



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 2, 2017.** Please include this application form with electronic entry.

PROGRAM INFORMATION

County: Campbell County

Program Title: Shifting Focus: Redefining Campbell County's Organization toward Multi-Level Leadership, Employee Engagement and Two-Way Communication

Program Category: Organizational Development

CONTACT INFORMATION

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Title: Director

Department: Public and Employee Relations

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SIGNATURE OF COUNTY ADMINISTRATOR OR CHIEF ADMINISTRATIVE OFFICER

Name: Frank J. Rogers, IV

Title: Campbell County Administrator

Signature: 



Campbell County VACO Achievement Awards Proposal

Shifting Focus: Redefining Campbell County's Organization toward
Multi-Level Leadership, Employee Engagement and Two-Way
Communication

CAMPBELL COUNTY, VIRGINIA
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June 1, 2017

Campbell County VACO Achievement Awards Proposal

Shifting Focus: Redefining Campbell County's Organization toward Multi-Level Leadership, Employee Engagement and Two-Way Communication

Background

For seventeen years Campbell County operated under a High Performance Organization structure, based upon the University of Virginia's Leading, Educating, and Development (LEAD) model. This process established a set of employee-led teams called Performance Improvement Teams (PITs), which worked under the formatting, guidance and direction of a Leadership Team (LT), comprised of department heads. These internal teams provided an opportunity for staff at all organizational levels to collaborate and discuss various internal and external issues, which were identified in advance and overseen by the LT. Through the PITs, solutions to these issues were brainstormed and proposed for management to review; however, over time, that's where the process stopped.

Challenges

This model succeeded for seventeen years, and many ideas materialized as a result of combined efforts. However, issues and proposed team projects/topics were recycled from year to year and shifted from team to team for consideration, without any forward movement or a final decision ever being related back to those respective employee team members. Employees communicated that the model now felt hierarchical in

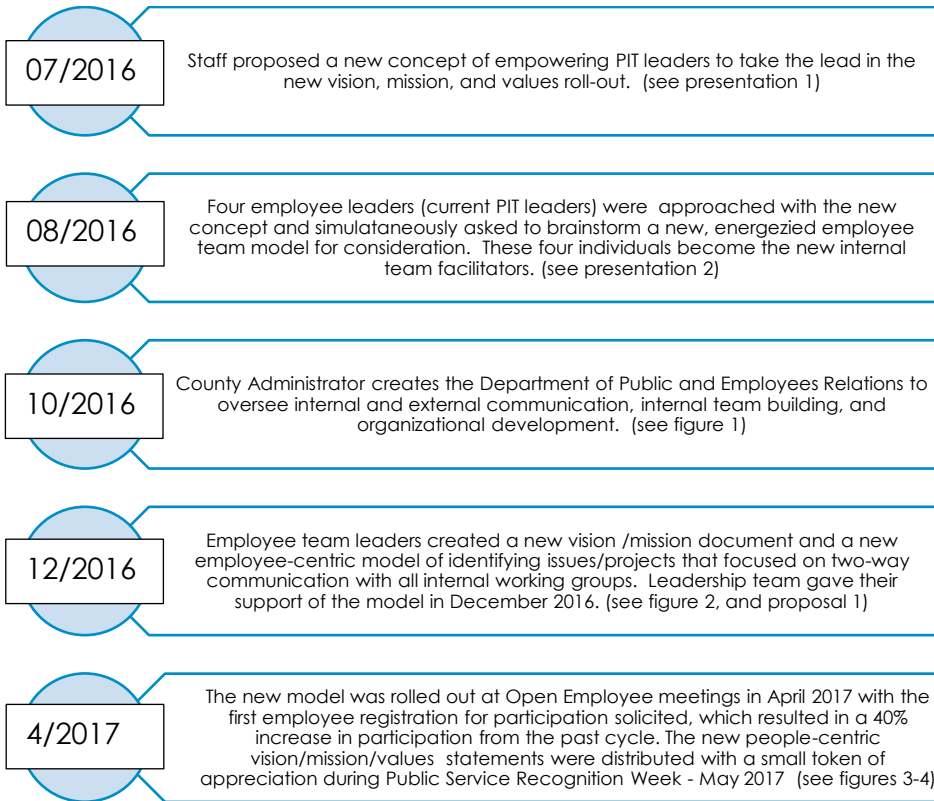
nature, and communication on specific topics were more “top-down”, clearly indicating that a desire for more lateral, bi-directional communication was emerging in our changing workforce.

In late 2014, Campbell County experienced a radical cultural shift among county leadership and direct support staff, which led to a revised mission, core values and subsequently a fresh look at internal teams to make them less LT-driven and more employee-centric (please see embedded figure 2, and attached presentations 1, and 2).

However, during this transition period many employees began to turn their time and energy back to daily obligations and limit their participation in internal teams out of frustration. Simultaneously, the collective organization observed an overall lack of engagement in “big-picture” planning while internal team sign-up and participation dropped significantly, along with the confidence that the aging PIT model could actually accomplish meaningful tangibles. PIT members regularly conveyed to each other that they felt patronized in that their teams’ ideas (cultivated over 18 month service periods) were often presented to the Leadership Team, with very little or no return communication on whether their feedback/proposals had any direct impact.

At this point a few Leadership Team members, as well as several emerging leaders in the organization, (in cooperation with the County Administrator) recognized that to be truly effective, the internal team model must transition and evolve toward a more progressive philosophy of organic employee engagement and new levels of empowerment and communication.

Solution and Implementation



As a result, our county's Leadership Team met to discuss a new ideology which recognizes that our culture is ultimately compiled of many leaders, who demonstrate their commitment through how they *think, feel, act and communicate*. Our people – both internal and external – rest at the center of Campbell County's core values, and as such, must serve as the well from which we draw our best ideas and solutions to issues.

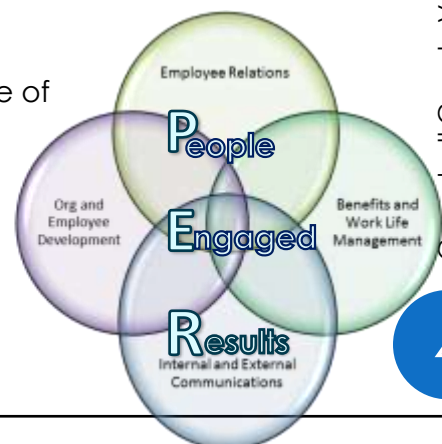
A more comprehensive, holistic approach was engineered, and a new philosophy of engaging leadership at all levels was promoted. Leadership Team members solicited feedback from previous PIT leaders, and a model was proposed to encourage

employees at all service levels bring forward perceived challenges in a more direct manner (please see embedded figure 3). Initial steps included face-to-face conversations at employee forums and “coffee talks,” as well as online surveys asking for employees to openly share their ideas for improvements or topics that self-forming, ad hoc teams could grapple with.

