

Aurora SHIFT



Thinking.
Policy.
Culture.

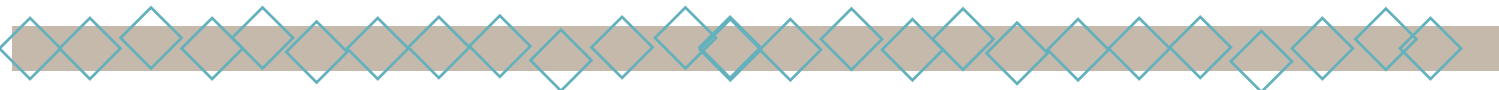
RECRUITMENT & HIRING | BENEFITS | MARKETING & COMMUNICATIONS
CULTURE & PHILOSOPHY | EMPLOYEE DEVELOPMENT | PHYSICAL ENVIRONMENT

Presentations to Management Staff

Tuesday June 7, 2016



SHIFT

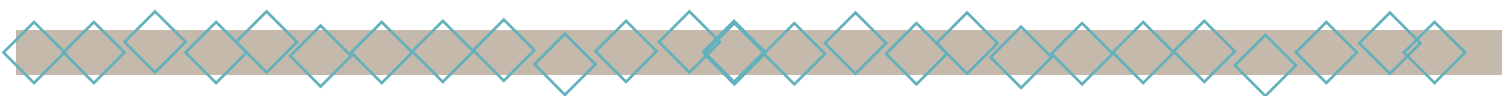




SHIFT

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SHIFT



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Aurora SHIFT Initiative Introduction

In late summer 2015, the city manager tasked staff with evaluating the city's personnel policies and procedures to be more responsive to concerns of younger workers. It was the understood younger generation of employees entering the workplace has different attitudes and expectations about work than do previous generations.

Over the next 10 months, nearly 50 employees from across different generations and departments came together to meet the manager's challenge. The SHIFT Initiative spent thousands of hours researching employees' attitudes and best practices in other organizations. The result are dozens of recommendations in six discipline areas intended to ensure Aurora remains competitive in attaining its goal of attracting, retaining and supporting not just the youngest but all high quality employees in the coming years.

SHIFT Process - Where Do We Even Start?

SHIFT project sponsors took initial guidance from the cover story in the August 2015 edition of ICMA's *Public Management* magazine. The article examined the behaviors and attitudes of the youngest generation of employees currently working for local government. A survey of young local government employees is featured in the article and revealed that group's feeling on topics including:

- What attracts people to work for local government?
- What are the reasons to continue careers in local government?
- What are de-motivating factors in the workplace?
- What changes are needed in the workplace?
- What skills are needed for career advancement?
- What workplace assistance is needed for job advancement?



SHIFT

The article then gave several examples of potential policy changes on how governments can more effectively attract and retain their young, high performing employees.

SHIFT project sponsors broke down recommendations from the article into five different areas for individual consideration. A sixth area, ‘physical environment’, was added after incorporating recommendations made by ARISE program alumni and Management Staff ‘triad’ groups. Each of the six areas addressed a different approach the city would take to meeting changing expectations in its goal of attracting and retaining high quality employees. They are listed in the figure below.

Recruiting and Hiring	Benefits	Marketing and Communications
Culture and Philosophy	Employee Development	Physical Environment

Building SHIFT teams

Project sponsors asked the city’s management staff to nominate 10-12 high performing employees to serve on the SHIFT group. The employees would be charged with evaluating current city policies in each of the six areas and make recommendations for improvements. Following the official project kickoff in November 2015, the SHIFT group swelled to nearly 50 participants, made up primarily of Millennial and Generation X employees. The participants said they were energized by the opportunity to make a difference in the way the city operates. A list of participants can be found on the following page.

Each team was composed of six to 10 participants with nearly every department under the city manager’s direction being represented. Teams were guided by facilitators considered to be well-acquainted with each of the six disciplines. Teams were largely left to formulate their own recommendations with only high level guidance from sponsors and facilitators. The intended result was to gain clear direction taken from the employees most impacted by the project’s recommendations.

Results

Each SHIFT team spent six months compiling recommendations for its respective area. The teams presented recommendations to each other in April 2016 for initial feedback. The presentation to the Management Staff meeting on June 7, 2016 is the culmination of the ‘innovation’ phase of the SHIFT Initiative.

Most of the SHIFT recommendations can be implemented at no additional cost to the city. Some however will require sustained involvement from SHIFT participants and city departments to implement. Following the presentation to the Management Staff, the SHIFT group will reconvene and strategize on how best to implement its recommendations.

SHIFT

Aurora SHIFT Initiative Team

Initiative Sponsors

Aleta Jeffress
Michael Lawson
Michelle Wolfe

Recruiting & Hiring

Carolyn Brinson
Kacey Delong
Garret Dooley
Dan Gallen
Jeremy Jenkins
Noël Mink*
Alyson Noble
LaKeisha Roberts
Sherri Jo Stowell

Benefits

Kristen Allen
Carolyn Brinson
Gary Burke
Joaquin “Keen” Garbiso*
Jennifer Hickey
Jamie La Duke
Angela Sims-Ceja
Josh Stephenson
Katie Thompson
Lyle Whitney

Marketing & Communications

Christopher Amsler
Brandon Belisle
Eric Franks
Parrish Gibson
Jared Stalling
Kim Stuart*
Sheree Van Buren
Shauna Wills

Culture & Philosophy

Michael Boehm
Virginia de la Paz
Ryan Fields
Jennifer Hickey
Michael Lawson*
Michael Valdiris
Mathew Wasserburger
Leslie Williams

Employee Development

Kimberly Brown
Donna Dershem*
Alicia DuPree
Chris Gutierrez
Melissa Grove
Omar Lyle
Angela Sims-Ceja
Michael Valdiris
Ed Wagnon*
Lorena Zilo

Physical Environment

Kimberly Brown
Kerstin Claspell
Virginia de la Paz
Elizabeth Gillitzer-Gallardo
Tod Kuntzelman*
Paul Smith

*Team facilitator



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Marketing & Communications

Christopher Amsler

Brandon Belisle

Eric Franks

Parrish Gibson

Jared Stalling

Kim Stuart

Sheree Van Buren

Shauna Wills

SHIFT Proposal

Marketing and Communications Team

Overview

- What are we currently doing and how can we better market that to current and future employees?
- Survey Results
- Recommendations

**WHAT ARE WE
CURRENTLY DOING?**

City of Aurora Marketing Campaign

- \$300,000 Annual Branding Budget
- Staff training to approximately 900 people complete but reinforcement encouraged by supervisors is an ongoing process
- Staff training video is in distribution
- “A-Book” (print)
- “A-Book” (On-line flip book)



AURORA

The safest large city in Colorado

[Home](#) [About](#) [Live](#) [Work](#) [Play](#) [Which Aurora is right for you?](#) [Visit official city site](#) [Contact us](#)



Live

Go ahead and paint a picture of where you want to hang your hat. Then take...



Work

Talk about a win-win... Aurora is like a dream come true for both developers...



Play

We've got you covered for all that glorious free time when you're not doing...

Survey Results

- Out of 911 responses almost 91% of employees preferred email as their method of receiving information.
- How often have you incorporated the new branding campaign?
38.2% - Never; 24.4% - A few times; 14.3% - Sometimes;
14.4% - Often; 8.8% - Very often

RECOMMENDATIONS

Recommendations

- Target high schools or colleges to have them market to graduates
 - Splashy one-page collateral for job fairs
 - Flashy eye-catching icons on website
- Reinforcement on City Branding to staff
- Presentation again with updates on what Communications is doing now

Recommendations Continued

- Staff visiting the website....Aurora Worth Discovering
- Short-term social media contests
 - Tweets that highlight City benefits
 - Not so much "working" but just "#LoveAuroraCO so that others could join
- Target City of Aurora employees who work for City but don't live in Aurora

A DAY OF SOCIAL MEDIA

#LOVEAuroraCO



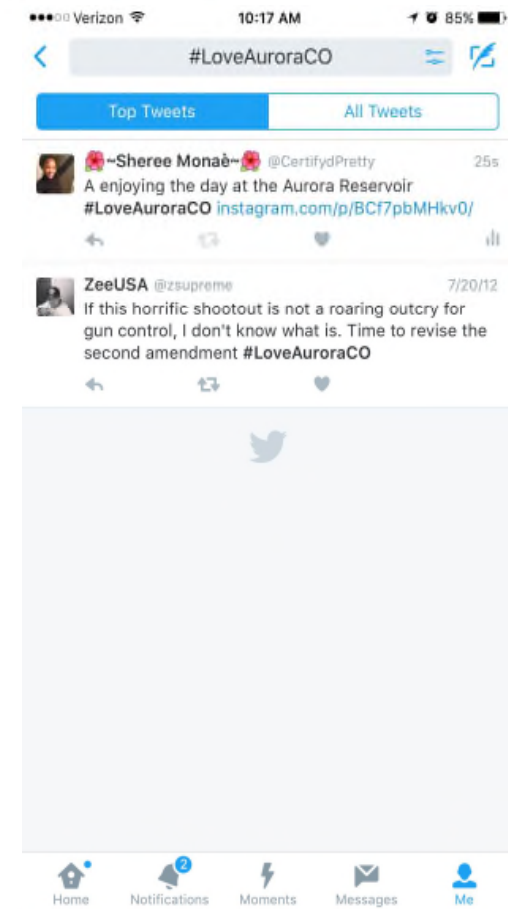
A Day of Social Media

- Millennial generation want to ‘Share’ everything with their friends
- Sharing content with our friends/family/networks
- Sociability and urgency
- Urgency: requiring an action at a specific point in time
 - So much urgency that others will be inclined to share and post their own pictures without needing to pry

A Day of Social Media

- Sociability: an action that benefits someone else
- Creating a transient moment
- Contest – employee who wins get department donuts/bagels on a Friday
- Ephemeral communities – “fans” with a common interest come together digitally around a sense of urgency, a time-sensitive offer, or an experience that will soon vanish

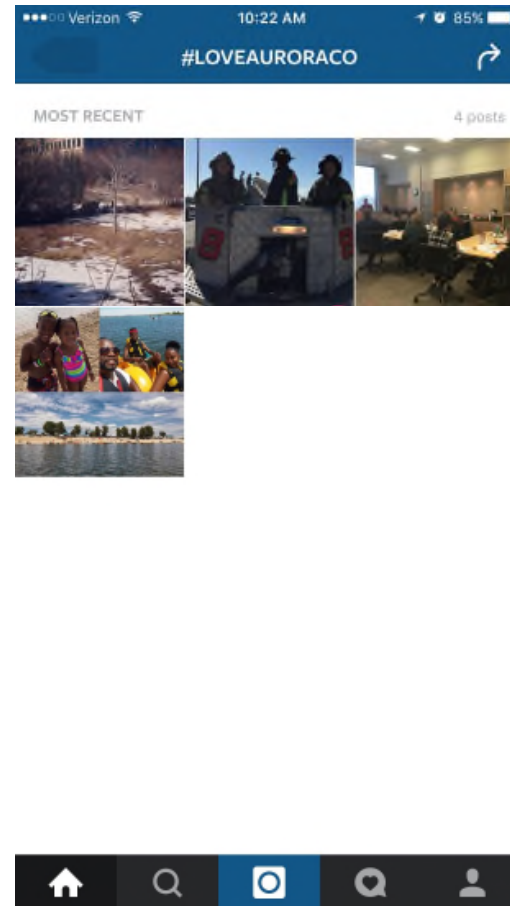
Twitter layout



Facebook layout



Instagram layout



Shot from
the AMC...
not too far
from
Downtown
Denver



Core4
Training
for new
hires at
AMC



CITY DESTINATION EVENT

What We Do

- Donate city space to a promoter for an event
- Hold an event alongside an already successful city event like the Youth Water Festival or Summer Splash
- Target larger successful events to be held in Aurora such as XGames or other high energy events.



