

CITY OF GOODYEAR
INNOVATION ACADEMY 2014
TEAM PROJECT REPORT

***RECOMMENDATIONS FOR A
SUSTAINABLE INNOVATION PROGRAM***



MARCH 2014

ACKNOWLEDGEMENTS

This document is a reflection of the hard work, creativity, and initiative of a team of 14 city employees who were selected to be on the Innovation Academy 2014 team. From October 2013 through March 2014, the group participated in a series of webinars hosted by the Alliance for Innovation, learning about best practices for integrating innovation into our organization.

The team also collaborated on a project during the academy. The selected project was to develop a proposal for a sustained innovation program for the City. The team conducted significant employee outreach to solicit feedback, researched best practices from other programs from both the public and private sector, and used information provided from the Innovation Academy to identify the core elements that would be needed. The results of these efforts are reflected in this document.

Thank you to the members of the Innovation Academy 2014 team who worked on this project:

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- **Kim Bradford**, City Manager's Office
- **Kelly Comstock-Snell**, Fire Department
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- **David Seid**, Parks & Recreation
- **Marco Vasquez**, Engineering
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- **Marie-Claire Wilson**, Legal

Wynette Reed, Deputy City Manager, supported the team's efforts as the Executive Sponsor, and **Sondra Healy**, Organizational Strategy Manager, contributed to the team's efforts through facilitating brainstorming sessions.

The support from **the employees throughout the organization** cannot be understated, as their interaction and response to the team members throughout the project allowed the team to listen to what is needed by the organization to take innovation to the next level.

Lastly, the support from the **City Council, City Manager, executive staff, and Department Directors** is what paved the way for the team to embark on this exciting journey!

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EXECUTIVE SUMMARY

Program Framework Summary of Recommendations

	Short Term	Medium Term	Long Term
Innovation Ambassador Team	<ul style="list-style-type: none"> Determine/Conduct Recruitment of Implementation Team (possible mix of current and new members) 	<ul style="list-style-type: none"> Team Charter Complete Intro LEAN Training/Finalize City Training Program Innovation Best Practices Training Development Complete Pilot Process Improvement Initiative 	<ul style="list-style-type: none"> Development of Specialized Training (LEAN Black Belt, d.School) Lead Employee Training on Innovation
Innovation Idea Forum (Centralized Data Collection)	<ul style="list-style-type: none"> Phase I: Reporting of Independent Innovations & "Just Do It" Actions Training on Tool 	<ul style="list-style-type: none"> Phase II: Innovation Idea Triage, Facilitation, and/or Guidance Employee Training on Tool 	<ul style="list-style-type: none"> Phase III: Additional Collaborative Interface and Functionality
Training	<ul style="list-style-type: none"> Develop LEAN Intro Course LEAN Intro Training (Ambassador Team) LEAN Intro Training integration with GEO Reunion What Is Innovation/Best Practice Training Program Development 	<ul style="list-style-type: none"> Supervisor/Manager Summit Innovation Program 	<ul style="list-style-type: none"> LEAN Intro Training for All Employees Creation of d.School Creative Problem Solving Course LEAN Expert Level Training Development



**CITY OF GOODYEAR
INNOVATION PROGRAM PROPOSAL**

	Short Term	Medium Term	Long Term
Employee Engagement & Communication (including time/prioritization)	<ul style="list-style-type: none"> • Training for Supervisors on Incorporating Innovation in PA Conversation & Objectives • Examine Fire OCP established process for replication in other areas 	<ul style="list-style-type: none"> • Innovation Idea Sessions (Set Times for Employees to Brainstorm/Collaborate - either open forum or topical) 	<ul style="list-style-type: none"> • City Manager "Office of Innovation" sessions - pitch an idea (either from system or new)
Physical Environment	<ul style="list-style-type: none"> • Development of standardized considerations for innovation space items (for Facilities) 	<ul style="list-style-type: none"> • Funding request for existing space tools/enhancements 	<ul style="list-style-type: none"> • Identification of innovation/collaboration spaces as new city facilities are built
Recognition of Efforts & Successes	<ul style="list-style-type: none"> • esite Promotion/Link to "Just Do it" innovation stories submitted through Phase I form • Highlight Innovations from On the Spot 	<ul style="list-style-type: none"> • Annual event (breakfast, etc.) thanking employees who submitted items through the Idea Forum (Exec Team, Committee, employees) 	<ul style="list-style-type: none"> • Submit Innovations and Results for local and national awards • Incorporate Annual InFocus Report on Innovation results and recognizing employees/teams • Innovation 1-minute videos (showcasing items submitted or implemented)
Performance Measures	<ul style="list-style-type: none"> • Employee Retention Survey (baseline assessment of engagement, trust, empowerment) 	<ul style="list-style-type: none"> • Develop data points for Innovation Forum to report performance 	<ul style="list-style-type: none"> • Reporting results (by department, employee, or time frame) including number of hours or dollars saved • Post-Program Implementation re-assessment of employee engagement survey



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INNOVATION PROGRAM PROPOSAL

Dedicated Resources for Innovation

Many innovations can be advanced and implemented with little to no resources other than staff time to work on them. However, there are costs that may be associated with implementing an idea (equipment/technology purchase, training materials, purchase of items to implement process improvement recommendations, etc.) or costs associated with start up (flyers, specialized training, program administration, employee recognition).