With these measures in place, middle-level leaders were given for the first time the freedom to define for themselves a creative solution to the PIT dynamic, which would allow ideas to flow bi-directionally. This action sent the clear message that the LT had relinquished control of the model and opened the door toward better communication between employees of every level. This measure likewise improved organizational transparency and encouraged tangible outcomes that could be shared and celebrated with the collective. From this new model, employee teams identified several topics that they themselves are taking the lead on:

- *More meaningful recognition events (better participation and opportunity to interact other employees)*
- *Time accruals – investigating the possible move to PTO*
- *Researching more customer-friendly credit card payment options for County fees/charges.*

Additionally, in late 2016, another shift occurred when one of the core departments – Human Resources – met some challenges when the sitting director suddenly accepted a



position with another agency. This vacancy inadvertently opened the doors for organizational realignment; an opportunity to “think outside the box,” and merge remaining Human Resources staff with the Office of Public Information staff to form the County's first Department of Public and Employee Relations (PER) – a function build on the precept that establishing and sustaining positive relationships and open communication with employees and the public should be the cornerstone upon which the department's operations now rests, rather than just focusing on and benefits/hiring practices.

Program Results

This merger resulted in a radical shift in the focus of the department, and ultimately, the organization as a whole. No longer would the departmental functions exist solely for the purpose of handling employment vacancies and administering benefits. The newer, more holistic vision incorporated the rather abstract idea that employees are not company/human resources, but instead, dynamic partners who hold a shared desire to contribute to the quality of life of their coworkers, our County organization and our community. Building long-term, trusting relationships through two-way communication and “why not” brainstorming sessions with individual employees and the new employee teams became the foundation upon the new PER was built.

Although outside industry perceptions of “HR” (which are often perceived as weighted toward the organization's benefit, rather than the employees') this new equally-balanced, four-pronged approach (employee relations, organizational development, public and employee communications, and benefits management) has

had a positive impact on our organization since October 2016 in that it blends both high-tech and high-touch interpersonal communication practices, including:

- *An organizational development liaison (Organizational Relations and Marketing Specialist) was brought online in the PER office through which employee-driven teams and employees and can now share ideas and concerns in a positive manner and get connected to projects with an assurance of consideration, follow-up action and/or communication.*
- *Information being conveniently and proactively shared with employees (through many communication conduits) to convey benefits and self-development opportunities many staff members were not even aware of (more trainings, presentations, and one-to-one consultations on topics important to employees – i.e. retirement planning, lunch and learn health sessions, etc.) Feedback is welcomed and considered toward other topics of interest or communication improvements.*
- *A review and change in the County's short-term disability insurance certificate to allow more flexibility and equity among employees in terms of accrued time allocations used to remain financially "whole" during medical crisis.*
- *Weekly sharing of wellness articles, self-development articles, staff accomplishments and training opportunities via the internal online employee portal and via employee email.*
- *Coffee talks with the County Administrator (an idea stemming from an employee-led team) that any staff member can attend to informally ask*

questions, express ideas and gain a better understanding of how organizational decisions are made and why.

- *Placing employee information and benefits resources on the County's external website to allow staff to access important documents from anywhere at any time.*
- *Enacting an open door policy to the PER office in which employees are invited to stop in, have some refreshments, and share their thoughts, concerns and/or ideas at any time (not just during open enrollment/benefits adjustment, crisis or disciplinary action.)*
- *Employee orientations that now focus on core values, personal career goals, and team inclusion (along with benefits review.) Handwritten welcome cards are created for each new hire; follow-up with new employees now occur at three month and mid-year intervals to gauge how the employee is adapting to the organization and if he/she needs assistance or has questions.*
- *New measurements and reports stemming from on-boarding and exit interviews that indicate to departmental leaders any practices that are contributing to employees coming to our organization/leaving our organization.*
- *Under the advisement of the County Administrator, open employee meetings were restructured to encourage and stimulate conversation on all related issues, thus prompting a more collaborative, solution-driven environment.*
- *A new energy around employee team sign-up (40 percent increase from last year's data.)*

This adaptive philosophy in team and departmental development creates a better sense of connectivity with and value of our internal and external publics - which in turn,

boosts collective sense of “organizational” community, promotes deeper engagement, stimulates leadership at all levels, and supports high levels of participation and staff morale.

Financing and Staffing

A considerable cost-savings occurred through the blending of the former Human Resources and Public Information departments while greatly increasing communication and employee relationship efforts. A savings of \$33,000 was realized with the merger, which allowed for the hiring of a Benefits and Work Life Specialist to complete the new four-tiered PER model. Remaining funds were used to support other internal staffing alignments and employee recognition projects.

No additional costs were incurred with the restructuring of the employee teams (outside of refreshments provided, which was kept to approximately \$100 and was already within the parameters of the adopted budget.

Summary

In essence, Campbell County identified that while the former internal team structure had served the organization well for nearly two decades, change was needed to reconnect employees and provide them with renewed sense of value, coupled with a mechanism that truly empowered them to recommend and make positive changes. This was accomplished through a new focus on “people” rather than “process”, a holistic internal team model (driven by employees rather than management), and a departmental re-organization toward establishing better employee relationships and communication outside of traditional benefits-focused HR frameworks. By stepping

away from the “way we’ve always done it”, and the conventional HR model, Campbell County, in a bold move, found a way to demonstrate to employees, the public and stakeholders that we truly embody our core values and will take the steps necessary toward change by placing our “people” at very center of our progress and operations.



Department of Public and Employee Relations
 P.O. Box 200, Rutherford, VA 24588
 hr@campbellva.gov
 (424) 332-9978; 502-9933; 252-9929
 Fax: 424-332-9992

hello meet Your staff



Sherry Harding
 Director of Public & Employee Relations
 Public Information & FOIA Officer
 sharding@campbellva.gov
 (424) 332-9929

As you are aware, the Department of Human Resources merged with the Office of Public Information in early October, thus combining two departments with a sole purpose—building and maintaining positive, long-lasting relationships, with our internal and external publics. Although the re-tiling effort is a departure from the status-quo, our philosophy is that humans are not resources, but rather the core ingredient in a successful organization where employees are as valued as their work product.

Sherry serves in two capacities—as the Director of Public and Employee Relations, and the County’s Public Information and FOIA Officer. In addition to overseeing the management and handling of recruitment, benefits administration, and Freedom of Information Act (FOIA) requests, Sherry is likewise responsible for departmental budgeting, media relations, organizational and external public relations, employee and crisis communication needs, as well as marketing our locality through digital and print media.

When she is not reviewing the latest public relations trends, Sherry is at home with her beloved husband, Joey, their beagles, Nanny, Tuppenca and Dobby, and cat, Phineas. She is an avid bookkeeper, and enjoys reading mystery novels as well as singing, gardening, baking and traveling.



Ashley Jordan
 Administrative Support
 ajordan@campbellva.gov
 (424) 332-9935

Ashley is the primary point of contact for our office, providing a pleasant first experience for visitors and guests. Likewise, she offers support for all of our administrative areas, and assists County managers and department leaders with their recruitment and hiring needs.

With her husband, Chris, Ashley has two adorable daughters, Charlotte and Sadie, as well as a home business selling fashion items.

When she is not chasing after her girls, Ashley enjoys cooking, spending time with her church family, reading something other than a Sandra Boynton best-seller, training for an occasional 5K, and enjoying a good cup of coffee.



