



# Making Innovation a Habit

Increasing Engagement in  
the Eyes Have It Initiative



# Team Parks and QUEST



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Finance



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# Agenda

Client Overview



Approach



Recommendations



Opportunity



Findings



Impact





# 1. Client Overview





*live more, play more*  
pgparks.com

Prince George's County  
Department of Parks and  
Recreation

maintains 27,000 acres of county  
parks and facilities



## Mark Parks

Prince George's County

---

Occupation: Mechanic  
Division: Southern Region Parks  
Start Date: 1999



*live more, play more*  
pgparks.com





Carpentry

Custodial

Fleet

Park Police



**“Parks and trades” staff:** Complete daily physical maintenance and development of all parks and facilities



Mechanics

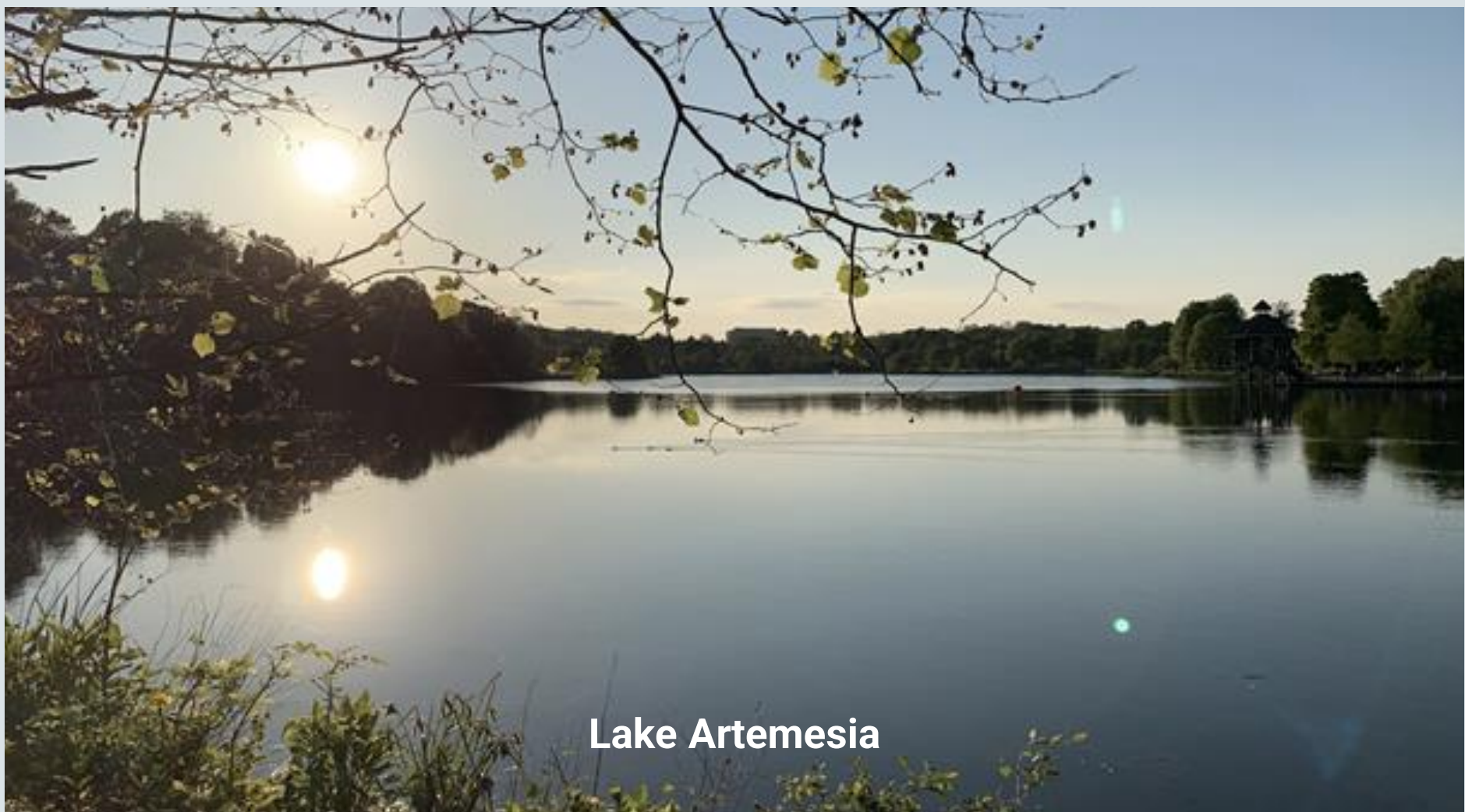
Locksmith



Electricians

Landscaping

**34% of the 1,200 person staff are considered “parks and trades” staff**



**Lake Artemesia**





**Patuxent River and Trail park**



Watkins Regional Park



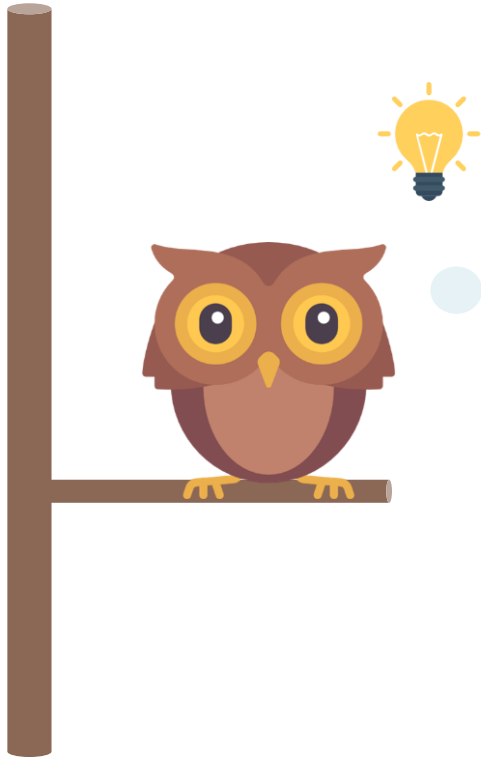




## 2. Opportunity



# Eyes Have It



A staff-facing initiative designed to **encourage** staff to engage in the innovation process



