



CITY OF MADISON

PERFORMANCE EXCELLENCE

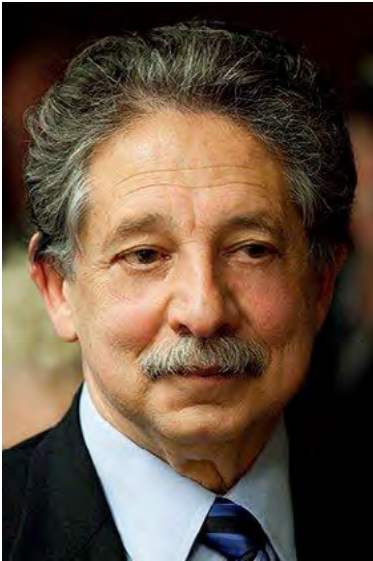
COMMUNICATION TOOLS



CITY OF
MADISON

REV. 11/05/18

MESSAGE FROM MAYOR



October 2018

As I reflect on the employees in this organization, I am proud of the work done in response to the flooding and proud of the work that our employees do every day to make sure we are living up to our Vision of being Inclusive, Innovative, and Thriving. There is no doubt that the City of Madison is a great organization that delivers high quality services to the public.

We know that the best organizations make sure that customers get exactly what they need, the workforce is engaged, that work processes are strong, and that resources are used most effectively.

The City of Madison wants to be the best. In many ways we are. However, we know that we can always improve. I have written in the past about our Performance Excellence effort, and today I write that we are ready to implement Performance Excellence at the City of Madison. As a reminder, we adopted a new Vision, Mission, Values, and Service Promise this summer. We have set the Seven Elements of a Great City of Madison that will help us work together more effectively. In addition, we have a plan in place to achieve performance excellence at the City. Department and Division Heads will bring staff together for an official Performance Excellence kick-off on October 31, 2018.

After the kick-off event, the next step is the Employee Voice Survey. While many employees have taken engagement surveys with their departments in the past, this survey will go out in November to every city employee. The goal of the survey is to set a baseline for what is working well now and identify what we need to improve. This will make sure we are adequately identifying the tools, support, and processes our staff need across the City of Madison so we can guarantee it is the best place to work. Research shows that being a great place to work is one of the most important parts of being an excellent organization, which is what we strive to be – Inclusive, Innovative, and Thriving. Watch out for more news about the survey coming later on in October.

Paul R. Soglin

Mayor

PERFORMANCE EXCELLENCE

Our Vision

Our Madison – Inclusive, Innovative, & Thriving

Our Values



Equity

We are committed to fairness, justice, and equal outcomes for all.



Stewardship

We will care for our natural, economic, fiscal, and social resources.



Well-Being

We are committed to creating a community where all can thrive and feel safe.

Mission

Our Mission is to provide the highest quality service for the common good of our residents and visitors.



Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.

Our Service Promise

I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.

Elements of a Great City

Eg

Effective Government

Eo

Economy & Opportunity

Gr

Green & Resilient

Cc

Culture & Character

Lt

Land Use & Transportation

Hs

Health & Safety

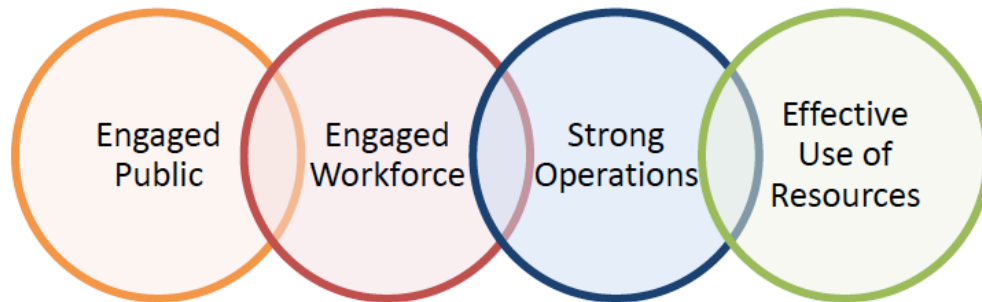
Nh

Neighborhoods & Housing

WHAT IS PERFORMANCE EXCELLENCE

Performance Excellence Defined

Performance Excellence is a tried and true method used by organizations so they can be their best. When our city performs with excellence, it establishes and nurtures a culture where people thrive. We achieve Performance Excellence when we follow the City of Madison [Service Promise](#). This makes sure that we achieve our [Vision, Mission, and Values](#). The City of Madison Performance Excellence effort focuses on these four areas. They are all equally important and impactful for achieving excellence:



Engaged Public – The public is engaged and satisfied with the services we provide. We regularly hear from our residents through a Community Voice Survey. We staff Neighborhood Resource Teams and ensure that we are involving the public in key decisions.

