

**MANAGEMENT TEAM (MT)
and
STRATEGIC PLAN PERFORMANCE MANAGEMENT (SP-PM) TEAM
OCTOBER 6, 2014 MEETING NOTES**

Comments / Discussion:

- 1) Build connection and partnership between MT and SPPM Team
- 2) SP-PM Team needs to identify deliverables
- 3) Garrett has agreed to serve as the team leader for the SP-PM team
- 4) Paul asked what was the uncertainty of the team?
 - a. Specifics of what PM looks like (uses, measures, etc.)
- 5) We need to answer "How do we get there?"
- 6) What is the journey/pathway to get to our goals? This is being done in a lot of ways throughout the department. We need to sift through and determine how we will develop a frame work to be used by the department on each issue.
- 7) Measures are going to change.
- 8) How do we make these measures flexible and evolve into the next step?
- 9) Get us started down the path of an overall understanding of PM throughout the department.
- 10) How do we bring offices, divisions together?
- 11) Don't get catch up in a set of measures.
- 12) Two pieces:
 - a. External: speaking to external audience about our products and services.
 - b. Internal: what is our major focus; how do we measure it. Internal staff needs to understand our external message and products.
- 13) We are not identifying measures or target setting as part of this effort.
 - a. How to develop a measure.
 - b. Encourage measures in a healthy way.
 - c. Influence the process.
 - d. Make it part of the culture.
 - e. Well managed processes will allow the targets to figure themselves out.
 - f. Workforce is being a part of this framework of PM.
- 14) This process will not be used for investigation of employee conduct; not a way to terminate employees. If there is fear involved, the measure won't work.
- 15) Work unit teams needs to come up with the measures. Don't define measures for the work units.
- 16) Development of a strong performance management culture in the department will have great outcome; how do you measure your own performance; how are you growing and succeeding?
- 17) Are we measuring the right things?
- 18) How do we keep PM in the forefront in all activities at the DOT?
- 19) We need to be actively using measures in daily tools.

- 20) Bring PM down to the work group; easier to managed as a small group; see successes in small areas and build upon them.
- 21) Timeline for this team: June 2015
- 22) We need to answer questions of what PM is; determine work statement focus;
- 23) People have to see it continuously evolving to want to continue utilizing process/measure.
- 24) Not every PM will affect every area/employee at the same time.
- 25) Hopefully people will see what direction we are going and want to build on their own work units.
- 26) How are we going to communicate to the employees what this team is doing? Through communication updates via the website, blog, yammer, etc. We will post meeting notes on the website.
- 27) This team is to pick milestones and send to all employees; this is where we are at and this is where we want to be. Steps that get us to our goals.
- 28) Expressed concern that people feel it is a way to eliminate their position because it has been used in this way before. This is not the intent of this team's mission.
- 29) Don't mandate tools but inform how to do PM and help small groups mobilize; have reference information available for them to utilizing in their journey.
- 30) Does the measure add value or are we just measuring to measure.
- 31) Encourage two way dialogues with other groups.
- 32) Team asked: do we need to do comprehensive assessment of what is being measured now? Is this part of this Team's task?
 - a. Response: Don't ask for more information until a framework is established. Most employees don't see measure now; measures need to be used for improvement.
- 33) Due to the limited effectiveness of current PM practices, the committee should guard against allowing assessment of current conditions to overly influence this effort
- 34) Need to provide framework so employees know what to ask to continue a process or start a new one.
- 35) An example: PM needs to be part of new employee orientation. New employees need to be told here is our PM, how do you fit into this? What strengths and weaknesses exist?
 - a. Develop an implementation component
 - b. The effort needs to be presented using words and terms that the average individual can relate to.
- 36) Performance is setting your mindset so you don't make excuses; don't go with that is just the way it has always been done, doesn't matter what I do anyway, etc., attitude.
- 37) Need to check culture of organization by June 2015.
- 38) We have to put in terms that everyone will understand; approach this as how do you measure your own successes; how do you know you are successful and growing; has to be an active process; get feedback and set our own goals that align with your office/division/department measures.
- 39) We have to have employee buy-in.
- 40) We have to align to something; part of the work needs to come from top down and other part needs to be from bottom up; identify results;

- 41) Need to have the whole organization moving in the same direction. We need to keep checking ourselves along the way. There will be MT influence but we have to have employees moving forward and measuring/evaluating their own processes/tasks.
- 42) Office need to have significant influence in what is making each office successful or not; measurement need to be done at many levels.
- 43) How will employees know if what direction the office is going is in alignment with organization's overall goals? - The better we are at PM, the more it allows the agency to adapt and align to the goals.
- 44) This is at the office level (not down to individual performance evaluations).
- 45) The PM process is about improving the DOT as a whole. Have a better work place/environment and a better outcome.
- 46) We don't want employees working in fear. Our product and services will be better if they know the process and why we are doing what we are doing.
- 47) If we start at the staff level, we will get more buy in. Show how the plan is applicable to them but not included on their IPPE.
- 48) We don't have a culture at which we can hold each other accountable without retaliation. There needs to be trust between employees themselves and employees and management.
- 49) Employees have been through this sort of stuff before and we will need to present performance management that lets employees experience success through their own actions and efforts for them to have buy in.
- 50) This Team will meet with the MT when needed.
- 51) Team is to identify deliverables and get stages established and bring back to MT for review.