



Strategic Plan Action Item

Culture Journey Update



Strategic Plan Action Item



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Cultural Journey	Continue to innovate and improve upon the existing successes	HR	ON-GOING



INNOVATIVE & HIGH PERFORMING ORGANIZATION



The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

01

GUIDING PRINCIPLE
Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02

GUIDING PRINCIPLE
Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03

GUIDING PRINCIPLE
Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04

GUIDING PRINCIPLE
Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

05

GUIDING PRINCIPLE
Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06

GUIDING PRINCIPLE
Establish clear expectations for all employees and volunteers of the city.

13

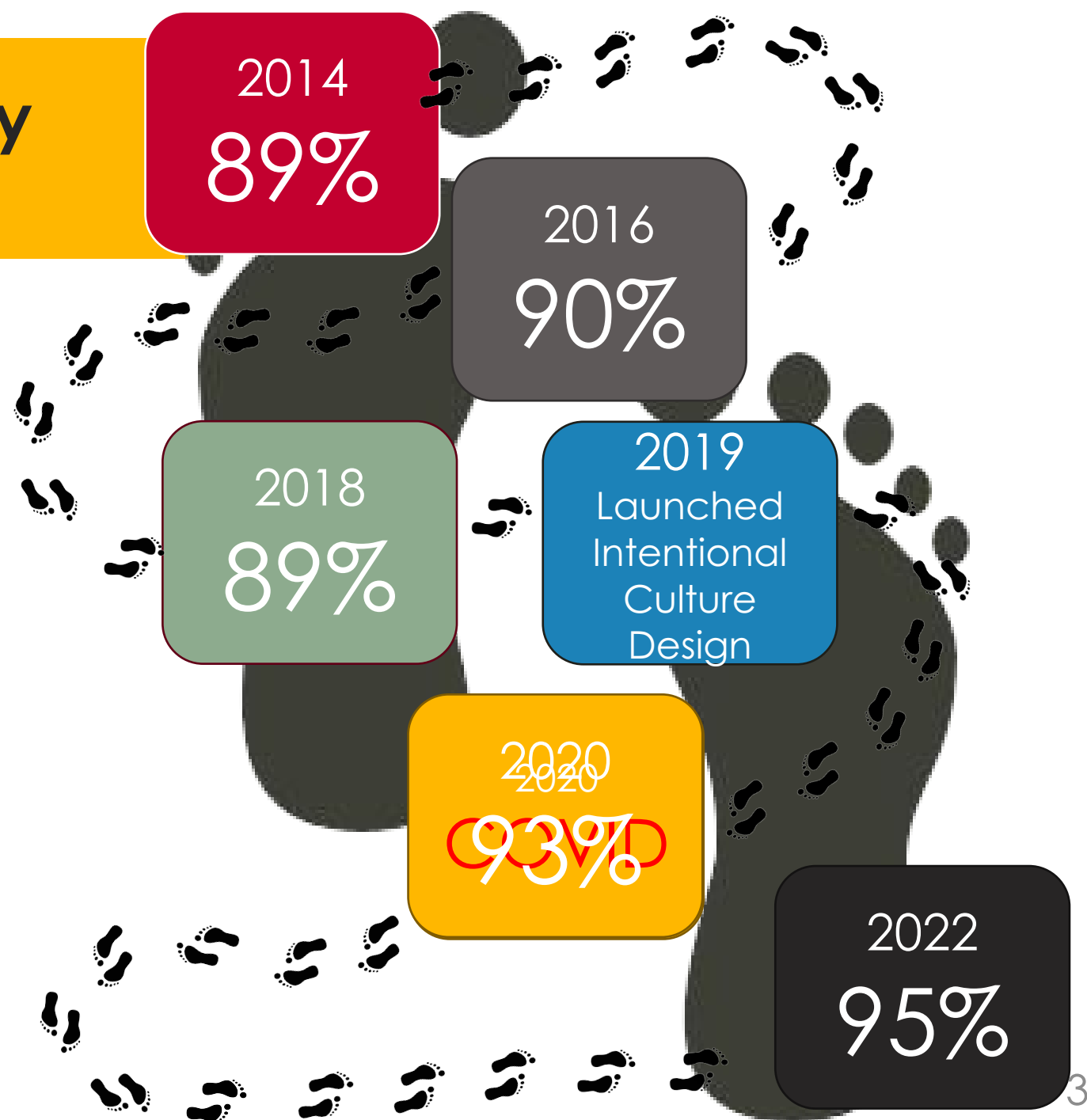


Culture Journey History

- **STARTED:** 2014
- **GOAL:** Improve Satisfaction
- **KEY MEASUREMENT:**

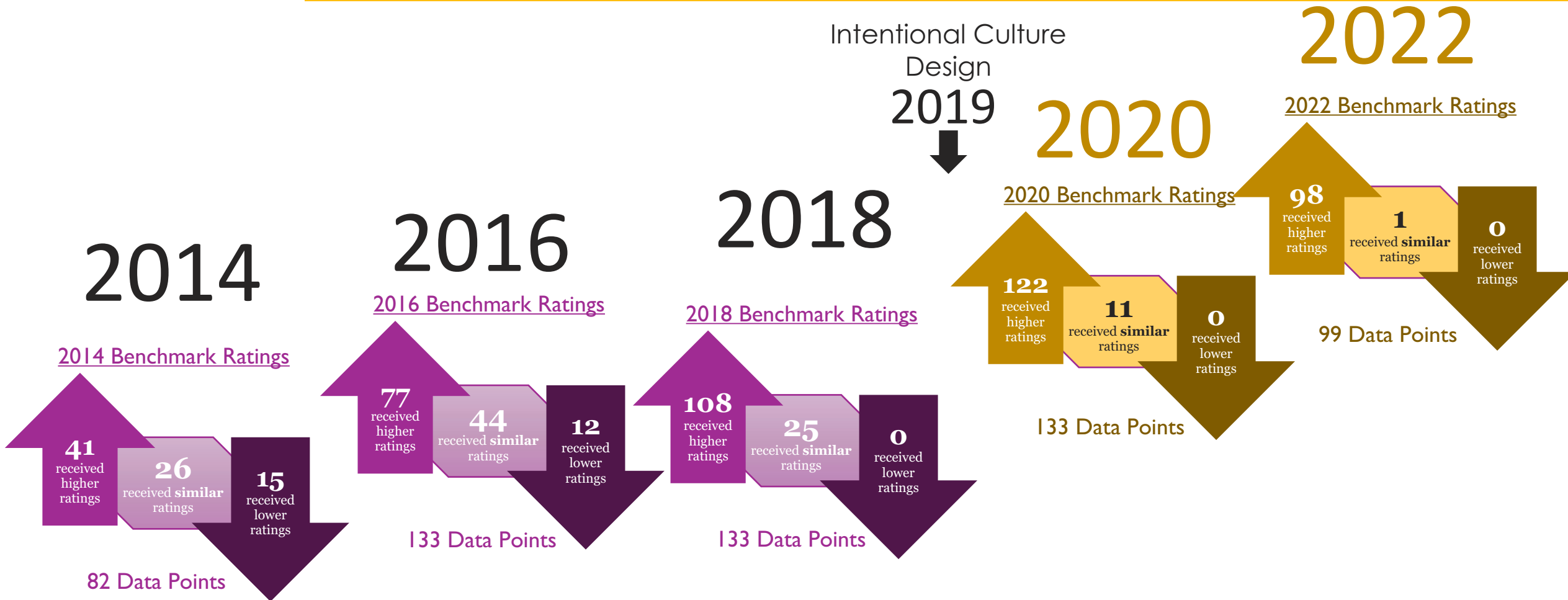
Employee Survey Question

Overall, I am satisfied with my job?

