

Performance Management In Public Works

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Performance Management

What is the role of performance management in your organization?



Performance Management

- Changing Environment
 - Old Environment - Labor was cheap and unsophisticated
 - New Environment - Labor is expensive and sophisticated
- Evolving Performance Management Environment
 - Old Environment - the Seven Deadly Sins
 - New Environment

Jack Welch's vitality model

General Electric's "20-70-10" system focuses on rewarding the "top 20" percent of the workforce who is the most productive.

It acknowledges 70% (the "vital 70") work adequately.

The other 10% ("bottom 10") are nonproducers and should be Performance managed.

Supervisory Responsibilities

- Your most important role as a manager and/or supervisor is supervising your employees.
- A supervisor is a first line supervisor and is responsible for supervising, training, and evaluating officers under his/her control.
- Supervisors must also maintain discipline.
- Be cognizant of bad attitudes at all times, but particularly during probationary period. The situation will fester- do not ignore it.

HR as a Strategic Partner: Why important?

Expertise in human relations and management that impacts organizational learning and change

- Big picture view of how departments are interrelated
- Macro perspective on the culture and people
- Influence over management/labor relationship

Why do we do this: The Importance Your Role

- If your Performance Management System Doesn't work == NOTHING WORKS



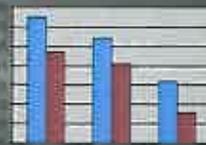
Why is the issue of talent development and performance management even more important in tough times?



Talent Development & Succession Planning

- Demographic challenge
- Retirement wave
 - Retirements in key leadership positions are anticipated to rise
 - Nearly 50% of directors and assistant/deputy directors are eligible to retire

Source: Egon Erbe



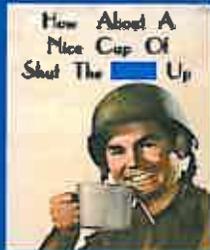
Thoughts on Obtaining Willing Obedience

(as taught to me by Gus)

Today's Musings

- What makes a leader?
- Willing Obedience
- Gus
- Everybody Else and how to deal with them

What makes a leader?



Willing Obedience - NOT



Willing Obedience



Are we "abandoning" our good employees by spending 90% of our time on the same 10% of our employees who require never-ending supervision?

Meet Gus



Gus now



What?



What?



Sit



Good Boy!



Everybody Else (the 10%)

- Available Internal Resources:

- City Policy
- PIPs
- Your Peers!

Everybody Else (the 10%) (cont'd)

- Available External Resources:

- "Discipline Without Punishment" - Grote
- "Crucial Conversations" – Patterson, et. al.
- "The 7 Habits of Highly Effective People" - Covey

Employee Communication

- 69. Communicate openly and honestly with your employees
- 70. Communications should be private
- 71. Communicate directly your expectations, what s/he does well, and what did not meet expectations

Employee Communication

- 72. Communicating expectations. Example: being to work at 8:00 a.m.
- 73. Communicating performance deficiencies: put things in context; explain the impact and ramifications fully (including those impacted); explain consequences of further deficiency.



Why do we do this: The Importance Your Role

- 74. Marginal Employees are a cancer on an organization
- 75. They are people who do not want to do their share of the work, who are chronically unhappy or emotionally unstable, or who bully or verbally attack people around them.
- 76. They manage UP!



Why do we do this: The Importance Your Role

- a) Impacts other employee's job satisfaction
- b) Bad attitudes and marginal employees impact the environment far more than positive employees
- c) Longevity, experience or power is NOT an excuse
- d) An employee with a poor attitude can be an otherwise effective employee.

Strategies for Marginal Employees

- a) Confront the employee about the behavior. Counsel on importance of team environment. Ability to get along with others, including co-workers and supervisors, is an essential function of every job.

Strategies for Marginal Employees

- a) You may want to retain the bad attitude employee anyway if they are a very efficient worker and a high producer.
- b) Team building exercises may have value to forge closer bonds
- c) Restructure the work environment so others can work more independently while isolating the disruptive marginal employee
- d) Typically have to discipline these employees to termination.

Disciplinary Procedure: The Pieces

Progressive discipline where appropriate (case-by-case)

- i. Verbal Feedback, Coaching and Counseling (pre-discipline)
- ii. Performance Improvement Plan (pre-discipline)
- iii. Written Reprimand (pre-discipline for non-safety personnel)
- iv. In-Grade Salary Reduction
- v. Suspension
- vi. Demotion
- vii. Termination

Performance Improvement Plans

- i. Performance improvement plans do not go in the personnel file but provide specific and clear history on the performance deficiencies and clear objectives and expectations
- ii. Objectives should be quantifiable
- iii. They are generally in place for 3-6 months
- iv. Failure to successfully complete should result in discipline

Skelly: What Actions Require It?

- i. Skelly process is required when the City imposes the following on a merit, non-probationary employee.
- ii. In-Grade Salary Reduction
- iii. Demotion
- iv. Suspension
- v. Dismissal

What are the Drivers of Engagement?

- 1 Clear, compelling direction
- 2 Open and honest communication
- 3 Focus on career growth and development
- 4 Recognize and reward high performance
- 5 Positive relationships with direct supervisors and managers

Questions?