

## Willmar Survey Results April 2013

The City of Willmar participated in a cultural assessment survey. The survey requested feedback on four areas; mission and strategies, goals and objectives, involvement and adaptability. This report is a summary of the survey results. The results display the percentage of agreement or positive ratings to the survey questions.

There were 67 surveys completed. The survey was completed by elected officials, department directors and staff.

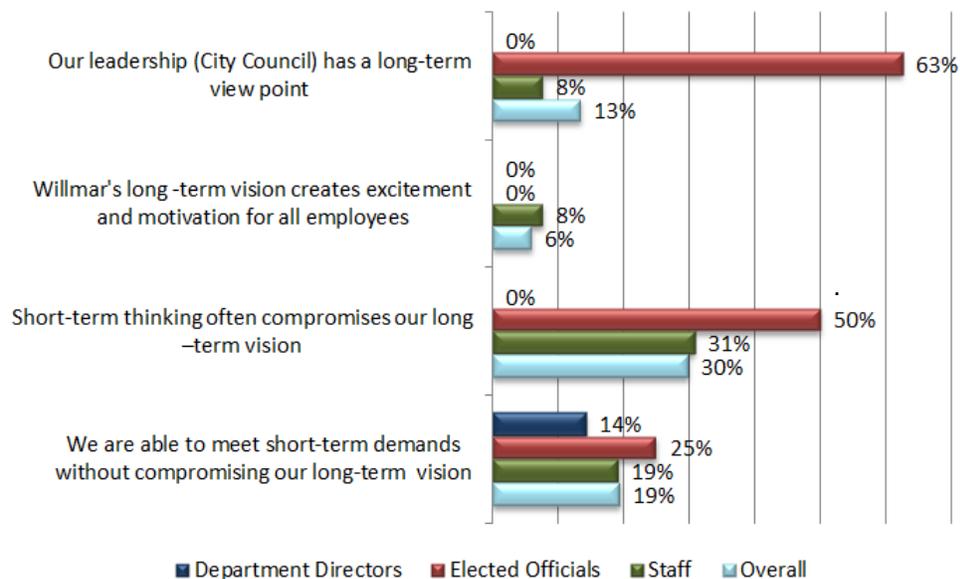
### *Mission and Strategies*

The mission and strategies define a meaningful long-term relationship for the organization.

#### Vision

The vision identifies what the organization is ultimately trying to achieve.

#### *Ratings by job class and overall for vision*



The vision is not seen as a motivating factor for employees when making decision.

## Strategic Direction and Intent

Strategic directions and intent typically refer to the multi-year strategies or high priorities established to operationalize the vision.

### Ratings by job class and overall rating for strategic direction and intent



There appears to be little understanding and alignment of the cities strategic direction.

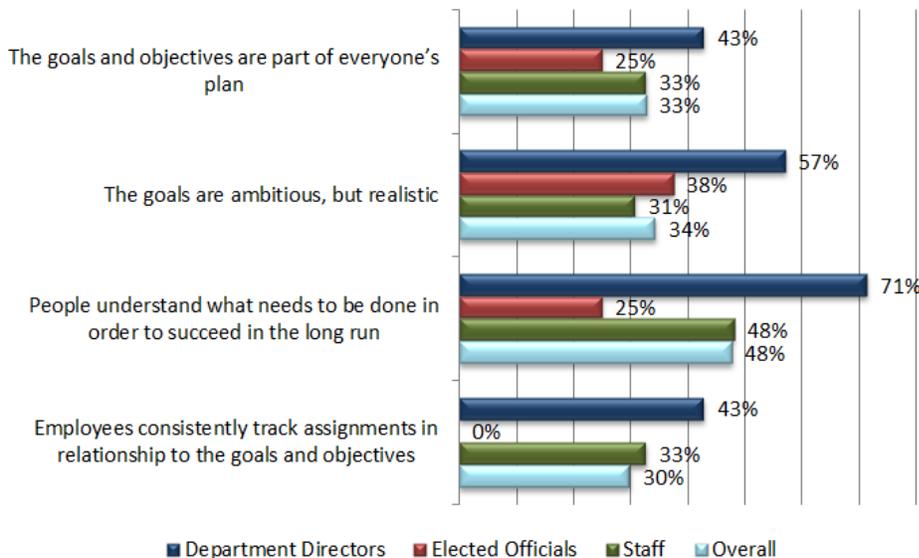
## Consistency

Goals and Objectives are the short-term, specific goals established that help every employee see how his/her daily activities connect to the vision and the strategy.

### Consistency

Consistency defines the values and systems that are the basis of a strong culture.