Event Results in Other Cities

- In addition to the 16+ bands performing on 3 stages the 2015 Denver Block Festival was expected to draw in more than 10,000 spectators
- The 2014-2015 winter and summer XGames brought in an average of 132,520 attendees.
- The “International Festival of Extreme Sports World Series” Averages 500,000 spectators in Europe and Asia



Proven Benefits

- Increase public awareness of the destination
- Increase target market awareness of the destination
- Enhance destination image
- Build positive images and/or overcome negative images (e.g. build perceptions of quality)
- Build brand associations
- Alter public perceptions
- Increase community involvement
- Stimulate brand preference
- Increase visitation
- Block the competition





Thank you for your time!

Questions?

Recruiting & Hiring

Carolyn Brinson

Kacey Delong

Garret Dooley

Dan Gallen

Jeremy Jenkins

Noël Mink

Alyson Noble

LaKeisha Roberts

Sherri Jo Stowell

WANTED

ALIVE or ALIVE

TOP SECRET

CONFIDENTIAL
TOP SECRET
CONFIDENTIAL



TOP APPLICANT

Location: City of Aurora

Division: [REDACTED] Department

Skills: Professionalism,
Integrity, Respect and
Customer Service.

DESCRIPTION

- Consistently identify top talent
- Long-term commitment
- Embodies [REDACTED] and Core4 Values
- Promotes diversity in the workplace
- Ongoing education & resources

REWARD

MAKE AURORA A PLACE YOU WANT TO
WORK, PLAY AND LIVE.

CLASSIFIED

\$[REDACTED] PRICELESS



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**C.I.A.
Central Intelligence of Aurora**

Standard C.I.A. Mission Field Kits

Handcuffs



Cash



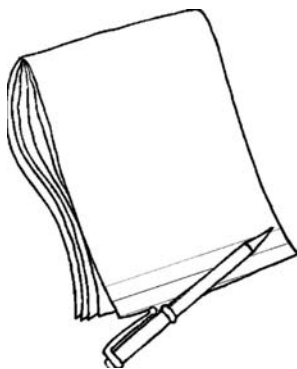
Magnifying Glass



New Fingerprints



Pencil & Note Pad



Snickers & String Cheese





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SHIFT Objective: Webpage with Tools for Hiring Managers

Lead Agents: Alyson Noble, Carolyn Brinson & Daniel Gallen

Supporting Agents: Recruiting & Hiring SHIFT Team

When it comes to recruiting and hiring, the City of Aurora is doing it right! Recent efforts to improve the Human Resources job posting website combined with social media progress have made the City of Aurora a competitive force when competing for candidate attention.

A huge opportunity for the City to capitalize on this momentum is to improve the communication, training and consistency of the message to hiring managers throughout the organization.

Proposal

Create a defined location or "**one stop shop**" webpage, comprised of various tools devoted specifically to the recruiting and hiring process. These tools will ensure compliance and consistency throughout the organization by providing guidance and tools for hiring supervisors to make effective recruiting and hiring decisions.

Included in this section please refer to the following exhibits:

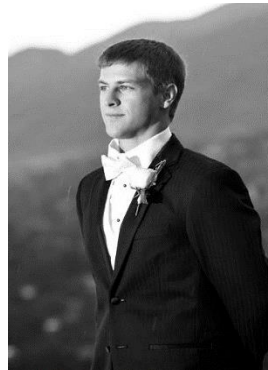
- Exhibit A: Citywide Cost of Turnover Analysis
- Exhibit B: Sample Turnover Calculator and Website
- Exhibit C: Alternative Negotiation Options
- Exhibit D: Defined Hiring Plans
- Exhibit E: Interview Question Database
- Exhibit F: E-Learning Classes
- Exhibit G: In-House Career Development Event
- Exhibit H: Honorable Mention Projects



Name: Noel Mink
Department: Internal Services
Position: Interim Manager of Human Resources Operations



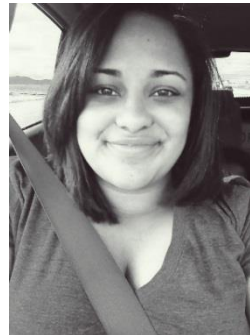
Name: Alyson Noble
Department: Aurora Water
Position: Management Analyst II



Name: Dan Gallen
Department: Aurora Water
Position: Engineering Assistant



Name: Garret Dooley
Department: Internal Services
Position: Fleet Mechanic



Name: Carolyn Brinson
Department: Internal Services
Position: Human Resources Assistant



Name: Kacey Delong
Department: Public Safety Communications
Position: Telecommunicator Supervisor



Name: Keisha Roberts
Department: Internal Services
Position: Human Resources Analyst



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Included in this section please refer to the following exhibits:

- A: Citywide Cost of Turnover Analysis**
- B: Sample Turnover Calculator**

Position: Water Treatment Plant Operator
Annual Position Cost (Salary + Benefits): \$91,642
Cost to Fill Vacancy: \$117,406
% Cost of Turnover = 128%

C: Alternative Negotiation Options

Proposed Alternative Options:

- Flexible schedule
- Pay for moving expenses
- One-time bonus after satisfactory probation period
- More vacation time
- Front load vacation/leave time
- Partial telecommute option
- Sick leave sell-back option
- Job related trainings, education and certifications
- Cross-training or special interest/project opportunities



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EXHIBIT A: Citywide Cost of Turnover Analysis

Lead Agent: Alyson Noble

Supporting Agents: Keisha Roberts and Noel Mink

Proposed Initiative: Consider the cost of turnover when making operating or hiring decisions. Evaluate who is leaving the organization and why.

Measuring the costs of turnover is valuable, taking action to retain top talent is essential" (Inventive Talent Consulting)

WHY IT MATTERS:

- Average Tenure for Millennials is 2 years for a variety of reasons
- Evaluate the "Who" not "How Many" are leaving – not all turnover is bad turnover (*actively engaged versus actively disengaged*)
- Consider cost to retain high performing employees versus the cost to replace them

THE FACTS:

(disclaimer – all figures will vary by position, however this benchmark is based on conservative estimates)

- A \$32 per hour position has a full burden of \$89,645, yet costs roughly **\$115,640** to replace (at least 130%, sometimes more)
- It takes roughly **245 processing hours** to hire a replacement (30 fully dedicated business days)
- Roughly **3,000 hours** of productivity are lost with each turnover
- In 2015 there were 279 FTE turnovers (not including temporary/seasonal positions)
 - **189 voluntary resignations**
- Annual impact of voluntary resignations = **\$21.9 million**
 - Not including legal claims, executive recruitments, etc.
- The impact of turnover is driven by the high cost associated with lost knowledge and training replacement employees (both short and long term coverage)

EXHIBIT A: Cost of Turnover Calculation Detail

COST OF TURNOVER - PER POSITION (SAMPLE)

Position Water Treatment Plant Operator A
 Full Burden \$91,642 Salary \$68,904 (\$33/hr) plus Emp+1 Benefits (pay grade 37)
 Productive Hours 1,760 10 Paid Holidays, 3 Personal Days, 14 Vacation, 13 Sick (320 unproductive hours)
 Years of Service 5