Darlene Cowart
 Benefits & Work Life Coordinator
 dcowart@campbellva.gov
 (424) 332-6094

Darlene assists employees with benefits related items including: Enrollment (health/dental insurance) health savings account maintenance, the locality’s VRS retirement program, and group life insurance. She also manages FMLA, worker’s compensation and disability claims, while assisting employees with any work life issues.

When Darlene is not completing benefits paperwork for our County and its employees, she and her husband, Mike—a newly hired Campbell County Sheriff’s Deputy—enjoy traveling together and spending time with family. Additionally, the couple just recently purchased hiking gear, so please share your trail suggestions with her. She also enjoys shopping and curling up with a good romance novel or two.

at Your service





Tina Barber
 Public Information Specialist
 tbarber@campbellva.gov
 (424) 332-9965

Tina shares county news and details about our various programs and services through press releases, news blasts, public service announcements, and web content. Furthermore, she is responsible for updating both the county website and the employee portal site as requested.

When Tina is not writing public service announcements, she’s in her home-office tweaking her latest works of fiction. An avid writer, Tina is especially interested in children’s literature and the impression it can have on the imagination and development of future generations.

She and her husband, Larry, are blessed to be loved by three cats, Natasha, Connor, and Abbey and are both champions of animal rescue efforts.



Beth Wards
 Organizational Development & Marketing Specialist
 wardsb@campbellva.gov
 (424) 332-9962

Beth helps employees “find their fit” in the organization by assisting newly hired employees with their on-boarding needs, as well as organizing educational, and career development opportunities for current staff. She considers herself a “catalyst” and one of her favorite elements of her job is helping people with pursuing their higher educational and personal growth goals. In addition, she assists various departments with their marketing needs, and works collaboratively with partner agencies to bolster our external relationships and promote the County to the future public servants.

In her spare time, Beth enjoys spending as much quality time as possible with her husband, Joe, their daughter, Baylee, and their three beagles, Boomer, Tracker and Pepper. Additionally, she collects all things ‘Wonder Woman’, enjoys wearing big sunglasses while riding shotgun in her husband’s 1993 Corvette, visiting Sweet Briar campus, where her daughter is a student, pursuing her digital photography and graphic design interests, and chronicling her memories on her blogsite.

Campbell County Virginia
 Department of Public and Employee Relations
Making a difference, not just a living.

Figure 1



GOVERNING WITH VISION

to be the most collaborative, professional, value-driven locality in Virginia.

WE VALUE



OUR MISSION

Our mission is to serve our community by facilitating and encouraging an exceptional quality of life for all citizens.

OUR LEADERSHIP PHILOSOPHY

We address our mission efficiently through hard work, open and honest communication, ongoing improvement, and accountability.

Figure 2

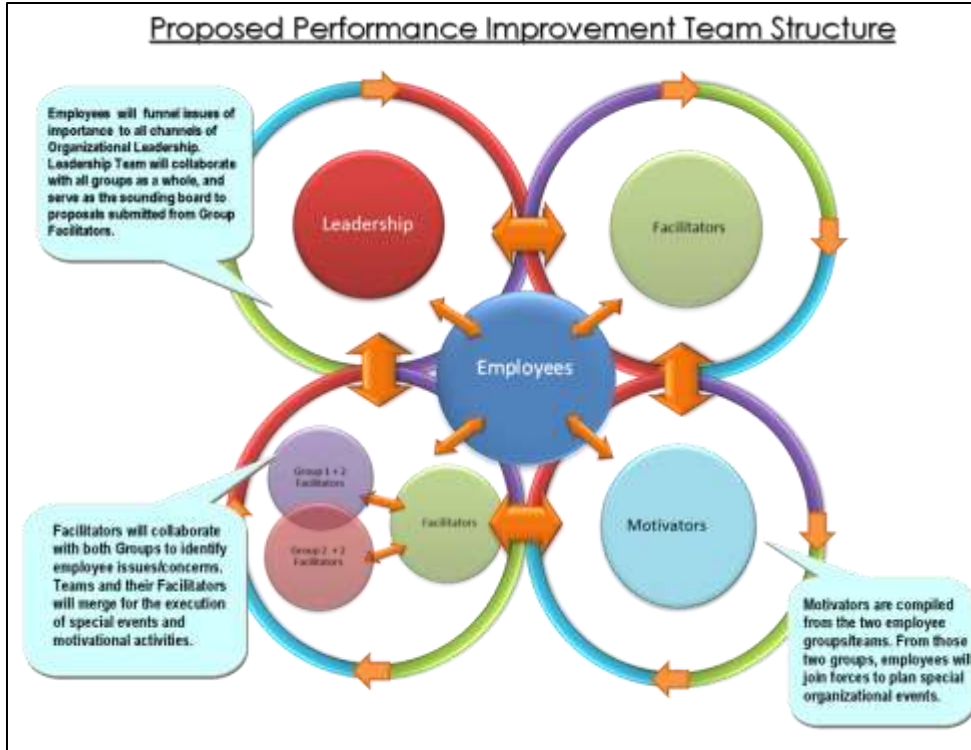


Figure 3

PUBLIC SERVICE
RECOGNITION WEEK

Thank you...

This week, we are participating in Public Service Recognition Week, an annual celebration to honor the country's many public servants and to show appreciation for their work.

We would like to thank you, as your contributions touch citizens' lives and are helping to transform our organization to be the best it can be. The small things you do every day are what enable the bigger changes, and we truly appreciate the strong impact you have in our continued success.

The committed work that you do daily makes our mission possible. Your dedication and effort to make a difference showcase that Campbell County's greatest strength lies in its workforce – the men and women who choose to live out our core values every day. Thank you for your service and commitment to our locality, its citizens, and each other.

Making a difference, not just a living.

You may notice over the coming months, a transition in the way we present our core values. Revisited last December, Campbell County's Management Team shifted the focus of our core values to center around what our organization has identified to be of the utmost importance - People.

We wish to share that as an employee, we recognize that you embody the very essence of our core values, as you complete your daily tasks with the highest ethics in service, and impart knowledge and trust among the teams you collaborate with to serve our public.

Thank you for being the face of public service in our respective community, and for making a difference to all whom you encounter.

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PEOPLE

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Figure 4

On A Mission!

Not a dull
“been-there-done-that”
clich é , blah, blah, blah,
organizational vision babble project,

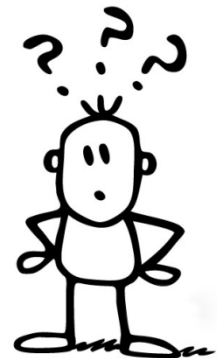
but rather a...
“hey, this is wicked cool!
I want in, when can I sign-up?”

MISSION!

Roll-out of revised vision/mission statements

Revising and Rolling-Out New Vision/Mission Statements

**Why are we doing this?
What do we ultimately want to accomplish?**



Time to Think Outside the Box!

Old tactics = safe, less work.