### Ratings by job class and overall rating for strategic direction and intent

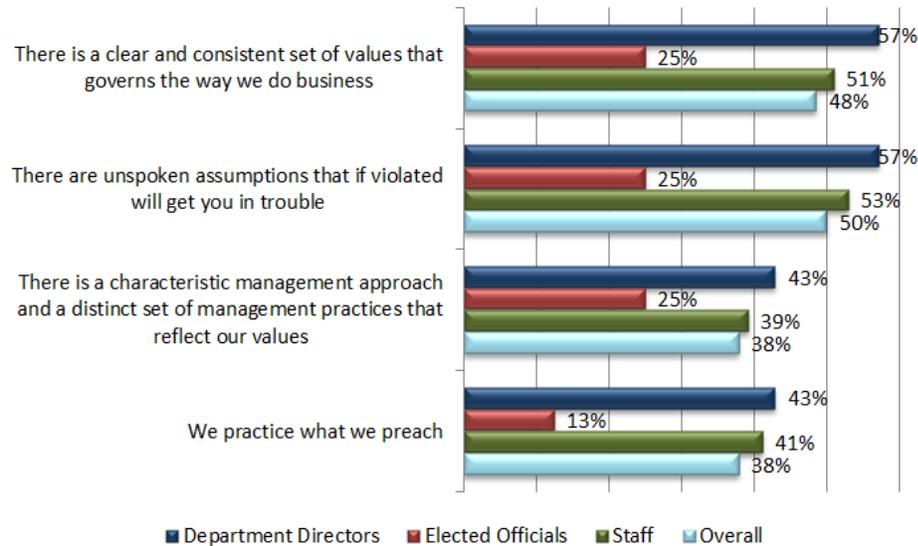


The results suggest that the elected officials do not see how employees are tracking assignments in relationship to the goals and objectives of the city.

## Core Values

Core Values help employees and leaders make consistent decisions and behave in a consistent manner.

### Ratings by job class and overall rating for core values

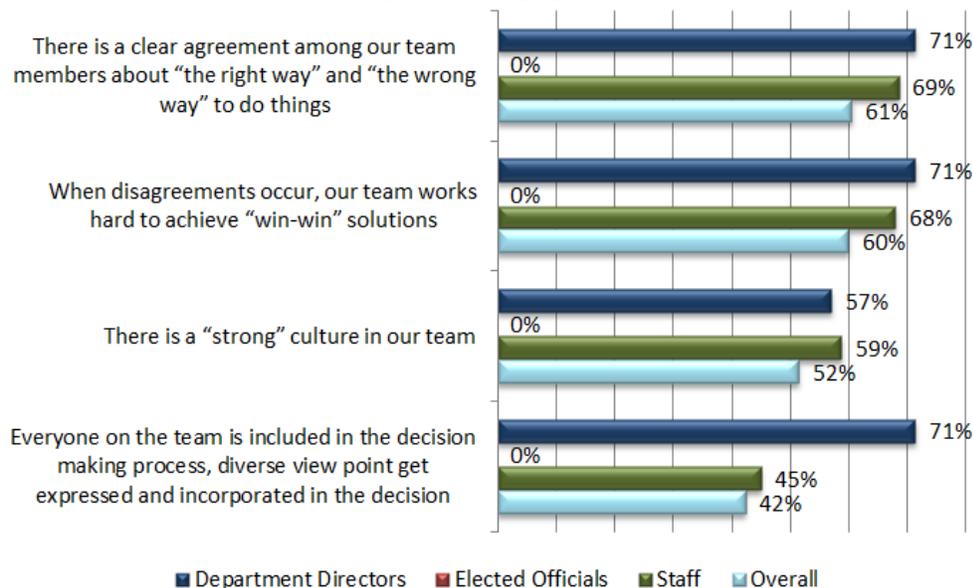


Half of the survey participants believe there are unspoken assumptions that must be followed.

## Reaching Agreement

Members of the organization have a specific way or process in which agreement is reached.