		Hours Spent	Annual Burden*	Cost**	Explanation	Work Hours Spent	Productive Hours Lost	Financial Impact
RESIGNATION/ TERMINATION PERIOD:	Productivity Loss- current position	20	91,642	881	Assume 5 hr/wk for month prior to 2-week notice (=1 hr/day)	57.5	117.5	\$ 57,895
	2 week notice period	40	91,642	1,762	Assume half as productive as usual			
	Exit Interview (Dept. Manager)	0.5	109,200	26				
	HR Processing	2	90,900	87	Exit interview, documentation, system paperwork			
	Payroll Processing	55	91,800	2,427	Leave time, GERP, insurance, payouts			
	Leave Payout	155	91,642	6,829	Vacation/Sick Leave payouts (ave/year: 20 vacay, 22 sick)			
	Lost Training (certs, programs, etc.)	n/a	n/a	60	CO Treatment Operator A Certification			
Lost knowledge	n/a	91,642	45,821	50% of annual salary per year of service				
VACANCY PERIOD (DEPT LEVEL):	vacant period	360	91,642	(15,861)	45 days x 8 hour days (vacancy savings)	4.0	1,276.5	\$ 12,657
	Identify Coverage Needs	4	109,200	210	Manager time spent finding coverage			
	Temporary/Contract Coverage			-	n/a for this scenario			
	Internal Coverage	360	91,642	7,931	50% of salary if people performing the work, 100% if vacant			
	Overtime	180	137,463	11,896	Coverage at 1.5 x hourly rate, assume 50% coverage			
	Loss of productivity in coverage	360	91,642	7,931	Internal person pulled from position to cover vacancy 50%			
Water Cooler impact	12.5	91,642	551	Staff discussing reactions to vacancy (15 FTE x 10 mins x 5 days)				
(PCN) JOB POSTING PROCESS:	Hiring Department	1	109,200	53	Evaluate position/pay, identify supplemental questions			
	HR	2	90,900	87	Assist dept with position review/recommendations			
	Budget Office	0.25	88,100	11	Review PCN submittals			
	City Management	0.07	220,500	7	Review PCN submittals			
SCREENING PROCESS:	Recruiter fees	n/a	n/a	300	\$300 for Operator position (per posting)			
	Hiring Department	8	109,200	420	Reviewing resumes/applications for all applicants			
INTERVIEW PROCESS: One recruitment round	HR	30	90,900	1,311	Reviewing applications, initial screen prior to cert list	138.4	138.4	\$ 7,278
	Hiring Department	21.5	109,200	1,129	Phone (10 x 30 min), 1st Round (7 x 1.5 hour), Final (3 x 2 hour)			
	Other Departments	55.1	109,200	2,894	Interview panel (5 FTE, plus HR rep)			
	Travel expenses	0	-	-	If applicable (Supervisor level and above only)			
	Reference checks	1.5	109,200	79	Cost of conducting reference checks, dept. level (top 3)			
HIRING PROCESS:	Interview Testing	14	109,200	735	Job specific test/working interview (7 x 2 hours) - dept managed			
	Hiring Department	1.5	109,200	79	Offer, contact other interviewees, documentation			
	HR	2	90,900	87	Offer letter, manage pre-employment, internal documentation			
	IT	0.25	109,200	13	Employee setup, system access			
PRE- EMPLOYMENT	Payroll	0.25	91,800	11	Employee setup, system setup, documentation			
	Background Check	n/a	n/a	19	Cost per background check			
NEW HIRE PROCESS AND TRAINING:	Cost of Physical	1	n/a	44	\$25 for Regular Employee, plus nurse hourly rate (CDL add \$20)	36.7	1,476.7	\$ 39,579
	Variable One-Time Cost	n/a	2,000	2,000	Varies by Position (Moving Costs/Relocation/Signing Bonus)			
	HR Processing	2	90,900	87	Employee set up in HR systems, dept. communication, etc.			
	Payroll Processing	1.7	91,800	74	Verify Employee set up in Payroll systems, changes, etc.			
	HR Orientation/Benefits:							
	HR	7	90,900	306	HR time spent on orientation (4 hour session plus prep)			
	New Hire	4	91,642	176	New hire time spent on orientation (4 hour session)			
	CORE 4 Training: 2 x 4 hour sessions							
	CORE 4 Trainers	8	109,200	420	Trainer time spent on orientation			
	New Hire	8	91,642	352	New hire time spent on orientation			
	2 hour IT training							
	IT	2	109,200	105	IT time spent on orientation			
	New Hire	2	91,642	88	New hire time spent on orientation			
Civil Rights Video Training	2	91,642	88	4 online videos plus test				
Training New Employee	1440	91,642	31,722	Average 50% productivity during first 90 days (plus staff training)				
New hire pay rate < Prior pay rate	2080	91,642	4,160	Variance in new-hire pay, offset bottom line				
TOTAL IMPACT				117,408		237	3,009	117,408

* Salary assumptions are the average hourly rate applied to 2016 Position Cost Calculator (+1 benefits). Average Hourly Rate provided by Budget.
 **Costs are calculated by taking time spent x hourly burden (annual burden/2080 hours)



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EXHIBIT B: Sample Cost of Turnover Calculator

Lead Agent: Alyson Noble

COST OF TURNOVER CALCULATOR

Hiring Manager - complete orange cells below

Complete Position Specific Information Below
(If not applicable leave blank)

Position Title		Water Treatment Plant Operator
Enter ONE pay method	Annual Salary (Or hourly rate below)	
	Hourly Rate (Or annual salary rate above)	\$33.0000
	Years of Service of Vacating Employee	5
	Position Specific Certification Costs (If Applicable)	\$60.00
	Anticipated # of days position will be vacant	45
	Type of Coverage (Internal or Temporary)	Internal
	# of Phone Interviews Anticipated	10
	# of In-Person Interviews Anticipated (Round 1)	7
	# of Final In-Person Interviews Anticipated	3
	# of Interviewees on Interview Panel	5
Relocation Expenses/Hiring Bonus (If Applicable)	\$2,000.00	

Position	Water Treatment Plant Operator
Annual Salary (Annual Pay)	\$68,904
Annual Position Cost (Salary + Benefits)	\$91,642
Cost to Fill Vacancy	\$117,406
% of Annual Position Cost	128%
Lost Productivity Hours	3,009
Hours Spent Filling Vacancy	237



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EXHIBIT C: Alternative Negotiation Options

Lead Agent: Alyson Noble

Supporting Agents: Keisha Roberts and Noel Mink

Proposed Initiative: Provide alternative options for hiring managers to negotiate compensation with new hires. Allow hiring managers to negotiate based on individual candidate preferences, especially when salary is non-negotiable. Promote the practice of creating individual compensation packages.

“If you want to attract the best people—and keep them from bailing—it’s wise to offer flexible working conditions as part of the hiring package. ”

Portillo, Juan. “Using Hiring as a Strategy to Reduce Turnover Rates” Bolder Staffing, Inc. November 13, 2015

- Empower hiring managers to negotiate hiring package, utilizing options that support the needs of workgroup.
- Communicate alternative non-salary related options for negotiating with candidates.

PROS:

- Offer hiring package that appeals to individual preferences
- Minimal budget impact
- Allow employees to feel valued based on individual compensation preferences

Potential Obstacles:

- Some options not available to all workgroups.
- Potential disrupt among existing employees
- Potential budget impact

Proposed Alternative Options:

- Flexible schedule (4 x 10s, alternative shift times, Tues-Sat/Sun-Thurs, varied hours by day)
- Pay for moving expenses
- One-time bonus after satisfactory probation period
- More vacation time
- Front load vacation/leave time
- Partial telecommute option
- Sick leave sell-back option
- Job related trainings, education and certifications
- Cross-training or special interest/project opportunities



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D: Defined Hiring Plans_ 30-Day, 60-Day & Special
E: Interview Question Database

Exhibit D: Defined Hiring Plan_ 30-Day Example

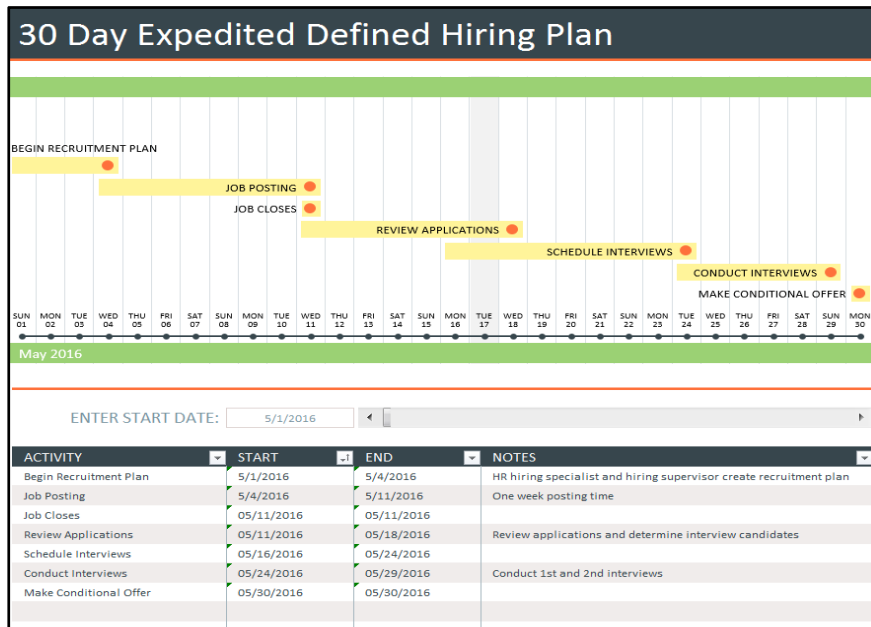
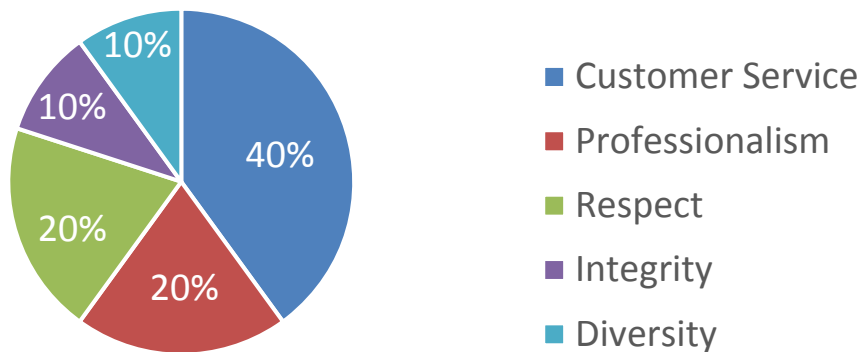


Exhibit E: Interview Question Database

Example Vacancy: Front Desk Position

Hiring Supervisors selected the following weighted attributes:





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Exhibit D: Defined Hiring Plans_ 30-Day, 60-Day & Special

Lead Agent: Sherri Jo Stowell & Carolyn Brinson

Background

An identified opportunity for improvements in the hiring process is a reduction in turnaround time from vacancy to job offer. For our purposes the hiring timeframe will be defined as the time between the PCN approval by management and a conditional job offer being made.

Proposal

The development and institution of Defined Hiring Plans (DHP) to provide deadlines for all parties involved in the hiring process. The DHP's would consist of an expedited 30-day, standard 60-day and specialty option plan. The timeframe would be selected by the hiring supervisor depending on the specific Department need and circumstance of the vacancy.

A hiring supervisor would go to the "one stop shop" webpage and select the desired DHP. Next they would enter the start date and the online tool would auto generate deadlines for all parties involved. The hiring supervisor would then have the ability to amend specific deadlines and provide to HR for review and approval. Once completed and approved by both Department and HR, the DHP would guide the hiring timeframe.

