
Minutes

City Council's Community Sustainability Economic Sustainability Sub-Committee

April 17, 2009

Minutes of the meeting of the City Council's Community Sustainability – Economic Sustainability Sub-Committee held on Friday, April 17, 2009, 10:00 a.m., in the 3rd Floor Conference Room, Tempe City Hall, 31 E. 5th Street, Tempe, Arizona.

Sub-Committee Members Present:

Councilmember Onnie Shekerjian

City Staff Present:

Lisa Collins, Deputy Development Services Manager and Committee Liaison

Mary Helen Giustizia, Solid Waste Svcs Dir

Jan Hort, City Clerk

Ken Jones, Internal Audit

Lisa Lathrop, Administrative Asst. II/City of Tempe

Charlie Meyer, City Manager

John Osgood, Dep Pub Wrks Mgr

Sheri Partridge, Com Relations

Decima Sever, Dev Svcs

Alex Smith, Technology Dev Spec

Guests Present:

Greg Pitz, Logos Solar

Councilmember Shekerjian called the meeting to order at 10:25 a.m.

Agenda Item 1 – Public Appearances/Call to the Public

None.

Agenda Item 2 – Organizational Sustainability Timeline/Update

Gretchen Maynard provided an overview of the Leadership Development Program (LDP).

- Vision and purpose of the program is organizational sustainability and within that framework, the goal is to establish a great organization, focusing on sustained superior performance, intensely loyal customers, engaged employees and distinctive contribution.
- Necessary components to do this: great employees and people who partner with us, and those great employees need to focus and execute. The foundation is great leadership.
- We are a good organization, but are we great?
 - Regarding performance, we do a very good job, but are we doing a great job relative to our potential?
 - Do we have intensely loyal customers?

- How do we measure employee satisfaction? Do we have intensely loyal and engaged employees? Do employees consistently volunteer to offer their best contribution?
- Do we operate “business as usual” or are we making a distinctive contribution?
- The program focuses on four chronic organizational problems.
 - Unclear purpose
 - Misaligned systems
 - Under-utilized talent
 - Low trust
- LDP Purpose: To develop organizational processes and systems that work together to inspire trust, clarify purpose, align systems and unleash talents that support the City’s highest purpose and strategic initiatives.
- Milestone #1 – Leadership Strategy Endorsed
 - By 2006, had established a program and created accountability. Instead of reacting to problems, become more proactive in establishing a leadership environment and culture. Programs were added to help people create pro-activity in the workplace.
 - By 2008, research programs were in place that met the needs of correcting the four organizational problems.
 - Leadership education is the basis to educate employees and provide tools and skill-sets to move this culture into the great leadership culture.
 - “Great Leaders” program addresses the executive leadership and the mid-level leaders for establishing leadership skills that link to the strategic initiative.
 - Components need to be built in to allow the workforce to practice what is offered in the formal education piece.
 - Components are already in place to start aligning our systems and create the execution around a few vital goals to move the organization forward to meet the purpose of the organization. That requires a mechanism to effectively manage the performance and create accountability and throughout all of this, continuous improvement is the key.
- Milestone #2 – Department Managers – Leadership Quotient
 - August 2008, collected baseline data. Rates perceptions of leadership compared to statistical representative sample through surveys.
 - April 2009, compare scores.
- Milestone #3 – Pilot Foundation Courses
 - August 2008 – Great Leader’s Program Pilot – City Manager’s Office, appointed officers, department managers
 - September 2008 – 7 Habits for Managers Pilot – 25 administrators, supervisor, managers, management assistants
 - October 2008 – Great Leader’s Program Pilot – deputy managers
- Milestone #4 – Create 4 Leadership Integration Groups
 - October 2008 – 4 groups to establish positive influence in the work place through talking about leadership, practicing tools and skills, providing feedback.
 - First Step – Clarify Purpose. Our essential reason for existence, the value provided to those we serve. The vision is what our purpose looks like when we achieve it with excellence.
 - October 2008 – Organizational Purpose: “To be a high performing and financially sustainable organization that is providing superior levels of service to ensure that Tempe is the best place to live, work and play.”
 - Three questions being answered: “What is the job to be done the customers are hiring us to do?” “How does our team connect with the organization’s purpose and strategy?” “What is our financial and resource responsibility and how is our team contributing to the organization’s economics or resources?”
- Milestone #5 – Departments with Complete Vision / Purpose by July 2009
 - Process: Align Systems with an outcome of achieving our highest priorities. That enables employees to give their best, operates independent of the leader, and endures beyond the leader.

