

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
NOVEMBER 4, 2014 AGENDA

Subject:	Type:	Submitted By:
PERFORMANCE MANAGEMENT CONSULTANT	◆ RESOLUTION ORDINANCE RECEIVE/FILE	RITA M. RAMIREZ ASSISTANT CITY ADMINISTRATOR DIRECTOR OF ADMINISTRATIVE SERVICES

SYNOPSIS

A resolution has been prepared to approve an agreement with Management Education Group, Inc. for professional consulting services related to the City's efforts to redefine its performance management system in an amount not to exceed \$20,800.00 plus travel expenses.

FISCAL IMPACT

The FY15 General Fund budget contains funding for this project.

RECOMMENDATION

Approval

BACKGROUND

The City has been undergoing a cultural shift toward a more performance-driven organization since the adoption of a pay-for-performance model in 2009. At that same time a new performance appraisal instrument was introduced as well as the use of an online performance appraisal system. Since that time there have been some modifications made to the competencies and the appraisal process. Feedback received over the last couple of years through meetings with employee groups as well as the National Employee Survey have indicated a general dissatisfaction with the appraisal process. An internal employee group was appointed to review these concerns and make recommendations for change. That group looked at evaluation systems and instruments from several other cities and through its research discovered that the Management Education Group, Inc. has led a number of cities through the process of aligning a City's strategic plan and core values with the day-to-day activities of staff and ultimately reinforcing performance expectations through the performance management process. A major component of creating a successful performance management system is supervisor and employee training, which is a specialty of the Management Education Group, Inc.

Attached you will find the Group's proposal outlining the consulting and training services for La Vista, as well as course outlines for the supervisor and employee training.

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA, APPROVING AN AGREEMENT WITH MANAGEMENT EDUCATION GROUP, INC. FOR PROFESSIONAL CONSULTING SERVICES RELATED TO REDEFINING THE PERFORMANCE MANAGEMENT SYSTEM IN AN AMOUNT NOT TO EXCEED \$20,800 PLUS TRAVEL EXPENSES.

WHEREAS, the City Council of the City of La Vista has determined that the selection of a consultant for redefining the City's performance management system is necessary; and

WHEREAS, the FY15 General Fund budget includes funding for this project; and

WHEREAS Subsection (C) (9) of Section 31.23 of the La Vista Municipal Code requires that the City Administrator secures Council approval prior to authorizing any purchase over \$5,000.00.

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and City Council of La Vista, Nebraska do hereby approve an agreement with Management Education Group, Inc. for consulting services related to redefining the performance management system in an amount not to exceed \$20,800.

PASSED AND APPROVED THIS 4TH DAY OF NOVEMBER, 2014.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Buethe, CMC
City Clerk

Standard Letter of Engagement

October 21, 2014

This letter will serve as an Agreement between the City of La Vista and Management Education Group, Inc. for professional consulting services related to the City's efforts to redefine its performance management system. The Management Education Group, led by Marnie Green, Principal Consultant, will undertake to provide the agreed upon consulting services outlined in the proposal dated May 13, 2014.

- Proposed Scope of Work:** The scope of work will include an on-site assessment of the City's current performance management system that encompasses interviews with employees at all levels; recommendations for revisions to the performance management system, consulting to the City team regarding implementation of proposed changes; and training sessions for managers and supervisors on the principles of effective employee performance management as well as the changes to the system.
- Fees:** Our fee for the services outlined in the proposal is \$20,800 plus travel costs. On-site dates will be confirmed upon receipt of a 25% deposit of the total fee. The balance and associated travel costs will be billed in intervals over the life of the project.
- Travel Expenses:** Travel expenses include round-trip coach air, purchased at the lowest possible cost, baggage fees, hotel, rental car, ground transportation, parking, meals, and incidentals. Expenses will be itemized and receipts will be submitted with the invoice.
- Invoices:** Generally, our invoices are prepared and mailed monthly or as the services are concluded. Our invoices are payable within 30 days and are overdue if not paid by the due date set forth on the invoices.
- Late Payments:** If you fail to pay our invoices in full on or before the due date set forth on the invoices, we reserve the right to assess a monthly service charge equal to 1.5% of all fees and expenses which are past due. This monthly service charge will be billed to you at the end of each month in which a late payment occurs. In no event will the service charge be greater than permitted by any applicable law.
- Date Confirmation Policy:** Because of the competitive nature of booking consulting and facilitation dates, it is necessary to receive a deposit before on-site dates can be confirmed for a client. To facilitate your administrative needs, we will hold on-site dates agreed upon in writing via e-mail for two weeks from the date of agreement, giving you a "right to first refusal" should another client ask for the same dates. If after the two-week period the deposit has not been received, the dates become open and will need to be renegotiated.
- Cancellation/Rescheduling Policy:** Because cancellation of an on-site date causes loss of income that is difficult to recapture on short notice, the balance of the total fee is due and payable if the project is rescheduled or canceled by the client within 14 calendar days of the agreed upon meeting date.