### Ratings by job class and overall rating for reaching agreement

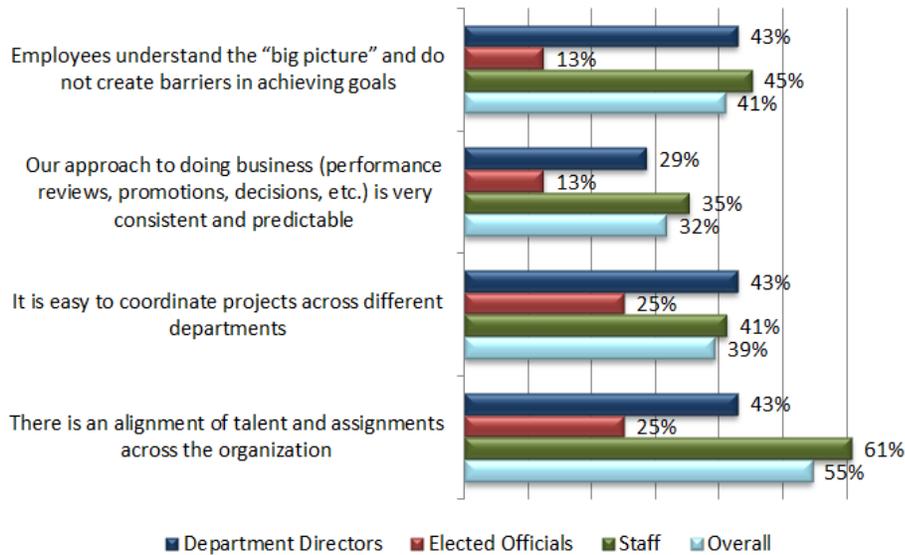


The results suggest that the elected officials do not believe there is a clear agreement on the best way to do things within the organization.

## Coordinated and Integrated Work

How well the work is coordinated and integrated into the organization.

*Ratings by job class and overall rating for integrated work*



The majority of responses identify that there is an alignment with the talent of the staff and the assignments across the department.

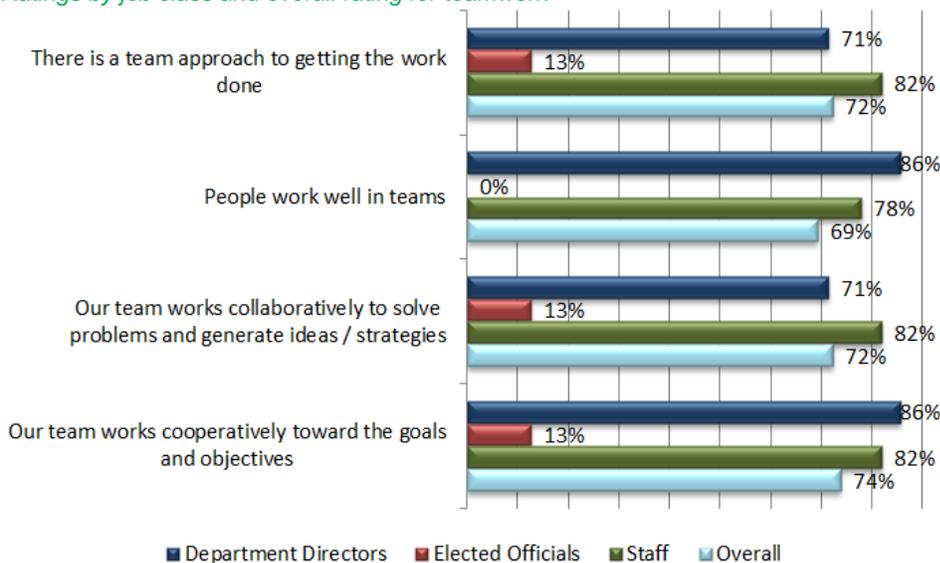
## Involvement

Involvement is building human capability, ownership and responsibility.

### Teamwork

Teamwork ensures that creative ideas are captured and employees support one another in accomplishing the work that needs to get done.

*Ratings by job class and overall rating for teamwork*

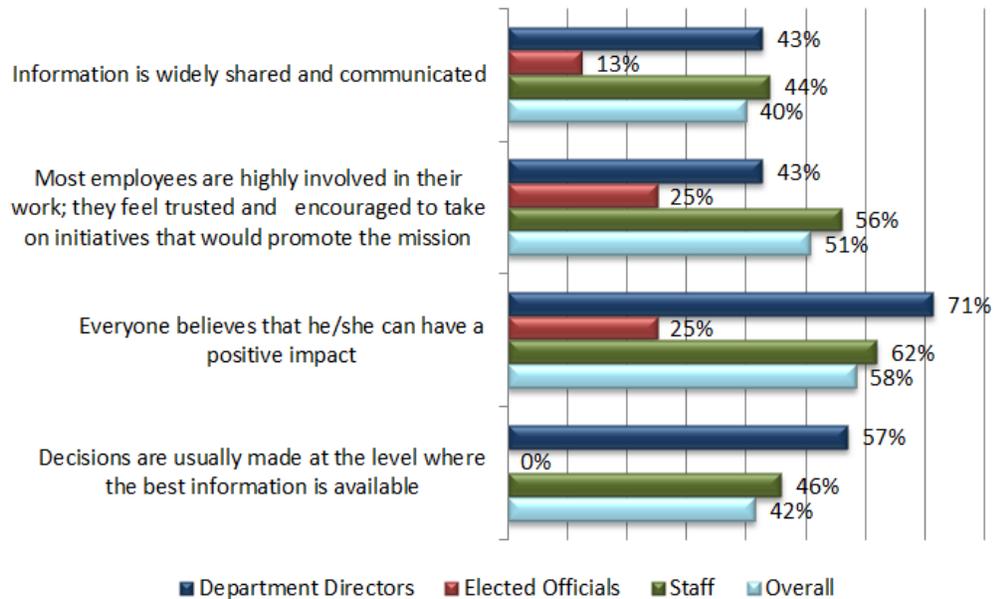


The majority of the respondents believe that there is a strong sense of teamwork in the organization.

