

1) Recommended Solutions

I. Salary Survey Review

- . As directed by the Board of Aldermen, the city is looking into surrounding salaries for all positions as a comparison of where we sit in regard to monetary compensation.

II. Healthcare Compensation Review

- . As a result of employee input and board support new healthcare has been evaluated and will be coming before the board for review.

III. Enhance Workplace Culture and Trust

- ❖ Establish a City Mission, Vision, and Values
 - Have a meeting giving all employees an opportunity to discuss possible ideas for a new Mission, Vision and supporting values for Willard.
 - Tie new ideas into the comprehensive plan
- ❖
- ❖ Establish a yearly leadership training that will focus on collaboration and communication. Attendees may include the Board of Aldermen, Department Heads, Supervisors' City Attorney and other guests as invited by the City Administrator. Have training that supports the city mission, vision, values, teamwork, inter department communication and other ideas that stimulate a ["We not Me"](#) atmosphere.
- ❖ Define accountability baseline through department heads by
 - Upholding the city mission, vision and values
 - Providing high quality leadership for their team
 - Constantly look for ways to improve
 - Practice active listening and inter department communication
 - Effectively manage project by creating processes and systems for sustainability and success
- ❖ Continue the annual Board of Aldermen and Planning Commission work meeting to continue legal training and focus on the comprehensive plan.
- ❖ Establish an avenue for employee feedback

- Continue employee input through STAY interviews, personal interaction and exit interview to document potential opportunities
- ❖ Developing a Sense of Pride and Belonging by first “Noticing” the efforts of employees as they strive to improve. “Affirm” their ideas and contributions to the team. Communicate with people individually, that they are “Needed and Essential” to the team’s overall success. [\(The Power of Mattering, Zack Mercurio\)](#)
- ❖ Establish recognition and reward programs for our People
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 - Begin an employee recognition program where individuals may be nominated by peers or the public for a job well done. Make QR codes available via website for citizens and others.
 - Celebrate the small wins in department head meetings and directly with his peers.
 - “Get to know spotlight” of different employees as a way of breaking the ice.

Employees who strongly agree that their employer cares about their overall well-being were 69% less likely to search for a new job [\(Gallup Poll US perception of organizations caring about wellbeing\)](#)

- ❖ All staff Leadership Training
 - Utilize talented, rising leaders to teach leadership
 - Basic leadership training for all staff
- ❖ [Advanced leadership training for current and future leaders help in their supervisory roles. These may include:](#)
 - [Supervisory Leadership Training \(SLT\)](#)
 - [3-Day Emerging Leaders Training](#)
 - [EDGE Leadership Training](#)

Commented [CA1]: is this equally applicable to administrative staff? or should we focus on a different track for those not in the field?

IV Promote Service & Recreation Opportunities

- ❖ Develop a plan for [service opportunities](#), allow citizens to weigh in on opportunities. Strongly encourage senior leaders to lead out in participation.
- ❖ Monitor and publicize efforts, celebrate successes and accept feedback on how to improve and revise where needed.
- ❖ Begin to schedule recreational get togethers to build relationships and add increase morale. Have different departments host said event. Everyone with their families is invited to participate.