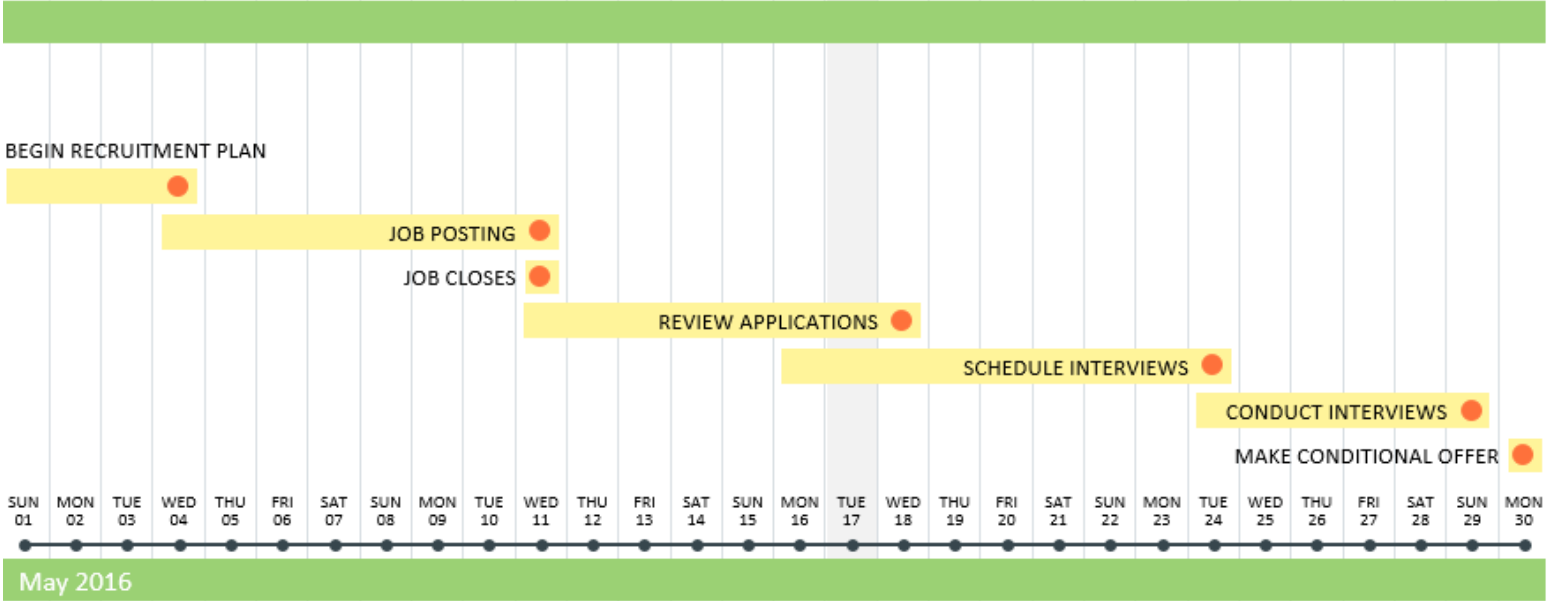
This approach would insure accountability for all parties involved by providing consistency and reducing the hiring process timeframe, ultimately resulting in an increase in customer service and reduction in lost applicants.



Exhibit D: Defined Hiring Plan_ 30-Day Example

Lead Agent: Sherri Jo Stowell & Carolyn Brinson

30 Day Expedited Defined Hiring Plan



ENTER START DATE: ◀ ▶

ACTIVITY	START	END	NOTES
Begin Recruitment Plan	5/1/2016	5/4/2016	HR hiring specialist and hiring supervisor create recruitment plan
Job Posting	5/4/2016	5/11/2016	One week posting time
Job Closes	05/11/2016	05/11/2016	
Review Applications	05/11/2016	05/18/2016	Review applications and determine interview candidates
Schedule Interviews	05/16/2016	05/24/2016	
Conduct Interviews	05/24/2016	05/29/2016	Conduct 1st and 2nd interviews
Make Conditional Offer	05/30/2016	05/30/2016	



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Exhibit E: Interview Question Database

Lead Agent: Daniel Gallen

Supporting Agent: Garret Dooley

Background:

When it comes to consistently finding and recruiting top candidates the age old generic interview question simply will not yield results. A hiring supervisor must evaluate the individual roles and responsibilities of a vacancy and tailor fit the interview questions to identify applicants that naturally exhibit the key attributes required by said position.

Furthermore this must be accomplished uniformly throughout the city by hiring supervisors with varying levels of experience and training.

Proposal:

The development of a real-time questionnaire data base available to all hiring personnel, to be included in the "one stop shop" webpage. This tool would enable the end user to consistently identify key characteristics in applicants and weigh their preference based on the Department need. For example, a hiring supervisor in the Budget Office may emphasize integrity, while a vacancy for a front desk position may accentuate customer service. Furthermore the tool would allow the end user to customize the number of questions desired and drop questions they do not favor. Ongoing training would play a key role as the database can only provide quality questions. Further explanation of what any given question is designed to identify in an applicant would be needed.

Proposed filters for attributes:

- Diversity
- Customer Service
- Professionalism
- Respect
- Integrity



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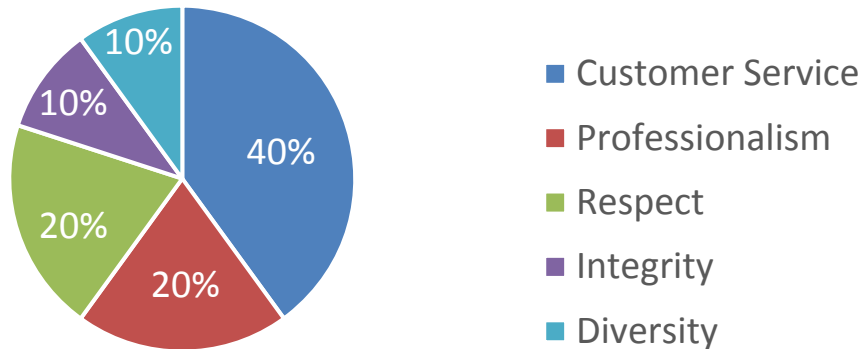
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Exhibit E: Interview Question Database

Lead Agent: Daniel Gallen
Supporting Agent: Garret Dooley

Vacancy: Front Desk Position

Hiring Supervisors selected the following weighted attributes:



Customer Service 40%:

- Tell me about a time you handled difficult customers. What did you do and what were the results of your actions.
- Give me an example of a time when you provided excellent customer service.
- What can you do to make our organization better?

Professionalism 20%:

- How do you ensure that you are remaining open minded when you have a strong opinion on the subject?
- Tell me about a project, that you have worked on recently, that motivates you.

Respect 20%:

- What is a common misperception others have of you and why?
- Tell me about a time when you didn't handle stress well.

Integrity 10%:

- Tell me about a time when you didn't agree with a policy or procedure.

Diversity 10%:

- Why do you want to join our organization?

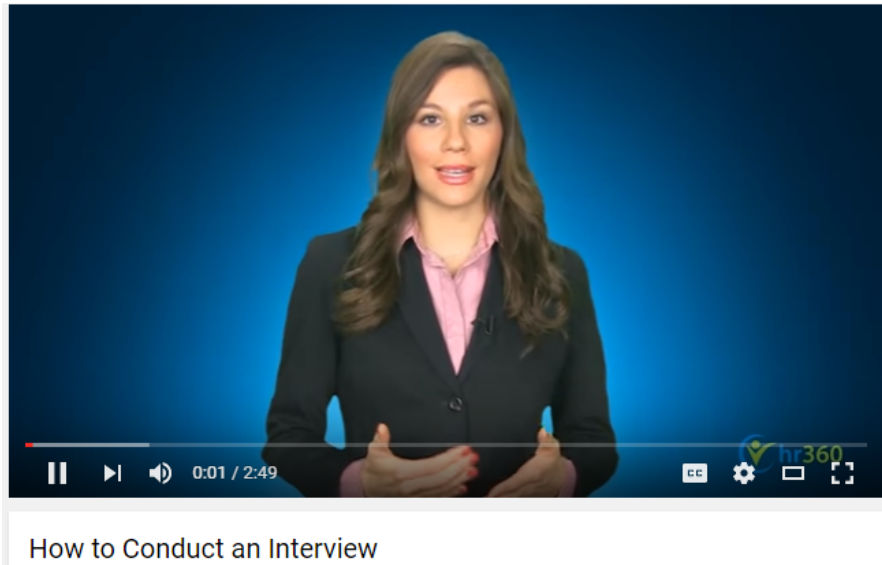


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Included in this section please refer to the following exhibits:

F: E-Learning Classes



G: In-House Career Development Event





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EXHIBIT F: E-Learning Classes

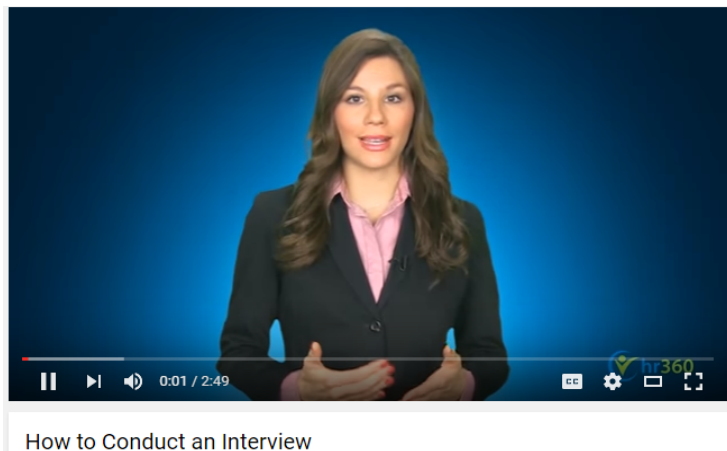
Lead Agent: Keisha Roberts

Supporting Agents: Alyson Noble & Dan Gallen

Proposed Initiative: Provide online videos for employees and hiring supervisors to develop and expand their skill sets specific to recruiting and hiring related opportunities.

EXAMPLES OF E-LEARNING CLASSES:

- How to conduct phone reference checks
- Harassment in the workplace
- Transitioning from "Buddy" to "Boss"
- How to deliver Performance Feedback
- Conflict management



THE FACTS:

Employees are a key asset in driving our organization forward and by implementing E-Learning (ongoing development) we can ensure this goal is accomplished.

Studies have shown there are key benefits in which E-Learning has transformed the landscape of learning and development. When compared to the traditional style of classroom learning, E-Learning will provide a faster delivery, have lower costs and bring a more effective way of communication. More importantly, employees will have the flexibility to gain skills at their own pace and in a more comfortable setting. Additionally, E-Learning will allow for a standardized process and consistency in the delivery of content and is not bound by geography or time. Furthermore E-Learning is a great way to give employees the tools and skills needed to enhance their work performance, while increasing efficiency by streamlining the current process.



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EXHIBIT G: In-House Career Development Event

Lead Agent: Keisha Roberts

Supporting Agents: Alyson Noble & Dan Gallen

Proposed Initiative: Create an annual in-house career development event to include an internal job fair, specific departmental presentations, resume building and more. This will educate employees about other groups within the company and develop ideas about future opportunities they may be interested in. Highlighting applicable skill sets that overlap jobs descriptions, thereby increase internal retention rates.

CAREER DEVELOPMENT EVENT - What does it look like?

