PERSONNEL DEVELOPMENT

Team Leader: Rodney Lawson
Mentor: Alan Lane

Mission: Review the County's personnel development processes to better align them with the County's vision, values, culture and leadership philosophy to ensure an environment that values continuous learning, personal development and leadership development for each employee.

Issues to Consider

- Should there be some type of formal leadership training with a similar format to that used for the frontline supervisor training program?
- Could leadership training topics be delivered in a "lunch bunch" format?
- Could personnel development training topics be incorporated into the orientation program?
- Should personnel development goals be placed in individual work plans?
- Should the County offer computer skills and Outlook training? How should that training be delivered?
- Taping County training sessions and making them available in a video library on the intranet.

Possible Assignments

- Determine the frequency of Frontline Supervisor Training. (how often? driven by need or number of people needing the training?, etc.).
- Training program for our Administrative personnel.
- Revival of a "lunch bunch" program.
- Determine the frequency of leadership and customer service training programs.
- Develop an organizational personnel development plan.
- Home grown (organizational) Trainers Bureau.

PIO REVIEW

Team Leader: Shawn Smith
Mentor: Clif Tweedy

Mission: To review all new Priority 1 PIOs and provide feedback to the submitting department.

Issues to consider:
- Is the PIO process clear to everyone?
- Do we need to provide more direction on timing of PIOs and the full review process?
- Do we need more direction/training on how PIOs are written?
- Are all PIOs measurable?
- Do the PIOs fit in with the HPO model?

Possible assignments:
- Develop written guidelines and a timeline on the full PIO process.
- Annually review the Board's Priorities & Initiatives and identify respective PIOs to be completed
- Review existing PIOs to ensure completion or timely progress
- Work with Bev to maintain accuracy of PIO files on County Intranet
- Follow-up on more involved PIOs and discuss potential issues with Leadership Team

MOTIVATION TEAM

Team Leader: Beth Worth
Mentor: Paul Harvey

Mission: To develop strategies which will strengthen employee motivation, promote a sense of unity and purpose and provide a work culture that allows individuals to reach their full potential.

Issues to consider

- How do we recognize and reward employee motivation?
- How do we recognize and reward productivity (individually and collectively)?
- How do we address employee morale issues?
- How do we increase High Performance efforts throughout the entire organization?
- How do we promote teamwork within the organization?
- How do we promote and reinforce a sense of unity and purpose within the organization?
- How do we address the issue of changing work force, job expectations and work culture?
- How do we define, promote and sustain our work culture?

Possible assignments

- Re-evaluate current awards program to determine if any changes are needed.
- Continue to administer the Innovation and Productivity Awards program.
- Work on an employee "Wall of Fame" concept.
- Develop separate awards for innovation and productivity.

COACHING APPRAISALS AND WORK PLANS

Team Leader: Wendy Goggins
Mentor: Rick Verilla

Mission: Review the County's coaching appraisals and work plans to ensure that they reflect an accurate appraisal of the employee's performance and are valid measures of pay for performance, while ensuring that the performance objective measurements are better aligned with the County's vision, values, culture and leadership philosophy.

Issues to consider:
- Educating the workforce on how the system works- Performance Appraisal Process
- Educating the workforce on the purpose
- Expand other comments section to provide an area for supervisor feedback (Comments block)
- Look at rating criteria and descriptor blocks within each criterion to see if we are assessing what we want to assess for individuals within the organization. Do the criteria align with our Leadership Philosophy, values and desired behaviors?
- Look at the labels on the descriptor blocks in both the coaching appraisal and the overall assessment to see if they can be improved. Look at differentiating the coaching appraisal labels from the overall assessment labels.
- Need for training

Possible assignments:
- Develop a recommendation on frequency of reviews
- How should the coaching appraisal, work plan development, and overall assessment process flow?
- Look at a fourth rating criteria on the overall assessment form for those eligible for merit increases to provide greater differentiation

INFRASTRUCTURE REVIEW/INNOVATION

Team Leader: Benny David
Mentor: Mike Davidson

Mission: To review projects and make recommendations on whether other entities should also be involved in the planning or implementation stages of the project and if there are additional innovative methods or approaches to be considered for the project.

Issues to Consider:

- How do we evaluate infrastructure projects with an eye towards innovation?
- What process will be used to refer infrastructure projects to the team for review?
- Should we get additional input from other departments, commissions or outside planning groups?
- How does this project fit the County Comprehensive Plan?
- Are there any future implications to be considered for the project?

Possible assignments:
- Follow up on "rules and regulation" signs at transfer stations
- Review the CIP projects that will occur over the next 5 years
- Review the Timbrook Library project
- Review better use of existing facilities
- Review Library wireless access plans
- Review upcoming building construction projects to determine appropriateness for LEED Certification. (Leadership in Energy and Environmental Design).

INNOVATION SYSTEMS

Team Leader: Jackie Barton
Mentor: Aubrey Cheatham

Mission: To evaluate existing systems (internal and non citizen related external) to determine if there is a need for system improvements or enhancements or to provide feedback on developing new systems to address a specific need identified gap or unmet service demand.

