

# ICMA Certificates in Performance Management: Examples of Leadership



Jurisdictions take varying approaches to leading performance management efforts and ingraining that approach in the culture of the organization. Here are a few examples from ICMA Certificates in Performance Management recipients:

**Fort Lauderdale, Florida:** The Fort Lauderdale City Commission formalized its commitment to performance management by passing a resolution in 2013 approving *Press Play Fort Lauderdale 2018*, “a five-year strategic plan and a strategic management system and operational framework to further the community vision, the city mission to build community, and to provide exceptional service delivery.” The resolution requires periodic updating of the strategic plan and tasks the city manager with annual reporting on progress.

Structural Innovation continues to work with the organization to enhance performance measurement and process improvement efforts aimed at improving performance and significantly reducing the time and costs associated with everyday businesses processes. Furthermore, the city manager continues to provide leadership and support internally on the performance management efforts underway in the city. Quarterly FL2STAT meetings are led by the city manager's office and attended by the city's leadership team. The purpose of the FL2STAT meetings is to share information and to collaborate between departments. The meetings are an opportunity to help departments work better together, and to elevate the understanding of the issues and the role and responsibilities of each department. The topics include, at a minimum, strategic initiatives and key performance indicators and other elements of the city's [Quality Management System](#). The agenda can be expanded to include timely and relevant issues for the Executive Strategy Team.

Additionally, the city has certified its FL2STAT quality management system to the ISO 9001:2015 standard. This ensures that the city is meeting customer (neighbor) requirements (expectations), measuring and monitoring performance, conducting management reviews, and continuously improving. It is a requirement of the ISO 9001:2015 standard that all employees are aware of the city's Quality Policy

and how their work connects to the overall organization's strategy and meets the expectations of the community. In addition, the regular ISO audits, as well as the internal quality reviews (internal audits) also ensure that the system is being implemented as intended.

Externally, the city is providing leadership and assistance to other cities through various efforts. The city co-hosted the fourth annual Strategy and Performance Management Summit with ClearPoint Strategy for a gathering of government, non-profit, and private sector performance leaders to share information, exchange ideas, review best practices, and build on innovative strategy and performance management techniques. Lastly, the city partnered with Bloomberg Philanthropies' What Works Cities program to create a new open data policy, and two performance data analysis projects, one for EMS response times and one for public street lighting in relation to crime trends.

**Gilbert, Arizona:** Providing leadership on performance management is one of the top priorities for Gilbert's management and town council. Performance management tools are introduced to new employees on their first two days at work with "EDGE for New Employees." One of Gilbert's most important internal initiatives is execution of Wildly Important Goals (WIGs). Each town department has adopted a WIG and nearly every employee contributes to accomplishing their department's WIG. The WIG initiative was launched by our learning and development manager presenting 4DX, the [4 Disciplines of Execution](#). A key principle of 4DX is lag measures and lead measures. A goal must be measured in order to understand change. A key principle of 4DX is "people play differently when they are keeping score."

Departments update the town's executive team on their WIG progress. The Parks & Recreation department gave the most recent [progress presentation](#). The presentation reports a department's WIG statement, the WIG's lead measures, and the most recent news regarding progress in attaining the WIG.

**Austin, Texas:** In December 2015, the Office of Performance Management was officially created, moving performance management out of the Budget Office, where many functions had been housed. The city manager appointed a chief performance officer. The office has three key focus areas: (1) strategic planning development/implementation; (2) performance measurement/data analytics; and (3) Lean Six Sigma-based process improvement training and consulting. The office also undertook efforts to establish and/or increase related skill sets and functions within each of the departments.

**Bettendorf, Iowa:** Staff work with performance management tools such as priority-based budgeting to emphasize the importance of data-driven decision making and the value these measures provide to department managers, elected officials, and the public. Staff seized on the momentum generated by the Certificate of Distinction Bettendorf received in 2016 to re-emphasize the importance of performance measurement as a management tool. This effort includes the addition of a performance management session during the biannual employee trainings and special emphasis in public presentations such as the mayor's State of the City and the Citizens Academy 101 curriculum.

**Fayetteville, North Carolina:** Performance management is a job result for all department heads in the organization and is outlined in both the new employee orientation program and the supervisory operational skills program. All capital and information technology improvement plan items are linked to city objectives. In addition, staff perform training in process improvement and total quality management to provide the skills necessary to turn performance measure data into actionable data for process improvement. Networking takes place with other municipalities through the North Carolina Local Government Budget Association and the North Carolina Local Government Information Systems Association. Staff also network and share data through other state, regional, and national organizations. And the city has engaged with Bloomberg Philanthropies' What Works Cities initiative to enhance its performance management techniques and culture. This effort has been fully supported by both the mayor and the city manager.

**Kansas City, Missouri:** Both the mayor and city manager have an explicitly data-driven approach to governing and managing the city. Both participate every month in KCStat meetings. The city manager also dedicates two hours of his time every week to internal performance management meetings (DepartmentStat). The mayor's emphasis on data-driven management can be seen in the "Efficiency" component of his agenda, on his website: <http://kcmayor.org/mayors-agenda>.

**Olathe, Kansas:** The city of Olathe puts significant internal emphasis on accountability, transparency, and improvement. The city manager credits the organization's success in being able to provide high-quality services and being known locally and nationally as an organization with a high-performance organizational culture. Departments prepare business plans that link department goals and initiatives to city council priorities and organizational goals. From executive managers to front-line staff, every employee in the organization has a performance planning document that aligns organizational goals to individual performance. Each employee is ultimately evaluated on performance results against established targets.

In its third year of additional accountability, PerforMax meetings are held with the city's leadership team on a quarterly basis to review key results indicators. Measure owners are held accountable for discussing drivers for the measure status and, if necessary, strategic adjustments required to meet the desired target.

Every year, employees gather for a breakfast event where the year-end results of the city's citizen satisfaction survey are presented. Employees also hear whether the city met or exceeded the target for three key citizen satisfaction measures. For each of the three measures where the target is met or exceeded, all employees receive a bonus. The three measures and targets for 2016 were:

- Place in the top 10% of all communities surveyed for the Overall Quality of City Services: Highest rating in the nation for all cities, all sizes. 2016 Target: 84%; 2016 Result: 93%
- Place in the top 10% of all communities surveyed for the Quality of Customer Service Received from City Employees: 2016 Target: 79%; 2016 Result: 87%
- Place in the top 10% of all communities surveyed for the Value Received for Your Tax Dollars/Fees: 2016 Target: 66%; 2016 Result: 71%

Externally, the Olathe is regarded as a regional and national leader in utilizing performance measurement. It was the first in the area to incorporate the [DirectionFinder® Citizen Survey](#) into its performance measurement program and the first to fully develop an Organizational Scorecard. Olathe frequently receives requests to present on the topic of strategic planning and performance measurement. The city council and city manager not only encourage professional leadership but also have an expectation that Olathe will set a standard for others to follow.