**EnoMAX Facilitator Conference 2019**

**Valley Metro**

**Phoenix, AZ**

**November 8-9, 2018**

**Meeting Notes**

Thursday, November 8

2018 Year in Review

* Overall program rating for the whole year was 4.71
* Eno week was weakest scored week of the year.
* Valley Metro and Sound Transit said that being the new agencies and going last was helpful. Should be an encouraged practice going forward for new agencies.
* In Group A, both returning agencies (DART and LA) had improving scores from 2017

Evaluations and Ratings – 2018 and thoughts for next year

* Suggestion to separating the ratings and comments for logistics and content. Other suggestions:
  + Set expectations that we are asking about program content and not “creature comforts” (ie food, snacks, ects). Emphasize that the evaluation feedback should focus on the learning and content of the week.
  + Break out logistics so there are more specific questions around that about specific aspects of the logistics.
  + Have content evaluations at the end of each day and logistics evaluations at the end of the week
* Suggestion to put names on evaluations in order to increase the number of evaluations we get back.
  + Require everyone to complete daily evaluations
  + Give assurance that the feedback will be shared with just facilitators
  + Maybe have an anonymous section of the evaluations so people can give feedback they are otherwise nervous to share?
  + Have some sort of pledge or something in writing that spells out the expectations of participation including completing evaluations.
  + Have time built into the schedule dedicated to filling out evaluations.
  + Push evals through website and logins?
* **Action Items**
  + **Have daily evaluations instead of one big one that students go back to day after day.**
  + **Content feedback is daily, logistical feedback is saved for the end of the week.**
  + **Have some sort of open comment section at the end of each day so they can make comments on logistics, food, ect and it won’t affect the content score of the sessions/day.**
  + **Have a student key and Eno staff (ie Richard and Delena) will keep track of which students have completed the evaluations. Facilitators will not have access to the key and student list.**
  + **Eno staff will figure out how to make the evals more accessible and give students the ability either save and go back to it or have separate ones for each day.**
    - **Perhaps create an app/website?**
  + **There will be a designated time at the end or beginning of each day to follow out evaluations.**
  + **There will be an anonymous section of the overall evaluation for comments that students may not want attached to their name.**
  + **Eno staff will standardize the grading scale. What is a 1, 2, 3…**
* Business projects
  + Group felt the changes to the business project overall strengthened it.
  + There was confusion around language and the definitions between business project and meet your match.
  + Group felt it would be beneficial to have the business case workshop and speech training at the beginning of the year instead of the end.
  + Projects need to thought out earlier and have more clear direction
  + All agencies needs to have the same language and be on the same page about business project expectations
  + Create general questions that students can use as a starting point to ask during their agency tours and meet your match, almost like a research methods class in school. Put it on the Eno website.
* Facilitators felt that figuring out the business project and what was expected was one of the toughest challenges of the year.
* Group agreed that everyone should come into the program with a general business problem and the scope will narrow and turn into a business case as they travel to agencies and learn.
  + The word “problem” or “opportunity” is less constrictive
  + Keep it simply in the early parts of the process
* **Action Items:**
  + **DART and MARTA shall share with everyone the questions that people have to answer during the application regarding their business problem idea.**
  + **Eno shall create sample business problem/opportunity to share with agencies as they prepare of the application process.**
  + **Eno shall create a glossary of terms ie what is a business problem, business case, meet your match, ect.**
  + **Eno shall host a business case webinar at the beginning of the year**
  + **Eno shall create a business case standard that all agencies can use**
  + **The group is feels that there were a lot of benefits for the whole group meeting in Nashville and since that won’t be possible in 2019, perhaps have a virtual option for students to meet like a discussion board.**
  + **Eno should create a group roster (1 page per person) of everyone in the groups from the beginning. Name, picture, contact info, business project, job title, job description**
* Tours
  + Have shorter tours (2-3 hours) instead of ones that take the whole day. People get tired.
  + People liked the tour guide audio (radio system).
  + Encourage people to bring their own headphones for hygiene purposes.
  + The tour guide audio system will remain optional for agencies to use and Eno will send them out upon request.
  + Facilitators should provide more detailed explanations before the tour about what they will see and learn on the tour.
  + Have extra experts on the tour to catch people in the back and answer questions.
  + Some facilitators suggested ending the tours with a presentation instead of starting with one. This can be a better way to have a discussion and answer questions about what the group just saw on the tour.
  + Ask students about mobility issues up front during the application/confirmation process and share with the other facilitates so we can make adjustments for them. This should be detailed and cover a range of things from walking, to difficulty breathing, ect. Basically anything that could affect a student’s ability to participate in a tour.
  + Create a story with the tour or highlight a unique point about the facility

