PUTTING PERFORMANCE MANAGEMENT & TEAM DEVELOPMENT TO WORK FOR LOCAL GOVERNMENTS
Performance management is the systematic process by which an organization involves its employees in improving organizational effectiveness in the accomplishment of organization’s mission and goals.
The Challenge
PERFORMANCE & ENGAGEMENT REALITIES

- Employees expect to be heard: 44%
  - of exited employees believed their opinion was NOT valued

- Employees expect to be coached: 78%
  - of disengaged organizations leverage a traditional performance review

- Employees expect real-time feedback: 71%
  - of employees prefer immediate feedback even if it’s negative

- Employees expect to meet regularly: 91%
  - of employees prefer to discuss their performance more than once a year
Response to Problem

Must... have... BEER!
The Underlying Challenge
“Ideas are easy. Execution is the hard part.”

– Andy Grove, Former Chairman of Intel Corp.
TODAY’S TALK

PERFORMANCE MANAGEMENT

A PROCESS

Best Practices

Features / Pricing

Local Gov’t Examples

A SYSTEM

A FOCUS

Features / Pricing

Local Gov’t Examples

Best Practices

A PROCESS

InnerComm
OKR Methodology

Discipline or process for setting, clarifying, measuring, communicating, tracking and rewarding key goal attainment.
Local Governments are Adopting Performance Management to Improve Execution

Fulton County, GA
Decatur, GA
Clayton County, GA
Milton GA
East Point GA
Fayetteville, GA
Stockbridge, GA
Rockdale County, GA
Scottsdale, AZ
Peoria IL
Tempe AZ

Ft. Lauderdale, FL
Arvada
Ft. Collins, CO
Durham, NC
Charlottesville, VA
Olathe, KS
San Bernardino County, CA
Seattle, WA
College Park, MD
Sahuarita, AZ
Today’s Strategic Performance Management

Visual

Easy to Use

Goal Alignment

Affordable

Publicly Visible
What we’re not talking about…

HR-IS System

Project Management Software
objectives for me

53% Overall progress

This Quarter
Oct 1, 2015 - Dec 31, 2016

Due this quarter

- Improve Communications
  - Organization: Bill Stark
  - Last check in 1 month ago
  - 56%

- Grow Economy of Community
  - Organization: Bill Stark
  - Last check in 1 month ago
  - 70%

- Improve Quality of Life
  - Organization: Bill Stark
  - No check-ins
  - 53%

- Invest in Transportation
- Improve Government Efficiency
- Purchase, Install and Test new SCADA System
Police Department Example

Increase community relations and crime prevention.

Aligned Objectives

- Quality of Life
  - Increase community relations and crime prevention.

People (1)

Owners (1)

Captain OPS

Progress

- 23%

Key Results (8)

- 10 Educational seminars per month starting June 1, 2017
  - 10%
- 6 Trail patrols per month beginning June 1, 2017.
  - 50%
- 1 new Neighborhood Watch Group each month beginning June 1, 2017.
  - 10%
Strategic Goals & Department Goals

**Organization Objective**

*Invest in Infrastructure - 2018*

Set on February 12, 2018

**Aligned Objectives**

- Develop Citywide Fiber Plan
- Construction of Fire Station 93
- City Hall project
- DDA Alleyway Project
- 2018 SPLOST Paving Project
- Properly fund and staff the police department
- Offer VIP experience at Southern Ground Amphitheater
- City Hall project
- DDA Alleyway Project
- In-fill development at Leavens Property

**Progress**

- 62%

**Key Results to Date**

- Develop Citywide Fiber Plan: 10%
- Construction of Fire Station 93: 43%
- City Hall project: 83%
- DDA Alleyway Project: 39%

