

PROJECT LISTEN

City of Dayton



Purpose

To provide the employees of the City of Dayton an opportunity to voice their opinions and share insightful information.

Focus

1. Employee engagement
2. Employer / employee relationship
3. Promote service to employees
4. Promote service to citizens

Project Listen consisted of Three Phases.

Phase I:

- Department specific survey consisting of 38 Questions (anonymous)
- Communications Style survey (I-Opt Assessment)

Phase II

Facilitator sitting down with individual employees for approximately 30 minutes to discuss overall findings of the initial survey and to assist the employee in completing a secondary survey. (18 questions)

Secondary survey focused on individual opinions and required more detailed responses.

Upon completion of the individual employee meetings, the facilitators compiled the information and created a summary report specific for each city department.

Phase III

- + Present information to City Council.
- + City Admin reviews the data in the summary reports and creates a strategic plan to bolster any strengths, eliminate weaknesses, successfully prepare and meet the opportunities and reduce the impact of any potential threats facing the individual departments and the city as a whole.
(SWOT Assessment)
- + City Admin and Department Heads create a strategic plan for each department and for city

Timeline

- 03/22 CM and DCM Meeting with facilitators for Project Overview
- 03/25 - 04/03 City employees report to library to complete initial survey and I-Opt Assessment
Assigned facilitators were present with their respective departments.
- 04/11 Meet with facilitators (DCM) in preparation for employee meetings
- 04/19 Meet with facilitators (DCM) in preparation for employee meetings
- 04/ 22-23 Facilitators meet with all city employees for individual meetings and to complete 2nd survey
- 05/20 Facilitators meet with DCM to share findings
- 06/06 Final report submitted to CM and DCM
- 08/19 Present findings and report to council

The Facilitators

LaTonia King
Lauren Young
Bonnie Miles

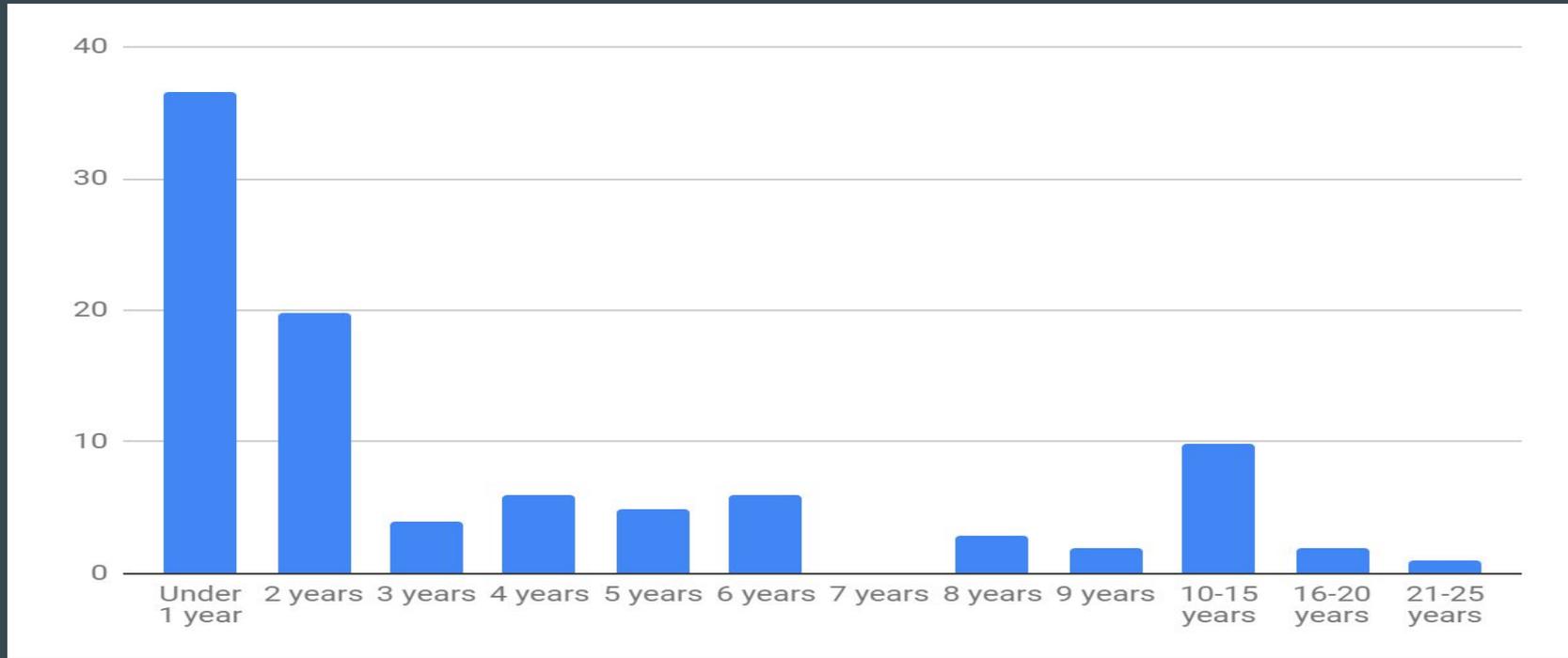
Jackie Ennor
Tammy Alexander
Jennifer Billings



Phase 1

1st Survey

What kind of workforce do we have?



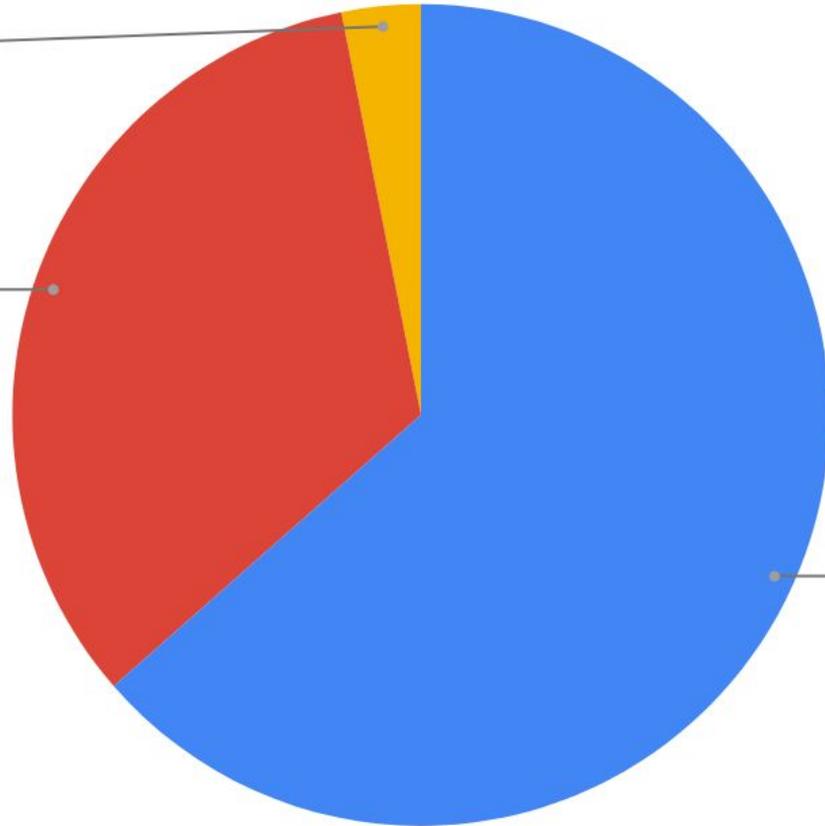
2 years or less - 59%

Do you feel valued in your position?

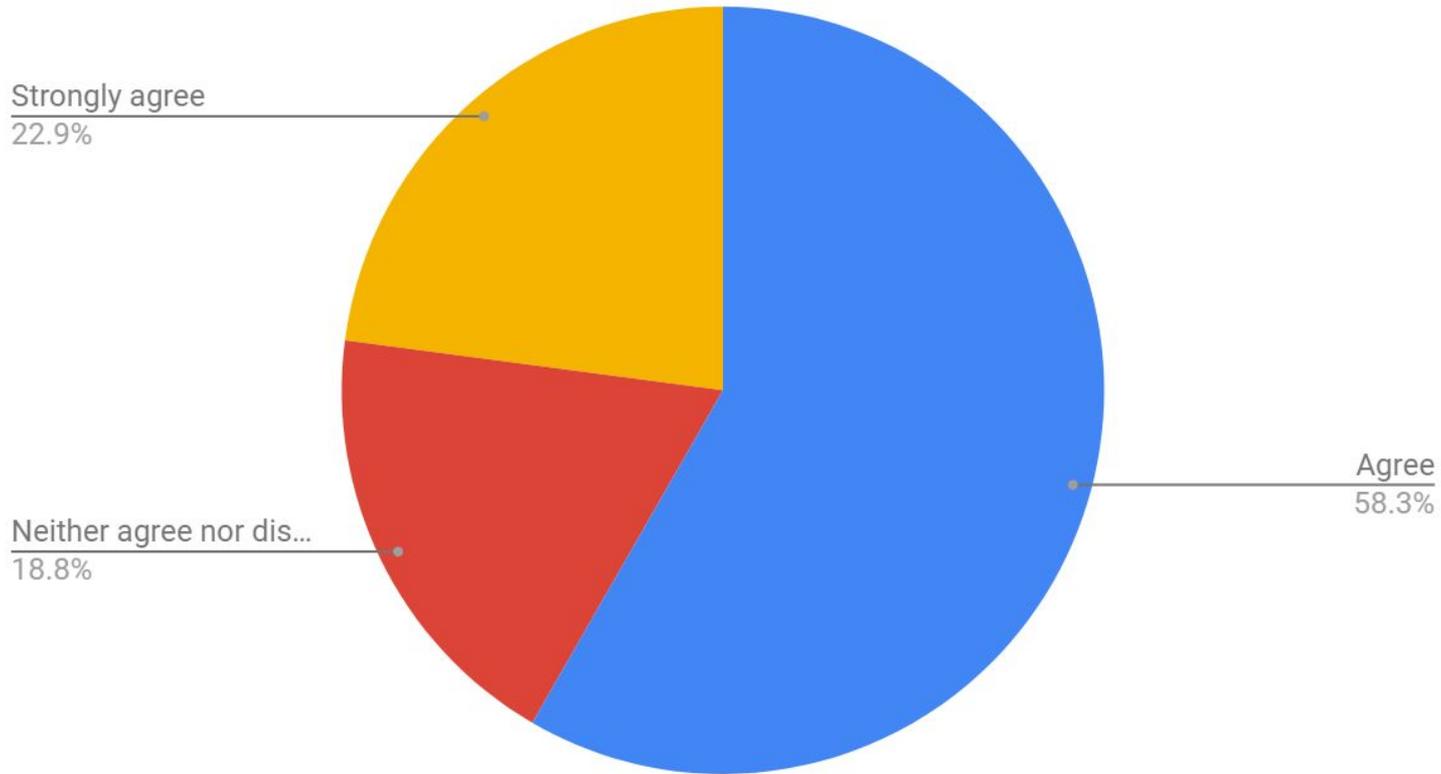
No
3.1%

Sometimes
33.3%

Yes
63.5%

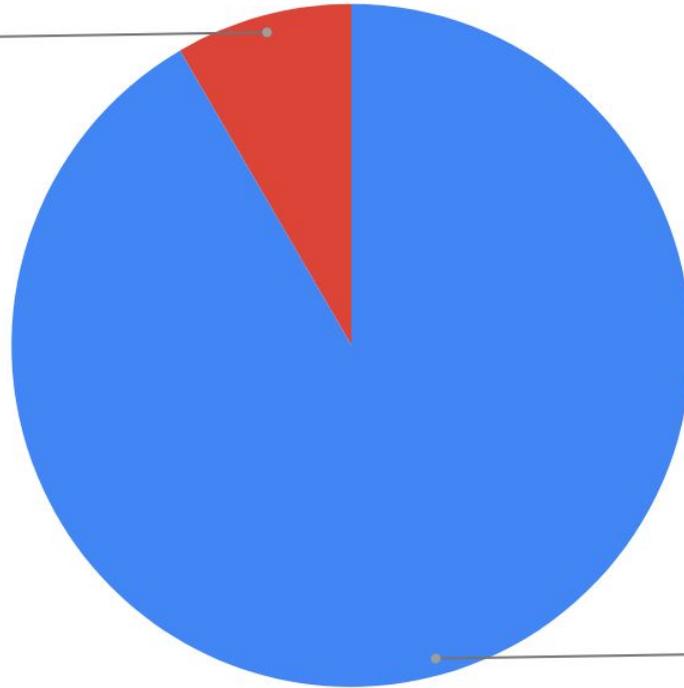


I receive appropriate recognition when I do good work.



Would you recommend the city as an employer for a friend or family member?

No
8.4%



Yes
91.6%

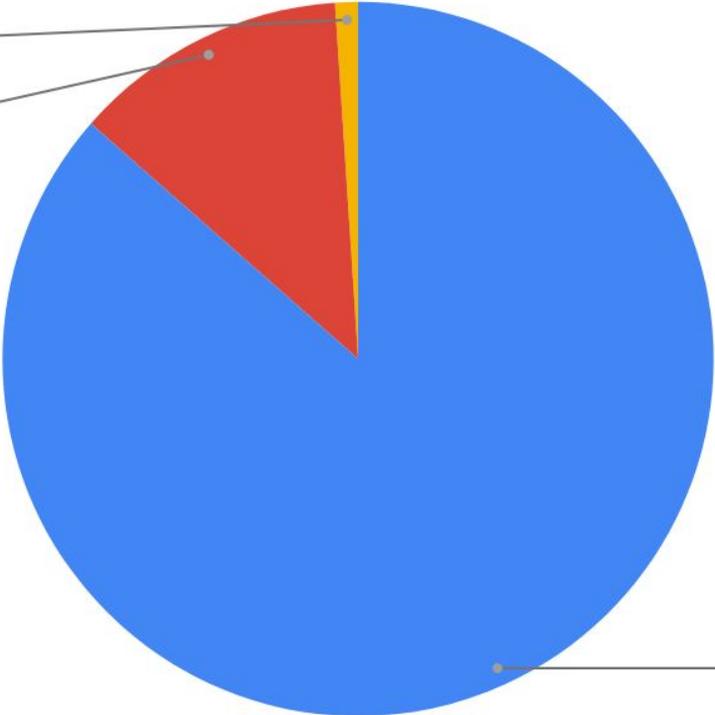
Do you see yourself working with the City of Dayton two years from now?

