



Performance Management System Implementation (HEAR) Introductory Presentation

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AGENDA

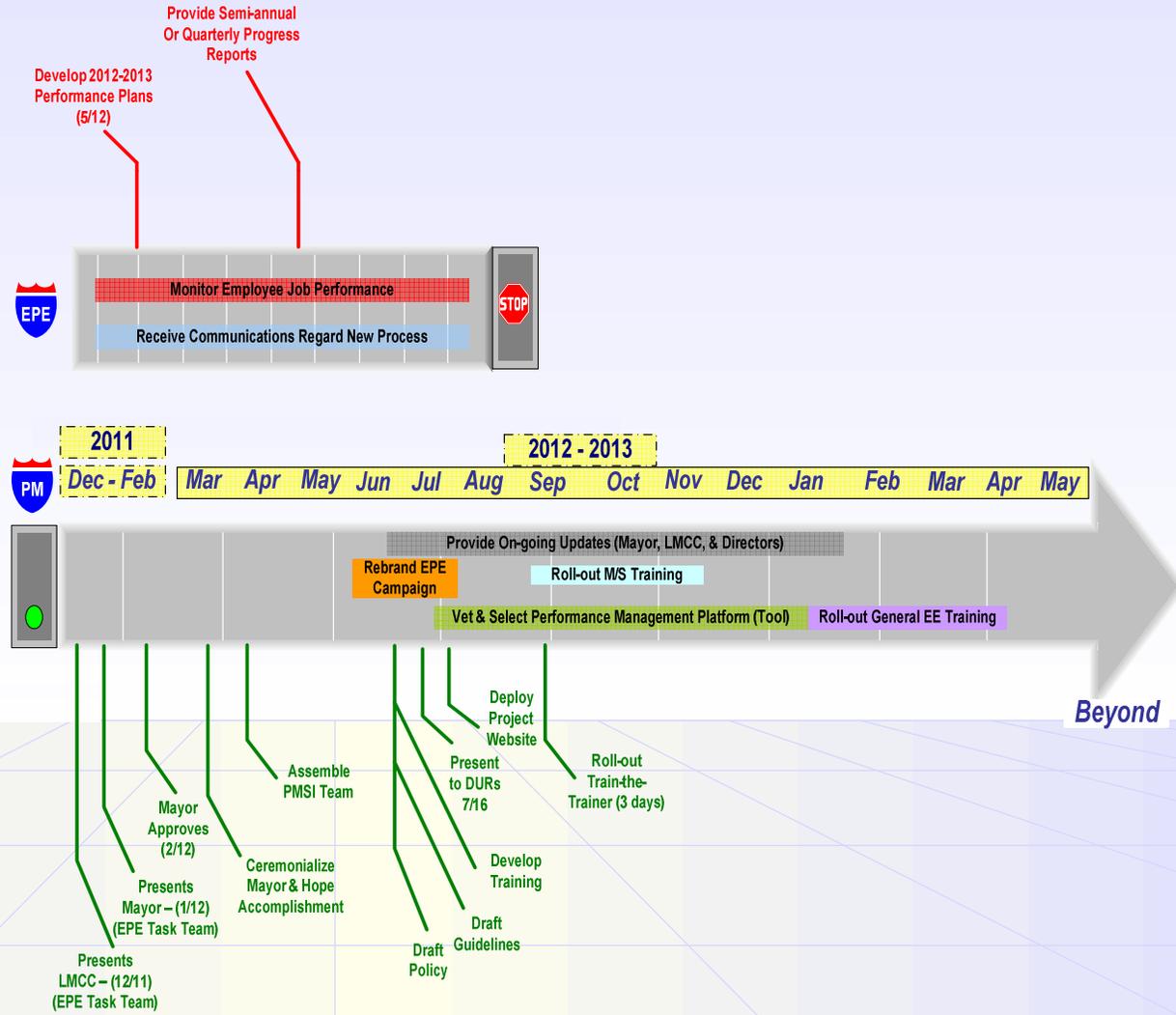
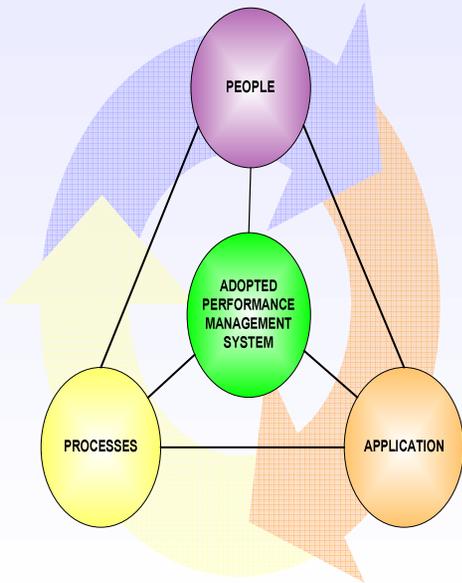


- Introduction & Contextual Framework
- Background, Mission, Vision, Goals
- Team and Stakeholders
- How Do We Get There?
- 2-Wave Implementation
- Functional and Technical Milestones
- Questions and Answers



Performance Management System Execution Deployment Roadmap

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ORGANIZATIONAL DEVELOPMENT (OD)



OD is neither "**anything done to better an organization**" nor is it "**the training function of the organization**"; it is a particular kind of change process designed to bring about a particular kind of end result.

OD involves interventions in the organization's "processes," using:

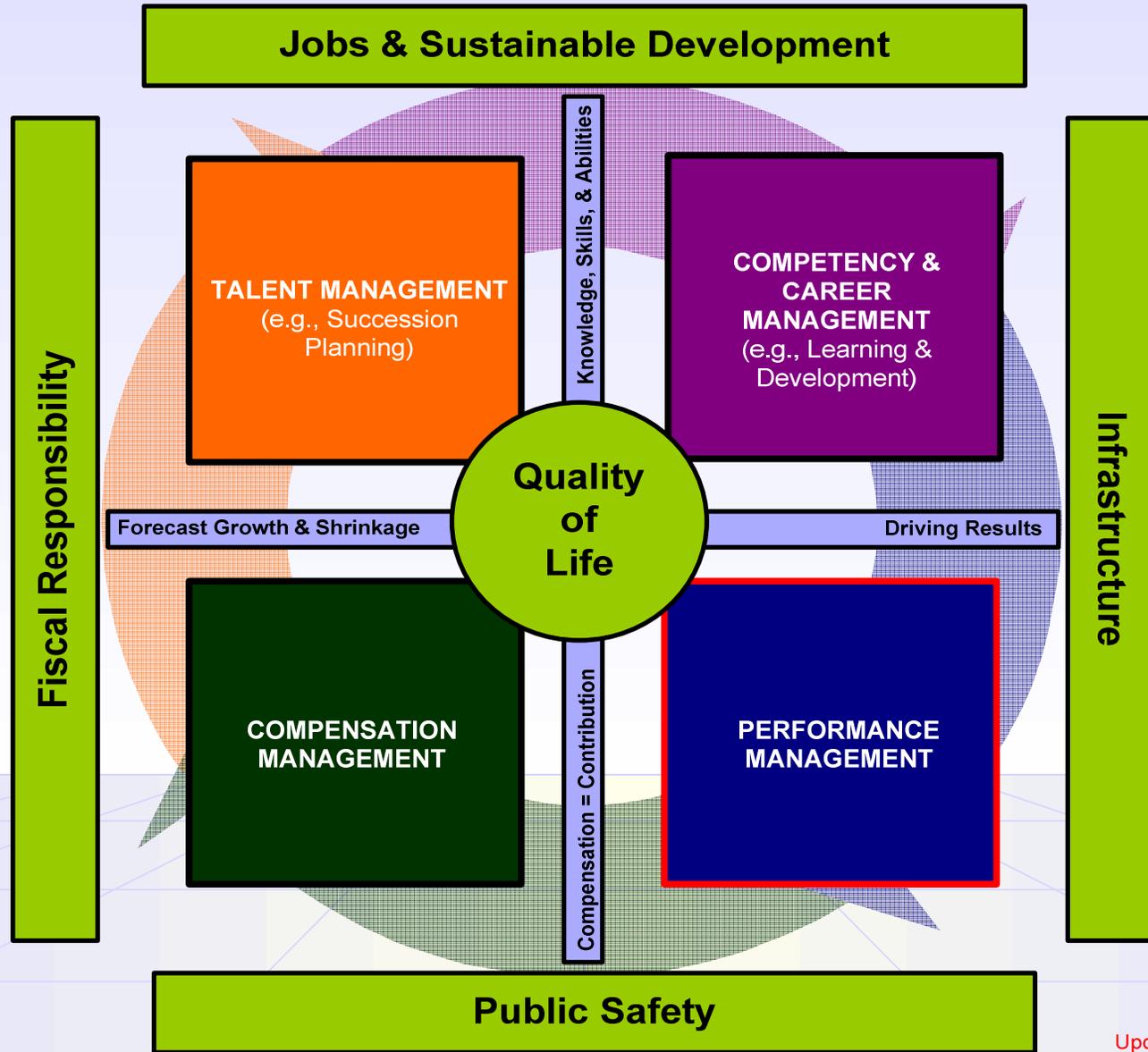
- Behavioral science knowledge;
- Organizational reflection;
- System improvement;
- Planning; and
- Self-analysis.



Kurt Lewin (1898–1947)

Organizational Development Critical Success Landscape & Vision

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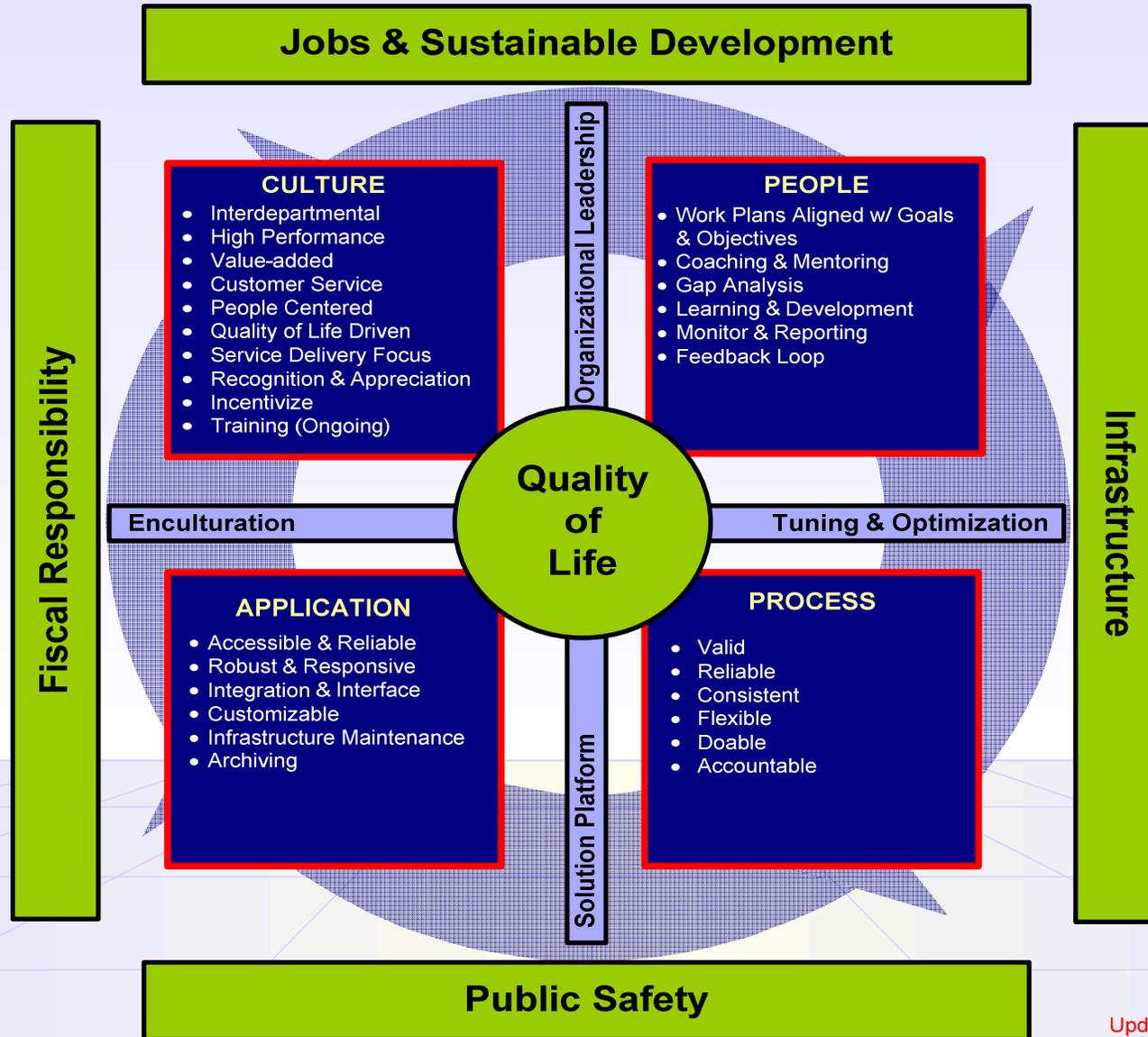


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The vision of organizational and workforce development is to develop a world-class workforce that is equitably compensated and secure in its future.

