Development and Feedback the Richland Way

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Richland Then and Now

- The City's unaffiliated employees, roughly 225, or 45% of the total workforce, have been the target group
 - In 2000, Council adopted a pay-for-performance philosophy
 - The traditional step-based pay system was eliminated
 - By 2007, a 40 person management team knew a change was needed
- After a three-year focused effort, the City of Richland can now claim:
 - Every unaffiliated employee has participated in the creation of their own annual performance plan.
 - Employee performance goals are linked to the City Council-defined strategic plan.
 - Regular feedback meetings and a formal mid-year assessment are conducted between managers and employees.
 - A new leadership team structure drives all organizational change.
 - Executive commitment for improved employee performance is strong.
 - Employees participate in the management of their own performance and understand the concept of accountability.



The Performance Management Cycle

City Council-Defined Goals and Strategic Plans





Individual Performance Planning

Employee and supervisor agree on performance goals that support the department's and City's goals



Performance Evaluation Discussion

Employee and supervisor meet to discuss performance, evaluate progress, plan for the future, and conplete final documents.



Feedback and Adjustment

Employee and supervisor meet frequently, furnally and informally, to assess goal progress and make adjustments.

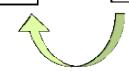


Performance Evaluation Preparation

Supervisor completes the performance evaluation based on feedback received and documentation collected.



Supervisor documents discussions with employee about performance and changes made to goals.





How it Gets Done

- City Council's Strategic Leadership Plan (7-Keys)
 - Cascading Goals
 - City Manager Goals
 - Pay for Performance
 - Boards, Commissions, Committees Strategic Plans / Work Plans
- Feedback, Adjustment and Documentation



Team Structure

	FIT	NALT	CLT
	ELT	MLT	SLT
Role	Ensure cross-	Ensure organization-	Ensure
	functional	wide initiatives are	implementation of
	coordination/cross-	communicated	organization-wide
	departmental	throughout the	initiatives
		organization	
	To present a united		To share
	leadership front	To contribute to and	organization-wide
	throughout the	visibly support	change with front-
	organization	organizational	line employees
		change efforts	
Meeting Schedule	Weekly & Quarterly	Quarterly	Semi-Annually
Defining	Discuss the	Participate in	Learn and apply
Characteristic	"undiscussables"	Citywide "Task	skills that accelerate
		Teams" to influence	organizational
	Focus organization-	change	change
	wide with shared		
	responsibilities		



City of Richland Leadership Competency Model

COMPETENCIES

COMPETENCIES

SUPERVISORY

- Foster Teamwork
- Prioritize Work and Commitments
 - Drive for Team Results
- Manage Employee Performance -

MANAGERIAL

- Develop Effective Intra- and Inter-Departmental Relationships
- Manage Resources Effectively
 - Think and Plan Strategically

SUPERVISORY **COMPETENCIES**

EXECUTIVE COMPETENCIES

- Manage to the Future
 - Have a Global Perspective
- Display Political and **Business Acumen**

MANAGERIAL COMPETENCIES

SUPERVISORY COMPETENCIES

FOUNDATIONAL COMPETENCIES

Use Technical/Functional Expertise Be Accountable for Performance Provide Excellent Customer Service Communicate Effectively Work Safely

TEAMWORK, INTEGRITY, AND EXCELLENCE



Pay for Performance Preparation (1-year)

- Training focused on setting goals and expectations and on how to use the competency model to establish clear performance expectations.
- Training explored the best approach to leading a mid-year feedback conversation.
- Year-end training consisted of applying the rating scale, writing comments, and delivering the evaluation productively.



Success Factors

- Ongoing City Council Support for Pay for Performance
- Executive Presence and Communication
- City Manager and Human Resource Department Coordination
- Extensive Skill-Based Training
- Commitment!!!!!

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Questions/Comments?

Additional Information...