# Hypotheses



**Low overall  
awareness surveyed**



**Unequal engagement  
across divisions**



**Low participation  
from parks and  
trades staff**

# Current State

**10%**  
aware

**From interviews, we found low overall awareness among parks and trades staff**



**0.7%**  
apply

**Low participation from parks and trades staff**







# 3. Approach

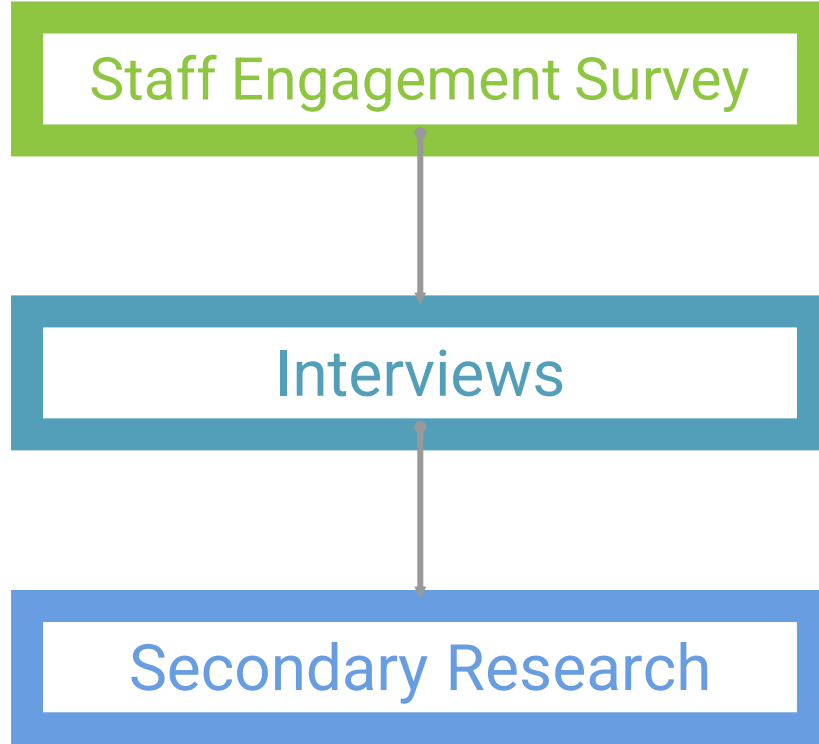


# Data Collection Methods

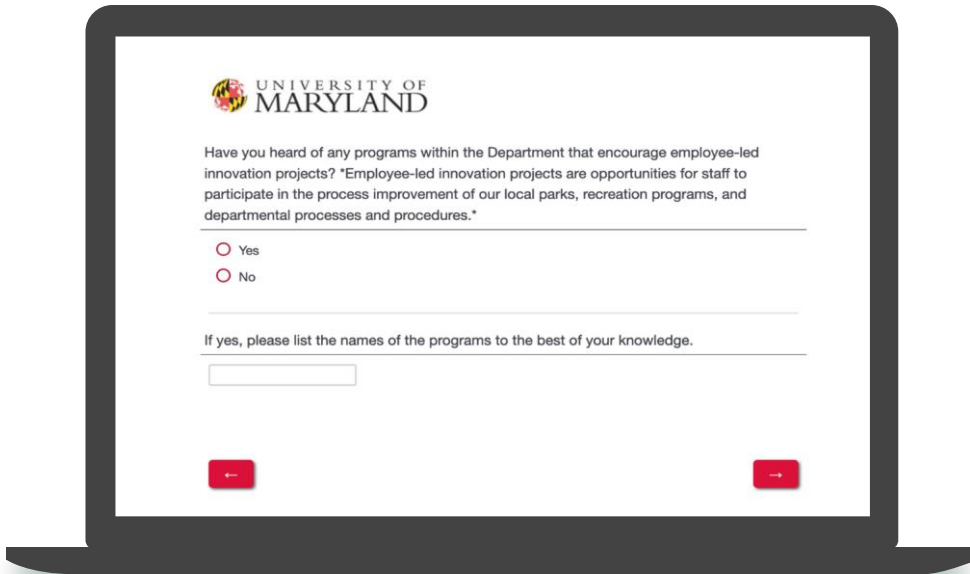
Staff Engagement Survey


Interviews

Secondary Research



# Staff Engagement Survey




 UNIVERSITY OF  
MARYLAND

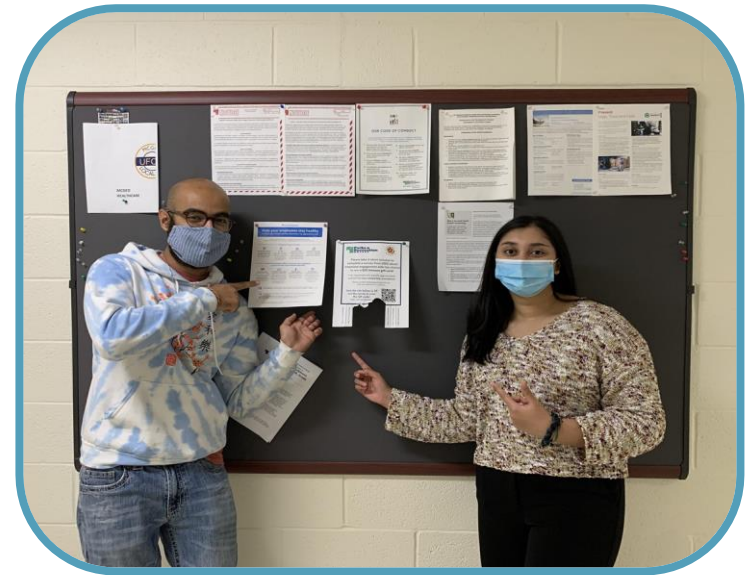
Have you heard of any programs within the Department that encourage employee-led innovation projects? \*Employee-led innovation projects are opportunities for staff to participate in the process improvement of our local parks, recreation programs, and departmental processes and procedures.\*

Yes

No

If yes, please list the names of the programs to the best of your knowledge.





# Interviews



On-site interviews with parks and trades staff

★ 60 in-person interviews

Virtual interviews with department management

★ 25 virtual interviews



**85 total interviews**

# Secondary Research

Investigated  
peer-reviewed  
journals



Reviewed national  
best practices for  
park management



Conducted external  
research on company  
culture and innovation



Benchmarked  
against other  
divisions





## 4. Findings



# Interview Insights

What is EHI?

My idea is not a finalist, and I want to know why.

I don't have time to check emails, I have to visit 6 parks today!

I need help with the application, is my idea even worth it?