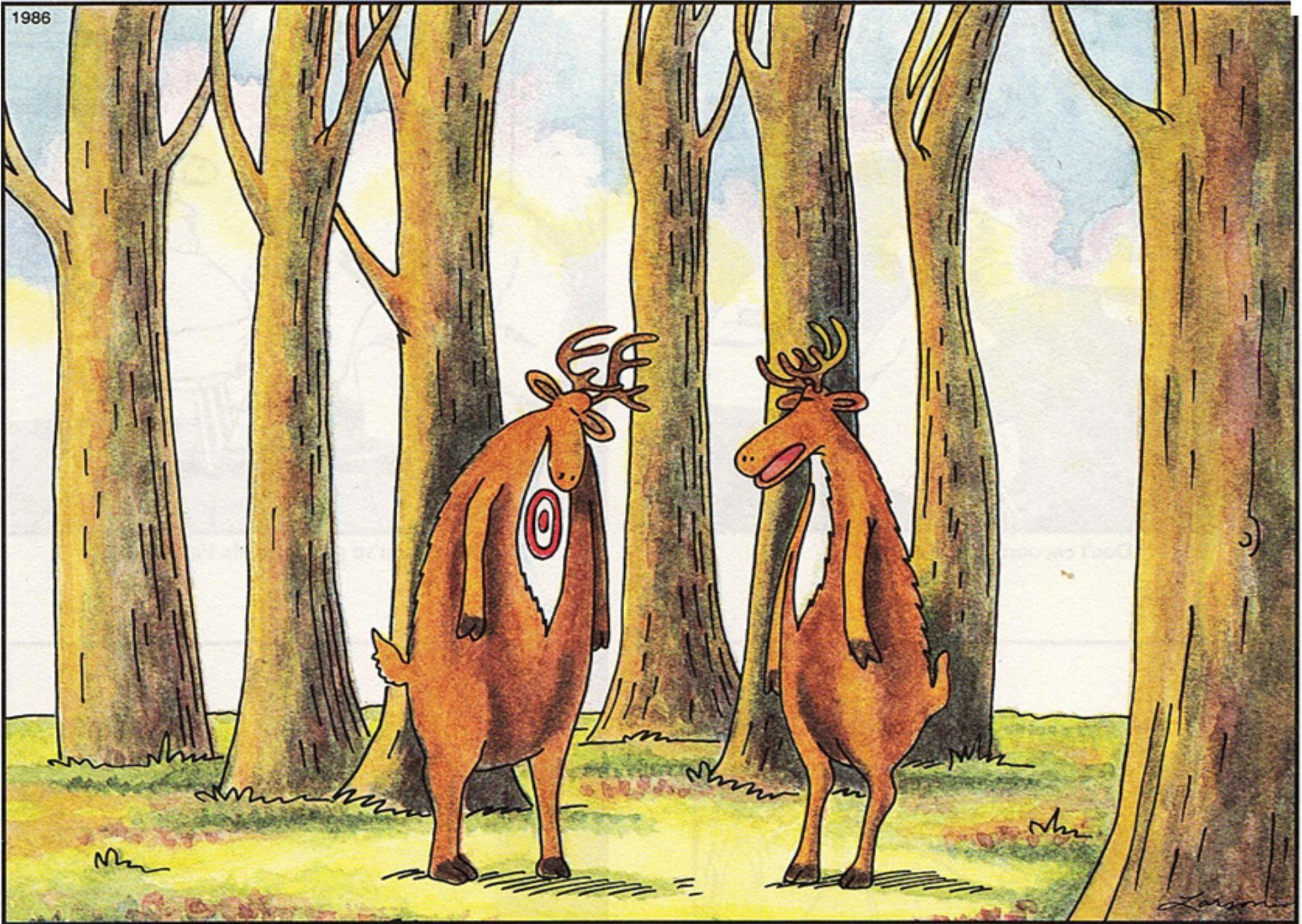
→ Performance Management System Implementation – What Does **HEAR** Success Look Like?

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The mission of the **Performance Management System Project Team** is to **implement** a citywide performance management **process** and **application** across all departments in collaboration with city stakeholders and internal customers, addressing its impact on **workforce productivity, efficiency, and service delivery**.



“Bummer of a birthmark, Hal.”

THE TEST (PAIN POINTS)



1		3		5	
<u>+1</u>		<u>+3</u>		<u>+5</u>	
2	2	6	4	10	7
	<u>+2</u>		<u>+4</u>		<u>+7</u>
	4		9		14

BACKGROUND



The current Employee Performance Evaluation (EPE) system has been used by the City for nearly two decades to evaluate municipal workers' job performance.

- The current system has served its purpose; however, **significant process enhancements** are needed to support the city in achieving a culture that recognizes and **motivates its workforce to meet and/or exceed** desired **service delivery expectations**.

MISSION



The mission of the **Performance Management System Project Team** is to **implement** a citywide performance management **process** and **application** across all departments in collaboration with city stakeholders and internal customers, addressing its impact on **workforce productivity, efficiency, and service delivery.**



Vision



The vision for this project is to deploy a **Performance Management (PM) System** that will:

- **Educate** employees on the new process and future application;
- **Establish** SMART performance measures, expectations and developmental opportunities;
- **Align** performance plans with departmental strategic goals and objectives;
- **Promote** ongoing feedback between the employee and supervisor; and
- **Keep** the PM process simple and positive.



GOALS



- **Goal 1 – Improve employee performance**

- **Objective 1**: Improve information related to EE performance
- **Objective 2**: Improve communications between EE and supervisor
- **Objective 3**: Increase interaction (coaching) between EE and supervisor

