

Fundamentals (1.a): Administrative Services Improve Staff Engagement

Improve staff engagement through lines of communication that promote accountability and encourage frank and open internal discussion.

Objective

DTSC must constantly strive to ensure its internal lines of control and communication maximize employee engagement to unleash its most valuable resource – its people. Lack of healthy engagement is disempowering and uninspiring. DTSC cannot meet its mission unless all employees are fully engaged. Staff engagement includes benefiting from, promoting and rewarding: healthy and respectful communication; personal and collective accountability; and an environment free from fear where differing views energize innovation.

Strategies

- Reach 100% attendance from DTSC staff on the Crucial Conversations course. The class is designed to foster open and respectful dialogue where emotion, risk, or even fear might derail constructive outcomes.
- Implement follow up tools to the Crucial Conversations course which includes establishing regional coaches to assist staff with applying the skills and offering quarterly refreshers to each major region to institutionalize the actions and behaviors that will result in more staff engagement.
- Build capacity to provide internal facilitation, team-building, coaching, and conflict resolution services. In most instances, the facilitator's role is to encourage dialogue and foster a safe environment in potentially contentious discussions.
- Develop forums that explore how obstacles to employee engagement are promulgated and how less than optimal employee engagement present roadblocks to unleashing potential.
- Provide training on and conduct Performance Appraisals, at all levels, as a way to promote accountability, and foster constant learning and improvement.
- Annually conduct an All-Staff Survey to help identify gaps and corrective measures regarding organizational impediments to optimal employee engagement.
- Create a formal document that institutionalizes the precepts of healthy employee engagement.

Timeline:

April 2013 – June 2013

- 50% of DTSC staff complete Crucial Conversations training.

July 2013 – September 2013

- 75% of DTSC staff complete Crucial Conversations training.
- Institute a program of voluntary refresher training for staff who attends Crucial Conversations.
- Establish a program to provide in-house facilitation, team-building, coaching, and conflict resolution services for all staff.

October 2013 – March 2014

- 100% of DTSC staff complete Crucial Conversations training.
- Engage the Leadership Collaborative to aid in the completion of a department-wide memo that highlights ineffective control mechanisms within the department and lists competencies and expectations to promote healthy engagement at the non-supervisor, supervisor and executive levels.
- Plan established and regional coaches designated to assist staff with Crucial Conversations skills.
- 100% of DTSC staff complete Performance Appraisals, Individual Development Plans, and Probationary Reports. As part of this process, supervisors and above receive specific feedback on their practices that encourage or discourage robust employee engagement.
- Commence facilitated discussions with DTSC employees to better understand legacy organizational controls and other potential obstacles that have inhibited robust employee engagement.
- Conduct an All-Staff Leadership Development Forum on employee engagement and control mechanisms that inhibit robust employee engagement.

Beyond March 2014

- 100% of supervisors and above receive formal feedback from their staff on the quality of their employee engagement. Evaluation incorporated on an annual basis.
- 100% of new staff receives Crucial Conversations training within 6 months of employment. 1 Crucial Conversation refresher will be held in each region quarterly.
- Performance Appraisals, Individual Development Plans and Probationary Reports tracked and completed 100% of the time
- Engagement competency and expectations memo revisited annually based on input from All-Staff Survey data and other feedback.
- Regional coaches continue providing support on Crucial Conversation skills.
- Update DTSC Values to highlight the importance of robust employee engagement in organizational success.
- One Leadership Development Forum per year conducted that focuses on employee engagement
- Staff Engagement Work Plan updated based on surveyed and facilitated feedback.