As such, it is recommended that the City establish an Innovation Program budget beginning in FY 14-15. These funds, recommended at \$10,000 for first year estimate (one-time funding), would be in the non-departmental area, as they are intended to support city-wide efforts. Funds dedicated to administration would be capped at 20% per year – with the possibility that first year may be higher if start up supplies are purchased, etc. These funds could also be evaluated for potential pilot projects for innovation ideas that are moving forward. As the program evolves following implementation, funding levels could be evaluated to determine whether any adjustments should be recommended, as well as possibly establishing this as an ongoing fund. In addition, departments that realize dollar savings could examine utilizing those savings to support other innovation efforts in their area.

The Team would oversee the administration of these funds, with oversight and approval by the Team Executive Sponsor.



INTRODUCTION & PROJECT IDENTIFICATION

Fostering Innovation in the City of Goodyear

At the City of Goodyear, we believe in providing a work environment that supports and encourages innovation. Through innovation, we can build a city where people want to be and an organization where people want to work.

We have made recent strides in aligning our efforts and taking action to demonstrate this commitment. Innovation is a core competency for all staff in the organization and is an element of all performance appraisals. Our City Strategic Action Plan has an action item dedicated to seeking opportunities for efficiencies and process improvements. And our participation in the Spring 2014 Innovation Academy is helping us engage more employees and hone in on additional opportunities.

During our Team's Academy journey, there has been an increase in employee outreach regarding innovation – what does it mean to them, asking for ideas, and learning what people need to be innovative in their jobs. Through these conversations, there were a few points that were very clear:

- A lot of our employees are already implementing innovation in their jobs. However, because we don't have a central place to collect this information, we are not telling our "innovation story".
- Employees appreciate being asked for their opinions and they have a lot of ideas that will propel our innovation efforts. However, often times, people may not be sure how to advance these ideas or know what the process is (either formally or informally) to try to explore/implement them.
- It is important that we are consistently prioritizing innovation across the organization. We need to help employees focus on innovation as part of their work duties. In our efforts to complete daily work and meet deadlines, employees often feel they don't have time or supervisor support to focus on innovation.

During outreach to employees for project ideas, there were many diverse suggestions ranging from community projects, new city facilities, economic development efforts, employee-related items, and process improvement opportunities. **As the team discussed project selection, the desire was clear that encouraging suggestions of this nature and exploring ways to evaluate and advance them was important for us to see continue beyond our tenure in the academy. This led us to our project – creating a sustainable innovation program for the City of Goodyear.**

The opportunity to put a sustainable innovation program in place was reinforced through conversations with other city employees (outside of the academy team members) who suggested the



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group consider a project of this nature, and was also an opportunity identified through our organizational assessment results.

Since the Innovation Academy team was established to go only through March 2014 (when the training concludes), the focus on creating a sustained initiative to foster innovation in Goodyear will meet the teams' expressed desire to have a way to ensure this remains a continued focus into the future. As an added bonus, undertaking this type of project will create a way to evaluate the ideas generated as a result of our project brainstorming, as they can be used as a springboard for the initiative once implementation commences.

While the initial program focuses on employee engagement/facilitation of ideas, as the program matures, it could expand to engaging citizens and other stakeholders in the community to generate ideas (can focus on established priorities, projects and initiatives in the General Plan or City Strategic Action Plan.)



INNOVATION PROGRAM PURPOSE & FRAMEWORK

Why is Innovation So Important?

Innovation is all about harnessing the creativity, ideas, and passions of people and working together to take action. In Goodyear, investing our time and resources to show that we value our employees' ideas, encourage and expect people to take initiative, and celebrate our efforts and successes, is at the core of what makes us successful.

At the end of the day, employees want to feel they are part of something, that what they are doing matters, and that they are part of the success of the organization and creating a great city. When engaged to share their ideas, encouraged to take initiative to explore them, and shown the value of their efforts – this is what matters. This is why people will want to be a part of what's happening in Goodyear.

This is at the heart of our focus on innovation. That's what this program is about. Empowering employees - giving them a voice - providing guidance on how to move ideas forward - facilitating collaboration to make good ideas even better.

Employees asked for ways that they can share their ideas, explore them, and work together to make Goodyear the best city it can be. That is what this program is designed to do. Now let's see what we can do!