- **Goal 2 – Improve management efficiency**

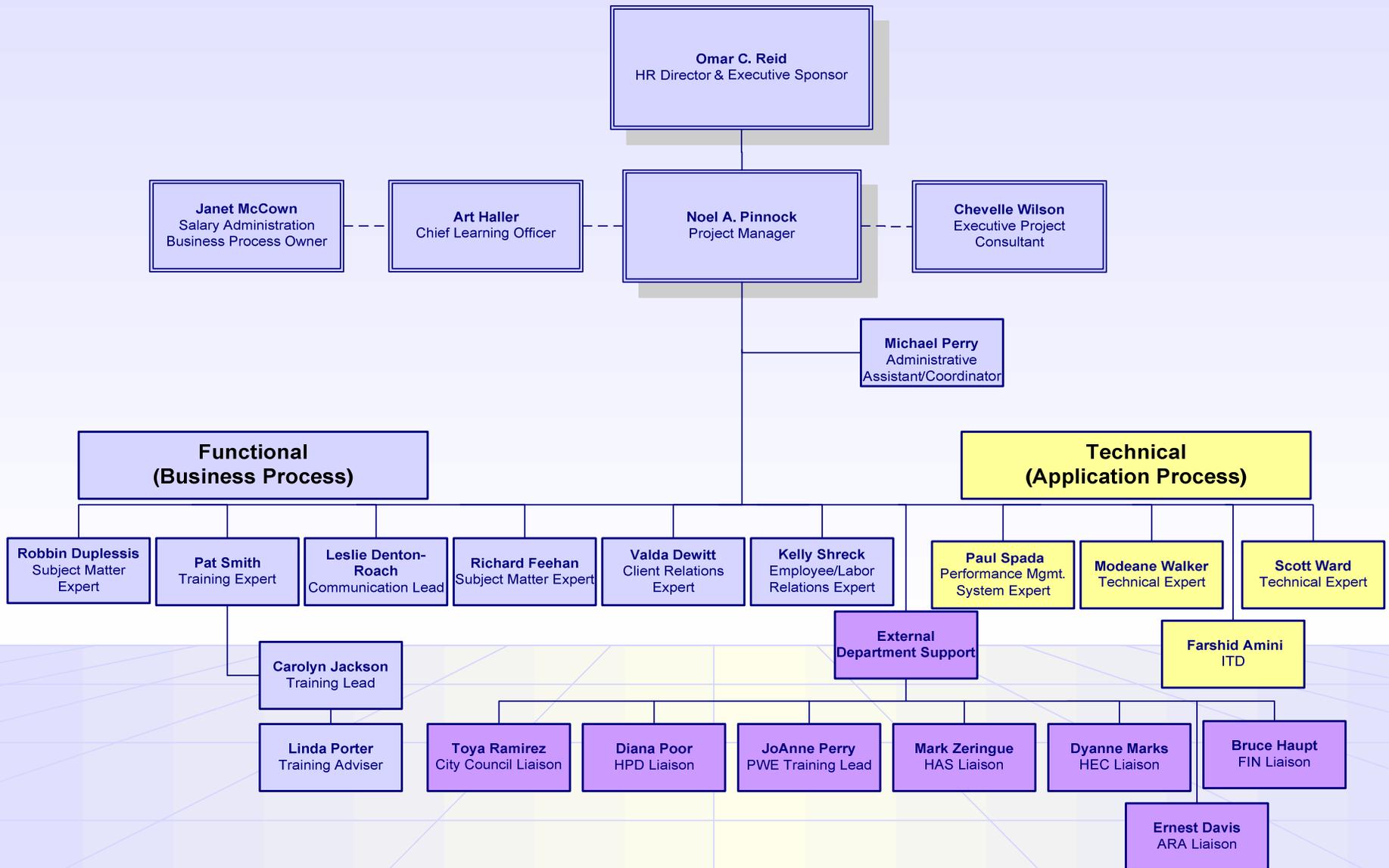
- **Objective 1**: Re-engineer business processes
- **Objective 2**: Ensure citywide adoption and utilization of the new performance management system

- **Goal 3 – Create a positive City culture**

- **Objective 1**: Provide timely communication throughout the project lifecycle
- **Objective 2**: Deliver effective training to all stakeholders
- **Objective 3**: Respond to employees questions and concerns

Performance Management System Implementation Organization Chart

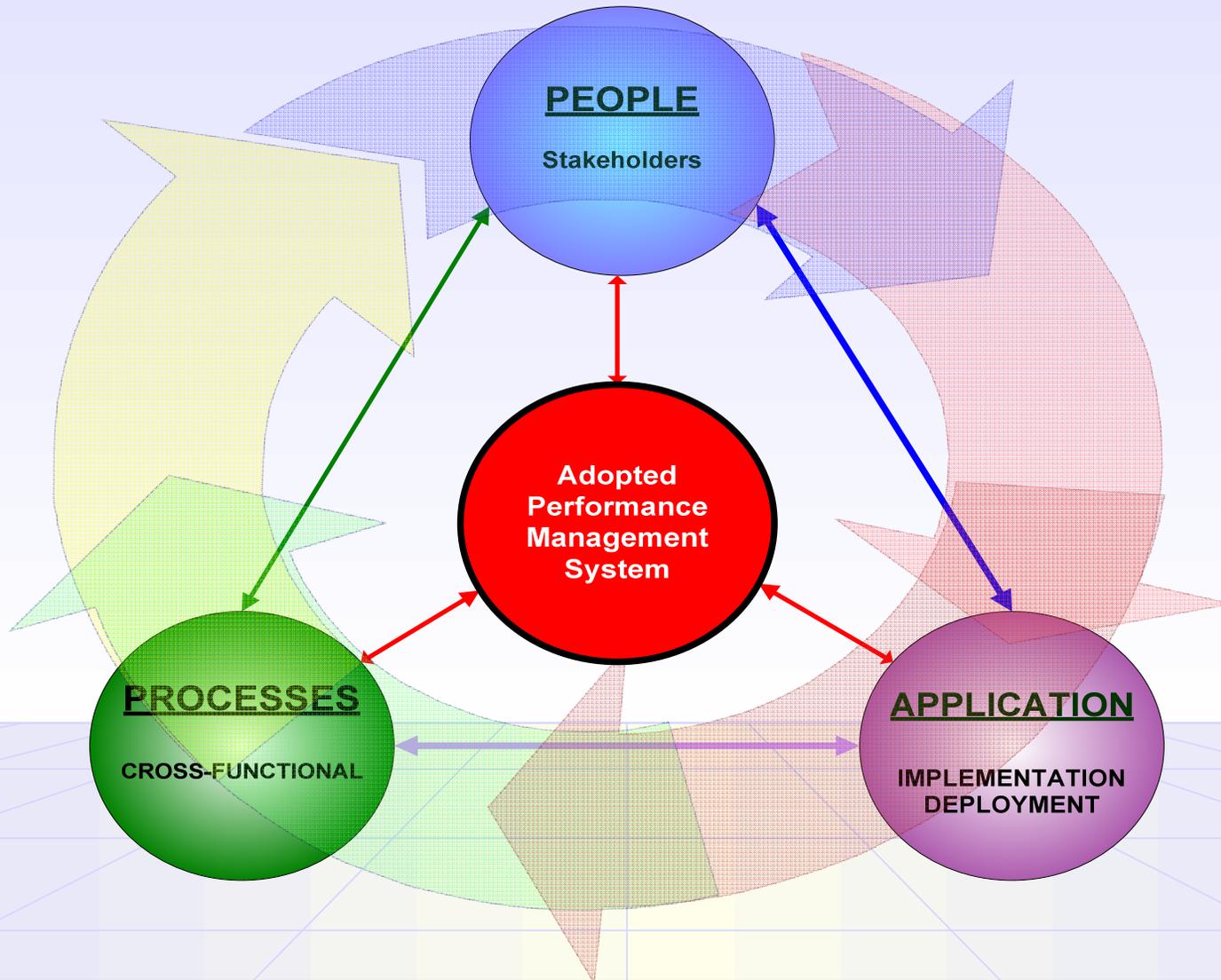
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► Performance Management System Implementation – Adoption Philosophy

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Performance Management System Implementation – Stakeholder Groups

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How do I get there?

