



# Pathfinder

*"The secret to getting ahead is getting started."*

*– Mark Twain, American writer, entrepreneur, publisher, and lecturer*

## Teamwork Matters

A message from  
the City Manager



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On July 8<sup>th</sup>, City Department Directors, Human Resources staff, and other key leaders met for a workshop to define organizational competencies as a foundation to provide a common language for talent development. The Alignment Project's objective is to align employee performance and performance measures with the City's [Mission Statement and Organizational Values](#). Work continues, to address what we heard from employees in the engagement survey.

I encourage all employees to read the [Alignment Project materials posted on the Intranet](#), under the HR INFO tab. There, you will find videos, presentations, and other documents.

At the workshop, we were introduced to the Polaris Model competencies and were asked, "What are the skillsets and behaviors that an employee must possess in order to successfully do their job?" We completed a card-sort exercise individually, discussed in small groups, and then achieved consensus with the larger group for all four levels of the organization.

Competencies were identified and agreed upon for ideal employees at each level of the organization:

- Individual Contributor
- Front-Line Supervisor
- Middle Manager
- Strategic Leader

The next steps are to integrate these competencies into the City's human resources-related business

systems to achieve the goal of a more engaged workforce. In the coming months, job descriptions will be revised city-wide to incorporate competencies into defined roles and provide clarity. A gap analysis will guide our training program and a plan will be developed to roll-out updated systems, including recruiting and promoting practices and performance appraisals.

To validate the results of that July 8<sup>th</sup> workshop, the City is reaching out to designated employees to participate in a brief survey. These employees are specifically selected by their respective Department Director to represent their level within the organization. These competencies will be integrated into all our human resource systems, so it is critical the City get their input. The survey is asking them to identify which of the competencies are: Not necessary, Useful, but not necessary, Essential, Absolutely essential.

We are asking those surveyed to validate competencies for the organizational level of their current position and the level of their direct reports or the level immediately below them. To expand on that, individual contributors will validate their own competencies and the front-line supervisor will validate their own competencies, as well as, the individual contributor competencies; middle managers will validate their own competencies and front-line supervisor competencies, etc.

Through this Alignment Project, we can identify the competencies desired in each position, then recruit to that, train to that, and promote to that. Our customers benefit from employees who enjoy what they do and understand the importance of their work. We heard from you and are making progress.

*Jason*