The Goodyear Innovation Program will:

- Capture innovative items being implemented to report our successes
- Serve as a mechanism to facilitate ideas that employees have but are not sure what to do with (triage/guidance for empowerment to take action)
- Prioritization of ideas to ensure alignment with city vision and strategy
- Provide a centralized focus on facilitating process improvement initiatives (LEAN)
- Oversee the process/manage the structure to facilitate submission and tracking of ideas and results (either implemented or requiring evaluation)
- Recognize innovation efforts, attempts, and successes (communication, tell our story)
- Measure successes (performance measures)
- Focus on incorporating various elements that create a culture of empowerment and innovation, including:
 - Engaging employees to generate ideas
 - Recommending training to build skills and capacity for innovation
 - Connecting resources



INNOVATION PROGRAM FRAMEWORK



Culture of Innovation

The following pages of this document outline various recommendations associated with the elements of the framework that will foster a culture of innovation in Goodyear. Each Program Element has a section that contains a summary of:

- The Objective
- What We Have
- What We Need
- Resources
- Implementation
 - Short (3-6 Months)
 - Medium (6-9 Months)
 - Long (9-12 Months or Longer)

INNOVATION AMBASSADOR TEAM



Objective:

- Serve As Innovation Ambassadors for the City
- Conduct Proactive Outreach and Employee Engagement
- Alumni Serve as Process Improvement Resources and Innovation Mentors



We Already Have:

- 14 Employees Completing Innovation Academy to Share Concepts in Work Teams/Depts
- Desire from Academy members to continue with implementation phase
- 11 Employees Expressing Interest in Being Innovation Champions



What We Need:

- Sustainable Innovation Team (use current team members that wish to stay on for implementation phase)
- Team Charter (detailed roles/responsibilities)
- Training of Any New Members on Innovation Best Practices
- Completion of Introductory LEAN Training
- New Team Member Orientation/Team Building Program



Resources:

- Desired Representation of all Departments on Team (max 14-16)
- Training
- Mechanism for Tracking Ideas



Implementation:

- Short
 - Determine/Conduct Recruitment of Implementation Team (possible mix of current and new members)
- Medium
 - Team Charter
 - Complete Intro LEAN Training/Finalize City Training Program
 - Innovation Best Practices Training Development
 - Complete Pilot Process Improvement Initiative
- Long
 - Development of Specialized Training (LEAN Black Belt, d.School)
 - Lead Employee Training on Innovation



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It is recommended to create a permanent Innovation Ambassador Team for the City of Goodyear. The Innovation Academy team preparing this program recommendation was established to go through the Alliance for Innovation program, which concludes in March 2014. The Team's selected project was to create the framework and implementation plan for a sustainable innovation program. There is a strong desire on the part of many team members to be part of the sustainable Innovation Ambassador Team, mobilizing the recommendations through implementation.

Creating a standing cross-functional team that focuses on innovation will create and build advocates throughout the organization, provide a venue/team to facilitate idea review, and focus on proactive engagement of employees to sustain the innovation conversation throughout the City. As members rotate after completing service on the team, they are also able to serve as mentors to other employees seeking guidance on innovation techniques.

Role of the Team

- The initial Innovation Ambassador Team will be focused on program implementation activities, as well as the launch of the program (to include communication strategies and training). The team will develop key elements such as Team Guidelines/Charter, working with Human Resources and team members on developing and delivering training, and defining and testing the technology solution for centralized data collection.
- Team Members will be ambassadors for innovation, and serve as resources for department staff or other city employees on best practices for innovation, how to develop/explore ideas, and basically be "champions" for innovation and encouraging others to take initiative.
- Team Members are not responsible for generating innovation ideas for the City (although they definitely are encouraged to submit ideas and results of actions taken) and do not become "owners" of ideas submitted (i.e. do not bear the burden for developing details for suggestions submitted or providing results, etc.)
- Team Members will serve in a key role of monitoring and engaging employees/departments on items submitted to ensure items continue to remain active while in the system, and results/closure status is recorded for performance metric reporting.
- Initiate, facilitate, and participate in employee engagement initiatives associated with innovation (including working with the City Manager's Office and Human Resources on items such as employee events, supervisor summits, special employee recognition activities, etc.)



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Structure of the Team

- Cross-functional team that ideally has a representative from each department (including a sworn representative for Police and Fire); however, the focus is on having a team of dedicated employees that are passionate about innovation and will be actively engaged in the Team's activities.
 - The goal is to have as much diversity on the team as possible; as such, there is a maximum of no more than 3 people from one department serving at the same time as an official team member
 - If a department does not have a representative on the committee at any given time, an active team member will be assigned as a department liaison to ensure engagement and updates on organizational innovations are communicated
- Team participation is open to all employees, including Director, Supervisor, and Manager level positions
 - It is the goal to have one Director on the committee
- Initial Ambassador Team
 - Many members of the Academy Team that participated in development of the program framework and implementation plan wish to continue service on the team through the implementation phase
 - At the conclusion of the Alliance for Innovation training, program participants will be surveyed to determine interest in continued involvement
 - The list of interested academy participants that did not go through the training can serve as the first "interest list" for any vacant spots on the team. If after this effort there are spots to fill, recruitment solicitation for specific departments will take place.
- Executive Sponsor
 - Oversight/Guidance at City Management Level (Deputy City Manager)
 - Continue with current DCM Executive Sponsor Wynette Reed as project moves to implementation
 - Rotate to other DCM or Director completing service as Team Member as next Executive Sponsor
- Team members will serve 2- year terms
 - Staggered (to provide continuity of information)
 - Rotation of Team Members (involving open recruitment for interest) anticipated to take place each Spring (March/April time frame)
- Team Orientation Program