NEXT EXIT 

"If you think you can or you can't, then you are right!"

Henry Ford





COMMUNICATION

The only thing that keeps you from losing the slight amount of job satisfaction you do have is the fact that you don't really know what is going on.

SlapFish.com 'A Slap in the Face With a Wet Fish'

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For more information, visit www.houstontx.gov/hr



"Birth of a butterfly" by Pezlet

CHANGE

"Change is the essence of life. Be willing to surrender what you are, for what you could become".

COMMUNICATIONS & CHANGE MGMT

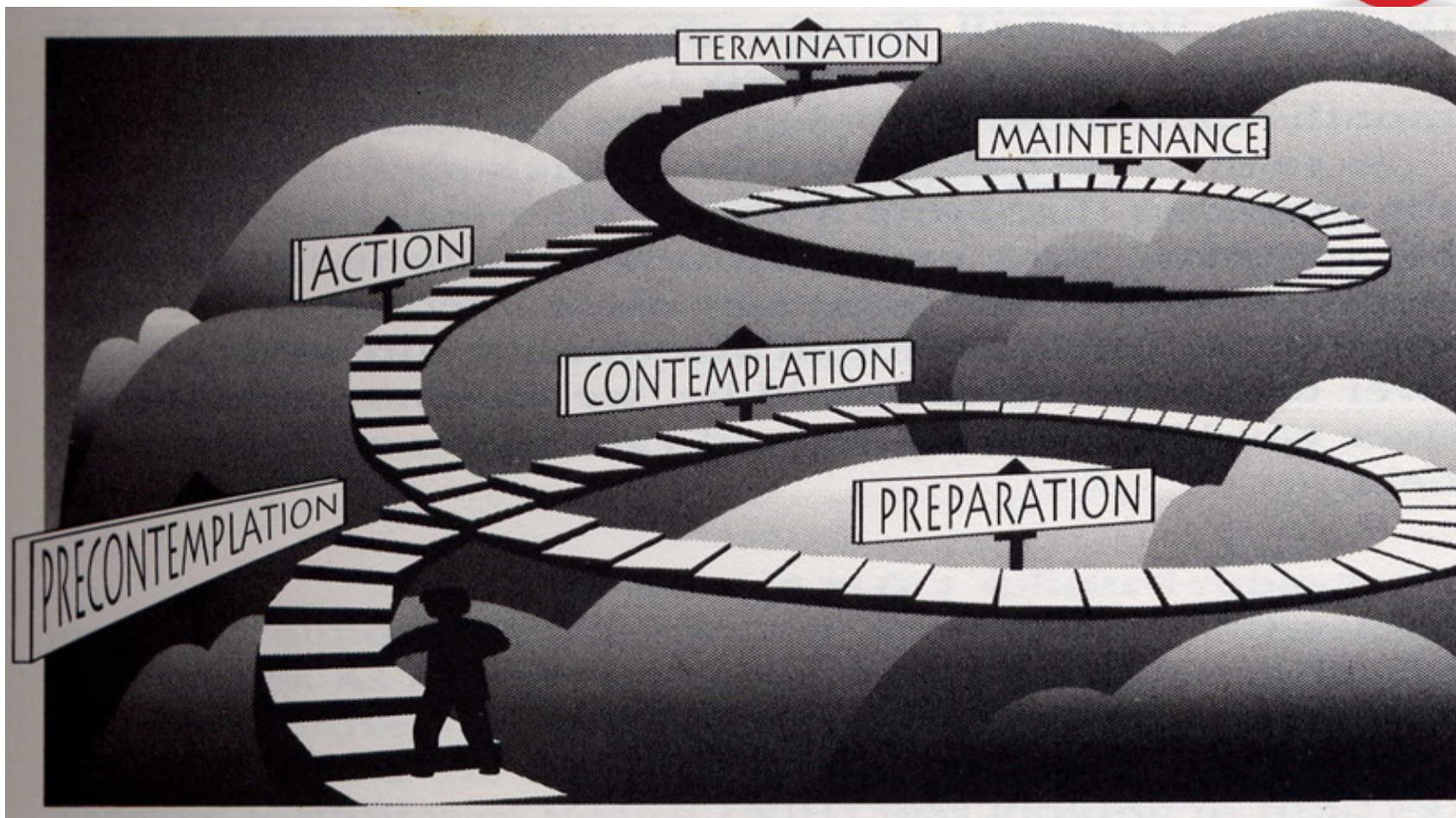


The key element to successfully implement a project of this magnitude is proactive communication.



- **Communication** will be disseminated top-down with executive leadership and support that will ultimately inform the audiences to accept and embrace the new process and technology.
- **Change Management** is essential to maintain employee and stakeholder expectations in order to prevent any negative impact of change on employees and other stakeholders.

