D.C. Labor Management Partnership Council:

Improving Morale and Emphasizing Service
Mayor Gray reconstituted the Labor Management Partnership Council in March 2012 aimed at improving the relationship between labor and management.

Mayor Gray and Geo Johnson signed LMPC Agreement on March 19, 2012.

LMPC Subcommittee charged with developing strategic plan.
The LMPC agreement provides a framework on how labor and management will work together to improve the quality of services provided to District residents and visitors, while maintaining a high quality work environment for District employees.
The LMPC Strategic plan articulates the actions and timelines toward achieving the goals.

**Strategic Planning Sessions**
December 2012 - March 2013

**Implementation**
April 2013 - April 2015

**Monitoring & Continuous Improvement**
October 2013 - December 2015
LMPC’s Categorized Goals

Improve Morale
• (a) Improve productivity, morale and motivation
• (b) Improve the quality of working life for all employees

Improve Customer Service
• (e) Allow for continued collaboration between labor and management in delivery, at the highest quality, services to the residents of and visitors to the District of Columbia
Employee Survey

- District-wide Employee Survey
  - May/June 2013
  - Gather feedback from employees regarding:
    - Employee recognition programs
    - Employee feedback forums
    - Customer service training
    - Customer service interactions
Overall Participation

As of June 2013

33%

10,732 surveys were received.
Demographics

Manager/Supervisor

22% of employees self-identified as manager/supervisor.

As of May 2013, there are:
- 1,551 Management Supervisory Service
- 90 Executive Service

78% of employees self-identified as non-manager/non-supervisor.

As of May 2013, there are:
- 21,726 Career Service
- 8,332 Educational Service
- 423 Legal Service
- 555 Excepted Service

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Demographics

- Union: 62%
- Non-union: 38%
Background

The Employee Morale Subcommittee was tasked with identifying feedback forums within District government agencies.

The responses from this section of the survey will help the subcommittee inventory the forums, identify positive and negative aspects of the existing forums, and assist them with developing guidance on feedback forums within the agencies.
Employee Feedback Forums

Does your agency have a feedback forum?

Yes 42%

No 32%

I don’t know. 26%

The 1,142 respondents were asked why they believed their agency’s feedback forum was successful or unsuccessful...

- 50% – Positive responses
- 22% – Negative responses
- 28% – N/A responses
Employee Feedback Forums

Rate your employee feedback forum…

- Very successful: 16%
- Somewhat successful: 40%
- Neutral: 31%
- Very and Somewhat unsuccessful: 7%, 6%
What concerns are addressed in your employee feedback forum?

- Professional Development Issues: 1,756
- Morale: 1,747
- Resources: 1,625
- Employee / Management Relations: 1,621
- Safety, Environmental, Office Issues: 1,400
- I Don’t Know: 947
- Conflicts Between Colleagues: 719
- Other: 359

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Employee Feedback Forums

Who are the members of the employee feedback forum?

- Managers: 1,242
- Immediate Supervisors: 1,210
- Non-Managers/Non-Supervisors: 1,153
- Other Senior Leaders: 1,133
- I Don’t Know: 1,084
- Agency Director: 979
- Other: 349

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What would you like to see addressed in the feedback forum?

- Morale: 4,226
- Employee/Management Relations: 3,372
- Professional Development Issues: 3,233
- Resources: 3,168
- Safety/Environmental/Office Issues: 2,502
- Conflicts: 1,681
- Other: 978
Employee Recognition Programs

Does your agency host celebratory events?

- Holiday Party: 5,036
- Retirement Celebrations: 2,489
- Birthday Celebrations: 2,058
- Other: 1,765
- None: 1,761
- Summer Outing: 1,554

Does your agency host celebratory events?
Themes

• **Formal Plan and Structure:** Establish visible committee structure that meets frequently according to an explicit plan or guidance.

• **Diversity:** Seek diversity through rotating participation of employees – frontline staff, union and non-union personnel, supervisory and non-supervisory personnel.

• **Feedback:** Solicit feedback and invite participation through various channels – list serve, e-mail, feedback box.

• **Accountability:** Communicate leadership accountability through action and follow-up – “walking the talk.”
Next Steps

• Develop guidance to establish Agency Employee Feedback Committees.
  – LMPC Agencies (with Labor Representation)
  – Non-LMPC Agencies (without Labor Representation)
The Employee Morale Subcommittee was tasked with identifying employee recognition programs within District government agencies.

The responses from this section of the survey will help the subcommittee inventory employee recognition programs and assist them with developing a District-wide employee recognition program.
Employee Recognition Programs

Does your agency have an employee recognition program?

- Yes: 50%
- No: 28%
- I Don’t Know: 22%

[Graph showing percentage of respondents with employee recognition programs]
Employee Recognition Programs

Are employees properly recognized?