## Empowerment

Empowerment promotes and clarifies those areas where employees can make decisions, have input, or those areas that are beyond an employee's scope of responsibility.

### Ratings by job class and overall rating for empowerment

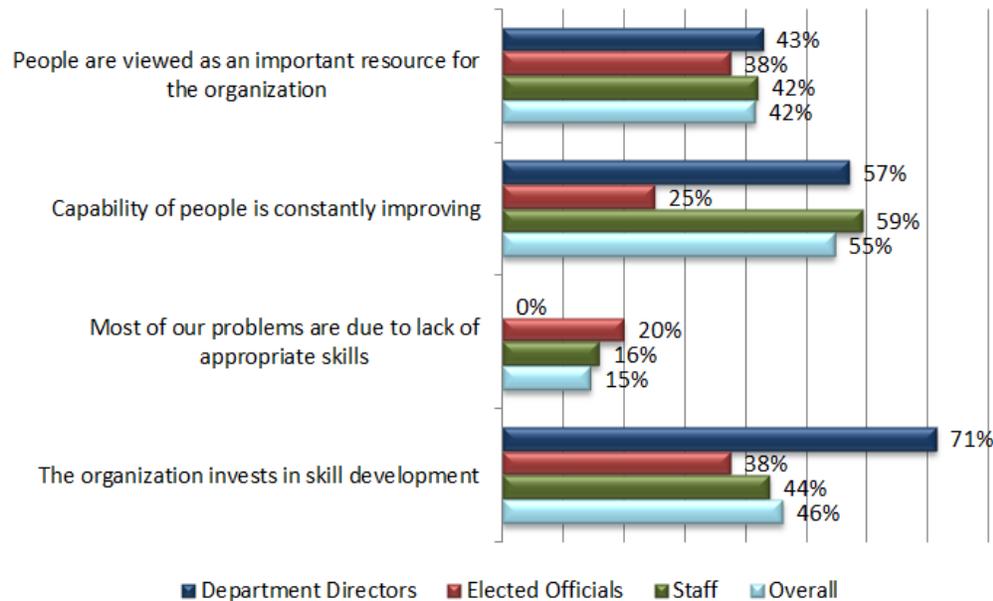


The majority of the respondents believe they can have a positive impact on the city.

## Capability Development

Capability Development is practiced in a variety of ways, including training, coaching, and giving employee's exposure to new roles and responsibilities.

### Ratings by job class and overall rating for capability development



The majority of the respondents agree that people within the organization are constantly improving.

Adaptability is the ability to translate the demands of the external environment in to actions.

Creating Change

Creating Change organizations welcome new ideas and are willing to try new approaches to doing things.

*Ratings by job class and overall rating for creating change*

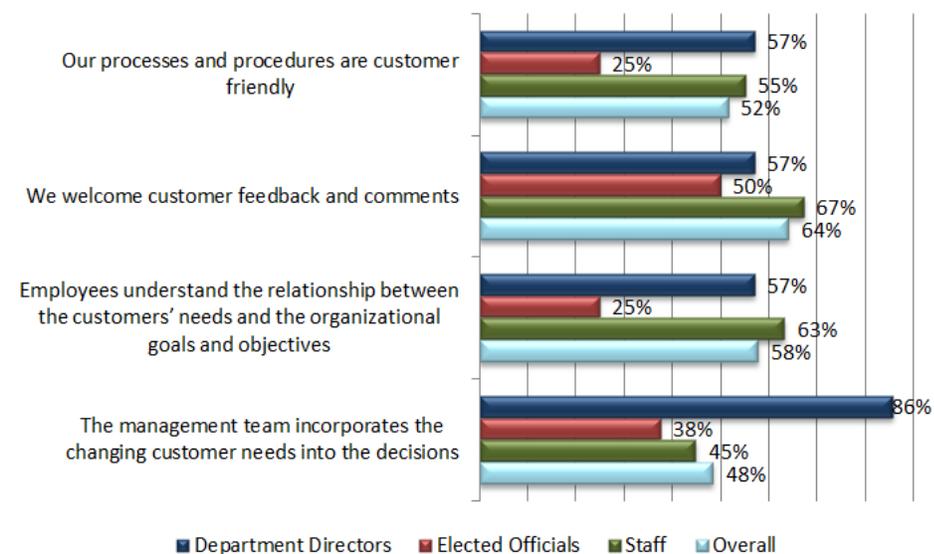


There is little agreement by the department directors and the staff that change is seen as bad.