No

1.0%

Maybe

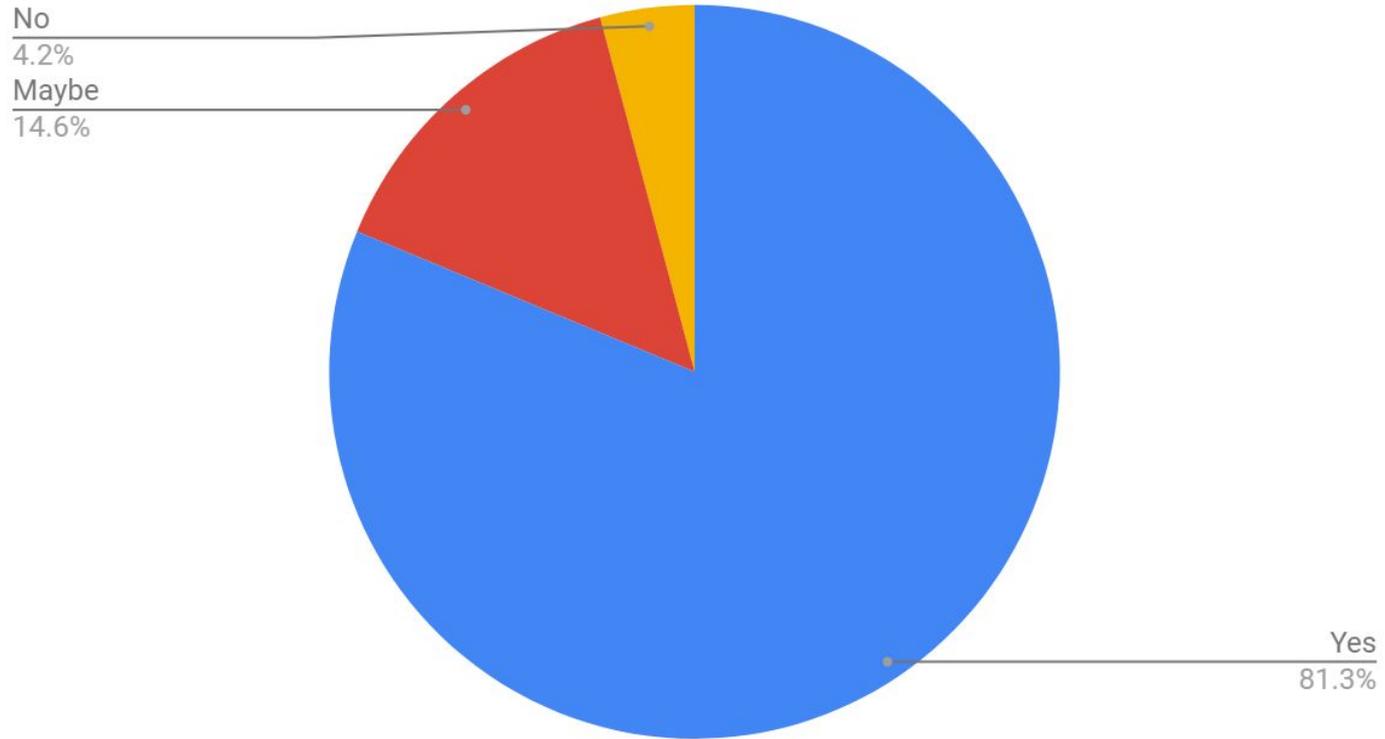
12.5%



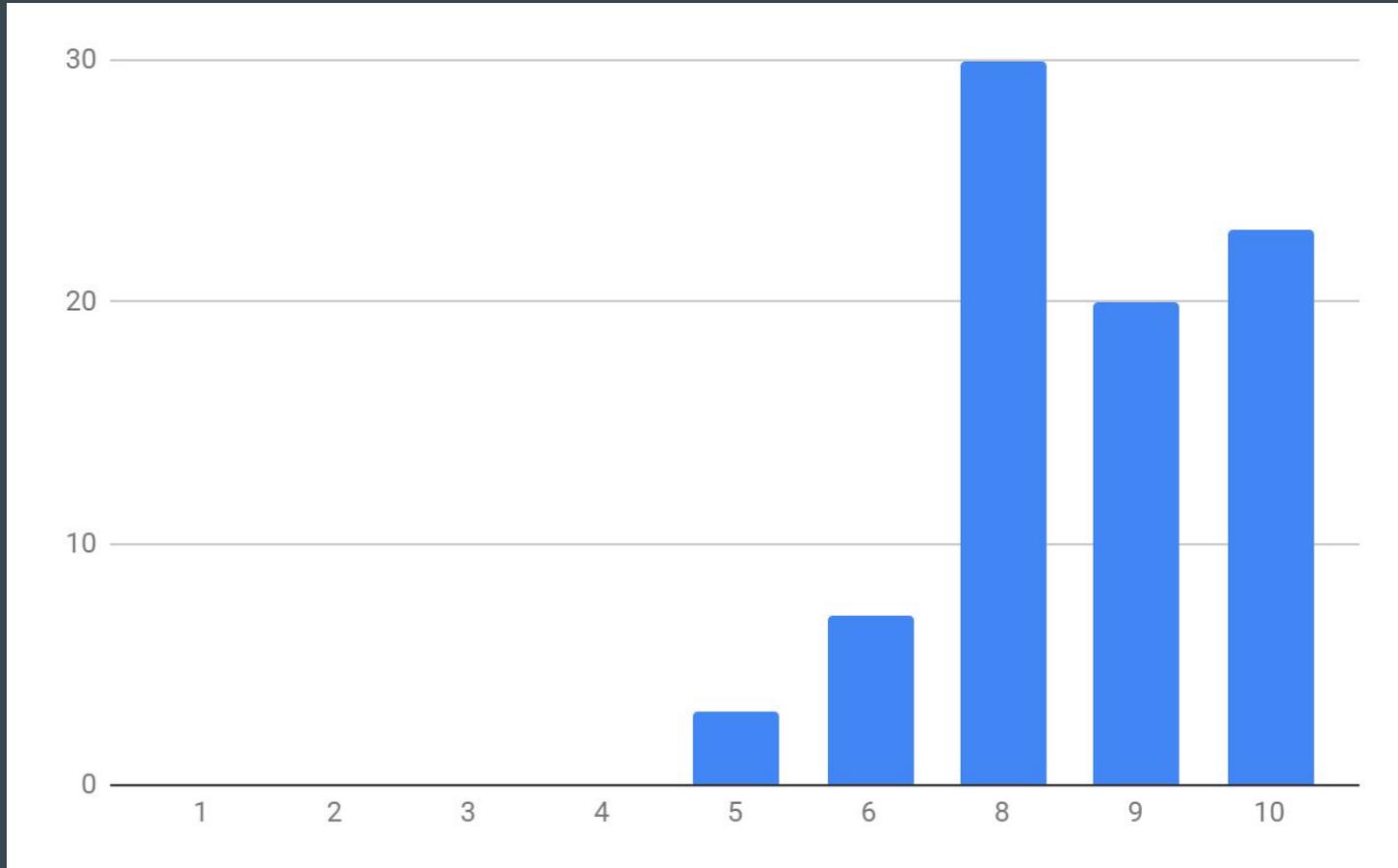
Yes

86.5%

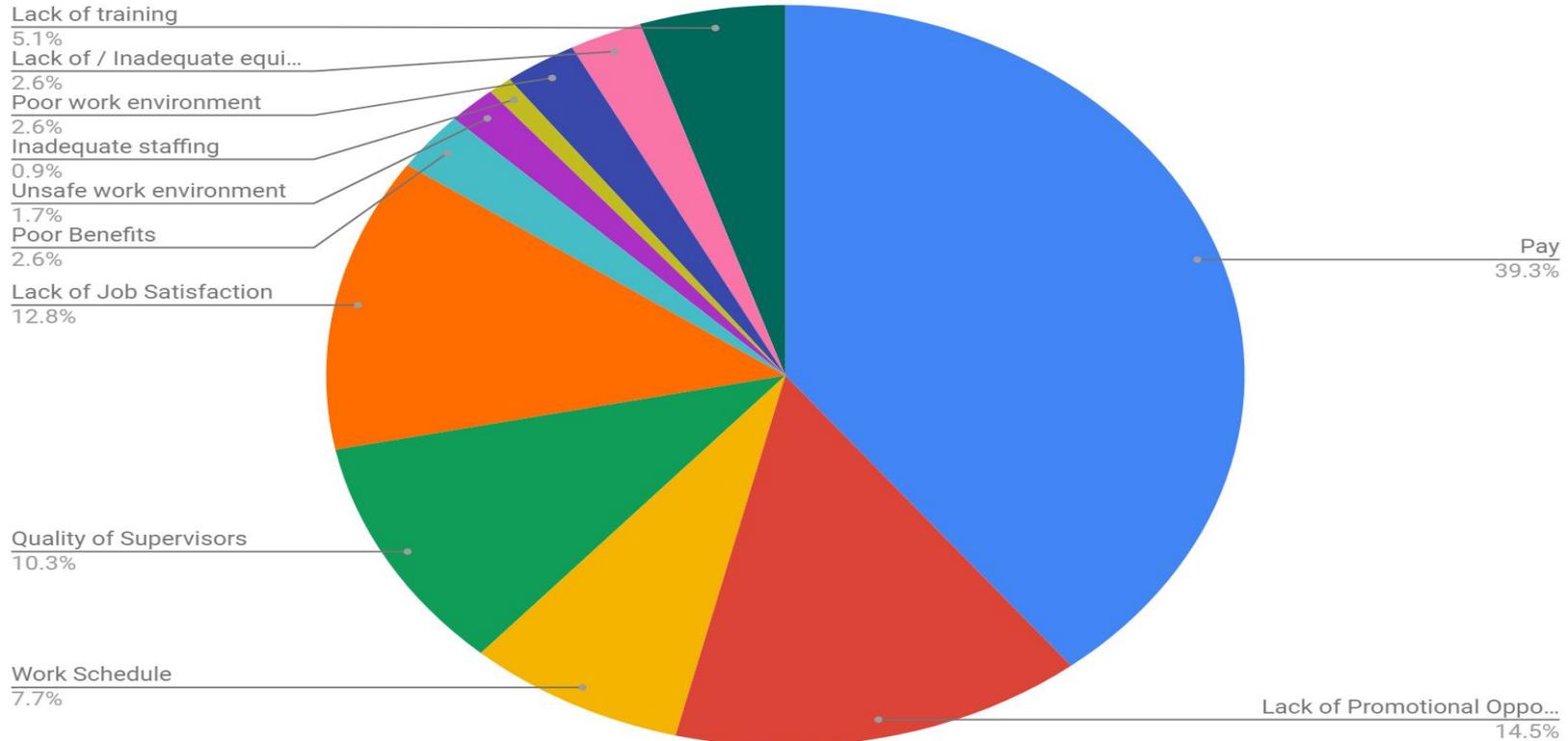
Would you reapply for your current position?



On a scale of 1 to 10 how well do you like your job?



Hypothetically, if you were to quit tomorrow what would the contributing factor be?



I have access to the things I need to do my job well.

Disagree

3.1%

Neither agree nor dis...

