



## Workplace Culture

City of Tacoma

**Government Performance & Finance Committee  
August 6, 2019**



## Agenda



- Why Culture is Important
- Understanding and Addressing Employee Needs
- Staff Training & Leadership Development
- Collaboration
- Diversity, Equity, and Inclusion
- Other Initiatives



## Why Culture is Important



### **Builds Identity**

- Defining City's values and goals

### **Increases Moral Among Employees**

- Employees who like challenges of their job, get along well with co-workers and enjoy the atmosphere of the workplace

### **Makes Employee Advocates**

- Spread the word about positive experience with City, and gain strong reputation

### **Key to Retention and Talent Attraction**

- An employee's skills may get them in the door, but City's culture is what will keep them here

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## Understanding and Addressing Employee Needs



### **"Every Voice Counts" Employee Survey**

- Employee satisfaction a priority
- City seeks to ensure an engaged and safe workplace
- Results to inform development of action plans leveraging organizational strengths and addressing areas of improvement
  - Strengths to Leverage: Community Focus and Engagement
  - Areas to Watch: Rewards and Recognition and Diversity and Inclusion
  - Opportunity Areas for Action: Communication and Operational Effectiveness



General Government Employee Survey

**March 11 - 22**

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## Staff Training & Leadership Development



### LEAD Training

- 5 day leadership and supervisory training
- All supervisors across organization required to attend in 2019
- Areas of focus include:
  - Leadership mindset
  - Behavior styles
  - Employee Performance Management
  - Creating a professional and positive workplace culture

### Outward Mindset Training

- Two day training with GG Directors and TPU Executive Management
- Learn practical tools: Self-awareness, Accountability, Collaboration, Change <sup>5</sup>
- Training also offered to employees throughout the year

## Staff Training & Leadership Development



### Continuous Improvement Advocates Program

- High level introduction into the mindset, tools, and practices of continuous improvement
- Three-day workshop is spread over three months to allow time to complete an associated project in respective work area



### Learning Division

- Coordinating citywide training efforts
- Analyzing training and development opportunities for equity, strategic alignment, and employee development, recruitment, and retention
- Development of refreshed training strategy and re-established Municipal Training Committee
- LinkedIn Learning launch (Mid-August)

**LinkedIn** LEARNING  
WITH Lynda.com CONTENT

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## Staff Training & Leadership Development



### Aspiring Leaders Portfolio

- Collection of programs designed to promote career growth and professional development for City of Tacoma employees
- Portfolio includes:
  - Internal Internships Program
  - Succession Management
  - High-Potentials Program
  - Inspiring Leaders Program
  - Exchange Program



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## Collaboration



### One City Pilot Program

- Employee-led committee focused on enhancing unity and promoting collaboration for *all* City of Tacoma employees
- During the one year pilot, energies focused on three areas:
  - Planning T-Town 2020
  - Supporting Organizational Cultural Heritage Recognition Events
  - Promoting a City-wide opportunity to recognize and celebrate employees

### Affordable Housing Action Strategy Teams

- 12 cross departmental teams tackling action strategies

### Joint TPU / GG Executive Team Quarterly Meetings

- Build trust, collaboration, and teamwork



### Labor Policy Advisory Group

- Develop high-level, unified personnel strategy consistent with City's vision and values to achieve service excellence, operational efficiency, and long-term sustainability

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## ● ● ● Diversity, Equity, & Inclusion



### Workforce Equity Study

- A two year study beginning in January 2019
- Running in parallel with the Classification and Compensation Study
- Purpose to determine whether there are:
  - Disparities in hiring, promotions, performance management and termination, retention and salaries and wages
  - Disparities in City employment compared with the workforce availability
  - Potential causes and potential remedies



### diverCity Conference

- 1st annual conference held in June 2019
- Focused on recruiting for diversity, equity and inclusion
- Nearly 150 attendees from cities, counties, state agencies, and higher education institutions around the state

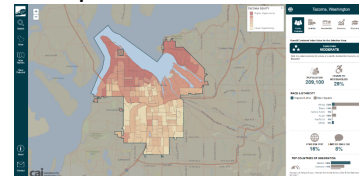
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## ● ● ● Diversity, Equity, & Inclusion



### Equity Index ([www.cityoftacoma.org/equityindex](http://www.cityoftacoma.org/equityindex))

- Engaged in partnership with Kirwan Institute to develop Equity Index Map
- Tool highlights disparities within the City to design and deliver equitable programs
- Available to City departments and community partners



### Equity 101

- Equity 101 provides information on the history of institutional racism and how the City can incorporate equity into our policies, practices, services and community engagement
- Several classes offered monthly
  - 86% of General Government employees completed
  - 10% of TPU employees completed (Goal: 25% in 2019)

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## ● ● ● Diversity, Equity, & Inclusion



### **Government Alliance on Race and Equity (GARE)**



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

- A membership the City has invested in since 2014
- Provides resources, tools and training to support equity programs
- 17 City employees from across the City and TPU are currently attending a 9 month learning cohort
- [RacialEquityAlliance.org](https://www.racialequityalliance.org)

### **Listening Sessions**

- Designed to build trust and transparency between TPU and GG staff from diverse backgrounds, and Executive Leadership – City Manager and TPU Director
- Participants discussed their experiences working for the City of Tacoma
- Four Listening Sessions held between May – July 2019

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## ● ● ● Other Workplace Culture Initiatives



### **United Way**

- Uniting to end poverty
- September 11 – October 2
- Goal of 50% participation, \$100K in donations

### **Classification and Compensation Study**

- Study began in April 2019 and will end in March 2020
- The focus is on non-represented employees with some components applying to all employees (e.g. structure, total compensation analysis, system administration)



### **New Employee Orientation**

- Redesign in process to focus on culture and increase effectiveness of training

### **Executive Onboarding**

- Assist newly hired, or newly promoted executives during their first 90 days

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## Conclusion



Questions?

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