Customer Focus

Customer Focus organizations recognize the need to serve their customers internally and externally. They continually look for new and improved ways to meet and exceed customer expectations.

*Ratings by job class and overall rating for customer focus*

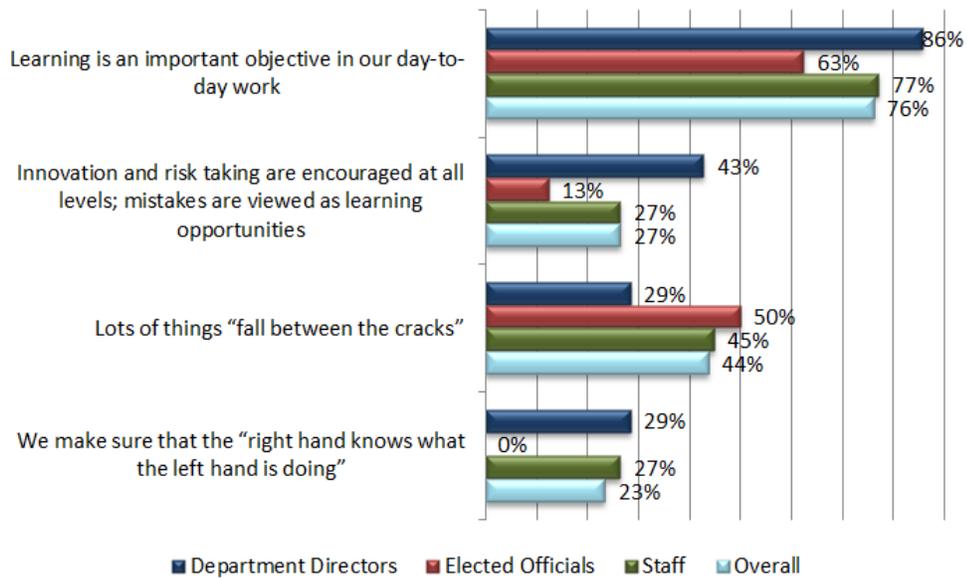


The majority of the respondents agree that feedback and comments are welcome from the cities customers.

Organizational Learning

Organizational Learning means we gain knowledge from successes and failures.

*Ratings by job class and overall rating for organizational learning*



A majority of the all the respondents agree that learning is an important objective in the day-to-day work but that the right hand does not always know what the left hand is doing and things end up falling through the cracks.

## Comments

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### Vision

- We do not have a long term vision. We must get that corrected-we can't continue the way we are thinking.
- It always gets back to the lack of Documented Due Diligence.
- Certain members of the City Council are exerting their need for control, not having the best interests of the city in mind, thinking all City staff are overpaid and underworked; that the private sector can do the job for less and then they hire a private sector company to do a City staff job for much more than the City staff receives. Makes sense? NO! They have no respect for City staff, accusing them at City Council meetings of lying!
- Council does not articulated a long range clear vision. It seems the council is short term reacting instead.
- Decisions made from a distance, without input from frontline staff
- Dysfunction of Mayor and City Council prevents any long term vision from an employee's standpoint. Vision within departments is possible with department head leadership.
- Everything is now. There is no long term vision from the Council. Save money, reduce and outsource services. That's it.
- Fire the current council, there are better people out there who care
- Have never really heard a long-term goal from the City Council
- I am not aware of Willmar's long term vision
- I am not aware of any long term vision.
- I believe Directors/Staff have long-term vision, but Council seems to not go along with it. I believe that over the past ten years, there has been little vision by our elected officials. Doesn't seem to be a priority to "grow" the City.
- I don't know what the cities vision is or what the long term direction is.
- It seems that the Council's long-term vision is to reduce what the City of Willmar has to offer the public. I understand revenues are down substantially - and many cuts have already been made in response to that. However, it seems the council wants to continue to reduce services so that it appears to the public that they are 'cutting government costs'. They've talked about contracting out a lot of services to private entities but they apparently don't realize that by doing so they don't have as much control over how things are done - and in many cases it costs more in the long run.
- It would be nice to see a master plan developed by our city leaders.
- Leaders drive policy and vision; there is no leadership coming from the city council; and, in fact, their actions are compromising the safety, security, and standard and quality of living in this community making it an undesirable place to live.
- seems like the council, mayor, has their personal agenda and muddles through issues
- The vision has not been created in quite some time. It seems decisions are being made on the given subject at hand without any thought to long term ramifications.
- There is a lack of vision of staffing requirements to handle functions necessary for an effective City Organization.
- There is no vision by the City Council and staff's attempts to plan are thwarted by Council. Even if a plan is adopted, i.e. downtown plan, the Council seems unable to get out of the way when staff and other attempt to implement the plan.
- We are being too frugal. Cannot continue to meet expectations without raising revenues.
- We, the employees, yes, we get it done. Despite the buffoonery and small minded micro-managing, "new normal" attitudes of the elected few.