Engaged Workforce – We make sure we engage our staff and they understand the meaning of their work and the contributions we make toward making sure that the City of Madison achieves its vision. We regularly hear from and respond to issues affecting our employees through an Employee Voice Survey. Employees can provide ideas for improvement and problem solving.

Strong Operations – We prioritize problem solving and process improvement, utilize racial equity and social justice tools, and ensure we are operating effectively and efficiently based on what we learn from our public and workforce.

Effective Use of Resources – We use all natural, economic, and fiscal resources responsibly and meaningfully. This includes how we use data to inform our decision-making. All departments are completing the Results Madison process to ensure we use our resources effectively.

We Need Performance Excellence

Managers have an ever-increasing amount of work in their departments and there is an increasing need to support citywide initiatives. In addition, our community is ever growing and changing, and we continue to face new opportunities and challenges to prepare for our future. The fact that we are living in a time of limited resources for public services and increasing expectations for results means we need to work as efficiently and effectively as possible. Many organizations use Performance Excellence to make sure they are the best. It provides us with the needed tools to be strategic in our work, become more agile when responding to change, better prioritize our resources, and align our work and programs to our strategic vision.

Through this effort we will be able to better do our work and align Employee Engagement, Results Madison, Imagine Madison/Comprehensive Plan Update, Racial Equity and Social Justice Initiative, Neighborhood Resource Teams, among other initiatives.

PERFORMANCE EXCELLENCE, cont.

Leadership

Formed in 2017, this team is comprised of Department and Division Heads, Common Council Members, and Deputy Mayors. This team meets regularly to provide direction to the various efforts toward achieving and maintaining performance excellence. Below is the structure of the team:

Leadership Team		
The Leadership Team provides leadership and guidance to achieve performance excellence.		
Line of Sight		
Line of Sight ensures alignment between current City of Madison initiatives and the below teams to ensure that every employee and manager understands the connection between their work and the strategic vision.		
Voice of Customer	Voice of Process	Data Management
Voice of Customer provides oversight of the feedback mechanisms for the public and employees to ensure we are effectively prioritizing our work and responding to our customers: the public and our employees.	Voice of Process ensures that city operations are the strongest possible by establishing an improvement and problem solving model to encourage departmental efficiency and best respond to customer needs.	Data Management refers to the overall management of the availability, usability, integrity and transparency of data across the City of Madison. Data is foundational to performance excellence.

Timeline

This is a list of what City of Madison agencies should expect to do to implement the Performance Excellence 2020 Action Plan.

2018	2019	2020
<ol style="list-style-type: none">1. Complete Results Madison Phase2. Receive training; attend Leadership Development Conference3. Align department vision, mission, values to the Citywide PE Framework4. Help promote the Employee Voice Survey	<ol style="list-style-type: none">1. Respond to Employee Voice survey2. Prepare 2020 budget in alignment with a 2020 work plan3. Identify and implement improvement and problem solving ideas4. Community Voice Survey	<ol style="list-style-type: none">1. Prepare 2021 budget in alignment with 2021 work plan2. Provide regular departmental performance updates and contribute to regular updates for the 7 elements of a great city

Next Steps, Support, & More Information

The City of Madison is deeply committed to this work. The Mayor's Office and the Common Council are supporting this effort. There will be monthly updates to the Department Division Head meetings and we will provide quarterly updates to the Common Council. Human Resources, Finance, and Information Technology are prepared to support agencies in implementing this plan.

There is more information including presentations about performance excellence on EmployeeNet:

www.cityofmadison.com/excellence

If you have questions or need support, please contact the Performance Excellence Specialist for the City of Madison at pe@cityofmadison.com.

TALKING POINTS FOR MANAGERS

Performance Excellence Partners: it's important to let your own commitment to this process and the outcomes show through your coaching of other managers who are less familiar with it. It will be important to share your personal experiences of how this process aligns with work in your department, or changes you've made or will make to your department as a result of this process to make it more relevant to those managers who've not been as actively involved in the planning.

What are the basics?

Refer to Performance Excellence Update to March 2018 Dept/Div Head video of Presentation by Natalie and Dave, and Performance Excellence Framework.

www.cityofmadison.com/excellence

Why the change?

The City of Madison as an organization has had an exciting and active past several years, with city staff contributing to many different initiatives – employee engagement, racial equity and social justice, neighborhood resource teams, guidance teams, data management team, Results Madison led by finance staff, and the Imagine Madison Comprehensive Plan led by planning staff.