- o A clever communication campaign to generate excitement about the fairs, such as a countdown or a simple e-mail advertising campaign using teasers such as: "come find out about a department that has been recognized as most admired in the industry for 5 years running" or "talk to Jane and Alex, two directors who recently joined us from our number one competitor," new product-development teams being built".
- o A kick-off event such as executives serving lunch, coffee and donuts before the event.
- o An abbreviated summary of available openings and departments.
- o Booths or tables staffed by each group within the company. Some groups may not be hiring now but may want to talk with employees about future opportunities.
- o Signs and handouts that include an overview on each group, explaining top priorities and job descriptions.
- o Resume-writing, interviewing workshops, networking opportunities and more.





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Exhibit H: Honorable Mention Projects

Lead Agents: SHIFT's Recruiting & Hiring Team

In addition to the proposed initiatives previously outlined, several concepts have been identified to enhance the recruiting and hiring process at the City of Aurora. Given limited time and resources, at a deserving level, these concepts were excluded from the initial SHIFT proposal. Outlined below are brief summaries for each of the "honorable mention" projects deserving further investigation, pending future SHIFT initiatives.

- Develop program for **Internal Recruitments**: Specifically, develop a program to retain a higher percent of Police Explorers to full-time positions within the City. Currently, we have invested financial and educational resources into these candidates and are not sufficiently retaining them as FTE's at the completion of the Explorer Program. Often these graduates will work in the applicable field for other City entities. This program would also benefit various forms of internal candidates; interns, temporary positions, and contract employees. Moreover this could provide avenues for current FTE's, seasonal personnel and Explorers to work for other City Departments.
- **Job Shadowing** Program: Develop a job shadowing program for non-employees. A job shadowing program would offer exposure to opportunities within City and provide the City an opportunity to prescreen potential applicants. This will reduce turnover attributable to a "bad fit."
- Partner with local schools to set up **Job Share** programs: Develop a program that would allow students to perform work for the City, gaining experience and exposure, while earning course credits for work completed. This allows new perspectives to be introduced to the City, while fostering relationships with the community. Recommended first step, target scholastic guidance counselors to market City opportunities.



SHIFT

Culture & Philosophy

Michael Boehm

Virginia de la Paz

Ryan Fields

Jennifer Hickey

Michael Lawson

Michael Valdiris

Mathew Wasserburger

Leslie Williams



Culture

Philosophy

Better

"Work-Life"

"The relationship between
employee and supervisor is the
most significant factor in
determining employee
engagement"

Employee and supervisor
relationships are critical to
employee engagement. This
paper discusses the importance
of these relationships and provides
practical suggestions for
improving them.



When it comes
to work-life
balance, it's
not just about
time.



Evaluation
instrument
for work-
life balance
effectiveness



Work Program

Work Plan

Work Plan
Work Plan
Work Plan
Work Plan

Culture

Philosophy

Better

"Work-Life"

"The relationship between employee and supervisor is the most significant factor in determining employee engagement"

"Employees who are able to demonstrate their strengths and connect to what gives them purpose and meaning at work are more engaged and productive"



To sum it all up...

- Listen
- Well-Being
- Evaluation
- Sherpa



Sherpa Program

Sherpa Plan

What are the objectives?

How do we measure success?

What are the risks?

How do we manage the risks?

What are the next steps?

When do we start?

Who is responsible?

ure

Philosoph

Better

"Work-Life"

“The relationship between employee and supervisor is the most significant factor in determining employee engagement”

“Employees who are able to demonstrate their strengths and connect to what gives them purpose and meaning at work are more engaged and productive”



1. Create a safe space for emotional literacy

We can encourage the boys to be part of a social setting, such as a group, and to be able to express their feelings in a safe way.

1. Listen

Use empathic listening to be sensitive to a child's and encourage him.

Look on the face of children to see if they are smiling and encourage the emotional state for separation.

2. Discover

Microfilm again (original and re-find)

Watch together (original and re-find) with a face-to-face approach

Group open learning

Individual open learning

Create a safe place for employees' ideas

Our goal: employees feel they are part of decision making process and are empowered to act based on organizational values; employees feel they have a purpose.

1. Listen

- Give employees the tools to innovate in a tangible and meaningful way
- Launch an 'idea board' of employees to assist in vetting and developing raw innovative ideas for implementation.

2. Discover

- Innovation spaces (physical and virtual)
- Create opportunities for innovation with a two-pronged approach
 - Group opportunities
 - Individual opportunities

well-being



"I gain purpose at work when..."

- "Can I provide you with city resources to support your overall health and well-being?"
- "My supervisor discussed city workforce health programming with me during my evaluation."

"I gain purpose at work when..."

- "Can I provide you with city resources to support your overall health and well-being?"
- "My supervisor discussed city workforce health programming with me during my evaluation."

Evaluation



-
-
-
-
-

OUTSTANDING

Excellent

Very Good

Average

Below Average

- Performance Measures
 - 360 Degree Component
 - Self Evaluation
 - Required Monthly Eval/Meeting
 - Anniversary Date Eval

Training NEEDS

- Refresher Training
- 360 (Give and Receive)
- Monthly Evaluations
- Well Being Training



Sherpa Program

Sherpa Plan

Our goal: enable our new hires to become productive contributors quickly.

Who are our sherpas?

- Employees who are high performers and effective communicators

What do they do? (Peer to Peer)

- Serve as a resource for new employees' questions
- Introduce newbies to others in the City
- Provide support and encouragement

Sherpas stay with their charges through the first six months of employment. The program transitions over time as new employees get acclimated.

There are benefits for both the sherpa and the new employee.

Sherpa

- Recognition as strong performer
- Expanded network
- Opportunity to motivate others
- Enhanced leadership and mentoring skills

New employee

- 1-on-1 assistance
- Jump-start networking
- Single, comfortable point of contact
- Immediate knowledge of city culture
- Seamless acclimation period



To sum it all up...

- Listen
- Well-Being
- Evaluation
- Sherpa



Culture

Philosophy

Better

"Work-Life"

"The relationship between
employee and supervisor is the
most significant factor in
determining employee
engagement"

Employee and supervisor
relationships are critical to
employee engagement. This
relationship is the most
important factor in
determining employee
engagement.



When I get
up, I
feel
good
about
my
work.



Evaluation
instrument
for
work
life
balance



Survey Program

Survey Title

Survey Description

Benefits

Kristen Allen

Carolyn Brinson

Gary Burke

Joaquin "Keen" Garbiso

Jennifer Hickey

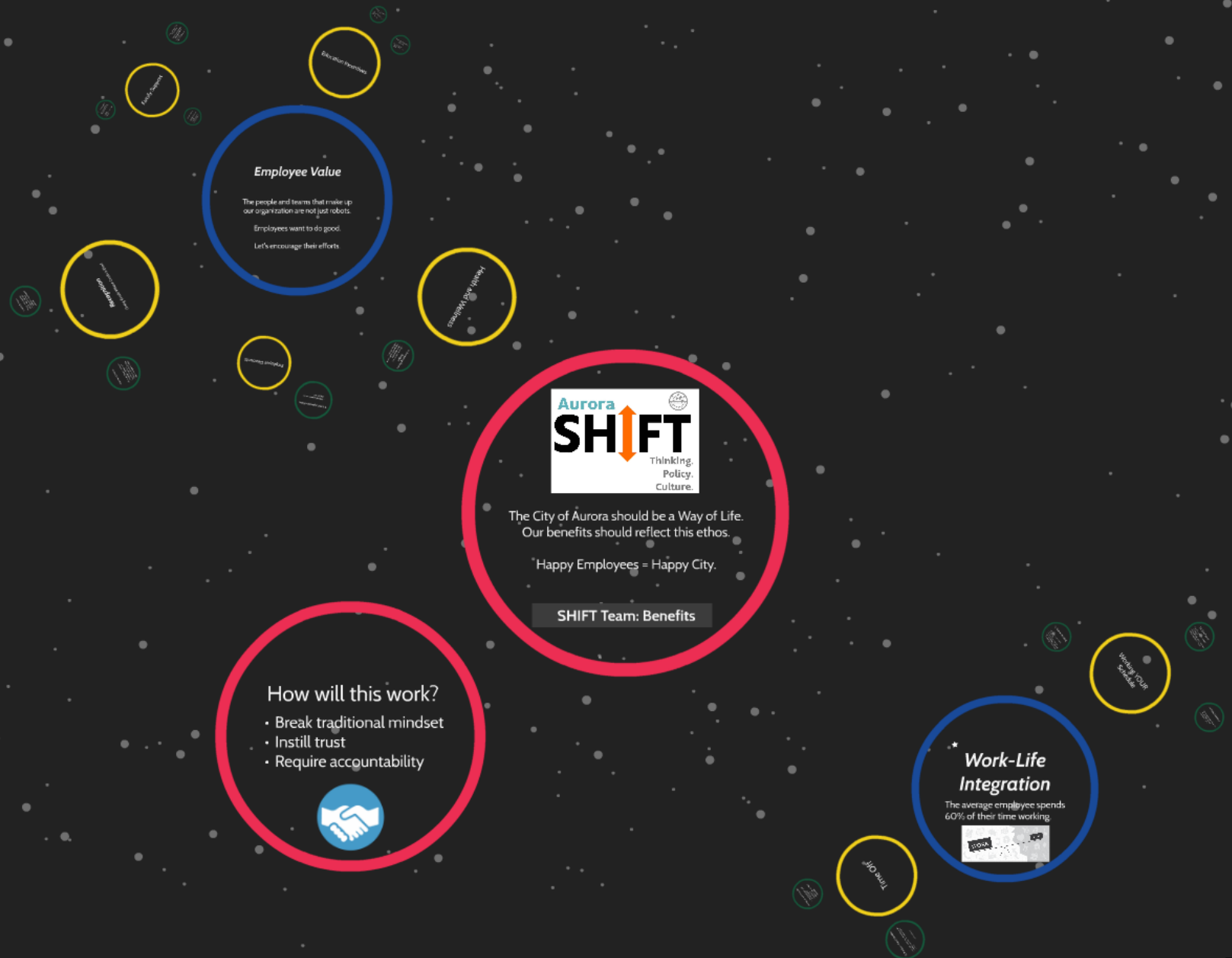
Jamie La Duke

Angela Sims-Ceja

Josh Stephenson

Katie Thompson

Lyle Whitney



Employee Value

The people and teams that make up our organization are not just robots. Employees want to do good. Let's encourage their efforts.

Aurora SHIFT
Thinking. Policy. Culture.

The City of Aurora should be a Way of Life. Our benefits should reflect this ethos.

Happy Employees = Happy City.

SHIFT Team: Benefits

How will this work?

- Break traditional mindset
- Instill trust
- Require accountability



Work-Life Integration

The average employee spends 60% of their time working.





