

Strategic Plan Performance Management Implementation Team  
Sept. 22, 2014, meeting notes

Attendees: Annette Dun, David Putz, Garrett Pedersen, Jon Makovec, John Hart, Kate Murphy, Alex Jansen, Corey Lorenz, Jon Hart, Mark Lowe, and Vicki Stamper

Absent: Matt Haubrich

**Review: Responsibilities of the performance management team**

- A. Primary responsibility is to develop “how” to get Management Team’s “what” accomplished.
- B. Mark Lowe is the Management Team liaison.
- C. David Putz and Matt Haubrich will be subject matter experts. David will facilitate as needed.
- D. Schedule and run own meetings. Work with liaison to determine when to meet with Management Team.

**Review: Performance management initiative – Management Team’s deliverables**

- A. Know our performance through all levels of organization.
  - 1. Work within smarter, simpler and customer driven.
  - 2. How do I learn my job well enough to improve it?
  - 3. Accomplish this at every level of the department.
  - 4. Not being afraid to share our shortcomings with others so we can improve.
  - 5. Work plans that we will hand to implementation teams to get work done.
  - 6. This is a “how we do it” team.
  - 7. Ways to get deliverables achieved in the department.
  - 8. Each office/division has a measurable.
  - 9. Measure vs. standard: We are not going to set standards of performance immediately.
  - 10. Goal: measure, goals, time frame.
  - 11. How measure will be used over time.
  - 12. Frame work and evaluation of alignment.

- B. Accessibility of information to all employees – transparency.

How do I get smarter about my work? Each employee needs to know their job and how it affects the whole DOT.

- C. Determination of baseline.

Using information to know where you are currently.

- D. Effective use of information that guides decision-making, follow up on the results.

Determine and communicate practices.

- E. What are the top measures for the agency?

- 1. Top measures identified; intent is not to create the measures.
- 2. Management Team’s role is to guide.
- 3. What practices and procedures should Management Team use to determine the measures?
- 4. Each division/office knows the tasks they need to deliver. How do we measure? How do we know you are delivering what needs to be delivered?

- F. How do we develop competency and capacity to do performance management? What training and resource needs are required?
1. How do we flip the switch from “I don’t want to know what my performance is” to “I want to know what my performance is.”
  2. Tools, data, and system sides; but also how we bring up competencies and measure them.
- G. Using performance management to get used to working on the “right things.”
1. Comes with time.
  2. If you try something and it doesn’t work, it is a step toward success. If it didn’t succeed but now you know it doesn’t work, take the next step and try something else.
  3. Learning how to align work means being able to align to whatever you want.
- H. Tools/Measures that show whether efforts align with department objectives. Analytics tools.
1. There are department objectives and areas to focus on.
  2. How do we know we are going in the right direction/toward the goal?

**Questions/Discussion items**

- A. What have we attempted in the past? Why we were not satisfied with the outcomes?
- B. How does this connect/relate to other measures already underway (i.e., performance Web page)?
- C. Is it the idea to bring all dashboards/performance measures that offices presently have together?
- D. We are in an improvement cycle right now. What is our current state?
- E. Current condition? Great unknown? Vision performance measure?
- It is not a straight line but a series of next steps.
  - First task is to figure the next step.
  - We are just starting “the knowing” of our current condition.
    - So we can make some decisions to move forward.
    - Build a baseline of knowledge. If today you started asking questions, what would you ask?
    - Generate ideas and regularly check in.
    - Need more perspective and hands on deck.
    - What is time frame?
    - Do we build steps into our work plan for management?
    - Awareness and buy-in.
    - Institutional history. What systems are now supportive of each other?
    - We need to develop both the people and the process side.
    - Change will be one of the hard parts.
    - Specific building blocks – contact with David or Matt to provide you with what you need for background.
    - Build a mindset.
    - Think through the ways things can/should be done. How can we be successful?

- F. Is it all right for this group to go back to Management Team to make sure we are meeting their instruction/direction and the vision and outcome(s) they want? How do we direct future items/issues to meet Management Team's vision?
- G. Approach is being changed because one way will not work for every location. We want to choose an area to try to develop and implement change so it has an impact on the organization.
- H. Deliverable question: Is this something to be consumed internally or is it for within the department and potentially going out to external customers?  
  
It is for both. It is translatable to all people (can't be DOT talk).
- I. What would public say the purpose of your office is? Have do you accomplished this purpose?
- J. Do we have information from other states and how they do it?  
  
David will send the team members links to this information.
- K. This has to be for every area of the DOT.
- L. How are things interpreted by the public? How do our actions matter to the public? We have to put something out there that matter to the public and they can see we have improved.
- M. We need to allow for growth and implementation. We need to involve and engage the staff to get impactful information for the DOT.
- N. The starting process will help us get there. The first measure will not necessary be "the one," but it did start the process. Measure systems will improve and expand over time. Once we get comfortable and underway with one item, we shouldn't be afraid to expand and set new measures.
- O. Information will be flowing back and forth from this implementation team and Management Team continuously. We need to come up with a general approach and listen to Management Team and ask our questions.

**The next meeting with the Management Team** is scheduled for Sept. 29 at 10 a.m. in the Director's Conference Room. This is a time to ask our questions and get feedback. This has since been moved to Oct. 6 at 9:45 am.

- What are Management Team's expectations?
- What is the time frame?
- As a team, how comfortable do we feel about our understanding of what performance measurement means, what accomplishments are expected, and how do we accomplish it?
- The starting point is a work plan or what needs to be accomplished and understood through this committee.
- Shift into a survey? A survey may be part of what this team needs to do to understand current condition(s). Ask questions to the key players in face-to-face sessions – dialogue – so they are part of the plan from the beginning.
- Need to ask valuable questions regarding current condition(s).
- Culture and use of the information is the real piece needed to make these part of the performance measure.

**Dave's to do list**

- Links to other states' best practice – examples of how other DOTs are doing business.
- More information is better; we can filter out what we don't need to know.
- What measurements are going on within our department now?

**Team leader for this team**

- Need one person or two co-chairs.
- Please be thinking about the success of this team.
- Who would be the best person or persons to lead the team for the betterment of the organization?