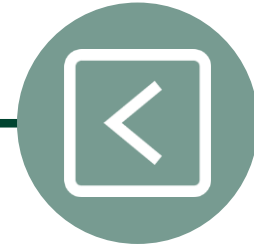
# Survey Insights



**Communication barriers:**  
Discrepancy in perceived encouragement and trust



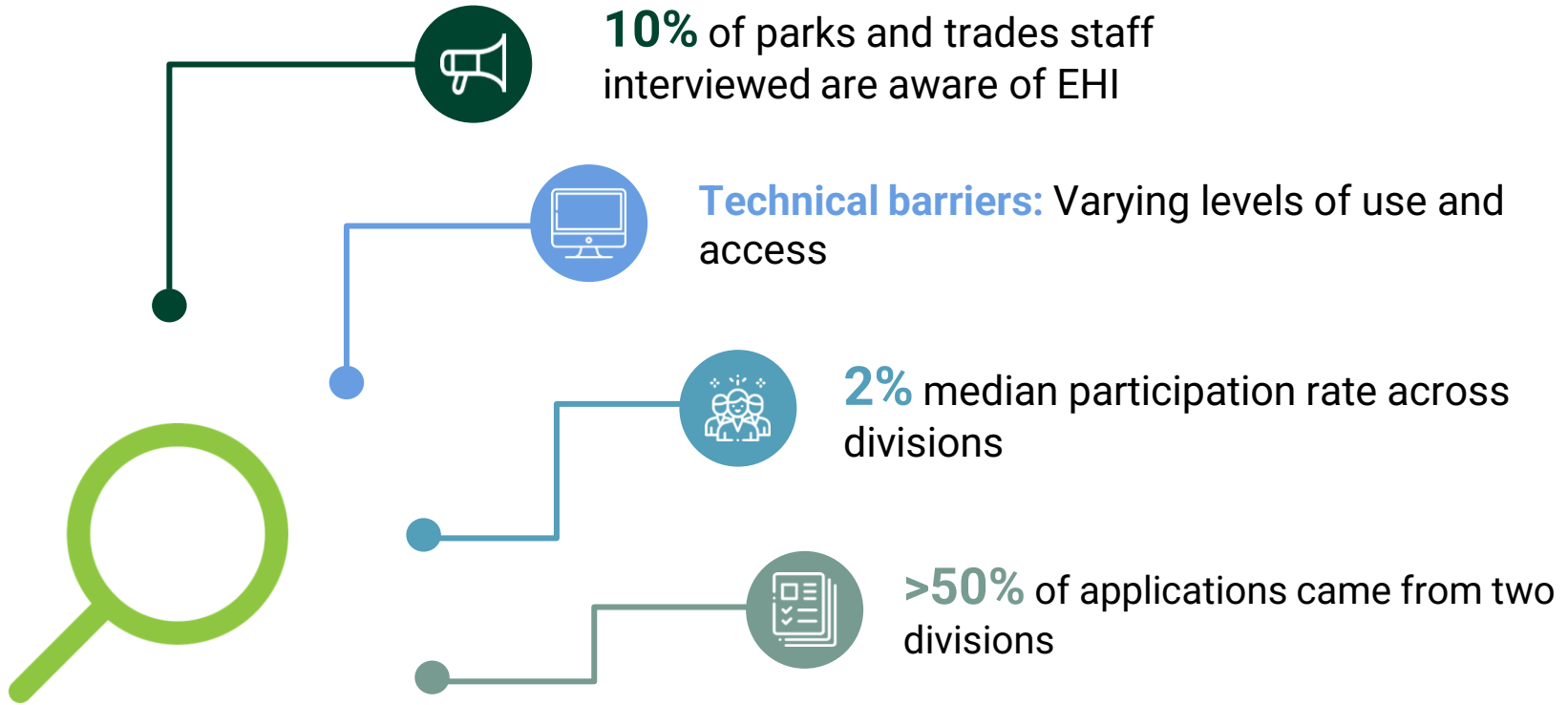
People who have submit **applications** are more likely to say that the department listens to their ideas



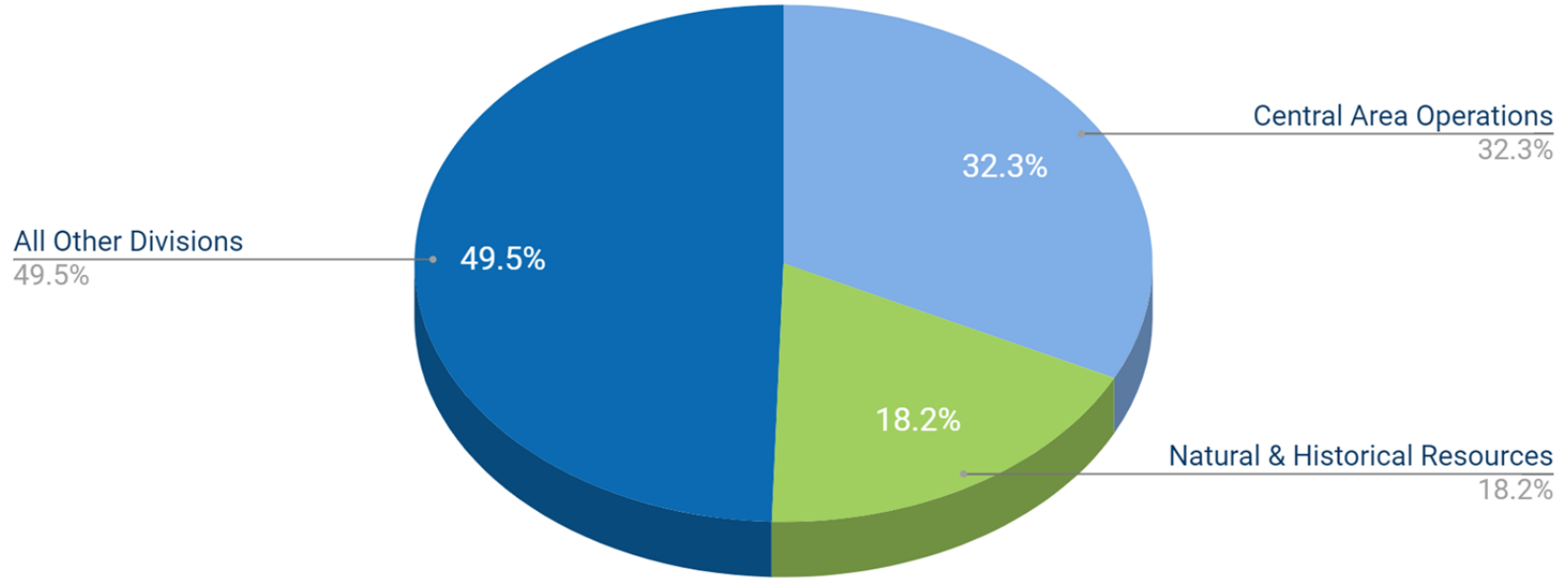
Parks and trades staff **significantly** less likely to have heard of the initiative