Program Elements for Discussion

* Webinars don’t give credit. Should we be giving credits and what kind of credits?
  + Professional Development Credits (PDC)?
  + PMP?
* Website
  + **Action Items:**
    - **Eno needs to figure out a better ways to drive people to the website**
    - **Eno needs to make the website easier to navigate**
    - **Provide facilitators with a special backend login to the website. This could help put materials up, ect. Perhaps a help desk ticket kind of process?**
    - **Set alerts that there is new information up on the website? – Eno find out. Could be a good use for remind me.**
    - **During welcome webinar show how to login and how to navigate website.**
    - **Eno will look into the process of offering credits for webinars**
    - **Set standard on uploading things to the website. –Eno staff need to be on top of this**
* Welcome Packets
  + Provide more information on agency and speakers.
  + Include agency organizational chart
  + Look into app for welcome packet, speaker prep, ect. (Valley Metro had something like this)
  + Put welcome packets on the website
* Speaker prep
  + Short sit downs with each speaker to go over their presentation. Helps create excitement and professionalization.
  + Have MAX alumni introduce speakers.
  + Have a mixture of panels and single speakers.
  + Have speakers identify a backup in their team incase they can’t make it.
  + **Action Items:**
    - **Eno shall create a generic welcome speaker packet with year theme, info about the program and schedule (agency host dates, ect). Include speaker tips.**
    - **Eno shall provide an optional standardized PowerPoint format for agencies to use**
    - **Facilitators shall have 1 or 2 back up content presentations ready just incase speaker is a no show.**
    - **Agencies should send leadership academy agenda to help Eno customize leadership content.**
* What do we want to standardize and what do we leave up the agencies?
  + Standardize
    - Start and end times
    - Session/speaker lengths
    - More downtimes, longer lunches?
    - Policy on outside guests sitting in on sessions.
      * Be selective
      * Promotes the class
      * Limited number of sessions, case by case basis
      * Current class has priority on questions
      * Film speaker and put it on agency website to share with the rest of the staff
* CEO Involvement
  + Students really liked that the CEO was at a social event
  + RTD suggestion - Have lunch with the senior exec of the department you’d work in if you worked at RTD
  + If you do a leadership panel and you want to check egos, MC should be someone who is high up and “above punching levels”
* Eno Staff
  + Happy to help with hotel contract
    - Breakfast with group rate
    - Government rate
* Food and logistics
  + Try and include breakfast in hotel rate, so agencies don’t have to provide it
  + Agencies can make a deal where Eno pays for food and agency reimburse
  + Agencies should not try to out-do each other on food.
  + Publish menu ahead of time? Provide list of location restaurants as alternatives for attendees who want something else
  + Encourage students to socialize together after hours. Remind them that is a 24 hour thing
  + Travel arrangements
    - Uniform start and end times for the week.
  + Issues concerning putting down credit card at hotels for incidentals. Facilitators should figure out solutions for their groups.
* Agency traveling staff
  + There should be a staff member with the group at all times
  + Let the facilitators know ahead of time which Eno staff (outside of the head facilitators) will be attending the week.
* Branding
  + New logo to make Eno less prominent and more about the group/program
  + **Action Item:** 
    - **Sample standardized PPT format**
    - **Sample standardized agenda, welcome packet**
  + Swag
    - High quality items.
    - Pins
    - Will Eno purchase things for the agencies?
    - **Action Item: Leave it up to the agencies.** 
      * **Each agency will provide 1 big item, then smaller swag items. During the first call each agency will state what swag items they will provide.**