Spiral of Change



Spiral of Change – Cont'd

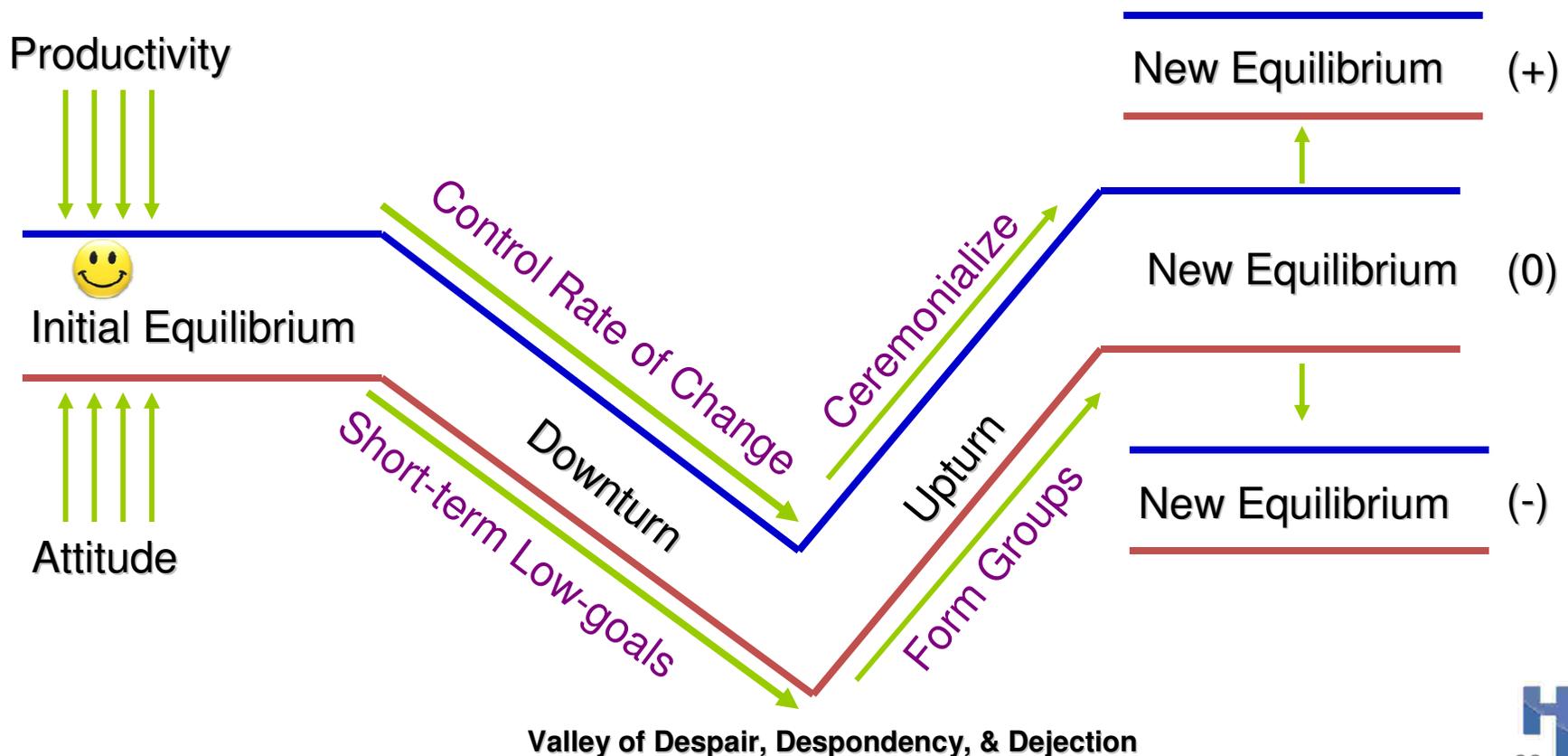


Stage	Individual	Organizational
Pre-contemplation	Get off my back!	We're doing all right. What do you want anyway?
Contemplation	I want to stop feeling so stuck.	What are other agencies doing to produce so much better results?
Preparation	"I'll start tomorrow." "Change is best, but I don't know how to start." Counseling/training.	Vision, mission, values and process training. Involve all in the organization.
Action	"Here I go!" Learn the methods and get the support you need.	Plan, do, act, measure, revise, and do and measure. Celebrate small successes.
Maintenance	Keep moving forward—measure progress.	Establish standards and measure progress on attaining goals—continuous quality improvement.
Termination	"Home free on goal"	Monitor attainment of standards and modify standards as instructed by customers. Repeat process.

Spiral of Change – Cont'd

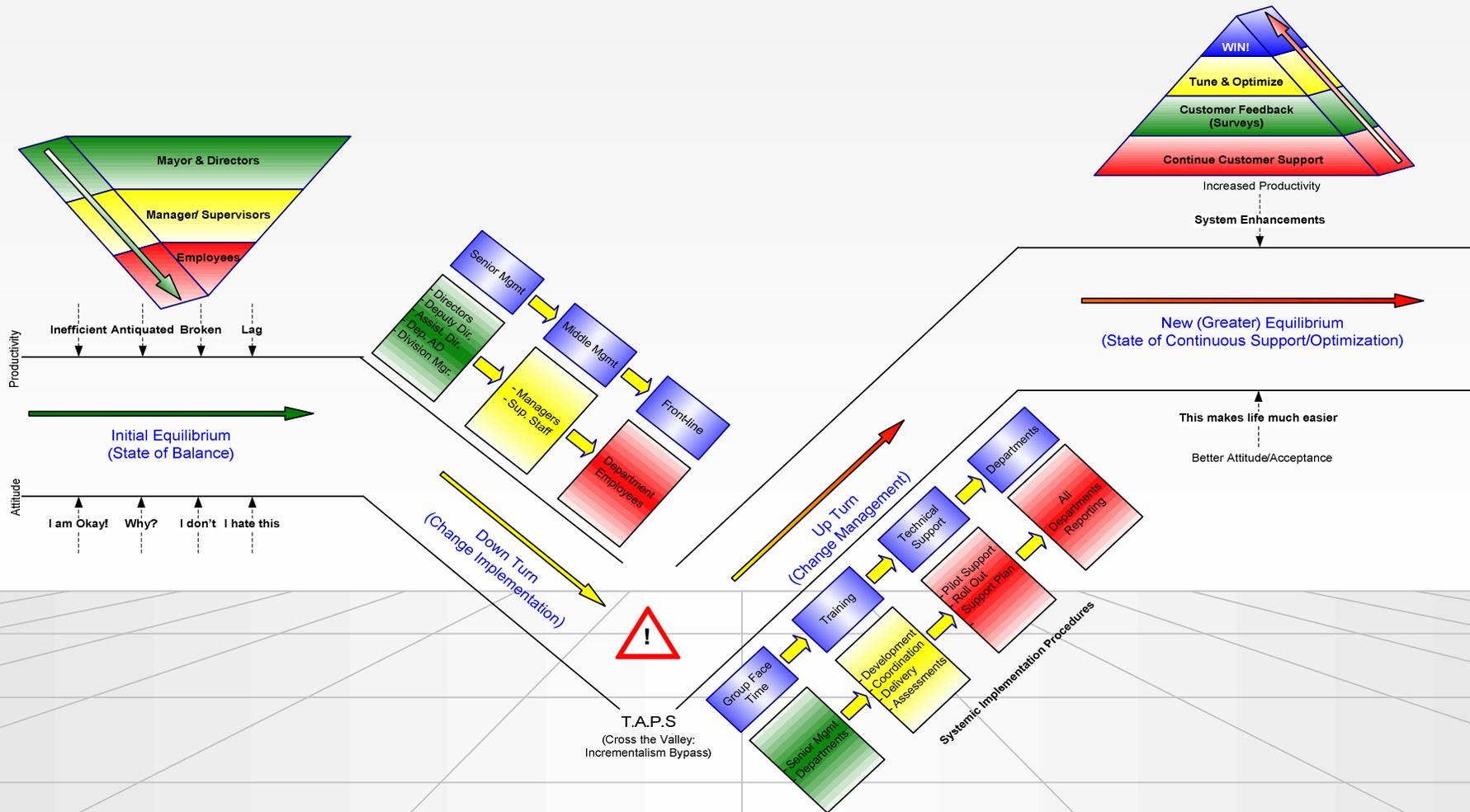


Change Curve measures the “V” impact on related productivity and/or attitude, which usually follows the implementation of change