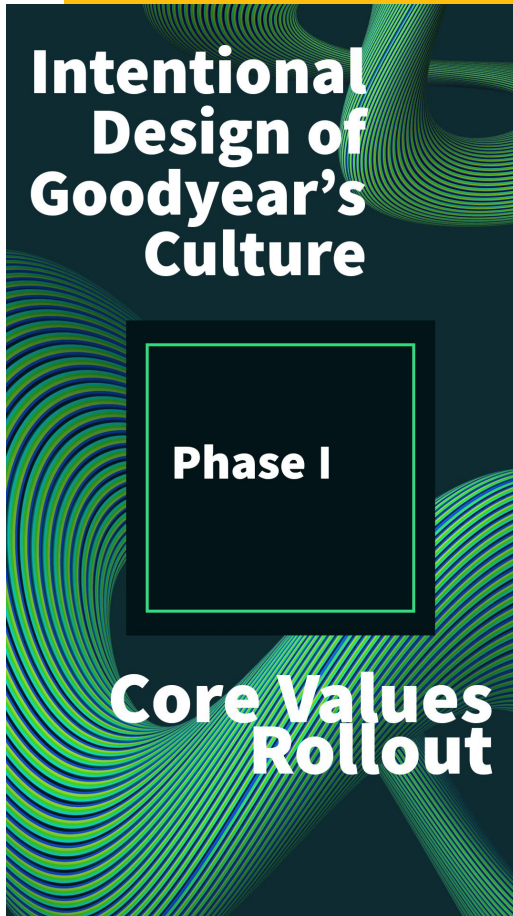




City of Goodyear Culture Journey History



Culture Design



2019 -2021

Work Session



2021 -2022

October 21, 2024

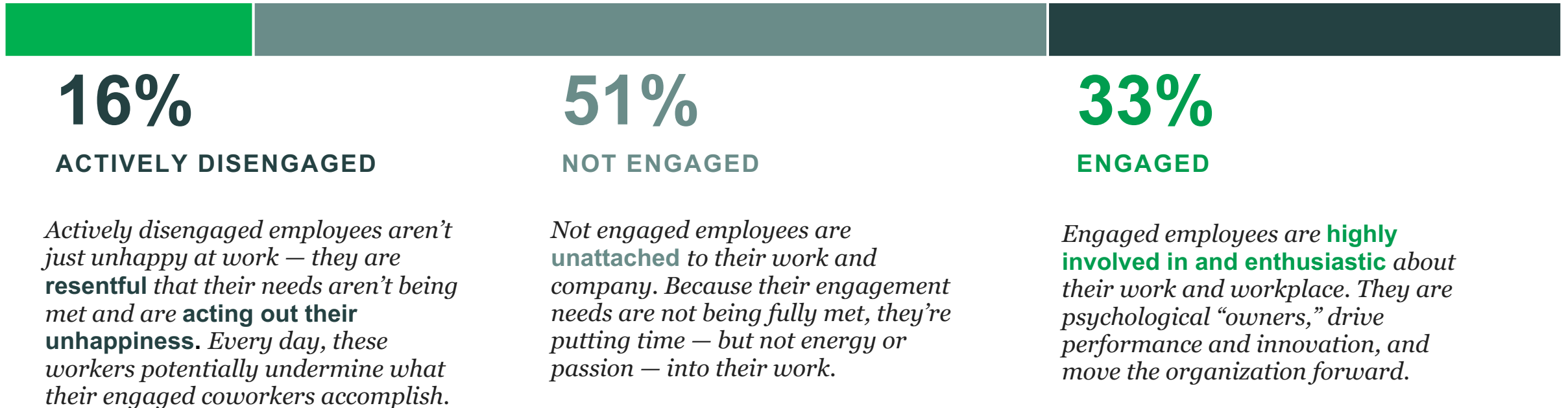


2023 -2025



2023 Engagement Segments Within U.S. Workplaces

Employees can be segmented into three fundamental conditions of engagement that are behaviorally predictive.

