

Employee Survey Subcommittee

Members:

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Process

- Received Survey Results in November from Ron Gailey of Onpointe
- First Meeting in December
- Set ground rules & goals - open, honest, respectful discussions
- Members expected to consult & report back to Depts
- Goal of ending with realistic, meaningful, viable solutions
- Prioritized focus was matched with overall survey
- Five Meetings, last two focused on solutions
- More work to do



Committee Priorities

Top Three Issues for Discussion:

- 1) Inconsistent policy application – Seven Committee Members listed this, and it ranked 3rd in “Overall Importance” section in the employee survey,) ranking 2nd in the “Poor/Very Poor” ratings under “Policies applied fairly to all employees”.
- 2) Understaffed/shorthanded/high workload per employee – 6 Comm Members placed this in their top concerns. This is consistent with the survey where it placed 2nd highest in “Overall Importance” in “The right tools and resources to execute your responsibilities” ranking #1 in the “OK” rating with 41, and 9th in the “Poor/Very Poor” rating with 29.
- 3) Council/Staff relations – Tied with #2 at 6 Committee votes. Survey “Overall Importance” ranking was 4th, and “Leaders/elected officials work well together on city’s strategic vision” was highest in the “Poor/Very Poor” rating with 44, and lowest in the “Very good/Good” rating, with 17.



Complete Category List As Ranked by Subcommittee

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|------------------------------------|----------------------|---------------------------|
| 1) Inconsistent Policy Application | 5) Communication | 9) Transparency |
| 2) Understaffed/Shorthanded | 6) Staff Recognition | 10) Leadership |
| 3) Council/Staff Relations | 7) Direction of City | 11) Employee Development |
| 4) Low Morale | 8) Accountability | 12) Compensation/Benefits |

✓ All categories improve with better communication.



Discussed Solutions

Inconsistent Policy Application

- Policy Review Committee to update City Policy Manual
- Train to policies, especially supervisors
- Standardize documentation of policy violations
- Standardize promotion and hiring procedures to promote opportunity
- Understand differences in job duties, schedules, supervisor and administrative discretion

Understaffed/Shorthanded

- Include all future needed staff in Dept budget submissions
- Dedicate funds for new positions
- Increase OT budgets to handle special events
- Consider outside help for larger events
- Review sick, comp time, OT policy (in progress)
- Reduce compression in pay ranges to attract applicants with experience



Solutions cont.

Council/Staff Relations

- 1) Members and Department Heads/Assistants meet to build trust
- 2) Encourage “ride outs” or Department visits by Council Members
- 3) Department Open House at Christmas time
- 4) Review how and when Council receives information
 - a) receive agenda info earlier (implemented)
 - b) have a running list of likely agenda items a few meetings prior (implemented)
 - c) hold “work sessions” or workshop items prior to action items or regular sessions
 - d) involve CC in budget process sooner
 - e) hold budget retreat with CC & Dept Heads prior to recommended budget
 - f) inform CC of staff needs annually prior to budget process
 - g) inform CC of safety needs timely
 - h) prepare questions ahead of meetings when possible (understand discussion and questions will take place during meetings)
 - i) understand CC Members are not trying to micromanage employees
 - j) review of City Charter Sec. 6.04
 - k) encourage CC to attend TML or other trainings
 - l) maintain decorum, fairness, and respect toward all at public meetings



Solutions cont.

Low Morale

- Get back to helping people out
- Continue employee appreciation events
- Commit to market pay competitiveness
- Increase training, learn more about your job to do it better
- Hire needed personnel to reduce work load
- Stress Teamwork
- Trust staff to know and do their job
- Increase staff recognition/ positive compliments (implemented CC Item, more to follow)
- Mental health days (added AWP, Responder Health EAP's)

Communication

- Depts with regular meetings invite someone from different dept
- Interdepartmental ride outs
- Periodic lunch meetings between managers/staff
- Employee exchange day
- Improve website and intrasite (in progress)
- Regular feedback to employees



Solutions cont.

Staff Recognition

- Introduce/promote/recognize employees at CC Meetings (implemented)
- Employee of the Month
- Continue employee appreciation day, annual banquet, talent show or roast
- Verbal compliments

Direction of City

- 5 Year Plan
- Updates on Work Plan
- Admin/Council clearly communicate direction

Accountability

- Hold staff equally accountable
- Trust in supervisory oversight

Transparency

- Posting job opportunities internally
- Make promotion process clear and provide feedback



Solutions cont.

Leadership

- Improve Council/Staff relationships
- Take employee comments and suggestions seriously (implemented “emp suggestion program”)

Employee Development

- Consider tuition reimbursement for employee enhancement training (classes, seminars, certifications)
- Allow down line employees to present to CC
- Coordinate development classes through TCJC or EMSISD
- Employee Development Form (implemented)

Compensation/Benefits

- Compensatory time buyback
- Commitment to market salary competitiveness (in progress)
- Incentives to live in the city



City Charter Sec. 6.04

Sec. 6.04. - Appointment or removal by city council.

Neither the council nor any of its members shall direct or request the appointment of any person to, or his removal from, office by the city manager or by any of his subordinates, or in any manner take part in the appointment or removal of officers and employees in the administrative service of the city. Except for the purpose of inquiry, the council and its members shall deal with the administrative service solely through the city manager and neither the council nor any member thereof shall give orders to any subordinates of the city manager, either publicly or privately. Any councilmember violating the provisions of this section shall be guilty of a class C misdemeanor and fined not in excess of \$200.00, and if so convicted, shall cease to be a councilmember. Whether convicted of a class C misdemeanor or not, a councilmember, found to be guilty of violating the provisions of this section, by a 5/6 vote of the remainder of the council shall cease to be a councilmember.