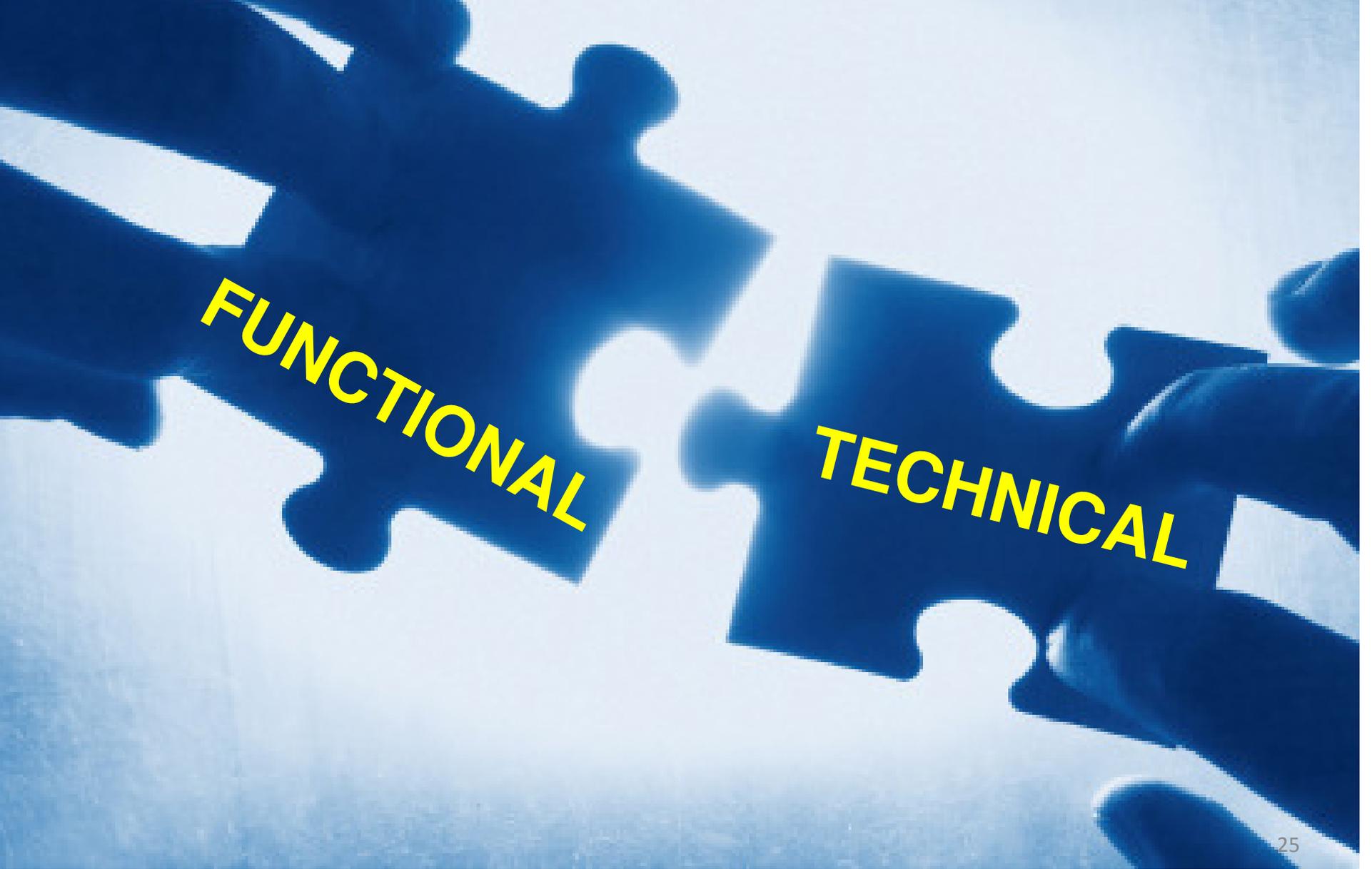


Performance Management System Implementation Change Management Methodology Collaboration Model

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2-WAVE IMPLEMENTATION

A hand is shown placing a puzzle piece labeled 'FUNCTIONAL' into a larger puzzle labeled 'TECHNICAL'. The puzzle pieces are dark blue, and the background is a light blue gradient. The text 'FUNCTIONAL' and 'TECHNICAL' is written in yellow on the puzzle pieces.

