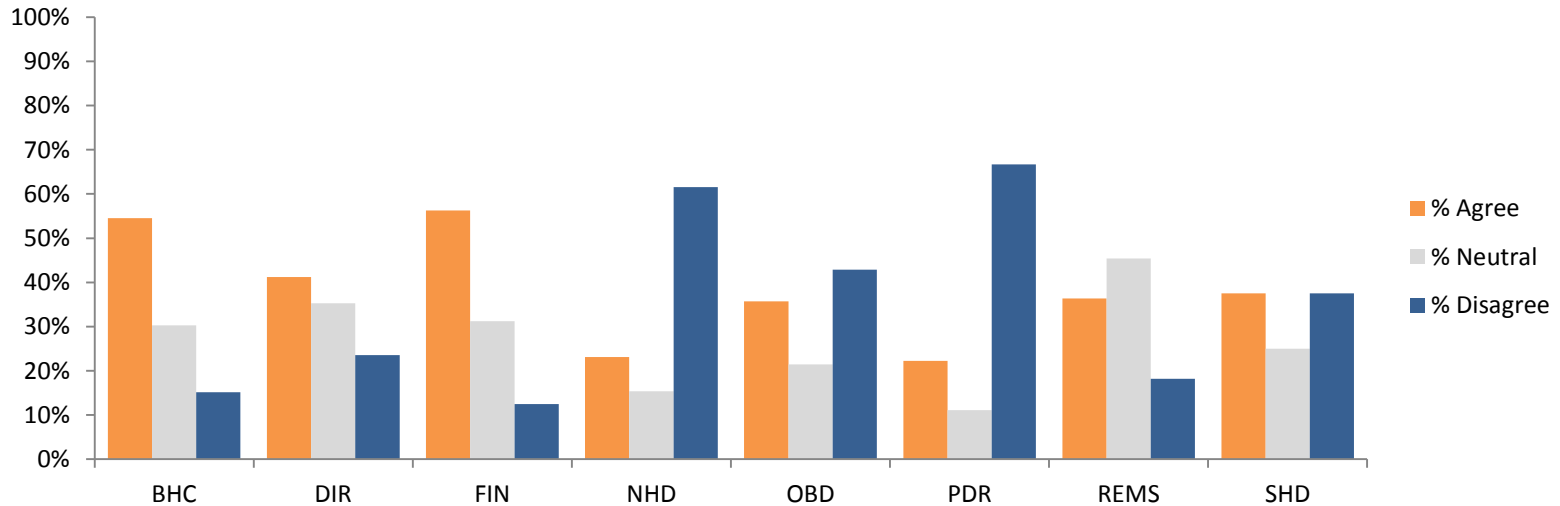
Overall, new technology investments are improving the way DND does business



Change since Last Survey: % Agreeing that The City's move to Gmail was a good investment

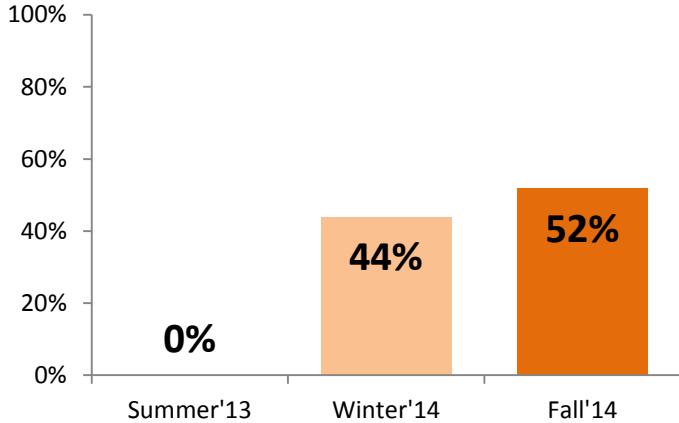


The City's move to Gmail was a good investment



SalesForce Support is Growing, but Staff Want More Training and Support

Change since Last Survey: % Agreeing that I believe the Salesforce is (or will soon become) a transformative tool for how DND does business



