

High Performing Organizations (HPO)

Self- Assessment - PW

Directions: For the purposes of self-assessment the organization is the Bonney Lake Public Works Department. Questions near the end will focus on your own team (work group) such as water, streets, parks, etc.)

*** 1. In my opinion, the overall performance (productivity, responsiveness, service, professionalism, etc.) of the public works department is:**

- Regressing
- Flat
- Improving
- Improving and better than other cities
- Don't know

*** 2. We have a fully developed performed measurement and management system where all levels can trend data, monitor performance, identify issues, and take corrective action.**

- We don't have such a system
- In some units
- In most units
- Throughout the organization
- Don't know

*** 3. All work units in our department focus on longer-term, strategic issues. Our department deliberately spends time working on high level goals and objectives, and developing initiatives and strategies to achieve our goals. We do long range strategic planning for our department.**

- We don't have anyone in the department working on long range strategic planning
- Only the Chief and Assistant Chiefs work on long range strategic planning
- The Sergeants and Chiefs all work on long range strategic planning
- Everyone in the department is engaged on long range strategic planning
- Don't Know

*** 4. Our work groups (i.e. Teams) spend enough time (at least 5% of each individual's total work time; maybe more if a manager) on the longer-term, strategic issues to ensure we are ready for the future; they are disciplined about working on these items.**

- We don't have specifically designated teams at any level that do this.
- Although we have some designated teams, they rarely focus on the right issues, they lack the discipline to accomplish what they should, or they spend insufficient time on the issues
- Most of our designated teams are mostly focused on the right issues and generally spend the right amount of time working on them, but we could still improve
- Our designated teams are disciplined about working on the right issues and they spend just the right amount of time to ensure the strategic work is accomplished
- Don't know

*** 5. The networking/team skills (facilitation, group decision-making, managing personality differences, coaching, delivering feedback, interpersonal communications, etc.) of our work groups are:**

- Poor
- Adequate
- Good
- Exemplary
- Don't Know

*** 6. We have an overall strategic plan that articulates our goals and objectives and defines the direction we need to go and the capacity we need to build; each unit/business area has a similar plan that nests within the overall plan.**

- We don't have a strategic plan
- We have a strategic plan that articulates our strategies, goals, and objectives
- Our strategic plan is a "living document"-- the goals, objectives, and tactical actions are measured and monitored for corrective action
- Same as 3 plus: the goals and objectives form the basis for "nested" plans in our units, having engaged the entire workforce
- Don't know

*** 7. To what extent do employees at every level of the department understand the department's overall mission, goals, and strategies (i.e., how we will efficiently and effectively meet the needs of the community) and how their own work group contributes to the overall performance of the city government.**

- Most don't understand our department's overall strategy or that of their own work group
- Many don't understand our organization's overall strategy but more are familiar with that of their own work group
- Many understand our organization's overall strategy and that of their own work group, some may not see how they are connected
- Most all understand our organization's overall strategy, that of their own work group, and how each department is connected with the others.
- Don't know

*** 8. To what extent do we assess the effectiveness of our performance relative to our stakeholders, including our business partners, beneficiaries (those who directly use our goods and services), food chain (those who give us policy direction and resources), competition, others?**

- We don't assess our business/stakeholder environment
- We do limited or infrequent assessment
- We have a systematic approach to assessment and frequently uses the results
- We have a disciplined approach which results in strategies to improve our effectiveness and customer value
- Don't know

*** 9. To what extent do we effectively involve our stakeholders appropriately in establishing their wants, needs, and expectations and determining the appropriate level of goods and services we deliver?**

- Not very well
- To a moderate degree, not consistently
- To a substantial degree, but with some variation across the units/business areas
- To a very high degree across all levels of the organization
- Don't know

Other (please specify)

*** 10. To what extent are you confident that your department is delivering the appropriate programs and services to our stakeholders at the appropriate level with the resources we have available?**

- Their is a low level of confidence that we are delivering the appropriate programs and services at the appropriate level to our stakeholders.

