

Tompkins County Workplace Climate Survey

November 2019

Implementation Team Overview

Beginning in January, the 2019-2020 Workplace Climate Survey Implementation Team began working on developing strategies to support changes within our workplace. This Implementation Team is charged with reviewing the 2018 Workplace Climate Survey results and identifying areas for organizational growth and development across Tompkins County. In January, the Implementation Team split into four sub-groups to examine aspects of the organization in which survey results indicate growth and development could occur: Communications, Diversity and Inclusion, Employee Engagement and Performance Evaluations. When the team came back together in April of 2019 they identified establishing and promoting the Values of our workplace as a top priority and the Values Team was formed.

Below is the information on what the five teams have been up to since the last update:

Communications Team

The Communications Team is focused on finding ways to improve communication at all levels of Tompkins County government. The team will be supporting work related to modernizing communications and is in the process of developing strategies for this process.

Currently the team is researching how to implement varied communication methods throughout our organization such as intranet sites, electronic message boards, and much more. The team is also reviewing how to keep these messages updated and relevant to our employees.

Coming up, the team will be meeting with the County Administrator to give an update on their progress so far and to receive feedback and direction on potential next steps.

Diversity and Inclusion Infusion (DII)

The DII Team has completed their research and report and presented their recommendations to County Administration toward the end of summer. The DII team recommended that the County becomes a member of the Government Alliance on Racial Equity (GARE). In addition, the team recommended that the County employs a Chief Equity and Diversity Officer (CEDO) to work closely with GARE to not only promote diversity as an organizational value in our workplace, but also to ensure that the work of the WDIC and DII is consistently supported throughout the organization.

The team presented their recommendations to WDIC and to the Legislature during late summer and early fall. The County Administrator supported their recommendations by including them in the 2020 recommended budget. With the Legislature's support, the position of CEDO and membership to GARE were included in the 2020 adopted budget.

A national search will be conducted in the coming months to recruit a CEDO for Tompkins County.

The DII Team is currently undertaking the GARE application. Once our organization becomes full GARE members look for additional opportunities to become involved in our Diversity and Inclusion initiatives.

Engagement Team

The Engagement Team is focused on maximizing the sense of engagement, satisfaction, and mastery that each employee has in their work. The Engagement Team has been reviewing organizational practices from the very first day of employment through engagement in later years, including the benefits provided to employees working for Tompkins County. The team has recommended standardized onboarding practices for new employees across all County departments that focus on building a sense of community and belonging in order to strengthen engagement and retention efforts. It

was also recommended that a County activity committee be formed to help organize and produce employee engagement events throughout the year.

The team recently presented their recommendations to the County Administrator. The County Administrator was receptive to these recommendations and will be working closely with the Engagement Team and Human Resources to help make some of these suggested improvements into a reality for Tompkins County employees, including the roll out of a full day orientation for all new employees beginning in 2020.

Performance Evaluations

The Performance Evaluation Team is working to help support accountability and communication throughout the organization through the implementation of a feedback system, such as an annual performance evaluation.

After a brief hiatus, the Performance Evaluation Team is now meeting regularly again and has grown with the addition of three new members! The PE Team will refocus their efforts on refining the current employment procedure policy for performance evaluations. The team is also looking into which types of performance evaluations are most appropriate and whether multiple versions or a single, standardized evaluation is best for Tompkins County. The PE Team will also work to help incorporate the County values into all performance evaluations.

Values

Our newest team began their work in June to create our organizational values. Through two rounds of surveys, each with over 250 responses and considerable Tompkins County employee feedback, the team has narrowed down 20 values to 4 core values. The team will take the next steps to consider how the County should utilize and implement these values (performance evaluations, onboarding, signage, etc.) and will make a formal recommendation to County Administration soon for finalized values. Below are the draft values of Tompkins County:

Tompkins County values:

- **Community:** We create a culture of diversity and belonging, while building trust and appreciation among our employees and all we serve.
- **Accountability:** We hold the organization and each other responsible for decisions that affect the public and our employees.
- **Respect:** We embrace an inclusive culture and treat others with dignity, understanding, and compassion.
- **Integrity:** We commit to honesty and an uncompromising adherence to ethical principles and values.

Department Results

The Implementation Team is focused on changes within the entire organization, while the Departments that had over 10 members identify affiliation with their Department have Departmental Results. The results are varied from Department to Department and the strategies for sharing the results and implementing changes for the departments are also varied.

At this time, all County departments have their results and will have the opportunity to create their own action plan to make improvements to their workplace climate with assistance from County Administration.

Some examples of improvements from various departments include employee training plans, establishing regular staff meetings, and utilization of performance evaluations, among many others.

When do we survey again?

The next full Workplace Climate Survey will be conducted in May 2022.

Climate Survey Implementation Team

2018-2020

Coordinated by Amie Hendrix and Nick Murphy, County Administration

Communications	
Loren Cottrell	ITS
Janice Johnson	County Youth Services
Arel LeMaro	Facilities
Marcia Lynch	County Administration
Katrina McCloy	Clerk of the Legislature
Doug Perine	Department of Social Services – White Collar President
Ashley Rackl	Sheriff's Department
Diversity and Inclusion Infusion	
Rene Borgella	Health Department
Kenneth Clarke	Office of Human Rights
Rachel Graham	County Clerk
Derek Osborne	Sheriff's Department
Sheldon Pettaway	Probation
Todd VanOrman	Highway – Blue Collar President
Performance Evaluations	
Karen Bishop	Health Department
Katie Borgella	Planning and Sustainability
Andrea Davis	County Office for Aging
Autumn Edwards	County Administration
Tammy Hulburt	Mental Health
Skip Parr	Health Department
Jeff Smith	Highway
Susan Moore	Probation
Daniel Hyland	Department of Social Services
Ana Riley	Department of Social Services
Engagement	
Samantha Allmendinger	Department of Social Services
Jill Baldwin	Department of Social Services
Heather Buck	Human Resources
Barb Eckstrom	Recycling and Materials Management
Matthew Gray	Mental Health
Irene Kehoe	Assessment
Geri Lockwood	Department of Emergency Response
Darlene Robison	Department of Social Services
Values	
Christina Dravis	Department of Emergency Response
Rachel Graham	County Clerk
Nick Helmholdt	Planning and Sustainability
Tyler Mix	Department of Social Services
Michelle Phillips	Finance
Kate Shanks-Booth	Youth Services
Tammy VanOrman	Assessment
M. Veng Xayarath	Assessment

Get involved. Be proactive. Stay engaged.

Inclusion through diversity