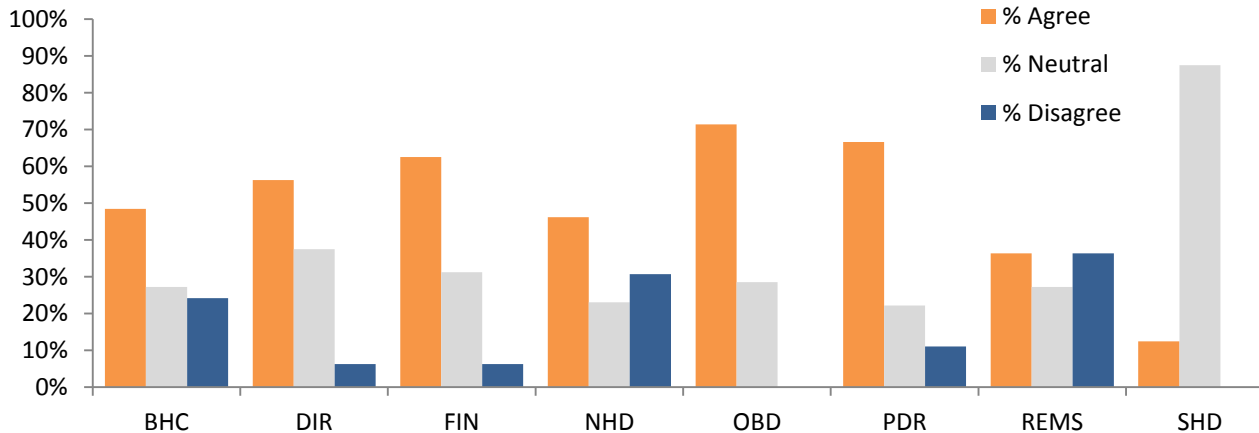
“The Salesforce transition has been challenging, but Finance and MIS have been exceptionally responsive and creative troubleshooters.”

“While the launch was successful, the day-to-day management of data and records will be critical to realizing the full potential of such a powerful system.”

“All staff need to be trained on Salesforce, again. Some staff are assuming what goes into each field.”

“SalesForce does not work well in the field, especially while you are driving.”

I believe the Salesforce is (or will soon become) a transformative tool for how DND does business



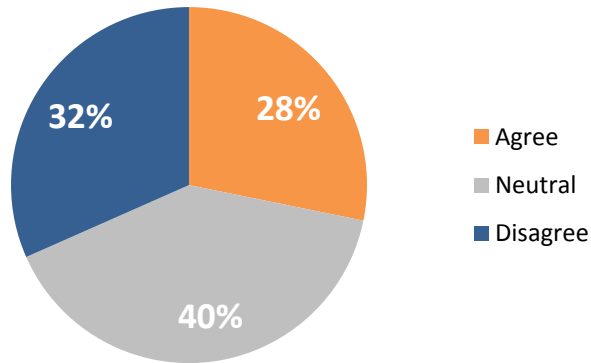
Rapid Follow-up

- Produce and share the salesforce roadmap for year 2
- Create a strategic training plan
- Keep the inquiries coming
- Identify champions

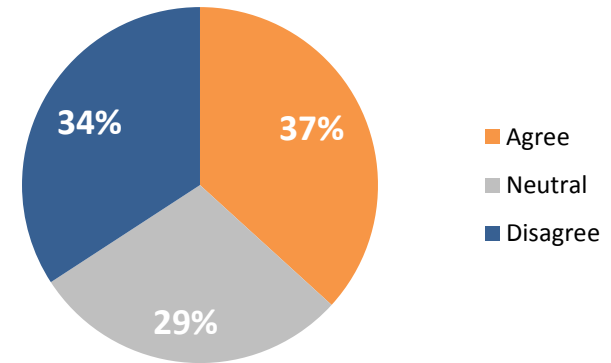


Individual Morale is High, but Staff are Concerned about Team Morale

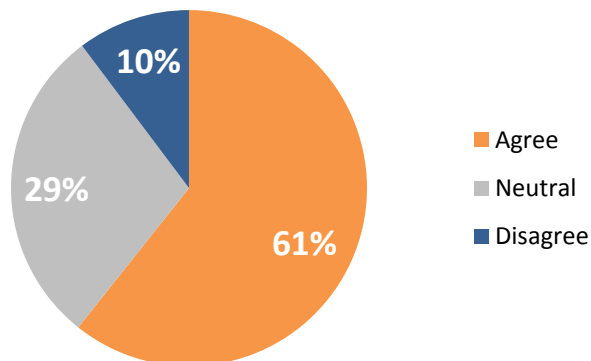
For the most part, employee morale within the department as a whole is positive and strong



For the most part, employee morale within MY DIVISION is positive and strong



For the most part, my own morale is positive and strong



"A better working environment might help. This building needs some upgrading."

"Where problems have been identified, realign DND personnel to promote positive programmatic change."

"All staff should be treated equally; different rules for different people is not effective management."

"More positive feedback - a "thank you" would make a big difference in the way I feel working here."



THANK YOU FROM THE STAFF SURVEY

Is there a particular person or persons at DND who you've noticed doing an exceptional work who should be congratulated?