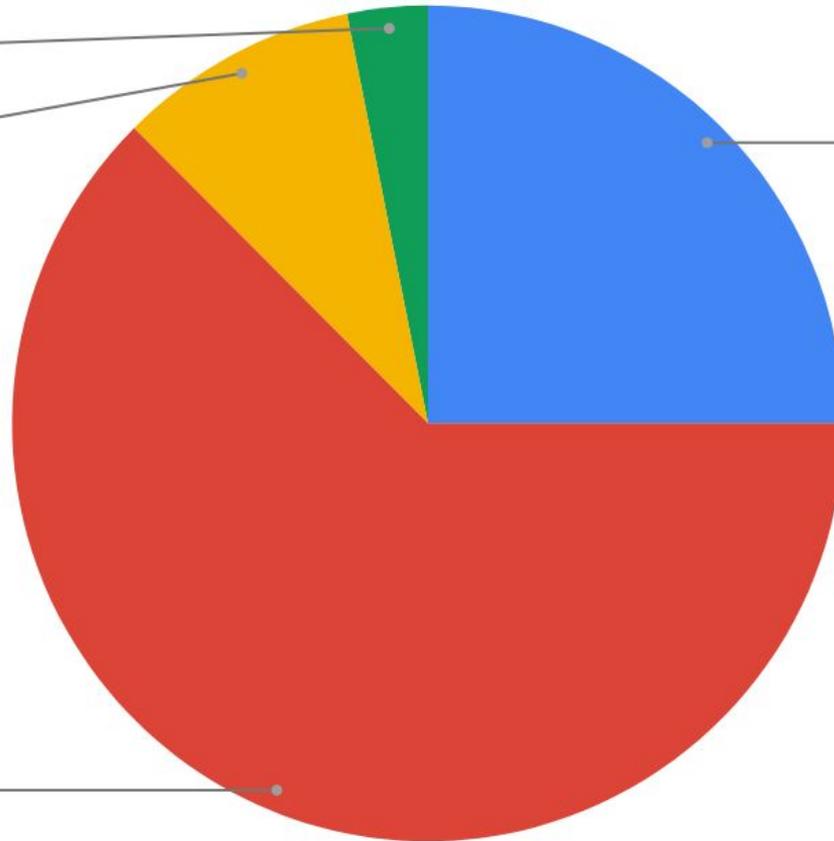
9.4%

Strongly agree

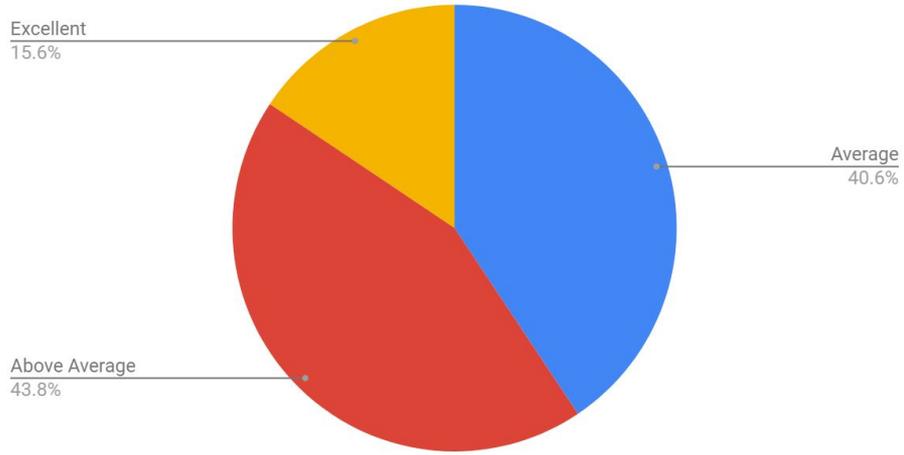
25.0%

Agree

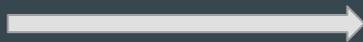
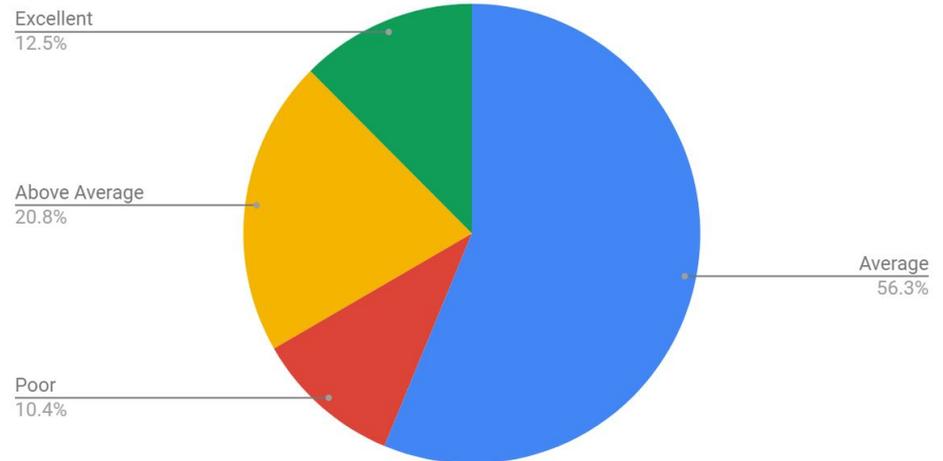
62.5%



How would you rate the overall work environment of your department?



How would you rate the overall level of training in your department?



How would you rate the overall quality of the equipment used by your department?

Excellent

9.4%

Poor

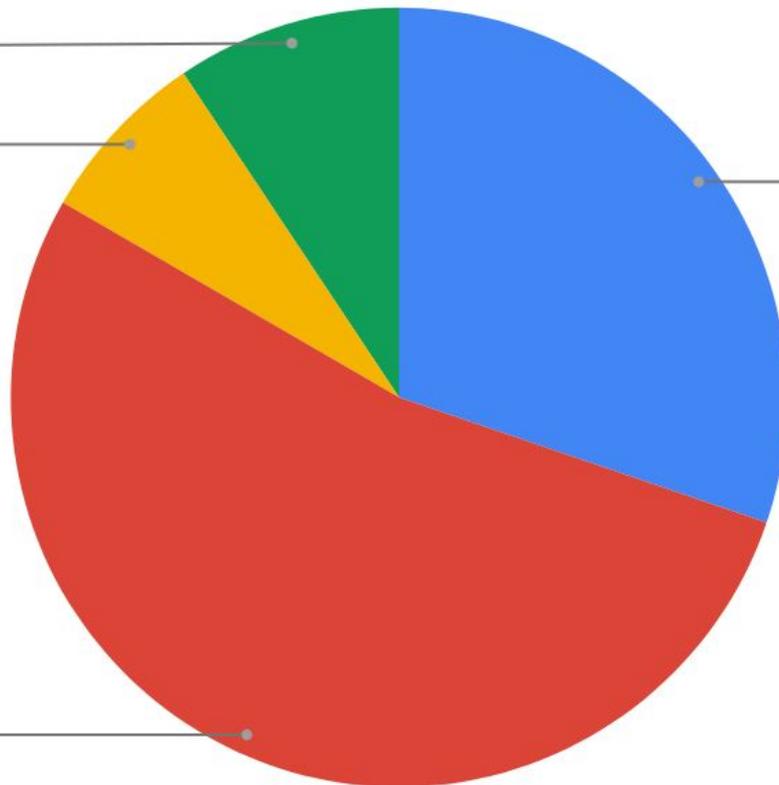
7.3%

Above Average

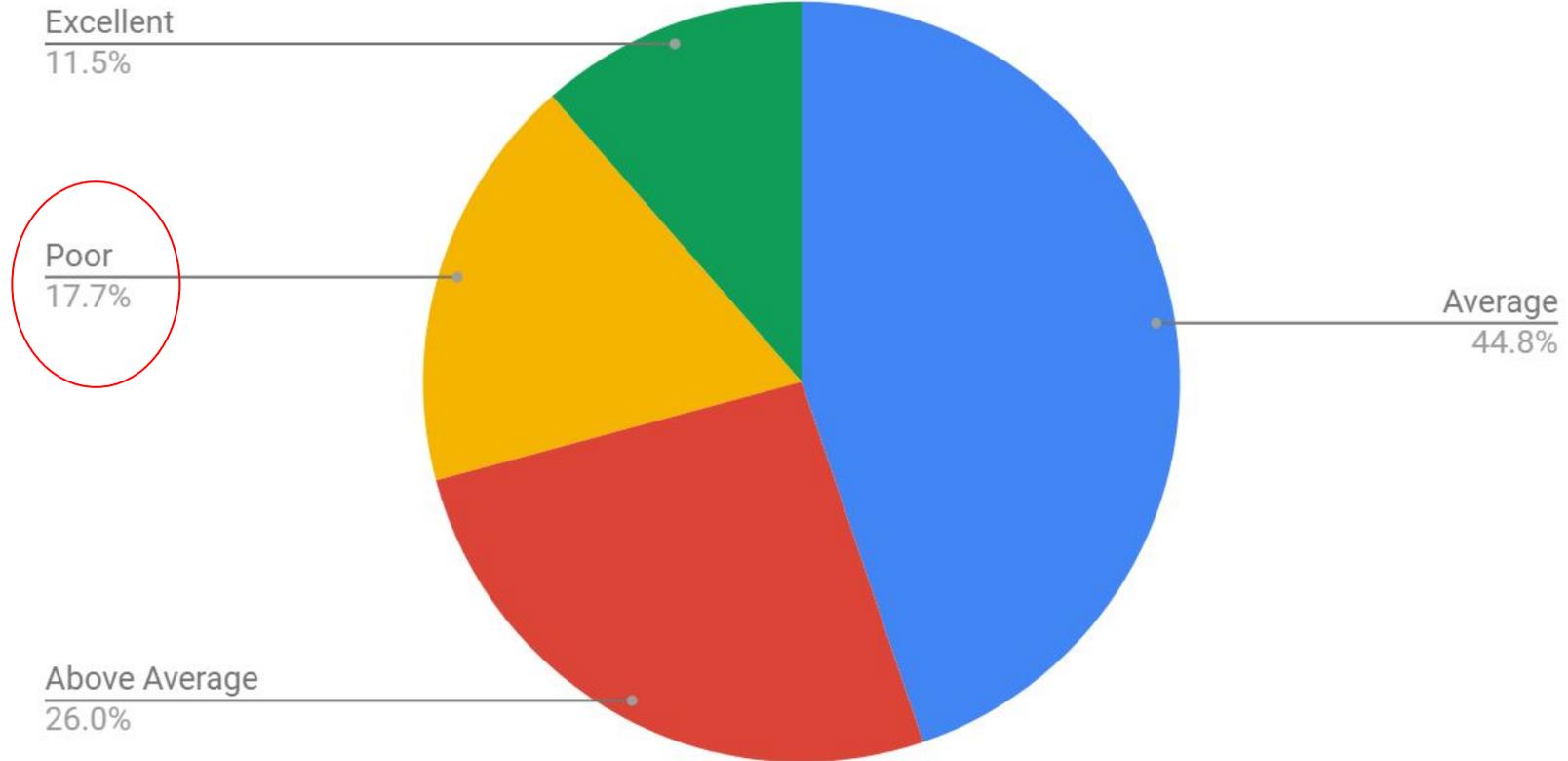
30.2%

Average

53.1%



How would you rate the level of communication in your department?



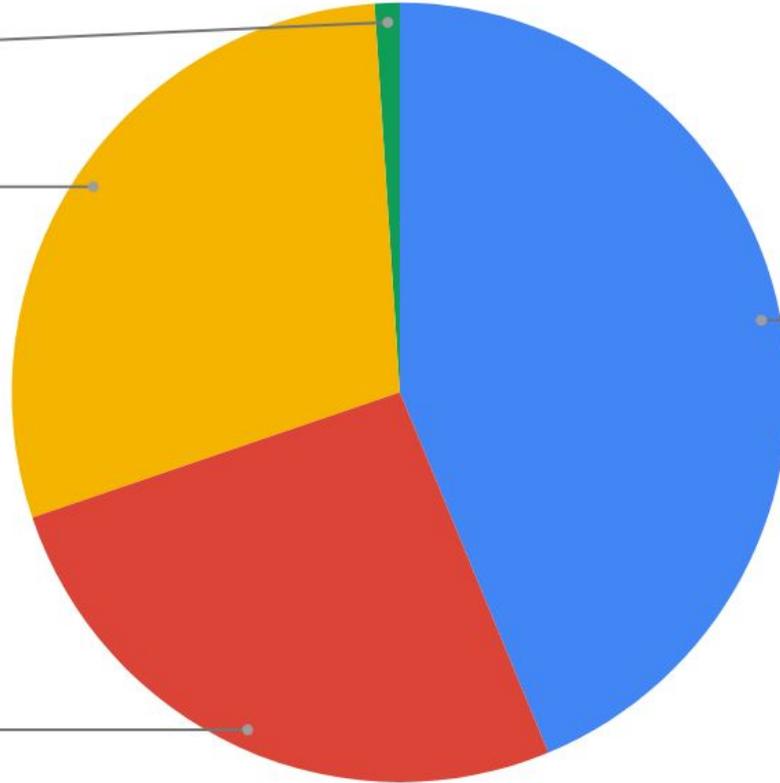
How would you rate the overall level of safety in your department?