Best Practices Sharing

* Student Selection
  + Keeping cohort size at 8
  + Across the program, a typical student is a first level manager.
  + Agency Selection Process
    - LA Metro
      * Invite students who complete leadership academy
      * Must be recommended by their chief. Dan speaks to them directly.
      * Presents selection to GM
      * Panel interviews candidate
      * Dan runs the process
      * Average 20-30 apps
    - RTD
      * Required to complete leadership academy
      * One student comes from each “department” of the agency
      * Sit down with chiefs to determine who might be a good fit out of the alumni
        + What makes sense based on projects happening and what the student will be exposed to
      * GM makes final selection
      * No application. Its based on who is eligible and nomination.
    - DART
      * Use a workflow
      * Applicant portal is open for 2 weeks and anyone in the agency can apply. There are no pre-recs.
      * Write a letter of interest
      * Last year had over a 100 applicants
      * Make sure it’s a diverse and balanced applicant pool
      * Boss of applicant gives a yes or no decision. It goes up the chain of command. VP’s get final decision in this step.
      * Senior VP’s narrows down the list to 15.
      * GM makes final choice.
      * Whole process takes about a month
      * For DART employees only, no contractors
    - MARTA
      * Been an employee for 1 year and be in good standing
      * Self nominating
      * Get 60 applications
      * Take list to GM
      * Selection committee makes final decision
    - Valley Metro
      * Leadership team picked people
      * Didn’t have time to standardize the selection process.
      * Applicants much work at the agency for a minimum of 2 years and be in good standing
      * Doing a forum with alumni for the staff to learn about the program
      * Alumni will help with selection process
      * Want directors and below
    - Sound Transit
      * Has to be an employee for 2 years and manage people or projects
      * Selection panel
      * Process is about a month
* Have to make it clear that managers can’t distract students during host week. The students are part of the MAX program and they are expected to be fully engaged even if it is their own agency’s host week.
* Expect to have the cohort debrief for a few hours after each agency visit
* Social Event and Networking
  + Having a standard start time for Sunday
  + Eno can help with purchasing
  + LA alum tend to sponsor events
  + These are events for the cohort. Facilitators tend to not partake
  + RTD does 1 alumni event
  + DART had a social coordinator to help make suggests for restaurants and social activities.
  + DART had an ice breaker (bingo) before the social event on Sunday. The game went into the social event to encourage talking
* Meet your match and arrangements (How did facilitators arrange the MYM)
  + Change the name to Peer Exchange? Build your peer network? Meeting your job title match/function? Meet your peer?
  + RTD - Have the meeting their match over lunch and give them time to tour their workspace, ect.
  + Have the contact information for the matches ahead of time, so students can make a more detailed game plan for when they actually meet.
  + Valley Metro had groups meet their employees. That was due to restrictions on staff size, but also give a well-rounded experience.
  + Students select their match
* Business Project Information Session Arrangement
  + It was almost always the same person as the meet your match
  + **Action Item:** 
    - **Creating a peer learning afternoon and combine meet your match and business project session match.**
    - **Create definitions and clearer description/expectation of meet your match and business project session match**
* Alumni Activities
  + Eno suggested a MAX Alumni trip to Vancouver, BC during TMM week (8/26-30/2019)
    - Perhaps throw it with facilitator conference
    - Do some tours. More leadership.
    - There would be a max of 8 people per agency (8) agencies
    - Action Item:
      * Give it some learning objectives
      * Perhaps a theme, give deep a into a specific topic – the agency’s best practice
      * Create a more specific program
      * Conduct an alumni survey of what they need post class

2019 Format and Grouping Sequence

* East and West
* Have a month in between each week
* **It was offered that class ends at 2:30pm on Friday; gain 2 hours of content**
  + **There was not a strong consensus from the group that they want to do it. It was felt that the group is willing to take away from their own time to fit in the Eno content.**
  + Alternative idea: Start the class earlier on Sunday instead of ending later on Friday
  + Consensus feels that they can take away some hours from agency content to fill in Eno content so that the agency week doesn’t go longer.
  + Consensus feels that we need to get a hard look at leadership content so it’s not repeated.
    - How to shift from a tactical to a strategic mindset
    - Leadership content that can translate all levels
    - Look at content from TMM2?
* Some Eno leadership training can be made in webinar format

**Friday, November 9**

* LA feels that it would be worthwhile to have all 8 agencies meet, ie a 4th trip. While it’s a good idea, it won’t be feasible for 2019, but something that Eno staff will brainstorm for 2020.
  + Bring the argument to the CEO’s and show them the value
  + Perhaps a scaled back graduation week.
  + It would be facilitated, networking time with people in their fields.
  + Avoid international travel
  + This week would do it in conjunction with the facilitators conference
  + It was decided that this is a better idea for 2020. Gives more time to plan and budget for a final event. Group is feeling this isn’t something for 2019. Perhaps better when we have groups of 3 instead of groups of 4 and the week when we come together is the 4th visit.
* **Eno will do a feasibility study on this and purpose options to the steering committee for final decision**
* Agenda Setting
  + It was decided to schedule daily summary at the end of the day instead of the beginning.
  + It was decided upon a 43 hours of instruction per agency week (this includes the Sunday social event)
    - 10 hours of tour
    - 1 hour at start of session on system overview
    - define 1 hour of meet your match
    - reserve 3 hours for business project information exchange over 2 sessions
    - 2 hours of senior execs
    - social events, including one with the $1000 of Eno subsidy