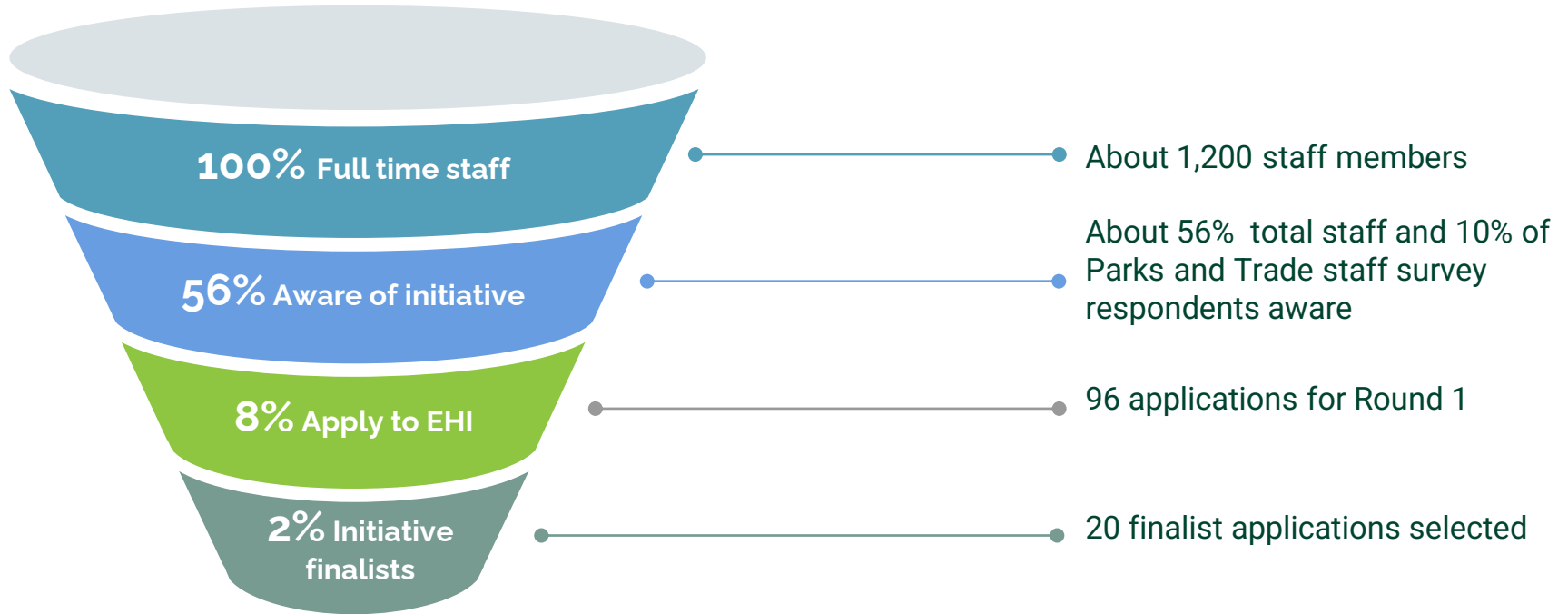
# Key Findings



# Total Applications to Eyes Have It by division



# Customer Discovery





## 5. Recommendations



# Recommendations Overview

Purpose-driven re-branding

More supportive application  
process

Face-to-face feedback with non-  
finalists

Incentivized goal setting and  
competition

# Purpose-Driven Rebranding

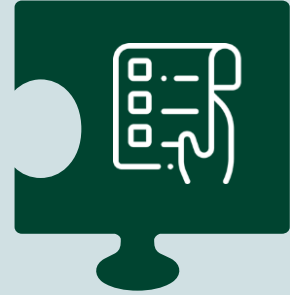
“**Call to Action**” and **Purpose-Driven** language

Marketing **Analytics**



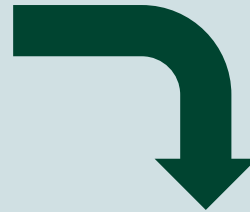
**30% increase in innovation  
with purpose-driven marketing**

# More supportive application process



Paper applications

More application **resources**  
and **early reviews** from SMEs



**32% more staff with easier  
access to EHI**



## Face-to-face Feedback with Non-Finalists

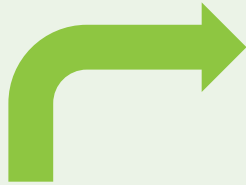


**Personalized communications to encourage staff to re-apply**

**Face-to-face communications are  
34x more effective than email**



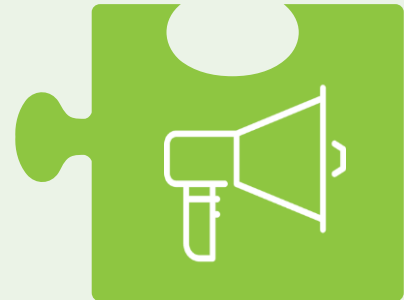
# Incentivized Goal Setting and Competition



**10% annual increase in applications per division**

Public **voting system** to engage staff

Incentivize **competitions** between divisions





# 6. Impact



## Overall Impact

*“ A culture of ownership where people own their projects and everyone sees themselves as a part of the innovation process ”*