Poor
1.0%

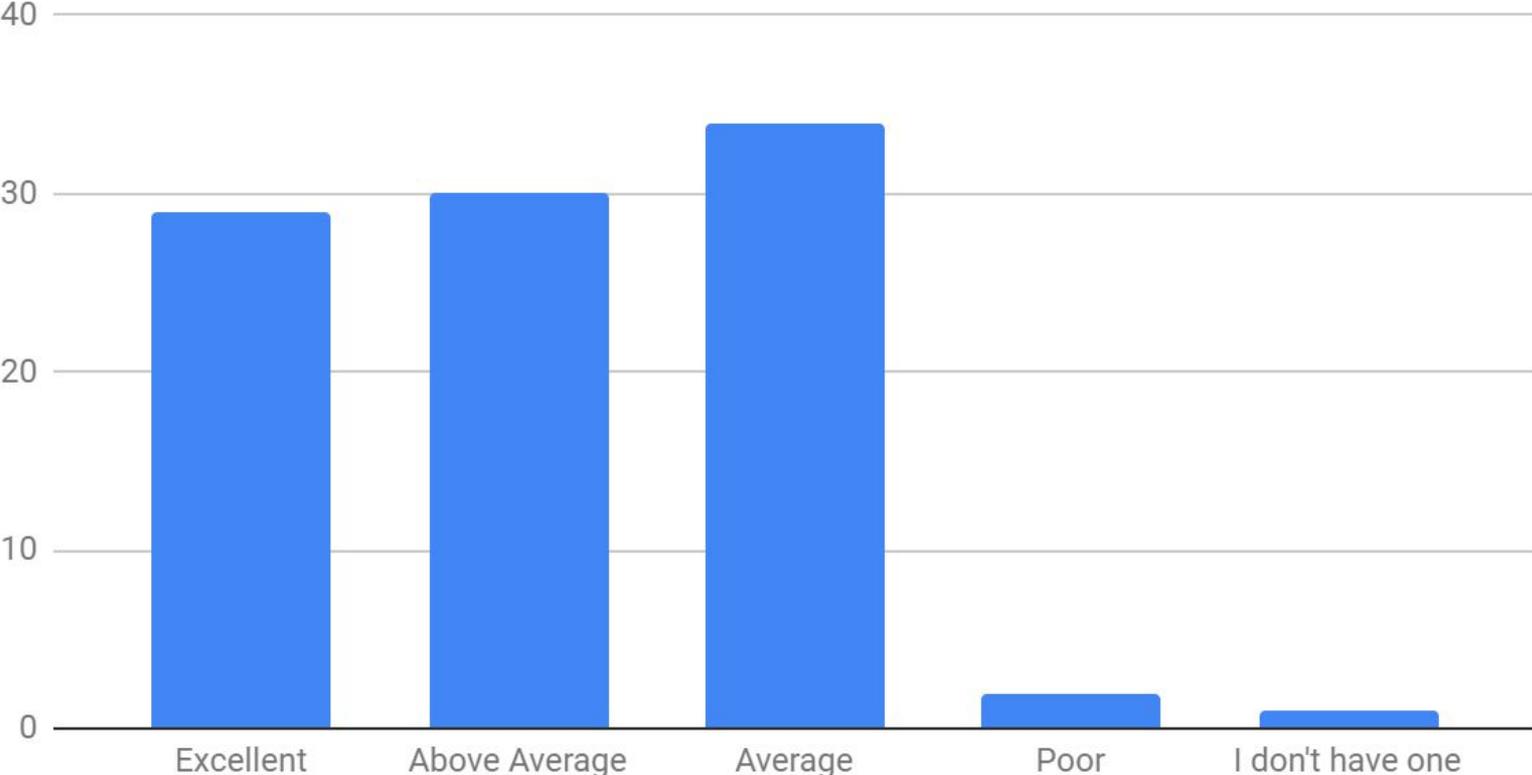
Average
29.2%

Excellent
26.0%

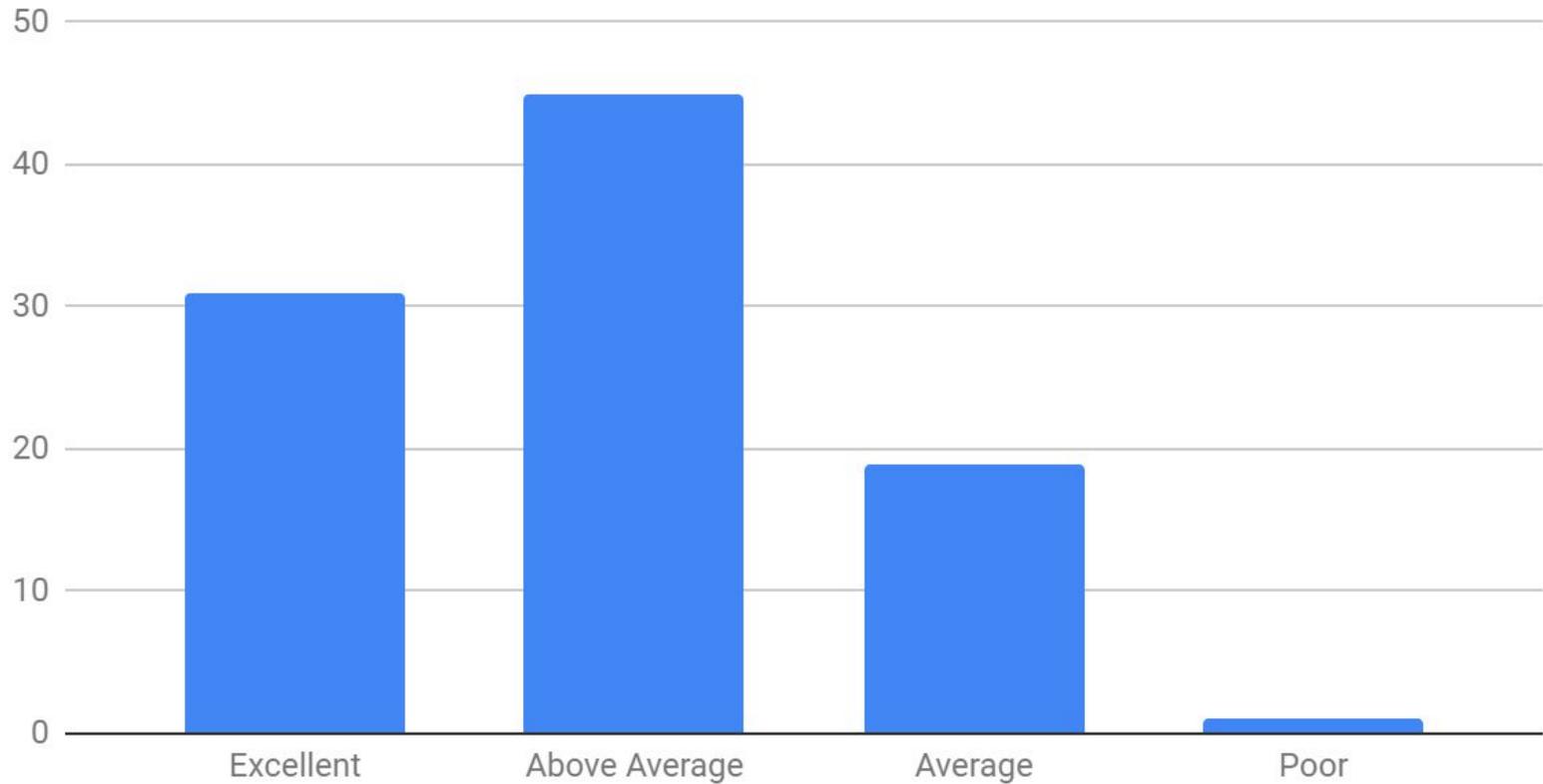
Above Average
43.8%



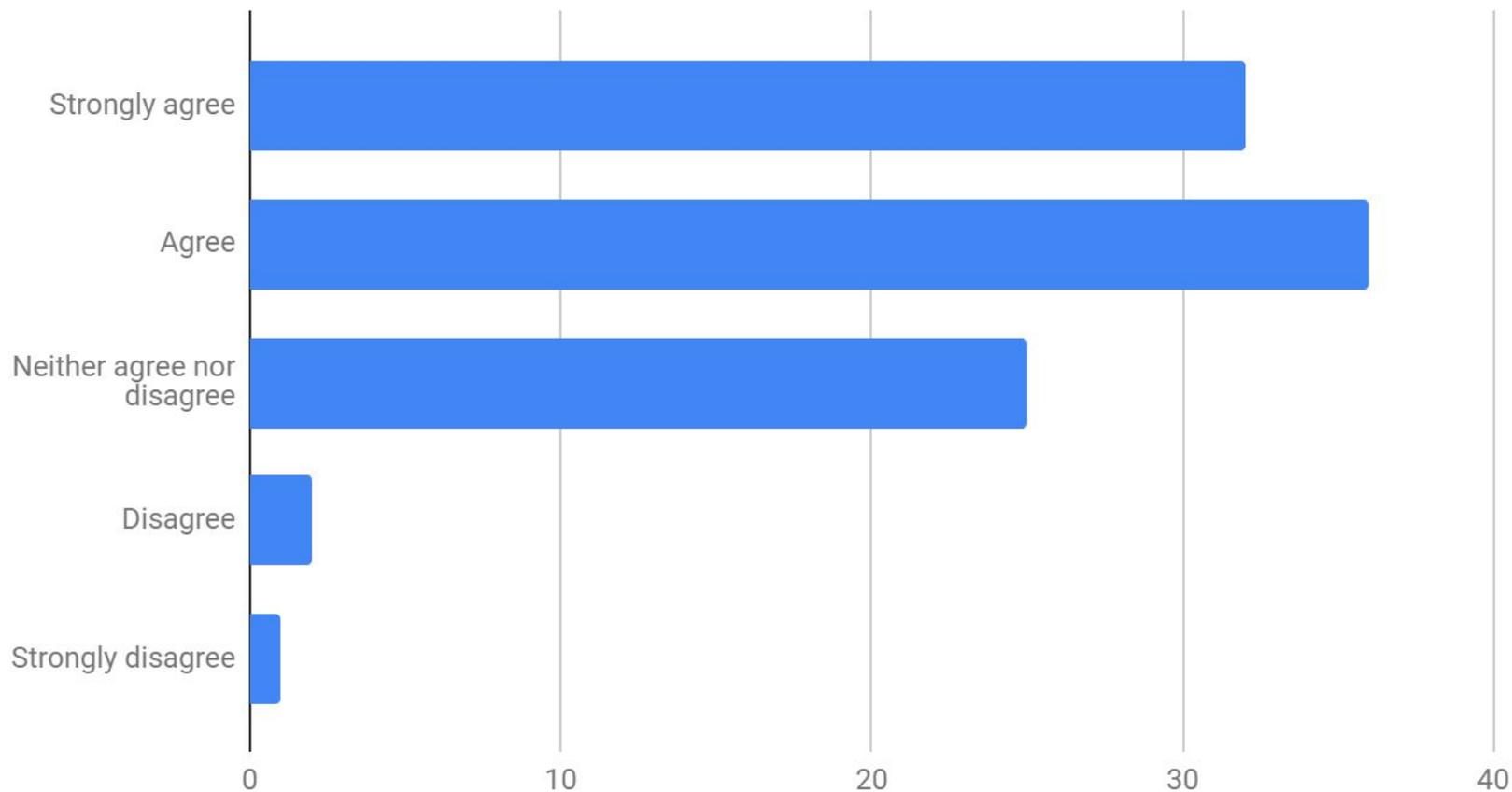
How would you rate your direct supervisor(s) in your department?



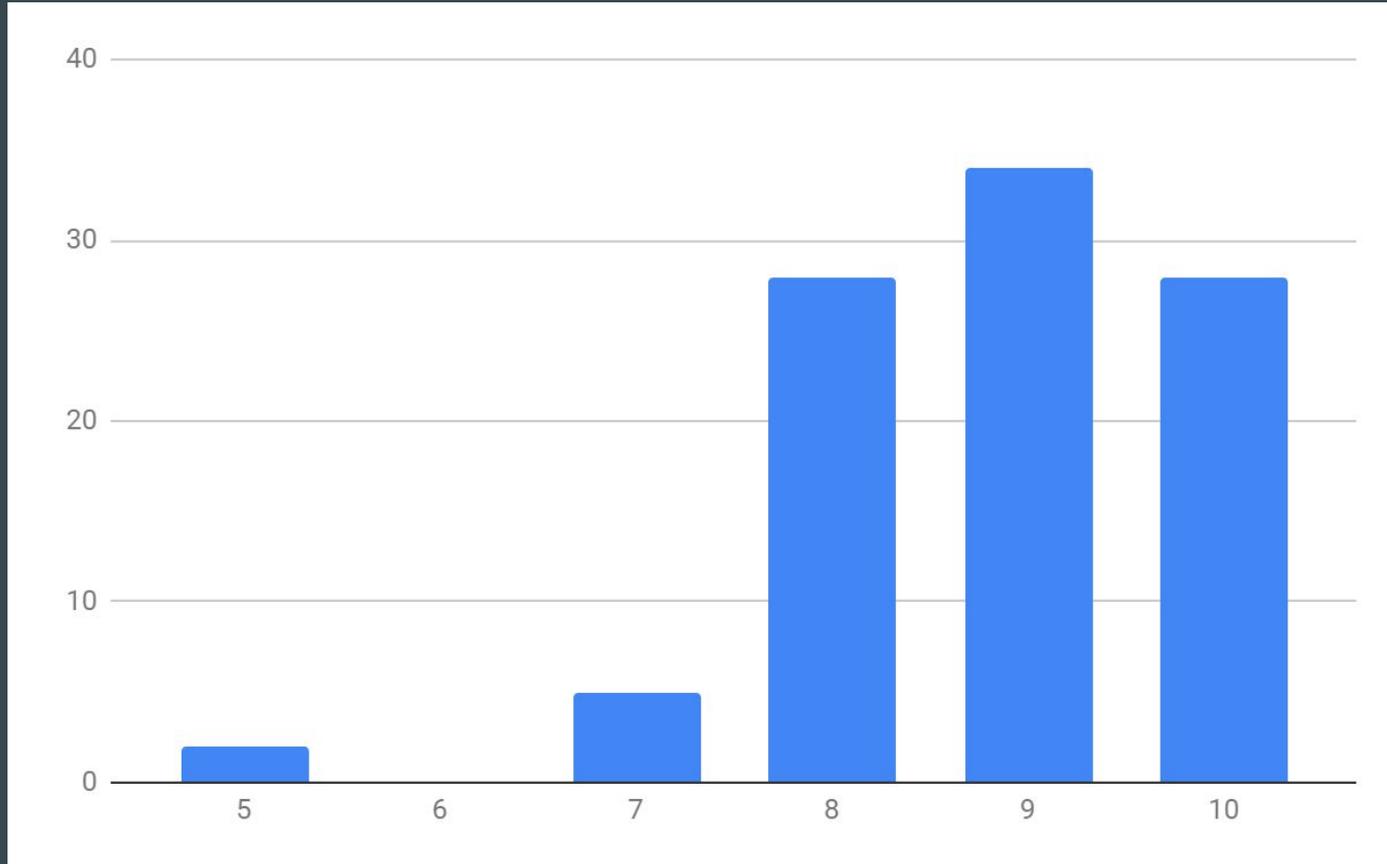
How would you rate the level of performance by your department head?