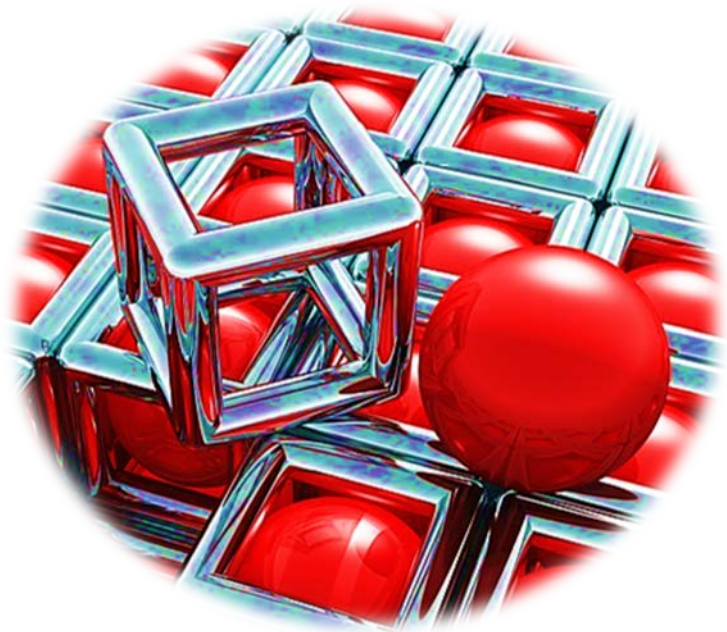
BUT BORING and LACK INCLUSION!

HPO requires:

- Active involvement
- Ideas from energized PEOPLE
 - Momentum

Focus on the best
communication tools available!

OUR PITs and OUR PIT LEADERS!



What do we want to accomplish with this new mission/vision statement roll-out?

3 Simple Objectives

- Educate, Clarify, Connect, and Excite Employees
- Empower PIT Leaders to Take Ownership of the Vision Roll-out Project
- Increase participation in PIT sign-ups





SUCCESS!

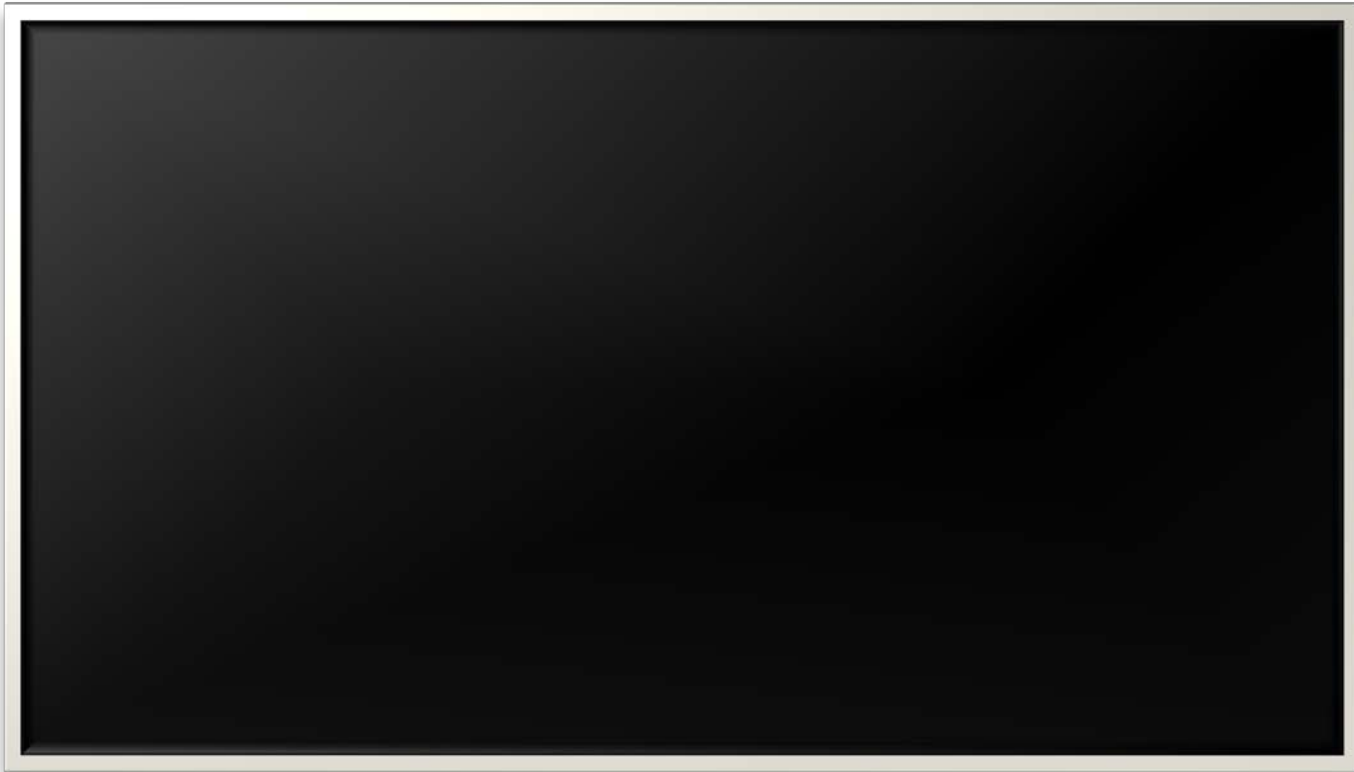
Leadership Team

PIT Leaders and Leadership Team
(giving ownership and follow-through on new ideas to PIT Leaders)

PIT Leaders and PIT Teams
(engage PIT teams as agents to reconnect/energize employees to our vision/mission; allow them to brainstorm and implement new roll-out tactics/ideas. Allow them to make it fresh and fun!)

How Does the Plan Work? Just Watch!

Double click box and wait for video... takes a bit!



Timeline and Action Items:

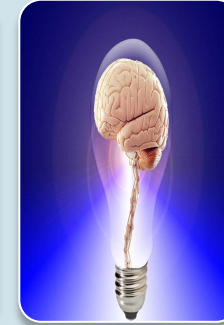
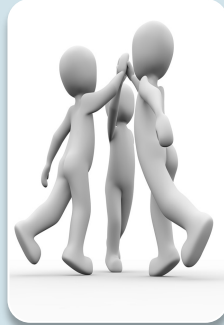
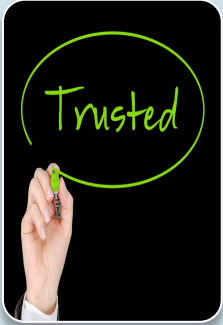
- ▶ Meet with PIT Leaders – (Tuesday, August 16 – noon – 1:30 p.m.)
- ▶ Here their ideas on vision statement roll-out and other improvements.
- ▶ Pinpoint our internal and external target audiences – (PIT Leaders, Tuesday, August 16, noon – 1:30 p.m.)
- ▶ Match PIT Leaders and teams with action items/practical tasks for the roll out in September– October.

These are just examples: (Let PIT Leaders choose what they want to contribute)

- Sarah and Beth – oversee design and create new visuals (web and print)
- Sandy and Frank – coordinate messaging logistics (when, where, how, etc.)