This work has contributed a lens by which to update our city's Vision and Mission, and our newlycreated Values and Service Promise add a level of accountability by which all departments and staff should measure themselves.

Why now?

Many managers have been feeling the need to do more with less, and we need to get strategic and align our efforts as an organization so we are delivering the most effective and efficient services to our residents.

The timing is perfect – we have heard from residents through the Imagine Madison Comprehensive Plan led by the Planning Department, and we have heard from city staff through the Guidance Teams led by the Finance department.

What's so important?

Managers have an ever-increasing amount of work in their departments and there is an increasing need to support citywide initiatives. In addition, our community is ever growing and changing, and we continue to face new opportunities and challenges to prepare for our future. The fact that we are living in a time of limited resources for public services and increasing expectations for results means we need to work as efficiently and effectively as possible.

Performance excellence provides us with the needed tools to be strategic in our work, become more agile when responding to change, better prioritize our resources, and align our work and programs to our strategic vision.

Through this effort we will be able to better do our work and align Employee Engagement, Results Madison, Imagine Madison/Comprehensive Plan Update, Racial Equity and Social Justice Initiative, Neighborhood Resource Teams, among other initiatives.



TALKING POINTS, cont.

How does the city's proposed new vision, mission, values, etc. fit with that of my department?

This will vary by department, but likely, they will already be somewhat aligned. As you share the Performance Excellence Framework with your department, tie it to your own vision, mission, values, oath, or other department language. If you notice a significant discrepancy between the two, and would like help bringing them together, contact your Performance Excellence partner or the Performance Excellence Leadership Team at PECommunications@cityofmadison.com.

How can I share this information with my managers & staff?

You should have received a communications audit survey recently; fill it out to help the Public Information Officers and the Leadership Team for Performance Excellence create a tool kit for communication that can be customized for your department. If you would like assistance in designing a communications strategy that best fits your department, and provide you with tools to talk about Performance Excellence, contact the PE Communications team at: PECommunications@cityofmadison.com.

What's next & timeline?

We will implement our performance excellence system over the next two years and have it fully functional by 2020. This work will be integrated into ongoing operations and will be coordinated with current efforts so agencies will not be overwhelmed.

Where can I or my staff learn more?

The Performance Excellence web page has more information and links to various reports that helped shape this initiative.

www.cityofmadison.com/excellence

You can also find more detailed resources about Performance Excellence planning and history, as well as its four guidance teams on SharePoint.

<http://share/PerfExcel/SitePages/Home.aspx>.



HOW TO USE THIS KIT

This kit has everything you need to help you get the word out to your staff about the City of Madison's Performance Excellence.

USE tools like the Powerpoint template, suggested language, graphics and sample communications plan to inform your own communications efforts based on what makes the most sense for your department and team.

SPREAD THE WORD about Performance Excellence by finding creative ways to incorporate the messages contained here - staff trainings, team meetings, onboarding with new employees, or maybe even your department newsletter.

STAY TUNED as additional announcements about Performance Excellence next steps are announced.



General Timeline

CREATE a communications timeline.

WHEN	MESSAGE	MESSAGE LEVEL
October		
OCT 2018	What is Performance Excellence? Employee Voice Survey coming	Mayor's message, Department Head communications, mid-level managers
10/15/2018	Survey coming	Mayor's Message
10/22/2018	Survey materials available	Department Head communications
10/25/2018	Council update	Mayor / PE Team provide public update
10/31/2018	Leadership Development Conference	Mayor / PE Team share strategy & tools with Department Heads and managers
November		
NOV 2018	What is Performance Excellence? Employee Voice Survey – participate	Department Head communications, mid-level managers
11/5/2018	Survey available – participate	Mayor's message, Department Head communications, mid-level managers
11/12/2018	Survey available – importance for dept	Department Head communications, mid-level managers
11/19/2018	Survey available – last week	Mayor's message, Department Head communications, mid-level managers
11/25/2018	Survey closes	
11/26/2018	Survey thank you	Mayor's message, Department Head communications
December		
DEC 2018	What is Performance Excellence? How do we use Performance Excellence?	
DEC 2018	Survey results – next steps	Mayor's message, Department Head communications
January		
JAN 2019	What is Performance Excellence? How do we use Performance Excellence?	
JAN 2019	Performance Excellence Update	Mayor's message
JAN 2019	Performance Excellence Update	Department Head message
JAN 2019	Performance Excellence & 2019 Budget	Finance, Department Head message
February		
FEB 2019	What is Performance Excellence? How do we use Performance Excellence?	
FEB 2019	Performance Excellence Update	Mayor's message
FEB 2019	Performance Excellence Update	Department Head message
FEB 2019	Performance Excellence & 2019 Budget	Finance, Department Head message
March		
MAR 2019	Performance Excellence Update	Mayor's message
MAR 2019	Performance Excellence & 2019 Budget	Finance, Department Head message
April		
APR 2019	Message from the new Mayor	

Dept. Communications Plan (Sample)

CREATE a communications plan similar to the one used by Madison Public Library.