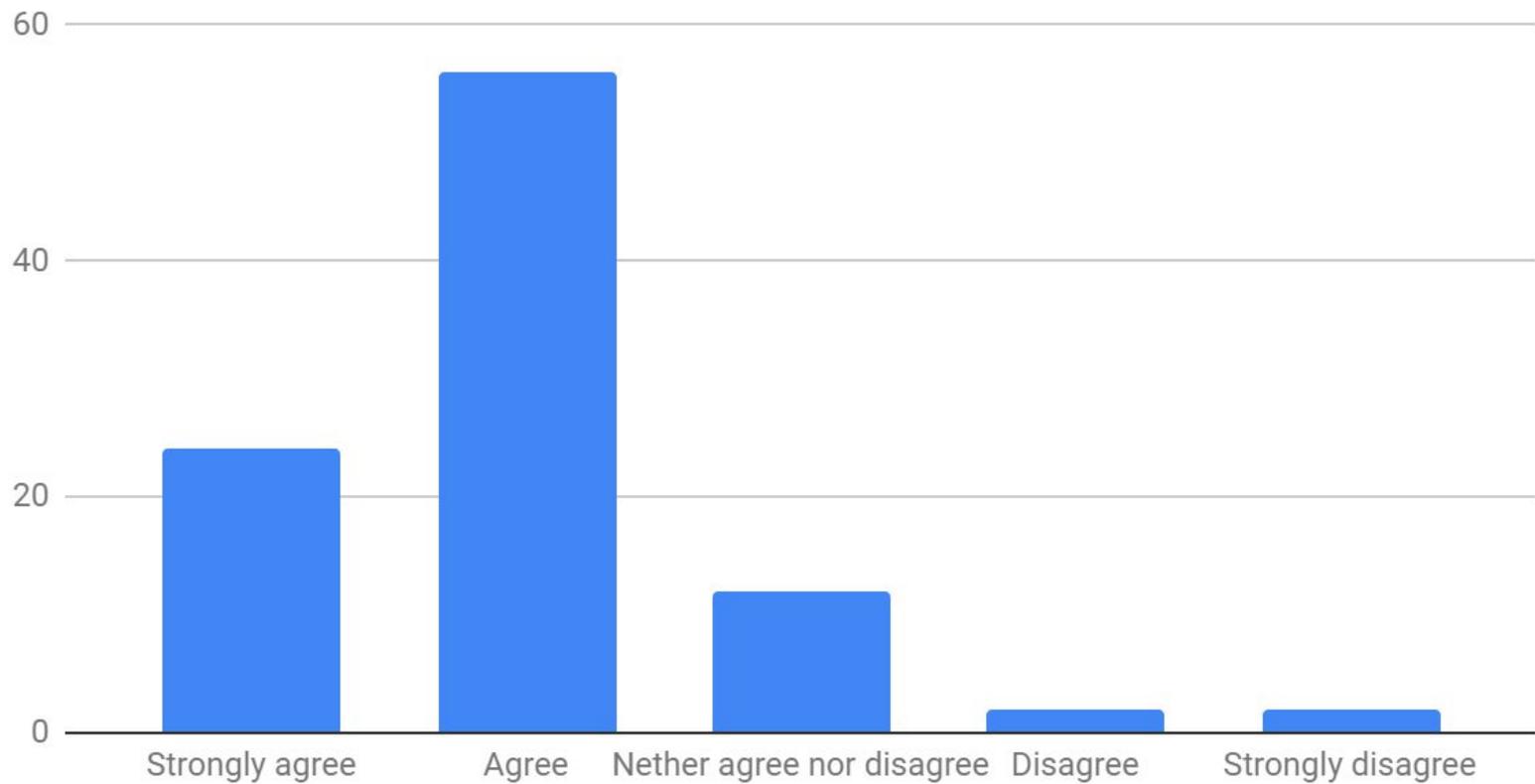
My supervisor is a great role model for the rest of the department?



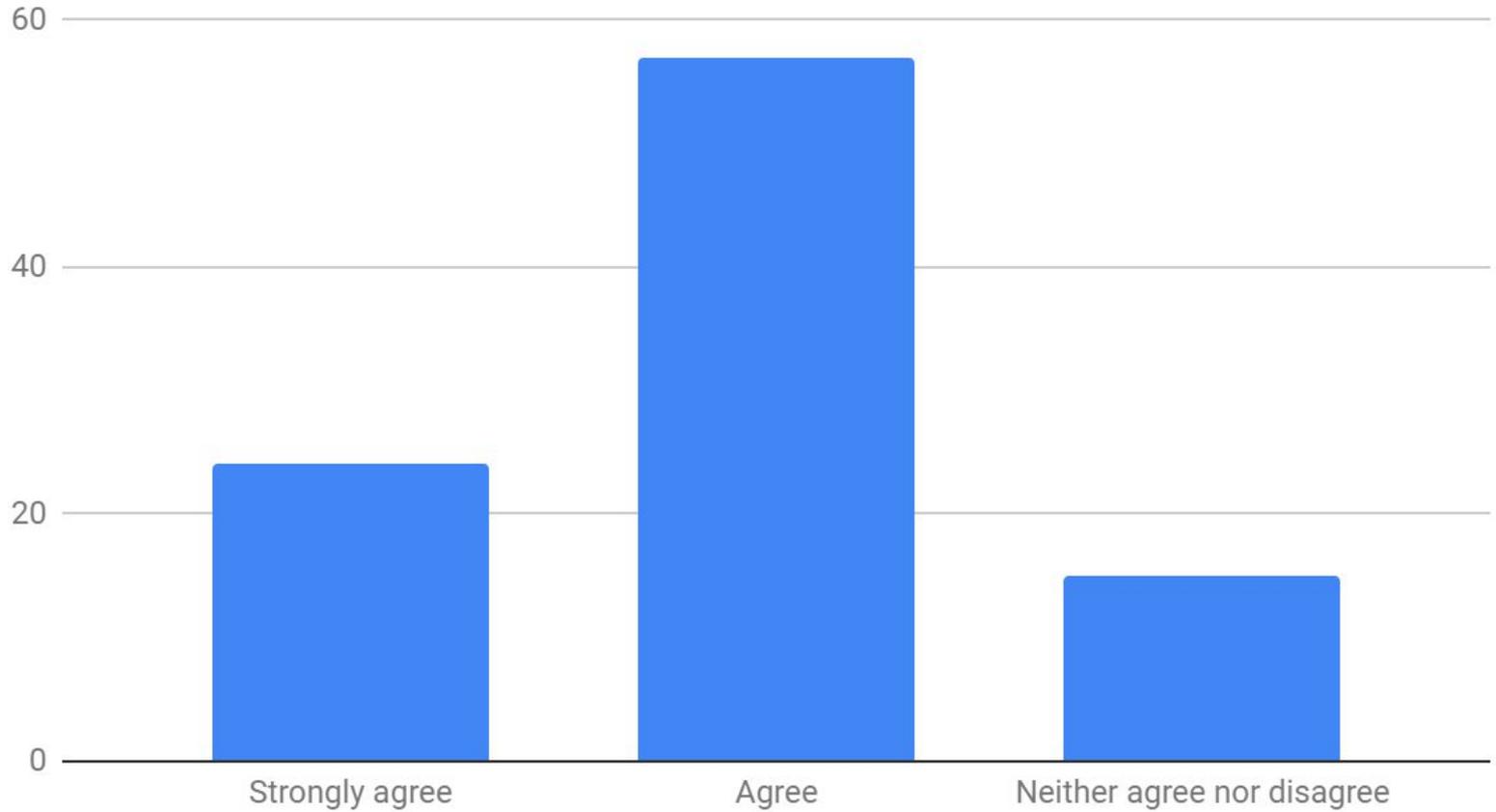
How would you rate the performance of the City Manager



The City Council understands the importance of the services my department provides to the citizens of the City of Dayton?...



The City Council is working for the betterment of the city.



Phase II

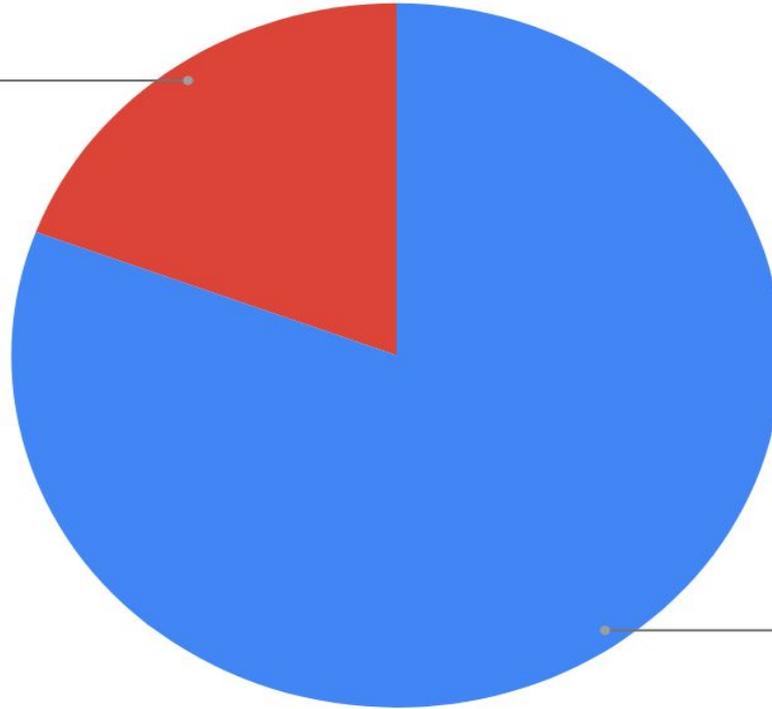
2nd Survey

(Focused on individual opinions and required more detailed responses.)

Individual meetings with Facilitators

Are you proud of your department?

Sometimes
19.3%



Yes
80.7%

Explanation

Proud

- Like co-workers
- Department works well together
- Teamwork

Other

- Poor communication
- Not enough staffing
- Increased funding

If you could change one thing about your department what would it be?

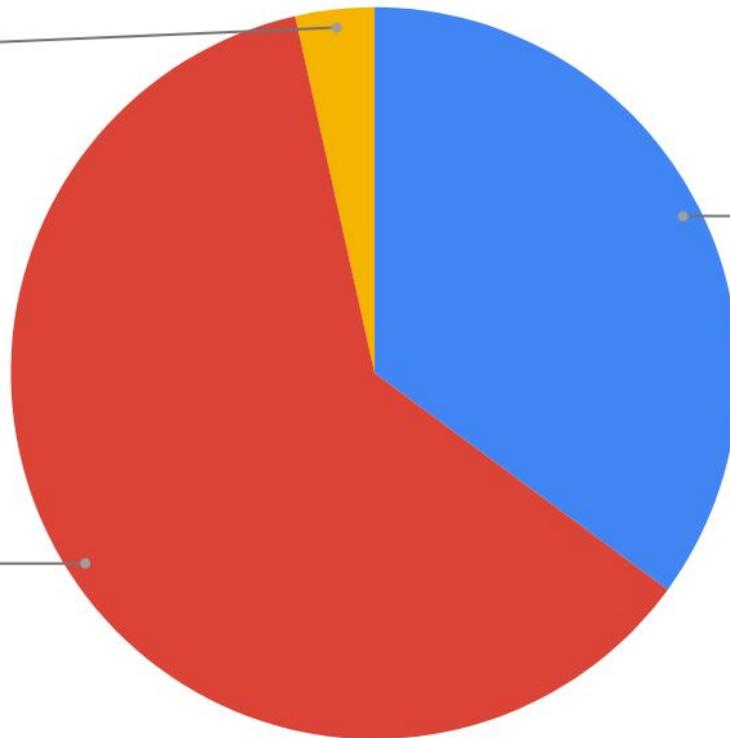
- More staffing
- Pay (increase)
- Better communication (primarily from field supervisors)
- Training / cross training
- Inefficient processes (i.e. purchase orders)
- Safety: masks for handling chemicals, employees not monitored while maintaining motors, water treatment plant process and climbing inside clarifying tanks, cleaning uniforms at home with family's laundry.
- Better facilities / more room / more organized work spaces

How often do the following cause you frustration in the workplace? [Poor work benefits]