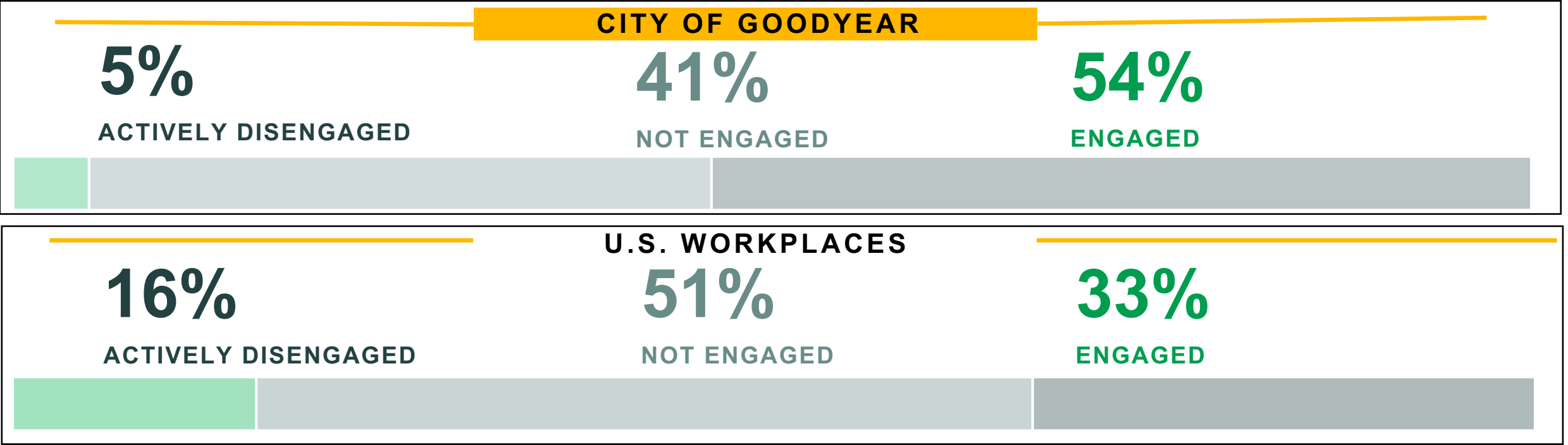


WF Q1 2023, U.S. Employees MOE: ±1 point. Percentages for best-practice organizations are averages across 2023 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data (2022) — not the year that Gallup named the award winners.