- Execution: Synchronize the organization. Link people's efforts to the business priorities. Find mechanisms that increase the information flow and coordinate people's work. Make the group more decisive. Build the team.
- Focus on Most Important Goals: Focus on a few vital goals that must be achieved.
- Create Clear Goals: Must be clear and specific, linked to purpose, plain language (verb x measure = result), measurable, and deadline-driven.
- Milestone #6 – Goal Review Sessions
 - April 2009 – three piece component: Department managers regularly report on their goals and commitments, track them, when goals are met, go into maintenance mode, and work on new goals.
- Next Steps – 6 to 8 months
 - Develop automated scoreboard
 - Create a beta-site, with Water Utilities to fast-track the initiative
 - TLC working on programs that will help managers have crucial leadership conversations to create and maintain superior performance.
- Milestone #7 – Scoreboard
 - April 2009 – begin piloting 4dx (a web-based automation system meaning 4 Disciplines of Execution)
 - Unleash Talent – move leaders from a need to control the environment into a job where their focus and purpose is to release the talent and passion of their workforce.
 - Leaders need to have three crucial conversations: giving employees a voice (using potential), performance (clarify expectations and accountability), and clear the path (be a source of help).
 - Win-Win Performance Agreement – An agreement on how to get our goals accomplished. It is a contract between the supervisor and the employee to determine the critical goals.
- Upcoming
 - Human Resources Department is working on an organizational tool for performance.
 - September 2009 – Crucial conversations

Councilmember Shekerjian stated that this subcommittee will be whatever it can to support this effort. The missing piece is plugging the Council in and she suggested using this as part of the Council Summit.

City Manager Charlie Meyer added that there are components of this that would be logical pieces to use. Every part of the system is tying directly into what the Council does at the Summit and we are applying that across the board. So many different layers are available.

Councilmember Shekerjian stated that this comes down to using taxpayer dollars in the most efficient and respectful way we can to get the most benefit for our citizens. The influence that TLC has had as this goes forward in terms of making a significant difference and impact on our community is huge. How can we bring this kind of level of systematic functioning to the political body (the Council) in terms of how things are done?

Mr. Meyer added that TLC has largely been seen by this organization as the training center, which is clearly a function they fulfill. He soon realized, however, that they also operate at a different level called "organizational development", which takes the organization to a different level. Training is not the full potential of what TLC is and can be and this releases that potential. Concerning the Council, he added that he has worked with the "John Carver Model of Governance" and it is appropriate and tailored to the governing board and not the staff. It requires a level of readiness and we will need to talk about timing.

Councilmember Shekerjian encouraged Mr. Meyer to start thinking about it. She didn't want to see staff working on one track and the Council being somewhere else. Everyone should be aligned.

Mr. Meyer added that when we begin to really execute well at this level, it does have some upward migration progress and it helps improve the quality of the decision-making process of the governance board, even if there isn't any direct intervention with the governance board. If there is, there is a much greater multiplier effect, however.

Councilmember Shekerjian added that this kind of information would also be helpful to the Council. They need to understand that this is taking place.

Agenda Item 3 – Future Agenda Items

- Cost/benefit analysis of ideas from other groups – Ken Jones
- Performance measurements

Agenda Item 4 – Future Meeting Dates

Next meeting will on June 12th at 10:00 a.m.

Agenda Item 5 - Announcements

None.

Meeting adjourned at 11:15 a.m.

Prepared by: Connie Krosschell

Reviewed by: Lisa Collins

Jan Hort, City Clerk