**Strategic Focus Area**
## Reporting Example

<table>
<thead>
<tr>
<th>Objective Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Trail Master Plan December 2017</td>
<td>100%</td>
</tr>
<tr>
<td>Establish Crime Prevention/Community Relations Unit by 8/2017</td>
<td>100%</td>
</tr>
<tr>
<td>Identify Funding Source for Sewer Collection Services by 12/31/17</td>
<td>100%</td>
</tr>
<tr>
<td>New Website Launch</td>
<td>84%</td>
</tr>
<tr>
<td>Perform Cost of Community Services Study to facilitate annexation decisions by March 2018</td>
<td>80%</td>
</tr>
<tr>
<td>Ensure Competitive Salaries by Dec 2017</td>
<td>50%</td>
</tr>
<tr>
<td>Construct Fire Station 93 by 9-4-18</td>
<td>47%</td>
</tr>
<tr>
<td>Improve City Council &amp; Planning and Zoning Commission meeting efficiency &amp; processes 8/30/2017</td>
<td>46%</td>
</tr>
<tr>
<td>Review and Amend City Charter</td>
<td>33%</td>
</tr>
</tbody>
</table>
Uses for OKRs

Projects

Improve Playground Equipment

Outcomes

Safer Community: Reduce Crime 6%
Recognize Employee Successes

**Recognition Filters**

- **Excellence**: 19
- **Passion**: 6
- **Teamwork**: 6
- **Taking Initiative**: 3
- **Excellent Customer Service**: 0

**TOTAL RECOGNITION**

34

**MOST RECOGNIZED**

2 People (5)

- **Nella Cooper**: Recognized for Excellence by Carleetha Talmadge: “It is Nella’s 1 year anniversary. Thanks for all that you do! I know that your plate was full during this first year but I am so grateful that you have stayed the course!”

- **Mike Bush**: Recognized for Excellence by Carleetha Talmadge: “I would like to recognize Mike Bush for making it happen (Opening up the Doors of City Hall) and also for hanging the pictures on the wall. Awesome job.”

- **Mike Bush**: Recognized for Excellence by Ray Gibson: “Great work in receiving the Certificate of Achievement for Excellence in Financial Reporting.”
1-on-1 and 360 Reviews / Feedback

1-on-1s

1-on-1 History

IN VolVING: Bill Stark

☐ AS TEAM MEMBER ☐ AS FACILITATOR

Show more options

DRAFT 1-ON-1s

Ray Gibson
Monthly Performance & OKR Coaching Questions - May Fayetteville
May 3, 2017

Kelvin Joiner
Monthly Performance & OKR Coaching Questions - May Fayetteville
May 3, 2017

Scott Gray
Monthly Performance & OKR Coaching Questions - May
May 3, 2017

Begin a new 1-on-1

How to run a more authentic and effective 1-on-1 meeting

PARTICIPANTS
Bill Stark
Facilitator - often asks the questions
Choose a user...
Participant - often answers the questions

TEMPLATE
Start without a template

WHEN
Select a date
9:00 PM
30 minutes
Recurring

Prep new 1-on-1
### Performance Management Systems to Explore

<table>
<thead>
<tr>
<th>Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>7Geese</td>
<td>$3k yr / $150 per person/yr; 20 person min</td>
</tr>
<tr>
<td>Quantum WorkPlace</td>
<td>$16k for 150 employees / $9 PPPM</td>
</tr>
<tr>
<td>HelloTeam</td>
<td>$72-$96 / YRPP / $6-$8 PPPM</td>
</tr>
<tr>
<td>WeekDone</td>
<td>$10,800 150 employees; $1,920, 20 users $8 PPPM</td>
</tr>
<tr>
<td>ClearPoint Strategy</td>
<td>$600 / yr / pp; 20 users ~$12k</td>
</tr>
<tr>
<td>Monday</td>
<td>25 users/ $3,600 yr</td>
</tr>
<tr>
<td>Envisio</td>
<td>$15k-$20k / med-sized town</td>
</tr>
</tbody>
</table>

Other systems include AchieveIT! and Socrata
Best Practices
BEST PRACTICES FOR PERFORMANCE MANAGEMENT

3-4 per Qtr per team

Weekly Reviews

60/40 Goal Agreement

70%
Set Stretch Goals where 70% is a win

Visible Scorecard

Not a performance weapons / OKRs are Negotiated with Manager
BEST PRACTICES FOR PERFORMANCE MANAGEMENT

- Start with a simple system
- Start with Directors then Managers Later
- Commit to Leading the Effort
- Promote Goals and Progress
- Set New OKRs Qtrly with Feedback

Not a performance weapons / OKRs are Negotiated with Manager
Younger Workforce

- Data driven
- Like apps
- Appreciate recognition
- Want to know where they stand
- Seek purpose
- Want feedback
Focus / Results
Issues