Some things to consider in this model:



**Builds
Trust and
Energy**

**Uses
Staff's
Talents
and
Passions
Toward
New
Ideas**

**Both
PITs
and
LT
Grow**

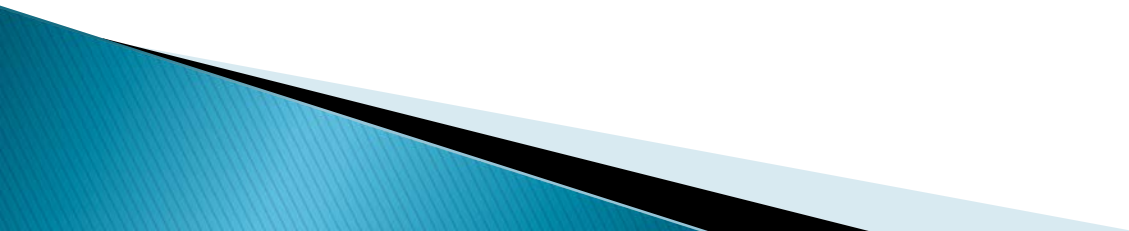
**Helps
with
Project
Planning
Skills**

**New
Team
Building
Skills**

**A Step
Outside
Our
Comfort
Zone**

**Find
Ways to
Show
Thanks
For
PITs
Hard
Work**

**Any other thoughts or ideas from
the team?**



THE
"IT'S -SO-CRAZY-IT-
JUST-MIGHT-WORK"
PIT LEADERSHIP WORKSHOP

*free thinking...
free expression...
free flow of ideas...*

*and best of all...
free food!*

Tuesday, August 16
Noon – 1:30 p.m.

Haberer Basement
Multi-Purpose Room

Starring:
Sarah "BOOM" Johnson
Sandy "Let's Go" Shackelford
Frank "I Got This" Smith
Beth "Girl's Got Skills" Worth

WHERE

Where are we?
Situational analysis of the PITs/Organization

WHY

Why?
Identify factors that have brought us to this point

WHAT

What do we want to do to move forward?
Setting objectives

WHO

Who can help?
Building new and energizing existing teams

Part One...

A New Mission



New/Revised Vision, Mission, Values, Etc.

Campbell County, Virginia: Governing with Vision

to be the most collaborative, professional, value-driven locality in Virginia

Our Mission:

Our mission is to serve our community by facilitating and encouraging an exceptional quality of life for all citizens.

Our Leadership Philosophy:

We address our mission efficiently through hard work, open and honest communication, ongoing improvement, and accountability.

We Value:

TRUSTWORTHINESS
OPENNESS
THE HIGHEST ETHICS
EFFICIENT STEWARDSHIP
KNOWLEDGE
COLLABORATION
SERVICE
PEOPLE



What do we want to accomplish with this new mission/vision statement roll-out?

3 Simple Objectives

- **Educate, Clarify, Connect, and Excite Employees About Vision/Mission/Values**
- **Empower PIT Leaders to Take Ownership of the Vision Roll-out Project and Its Sustainment (other projects)**
- **Increase Enthusiasm about and Participation in PIT Sign-Ups**



New/Revised Vision, Mission, Values, Etc.

We need your help
informing and
connecting
employees, PITs and
citizens to these
revised/new
principles.

Short term
Long term/ongoing

HOW

up to you

WHEN



You would be:

- setting the roll-out project goals (tip: using SMART helps)
- brainstorming the ideas to reach those goals
- gathering talent and resources to implement those goals
- setting timelines and managing the project
 - determining the success or shortcomings of the project

Only caveat – you have to keep Frank in the update loop.

Part Two...

New Ways of Doing Things

Leadership Team - Driven Projects

Employee Team - Driven Projects



© Hanna Adcock



- **Change in Leadership Team's Perspective (more empowering of PITS)**
- **Change in PIT Structure (ideas?)**
- **Change in Communication, Motivation, or Innovation Tactics (ideas?)**

Are you up to the challenge?



What are your ideas for change?

Brainstorm super cool ideas now!!!!

Remember:

- Timing
- Sustainability
- Resources
- Measurements
- Relationships/Ethics



Organizational Leadership and Employee Engagement Program Proposal



Respectfully Submitted by

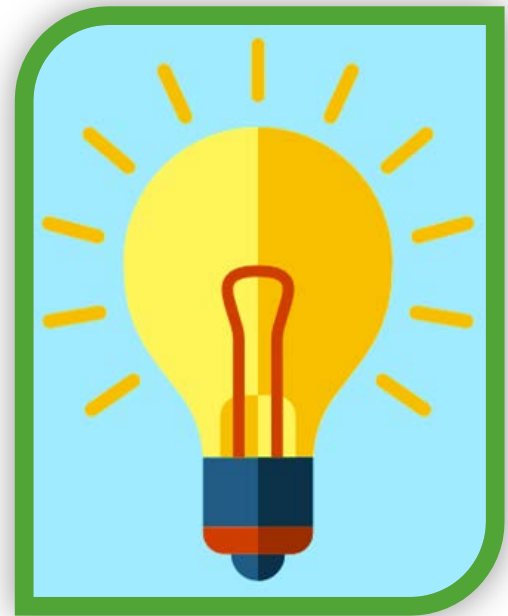
2014-2016 Performance Improvement Team (P.I.T.) Lead Team

Sarah Johnson • Sandy Shackelford • Frank Smith • Beth Worth

Wednesday, December 14, 2016

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Background

In August, 2016, the current four Performance Improvement Team (P.I.T.) Leaders were charged to discuss potential improvements to the P.I.T. Structure, and develop an execution plan and schedule for the new Vision, Mission and Values determined by the Leadership Team.

Over the course of the next few months, P.I.T. Leaders met to exchange perspectives, brainstorm and develop a new structure; one that could be all-inclusive, but have a tangible benefit to all Campbell County employees, team members, and facilitators.

In addition to the newly defined Team structure, our mission and core values were discussed at length, with healthy conversations circling around increasing employee engagement and morale, as well as the implementation schedule. It is our sincere hope that properly timed activities, incorporated with an effective internal and external marketing campaign will not only prove to escalate recruitment efforts, but also to energize existing employees, thus boosting retention.

The following program proposal summarizes our suggestions on these tasks. We truly hope this to be an organic process; a fluid-like movement towards a less formal, more creative team structure. Most importantly, we are optimistic this restructure and re-release of core values will be a shift in Campbell County culture where employees and leaders work in tandem

to create a firm foundation for organizational leadership, and not just a stepping stone to the next career choice.

Organizational Leadership Team Model

During the course of our discussions, it became apparent that each of our teams had a tendency of reviewing identical topics, thus resulting in our projects overlapping.

Immediately, we identified the following challenges with our existing P.I.T. structure:

- Teams were often comprised of the same employees (“loyals”) from term to term;
- Ideas were often recycled whenever new team members were added;
- Teams had become more process-oriented than outcome or goal-oriented, which led to participant frustration and disengagement; and finally,
- Employees (P.I.T. members and the general mass) did not display a strong sense of ownership of their projects as a result.