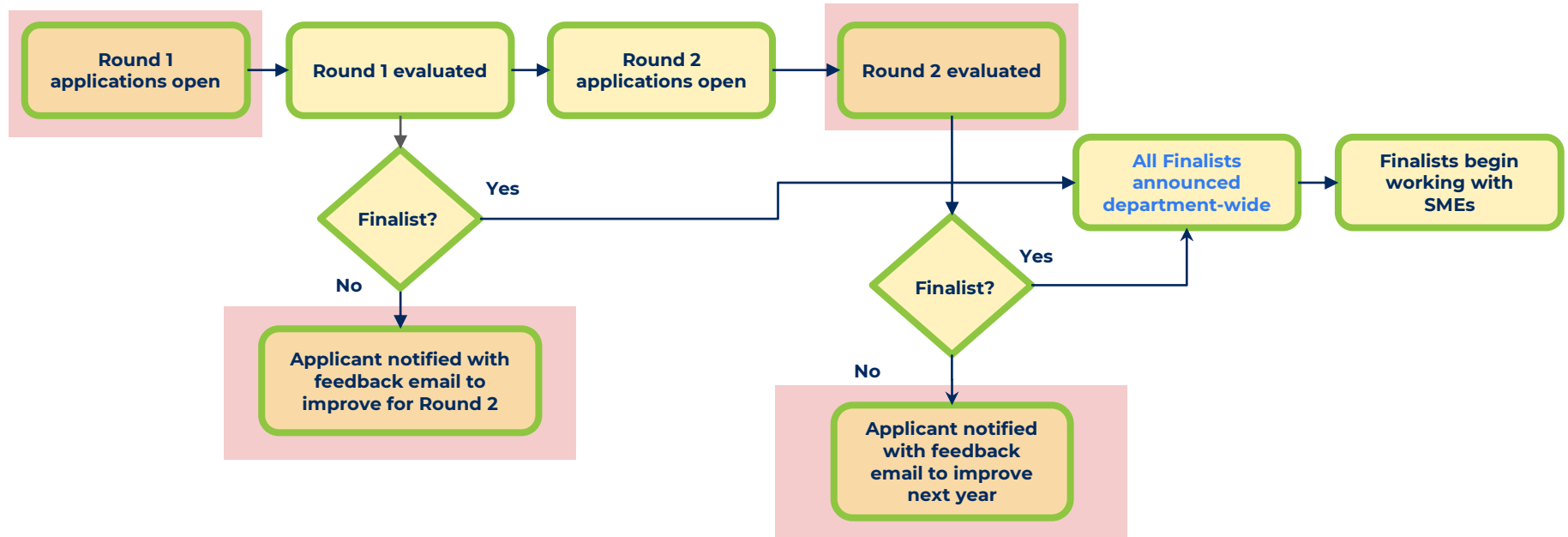
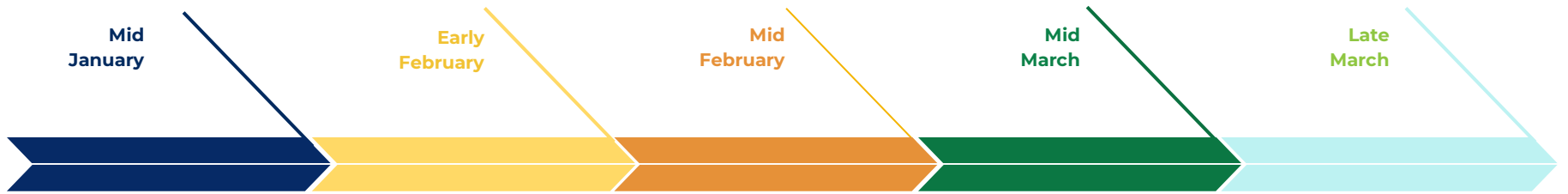
# Thank You!

Questions?



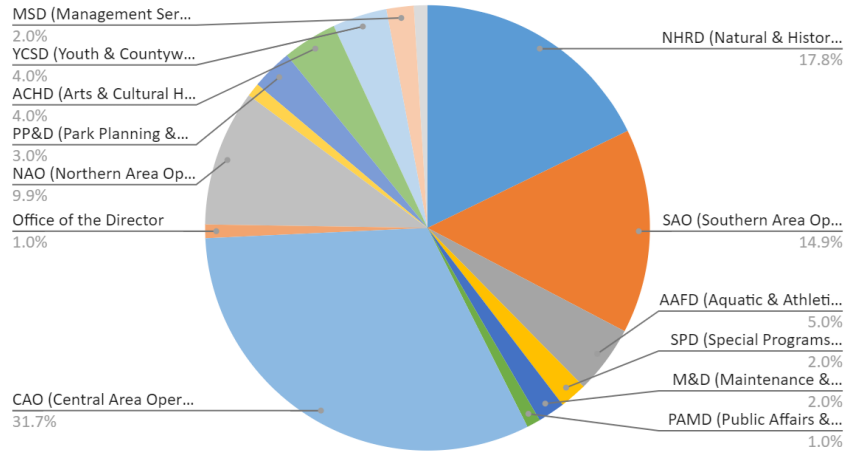
# Appendix

# Appendix A: Eyes Have It Process Flow

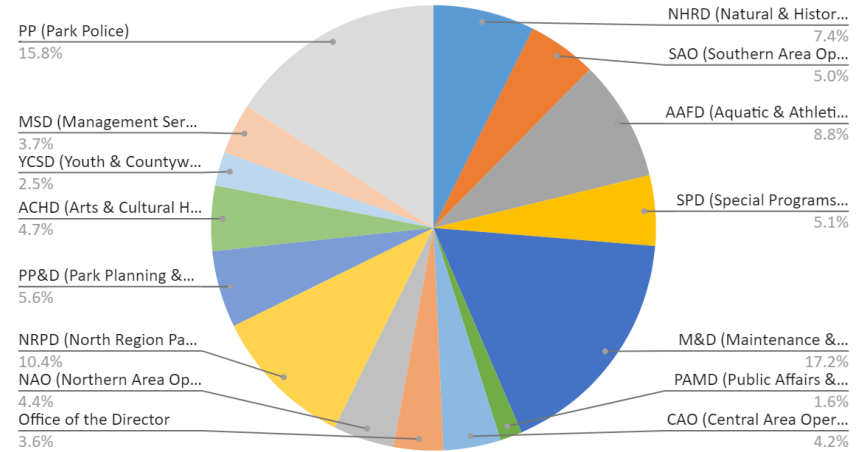


# Appendix B: Applications Per Department

## Applications



## Population



### Not Listed:

IT & Communication Division  
Southern Region Parks Division

Median Application Rate: 2%  
Mean Application Rate: 10%

## Appendix C: Application Data

Division	Applications	Population	Applications Per Division
NHRD (Natural & Historical Resources Division)	18	78	23.08%
SAO (Southern Area Operations)	15	53	28.30%
AAFD (Aquatic & Athletic Facilities Division)	5	93	5.38%
SPD (Special Programs Division)	2	54	3.70%
M&D (Maintenance & Development)	2	182	1.10%
PAMD (Public Affairs & Marketing Division)	1	17	5.88%
CAO (Central Area Operations)	32	44	72.73%
Office of the Director	1	38	2.63%
NAO (Northern Area Operations)	8	47	17.02%
NRPD (North Region Parks Division)	1	110	0.91%
PP&D (Park Planning & Development Division)	3	59	5.08%
ACHD (Arts & Cultural Heritage Division)	4	50	8.00%
YCSD (Youth & Countywide Sports Division)	4	26	15.38%
MSD (Management Services Division)	2	39	5.13%
PP (Park Police)	1	167	0.60%
IT & Communication Division	0	31	0%
Southern Region Parks Division	0	111	0%
	99 <- Total		
	Total Pop ->	1199	
Without the three top performing depts	34		



## Appendix D: Deloitte 2020 Global Marketing Trends

Diana O'Brien, "Purpose is Everything" *Deloitte Insights*, October 16, 2019:

Purpose-driven companies witness higher market share gains and grow three times faster on average than their competitors, all while achieving higher workforce and customer satisfaction.

