

**Iowa DOT Strategic Plan  
Performance Management Implementation Team  
Feb. 26 (11 a.m. to Noon) Meeting Notes  
Engineering Conference Room**

Attendees: Garrett Pedersen, John Hart, Dave Putz, Jon Makovec, Alex Jensen, Kate Murphy, Chris Andersen, Corey Lorenz and Vicki Stamper

Absent: Matt Haubrich and Mark Lowe

- 1) Comparison of work plan outline to common PM implementation processes (Dave)
  - a. Information handed out is on the "W" drive.  
W:\PerformanceTechnology\StrategicPlanning\Performance Management Initiative\Perf Mgt Team - 02-26-15 Mtg
  - b. Core process was the same.
  - c. We need to know what we are trying to measure: mission, objectives, purpose, and goals.
  - d. After we understand work that is involved and goals to achieve along with what it means to be responsible with the goals you have, then we can determine measures. Measures are the start of the game and now we need to collect, store and use data; how do we analyze; share it (internal and external); meet goals.
  - e. Core as shown in handout – specific to steps and processes to determine measures; which is start/part of how we measure our goals; in-depth initial review of this is the way we have always done it; it is part of the discussion once you document what you have; don't rely on/confirm; develop good measures, even use good measures already in place; review part/baseline assessment is part of the work but it is driven and encapsulated in the first few steps of a process to develop a measure.
  - f. Second one is maturity model: to do something requires XYZ things; variances because what has occurred/is occurring already; guide our questioning.
  - g. Gap analysis is going to be occurring at the mid-point of the process, so is this necessary up front?
  - h. North Carolina contact – Dave will look into this.
  - i. Consultant support: if we can make a good case for this; identify a legitimate need for consultant support, Management would support. Don't want to lose ownership of this process; we need to assure that it is our process, we are just asking for help from a consultant to implement. We don't want consultant to come in and take over; could be included in the work plan with the RFP.
  - j. Giving Management Team some different options for implementing. Dave will have Matt check with his contacts; John Selmer is on an AASHTO committee so maybe he would have some contacts for us.
  - k. Support to units as process moves forward; training will need to be a part of process,
  - l. Focus on what we want to happen; not how we do it. Use our present staff (those who do training already or have an interest in training) to do the training.
    - i. Need to layout the pros and cons; lots of different right ways to do this.
  - m. We have to know the direction we as an organization want to go; need to determine what is important to measure to be successful; then we need to identify the responsibilities.
  - n. Base line is incorporated in the process not just at the beginning department wide.
- 2) Tentative: "Dos and don'ts" of developing and implementing performance management systems
  - a. Will discuss at next meeting

- 3) Volunteers for various work plan components
  - a. We all need to take a part of this and take the lead to accomplish the task at hand.
- 4) Communications update
  - a. Chris Andersen
    - i. Blog posts are being reviewed and should be ready for distribution soon.
    - ii. This graphic will be used in the Transportation Matters blog posts and when the Strategic Plan is referenced.



- iii. This graphic will be used in the Transportation Matter blog posts.



In future meetings, we will discuss the how to visually present our preferred performance management model and information for future update blogs.

- 5) Next steps
  - a. Finalize modifications to work plan outline and assign initial content development.
  - b. Exercise: Map internal examples (e.g., salt dashboard) to our preferred model.
- 6) Next meeting: Monday, March 16
  - Dave: do and don'ts; summary of information (pros and cons)
  - Kate: a list of questions to ask North Carolina
  - Final Draft Outline – start developing and building out
  - Mark Lowe: are you comfortable where this committee is headed?
    - o Alex will check to see if Mark can attend the March 16 meeting; if not, we may need to reschedule.
  - Dave asked that the committee look at the information he provided and give him feedback on how it is put together and usefulness of information/right information to get to a performance measurement process.

Other items of discussion:

- 1) Finalize outline in draft form by Mar 16 or Apr 7 meetings
  - Develop content; conversation will continue.

- Meetings will involve:
  - o Reviewing and discussing draft content
  - o Ongoing education for the committee
  
- 2) Exercise by this committee to use preferred model to see how it works with an actual process.
  - Corey suggested that we map the salt dashboard concept and its linkages to our preferred model.
  - This exercise will educate us and by documenting it, we can incorporate it into the work plan. This would be a great learning tool for others.
  
- 3) Work assignments
  - The Management Team has deemed this endeavor as important to the organization and consequently, we all should be allowed time from our busy schedules to help accomplish this endeavor.
  - We need to be smart how we organize the work.