Once these primary issues were recognized among the P.I.T. Lead Team, several discussions took place on how to revise the structure to eliminate these issues and encourage employee participation beyond the P.I.T. “loyals”.

Our P.I.T. Lead Team requested a P.I.T. break, to allow for team restructure and creative brainstorming of potential engagement opportunities. The P.I.T. Lead Team then worked collaboratively to satisfy the completion of all P.I.T. Team projects by December, thus awarding us with the ability to propose the following structure for Leadership Team review and feedback prior to the next team enrollment period.

The following chart (see page 3, Figure 1) is our recommendation for the new Team/Group structure.



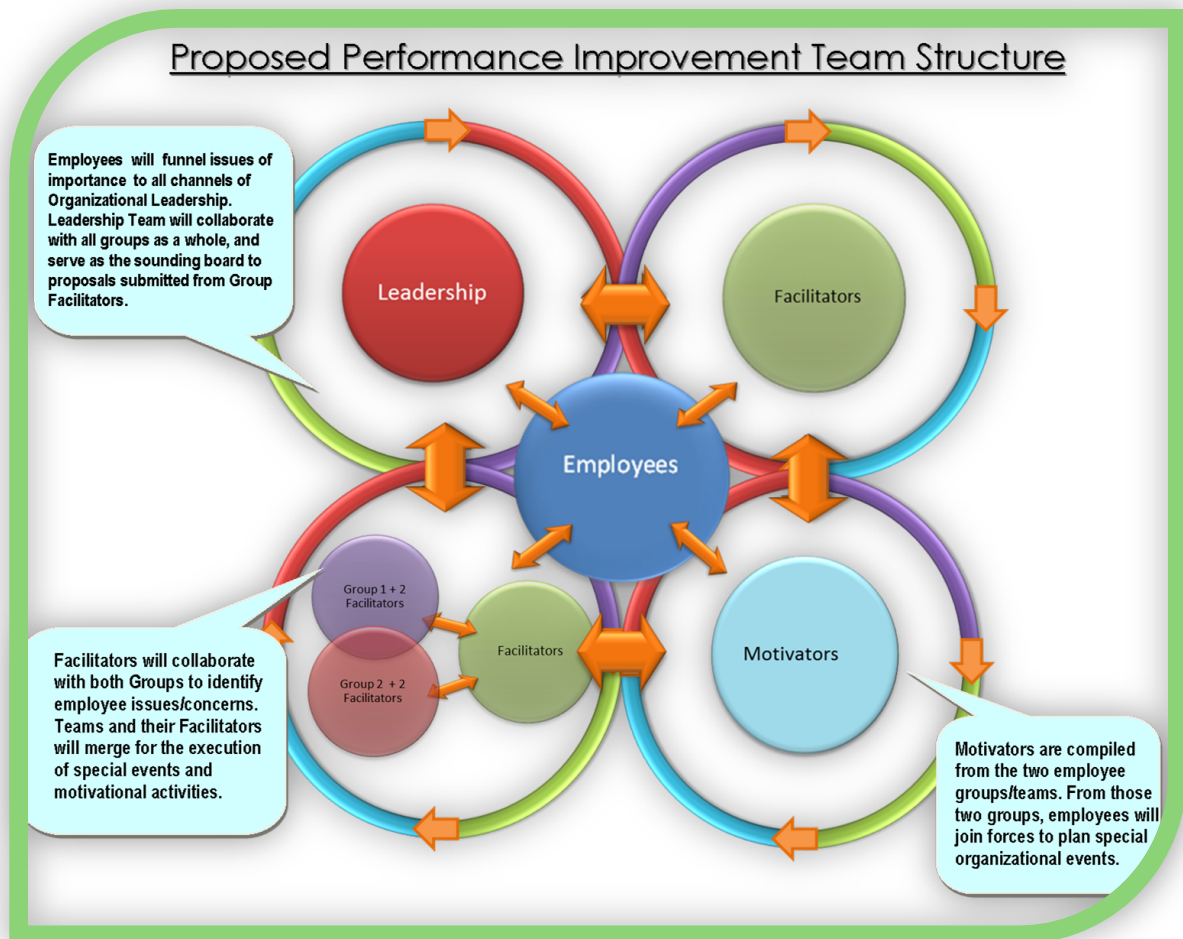


Figure 1

With this model, please be aware, our intention was to launch an education and advertising campaign to our employee base in order to generate increased understanding that the new teams will be more organic. Through this model, it is our hope ideas will flow multi-directionally, and projects will be more defined and streamlined, so as not to recycle former team priorities or considerations.

Countywide/P.I.T. Survey

To garner feedback from interested parties, Team Leaders drafted a four question survey to be disbursed to our employees; however, we believed it best to start with our collective teams, as they had helped to provide the topics in which we proposed to have our teams discuss. The feedback received was invaluable, and our collective teams have recommended we distribute in conjunction with our Organizational Education and Awareness campaign.

We asked the following questions of our teams:

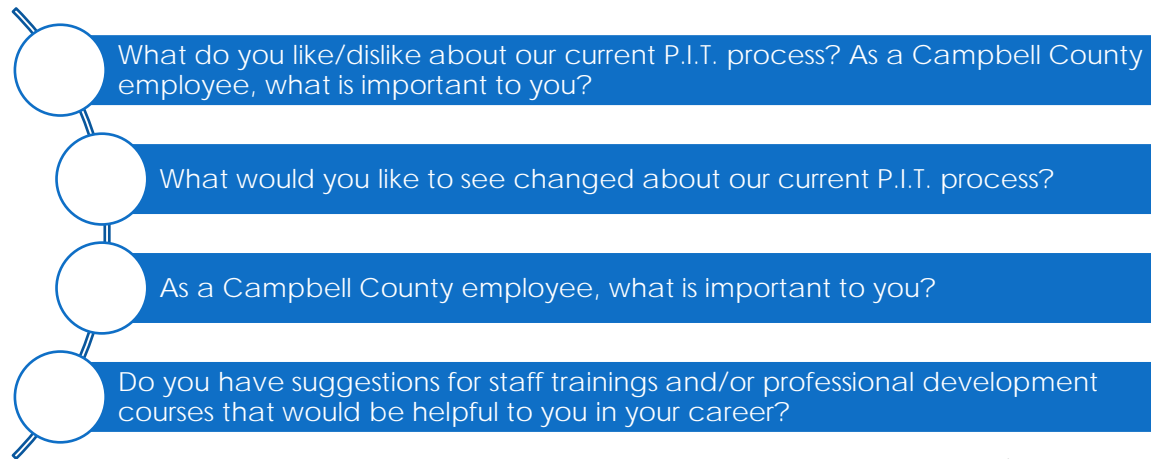


Figure 2

Facilitator Expectations

In addition, we have also created a list of Expectations for the Facilitators as well as Team/Group members. These are as follows:

- Must have been a group member the previous year;
- Commit to serving for eighteen (18) months – one (1) year as leader, and six (6) months mentoring next leader;
- Mandatory leader roll off each year to stimulate innovation and creativity;
- Meet with other group leaders monthly;
- Actively recruit team members to participate from all departments;
- Serve as communication liaison between group members and the Leadership Team;
- Create agendas for the meetings;
- Provide minutes and/or an update of each meeting for disbursement to employee population;
- Follow up on any necessary items;
- Organize an appreciation event at the end of each year for the group participants;
- Facilitate discussions among group members;
- Empower the group members to take ownership of ideas that come out of the meetings;
- Brainstorm areas that need (greater) employee input;

- Reinforce the County vision, mission, and values through the team process;
- Set a positive example for team members; and
- Advocate for the importance of the team process among both the Employee base, and the Leadership Team.