### **Purpose is a core differentiator.**

Purpose-oriented companies have higher productivity and growth rates, along with a more satisfied workforce who stay longer with them.<sup>5</sup>

**Our research shows that such companies report 30 percent higher levels of innovation** and 40 percent higher levels of workforce retention than their competitors.<sup>6</sup>

**Deloitte.**

## Appendix E: Harvard Business Review Business Writing

Vanessa K. Bohns, “A Face-to-Face Request Is 34 Times More Successful Than an Email,” *Harvard Business Review*

“In one study, we had 45 participants ask 450 strangers (10 strangers each) to complete a brief survey. All participants made the exact same request following the exact same script; however, half of the participants made their requests over email, while the other half asked face-to-face.”

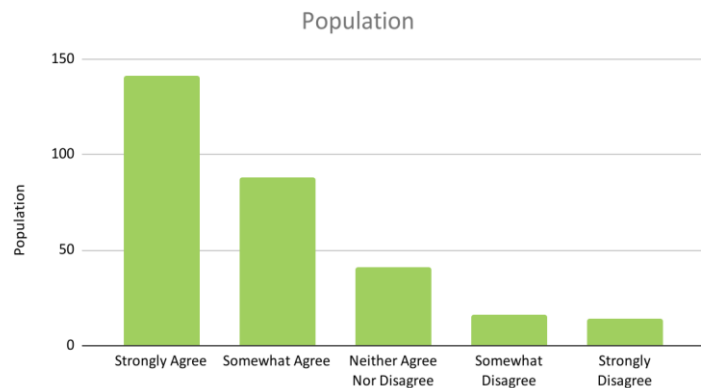
We found that people were much more likely to agree to complete a survey when they were asked in-person as opposed to over email.

Face-to-face requests were 34 times more effective than emailed ones.

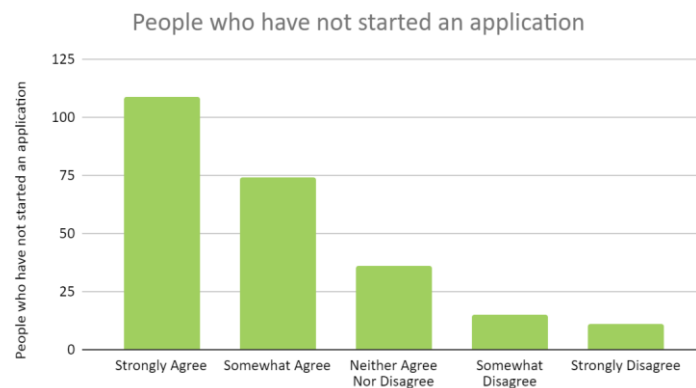
When we replicated our results in a second study we found the nonverbal cues requesters conveyed during a face-to-face interaction made all the difference in how people viewed the legitimacy of their requests.



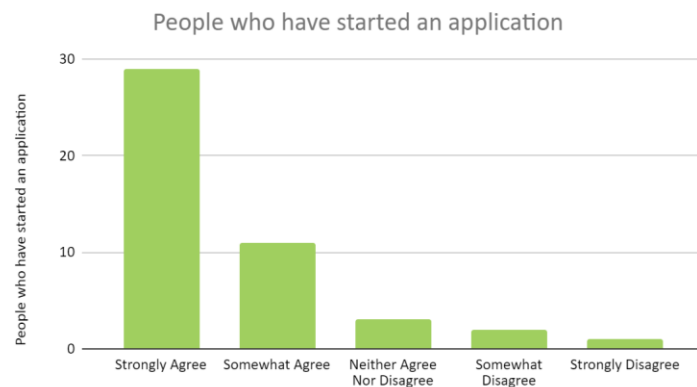
# Appendix F: Are You Encouraged to Do Better?



I am encouraged to find new and better ways to get things done



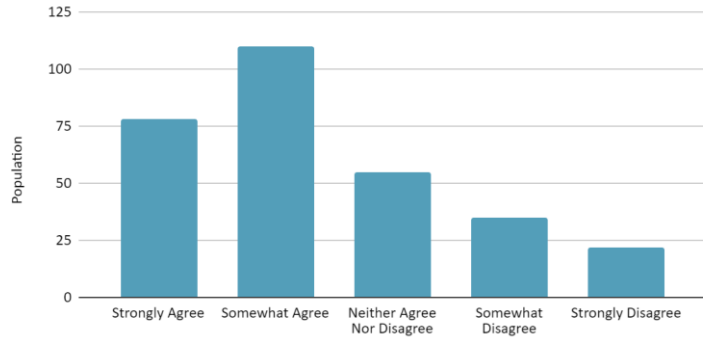
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I am encouraged to find new and better ways to get things done

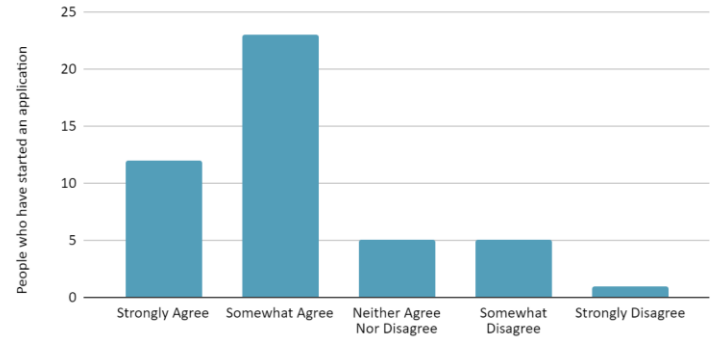
# Appendix G: Does the Department Listen?