FUNCTIONAL

TECHNICAL

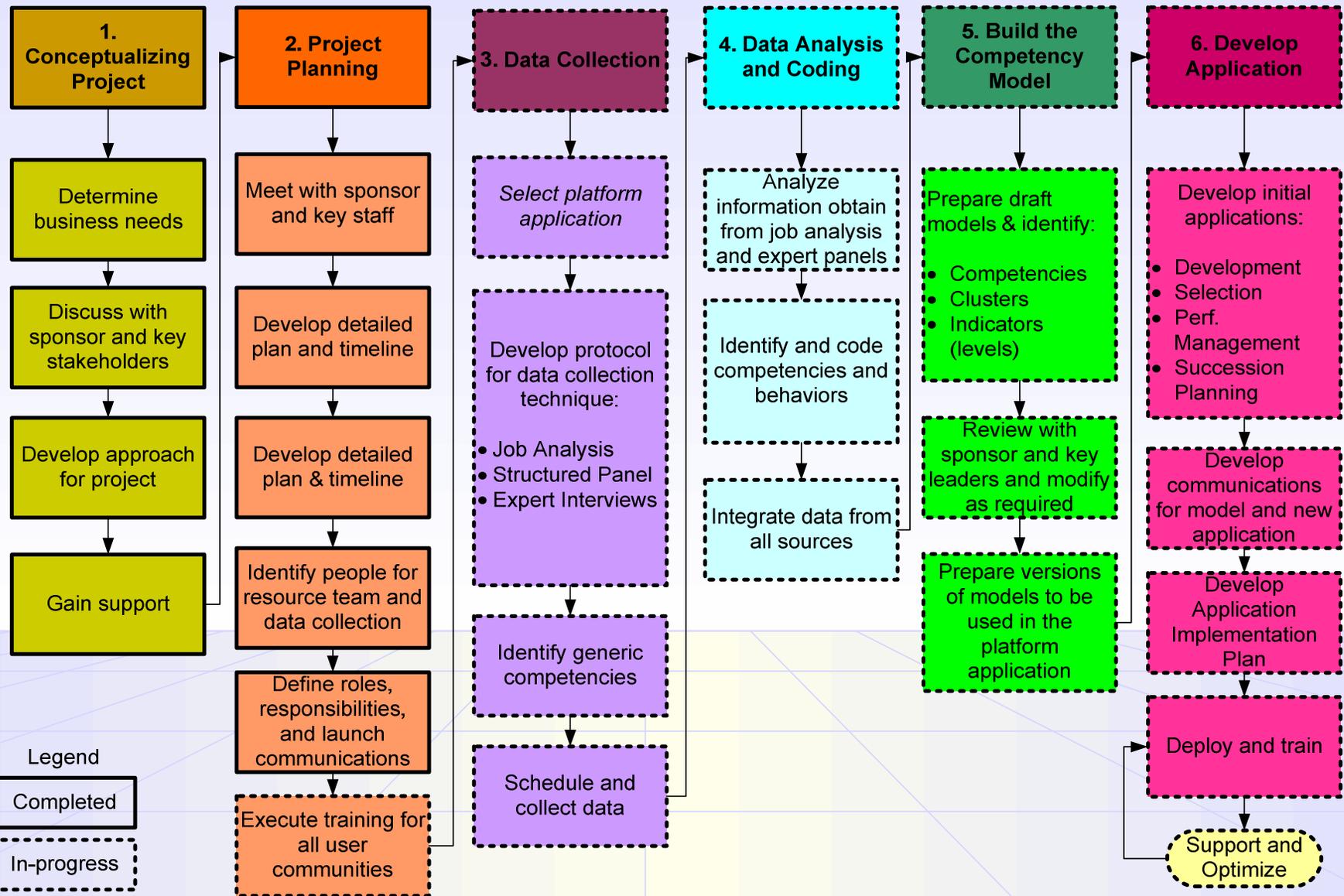
PHASED-IN APPROACH



- **Phase I – Conceptualizing & Planning - (Ongoing)**
- **Phase II: Functional – Preparation, Training, & Data Gathering (12/31/2012)**
- **Phase III: Technical – Application Acquisition, Go-live, Support, & Optimization (Interim '13)**



► Performance Management System Implementation Model (Secret to Success)



FUNCTIONAL MILESTONES



- Obtain Mayor approval on new Administrative Procedure (**AP**)
- Finalize Performance Management **Guidelines**
- Complete Branding Campaign
- Record HR Director's Intro Video
- Record Mayor's Intro Video
- Create Project Website w/FAQs
- Train the Trainers (*Future PM Administrators*)
- Train All Manager and Supervisors (Wave 1)

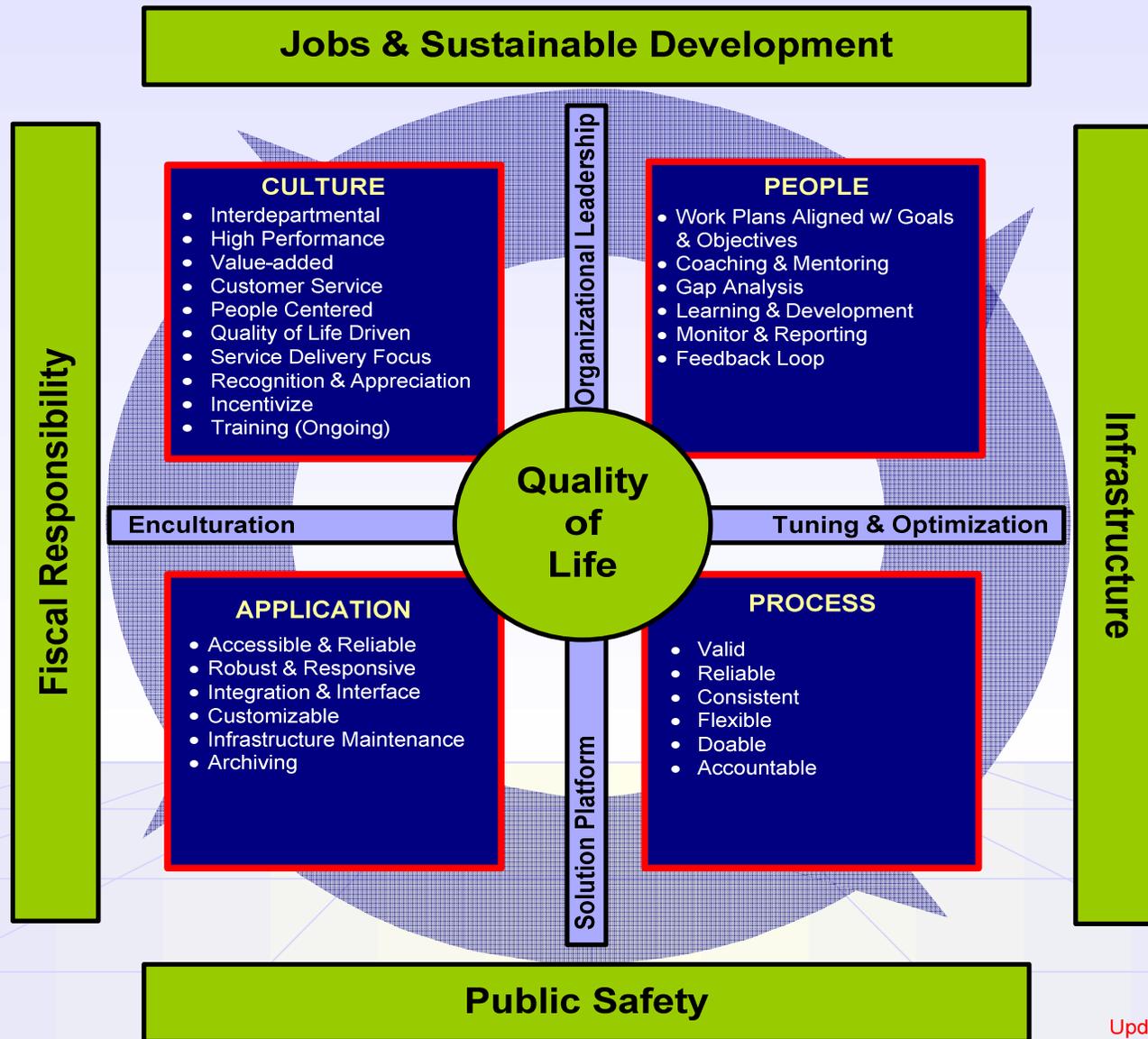
TECHNICAL MILESTONES



- Compare Performance Management Technologies
- Select Best Solution Platform
- Collect and Analyze Data
- Configure Solution Platform and Prepare for Data Migration
- Test, Test, Test (Load Balance)
- Complete User Acceptance and Test Some More
- Train and Deploy Technology (Possible Phased Approach)
- Provide Help Desk Support and Track Issues
- Optimize System

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Questions & Answers

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