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### Strategic Direction & Intent

- We lack an Organizational and Functional Chart that delineates clear job descriptions with duties and responsibilities
  - It always gets back to Institutional Knowledge-we've always done that way head knowledge
  - Accountability is AWOL
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## Strategic Direction & Intent continued

- Do more with less. Repeat. Repeat again, while being accused of being lazy incompetent and over paid. All while doing the job, doing our best for the City, with less, and less. And being embarrassed in public by the Council and Mayor, and accused of lying. I am rightfully proud of our inter department working relationships; I don't see dead wood, or workers standing leaning on shovel. I see and work with dedicated employees who are starting to get a very poor attitude, fostered by accusations of laziness, being overpriced and "we can privatize that and save money" attitudes on the elected officials part. Sorry, got me going there. I switched my answer to the last one from disagree to agree because we at the PD have been trimming the tiny bit of fat left in our budget. Our Chief is capable, fiscally responsible and doing his best to reorganize and streamline our Dept while still delivering what the Public wants and deserves. Good policing.
- I am not aware of the mission or strategies.
- I believe that Administration has a clear mission, but the elected officials do not. Departments don't work as a team.
- I don't think a lot of employees even know what the mission is not enough communication.
- I have never been told the City's mission.
- No mission or direction.
- Specific department mission and strategy is somewhat defined. The overall mission and strategy of the city as a whole is not.
- The city council is, and has for years, sent a message to all city and public employees that we are a drain on the city's resources and finances; and we do contribute to the safety, security, and standard and quality of living to our city.
- The Mission Statement, as written in the front of each council packet, is very clear - and I believe most if not all our employees adhere to that mission. HOWEVER, I'm not sure the council is as committed to 'providing responsible municipal service'. I would beg to differ that the council knows how to be open, effective and efficient.
- There is lack of communication between city admin./dept. heads and the rest of city staff
- There is no complete vision explained to employees only the portion you fit in
- We have a clear mission to our mission at our immediate work place but it would be nice to have each department's mission statements posted on the City Website and at each workplace location.
- We must work across department lines to complete tasks. Because there is not a long-term vision from the Council, we just do day-to-day operations.
- Given a mission has not been relayed to staff it is hard to align day to day work with a mission employed by the council.
- You can't dismantle the police department and expect the mission to be to protect and serve the public.
- Hard to align when guessing on the direction. If the direction is to "do more with less and work harder" that goal was already achieved unless the desire is to run the entire operation into the ground?
- I answered strongly disagree because I'm not aware of what our mission is. I know what my department's mission is yet; I'm not familiar with the cities mission.
- No large vision. No plan. Council does not care what employees think.

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## Goals and Objectives

- I think employees know their daily role but not their long term role is.
- I think we aren't all sure what the "plan" is at this point, other than to micro manage, cut positions, give that work to private industry (who cost more and don't do as much work) and argue and snipe at each other on public TV.
- I'm also not aware of our goals and objectives as a City. It seems that this information doesn't come down to the lower level staff.
- Objectives and goals of my job are driven by the nature of the job and not by any direction by the city.

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## Goals and Objectives continued

- Some department directors have clear goals and objectives, other have none - or do not follow them. Departments have become territorial and don't function as a team.
- The goals and objectives are interdepartmental. The employees are proud of what they do and how we work together for the environment and the betterment of the city.
- The No. 1 Goal/Priority, as written in the front of each council packet, is 'Leadership'. I Strongly Disagree that the Council 'understands what needs to be done in order to succeed in the long run' nor do they 'consistently track assignments in relationship to the goals and objectives'.
- These answers refer to individual departments.
- Within our department I agree with the goals and objectives.
- Employees are too discouraged to engage in goal setting.
- Not sure I answered this correctly? I agree my daily activities align with my department's goals and objectives. However if the question was meant to be tied back to the vision and strategy of the city I would have to change my answer to strongly disagree because I'm not aware of what the cities vision and strategy are?
- Again I don't believe everyone knows what the goals are.
- I am not involved with being a part of the vision and strategy of Willmar... there is once again a lack of communication between Dept. heads and workers... I am sure if ALL city workers were involved with the "vision" we would come up with some good ideas without paying a consultant \$\$\$\$\$.... It is very hard to answer questions about "THE VISION" when we don't even know what it is!!!