## Population



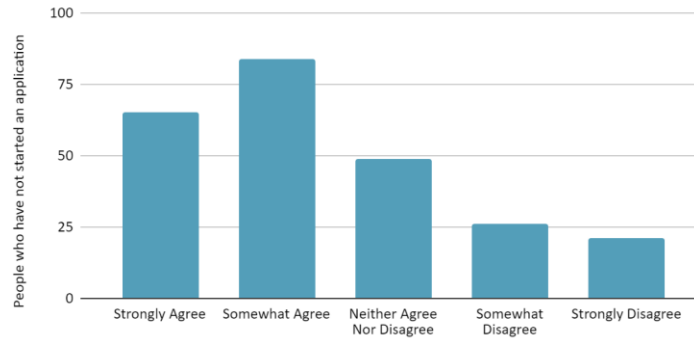
Department leadership listens to my ideas for improving operations.

## People who have started an application



Department leadership listens to my ideas for improving operations.

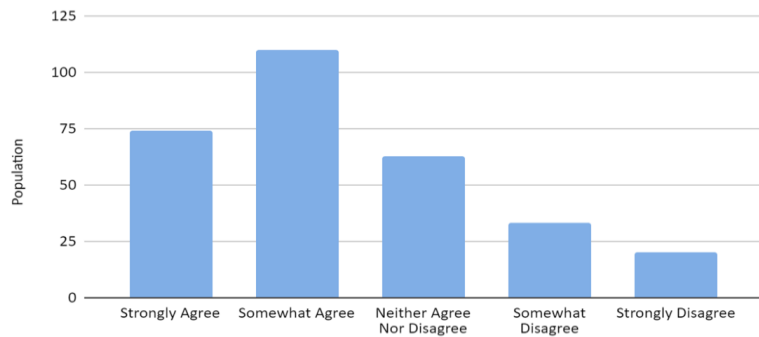
## People who have not started an application



Department leadership listens to my ideas for improving operations.

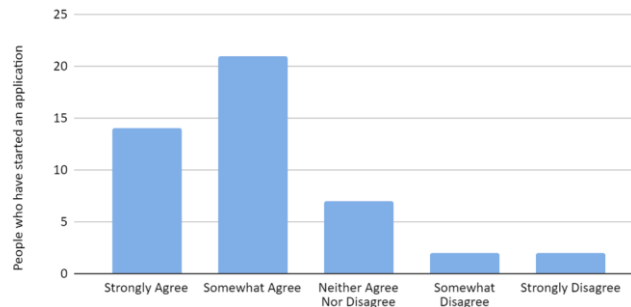
# Appendix H: My Department Innovates

## Population



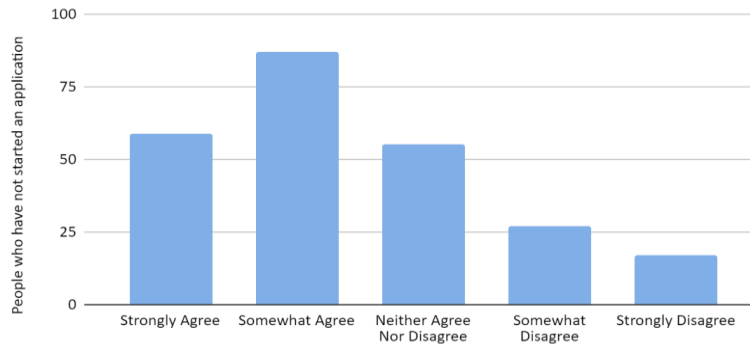
The Department demonstrates a high level of innovation.

## People who have started an application



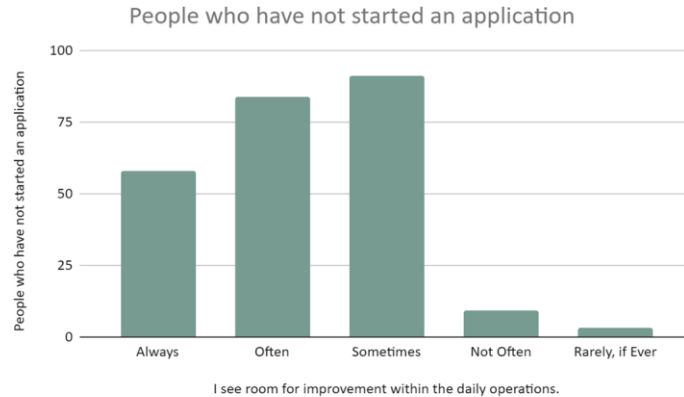
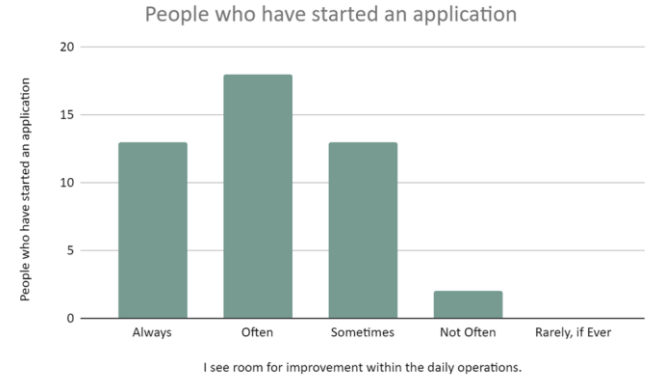
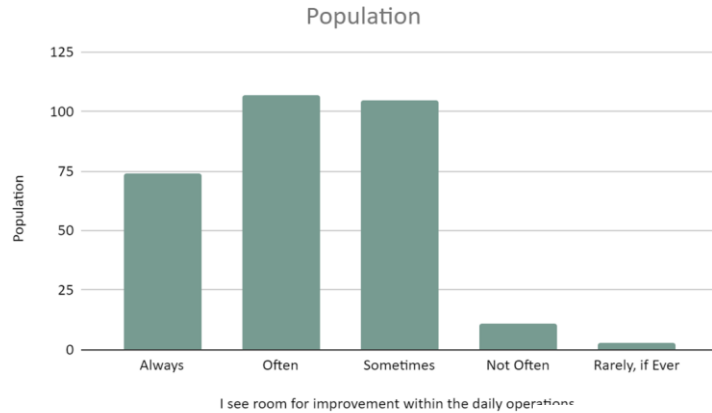
The Department demonstrates a high level of innovation.