8. **Termination:** You have the right to terminate our services at any time. We have the same right, subject to a professional and ethical obligation to give you reasonable notice to arrange for alternative support.
9. **Confidentiality:** We treat all aspects of our client relationships as confidential and will gladly provide or sign appropriate non-disclosure agreements if desired. Details of this engagement will be shared with others only upon your approval. The City of LaVista, NE will be listed as a client on our publicly available client list, unless you request otherwise.
10. **Other Matters:** Unless we otherwise agree, the terms and conditions of this letter will apply to all matters for which you engage us. If you have any questions or concerns about the terms of this Standard Engagement Letter, please contact us immediately.

Please acknowledge your receipt of this Letter, and your agreement with the terms and conditions set forth by signing below.

Organization Name: _____

Billing Address: _____

By (Printed Name) : _____

Signature: _____
Title: _____ Dated: _____

Employee Performance Management Project Timeline

January 29, 2015	On-site data gathering – meeting with City Manager and key players; focus group with employees; demonstration of Success Factors
By February 12, 2015	Written summary and recommendations for change presented to the City of La Vista
Every two weeks	Conference calls with the performance management team to review and agree upon system elements and implementation steps
April 10, 2015	Presentation of final recommendations to City Manager for approval
By May 15, 2015	Configure and test Success Factors to reflect new system elements (responsibility of the City)
June 10 – 13, 2015	Conduct full-day on-site performance management training for managers and supervisors
	Conduct on-site 90-minute briefings for employees

May 13, 2014

Rita M. Ramirez, Assistant City Administrator
City of La Vista
8116 Park View Boulevard
La Vista, NE 68128-2198

Dear Ms. Ramirez,

It is my pleasure to submit this proposal to the City of La Vista for employee performance management system consulting and training. Based on our recent phone conversation, I've developed the following plan to support you and the employee team who is working to improve your system.

Proposal Summary

The City of La Vista, NE has been undergoing a cultural shift toward a more performance-driven organization since the adoption of a pay-for-performance model in 2009. Since the initial implementation, which included competency model development and the deployment of an online performance management tool, the system has languished and employee support has diminished.

