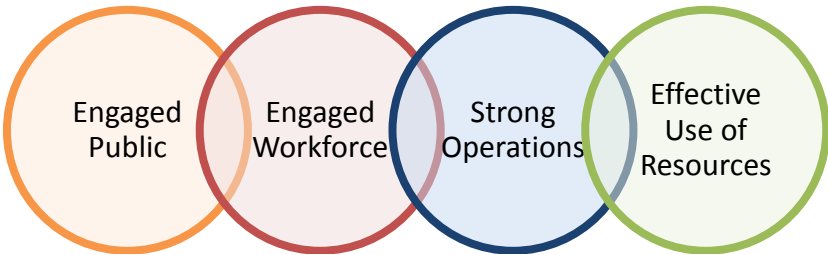




WHAT IS PERFORMANCE EXCELLENCE?

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 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 Phase 1 2. Receive training; attend Leadership Development Conference 3. Align department vision, mission, values to the Citywide PE Framework 4. Help promote the Employee Voice Survey 	<ol style="list-style-type: none"> 1. Respond to Employee Voice survey 2. Prepare 2020 budget in alignment with a 2020 work plan 3. Identify and implement improvement and problem solving ideas 4. Community Voice Survey 	<ol style="list-style-type: none"> 1. Prepare 2021 budget in alignment with 2021 work plan 2. 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:

<http://www.cityofmadison.com/employeenet/performance-excellence>

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