Team/Group Member Expectations

- Commit to serving for one (1) year;
- Attend at least eight (8) of the monthly meetings scheduled during the year;
- Participate in both review and motivation teams;
- Plan two county-wide motivation events per year;
- Actively participate in group discussions;
- Be a conduit of information between other employees and the team;
- Share ideas and suggestions with the group;
- Spend time outside of the meetings working on projects if and as necessary; and
- Maintain confidentiality of sensitive discussion topics.

Team/Group Name

With the thought of energizing our employee base, our P.I.T. Lead Team has discussed a creative name, rather than the "PITS". For instance, we are considering referring to the overall process as "Research and Planning Teams" or "RAP" as an acronym. Another suggestion was "Research, Organize and Collaborate Teams" or "ROC"; however, we are open to suggestions from the Leadership Team, and for the purposes of this document, are choosing to just refer to the teams as Group 1, Group 2 and the Motivators.

Team Discussion Process

The goal of this process is to empower and encourage employees to take ownership of their work environments and collective experiences. To accomplish that goal, the specific topics that are covered by the groups will largely be self-identified through brainstorming, as well as input from the Leadership Team and other non-Member employees.

To kick-start the process, we have identified two main areas – both policy review in nature – which we are proposing the individual groups tackle.

These include:

- A Policy Review Team, which would discuss **existing county policies** including a review of the handbook, the way leave time is handled, energy policy, social media policies, etc. The goals would be to identify issues that need more clarity, make recommendations for changes, and improve awareness of existing county policies; and secondly,
- A Benefit Review Team to review and discuss the **current benefit structure**. This team would potentially review our current insurance arrangement, complete a regional compensation study, investigate staff development and training, and review the way benefit information is marketed and presented to potential applicants and new-hires.

It is our belief that having an initial framework for the topics the groups will address will help the groups begin a productive conversation beneficial to our Vision, Mission and Values campaign. However, the goal would be for groups themselves to determine the next topics they address through the group discussions and other input that the teams receive.

Team Member Selection

Our proposal is to have an open-enrollment for employees (“loyals”), but to also encourage those that would not otherwise take the initiative to participate. Our suggestion is to launch a marketing and advertising campaign for the new structure, during which we would host the open-enrollment period. In the meantime, Facilitators will also actively recruit participants through personal invitations. Our goal is to have as many departments and demographics represented on the teams as possible.

Leadership Development Opportunities

Throughout our conversations, it became clear that it is vital on the employees’ list of desires for the P.I.T. structure to include some type of recognition or achievement goal.

Based upon this feedback, our P.I.T. Lead Team thought it wise to develop some type of certificate program countywide; a recognition (internal certificate program, and perhaps an appreciation event) of their participation and engagement would be of benefit and greatly increase

participation rates among employees. It is our suggestion that the Leadership Team consider launching an internal Leadership Certificate process, which would encourage enrollment, and hopefully generate buy-in among those employees that have registered before, and perhaps did not have as rewarding of an experience.

Open-Enrollment and Team Member Timeline

We propose the following timeline (see page 7, Figure 4) for open-enrollment, organizational education and continued employee awareness of the Team's projects.

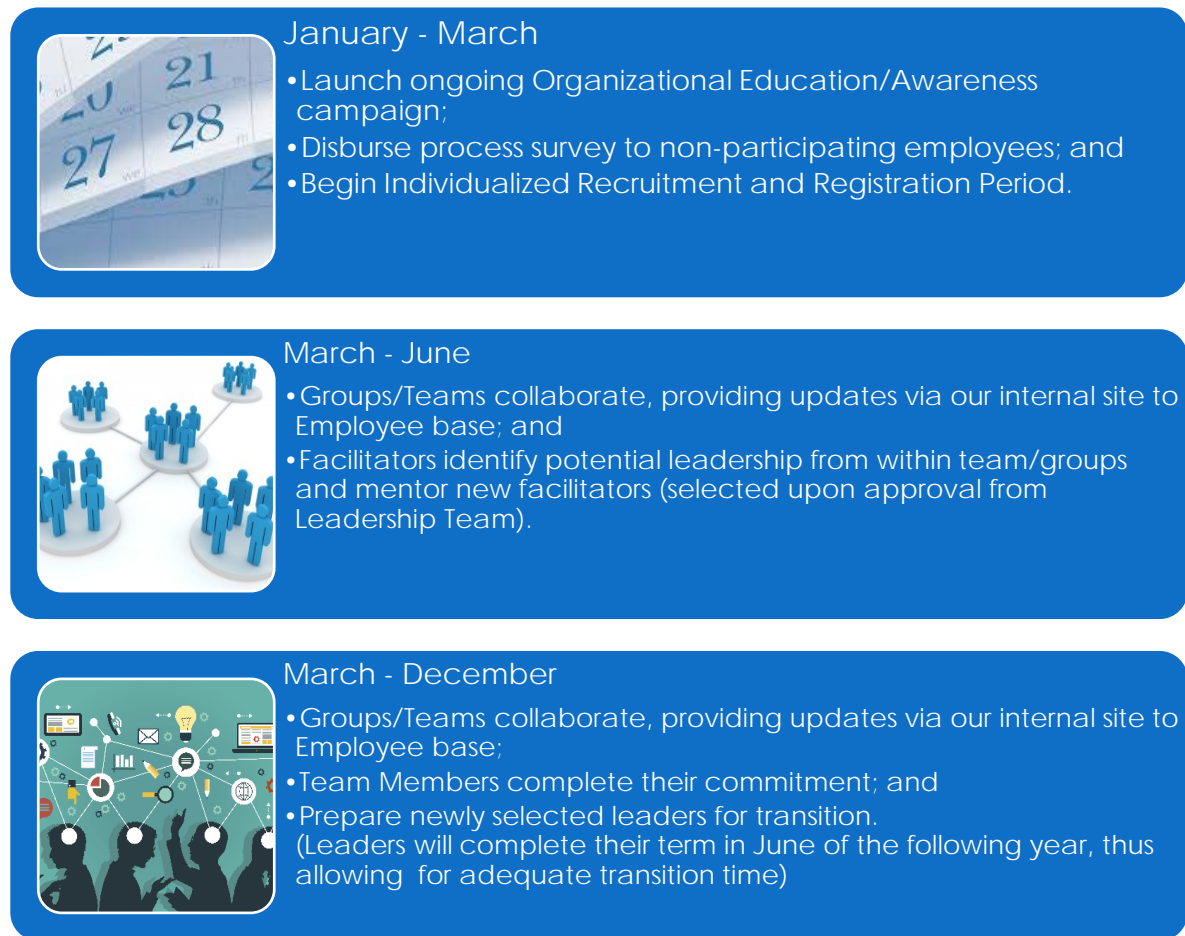


Figure 4

Vision, Mission and Values Proposal

In conjunction with the redesigned structure of the P.I.T. process, our team was likewise charged with developing a strategy for the rollout of the Vision, Mission and Values, recently re-drafted by the Leadership Team.

