

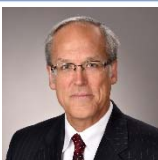


# Pathfinder

*"It is the set of the sails, not the direction of the wind that determines which way we will go."*

## Teamwork Matters

A message from  
the City Manager



JASON STILWELL

**We truly appreciate that many of you shared your feedback and thoughts in the employee engagement plan in January. The survey is a key part of making sure the City provides employees with the tools and training necessary to do their tasks, and produce meaningful results for the community.**

Next, the City is launching an "alignment project." The dictionary defines alignment as adjusting or bringing parts into agreement or into proper coordination. Our overall goal is to achieve employee performance aligned with the organization's goal.

This will be a team effort involving all of us. Interim Human Resources Director **Carl Crown**, the HR team, and I, will be collaboratively working with department directors and with represented employee groups.

Key objectives are:

1. Employee commitment to the job and the City,
2. Making sure employees feel valued ,
3. Pride in the job and in the organization,
4. Managing change effectively,
5. Satisfaction with the job and the organization,
6. Ensuring an investment in training and development,
7. Promoting opportunities for employee innovation, and
8. Alignment of employee performance with the objectives of the City.

This alignment project will be an ongoing process intended to create and sustain an organizational culture that continuously strives to improve the quality of City services and inspires customer-based solutions. We see plenty of opportunity to move forward to address your comments and concerns.

Overall, the survey showed that the greatest factors impacting employee engagement and where improvement can be made are:

- Leadership and change
- Training and development
- Resources and workload
- My work
- Pay and benefits

This project ties into recruitment, retention, and promotion.

There is a lot we can do to improve our job classification plan, update job descriptions to reflect desired competencies, evaluate the salary plan for jobs, make sure that we are accurately evaluating your performance with improved evaluation templates, and ensure that the City is offering the training for the job you do now and for the next City job you want to do.

For good communication, we are providing you with much expanded detail about the alignment project on our Intranet. Look under the Human Resources tab. More to come as we continue to work to hear your thoughts, provide you the tools and support to allow you to perform your tasks and service, and recognize the value we add to the people of Santa Maria.

*Jason*