Communications Plan – Staff Awareness

City of Madison Performance Excellence

Madison Public Library, September 2018 – January 2019

Poster Distribution

- 9/15/18 – 11x17 posters to all break rooms & common areas (Tom)
- 9/15/18 – 8x11 poster in all new employee packets (Cindi)
- 9/13/18 – poster to attendees of all staff day (Tana)
- 10/22 – could distribute postcards to all staff with longevity gifts?

Staff & Other Presentations

- 9/10 – library management team (Greg/Tana)
- 9/13 – all staff day (Greg/Enis) – what PE is, how it aligns with library mission/vision/etc.
- 9/1-11/30 – staff meetings (Greg) – what PE is, how it aligns with library mission/vision/etc., take survey
- 10/8 – Library management team (Greg/Tana)
- 10/16 – Mayor’s Management Team (Tana/Sarah – toolkit)
- 10/23 – Library AMT meeting (Tana)
- 11/7 – Library Board (Greg/Tana)
- 11/8-9 – Library Sup Group/Process Bootcamp (Krissy)
- October, November – department and team meetings, various dates and presenters

Internal Emails/Intranet

- 10/8 (week of) - Minute with a Manager – what is PE? how does it fit with library? (Greg/Tana)
- 11/5 – Survey message to all staff (Mayor)
- 11/6 (week of) – Minute with a Manager – Recap of 10/31 summit, please fill out survey (Greg) {message from Mayor will have gone out 11/5}
- 11/12 – library managers to send out message (or meet in person) to convey information about survey to their staff
- 11/26 (week of) – City staff email (Mayor) - PE Survey thanks to all staff, next steps
- 11/26 (week of) – Minute with a Manager (Greg) – library participation, thank you, next steps [wait for Mayor’s Message to go first]
- 2/1 – PE Survey results, what this means for library (first LMT, then all staff)

External Emails/Web site

- 11/1 - Rework library mission & vision page to include city mission and vision
- 11/1 – rework library web & email footers to include city vision? Library vision?
- 11/1 – City vision page to include new vision, mission, etc.?

Other Key Dates

- 10/16 – Mayor’s Management Team (Tana/Sarah – toolkit)
- 10/31 – Leadership Conference (Greg/Tana)
- 11/5 – City Dept/Div Head (Greg)
- 11/5 – Survey starts
- 11/13 – Mayor’s Management Team (Gregg – survey)
- 11/20 – Mayor’s Management Team (Greg)
- 11/25 – Survey ends
- Survey completion information? (who participated)
- Survey results date? (8 weeks from survey end?)

SPREAD THE WORD

In order for Performance Excellence to work, we need every department head to help get the word out and encourage their employees to participate.

Here are a variety of tools you can use to talk about Performance Excellence with your staff through a variety of methods.

Sample Message from Department Heads

Send after messages from Mayor Soglin.

You have received messages from the Mayor's Office about a strategic direction for the City of Madison called Performance Excellence. The Performance Excellence effort intends to utilize the many plans and recommendations that have come out of citywide planning efforts in the past few years, including the work on the Racial Equity and Social Justice Initiative, the Imagine Madison comprehensive plan, and Results Madison.

[Indicate department's previous or current involvement here. FOR EXAMPLE: The library has already been involved in much of this work, and served as a pilot agency for Results Madison, a data-driven planning process now being implemented in other city departments. Lessons learned from those processes have informed our own strategic planning, including the creation of the library's strategic lens and values.]

I urge you to follow the Mayor's messages and learn more about Performance Excellence at the City of Madison. The new mission of the City of Madison - to provide the highest quality service for the common good of our residents and visitors - is work that we are already doing. Implementing Performance Excellence in our agency going forward will help us continue to do our best work together with other city agencies and to better tell the story of how our staff and our agency's work provide excellent service.