## People who have not started an application

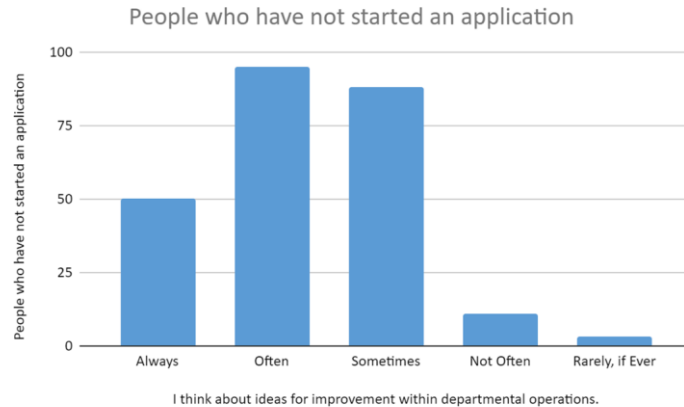
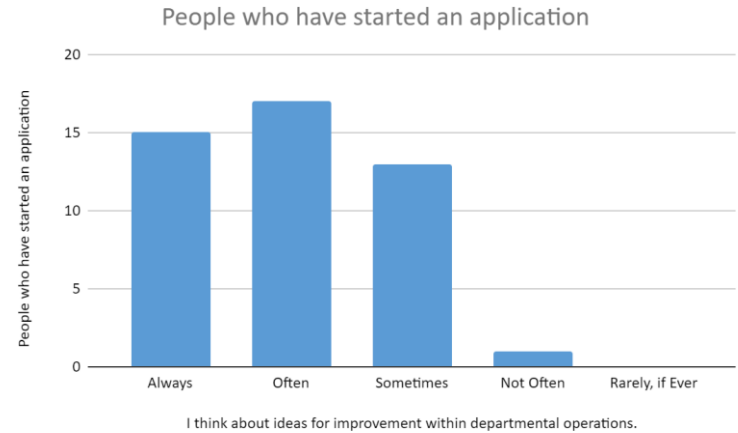
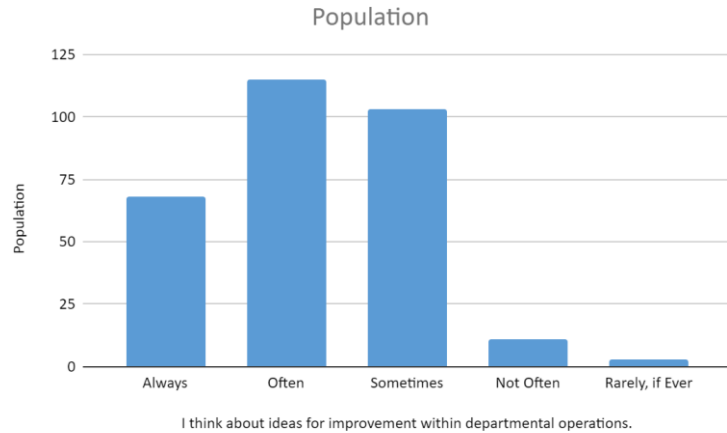


The Department demonstrates a high level of innovation.

# Appendix I: Do You See Room for Improvement?

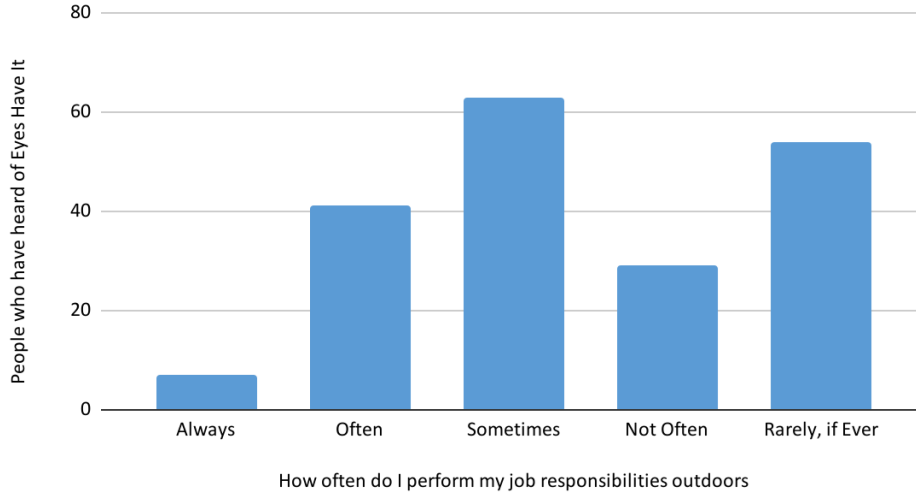


# Appendix J: Do you think of ways to improve the department?

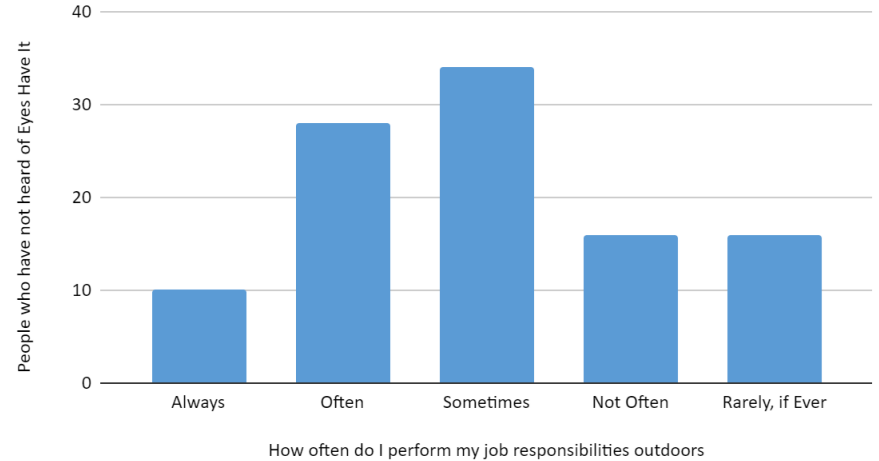


# Appendix K: How often do you perform your job outdoors?

People who have heard of Eyes Have It



People who have not heard of Eyes Have It





# Appendix L: Re-branding Guidelines

These guidelines will include:

Suggested logo and tagline redesign

Call to action approach (flyering, marketing language)

Purpose-driven marketing strategies

Marketing analytics tracking suggestions