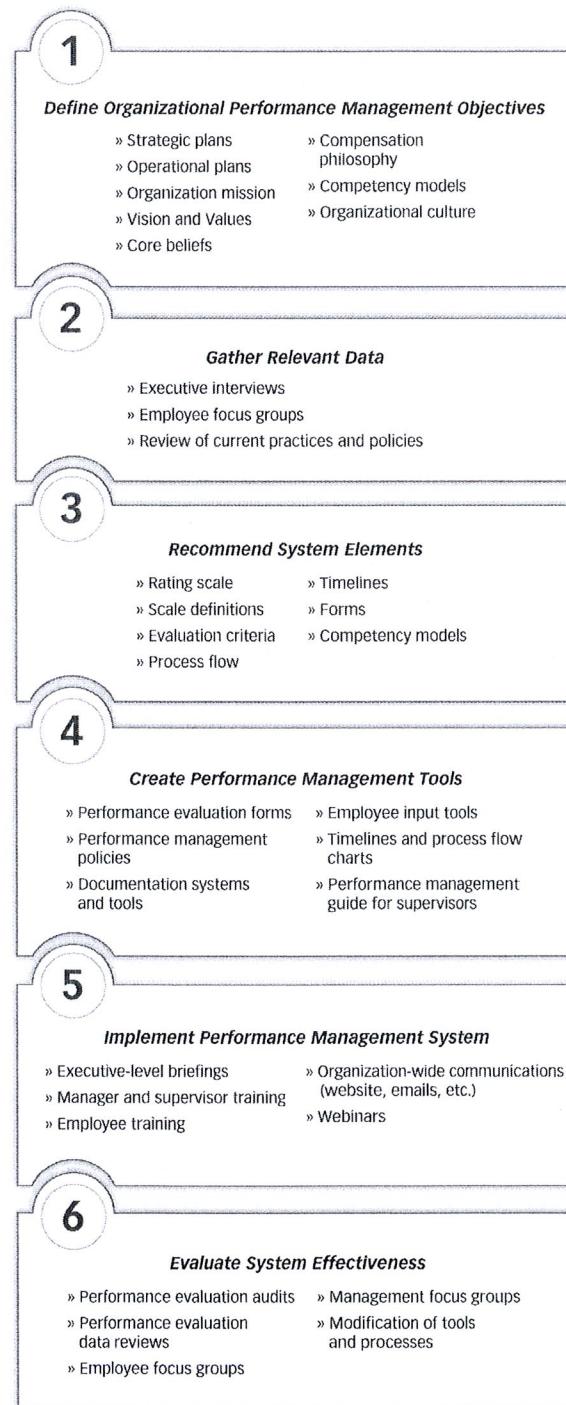
Opportunities exist to align the City Council's strategic plan with the day-to-day activities of staff. In addition, the City's new core values offer an opportunity to refocus and reinforce performance expectations through the performance management process.

The Management Education Group, Inc. proposes to collaboratively assess the current system, recommend enhancements that will make it more effective, and conduct training for La Vista managers and employees on best practices in performance management.

This proposal outlines a variety of steps that engage the organization's leaders and employees in developing a system that reflects the goals of the organization. It also defines an implementation strategy that will ensure the performance management system is used consistently and effectively.

Our Approach

While every system redesign project is different, we approach most projects with these steps in mind:



For the City of La Vista, I propose to begin the project by conducting at least one day of on-site interviews and focus groups to gather information about your current system and to gauge the readiness of the team for change. These meetings will likely be with employees from each of the following groups:

- Executives
- Managers and Supervisors
- Performance management project team members
- Line employees

While on site I'd like to see how you are using Success Factors and view your processes firsthand. Following the on-site meetings, a detailed set of recommendations will be prepared which will outline recommended changes and next steps, based on the feedback received. We then use an iterative process, likely guided by the employee task team assigned to this project, to agree on system changes and next steps.

Next, this project will likely include the implementation of the performance management system changes via training. Two different training sessions will be delivered to address the unique needs of managers and employees in the performance management process. Draft program descriptions for these training sessions are included in this proposal.

Deliverables

At the completion of this project, I will have provided the following deliverables:

- An on-site assessment of the City's performance management system
- Recommendations for revisions to the performance management system
- Consulting to the performance management team related to implementation of the performance management system changes
- Training sessions for managers and supervisors on the principles of effective employee performance management and the system changes. We will also conduct two-hour briefing sessions for all employees on the role they can play in the management of their own performance. Number of sessions and training schedule to be determined upon contract agreement.

Implementation Options and Costs

Because the approach outlined in this proposal consists of multiple strategies for improving your performance management system, three options are offered for your consideration. Additional approaches may also be developed.

Assessment and Recommendations Only: \$9,800

- Assess your current system via on site data gathering
- Provide written recommendations to improve your current performance management approach
- Provide coaching to the employee team charged with implementing the changes via phone

Includes one on-site consultation to assess the current system and gather input from users, followed by a written report of recommended system changes. Also includes up to two coaching calls with the employee team charged with implementing the changes.