Gallup 2023

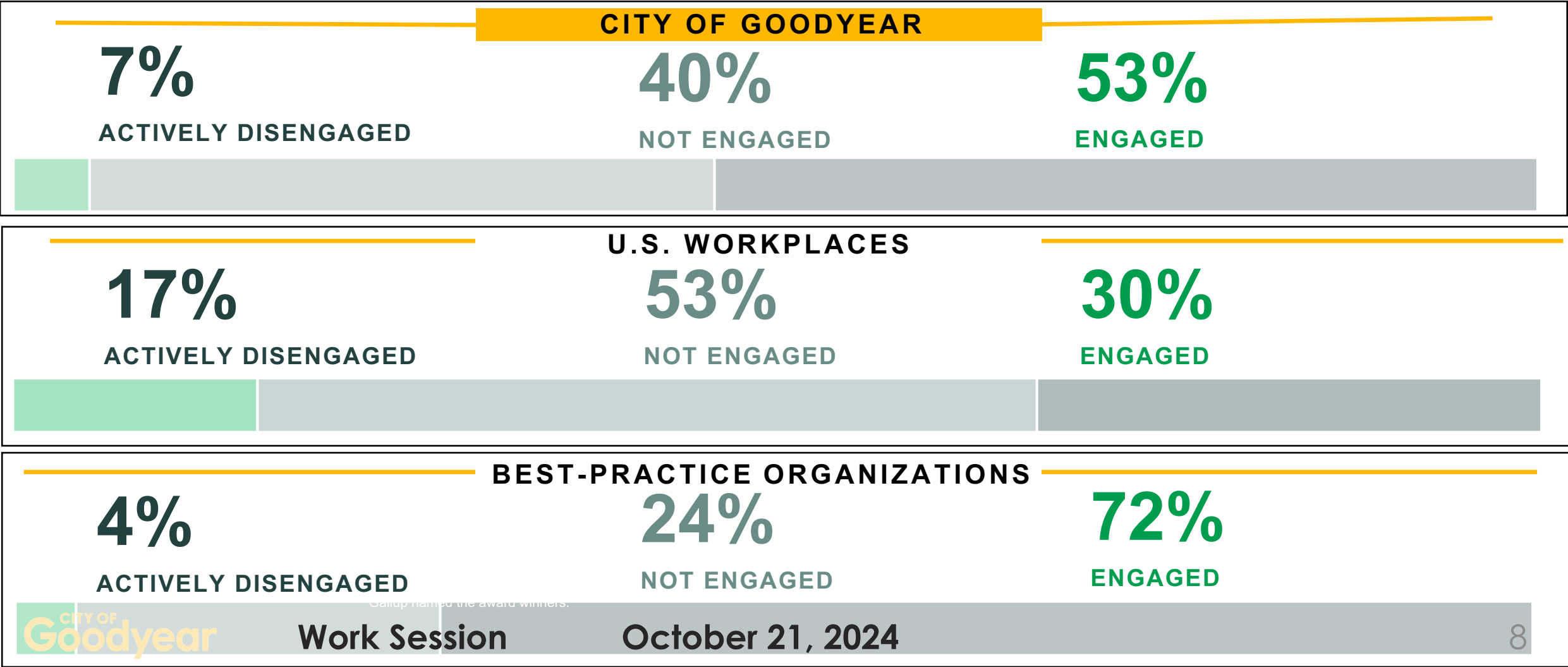
Engagement Segment Comparisons





Gallup 2024

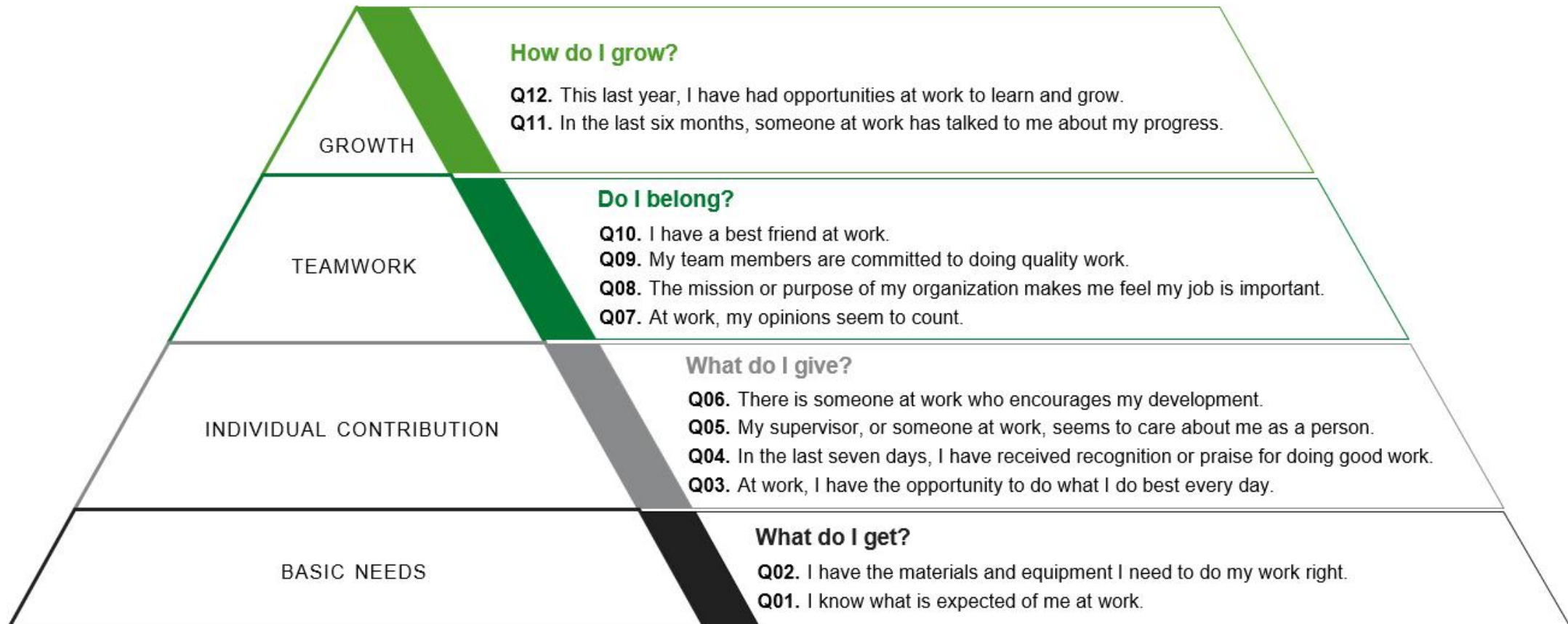
Engagement Segment Comparisons



Gallup Q¹² Questions

The Four Levels of Employee Engagement

Gallup's research has shown that the order in which the Q¹² questions are asked is important.