The City of Aurora should be a Way of Life.
Our benefits should reflect this ethos.

Happy Employees = Happy City.

SHIFT Team: Benefits



Employee Value

• The people and teams that make up our organization are not just robots.

Employees want to do good.

• Let's encourage their efforts.

Recognition

Giving Credit Where Credit is Due!

1. Merit Bonuses

- This benefit ranked #1 in the all-employee survey
- Budgetary Planning
- Commonly implemented program

2. Extra Time Off Bonus

- Example: Every 5-10 years of excellent service=2-3 weeks of vacation
- This benefit ranked #2 in the all-employee survey

Family Support

3. City Sponsored 529 College Fund

**"City of Aurora partners
with College Invest"**

- 3 different plans
- Direct deposit options
- free voluntary benefit = no cost to city

4. Child Care Support

Average cost of Child Care:
\$10,000-\$13,000/ year

- Stipend
- Discount to City facilities
- On-site

5. Paid Parental Leave

- Healthier children and parents
- Happier employees
- Higher return rate

• Fewer recipients = more reward

Education Incentives

6. Student Loan Payback Program

- Reduced salary structure
- After X years, salary is increased to normal
- Minimal cost to city

7. Tuition Reimbursement Program

- Reconsider format
- Fewer recipients = more reward

Health and Wellness

8. Increasing Fitness Budget

- More on-site classes
- More equipment
- Equipment replacement
- Participation fees

Employee Discounts

9. Let Employees Know

- What discounts are we eligible for?



Work-Life Integration

The average employee spends
60% of their time working.



Time Off

10. Discretionary Time Off

- City Liability (2/22/16):
~\$29,500,000
- No accrual
- No payout at time of separation

11. Purchase Extra Vacation

- 30%-40% employees utilized this benefit
- Stretched out over 1 year worth of pay periods

Harris Interactive Study

Working YOUR Schedule

12. Telecommuting

- Department dependent
- Flexibility
- Increase in productivity
- 33% employees ranked this benefit high in importance

13. EcoPasses

- Less travel stress = happier employees
- Potential work time = efficiency
- City survey shows interest

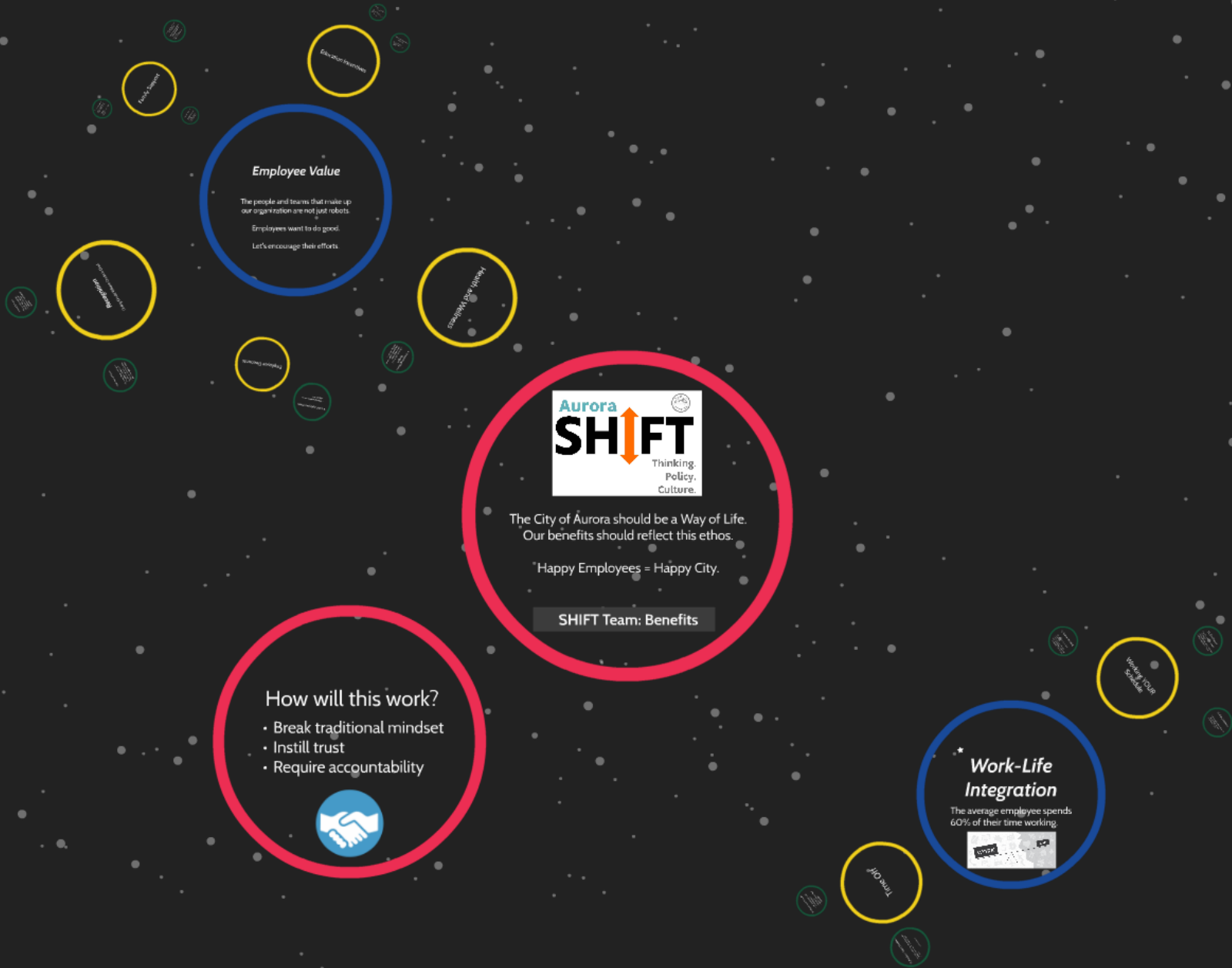
14. Flex Schedules

- This benefit ranked #3 in the all-employee survey
- Opt out vs Opt in

How will this work?

- Break traditional mindset
- Instill trust
- Require accountability







SHIFT

Employee Development

Kimberly Brown

Donna Dershem

Alicia DuPree

Chris Gutierrez

Melissa Grove

Omar Lyle

Angela Sims-Ceja

Michael Valdiris

Ed Wagnon

Lorena Zilo

Employee Development

*Melissa Grove, Omar Lyle, Kim Brown, Alicia DuPree,
Michael Valdiris, and Lorena Zilo*



Employee Development



Why invest in Employee Development?

- **New employees who went through a structured on-boarding program were 58% more likely to be with the organization after 3 years.** ¹
- **50% of COA employees feel they get adequate support for strengthening their weaknesses and building on their strengths.** ²
- **Organizations with a formalized succession management process have 50% lower turnover among high performing employees.** ³

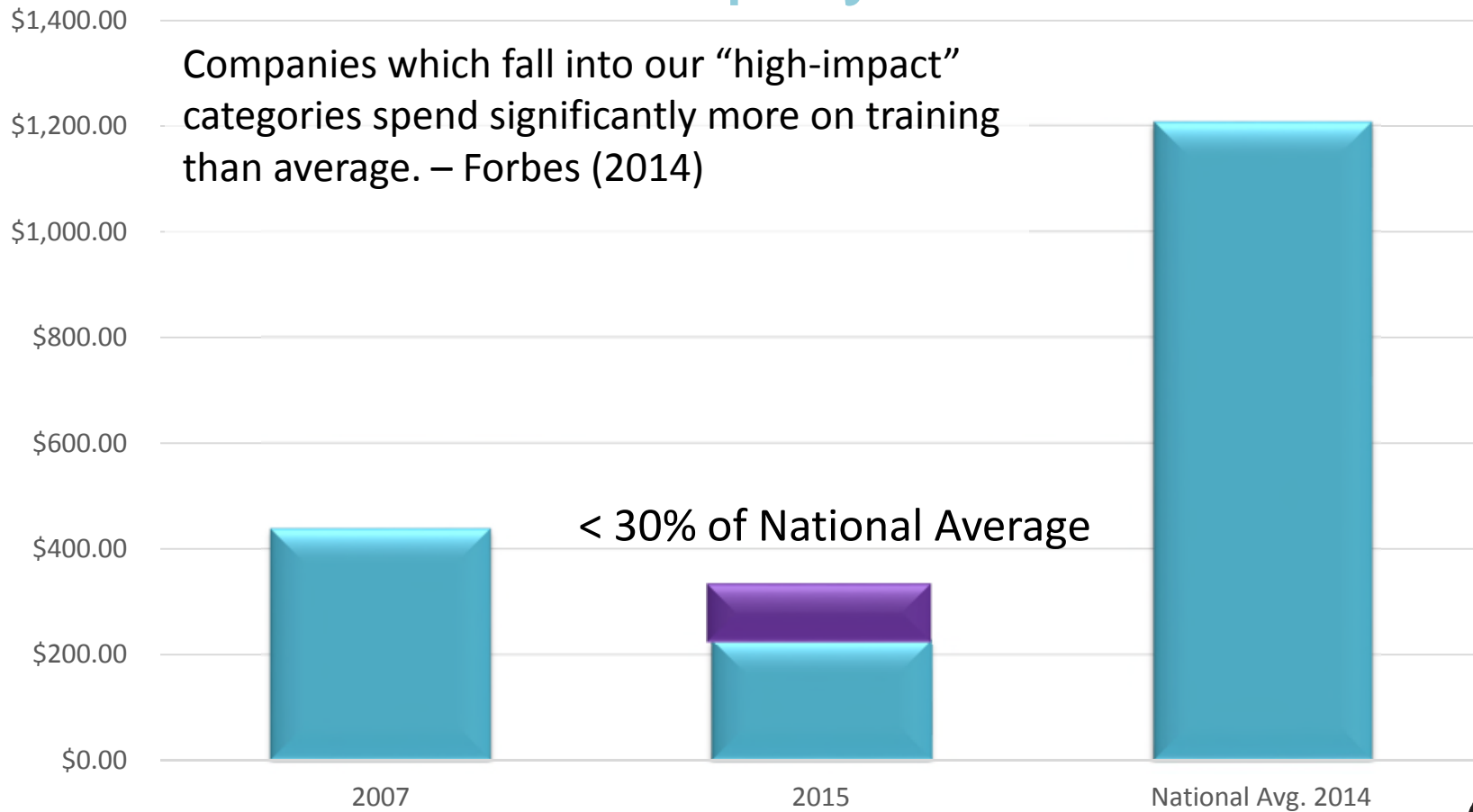
1. *Onboarding Key to Retaining, Engaging Talent, 2015*

2. *Servant Leadership Survey, 2015*

3. *Keka, 2016*



Training Budget Invested per Full Time Employee



ATD. State of the Industry. 2014.