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- Program to be developed for new team transition period, which will include team building exercises for the new team, as well as a training program (LEAN, best practices, d.School, Idea Forum management)
- The Ambassador Team that will be in place for the initial implementation of the program will be the pilot group to go through the LEAN training in order to refine the training for rolling out to the organization.
- Key Roles of Ambassador Team Members
 - Management/Review of Suggestions (providing triage and guidance); includes employee outreach re: ideas (d.School concept of understanding their desired outcome)
 - Personal follow up and dialogue when suggestions or information is submitted to the Idea Forum is critical to the success of the program.
 - As part of the Team Member role related to management of information submitted, team members will be expected to conduct personal outreach to the Idea Champion.
 - Project Evaluation (correlation with City plans, timing, engagement with departments) and assignment
 - Process Improvement Facilitators (may also be resources that can be engaged outside of Team Members)
- Time Commitment
 - During Program Launch: anticipated to be a higher level of involvement at this stage; goal is to cap at 20 hours per month
 - Ongoing: cap at 20 hours per month (will vary depending on role on committee)

Dedicated Resources for Innovation

Many innovations can be advanced and implemented with little to no resources other than staff time to work on them. However, there are costs that may be associated with implementing an idea (equipment/technology purchase, training materials, purchase of items to implement process improvement recommendations, etc.) or costs associated with start up (flyers, specialized training, program administration, employee recognition).

As such, it is recommended that the City establish an Innovation Program budget beginning in FY 14-15. These funds, recommended at \$10,000 for first year estimate (one-time funding), would be in the non-departmental area, as they are intended to support city-wide efforts. Funds dedicated to administration would be capped at 20% per year – with the possibility that first year may be higher if start up supplies



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are purchased, etc. These funds could also be evaluated for potential pilot projects for innovation ideas that are moving forward. As the program evolves following implementation, funding levels could be evaluated to determine whether any adjustments should be recommended, as well as possibly establishing this as an ongoing fund. In addition, departments that realize dollar savings could examine utilizing those savings to support other innovation efforts in their area.

The Team would oversee the administration of these funds, with oversight and approval by the Team Executive Sponsor.



CENTRALIZED DATA COLLECTION



Objective:

- Centralized Respository to Collect Inforamtion about Innovations
- Mechanism to facilitate and track suggestions (triage, provide guidance, assign for evaluation, track progress)



We Already Have:

- Internal Capacity to Define Business Requirements for System
- Internal Resources to Develop a Technology Platform to Meet Objectives



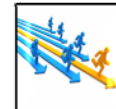
What We Need:

- Definition of Business Requirements for System (Phased Approach)
- Innovation Ambassador Committee to Oversee System
- Development of Technology Solution



Resources:

- Staff time to define system requirements, and IT resources to build system
- Staff time to develop training materials, train employees and promote program
- Potential Upgrade to SharePoint 2013 (being planned)



Implementation:

- Short
 - Phase I: Reporting of Independent Innovations & "Just Do It" Actions
 - Employee Training on Tool
- Medium
 - Phase II: Innovation Idea Triage, Facilitation, and/or Guidance
 - Employee Training on Tool
- Long
 - Phase III: Additional Collaborative Interface and Functionality

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It is imperative to have a centralized data collection mechanism to capture key information about innovations and efficiencies implemented throughout the City. Without this tool, we cannot cohesively communicate our “innovation story”. A tool is needed to capture items that will likely fall into one of four categories of innovations:

- I Have an Idea and Need Help!
- Just Do It! (Idea That Was/Can Be Acted on by Champion)
- Process Improvement
- Project

The system developed will collect both new ideas (employee ideas before implemented – perhaps need assistance or guidance on how to advance) and also items already implemented (what employees have already done – Just Do It! – to tell the story, share the success!)

The ideal system will be easy to use, be in line with the long-term technology strategy for the City, allow for access/viewing/engagement by all employees (social element, interesting to use), and will allow reporting on various data sets for performance measurement and implementation data.

Through research of various technology options available to support this functionality, the recommendation is to work with ITS to implement a phased approach to launch the “Innovation Idea Forum”. The platform direction at the time of program recommendation is SharePoint/InfoForm. The Innovation Ambassador Team will work with ITS staff to define business requirements, timing, and testing of the Forum, and ITS will provide guidance whether SharePoint is the best technology to meet the business needs. This venue can be implemented at relatively no or low cost (staff resource of time) and Phase I is anticipated to be able to be launched within a 3-6 month time frame (dependent upon rollout of SharePoint 2013 and available ITS resources).