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## Core Values

- I answer this from the point of view of anyone below elected status. We all know right and wrong. We all have a good work ethic and give good work for our pay. Charlene is smart and has a good handle on what we should be doing as a City. She, and we, are handicapped by an elected council/mayor with weird ideas on how to run a city.
- I believe this for the management and staff but not sure about the City Council.
- I think Department have values that are sometimes different than upper management.
- I think the front line staff take pride in their work ethic, but management and city council don't support the efforts. At some levels, they discourage serving the public, which should be our job.
- My answers do not apply to the council. I would Strongly Disagree when rating the council.
- Police department structure, leadership, core values and vision is strong. Leadership my City council & mayor is non-existent.
- The company line is we care about the city we live and work in, but the city council seems oblivious to the damage they're doing.
- The dept. that I work for practices what we preach but I feel that some of the council and mayor have personal agendas and will say or do anything to achieve what they want.
- There is no consistency. Because the top leaders do not move in a consistent fashion, employees cannot either. It is just running from one fire to another.
- Within our department, again I wouldn't agree city-wide.
- Some department directors and the City Administrator try, but without Council support of a larger vision, the results are fragmented at best.
- From an employee standpoint is how these questions were answered.
- Answered as defined by specific department core values.
- A loose lip will sink the ship beware of unguarded talk.
- I am not aware of management approaches or practices.

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### *Reaching Agreement*

- Chief has his own agenda. Doesn't listen to ideas or opinions that don't fit his plan or goal.
- For the most part, our department does work as a team. Credit goes to a strong Director.
- I do not know of how the decision making process is done.
- I have been told if I don't agree with my boss I could be fired.
- My specific department works well, but the City as a whole in conjunction with Council does not.
- Not everyone will participate with their view points when asked.
- Not sure that the last three questions relate to the area I work in due to the limited size of the department.
- The chief pushes his own ideas. Does not listen when he doesn't like or agree with input.
- The organization has culture, but not necessarily a positive one. Lack of problems solving and risk taking.
- Us against them prevails, and cover your backside is the norm. Unit cohesion happen when the mission objectives are understood implemented in an open and transparent method. Fresh air and sunlight are required

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### Coordinated and Integrated work

- Long term employees need to be example to new employees.
- Departments have become territorial. Have witnessed the public being sent to one department after another, when the answer could have been given immediately.
- Departments work well together
- I believed that the individual employees of the City of Willmar work well together.
- I strongly disagree with the first statement because I do not understand the cities "big picture"; It has never been communicated.
- No one knows what the "picture" is as it relates to Council & Mayor.
- Organization is very siloed and silos within each silo.
- The more in favor you are with the your boss, the promotions coming easier. The old saying "It's not what you know, but who you know." A lot of talented employees, they are not be noticed or listened to.
- There are some employees that I feel are not team players when interacting between departments and/or learning or willing to do job duties of others in their absence. It seems some only feel the need to do "their job."
- We have a good setup. We all have our strengths and weaknesses. We are aware of them and use each other to fill in our needs. I do not see any areas where we could merge departments to serve the public better. We mesh well. Simple as that.

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### Teamwork

- After 16 years with the same Mayor and City Administrator the transition to a new Mayor and CA is at best strained.
  - Again, my specific department is great, but the City/Council as a whole isn't necessarily focused on teamwork.
  - Chief has his own agenda. We follow it. Disagreement or opposition not valued or encouraged.
  - I believe my department and management team act in this manner but not the City Council.
  - Not aware of goals and objectives.
  - Some progress is being made in teams, i.e. website, but it is the exception and not the norm.
  - The street officers will try to get the job done despite management and council actions.
  - There are a lot of talented people on our team
  - These answers are for within our specific department---not for outside our department. The answers would be totally different if outside the department!!!
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## Teamwork continued

- Within our department teamwork is fantastic! I've seen instances when someone from another department is unwilling to help out and you can clearly see they have the time. It's frustrating and difficult to understand why they are being territorial so to speak or maybe just lazy.