- Caught in the daily whirlwind
- No team clarity / detail of goals
- No alignment to City vision
- Lack of goal review cadence
- Few measurements / KPIs
- “Silo” efforts / lack teamwork

Actions

- Adopted & trained on system
- Developed Clear Goals
- Refined vision, mission, values
- Established quarterly goal reviews
- Review OKRs in staff meetings
- Share with Council & public
Results

Greater clarity & team communication
Issues identified early
Faster progress to key goals
Council and public better informed
High performance culture emerging
Accountability growing
More urgency
The Hard Part

- Getting people to use the process
- Change / Changing behavior
- Making it stick
- Fighting the tide to “return to the norm”
Teamwork Development in Local Government
Teamwork in Local Government

- 30%+ of a day is spent in a team setting
- 50% of work is done in a team situation
- 70%+ of local government operating budget is people
The Power of DiSC®

- Based on decades of research, DiSC helps people understand how they collaborate in a team environment and how their work style affects others.

- People score into one of 4 main categories or one of 12 variations.
The Power of DiSC®

- DiSC assessments allow you to see how you relate to others.
- DiSC assessments help others know how to best relate to you to get the maximum results for a team.
- The assessment is reliably used over 1,000,000 times per year by government, business and non-profits.
The Five Behaviors™ Model

- RESULTS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST
Building Trust

Confidence among team members that their peers’ intentions are good and that there is no reason to be protective or careful around the group.
Trust allows us to say:

I’m sorry
I made a mistake
That was my fault
I need help

In essence, teammates must get comfortable being vulnerable with one another.
Turn to your neighbor and share the biggest factor in your childhood that contributed to your success in life.
The Five Behaviors™ Model
Mastering Conflict

Requiring passionate, unfiltered debate around issues of importance to the team in order to arrive at the best solution.

*Productive conflict moves the team forward*
*Should focus on the idea, not the person*
Mastering Conflict

Conflict Continuum

“Sure I’m fine; whatever you want to do.”

“Ideal Conflict Point”

“Your team never has its act together!”

Artificial Harmony ↔ Constructive ↔ Ideal Conflict Point ↔ Destructive ↔ Personal Attacks
## Styles Response to Conflict

<table>
<thead>
<tr>
<th>D Style</th>
<th>S Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Speaks up - H</td>
<td>• Listens to others - H</td>
</tr>
<tr>
<td>• Overpowers - U</td>
<td>• Avoids tension - U</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I Style</th>
<th>C Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expresses Feelings - H</td>
<td>• Focuses on logic - H</td>
</tr>
<tr>
<td>• Overly dramatic - U</td>
<td>• Overpowers w/ facts - U</td>
</tr>
</tbody>
</table>
The Five Behaviors™ Model
Achieving Commitment

• Sharing opinions leads to commitment

• Clarity and buy-in are key to commitment

• D & I tendency is to move fast and not gain commitment
Commitment Best Practice

Always ask each team member if they are **totally** committed to the goal or decision you have just made….even if they do not agree with it all.
The Five Behaviors™ Model

- Trust
- Conflict
- Commitment
- Accountability
Embracing Accountability

The willingness of team members to remind one another when they are not living up to the performance standards of the group.

Peer-to-peer accountability

Doesn’t always require the participation of the team leader
Requires trust of the other person or hurt feelings result
Embracing Accountability

When everyone is committed to a clear plan of action, they are better able to hold one another accountable

“Hey, John, remember, we all agreed to…”
The Five Behaviors™ Model
Focusing on Results

Team members go beyond barter and compromise to focus on and embrace a collective pursuit of the best interests of the whole.
Distractions of Focusing on Team Goals

Ego ("this is beneath me!!")

Personal Goals

Compensation ("I’m not paid to do that!!")

My Department Goals

I’m not truly committed
Thank you!

Questions?

www.innercomm.net
bstark@innercomm.net
tfenbert@innercomm.net
Implementation of Five Behaviors

5 Behaviors DiSC Assessment

Monthly Training on One of the Five Behaviors

Online Learning

Coaching

6-month Check-up
Turn to your neighbor and share the biggest professional mistake you made last year.
Leadership

Set Direction / Vision

People
Supporting team, growing team, nurturing people, aligning people, providing feedback, solving disputes, serving as nurse and counselor

Get Results
Intuitive manage dashboard

Results for Sales
- **88.3% Response Rate**
- **62.5% Favorability**

Engagement Profiles
- Highly Engaged: 30
- Moderately Engaged: 48
- Barely Engaged: 17
- Disengaged: 1

Your Engagement Drivers
These items are drivers of employee engagement, based on our analysis of your results. In other words, improving these items will have the highest impact on employee engagement within your team.