A phased approach is being recommended, with the following objectives defined as outcomes:

- Phase I – Capture What We’re Doing Now (launch within approx 3-6 Months)
 - Phase II – Facilitate and Explore Ideas (within approx 6-9 Months)
 - Phase III – Enhance Collaboration and Feedback (within approx 12 Months)
- Refer to Business Requirements Documentation for details on system functionality and requirements.*



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It is also important to ensure the Innovation Idea Forum provides a way to link ideas to the City's Strategic Priorities, General Plan Strategies, and Priority Based Budgeting key results. As the system is developed, methods to capture this linkage will be incorporated, including the ability to report on this data point.

Management of Suggestions/Ideas/Information

The Innovation Ambassador Team will have a finite number of resources available to move items forward. While ideas submitted to the Idea Forum may not make demands on the Team (i.e. Just Do It items or projects assigned to a particular department), there may be items that require support from the team such as process improvement evaluations.

Especially during the implementation phase, and depending on the complexity of the process improvement, the team may only be able to advance 2-4 process improvement initiatives per year. Similarly, departments that have many initiatives underway may not be able to advance a particular project immediately within given resources.

In light of these considerations, it is important to communicate and manage expectations regarding the status of suggestions, how items are prioritized, and personal communication regarding resources available to the Idea Champion while their idea is "in the queue". The key is a positive engagement with the Team member, and providing empowerment to the employee to take individual action to move their idea forward when possible. As the program gets up and running, the team will determine if project requests warrant evaluation and prioritization through a matrix system (to be developed if needed).

In order to encourage participation in this effort, and to recognize that not everyone is comfortable utilizing the computer, employees who have implemented items will be able to contact a member of the Innovation Ambassador team to communicate what they have done and obtain assistance in submitting information into the Forum.



TRAINING



Objective:

- Provide a comprehensive approach to training all employees on innovation best practices.
- Invest in training employees to support their ability to demonstrate innovation - a core competency as defined by the city.
- Provide employees with tools to conduct creative problem solving.



We Already Have:

- Some Employees On Staff Certified to Facilitate LEAN Process Improvement
- Best Practice Programs Identified for Training Foundation (d.School, Peak Performance, Innovation Academy)



What We Need:

- Develop 4-Hour "Intro to LEAN" Training Program
- Develop Expert Level LEAN Training Program
- Train Additional Employees as LEAN Process Improvement Session Facilitators
- Develop courses in d.School and Innovation best practices



Resources:

- Partnership with Organizational Strategy Manager to Develop Courses
- Staff Time to Complete Intro LEAN Training for All Employees
- Municipal network of other cities that have implemented programs in their cities
- Alliance for Innovation



Implementation:

- Short
 - Develop LEAN Intro Course
 - LEAN Intro Training (Ambassador Team)
 - LEAN Intro Training integration with GEO Reunion
 - What Is Innovation/Best Practice Training Program Development
- Medium
 - Supervisor/Manager Summit Innovation Program
- Long
 - LEAN Intro Training for All Employees
 - Creation of d.School Creative Problem Solving Course
 - LEAN Expert Level Training Development



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Recommendations for Employee Training

Key areas for employee training recommendations for the program focuses on three core components:

- Lean (using standard Lean approach and Denver Peak Performance Best Practice Program Template)
 - Introduction (all employees back trained; integrated into GEO Reunion to train all new employees)
 - Expert Level (subset of Team members; interested employees)
- d.School Problem Solving Approach (Stanford Model of design thinking and problem solving)
- Innovation Best Practices (based upon Innovation Academy lessons)
 - All Employees
 - Part of Orientation for New Innovation Ambassador Team Members

Integrating a Lean training program into the City would build capacity for staff to focus on process improvement and efficiencies, a key component of our Fiscal & Resource Management strategic goal. The training would provide employees with the tools to integrate a continuous and sustainable process improvement mindset to ensure that human and financial resources are being maximized and contributing value to our ultimate key results and priorities.

The initial Innovation Ambassador Team will be the first team to go through the initial Introductory Lean training. The pilot training will be done using the Denver PEAK Performance program training. The group will evaluate the training and make recommendations for adjusting the training (if needed) before developing the strategy/schedule for training all employees at this level.

A subset of the Ambassador team would be training at the expert level for Lean and serve as a resource for organizational process improvement facilitation. As the program is rolled out, other employees not on the Innovation Team but with an interest in being training as a LEAN expert and being a resource for requests submitted will be eligible for expert-level training as well.

Training sessions can be recorded to post on LMS and eSite for later viewing and reference.



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The design thinking model is focused on combining empathy to understand the context of a problem, using creativity to generate ideas and potential solutions, and using rationality to analyze and develop realistic solutions that can be implemented.