Training Only: \$13,000

- Conduct up to two full-day live training sessions for managers and supervisors on the principles of employee performance management, using the book, *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*
- Conduct up to three live employee briefings to present tools for participating in the performance management process

Includes two full-day training sessions in La Vista for managers and supervisors and a copy of the book for each participant. Also includes three live briefings for employees. Training is based on the outlines included in this proposal.

Recommendations and Training: \$20,800

- Assess your current system via on site data gathering
- Provide written recommendations to improve your current performance management approach
- Provide coaching to the employee team charged with implementing the changes via phone.
- Conduct up to two full-day live training sessions for managers and supervisors on the principles of employee performance management, using the book, *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*
- Conduct up to three live employee briefings to present tools for participating in the performance management process

Includes one on-site consultation meeting to assess the current system and gather input from users, as well as a written report of recommended system changes, followed by up to two coaching calls with the employee team charged with implementing the changes. Also includes two full-day training sessions in La Vista for managers and supervisors and a copy of the book for each participant and three live briefings for employees.

Materials and Logistics

The Management Education Group, Inc. will supply a master copy of the handouts for each training session to the City of La Vista at least one week prior to the training session. Training materials developed for this assignment are the property of the Management Education Group, Inc. and may not be reproduced without the expressed consent of Marnie E. Green, Principal Consultant. Should the City of La Vista desire to reuse the training materials in the future, a licensing agreement will be executed.

The City of La Vista will coordinate meetings for the consultant with executives, managers, supervisors, and employees. All internal communication about this effort will be coordinated by the City of La Vista. In addition, the City of La Vista will provide an appropriate facility for each training session and the following:

- One copy of required handout materials for each participant
- Screen
- LCD projector
- Projection table or stand
- Flipchart stand and pad
- Refreshments, if desired



Payment Terms

A deposit of 25% of the total fee will be due prior to the start of the project to secure our services. The balance and associated travel costs will be billed in intervals over the life of the project. In addition, the City of La Vista agrees to pay all travel costs associated with this assignment including airfare to Omaha, NE from Phoenix, AZ, transfers, ground transportation, parking, hotel, meals, and incidentals.

Should the need arise to conduct additional training sessions beyond the scope of the options defined in this proposal, training will be conducted at a cost of \$4,000 per day plus travel expenses.

Please contact me at 480-705-9394 or via email at mgreen@managementeducationgroup.com to discuss our next steps. I look forward to working with you!

Sincerely,

A handwritten signature in black ink that reads "Marnie E. Green".

Marnie E. Green, CSP, IPMA-CP
Principal Consultant

City of La Vista, NE

Performance Management Training Supervisor Version

Course Length: Full day session

Course Overview:

One of the most essential skill sets a manager or supervisor must use everyday are those skills related to the management of employee performance. Helping employees be successful and guiding those employees who may not be performing up to expectations is a critical activity that all effective managers use. This program offers the essential skills in managing day-to-day performance including how to use La Vista's revised performance management system, how to maintain effective performance evaluation documentation and how to conduct a performance evaluation discussion that is positive and productive.

Course Objectives:

At the end of the training session, participants will be able to:

- Implement the performance management system changes with employees
- Establish a work climate that is conducive to productive performance evaluations
- Initiate and maintain positive communication about work performance through documentation and feedback
- Prepare and conduct performance discussions that encourage an exchange of information and produce better results

Course Outline:

- I. Review of revisions made to the performance management system
- II. Performance planning and day-to-day management
 - A. Establishing performance expectations
 - B. Documentation and keeping an employee performance log
- III. Providing performance feedback with confidence
- IV. Writing the performance evaluation document
- V. Conducting the evaluation discussion

City of La Vista, NE

Performance Management Training Employee Version

Course Length: Two hour session

Course Overview:

Employee involvement and participation in the performance management process increases the quality of employee-supervisor relationships within an organization and improves productivity and worker commitment. The purpose of this workshop is to outline for employees the value that they gain when they participate in the performance management process. By suggesting performance goals, asking questions about performance expectations, and contributing comments on the performance evaluation document, employees increase their ability to positively impact their work environment. The workshop will also introduce the changes to La Vista's performance management system.

