



# PERFORMANCE MANAGEMENT COUNCIL

**Meeting Summary**  
**Performance Management Council**  
**Meeting 39**  
**Thursday, March 10, 9am – 10:30 a.m.**  
**McGeorge School of Law**  
**S-4/S-5 Northwest Hall**

## **Meeting Topics:**

### **Welcome & Introductions**

Many thanks to Dr. Newland for the hosting the meeting site and providing refreshments.

### **1. PMC Website Update**

Louise demonstrated the new PMC website and its functions; still need to add reports and other resources; The PMC members will be able to provide input to the content. Items for consideration included:

- List of participating departments
- Discussion on if we should we list attendees of meetings
- Possibility of creating a “password protected area” for private information related to members
  - Side discussion on interest of vendor community wanting to obtain membership list for PMC.
- Google analytics – access the use/view statistics to better understand visitors interest and interactions with the site
- Official PMC site is targeted to be available at the **end of March/Early April**
- Here is the test site for PMC review and comments – The test site URL is <http://test.pmc.cdt.ca.gov/index.html>. Send comments back by **3/30/16**.
- The PMC production URL will be <http://pmc.cdt.ca.gov/>.
- Many Thanks to Department of Technology, Scott Gregory and Theresa Rapozo for all their efforts and hard work.

### **2. LA County Project Survey-**

Chis Weare of USC Price provided a short update on a project with LA County – all cities are required to participate; uses survey as info gathering tool; Preconditions for a PMC culture to take hold and be effective are Strong Leadership and Analytical capabilities; with the end result showing that even with many challenges, project can be successful, however having the right resources matters. More to come; PMC will have Chris come back and give us a presentation on this topic.

- Early observations resources matter on the effectiveness of performance management in action.
  - Small organizations with the vision may not be able to implement performance management techniques if not staffed

### 3. Civil Service Improvement (CSI) Status Update (Stuart Drown/Kathleen Webb/Dave Rechs)

- Stuart gave an update of the status of recommendations from the Civil Service Improvement's Strategic Planning and Performance Management workgroups. The recommendation for an office of Performance Management under GovOps is now being reviewed by the Executive Council and Governor's Office. Stuart noted caution about using the term "performance management," because it means different things to different groups and may be a barrier to introducing reforms. Instead, he suggested use of terms like data driven government, results-based government or California Performs.
- Dave Rechs gave an update on HR initiatives --
  - Revamp; consolidation; training, strategic planning, discipline, etc.
  - 1. 70 teams – charter and milestones – looking at all aspects of civil services
  - 2. Includes legislative changes –
    - Trailer bill language on DOF's site -  
[http://www.dof.ca.gov/budgeting/trailer\\_bill\\_language/local\\_government/documents/704CivilServiceImprovement\\_000.pdf](http://www.dof.ca.gov/budgeting/trailer_bill_language/local_government/documents/704CivilServiceImprovement_000.pdf)
      - 1. 8 statutes; GCS 19141, 19141.1, 19243, 19838, 19995.1, 19995.4, 83109 Government Code Sections 19995 - 80
    - training hours and refresh – 80 in classroom; Manager (40) more required every 2 years – CEA (20), refresher training for all – modeled after the federal government
    - 3. SPB – 50 page regulatory package on OHR; new classes and examination; no longer need to use a 6 rank but rather 3rank; Trailer Bill – disclosed in May
    - 4. When EE's can transfer
    - 5. More online exams – consolidated classes more of; exam once and be eligible for multiple departments (IT, Health Care)
  - Class Consolidation – FAQ - <http://www.calhr.ca.gov/state-hr-professionals/Pages/it-consolidation-project-faq.aspx>
  - 47 IT Classes – approximately down to 10
  - 247 Analyst classes – approximately down to 10 classes
  - Competencies based hiring – 10 CCC have curriculum and assessments; 10 competencies and value statements; working the higher education institutions; "badging" – preferred qualifications;
  - World of Work 21<sup>st</sup> Century skills and competencies
    - 1. Soft skills
    - 2. Communication
    - 3. Empathy
    - 4. Working with team
    - 5. Culturally aware
    - 6. Non-verbal, written styles
    - 7. Entrepreneurial
    - 8. Digital fluency
    - 9. Badging foundation – modeling this approach