Stanford has created a d.School program that implements this concept and provides tools and curriculum for approaching problem solving using this theory. The Innovation Academy team utilized this tool during the program development process to identify solutions, and will work with the Organizational Development team to create Goodyear's own program for teaching this approach.

Other key training topics that can be developed that support innovation include:

- How to Encourage Taking Risks
- Prioritizing Innovation in our Workload: Performance Appraisal/Objective and Integrating Innovation

Free Training Resources

- BGMI Open Access Learning Resources (Lean): <http://clickandlearn.bmgi.org/course/view.php?id=124>
- City of Denver PEAK Performance Program (Lean):
<http://www.denvergov.org/mayor/MayorsOffice/ProgramsInitiatives/DenverPeakPerformance/PeakAcademy/tabid/444380/Default.aspx>
- Stanford Design Thinking (d.School) Curriculum: <http://dschool.stanford.edu/dgift/>
- Alliance for Innovation: www.transformgov.org



EMPLOYEE ENGAGEMENT & COMMUNICATION
 (INCLUDES PROVIDING TIME FOR WORKING ON INNOVATION/MAKING INNOVATION A PRIORITY)



Objective:

- Proactive and consistent communications to employees (importance of innovation, why we do it, ideas submitted, successes and attempts, proactive collaboration, feedback on efforts)



We Already Have:

- Outreach During Innovation Academy on Project Ideas/Suggestions for Increasing Innovation
- Integration of Innovation Message in GEO Culture Presentation
- Innovation Core Competency Identified in Annual Appraisal
- Executive Team Employee Engagement events (committee recognition, years of service, lunch with Exec Team) engaging employees on ideas



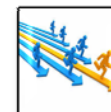
What We Need:

- Training/Guidance to Incorporate Innovation Performance Objectives in Annual Appraisal
- Examine Fire OCP established process for replication in other areas



Resources:

- Team members to identify and host innovation sessions for employees
- Follow up with supervisors re: integrating innovation performance objectives in appraisals



Implementation:

- Short
 - Training for Supervisors on Incorporating Innovation in PA Conversation & Objectives
 - Examine Fire OCP established process for replication in other areas
- Medium
 - Innovation Idea Sessions (Set Times for Employees to Brainstorm/Collaborate - either open forum or topical)
- Long
 - City Manager "Office of Innovation" sessions - pitch an idea (either from system or new)



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Making Innovation a Priority

An important aspect of this recommendation is ensuring that employees have time built into their work activities to focus on innovation items (whether this is developing/exploring ideas, working on cross-functional teams on projects, focusing on process improvement initiatives, etc.).

Proactive Employee Engagement

While some employees may have many ideas that they generate and submit, or even take action on, it is also valuable to create proactive employee engagement opportunities to generate dialogue and build on ideas to identify innovation opportunities.

There are many examples of formats that have worked in other organizations (i.e. Google Grouplets, Spark sessions, etc.)

Focused recommendations for proactive employee engagement related to Goodyear's program include:

- Idea Sessions
- Integrate into employee retention interviews
- "Office of Innovation" Open Forum (once a month, come in and pitch ideas – set time, team rep, exec sponsor, etc.) – can be information sharing (i.e. if items are already in progress, yes, we like this – go explore it some more – guide who to talk to, etc.)
- Facilitate Innovation Session at One Department Meeting Per Year (Team Member and/or Facilitator)
- Participating in ideas they have (even if outside of department)
- Supervisor/Mgr Summit – Innovation (later 2014)



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Program Rollout Communications

Throughout the Academy, employees have been engaged in providing input on what is needed to increase the organization's capacity for innovation. This includes city-wide outreach for participation in the Academy, solicitation for project ideas, focused feedback on what is in place supporting innovation and what they feel is needed to take it to the next level, and communication regarding key best practices learned.

As the recommendation for the sustainable program is finalized and prepares to move to implementation phase, employee engagement, communication, and training will be key to a successful launch. The Innovation Ambassador Team will focus on developing the details behind the employee rollout plan, which will a multi-faceted approach for communicating, to include:

- Training on Innovation Forum Utilization
- eSite Promotion
- Flyers
- City Manager Messages
- Post-Launch Feedback

Idea Forum Engagement

An important element to encouraging continued innovation is to be transparent and provide personal contact regarding ideas submitted, considerations and factors in the decision-making process, and feedback on status.

This will be a key role of the Innovation Ambassador Team members that manage the Forum and facilitate suggestions getting to the appropriate place. Personal conversation to understand the idea, engage the Idea Champion on defining their ideal outcome, and what will take place as part of the process was a theme heard from employees about what would make a program like this meaningful to them.



PHYSICAL ENVIRONMENT



Objective:

- Incorporate spaces throughout the city that provide a venue for focused attention on developing innovative ideas, as well as collaborative problem solving by groups or cross-functional teams.