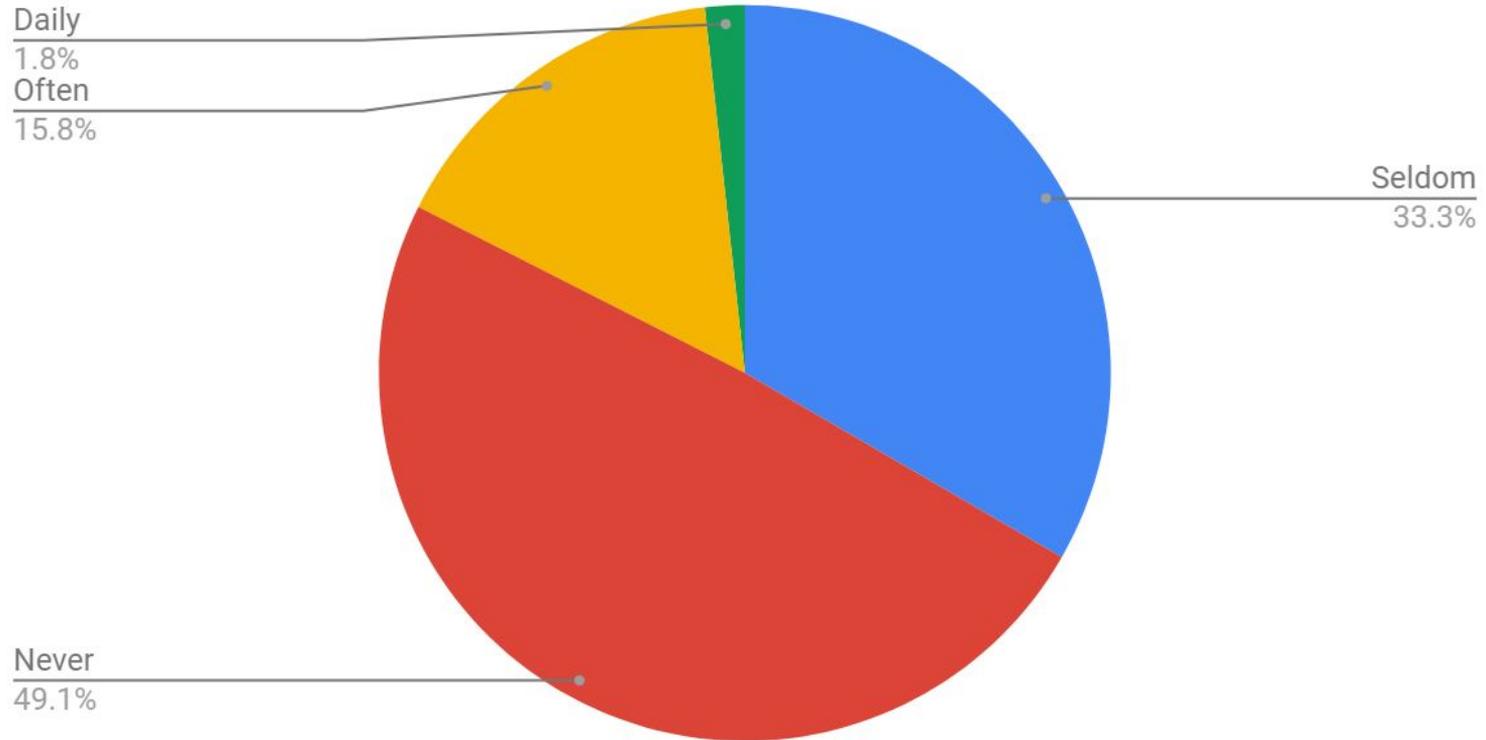
Often
3.5%

Never
61.4%

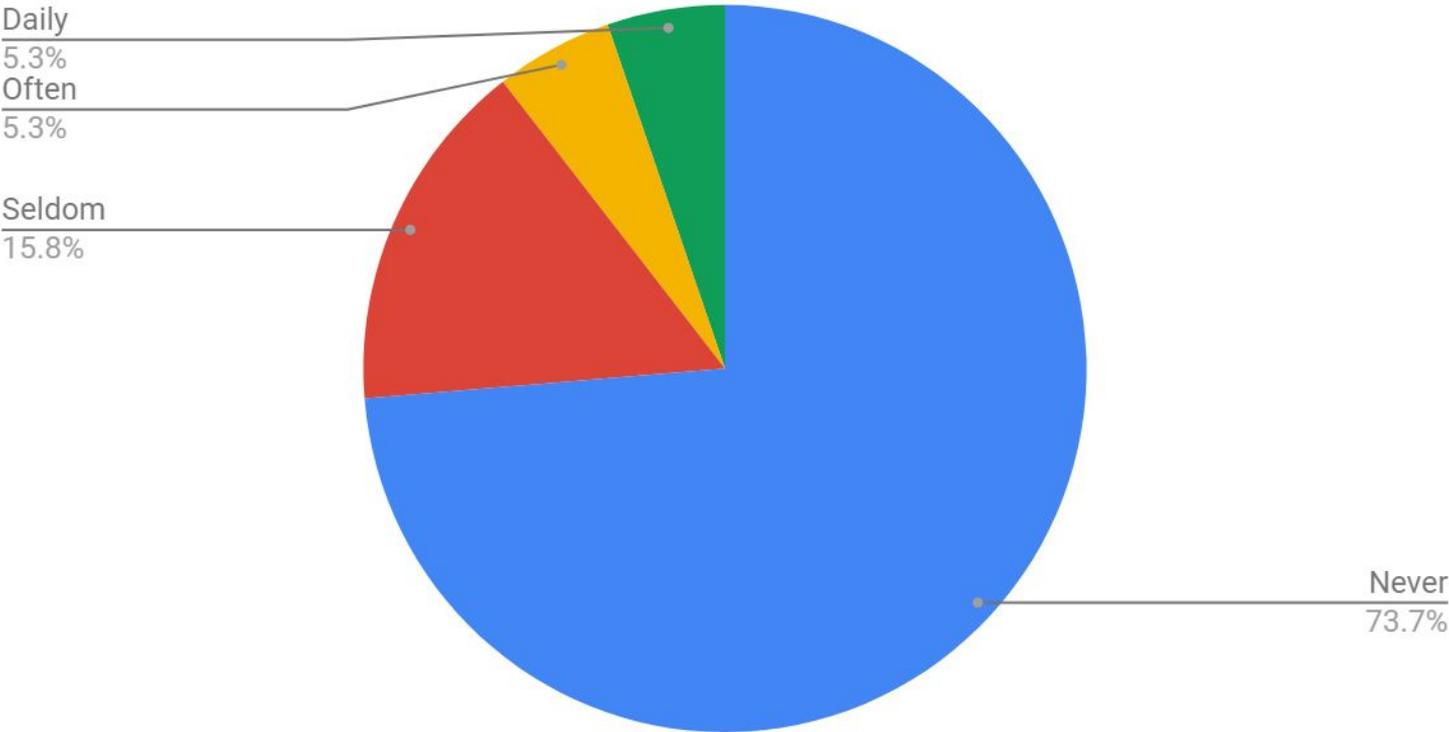
Seldom
35.1%



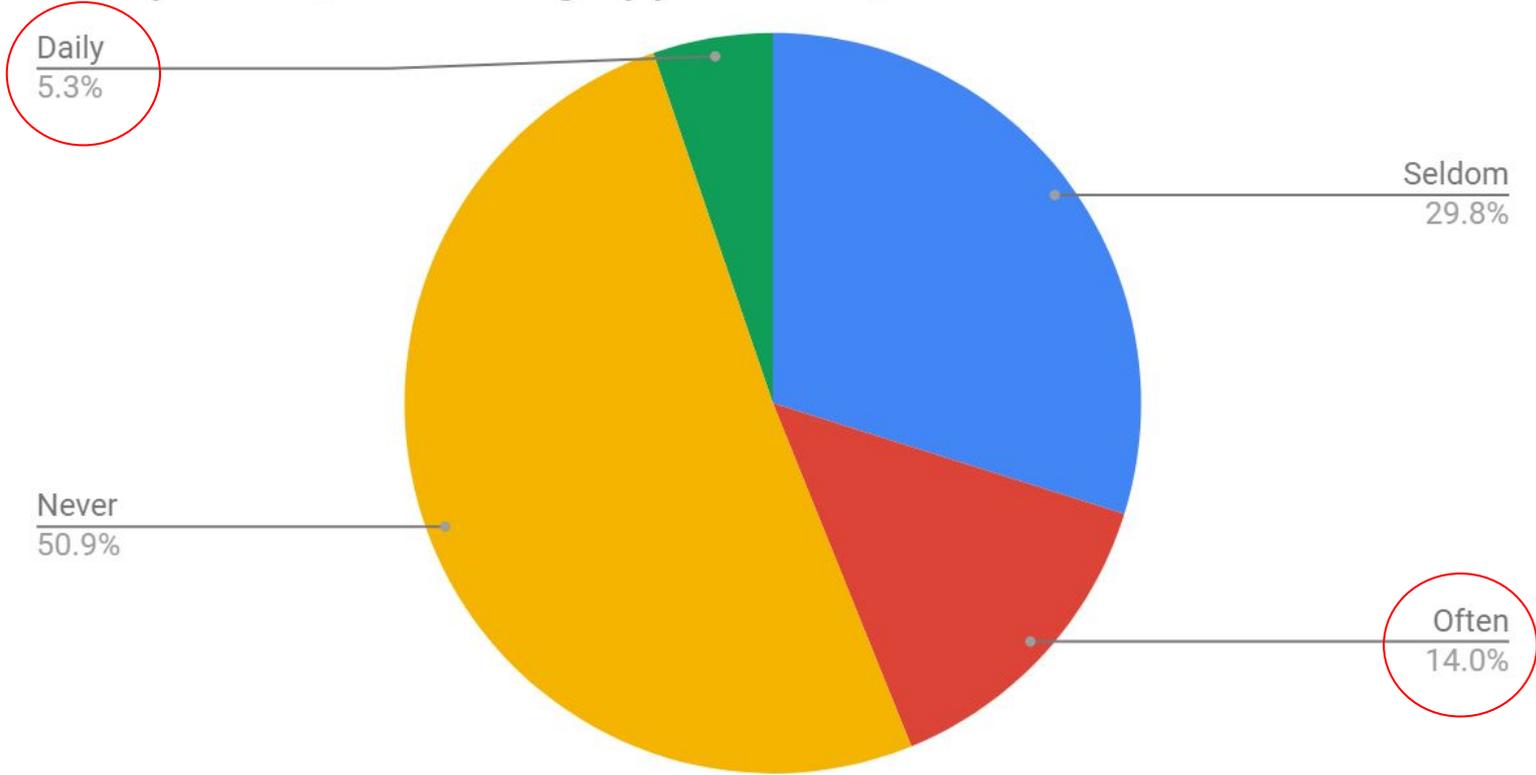
How often do the following cause you frustration in the workplace? [Work Environment]



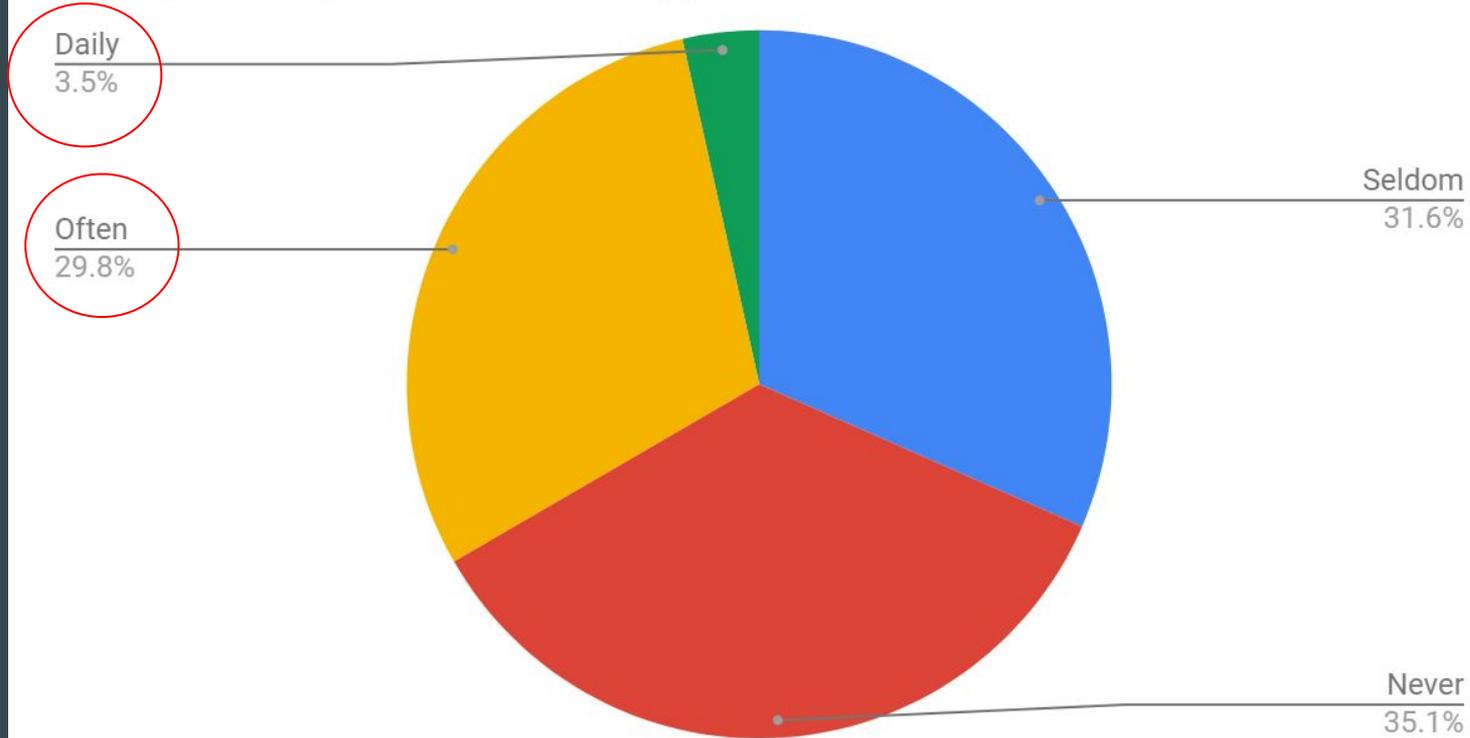
How often do the following cause you frustration in the workplace? [Unsafe work environment]



