

Development and Feedback the Richland Way

Cindy Johnson

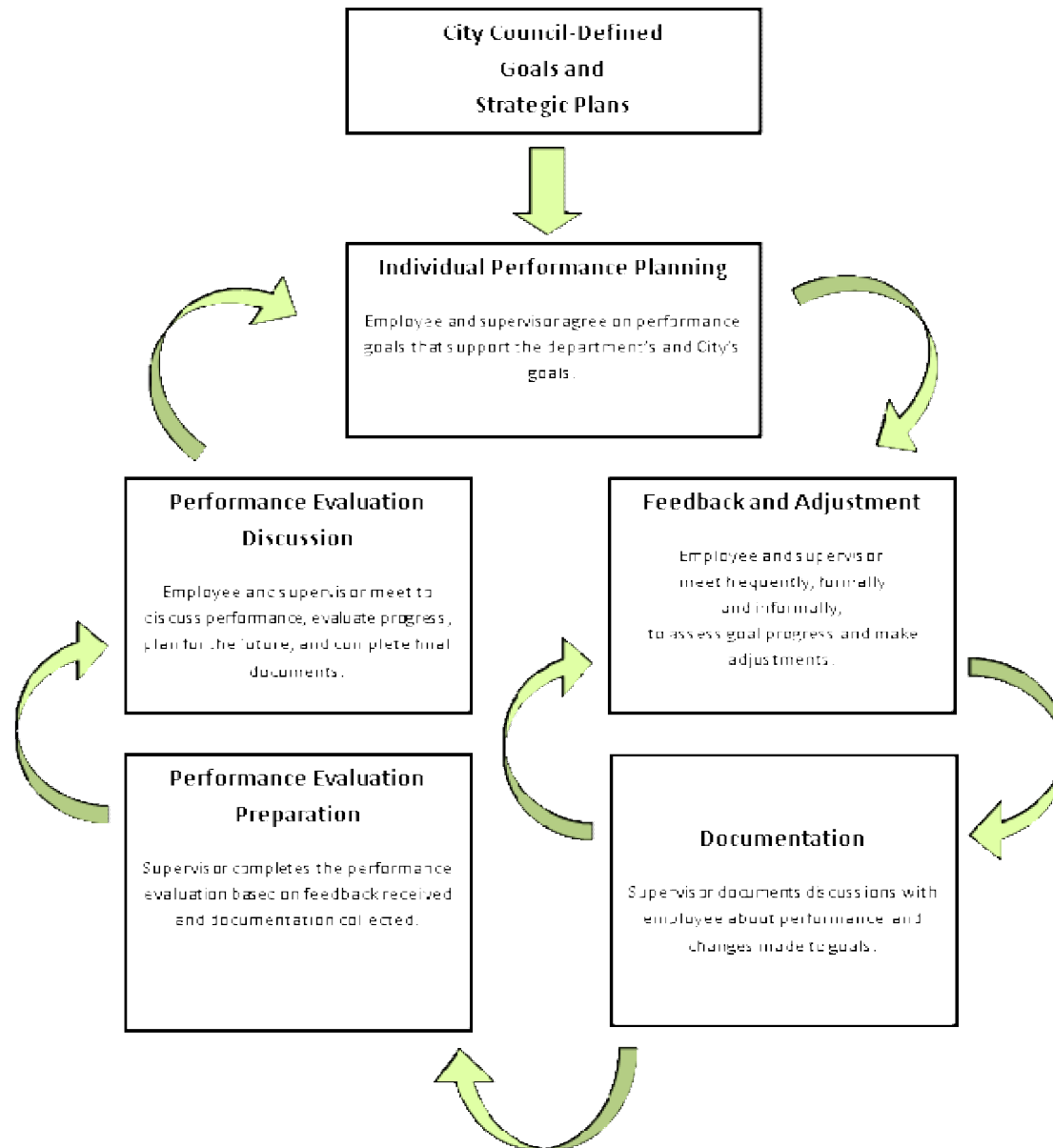
City Manager of City of Richland, WA



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



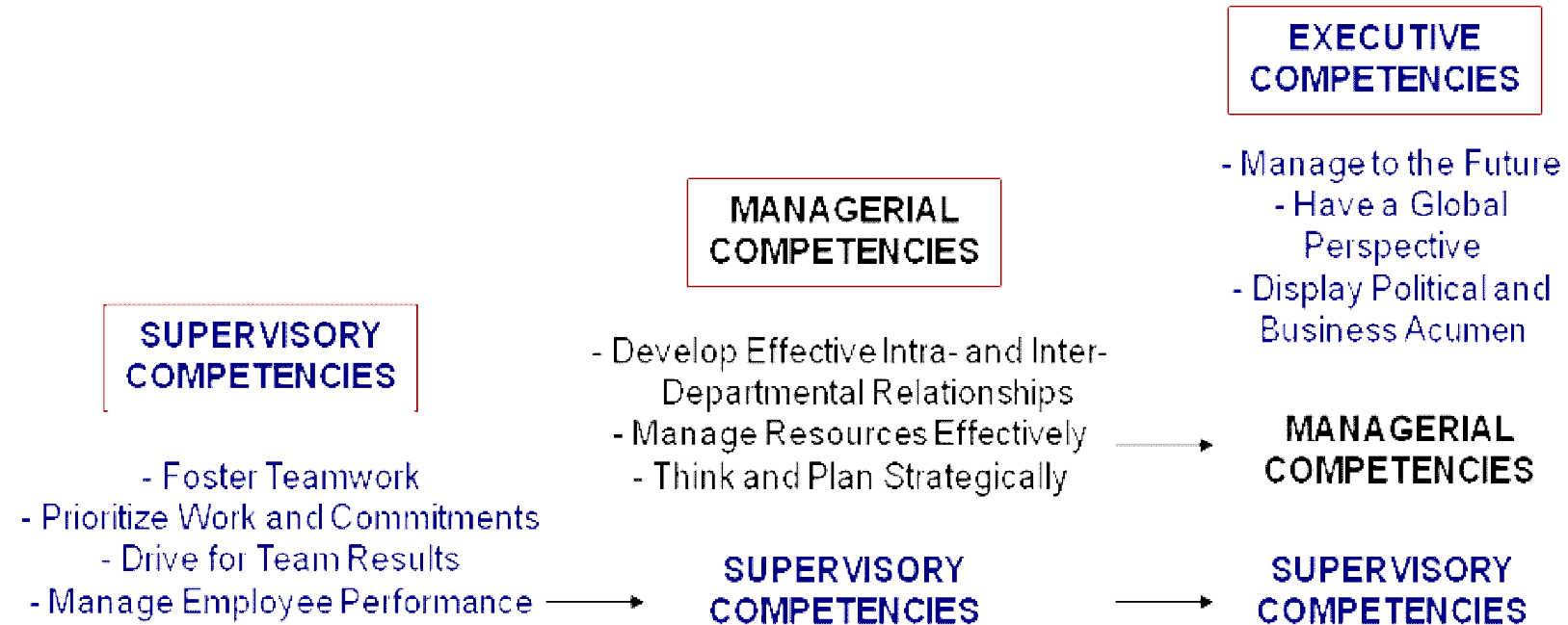
How it Gets Done

- 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

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

City of Richland Leadership Competency Model



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!!!!

Acknowledgement:
"Creating a Culture of Development and Feedback the Richland Way"

By:
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And
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Questions/Comments?

Additional Information...



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