We Already Have:

- Conference room space that can be utilized as innovation areas
- Whiteboards in most conference room areas
- Facilities funding for room improvements (limited use)



What We Need:

- Enhancements to spaces that provide accessories and tools for collaborative problem solving (i.e. smartboards, process improvement supplies, prototyping materials)
- Evaluation of opportunities to modify existing work space into "collaboration" spaces



Resources:

- Potential funds for work space remodels
- Integrate recommendations into facilities master plan



Implementation:

- Short
 - Development of standardized considerations for innovation space items (for Facilities)
- Medium
 - Funding request for existing space tools/enhancements
- Long
 - Identification of innovation/collaboration spaces as new city facilities are built

CITY OF GOODYEAR INNOVATION PROGRAM PROPOSAL

As a best practice, it is important to provide dedicated space for individual employees, small work groups, or cross functional teams to be creative, develop innovative ideas, conduct process improvement meetings, or do creative problem solving and prototyping. What is envisioned are creative spaces where people can meet, collaborate, brainstorm, sketch out solutions or processes, and build on the ideas generated. These areas will not be totally structured and will contain furniture and areas that provide for flexibility depending on the group's needs.

It is important that these spaces be:

- Available at all locations where City employees work
- Separate areas where employees can be creative and won't be disturbed, allowing time to focus on innovations and creative problem solving
- Incorporate room elements that foster creativity (colors, technology resources for research, supplies for process mapping and prototyping)

The City currently does not have dedicated "innovation spaces", but does have a number of conference room areas at various facilities. As a short-term measure, it is proposed that the Innovation Team work with Facilities and the Organizational Development Division to develop recommendations and funding sources for room enhancements and tools necessary to facilitate innovation and creative problem solving.

In addition, the city plans to embark on a facilities master plan in 2014-15 and the evaluation of future space needs can incorporate innovation spaces as considerations for future facilities.



RECOGNITION OF EFFORTS & SUCCESSES



Objective:

- Encourage sustained innovation through recognition of initiative to submit and explore innovative ideas (even if not implemented)
- Demonstrate to all employees what innovation looks like through promotion of things their peers are doing
- Communicate to the Citizenry the benefits to the City as a result of employee innovation



We Already Have:

- Performance Appraisal Criterion to Recognize Innovation
- On the Spot Award: Innovation Category
- Shout Out Award - Innovation as a Key Category
- City Manager Messages Recognizing Innovation



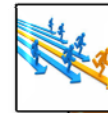
What We Need:

- Tell Innovation Stories from On the Spot (City Manager Message, eSite)
- Video support - putting a face to ideas and successes
- Data collection mechanism to tell innovation story



Resources:

- Funding for Program Recognition Efforts (annual event, awards, plaques, travel for program presentation and awards)
- New eSite to highlight innovation stories
- AV staff support to film short videos about innovations and improvements



Implementation:

- Short
 - eSite Promotion/Link to "Just Do it" innovation stories submitted through Phase I form
 - Highlight Innovations from On the Spots
- Medium
 - Annual event (breakfast, etc.) thanking employees who submitted items through the Idea Forum (Exec Team, Committee, employees)
- Long
 - Submit Innovations and Results for local and national awards
 - Incorporate Annual InFocus Report on Innovation results and recognizing employees/teams
 - Innovation 1-minute videos (showcasing items submitted or implemented)



CITY OF GOODYEAR INNOVATION PROGRAM PROPOSAL

The eSite or SharePoint site that is the “interface” for innovation should provide the ability to highlight ideas submitted and implemented in the context of people or subject matter topic. By creating an interesting interface, it not only entices people to come to the site regularly to see what’s happening, it also provides a personal touch and recognition of employees who are submitting ideas.

As the City transitions to SharePoint 2013, this application will provide a “social” interface to highlight ideas and employees who have implemented innovations. This is a key part of recognizing employee efforts. It is also envisioned to use the Communications Specialist to create 1-minute videos highlighting ideas or innovations implemented to post on the site to demonstrate to employees what innovation is.

The City has integrated innovation as an element in established recognition programs including the On The Spot and Shout Out Awards. As an immediate measure, City Manager messages can highlight On The Spot awards related to innovation.

It is also important to recognize efforts as well as items that are implemented. In order to be innovative, an organization has to be willing to take risks. A way to encourage participation – even if it is just a wild idea – is to celebrate those who are contributing to the program. As such, part of the overall strategy related to recognition will include an annual “informal” event with the executive team and the Innovation Ambassadors to thank all employees who have participated during the year.

Long-term, as the city implements ideas and improvements, best practices and approaches will be submitted for national awards and recognition. In addition, as the Innovation Forum is established and performance data is collected, the annual report can highlight innovations and efficiencies created.