Full Detail Analysis

<table>
<thead>
<tr>
<th>Item Sorted</th>
<th>Results (Favorable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leaders of this organization are committed to ma...</td>
<td>95</td>
</tr>
<tr>
<td>I know how I fit into the organization’s future plans.</td>
<td>98</td>
</tr>
<tr>
<td>There is open and honest communication between ...</td>
<td>93</td>
</tr>
<tr>
<td>The leaders of the organization value people as their ...</td>
<td>95</td>
</tr>
<tr>
<td>I feel loyal to my immediate team or work group.</td>
<td>98</td>
</tr>
<tr>
<td>I see professional growth and career development op...</td>
<td>87</td>
</tr>
<tr>
<td>I find my job interesting and challenging.</td>
<td>75</td>
</tr>
<tr>
<td>The leaders of this organization demonstrate integrity.</td>
<td>85</td>
</tr>
<tr>
<td>If I contribute to the organization’s success, I know</td>
<td>85</td>
</tr>
<tr>
<td>This job is in alignment with my career goals.</td>
<td>67</td>
</tr>
</tbody>
</table>

Filter Options
- Age
- Business Performance
- Division
- Engagement Level
- Ethnicity
- FLSA
- Gender
- Generation
- Job Site
- Status
- Tenure
- Turnover
- Union Status
DEPARTMENT GOAL

Accelerate recurring revenue growth this quarter
Add details about this goal and why it matters...

Goal Progress

65%

KEY RESULTS

$1.11M / $2M
Deliver $2M in subscription revenues

$10 / $14
Get revenue-per-user to $14

2 / 3
Hire 3 new inside sales people

Tracking

Due in 30 days

Aligned Goals

- Achieve $150 million in total company revenue this year...
- Attain a 96% renewal rate on current client list of...
- Attain 50 million in revenue
- Lead 5 product demos per week
- Model X performance at launch equivalent to our...

People

OWNER
Roger Richardson
VP of Sales

CONTRIBUTORS (3)

Sammy Sonaz
Regional Sales Manager

Tracy Truman
Regional Sales Manager

Post an Update | Give Recognition

What progress have you made on this goal?

You posted an update to Accelerate recurring revenue growth this quarter (65% Complete)
Deliver $2M in subscription revenues increased to $1,112,000 / $2,000,000 (+$167,000)
Get revenue-per-user to $14 decreased to $10 / $14 (-$1.5)
5 Days Ago
Avg Price-per-user dipped this week to $10. We believe this is a short-term trend related to Holiday promotion pricing.

Tracy Truman posted an update to Accelerate recurring revenue growth this quarter (65% Complete)
Hire 3 new inside sales people increased to 2 / 3 (+1)
2 Weeks Ago
We hired a new sales rep in Pasadena, CA for the Western Region
Static or rotating public recognition display board
Request or give feedback anytime

Trending feedback and open-ended items
April 26 at 9:00 AM
Scheduled Date

1-on-1 for 2018 Q1
Title

Zane Zander
Regional Sales Manager

Roger Richardson
VP of Sales

STEP 1: PREPARE & SHARE

Employee Shares
Due: 4/23/2018

Facilitator Shares
Due: 4/24/2018

STEP 2: TALK!
Meet 1-on-1, then add
comments

STEP 3: FINALIZE 1-ON-1
Employee Finalizes
Due: 4/29/2018
Facilitator Finalizes
Due: 4/30/2018

Thanks for sharing your responses
You’ll receive a notification email when Roger shares.

Unshare & Edit

What do you see as your biggest accomplishments in Q1?
Since I’m forced to use Salesforce everyday and we’re now held accountable to use it, I feel I’ve conquered this goal. Still a lot to learn but I feel that will come with time. I definitely see the value in SF and have learned to like it to stay organized. Last quarter I was also worried about time. Which is still an issue. I have a hard time saying no, and most days need to stay late in order to get everything accomplished. It has helped getting international off my plate but with being the Zuora spokesperson for the team, it’s hard to predict which days that will keep me busy and away from my day to day tasks.