Issues to consider:

- How do we currently evaluate the effectiveness of our own "systems"?
- How do we identify the systems to evaluate?
- What can we learn from other localities in terms of 'best practices" for areas we agree to evaluate?
- How do we introduce creativity and innovation in to the organization?
- What process do we use to address continual improvement?
- How do we obtain feedback to address the need for change?
- How does this work connect to our High Performance Organization (HPO) model?

Possible assignments:
- Review the current PIO process for possible improvements
- Review any existing process (i.e. employee credit card procedures, travel expenditures, purchasing, etc.) for potential improvements

COMMUNICATIONS

Team Leader: Charmagne Cook
Mentor: Mary Pascale

Mission: Review the County's internal and external communication processes to better align them with the County's vision, values, culture and leadership philosophy.

Issues to Consider
Are we using the latest "state of the art" methods to communicate to the public?
Should we do a County Calendar?
How do we learn about or communicate construction project information to the workforce and public?
Should we evaluate the need to provide wireless hotspots throughout the complex?
Should we consider further training to county employees on effective communication?
Is information disseminated equally to staff by each department? Is the information conveyed consistently?
Revisit meaning of "open, honest and direct" communication and evaluate how this is communicated throughout the organization.
Should we have a way to communicate personal employee matters (e.g. recent illnesses, family deaths accomplishments etc.) to the full organization?

Note: for items that involve cost please provide a cost benefit analysis.

Potential Assignments
Research "twitter", blogging, E Newsletters, podcast of meetings and other methods of communicating to the public.
Research what would it take to do a County Calendar and make recommendations.
Evaluate the effectiveness and relevance of the County Chronicle and whether we should provide an E option for the Chronicle.
Suggest ways that citizens can opt out of receiving a hard copy of the Chronicle. (reply post card).
Evaluate benefits of having a full time Public Information Officer for the County.
Establish an outline of the information that should go into the Employee Newsletter regarding new employees.
Provide input on how best to post announcements and current events on the intranet and the County Website.
Investigate the concept of an "ombudsman" type approach to assisting County citizens. (e.g. assigning a specific person to provide follow through to ensure that the citizen gets what they need.)

CITIZEN SERVICES

Team Leader: Sherry Harding
Mentor: Nan Carmack

Mission: To review our customer/citizen services practices and identify areas for improvement or change and to examine the public's perception/opinion of how well we deliver services.

Issues to consider:

- How do citizens feel about core services they receive from Campbell County?
- How do we best communicate our work to the public?
- How do we best get feedback from Campbell County residents?
- How do we define and address "quality of life" issues?
- What do we need to do in the area of E Government to improve electronic access in areas such as permits, payment of taxes, registering for activities etc.?
- How do we use information from the "National Citizen Survey" to set benchmarks and identify areas for improvement?
- How do we continue to promote and reinforce the concept of "service excellence"?
- How do our practices reflect our HPO efforts?

Possible assignments:
- Review results of "Citizen Survey"
- Review operational logistics (such as hours of operation, citizen access etc.)
- Review and suggest improvements to our current customer service training program
- Review processes within the organization that involves citizens to see if they can be made less bureaucratic.

RECRUITMENT AND SELECTION

Team Leader: Shameka Wright
Mentor: Kristin Wright

Mission: Review the County's recruitment and selection processes to better align them with the County's vision, values, culture and leadership philosophy and ensure we hire employees that are not only technically qualified but are a good fit for a high performance organization.

Issues to consider:
- Recruitment plan
- How do we recruit diversity
- Connections with Colleges
- Job Fairs
- Drug screening
- Physicals
- Length of process
- What do other localities do?
- Training program
- How do we make our ads more effective?

Possible assignments:
- Review current application for sufficiency
- Develop list of selling points
- Review current advertising process (who, what, where, when, how)
- Review current process for improvement opportunities

ORIENTATION

Team Leader: Dale Woods
Mentor: Anne Blair

Mission: Review and make recommendations for improving the County's orientation program and processes to better align them with the County's vision, values, culture and leadership philosophy and prepare employees to meet expectations and perform well in a high performance organization

Issues to consider:
- What is the information that all employees need to know
- How to make sure the employees are getting the necessary information and understanding it without being overwhelmed
- Who should be conducting what parts of the orientation
- What departmental standards should be developed given the resources available
- What organizational standards should be developed given the resources available
- What method do we use to deliver the departmental and organizational standards developed
- Cost effectiveness of information delivery

Possible assignments:
- Review the existing orientation material and process
- Develop an outline for what we want delivered and how
- Identify who is responsible for developing the orientation programs
- Identify who is responsible for delivering the orientation programs
- Review the new program content and delivery
- Develop a timeline for the orientation process
- Define/clarify the role of the organizational partner
- Review notes from the Leadership Team Discussion
- Review and recommend any needed changes to the current employee checklist