- There is a moderate level of confidence that we are delivering the appropriate programs and services at the appropriate level to our stakeholders
- There is a substantial level of confidence that we are delivering the appropriate programs and services at the appropriate level to our stakeholders
- There is a high level of confidence that we are delivering the appropriate programs and services at the appropriate level to our stakeholders
- Don't know

*** 11. Thinking specifically about the efficiency of the City's administrative systems (e.g., budgeting, purchasing, contracting, IT, HR, facilities and maintenance, legal, safety, etc.) what percentage of the total effort expended in the organization is taken up with "non-value added" work related to these systems (e.g., excessive sign offs and approvals, unnecessary waiting for responses, having to redo a request because the requirements were unclear, failure to comply with requirements the first time, excessive requirements that go way beyond what's necessary given the risk involved, little risk assessment employed in setting the requirements, etc.)?**

- Over 30% is wasted effort
- 16 to 30% is wasted effort
- 6 to 15 % is wasted effort
- 0 to 5 % is wasted effort
- Don't Know

*** 12. Thinking specifically about the efficiency of our technical work processes (e.g., operational procedures, standards, engineering, etc.), what percentage of the total effort expended in the organization is taken up with "non-value added" work related to these processes (e.g., excessive wait times, unnecessary processes, unreasonable standards, etc.)?**

- Over 30 % is wasted effort
- 16 to 30 % is wasted effort
- 6 to 15 % is wasted effort
- 0 to 5 % is wasted effort
- Don't Know

13. To what extent is the structure of your department optimized to efficiently and effectively achieve the vision, values, goals, and objectives of the department (e.g., is "turf" a problem, restricted flow of information, do we have effective mechanism to handle cross-cutting initiatives, are roles and responsibilities clear, do support units integrate smoothly with line units)?

- Our structure is poor
- Our structure is adequate
- Our structure is good
- Our structure is exemplary
- Don't know

14. How much negative energy (destructive competition, protecting turf, etc.) is there within this department?

- A great deal of negative energy
- Quite a bit of negative energy
- Some negative energy is seen across the organization
- Virtually non-existent
- Don't know

15. The extent to which we have developed and implemented an organizational statement that describes the values, beliefs, desired behaviors, and work culture for our organization.

- We don't have one
- We have bits and pieces, but it is not comprehensive or frequently emphasized
- Communicated through discussion and understood and followed by most people
- Written, accessible, emphasized, and translated into observable behaviors; used for performance feedback and coaching and as part of our assessment and development processes
- Don't Know

16. Based on observable managerial behaviors, the statement that best describes the department's beliefs about the nature of employees generally and their attitudes toward work is:

- People are basically lazy and avoid responsibility this requiring close, constant supervision and control
- People can be fairly productive if properly managed, but they require direction and supervision
- Most people want to do a good job and can be productive; at times the team leader/manager needs to help focus their efforts
- People have an inherent desire to achieve and make a positive contribution and will do so in the proper work environment

- We don't seem to have a strong or consistent belief about the nature of people

17. Based on observable managerial behaviors, the statement that best describes the organization's beliefs about how people are motivated is:

- People have to be motivated externally, applying strong negative sanctions when they do not perform
- People can be fairly productive if properly managed, and are provided with the appropriate external motivation ("carrot and sticks")
- People are intrinsically motivated when presented with interesting, challenging work, personal development, and autonomy
- Same as 3 and will deliver beyond expectations in an engaging, supportive, and mutually beneficial environment
- We don't seem to have a shared, consistent belief about motivation

18. Based on observable managerial behaviors, the statement that best describes the department's beliefs about the distribution of knowledge and creativity and, as a result, how we make decisions is :

- Managers keep tight control of the decision making process, "it's my way or the highway"
- Managers try to promote a feeling of openness but maintain control of the decision-making process; managers take care of things so first line workers don't have to worry about them
- Managers seek the opinions and views of others, but can also be decisive when needed: "if we can't agree, I'll use your valuable input and decide-- and I'll explain my reasoning"
- We understand the principles of collaborative action and effectively share the decision-making process
- We don't seem to have a shared or consistent belief about the distribution of knowledge and creativity across our organization or how it should affect our decision-making process

19. Based on observable managerial behaviors, the statement that best describes the organization's beliefs about the "nature of work" and, therefore, the role of the manager and the engagement of the workforce is:

- In order to be efficient and effective, complex work needs to be broken into small pieces and closely supervised; manager is controller; workforce is disengaged
- Efficiency and effectiveness require a great deal of managerial maneuvering and, therefore, the workforce requires close supervision and direction; workforce is mostly disengaged

- Work is seen as complex process involving networks of people working together to reach collaboratively established goals. Management's role is to create a consultative work culture; workforce is mostly engaged
- Same as 3 plus teams are responsible for task/technical, managerial, and leadership functions; workforce is highly engaged
- We don't seem to have a shared or consistent belief about the "nature of work"

20. How strong is the climate of trust, teamwork, and mutual commitment between the lowest and highest levels of our department?

- Very weak
- Somewhat weak
- Somewhat strong
- Very strong
- Don't know

21. To what degree does the City's Human Resource (HR) systems (e.g. job descriptions, recruitment and selection, compensation, performance planning and review, etc.) contribute to identifying, hiring, developing, and retaining employees who share the City's values and contribute to high performance?