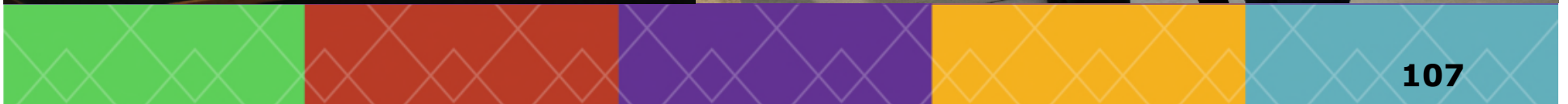




RENDERING BY WORKSHOP B

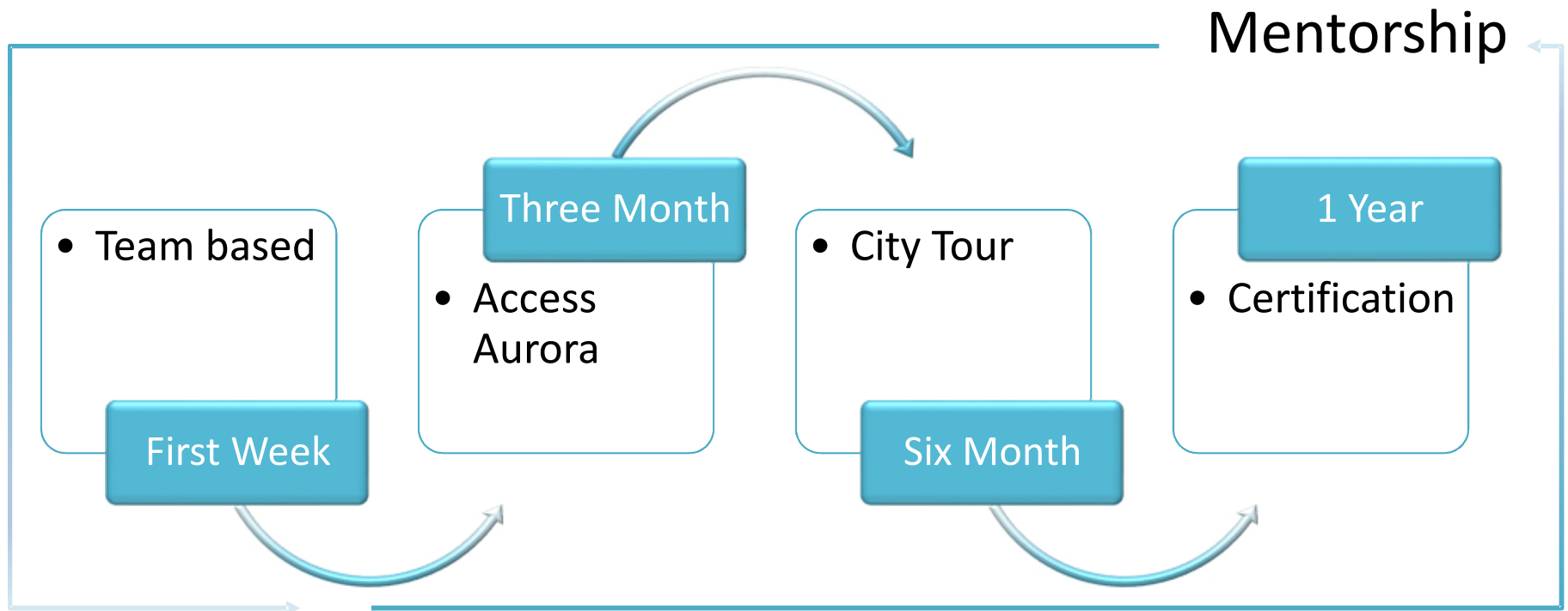
Stanley
MARKETPLACE

OPENING
MID 2016



Onboarding

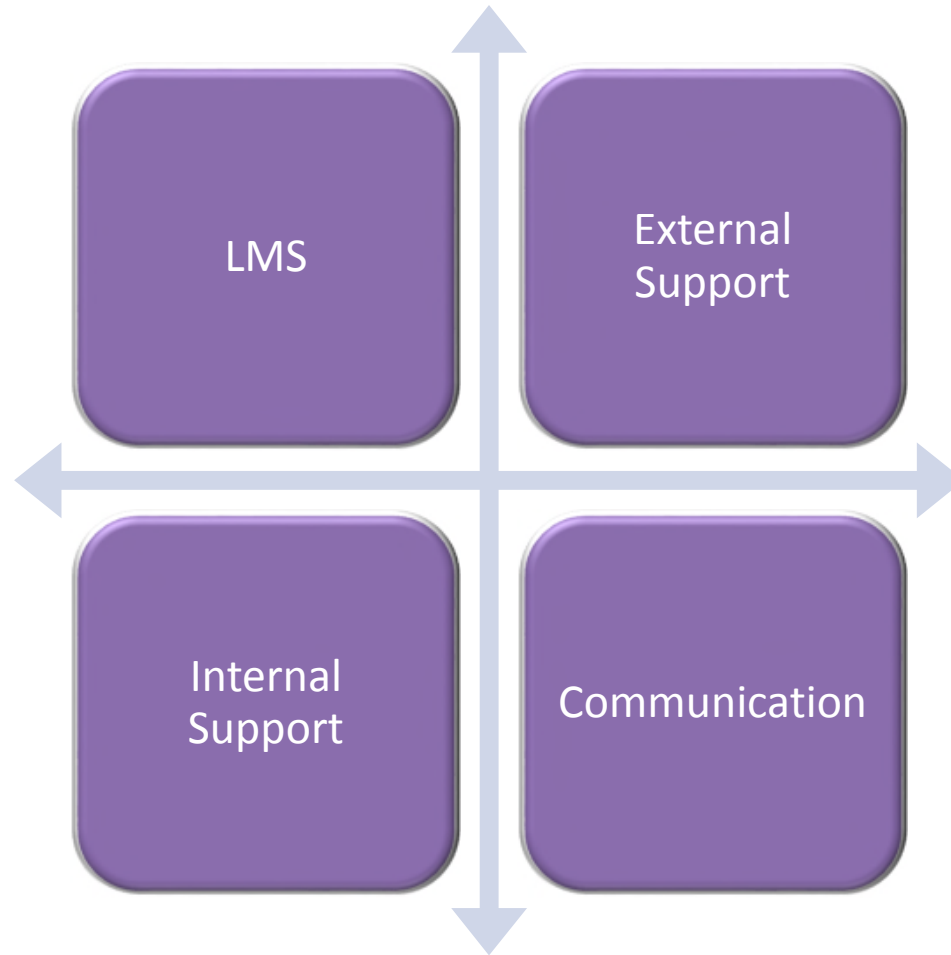
- Onboarding vs Orientation



Professional Development Classes



Professional Development Improvements



STRAIGHT TALK



An innovative,
exciting seminar
geared toward
all employees.

Open to all staff members!

Tuesday, 5.17 | 2 - 4 p.m.

Straight Talk

Presented by Larry Johnson



- Fun, humorous and engaging!
- Utilizing clear communication and honesty in the workplace.
- Tools, strategies and skills to apply the Six Laws of Absolute Honesty.



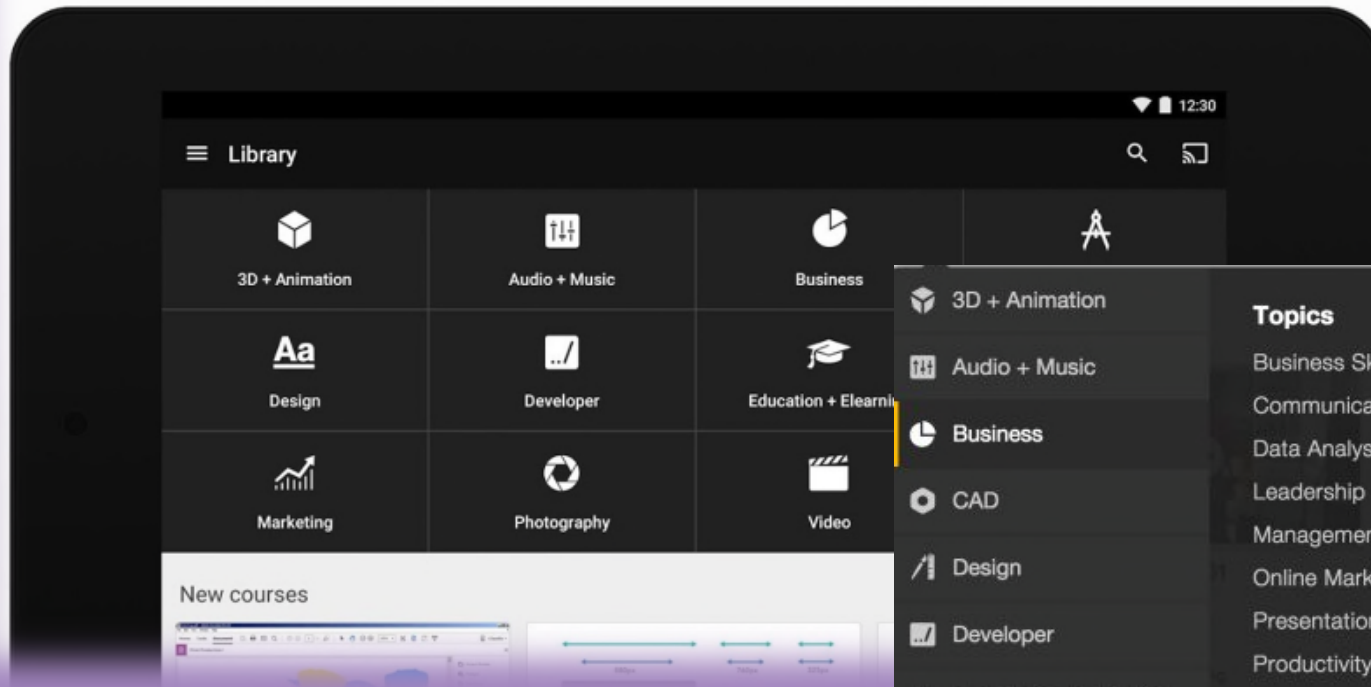
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For questions, contact Alicia Romero at 303.739.7226 or Ed Wagnon at 303.739.7484.