Core Values and Developing Relationships

Throughout our conversations, our core values were consistently touched upon, as was discovering what our employees currently value about working in our locality.

Our Core Values are listed as follows:

- Trustworthiness;
- Openness;
- The Highest Ethics;
- Efficient Stewardship;
- Knowledge;
- Collaboration;
- Service; and
- PEOPLE.

During our brainstorm sessions, it became clear, from team feedback, that our Employees values are quite similar, and mimic the direction the Leadership Team is taking with the newly drafted list of core values. A vast majority consider PEOPLE - or rather, the RELATIONSHIPS with not only each other, but our citizens - to be our top value, thus, we propose an internal and external marketing campaign recognizing just that.

Marketing and Awareness Campaign

In order for the campaign to be effective, we truly feel our employees must be recruited to showcase our collective Vision, Mission and Values. As our teams have identified PEOPLE to be at the core of our dedication to public service and commitment to Campbell County, we would like to recruit employees to create a video, stating "I AM CAMPBELL COUNTY,"



allowing them EACH the opportunity to share what makes them tick. Furthermore, board members or citizens that serve on our collective boards could also take part.

Additionally, we respectfully request to redesign the Campbell County identification badges (see page 9, figure 5), and purchase woven lanyards (see budget request) embroidered with "I AM CAMPBELL COUNTY" as a tangible item that each employee could be given to showcase their pride in our locality.

This would allow everyone the opportunity to update their staff photographs for an online visual directory (either external or internal), of professional quality.



Figure 5

Likewise, we recommend the replacement of the Vision, Mission and Values posters (and in all other places – ie., Orientation documents and on our County identification badges).

Our first draft example is as follows (see page 10, figure 6):



GOVERNING WITH VISION

to be the most collaborative, professional, value-driven locality in Virginia.

WE VALUE



OUR MISSION

Our mission is to serve our community by facilitating and encouraging an exceptional quality of life for all citizens.

OUR LEADERSHIP PHILOSOPHY

We address our mission efficiently through hard work, open and honest communication, ongoing improvement, and accountability.

Figure 6

Campaign Engagement Activities

Our suggestion is to launch the week of May 1 – 5, 2017, in conjunction with staff Public Service Recognition Week events. In order to accomplish this,

To replace the existing Vision, Mission and Core Values (VMC) posters, as well as purchasing the woven/printed lanyards, we respectfully request a budget of approximately three thousand dollars (\$3,000.00. This would allow for the professional printing of the VMC posters, provide a tangible item which could be distributed to existing (and future new) employees, and supplement the Motivators' current budget so that additional activities could be planned in accordance with our campaign timeline.

Campaign Timeline

We propose the following timeline (see page 11, Figure 7) for open-enrollment, organizational education and continued employee awareness of the Team's projects.

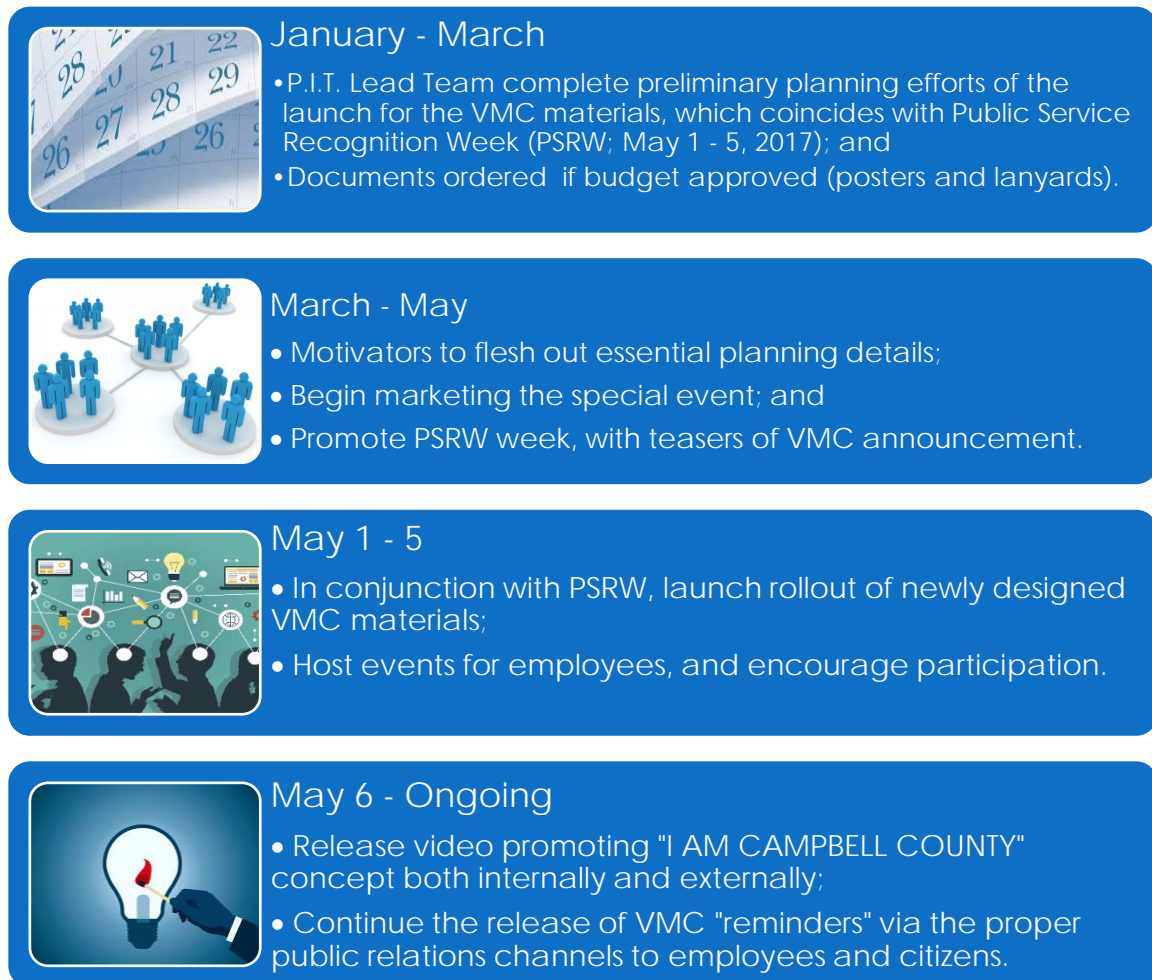


Figure 7

Thank You

Our collective team wishes to thank the Leadership Team for the opportunity to shape and direct our future Leadership initiatives in Campbell County. During this process, we have learned a great deal about our organization, how information is perceived and through shared experiences and perspectives, we have changed our own, individual viewpoints.

We sincerely and gratefully appreciate your trust in our leadership, and welcome your responses to our proposal.