Course Objectives:

At the end of the training session, participants will be able to:

- Use the performance management system to get clear and specific feedback on their job performance
- Suggest performance goals and expectations that will help La Vista achieve its strategic goals
- Write productive and clear comments as part of the performance management process
- Document their own performance in a productive and organized way that fosters communication and trust

Course Outline:

- I. Review the changes to La Vista's performance management process
- II. Participating in conversations about performance
- III. Writing comments on the performance evaluation document
- IV. Maintaining effective performance documentation – “me” file

About the Management Education Group, Inc.

Led by Marnie Green, Principal Consultant, the firm provides training and organizational development solutions to public agencies across the nation. In addition to its work with US agencies, the Management Education Group, Inc. has also consulted with the World Health Organization and the Egyptian Ministry of Health on system-wide change initiatives.

Established in 1997 by Principal Consultant, Marnie E. Green, the Management Education Group, Inc. has expanded its services each year. In 2006 the award-winning *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance* was published, followed by the recent release of *Painless Performance Conversations: A Practical Approach to Critical Day-to-Day Workplace Discussions*. This work has allowed Marnie and her colleagues to share her innovative approach to performance evaluation system design and performance management to a wide audience.

Experience with Performance Management Systems

Our goal is to guide organizational leaders through their workplace challenges. Performance evaluation systems and their application through daily performance management activities provide an opportunity to shape the culture of an organization. We are honored to have had the opportunity to help many organizations to improve their performance management practices including:

- Central Yavapai Fire District
- City of Phoenix, AZ
- City of Richland, WA
- City of Show Low, AZ
- Franklin PUD
- Las Vegas Convention Center
- Maricopa County Justice Court
- West Basin Municipal Water District
- City of Avondale, AZ
- City of Las Vegas, NV
- City of Prescott, AZ
- Mesa Public Schools
- Pearson Custom Publishing
- Salt River Project
- State of Alaska
- Western International University
- City of Buckeye, AZ
- City of Goodyear, AZ
- City of San Jose, CA
- Cowlitz County PUD
- HealthTrio
- Missouri Foundation for Health
- Phoenix-Mesa GateWay Airport
- Arizona Auditor General Office
- City of Dublin, OH
- City of Sierra Vista, AZ
- City of Tolleson, AZ
- Oce Reprographics Group
- Richardson, TX Fire Dept
- Town of Gilbert, AZ
- Valley Metro
- Yavapai College

Marnie E. Green, CSP, IPMA-CP

Marnie Green is the nation's go-to expert in the development of public sector leaders as performance managers. She has spent the last 25 years providing valuable step-by-step programs and facilitation services that create more confident leaders. Along the way she has served as an executive coach to numerous public leaders at the highest levels.

Green is the author of *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*, published by Pearson/Prentice Hall as well as *Painless Performance Conversations: A Practical Approach to Critical Day-to- Day Workplace Discussions* published by Wiley. Her consulting and training clients include public agencies from coast to coast including the U.S. Bureau of Land Management, the States of Arizona, Alaska, California, and Montana, the County of San Diego, CA, the cities of Las Vegas, San Jose, Honolulu, and various special districts and authorities including Phoenix-Mesa Gateway Airport, Salt River Project, and West Basin Municipal Water District. She also serves corporate clients such as Charles Schwab, Troon Golf, Wells Fargo, Nationwide Insurance, and the World Health Organization in Geneva.

Green holds a bachelor's degree in Personnel Management and a Master's degree in Business Administration-Finance, both from Arizona State University. She is a graduate of Harvard University, Kennedy School of Government's Art and Practice of Leadership Development residency program. She is one of fewer than ten percent of professional speakers to hold the Certified Speaking Professional (CSP) designation, the speaking profession's international measure of speaking experience and skill.

Active in several professional associations, Marnie is a member of the Society for Human Resource Management, the National Speakers Association, and has served on numerous boards and committees for the International Public Management Association for Human Resources. She is a frequent speaker at local, national, and international conferences on workforce-related issues including Leadership Development, Recruiting and Retaining Top Talent, The Workforce of the Future, and Employee Performance Management.