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- Becoming a Manager



Leadership Development Components

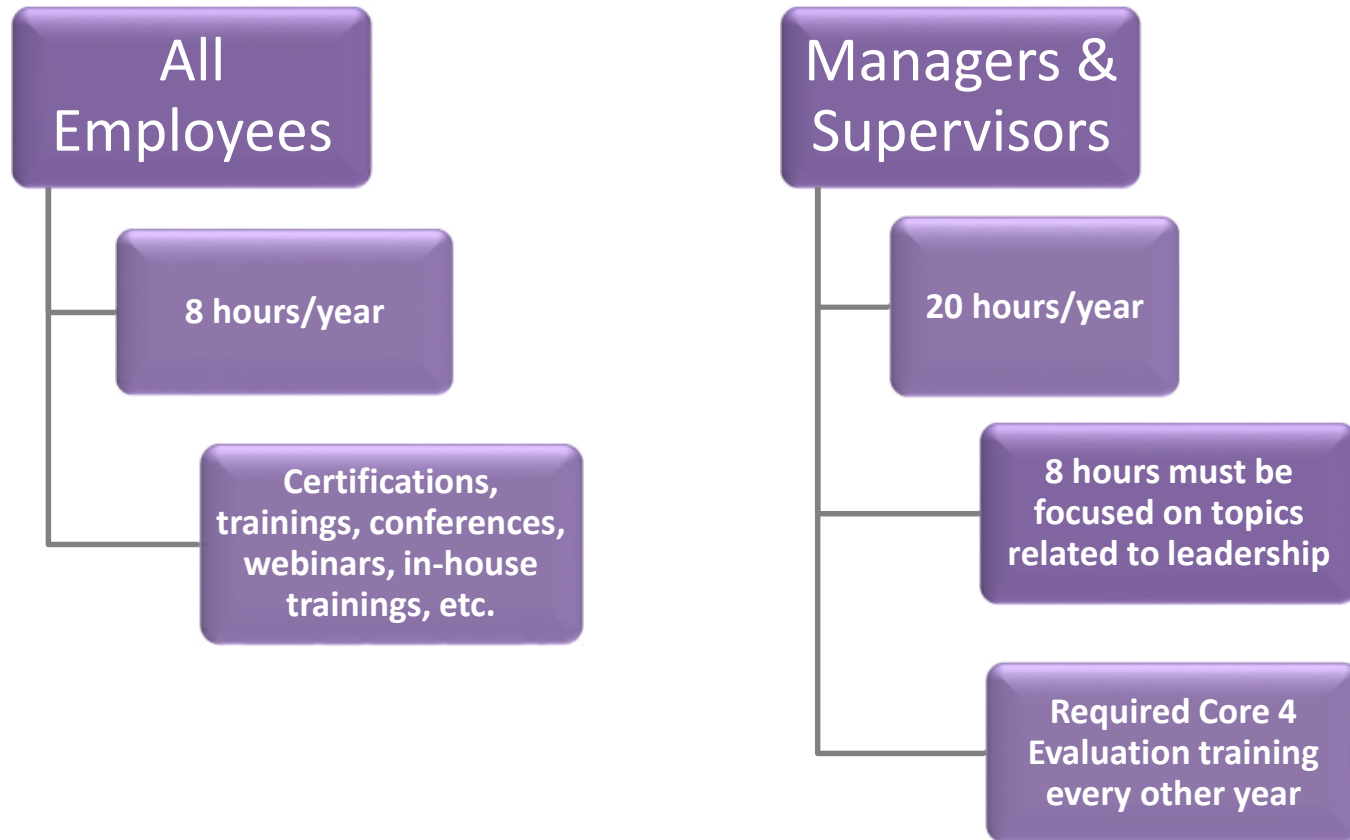


“The Breakthroughs: Manager as Coach two-day class was phenomenal. Walt and Ryan were both very engaging instructors who genuinely cared about our development as leaders. The class brought together employees from many departments and left us with tools we could implement immediately.”

- Tim York, Water



Accountability through Evaluations



THANK YOU





SHIFT

Physical Environment

Kimberly Brown

Kerstin Claspell

Elizabeth Gillitzer-Gallardo

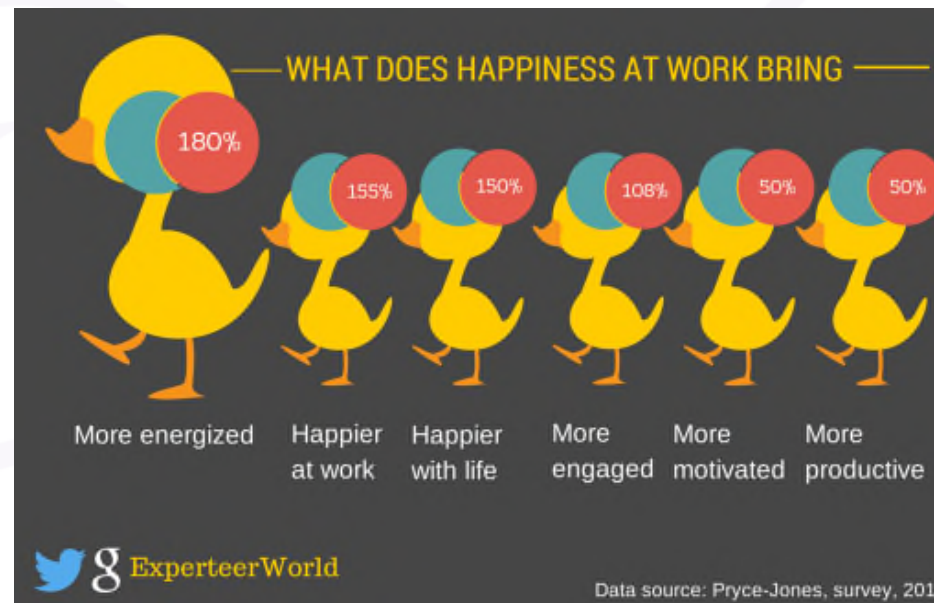
Tod Kuntzelman

Paul Smith

SHIFT PHYSICAL ENVIRONMENT

To create and nurture a more enjoyable work environment to promote innovation, creativity, and motivation within employees.

To enhance productivity and to promote communication.



CREATING MOBILITY

- Traveling and being able to work from whenever and wherever is a dream come true to many.
- Workers do better when given a variety of spaces – such as café tables and lounge areas with regular desks – in which to do their work (WSJ, 2012).
- Growing use of mobile technology has spurred interest in outdoor workspaces.



AMC – LOBBY

The “Collision Center”

Alternative workspace and employee encounters

- Add coffee cart
 - Local business, coffee with a purpose
- Add movable furniture for appropriate work areas
 - High top table and chairs place along the walls
 - Group work tables
 - Power outlets



Pleasant experience for citizens

- Create more interactions/collisions between citizens and employees
- Improve customer service: kiosk, information material, quick first contact
- Host more events such as movie nights
 - Purchase a projector to use for multiple events

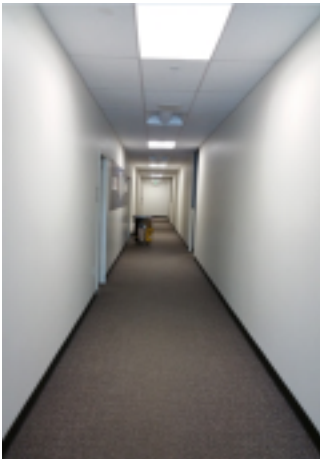
65% of City of Aurora employees would like shared indoor workspaces for small group meetings. The percentage increases to 73% for ages 18-34.



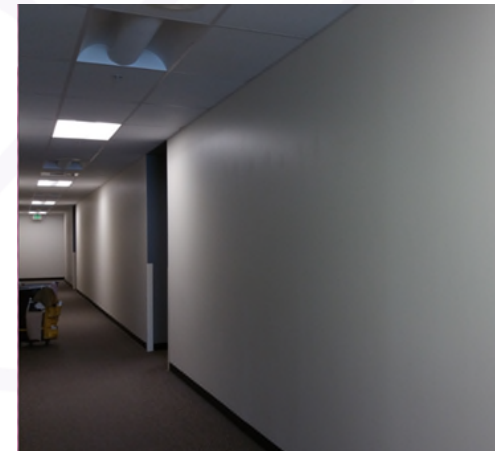
NORTH SATELLITE

- Public Works breakroom
 - Update existing
 - Add more picnic tables to outdoor areas
 - Make more inviting by adding colors and branding
- Wi-Fi access to whole campus

TALLYNS REACH



- Upstairs hallway area
 - Add mural or artwork to wall
 - More comfortable seating in Police lobby
- Wi-Fi access to the whole campus



CENTRAL FACILITIES

Create a more workable/usable room in the Fleet Admin Light Building conference room & PROS storage space

Both spaces could be utilized for multiple purposes

PROS Storage Space

- Create a gym
 - Add fitness classes to Central site
 - Has a separate door for access after business hours
 - Needs some infrastructure changes

Fleet Admin conference room

- Reconstruct/update existing breakroom
- Create a more suitable conference room
- Add more color and City branding to the space



CONFERENCE ROOMS

is to make the conference rooms vibrant and appealing to employees and of Aurora.

Whiteboard walls
with movable furniture
in underutilized
conference room such as
and transform into a
purpose room
more color/patterns
city branding



Technology

- Add technology like interactive whiteboards and video cameras in various conference rooms throughout the City
 - Allow for employees in different offices to attend and contribute to the same meeting without having to travel



CONFERENCE ROOMS EXAMPLES

FLETCHER ROOM
BEFORE



CONFERENCE ROOMS EXAMPLES

FLETCHER ROOM AFTER



CONFERENCE ROOMS EXAMPLES

PLAINS VIEW ROOM BEFORE



CONFERENCE ROOMS EXAMPLES

PLAINS VIEW ROOM AFTER



MOBILE TECHNOLOGY

- More laptops/tablets for employees to allow for mobility between workspaces.
 - Would include docking stations for work at a desk
- More web-based or SharePoint applications rather than desktop applications
- Reliable, high-quality, and secure Wi-Fi access to all campuses
 - Currently not all offices have reliable access to Wi-Fi
 - Wi-Fi signal would extend to surrounding outdoor spaces



ESSENTIALS FOR AN OUTDOOR WORKSPACE

Direct power

Define the space – location of benches, solar power (if any), etc.

Define the space for weather, if needed – umbrellas, awnings, or heaters.

Define furniture – mobile & weather resistant.

Define range extender



OUTDOOR ACTIVITIES

- Provide games and outdoor activities to employees such as volleyball, kickball, cornhole, and backyard jenga
- Customize with City of Aurora colors and logo
- Possible storage area: Recreation and Sports Office, 1st floor
- Reserve or drop in



THANK YOU!