Overall Employee Progress

Overall Manager Progress

InnerComm
### Categories Analysis for MarbleSpark

**Overall Result**

<table>
<thead>
<tr>
<th>Category</th>
<th>Resp.</th>
<th>Results (Favorable)</th>
<th>Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>MarbleSpark</td>
<td>2061</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td>2070</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention</td>
<td>2068</td>
<td>25.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>77.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tensest</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Existing</td>
<td></td>
</tr>
<tr>
<td>Alignment with Goals</td>
<td>2070</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust with Coworkers</td>
<td>2066</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Contribution</td>
<td>2072</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager Effectiveness</td>
<td>2060</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust in Senior Leaders</td>
<td>2069</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Tenure of Employees**

<table>
<thead>
<tr>
<th>Tenure of Employees</th>
<th>Teamwork</th>
<th>Retention</th>
<th>Alignment with Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>71.0%</td>
<td>68.9%</td>
<td>78.9%</td>
</tr>
<tr>
<td>2</td>
<td>70.6%</td>
<td>76.9%</td>
<td>73.3%</td>
</tr>
<tr>
<td>3</td>
<td>70.0%</td>
<td>64.2%</td>
<td>69.6%</td>
</tr>
<tr>
<td>4</td>
<td>69.7%</td>
<td>53.3%</td>
<td>66.6%</td>
</tr>
<tr>
<td>5</td>
<td>73.5%</td>
<td>70.7%</td>
<td>71.7%</td>
</tr>
<tr>
<td>6</td>
<td>72.0%</td>
<td>72.9%</td>
<td>74.6%</td>
</tr>
<tr>
<td>7</td>
<td>75.3%</td>
<td>75.7%</td>
<td>78.3%</td>
</tr>
<tr>
<td>8</td>
<td>74.3%</td>
<td>81.9%</td>
<td>72.9%</td>
</tr>
<tr>
<td>9</td>
<td>79.8%</td>
<td>88.4%</td>
<td>71.6%</td>
</tr>
<tr>
<td>10</td>
<td>81.7%</td>
<td>83.3%</td>
<td>78.5%</td>
</tr>
<tr>
<td>11</td>
<td>81.7%</td>
<td>85.7%</td>
<td>84.6%</td>
</tr>
<tr>
<td>12</td>
<td>81.7%</td>
<td>85.7%</td>
<td>84.6%</td>
</tr>
</tbody>
</table>

**Comparison to Others**

- InnerComm
- Industry Average
The Flurry of Daily Activities

BOOM!

Make Progress on Strategic Objectives
# MBOs versus OKRs

<table>
<thead>
<tr>
<th></th>
<th>MBOs</th>
<th>OKRs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing</strong></td>
<td>Annual</td>
<td>Quarterly or Monthly</td>
</tr>
<tr>
<td><strong>Detail</strong></td>
<td>High Level</td>
<td>Includes Incremental Steps</td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>Usually Self Focused</td>
<td>Team Focused</td>
</tr>
<tr>
<td><strong>Inspiration</strong></td>
<td>Sets Bar Low</td>
<td>Sets Bar High</td>
</tr>
<tr>
<td><strong>Creator</strong></td>
<td>Management</td>
<td>Individual &amp; Manager</td>
</tr>
</tbody>
</table>
Best Practices of Execution

Focus on the Few
Clearly defined; less is more

Act on Key Results
Critical activities that lead to the goal

Keep the Goal Visible
Keep a Scorecard

Regularly Meet to Recommit
Regular team meetings to focus on goals, recommit and adjust
LOCAL GOVERNMENT OKR EXAMPLE