PERFORMANCE MEASURES



Objective:

- Provide both data and anecdotal impacts as a result of innovation efforts, to demonstrate the return on investment of the Innovation Program



We Already Have:

- HR Development of Employee Retention Survey
- Established Performance Measurement Program (CityStat), which can be used to integrate innovation measures



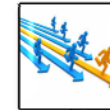
What We Need:

- Centralized data collection system with standard reports allowing reporting of results
- Baseline data of current culture/level of employee engagement



Resources:

- HR Survey (development of baseline engagement questions)
- Time line for follow up employee survey to measure impact of innovation efforts



Implementation:

- Short
 - Employee Retention Survey (baseline assessment of engagement, trust, empowerment)
- Medium
 - Develop data points for Innovation Forum to report performance
- Long
 - Reporting results (by department, employee, or time frame) including number of hours or dollars saved
 - Post-Program Implementation re-assessment of employee engagement survey

CITY OF GOODYEAR INNOVATION PROGRAM PROPOSAL

It is vital to demonstrate the results of our focus on innovation and efficiencies. The Innovation Forum will be the centralized data collection point to measure the program's impact. This will include baseline or "existing condition" information, as well as key data points to report on improvements, including:

- Actual Results (text field to describe actual outcomes after item was implemented); also include specific fields to allow reporting metrics, including:
 - X hours saved per (week, month, year)
 - X Dollars saved
 - Other efficiencies, improvements or enhancements as a result of innovation (text field to allow reporting of "anecdotal" items such as increased morale, positive feedback, enhanced customer service results, etc.
 - Fields are not mutually exclusive and one or all can apply to an idea
 - 30/60/90 day progress report fields
- Results Rating (defined by Idea Champion)
 - Scale of 1-5
 - 1: less than expected
 - 2: somewhat less than expected (but positive)
 - 3: same as expected
 - 4: better than expected
 - 5: exceeded expectations

Provide the Opportunity for Departments to Re-Invest in Themselves

Departments that experience "soft" savings (i.e. saved time as a result of efficiencies) may be rewarded for efforts through the increased ability to work on development of advance of other innovation ideas. Similarly, if a department realizes "real" savings – a cost reduction associated with an idea implemented, they would be able to pitch retaining all or a portion of the funds saved for other projects or advancement of other innovations. By taking these savings and giving departments the opportunity to re-invest in themselves as a result of their efforts is an incentive for ongoing exploration of efficiencies and savings.



CITY OF GOODYEAR

INNOVATION PROGRAM PROPOSAL

Other Important Considerations (including elements that support an innovative culture)

- Put the “jobs” in the city and the tasks and responsibilities in the context of how these activities contribute to achieving the vision and strategic priorities of the City.
- In the next update of the City Strategic Action Plan, list the Process Improvement Initiative as an action item that all departments are responsible for reporting on (demonstrates city-wide importance and focus)



APPENDIX A: INNOVATION IDEAS

As part of the Innovation Academy Team's efforts to identify a project, feedback was requested of employees and the group conducted a few brainstorming sessions. The result of this effort was a list of various ideas for a potential project.

As discussed in the introduction, the team wanted to go beyond a "one-and-done" type of project, and therefore the project selected was a program framework that would sustain the innovation conversation in Goodyear.

However, the Team did not want to lose the ideas that were generated as part of this effort. That list is included in this report, and can be evaluated for potential "springboard" ideas for the program when implemented, or as a possible pilot by the team.

- Program that examines items that would contribute to positive employee morale (examples included: solar covered parking, gym for employees to support wellness initiative – using space at existing city facilities, 4-10s, Convert sick pay to holiday pay)
- Paperless work order system for field staff
- Examine/Enhance Utility Bill Application Process
- Utility customer interface improvements (i.e. web-based self entry of work orders)
- Process Improvement Team Framework (implement on example project such as procurement/contracts)
- Citizen/Customer Service Satisfaction (program that solicits instant of feedback after service received)
- Senior Services Program
- Increased Utilization of Ballpark area/facilities
- Art & Wine Festival
- Streamlined reporting for various items (Strategic Action Plan, Performance Measures, Surveys, etc.)
- Revamp of RR&E Practices
- Simplify Procurement Process
- Business Retention & Recruitment Program
- Resident/business appreciation day in the City (broader idea of creating a campaign/partnership with the Chamber of "Things to Do in Goodyear" that could include resident discount cards)
- Streamline management of City records

CITY OF GOODYEAR INNOVATION PROGRAM PROPOSAL

- Create an official succession planning program (consider program for those who are not promoted to help build capacity - career ladders to retain employees)
- Create a formal employee suggestion program
- Sister City, bring in other cultures, other events for people to participate in
- Cyclist events Veledrome
- Collaborative effort as in model with labor unions City-wide
- e-Ticketing
- Low-cost daycare for employees
- Green waste recycling program for residents to create jobs
- Employee Band
- Human Capital Plan committees (workforce planning), strategy for committee roll-out
- Restorative Justice program (develop strategy for program)
- Communications/Fundraising Campaign for Historic Train Depot Committee