Gallup Q¹² Survey Results

Q12 QUESTIONS		2024 MEAN	2023 MEAN	2024 PERCENT OF RESPONDENTS SCORING					2023 5
				1	2	3	4	5	
Basic needs	Q00. Overall Satisfaction	4.23	4.24	1%	3%	14%	36%	47%	41%
	Q01. Know What's Expected	4.44	4.50	0%	2%	8%	33%	57%	58%
	Q02. Materials and Equipment	4.19	4.10	1%	4%	17%	34%	45%	42%
Individual <i>What do I give?</i>	Q03. Opportunity to do Best	4.24	4.23	1%	3%	15%	32%	48%	42%
	Q04. Recognition	3.75	3.71	11%	9%	18%	21%	42%	46%
	Q05. Cares About Me	4.39	4.38	2%	2%	12%	23%	61%	38%
	Q06. Development	4.20	4.16	3%	4%	15%	26%	52%	58%
Teamwork <i>Do I belong here?</i>	Q07. Opinions Count	3.93	3.97	5%	7%	16%	31%	40%	38%
	Q08. Mission/Purpose	4.19	4.27	3%	4%	14%	28%	51%	53%
	Q09. Committed to Quality	4.32	4.30	2%	3%	11%	31%	54%	53%
	Q10. Best Friend	3.75	3.53	9%	8%	20%	25%	38%	30%
Growth <i>How can I grow?</i>	Q11. Progress	4.05	4.28	6%	6%	15%	23%	50%	54%
	Q12. Learn and Grow	4.32	4.31	2%	4%	13%	24%	58%	55%



Culture Journey Intentional Actions





Quarterly Self Check-ins

Q01:

**I know what is
expected of
me at work**

BASIC NEED

Clear Expectations
Tools, Equipment, Resources, etc
Goal Alignment
Accomplishments & Recognition
Coaching Opportunity

Core Values

Integrity
Empathy
Initiative
Innovation
Optimism
Adaptability



CliftonStrengths 34



Q03:
At work, I have the opportunity to do what I do best every day

INDIVIDUAL CONTRIBUTION



Voice of our People

- **Committees and Steering Committees**

- People Master Plan
- Self-Insured Healthcare
- Deferred Compensation
- Wellbeing
- Safety
- We Celebrate
- Goodyear Grows

- **Surveys**

- Q¹²
- Check-ins
- Benefits

- **Rapid Improvement Events**

- **Coffee and Culture**

Q07:
**At work, my
opinions seem
to count**
TEAMWORK





Goodyear Grows

Mentoring Program

Q12:
This last year, I
have had
opportunities
at work to
learn and grow
GROWTH



Leadership Development

Boss-to-Coach

Q06:
**There is someone
at work who
encourages my
development.**

**INDIVIDUAL
CONTRIBUTION**

Structured Forums for Intentional Focus

Strategy Meetings

Executive Sponsors Meeting
Monthly

People Master Plan Committee
Monthly

Impact Meetings

Leadership Summits
Manager Level and higher
3 – Times per Year

Quarterly Training
All Leaders up to Director Level

Ongoing Touchpoints

Monthly GEO
Goodyear Employee Orientation

Annual Roadshows

Annual Recognition Celebration

Annual Appreciation Events



Next Steps

- Boss-to-Coach II – Leadership Development
- Becoming a Goodyear Leader Orientation
- Next Level CliftonStrengths Plan
- Enhance GEO – Onboarding
- Succession Planning
- Annual Reporting to Council – July/Aug 2025



2026 -???