OBJECTIVE

Grow Economy 10% EOY 2019

Strategic Focus Area

Improve Quality of Life

Key Result
Research 4 city/county case studies by 7/1

Key Result
Meet with 4 targeted industry prospects per week

Key Result
2 Econ Development team meetings a month

MEASURABLE KEY RESULTS
LOCAL GOVERNMENT OKR EXAMPLE

Improve Quality of Life

Complete City/County Trail System by EOY 2019

Key Result
Hold 2 public input meetings mo > 5/30

Key Result
Complete grant applications by 5/1

Key Result
Visit 1 connected trail system monthly for best practices

Key Result
Form inter-governmental team by 3/15/18

Key Result
Team meet 2x mo. > 6/30 to agree on trail points

Key Result
Engineer trails by 7/1
LOCAL GOVERNMENT OKR EXAMPLE

Become a High Performing Organization

Improve Morale

Key Result
Hold 2 Open Leadership Lunch ‘n Learn Sessions / Month

Key Result
Publish Monthly Employee Focused Newsletter

Key Result
Implement Tuition Forgiveness Program

Key Result
Complete Culture Rating as baseline of morale by 7/1

Key Result
Hold 1 All-Employee Meeting 6x year

Key Result
All Departments Recognize Employee each month
OKRs Promote Local Government Success

Focus
Accountability
Urgency
Alignment
Communication
Collaboration
Feedback
Recognition
Growing Resources for Local Government
Leadership is getting important things done through people
Evolution Performance Management

Objectives and Key Results (OKRs)

Online Systems to Track Strategic Performance

Feedback Cycle

Benchmarking
  – OpenGov – Links data to strategy
  – Quantum – Great places to work survey

The People Factor
Meaning in Work

Goal Alignment

• Organizational Goals (strategic)
• Team Goals (departmental)
• Individual Contributor Goals
• Personal Goals
PERFORMANCE MANAGEMENT SYSTEMS AND TEAMWORK DEVELOPMENT CAN HELP
PERFORMANCE MANAGEMENT DEFINITION

A process to improve organizational effectiveness through people

<table>
<thead>
<tr>
<th>PERFORMANCE MANAGEMENT</th>
<th>QUESTION IT ANSWERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Setting</td>
<td>What’s the Goal and are we winning?</td>
</tr>
<tr>
<td>Goal Alignment</td>
<td>Does my work make a difference?</td>
</tr>
<tr>
<td>Performance Tracking</td>
<td>Where do I or we stand?</td>
</tr>
<tr>
<td>Performance Recognition</td>
<td>Am I recognized for a good job?</td>
</tr>
<tr>
<td>Employee feedback</td>
<td>Am I or are we growing</td>
</tr>
<tr>
<td>Team feedback</td>
<td>What’s the team input?</td>
</tr>
</tbody>
</table>
Finance Department Example

DEPARTMENT OBJECTIVE

Improve efficiency and standardization of Finance department policy and procedures 7/15/2017

Enter details, links, and why achieving this objective is important...
Set on April 4, 2017

Aligned Objectives  Edit

Efficient Government
   Improve efficiency and standardization of Finance department policy and procedures 7/15/2017

People (7) Edit

You are not part of this objective. Join as...

OWNERS (7)
Finance Director
Deputy Finance Director
Accounting Supervisor
Purchasing Agent

Progress

KEY RESULTS (16)

- Update policies of Court department 5/30/2017 80%
- Update policies of Payroll department 5/30/2017 20%
- Update policies of Water Billing department 5/30/2017 10%
- Update policies of Occupational Tax department 5/30/2017 0%
- Update policies of Purchasing department 5/30/2017 0%
- Update policies of Accounting department 5/30/2017 0%
- Edit and / or create new SOP for Courts by 6/15/17 90%
Public Services Department Example
42% of employees feel that their leadership does not contribute to a positive company culture.

Courtesy of Officevibe.com
60% of workers would like work praised more frequently.
80% of employees would work more hours to work for a more empathetic employer.
70% of employees would like to spend more time with their manager.
59% of employees say they can "grow and develop" at their organization.
PERFORMANCE & ENGAGEMENT REALITIES

- 14% employees understand their company's strategy and direction
- 58% employees say their manager clearly communicates goals and objectives
- 13% of workers feel engaged by their jobs
- 47% are satisfied with their organization's system for managing their performance
We see a need for....

- Clarity
- Accountability
- Alignment
- Employee feedback
- Focus
- Urgency
- Win/Loss awareness
- Cooperation
We need a way to…..

- Focus on a few important initiatives
- Improve collaboration and communication on major initiatives
- Increase urgency and accountability
- See and recognize success
- Encourage & grow our teams
- Align all our goals to the vision and strategic plan