

**Iowa DOT Strategic Plan
Performance Management Implementation Team & Strategic Communications
7-15-15 Meeting Notes**

Attendees: Garrett, Dave, Corey, Matt, Jon, John, Alex and Vicki
Absent: Mark and Kate

1. Immediate communications efforts (Andrea Henry and Tracey Bramble attended)
 - a. Available options
 - i. Short term communication (mix of high level in terms of why we are doing and what we have done as a group) and performance management uses in day to day work projects.
 - ii. Blog is best option for telling a story; can attach pictures, sound clips and videos. Add some interest/graphics, etc. Andrea thinks this should be primary form of communication but also suggested Yammer and the conversation it creates. Maybe a question and answer session – MVD had a Yam Jam and that was successful. Blog: these are still concepts evolving and work teams will continue to develop and implement performance measurement practices.
 1. Comfort level of Yam Jam/question and answer session? Group approach: Mark Lowe and/or John Selmer should sit in on this along with committee members.
 2. Once plan is finalized: Blog Post – 1st one: team has produced the report, here is the one page summary along with what is happening next. Then a separate blog page that is the one pager with examples so people understand how it is affecting them.
 3. Tracey will pull some information from the plan the team has done (product, next steps, high level process)to develop the summary document.
 - iii. 1,000+ employees in the field – not all of them have computers so how do we reach them? They are not utilizing blog so we need to make sure we consider this in the communication avenue we decide upon.
 - iv. Summary document needs to be distributed to each employee.
 - v. When meetings are held in the field, the strategic plan should be part of the agenda.
 - vi. October Leadership Development Conference will present this concept to a large group of employees. Start with feeder questions so discussions are already going forward. The implementation team needs to be in place before this conference so the team is getting feedback from staff first hand.
 - vii. In the absence of information, people make up their own. So we need to communicate what we are doing with performance management and why and how it relates to each employee’s work tasks.
 - viii. Keep it simple -- What do I need to do today, what has happened in the past and how will it affect my future job duties. What do I need to do?
 - ix. We are all striving for some desired outcomes and each of our duties need to tie into/relate to the desired outcomes throughout all levels of the department.
 - x. Communicate that progress is still being made. Management Team is reviewing and the nuts and bolts will be included; we need to develop the content of information out of the report; vertical alignment: what you do is supporting

something; we aren't just doing stuff to be doing stuff; are we hitting the target; if not, are you getting the support you need to accomplish the desired outcome? Do you understand the desired outcome/goals?

- x. Cascading model, vertical and horizontal alignment. We have to have some concrete/actual work that explains these items.
 - xii. Can we start with having people explore where they belong and how what they do affects the big picture? What do we do, should I be doing something else, how does what I do affect my wo-workers, office, division, and DOT as a whole?
 - xiii. Examples: Maintenance salt dashboard and MVD call center
 - xiv. Concern that we won't have buy in because of complexity; concern with consultant concept;
 1. We need to make sure everyone understands why we are looking at a strategic plan, performance management plan;
 2. Consultant portion: we don't have the staff/expertise to do this; everyone is busy.
 3. Concern about asking everyone to cut their budget in every area but yet we are going to hire a consultant:
 - a. We are hiring a consultant so staff can continue to do their job;
 - b. Help create efficiencies so we can be more successful;
 - c. Long run it will save us money;
- b. Mix of high-level content (e.g., our effort) and specific content (e.g., cascading model)
2. Development of single-page, front/back summary
 - a. Two Page:
 - i. Summarize/definition of performance management ...using information to improve your work.
 - ii. Framing/applying down to work unit.
 - iii. Cascading model graphics along with narrative explaining.
 - iv. There is a lot of work to do to implement. So what can work units do now? Employee can look at what he/she is doing and why I do it the way I do?
 - v. For further information, go to website.
 1. Strategic Communication will develop and distribute to this committee.
 - b. Include Page 8 cascading model.
 - c. Then turns into blog, talking points, etc.
 - d. More specific information in the blog.
 - e. Information should include location to see the "plan."
 - f. Example on second page/backside.
 - g. Don't include detail consultant support.
 3. Final work plan edits to Chris Andersen in Strategic Communications
 - a. Page 11: IT-related factors
 - Working on IT and data systems portion of Factors Section (see attached)
 - Get some specific information/wording back to Annette
 - b. Page 21: "Validation" language
 - Validation process is most important to vertical alignment.
 - Use the word "confirm"
 - Use validation in explanatory text.
 - c. Other miscellaneous clean-up
 - d. Give Management Team one last review and final approval of this plan.

- e. Consultant portion: Who will determine? Management Team will have final say. Hinges on how soon MT wants to implement this plan; the shorter the implementation timeline the greater need for consultant; Implementation Team first task about what their tolerances are and here are the specific implementation plan steps.
 - f. Concern was expressed about the possible use of consultant support. How will staff react to the hiring of a consultant? Will it put a negative spin on the plan? If we don't include the consultant portion, then we should totally remove the issue of resourcing from the plan.
4. Next steps
- a. Above
 - b. Leadership Development Conference planning
 - i. Strategic Plan Guidance Team has taken over content.
 - ii. Garrett will lead a breakout session.
 - iii. David is doing the planning portion in a breakout session.
 - iv. Management Team will be doing a Q&A session at the end of the day.
 - v. Paul is doing one large group session.
 - vi. John is doing the other large group session.
 - c. Hand-off to future committee: David will talk to John about team members and transition to the next team. Management Team will need to appoint the next committee's members and tasks.
5. Next/final meeting: Monday, August 3 at 11 am to 2:30 pm Admin. 1st Floor South Conference Room.

Notes: May sure we as a Committee don't undervalue what we have already done; yes there are still areas that need "polished" but we have developed the framework/foundation for this plan to be successful.

Tracey: What has been done; foundation of what is going to be built on top; will keep building and each of us have a part in the building; need to portray that the work that has already been done is important; yes there needs to be more decisions made but here is the foundation. We have developed/identified a concept based on cascading, vertical and horizontal alignment; basis of how each office will be involved to see how their role fits into the overall plan. It is not developing the measure; it's about the mindset of how and why we do what we do. It is the framework; now that I understand the plan and my part, here is how we will proceed.