

**Iowa DOT Strategic Plan
Performance Management Implementation Team
Dec. 15, 2014 Meeting Notes**

Attendees: Dave Putz, Matt Haubrich, Garrett Pedersen, Kate Murphy, Alex Jansen, Annette Dunn, Jon Makovec, and Jon Hart

Absent: Corey Lorenz, Mark Lowe, Chris Andersen and Vicki Stamper

1. Communications
 - a. Plan to close the loop with Chris Anderson to invite Strategic Communications to contact us when they are ready to do a blog update on this effort.
2. Cascading model: North Carolina DOT's example
 - a. Dave explained why a direct side-by-side comparison of various frameworks may be challenging. Dave and Matt will plan to work on some sort of comparison document in the near future.
 - b. Dave provided an in-depth presentation and a number of handouts related to NCDOT's cascading performance measurement system. Dave indicated that Ehren Meister with NCDOT has been contacted for more detail regarding NCDOT's system.
 - c. Dave described the model as providing vertical alignment through the cascading system, but noted the alignment/application went to the employee level, which we will not be doing. This alignment was illustrated through a "layer of performance management" visual that used the concentric rings illustration rather than the pyramid (hierarchical). The team liked this visual.
 - d. NCDOT has a set process with flexible measures that are re-examined annually.
 - e. Garrett requested that we ask our NCDOT contact for more information regarding the annual work plans that are developed, how they are used, and how they relate to annual reporting.
 - f. The team found a lot of value in an illustration that used safety as an example for showing how the cascading model is used at NCDOT. Generally, there seems to be a lot of interest in the applicability of this model to Iowa DOT.
 - g. Kate requested that we look into whether or not we have any peer states that utilize this model, noting that NCDOT is a much larger organization than Iowa DOT.
 - h. Some questions were asked related to the use of weighting for individual measures. It appears that NCDOT only utilizes the weighting in individual employee performance measurement, which would not be applied at Iowa DOT.
 - i. There was extensive discussion related to applying performance measurement to a level low enough that the individual employee could relate and buy-in, without actually applying it to individual performance. Generally, there is agreement that it should apply down to the functions of each work unit.
 - j. Alex was interested in learning whether or not NCDOT was using custom software to manage the communications aspect of their performance management system.
3. Workplan concept: Thoughts from Mark Lowe/Management Team (tentative)
 - a. No feedback yet, but plan to schedule a catch-up meeting with Mark in the next couple of weeks.
 - b. Team agreed that feedback is necessary before proceeding further with the concept.
4. Next steps
 - a. Address work plan feedback from Mark Lowe/Management Team
 - b. Incorporate consideration of recommended framework(s) into draft work plan.
5. Next meeting: Monday, Dec. 22 at 11 a.m.

- a. Meeting date and time is tentative pending additional feedback on the workplan concept.