- Not at all
- Slight extent
- Considerable extent
- Completely
- Don't know

22. The extent to which our Human Resource (HR) systems require individuals to demonstrate personal leadership, sound judgment, conflict resolution, and team skills in addition to technical skills, for identification of initial employment, promotion, and retention.

- Not at all
- Slight extent
- Considerable extent
- Completely
- Don't know

23. The City has used a variety of surveys and/or other assessment means to identify needs and issues and assess the overall 'health' of the organization and its various systems.

- No such assessments are used
- Only when they are imposed on us from above; we may do something occasionally to see if we are making progress on an effort
- We do regular assessment in a variety of forms and use them to prioritize our improvement efforts
- We do regular assessment in a variety of forms and communicate the results to the entire workforce to focus and prioritize all of our efforts
- Don't Know

24. We use individual assessment tool to provide members of the team with competency and personal behavioral feedback (e.g., 360 Performance Review, surveys, etc.)

- No assessment tools are used
- Assessments have only been used with management team members
- Assessments are used on a voluntary basis for those who express interest in feedback and coaching
- Assessments are used city-wide on a regular basis to form the basis for feedback, coaching, and employee training
- Don't Know

25. Given the efforts the City has undertaken in recent years to improve the organization, have we significantly streamlined systems and processes, and improved our overall efficiency, effectiveness, and productivity?

- No, there is a still a lot of wasted effort
- Mixed efforts and results; less than hoped
- Mixed results but trending toward the positive
- We have significantly improved our performance
- Don't know

26. How realistic are the expectations for what people can achieve within the organization

- Either way too much is expected to be done in an unrealistic amount of time OR way too little is expected of people
- The expectations are largely unrealistic and too demanding Or largely too undemanding

- For the most part, the expectations are realistic
- The expectations are realistic and appropriate
- Don't Know

27. How much cynicism is there in this department concerning efforts to improve organizational performance?

- There is a great deal of cynicism within the department
- There is some commitment to improving performance, but there is also much cynicism within the department
- For the most part, there is commitment to improving performance, with only pockets of cynicism
- There is a strong sense of mission and a high level of commitment to improving the performance of the organization, with little or no cynicism
- Don't Know

28. The percentage of the work force that is "fully engaged" in my department (note: fully engaged employees work with passion, feel a profound connection to the organization, drive organizational innovation, and move the whole organizational forward) is:

- Less than 20%
- 20-49%
- 50-66%
- 67% or more
- Don't Know

29. The members of my work group (team) want to work together and are willing to contribute something to the effort.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

30. When discussing policies and procedures that affect my work group, the appropriate people are at the table.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

31. An open, credible process exists to bring the various parts of the organization together as a team.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

32. Clear roles and responsibilities have been established within our department, and across all the various work groups represented by members of the team.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

33. There is transparency among members of the team; everyone has a say and there is little behind-the-scenes decision making.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

34. We share accurate, timely information, both when requested and when others on the team need to know, even if not requested.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

35. We feel a connection for being part of something larger than ourselves and our own work groups.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

36. We think systematically and can easily see the connections to the larger purpose.

- Never
- Rarely

- Sometimes
- Often
- Usually
- Always

Comments:

37. Our department has successfully created an environment that is open and inclusive. Regardless of our individual strengths, weakness, and mistakes, team members have confidence that their co-workers intentions are good and there is no need to be guarded around other members of the group.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Other (please specify)

38. Our department has successfully created an environment where passionate and open discussion around important and difficult topics are the norm. We engage in unfiltered conflict around ideas and issues in order to identify the best possible solutions for the team and organization. Because the heated debate is focused on ideas and issues rather than personal attacks, we emerge with no residual feelings or collateral damage.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

39. Our department has successfully created an environment with clear direction and priorities; we commit to common objectives and take advantage of opportunities faster than others. We learn from mistakes and move forward without hesitation.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

40. Our department has successfully created an environment where team members are willing to call-out their peers on performance or behaviors that might hurt the team, even when this causes interpersonal discomfort. We have difficult conversations, rather than avoiding them.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

41. Our department has successfully created an environment where we focus on our results. We value collective outcomes more than individual recognition, personal ego or power. We have developed effective performance measures to aid in assessing how well we are doing.

- Never
- Rarely
- Sometimes
- Often
- Usually
- Always

Comments:

42. Do you view yourself primarily as an employee of the City, or as a member of your department?

- City Employee
- Member of my Department

43. Add any comments or thoughts you have about this survey

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