Powerpoint Presentation Template



Presentation Title

Subtitle

CITY OF MADISON

Email Message

USE this suggested language to craft an email to your staff about Performance Excellence. *If email isn't the best way to communicate this to your staff, consider using the text below in a memo or preferred method.*

Subject: Performance Excellence at the City of Madison

As you know, we have recently adopted a new strategic framework for the City of Madison called Performance Excellence. The aim of performance excellence is to promote the public good and focus our resources on achieving results for our customers. Performance excellence aligns our work toward achieving our strategic vision, which includes our vision, mission, values, service philosophy, and seven elements of a great city.

The new mission of the City of Madison - to provide the highest quality service for the common good of our residents and visitors - is work that we are already doing. Implementing Performance Excellence in our agency going forward will help us continue to do our best work together with other city agencies and to better tell the story of how our staff and our agency's work provide excellent service. You will begin to see performance excellence language and tools in our communications and work going forward.

Learn more at www.cityofmadison.com/excellence

Newsletter Article

USE this suggested language to include a message about Performance Excellence in a print or electronic newsletter to your staff, board report, or other communications.

Title: Performance Excellence at the City of Madison

The City of Madison recently adopted a new strategic framework for the City of Madison called Performance Excellence. There are five components of Performance Excellence in the City of Madison:

- The Vision statement lays out the desired future of the City.
- The Mission statement describes how the City will advance toward our Vision.
- Our core Values used in decision-making.
- Our Service Promise is a commitment we make to residents and employees of the City of Madison.
- Our Strategic Priorities ("Elements"), or overarching goals, connect everyday work of all employees to the Vision, Mission, Values and Service Promise.

[include Vision, Mission, Values, Service Promise, and Elements, either in full or as link]

[tie these to your department's key statements, including mission, values, vision, oath, etc. and show how they work together]

This will be an ongoing effort at the City in years to come. Learn more at www.cityofmadison.com/excellence
(For internal audiences only. A public web site will be created for external communication.)

GRAPHICS

Performance Excellence



City of Madison Vision Statement



View all available graphics at www.cityofmadison.com/employeeet/performance-excellence/communication-tools.
If you need graphics in a different size, please contact pe@cityofmadison.com.

OTHER TOOLS

View a set of communication tools at www.cityofmadison.com/excellence

For download available November 5, 2018.

Performance Excellence Tools

[Sample Messaging](#) DOCX

Message from Department & Division Heads, newsletter article, and email messages.

[PowerPoint Template](#) PPTX

Sample general presentation on Performance Excellence at the City of Madison.

Poster – 11x17, 8.5x11

Request posters by emailing pe@cityofmadison.com. City's vision, mission, values, and service promise for display in employee areas.

[Handout – Components](#) PDF

City's vision, mission, values, service promise, and elements of a great city as a 2-page handout.

[Handout – What is Performance Excellence](#) PDF

History, purpose, governance, and timeline of Performance Excellence as a 2-page handout.

Postcard – [Single postcard](#) PDF, [Printable postcards \(4-up\)](#) PDF

City's vision, mission, values, and service promise as a 2-sided postcard.

Graphics

If you need graphics in a different size, please contact pe@cityofmadison.com.

[Letterhead – Performance Excellence](#) JPG

[Email Header](#) JPG

[Letterhead – City Vision statement](#) JPG

Employee Voice Survey Tools

[Sample Messaging & Timeline](#) DOCX

Messages from Department & Division Heads about the survey, with suggested dates.

[Talking Points for Managers](#) DOCX

Talking points and frequently asked questions to use when talking to your staff.

[Survey Flyer – 8.5x11](#) PDF

Flyer encouraging employees to fill out the survey.

Graphics

If you need graphics in a different size, please contact pe@cityofmadison.com.

[Letterhead](#) JPG

[Email header](#) JPG

CONTACTS

With any questions, contact your Performance Excellence partner or a member of the Leadership Team for Performance Excellence.

Leadership Team for Performance Excellence

- Baldeh, Samba – District 17 Alder, Common Council President
- Davis, Norman – Civil Rights
- Davis, Steven – Fire
- Donahue, Harper – Human Resources
- Edgerton, Sarah – Information Technology
- Erdman, Natalie – Planning, Community and Economic Development
- Gombar, Melissa – Human Resources
- King, Steven – District 7 Alder
- Knepp, Eric – Parks
- McKinney, Barbara – District 1 Alder
- McManners, Gregg – Monona Terrace
- Mickells, Gregory – Library
- Monks, Anne – Mayor’s Office
- Mosgaller, Tom – Consultant
- Obeng, Kwasi – Common Council, Chief of Staff
- Ragland, Enis (Chair) – Mayor’s Office
- Schmiedicke, David – Finance
- Thompson, Connie – Monona Terrace