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## Empowerment

- Policies require updating. The City Administrator assumes beyond ministerial duties in violation of the Home Rule Charter. City Councils primary duty is policy development.
- Again, these answers reflect within our department only. The answers would be totally different if outside the department!
- Between departments information and coordination's is good but from the Council and feel it is very limited.
- I believe employees are afraid to speak up - do not believe there is council support
- Departments don't always work well together as a whole, which I believe has an effect on individual departments.
- Information is improving, but we have a long way to go...people don't feel trusted or trust one another.
- I believe most City employees take pride in what they do. Over the last year or so there seems to be a tendency by the council that they do not appear to support nor believe in its employees, which obviously creates problems with employee morale. Even with all the negativity put forward by the council, I still believe our employees take pride in what they do. I believe the department heads/first line supervisors continue to positively influence and support their employees - even through all the negativity.
- some decisions made by upper management is done without all the information
- Speaking City-wide on this one
- Within our department

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## Capability Development

- I believe among all the employees, employees are viewed as important resources for the organization. The council does NOT view its employees as important resources.
- Most of our problems are lack of funding and/or council agreement.
- Training/skill development is minimal anymore.
- A certain few on the City Council DO NOT value city staff as important resources as evidenced by their continued bid to downsize department staff.
- I believe we have capable staff that need positive reinforcement and additional training and coaching
- Again in our department - not city-wide
- Council has not valued investments in employees.
- belief that city council believes that city employees are not worth what we are truly worth and treat us as such
- I don't feel like a valued employee to the City, I feel like I could be let go if I don't agree with what is happening. Again, a lot of talented & dedicated employees in the City that go underutilized.
- If these are considered on an individual department basis, then I agree strongly with 1,2,4 and neutral on As a Citywide structure--as answered
- Lack of appropriate management skills on the part of the Council/Mayor only. No out-of-town training as a blanket policy curtails our development. We should be allowed to partake of better training in other states/cities in selected instances. We are doing the best we can and obviously have to go to some, and are allowed, but there are limits. I would like to see us more proactively seek out those training opportunities being brought to Willmar. We have the facilities and certainly could make a draw from points south and west.

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### Capability Development continued

- No training or skill improvement at all. Plus, there are no goals or reviews, so we don't know what training we should be having.
- Officers are capable, chief micro-manages too much.
- There are plenty of opportunities to develop staff. There are a number of long-term employees who have an attitude of "this is the way we've always done things." Change is not always embraced.
- These comments are for my department and not for top management - city council.

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### Creating Change

- Community Conversations are needed with all our Citizens. The New Normal is ignored. Collaboration is a bad word with unions
- All depends on what is being proposed.
- Change is bad obviously, but we are still trying to be open. The attitude is much better than in days past. The "youngsters" are willing and dragging some of the older ones along. Now speaking about the PD, answering the above. With regard to the Council/Mayor, they want, well I'm still not real sure what they want.
- The staff needs leadership from the council - I believe that management is being held back by the council. We have good leadership in our administrator if would allow her to move forward.
- I think people would be more open to the idea if they were not worried about losing their job. The council has put all employees on edge as their job could be outsourced or removed at any time for any reason. So any change means their job is in jeopardy. If employees were happier and less worried, change would be easier.
- If you look at how things have changed over the last 2 - 5 years, I think most employees accepted those changes pretty well. People pitched in to do more with less (less funding and less employees). 2) Response to changing environment/needs of stakeholders is limited by funding, but I believe efforts have been made where feasible.
- If we can bring "positive" change, I believe the employees will enjoy it!
- Resistance to change is met when the proponents for change don't necessarily know what they are talking about regarding day to day "in the trenches" work.
- The employees look to change but are hampered by the lack of support by the Council - financial and vision.
- There is nothing wrong with change if done for the right reasons but change just to change with no benefit I do not believe is right
- We are more re-active instead of being pro-active.

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### Organizational Learning

- Job descriptions along with duties and responsibilities are required on each employee.
- Innovation and risk taking are not encouraged.
- I believe most employees attempt to keep other applicable departments informed with pertinent information.
- Chief jumps to conclusions and has his mind made up before investigating.
- I believe staff is afraid to take risk - they are criticized about mistakes... Also things are put on the shelf vs. fall between the cracks
- Communication is terrible from the top down. I also think the management team has no idea what the council is going to do or why they do it.
- The City Administrator and a couple of Department Heads support risks and allow mistakes, but the Council does not.

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## Organizational Learning continued

- I have heard many comments from the public on how unfriendly the front office is. I believe the PD, Public Works, WTP, work well together - the folks at the City Office don't always. Some departments continue to do things as they always have. Not a lot of unity. Elected officials are somewhat to blame. We all hear the comments being made at meeting - City employees are under worked and over paid.
- In our specific department
- Inter-department communication is a lacking point. We don't all need to meet all the time, but should have a level above "gossip" to know what's going on in the City (as a workplace) The first two parts are only in relation to my dept the PD.
- Just want to point out that I have seen some customer service issues that displease me. Some people who come in to our facility are treated differently "because of who they are."
- Lots of things "fall between the cracks". There are so many things that should be done to make our job tasks easier but work load sometimes prohibits us from stepping back and organizing/ re-organizing things to help accomplish a more efficient process.
- policy and directives change so not sure of things, policy should be followed consistently
- The answer to the above questions apply to the Council and Not to employees.