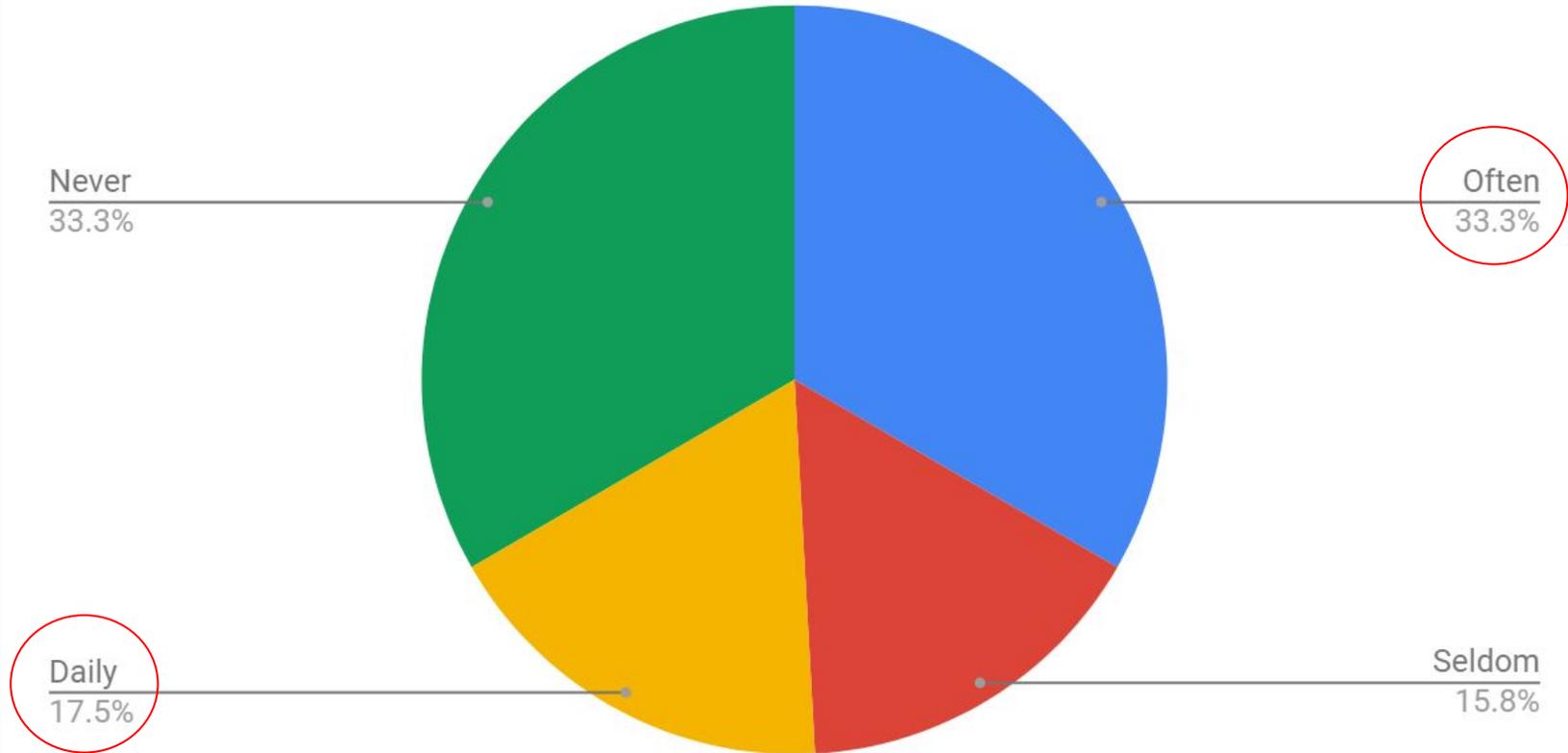
How often do the following cause you frustration in the workplace? [Not feeling appreciated]



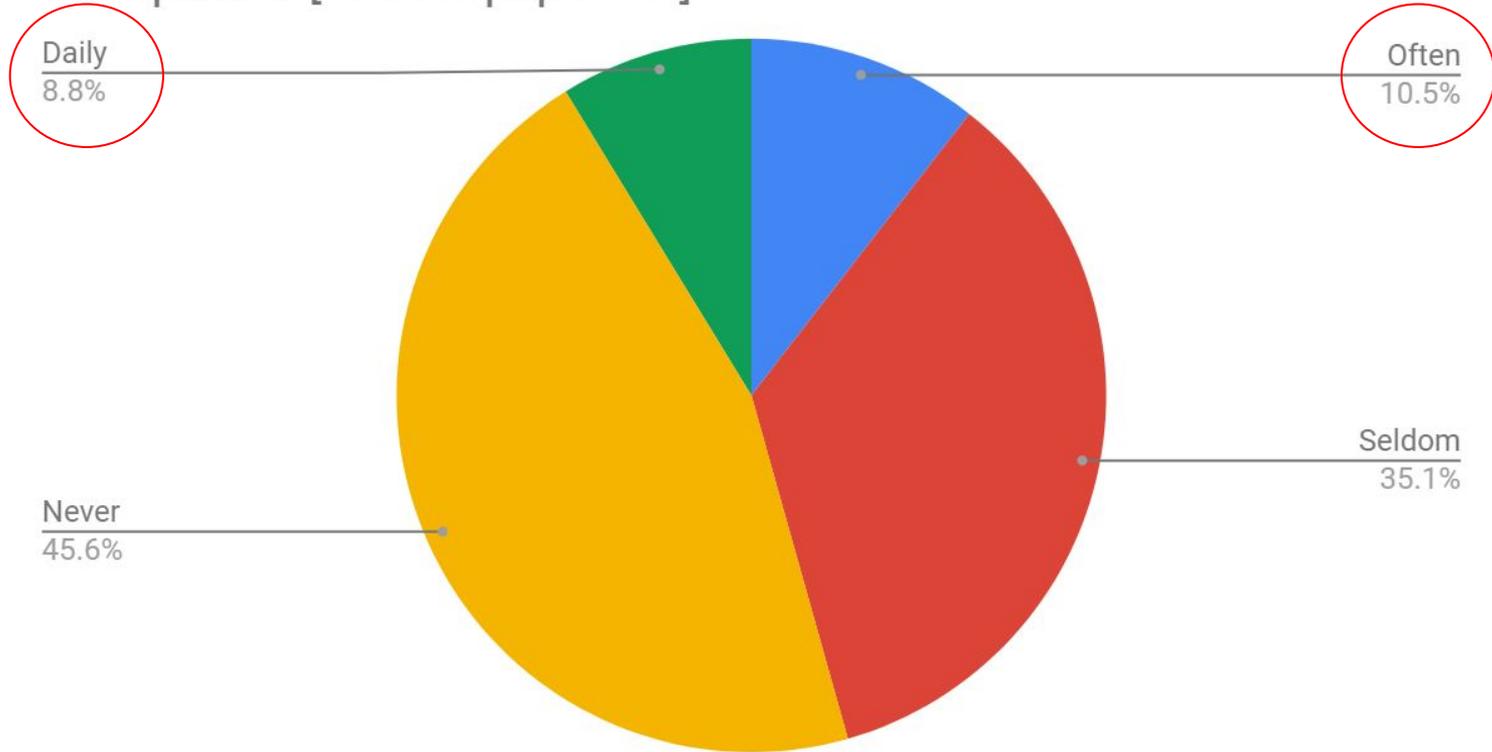
How often do the following cause you frustration in the workplace? [Lack of Training]



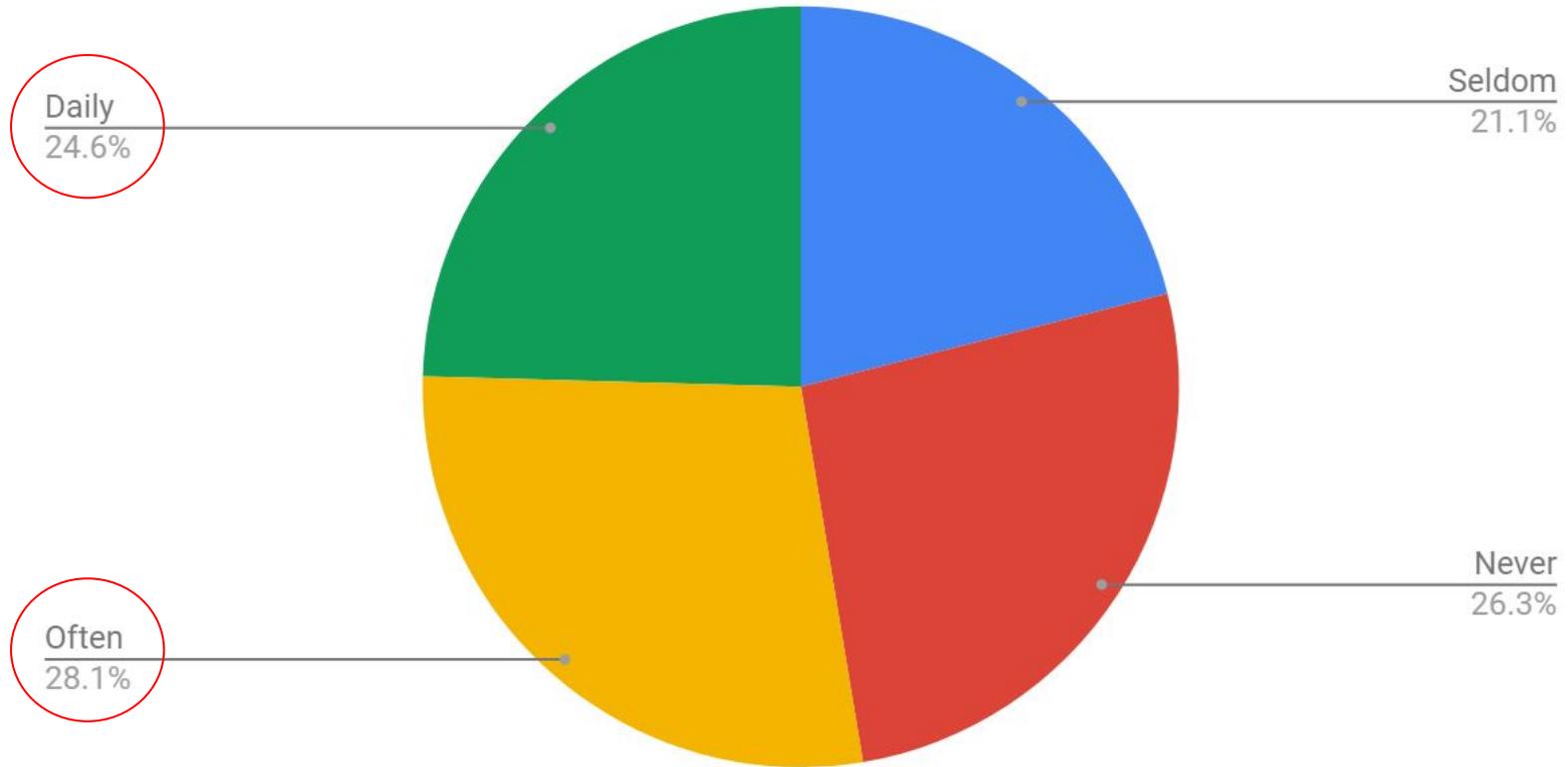
How often do the following cause you frustration in the workplace? [Lack of Communication]



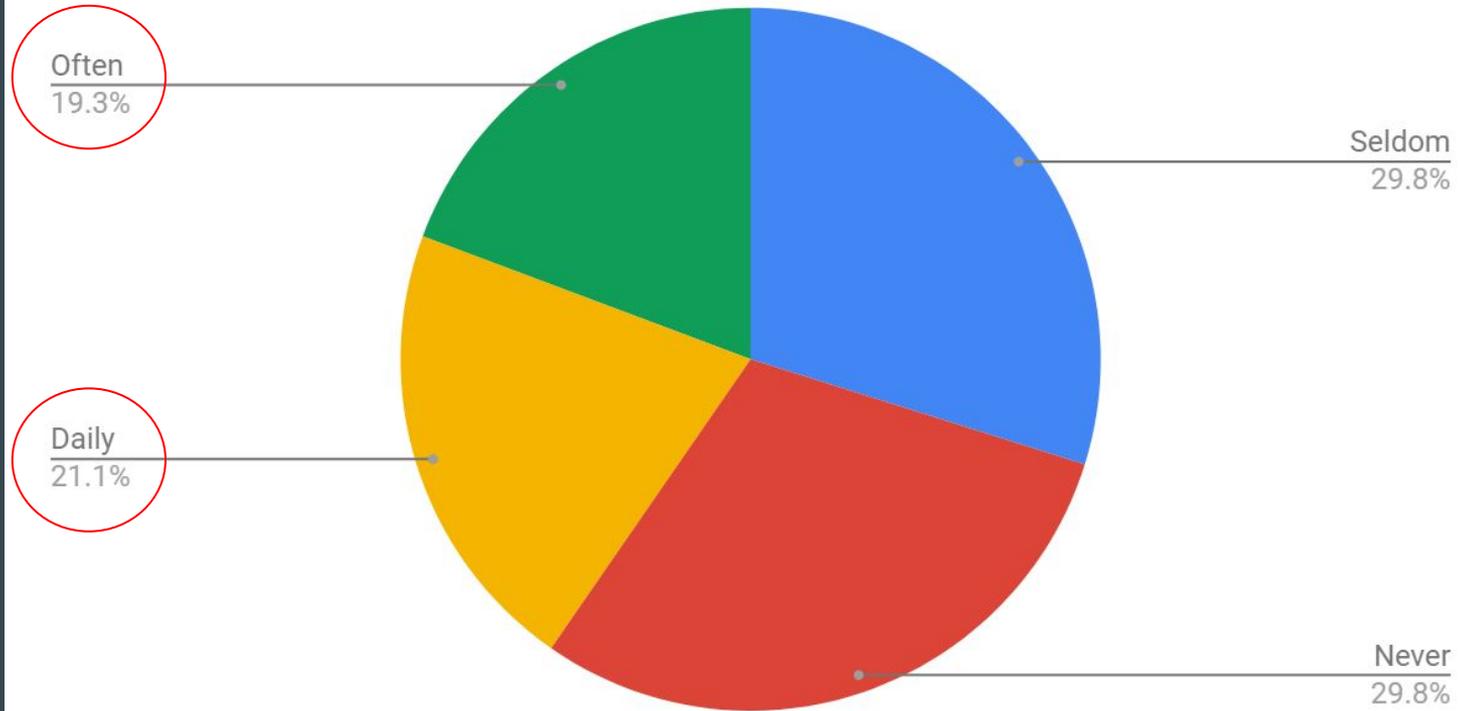
How often do the following cause you frustration in the workplace? [Poor equipment]



