

CITY OF MINNEAPOLIS

Performance Management

PerformMinneapolis

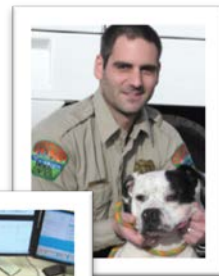
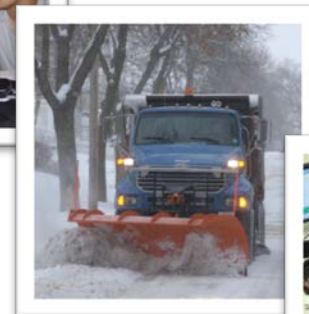
City of Minneapolis is a large, diverse and complex organization

- Annual budget of \$1.5 billion
- Serves:
 - 400,000 residents in 170,000 households
 - A metro population of 2+ million
 - Nearly 18 million annual visitors
- The 6th largest downtown employer
- Weak Mayor/Strong Council governance
- Organized in 23 departments



Employs approximately 4000 people

- 3600 employees (about 90%) are union-represented; 24 collective bargaining units
- Approximately 400 employees are elected or appointed
- Skilled and unskilled laborers, attorneys, engineers, police officers, firefighters, analysts, technicians, multiple levels of management
- Three largest departments are
 - Public Works
 - Police
 - Fire



Employee Demographics

- Average age: 47.5
 - 26% age 55 and older
 - 17% eligible for pension benefits
 - Average service: 15.6 years
- 70% male
- 77% white, 13% black, 10% other persons of color



How to approach performance management




depends on



 **PLAY GAME**

What we wanted

- More than a performance appraisal
- A consistent, fair process
- Transparency
- Employees involved in managing their own performance
- A stronger relationship between employee and supervisor
- Promote on-going conversations
- Link to City goals and department business plans 
- Something that met employees' idea of a credible system
- A process that could sustain itself
 - With or without technology
 - Regardless of changes in the electeds

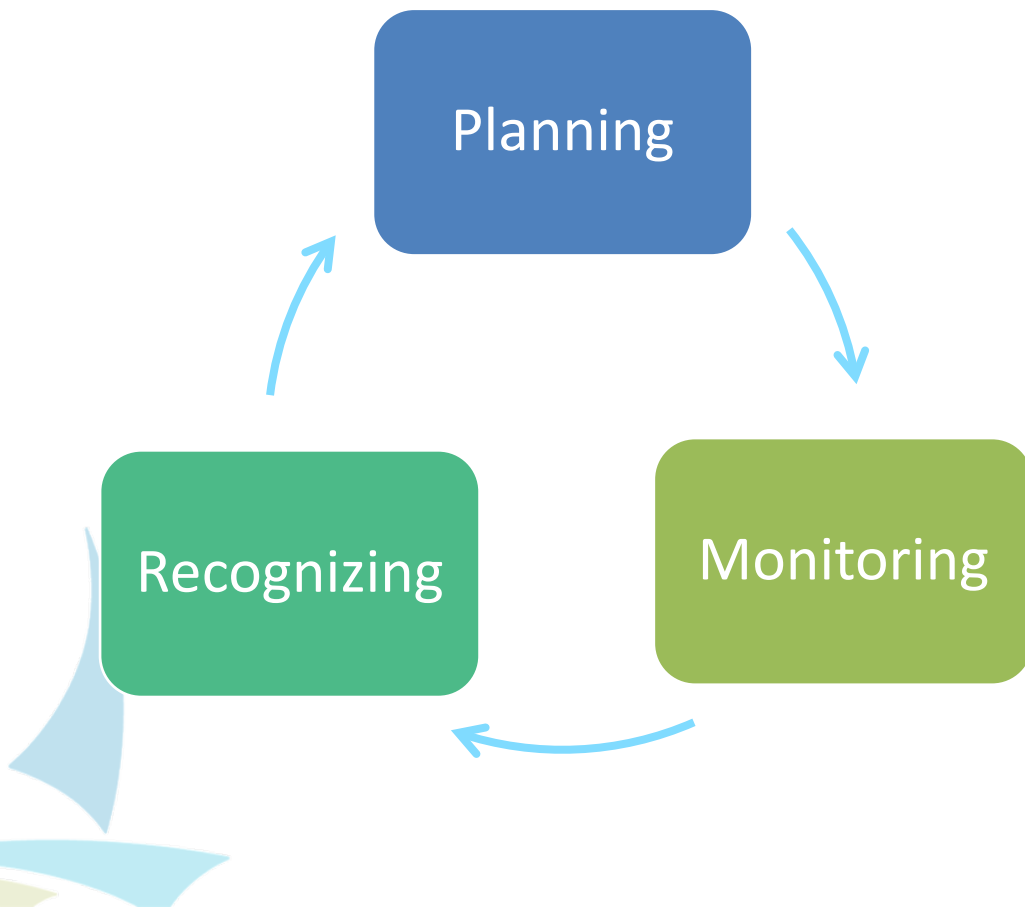
What we did

1. Created a task team including HR and Departments
2. Created of a Steering Committee of Department Heads
3. Conducted research and focus groups
4. Developed a model, definitions, a *language*
5. Devised tactics to describe, explain, and “market” the model
6. Piloted in 2 departments (plus 2 other early adopters)
7. Committed to guide the department through the first performance cycle.
8. Trained everyone

How we did it

- Role Clarity 
- Consultative approach to implementation department by department
- Positioned performance management as a business process:
 → **Perform Minneapolis** → **results** minneapolis
- Unions were the first to know
- Intentional attempt to change culture (without ever calling it that)
- Tied to existing models and practices

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Five Promises

1. Clear line of sight to City goals
2. Improvement focused
3. Linked to employee development
4. Outcome orientation
5. Fair (process of assigning a rating is clear, makes sense, and is consistently applied).

Important aspects of our process

- Start with work expectations
- Performance Management is a series of conversations between supervisor and employee
- Performance is based on
 - WHAT – work expectations
 - HOW – Job Success Factors



Results...so far...

Before

- 25% of supervisors reported completing performance appraisals
- 73% of employees reported receiving a performance appraisal in the past 12 months
- Quite typical to hear “I haven’t had an appraisal in 25 years...”

After

- 93% of 2016 Performance Appraisals were written
- 9x% of 2017 Work Expectations were entered
- Managers/Department Heads can access real-time data
- No paper

Employee Engagement Survey	% Favorable		
	2016	2014	2011
My work is evaluated fairly	---	---	65
I received a performance appraisal	---	---	73
My supervisor gives me useful feedback	69	70	64
My supervisor gives me clear expectations	78	72	---
I see how my work links to City Goals	79	80	---

Tips

- Determine what you are trying to accomplish and who can help you get there
- Link performance management to existing models
- Don't start with
 - Performance appraisal
 - The form
 - The software
- Departments must make it their own
- Be prepared: A good system can shine a light on bad management practices and poor performance.
- Ongoing training
- Reliable trouble shooting

What's next

- Distribute more control of the process out to the departments
 - HR Business partners have increased access
 - Major communication comes through the department head
- Add more features
 - Development planning
 - Mid-year reviews

Who has questions?