Yes 48%
No 52%

Of the 4,486 employees who said their agencies have recognition programs, 48% feel they are properly recognized and 52% feel they are not properly recognized.
How are employees recognized?

- Individually: 27%
- Group: 5%
- Both Individually and Group: 68%
Employee Recognition Programs

How are employees selected for recognition?

Manager/Supervisor: 1,862
Agency Director/Principal: 1,739
Peers: 1,211
Committee: 1,066
I Don’t Know: 1,034
Customer: 519
Other: 250
Vote: 249

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What is the setting of the recognition?

- All-Hands Meeting: 1,535
- Team Meeting: 1,470
- Formal Celebration: 1,072
- Other: 1,043
- Informal Celebration: 892
Employee Recognition Programs

Types of employee recognition awards

- Certificate/Award: 3,431
- Pin/Medal: 1,379
- Public Recognition: 1,211
- Time Off from Work: 792
- Gift Certificate: 780
- Other: 585

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The 2,603 employees who said their agency has no recognition program were asked, **If a recognition program was developed for your agency, what types of awards would you like to see given?**

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Employee Recognition Programs

How often would you like to see employees recognized?

- Monthly: 1,916
- Annually: 1,863
- Quarterly: 1,368
- Weekly: 251
- Bi-weekly: 220
- Daily: 132
- Other: 227
Would you like a District-wide employee recognition program?

- Yes: 84%
- No: 16%
Themes

- **Transparency and Fairness**: Constitute explicit and transparent standards or requirements for recognition – at all personnel levels – for recognition. Allow agency specific flexibility to tailor program to reflect unique mission and performance attributes.

- **Peer Driven**: Nomination and selection process should be more peer driven – “employee recognition boards.”

- **Recognition Frequency**: Increase frequency of award and recognition process.

- **Awards**: Support monetary and non-monetary awards.
• Develop recognition program guidance to be administered by Agency LMPCs.
  – Recognize management/labor innovation and partnership.

• Consider amending Electronic District Personnel Manual Chapter 19 (Incentive Award Program) to broaden the participation of the incentive award committee to include non-management (Career Service) employees.

• Recommend the Budget Support Act be revisited to permit funding recognition programs for FY2014.
The **Customer Service Subcommittee** was tasked with assessing current citywide customer service initiatives and resources that are being utilized at your department or agency that will help create training modules and metrics to monitor and improve customer interaction (i.e., Grade.DC.gov).

The responses from this section of the survey will help the subcommittee improve customer interaction by ensuring that all employees participate in an LMPC ordered customer care training program.
Customer Service Interactions

Does your agency have a program focused on improving customer service?

- Yes: 44%
- I Don’t Know: 32%
- No: 24%
Customer Service Interactions

Rate your customer service program

- Very successful: 25%
- Somewhat successful: 48%
- Neutral: 20%
- Very and Somewhat unsuccessful: 3%, 4%
Customer Service Interactions

How are employees trained under this program?

Class
2,403

Online
1,260

Manuals
836

I Don’t Know
690

Other
342

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Which employees participate in the customer service program?

- All Employees: 2,430
- Frontline Employees: 765
- I Don’t Know: 626
- Other: 119

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How does the general public contact your office?

- **Phone**: 8,134
- **E-mail**: 5,844
- **In-person**: 5,807
- **Internet**: 4,451
- **Social Media**: 1,805
- **Grade DC**: 1,481
- **Other**: 369
GradeDC

Does your agency participate in GradeDC?

- Yes: 35%
- I Don’t Know: 56%
- No: 9%

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Themes

• **Enhanced Training**: Offer frequent and updated training modalities to increase awareness of professional customer service behaviors and help employees learn the systems and processes to more effectively complete customer transactions.

• **Job Aids and Tools**: Develop and provide resources and guides to help employees perform their designated jobs.

• **Standards and Expectations**: Communicate and socialize district-wide standards and expectations for working with internal and external customers.

• **Communication and Feedback**: Continue to solicit feedback from internal and external customers – employees, customers and the public.
Next Steps

• Pilot and continue to review the DCHR Customer Care Training Program.
  – Department of Parks and Recreation – Pilot

• Examine agency-specific Customer Service programs.
  – Based on survey, collecting training materials from 16 agencies to assess the training, the relevance to frontline employees, and the existing job aids and tools to help employees do their job well.
Questions – Customer Service

• What agency resources are available at customer touch points to remediate customer issues?

• What are the core agency resources needed at customer touch points District wide?

• What area of your daily tour of duty do you have most customer challenges with and what resources can be developed to assist in this area?

• Is there a Customer Service Training Program at your agency; and if so, what are its strengths and weaknesses?
Questions – Employee Morale

• What strategies do you feel would help improve employee morale in the District?