How often do the following cause you frustration in the workplace? [Insufficient staffing]



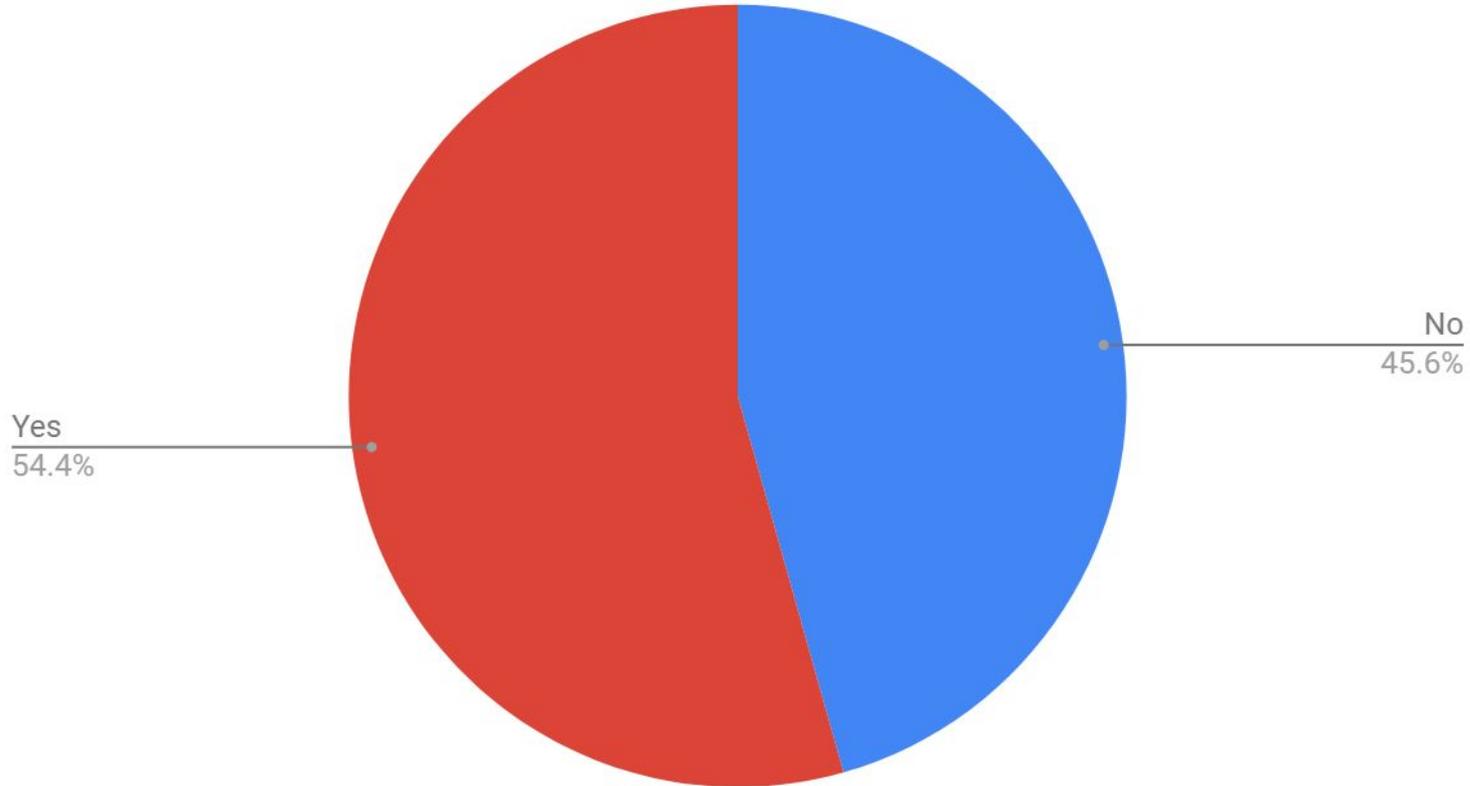
How often do the following cause you frustration in the workplace? [Low pay]



What skills do you feel you have which are not being utilized in your current position?

- Leadership / Supervisory skills
- Public speaking
- Computer skills
- Financial skills
- Planning skills
- Analytics

Do you feel you are working to your full potential?



Are you working to your full potential?

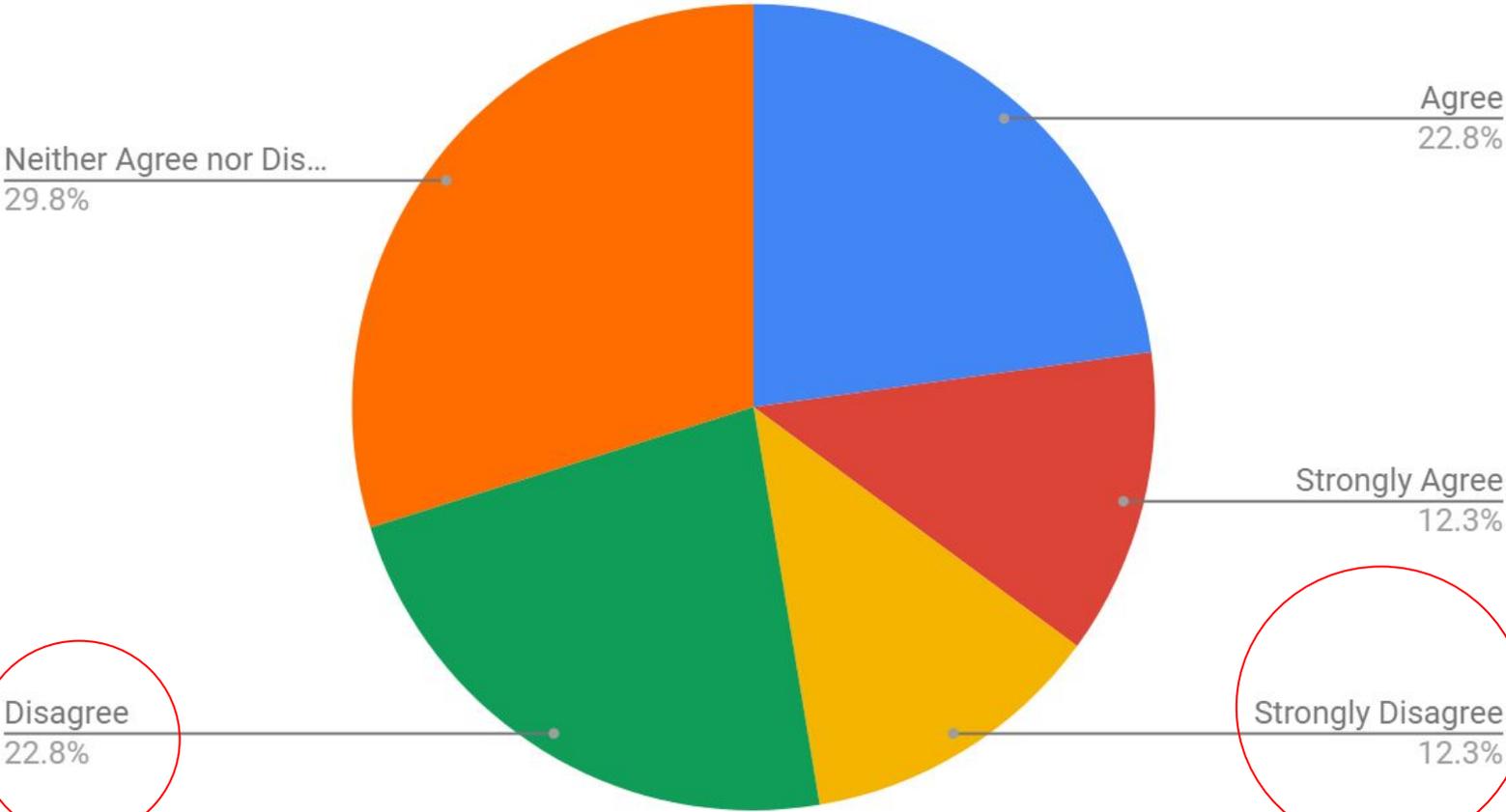
YES

- Often work outside of current position.
- Help train others
- Can work without supervision
- Take pride in their work and in their job

NO

- Limited training / cross training
- No promotional opportunities
- Need more hands on training
- Need trust from supervisors to work on projects not in their current job duties.
- Always room for improvement
- Being bogged down busy work or tedious tasks
- Not given opportunity to show all strengths and abilities.

I believe I am being paid a fair wage for the position I hold.



The majority of the responses were that the wages need to reflect the cost of living.

One of the responses came from a single parent, who stated they just wished they made \$30,000 annually.

Another stated that they had to get a roommate just to be able to afford an apartment in Dayton.

Overall, the consensus was that the pay needed to be more for the certifications which are required and the duties they have.

If you could implement one program to improve the level of service to the *employees* of the City of Dayton what would it be?

- Health and Wellness Program
- Discounted or City provided gym membership
- Schedule and shift options (i.e. 4/10s)
- Employee voted employee of the month program - award - “Lunch with Leaders”
- More functions for employees
- Participate in community outreach programs
- Discounted or City Provided Daycare Program
- Training
- Softball or other games between city departments or other cities

If you could implement one program to improve the level of service to the *citizens* of the City of Dayton, what would it be?

- Suggestion boxes or option on city website to house complaints (let them be heard)
- Events to build better relationships between citizens and the City.
- Litter Pick-Up Program (or other Community Outreach Programs)
- Provide tours of various city facilities - educate the public about what we do.
- Checking on the elderly in the community
- Community Center activities / Dayton Ole Tyme Days activities - have a part in these events / activities - have a city booth
- Explorer Program - for all departments

What is the City of Dayton not doing right?

- Employing the 'good ole boy' system when dealing with specific citizens.
- Need more and better communication and follow-up with citizens regarding work orders.
- Need better communication between departments.
- Need more training / cross-training
- Need more staffing
- Pay not in line with neighboring cities or industry standard
- Vacation time - an employee has to wait an entire year before they are eligible to take vacation

What is the City of Dayton doing right?

- City Manager's open door policy
- Growth: Splash Pad, Infrastructure, new equipment and vehicles
- Listening to citizen complaints
- Cleaning our city
- Paying attention to the needs of the community
- Being transparent
- Customer Service
- Leadership
- Preparing for future growth
- This survey

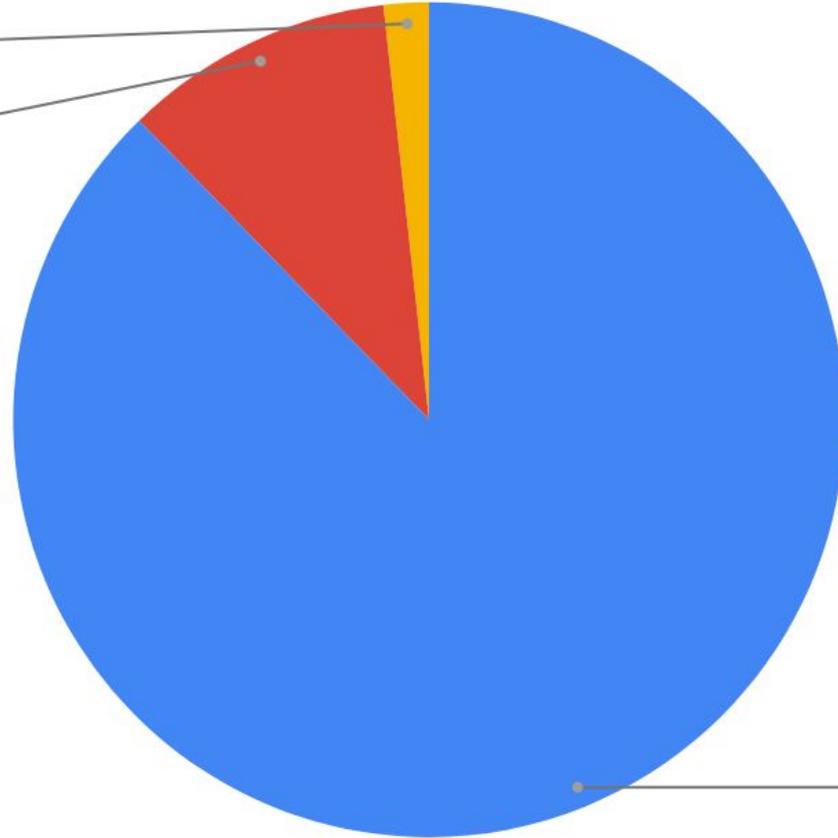
Are you proud of the city as an organization?

No

1.8%

Sometimes

10.5%



Yes

87.7%

Are you proud of the City?

YES

- Planning for future growth
- Addressing infrastructure needs
- Professional development program for employees
- We have higher standards than surrounding communities
- Teamwork (Hurricane Harvey)
- We work hard for the community to provide services and education.
- We care about the community.
- Under current management I've seen growth and we are going in a positive direction.
- We have good higher officials that have good intentions for the city.

SOMETIMES

- Need for better communication
- Need for more staffing

NO

- No reason given

Top 10

1. Low pay
2. Lack of communication (between departments and at the Field Supervisory level)
3. Lack of training / cross-training
4. Insufficient staffing
5. More employee events
6. Employee wellness / exercise program
7. Day-care assistance program for employees
8. Community Outreach programs - (elderly, homeless, schools)
9. Vacation wait time (1 year)
10. Employee voted “Employee of the Month” - have lunch with Dept Head and CM