- Engagement Survey –revealed employees are not recognized; and not held accountable. In 3 words folks were asked to describe their jobs. Some top responses were: challenging, stressful, arduous, exciting, rewarding, boring
- Change the way we evaluate; teach values and assess based on values
  1. Probation reports, performance evaluations and IDP should be consolidated to move towards a competency based model
- New CSI effort – task-sharing software – Illuminet, Task Mountain, – what they are skilled at; high-performing teams; skills assessment; sharing ; badging component; high performing teams; social component;
- Improve HR websites – so that qualified folks can find jobs
- ECOS – electronic – process takes too long – new system improves this
- Parallel tracks – conflict with current system; evaluations are changing; based on values; starting with managers; change the forms; recruitment and eligibility; looking at new models for hiring in Civil Services
- Competencies that you are hiring for; evaluating against those competencies; training to those competencies; easier to have conversations; less subjective; soft-roll-out; evaluations
- Applaud the work – anything we can do; control aspect; merit system concerns;

Some Results from HR Engagement Survey – people like their jobs, don't feel recognized, not accountable

- HR Credentialing problem – first pilot

Performance Management Office 2017-18 proposal; Data Normalization/Open Data; CEA process is greatly improved.

Kathleen discussed – Leadership and Continuous Improvement

- Partnered with Google for Project GO to develop a multi-level leadership training and development program.
- 3 pilots over the summer (80 hour supervisor training)
- Developing a 3-year strategic plan for training and development programs for leaders. Looking to the federal government and private sector for models.
- Not based on competencies in the past
- The proposed law – Sup, Mgr, and CEA – every two years
- Recalibrate the training content; online training/just in time training; example paid family leave
- Manager training – CSI workgroup looking at management now, CEA in the future
- 9 values and value statements – match that to the training and development
- Will be bringing in the LEAN program to look at continuous process improvement – Lean – how do I improve my organization; empower staff to be a part of continuous improvement; prevent the fire/solve the problem; empower them to see the improvement opportunities. Will be creating a Lean Academy with a 5-hour orientation to receive a white belt, 1-week training to receive a yellow belt, and 6-month training to receive a Green belt (done in partnership with the Lean6-sigma project at GoBiz)
- Audit issues/process issues

#### 4. Risk & Compliance Group Update – Kathleen Webb, Gov Ops

See Kathleen's Power Point Presentation --Risk and Compliance Public Agency Network-- (will post on PMC website)

1. *Risk is like fire: If controlled it will help you; if uncontrolled it will rise up and destroy you – Theodore Roosevelt*
2. Building and cultivating a learning environment and competency growth
3. Proposed law, requiring training and continuing education
  - a. Thoughtful plan as maturing in responsibilities and core competencies
  - b. Online training, just in time training – as needed
4. Value statements with competencies within them
5. Continuous Improvement environment
  - a. How do we improve our competencies to meet the strategic plan goals
  - b. Empowering those in the weeds to identify and improve process
6. Risk management folks should be in the room when developing the strategic plan
7. Controlling risk to improve performance
8. So risk adverse, that we are creating risk
9. Become more risk intelligent
10. Government Code sections 13400 through 13407 SLAA – State Leadership accountability
11. Policy department is the best way to manage risk
12. Enterprise performance Management – Get quote from Presentation – Kathleen web
  - a. Risk Management
  - b. Strategic Management
  - c. Resource Management

Understand the threat or what is preventing you from achieving goals and strategic objectives

GovOps – CSI – <http://www.govops.ca.gov/CivilServImpr.aspx>

Lean academy –

<https://business.ca.gov/Programs/Permits/Lean6SigmaTrainingProgram.aspx>

- Leaks to Denver Peak <https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/peak-performance/peak-academy.html>
- Results Washington <http://results.wa.gov/>
- State of Washington – CSI – Lean Academy - Denver Peaks/Results Washington/Maryland

Continuous improvement conferences

DOF identified the top 10 risks from SLAA – See DOF website

[www.dof.ca.gov/OSAE/fisma](http://www.dof.ca.gov/OSAE/fisma)

Align with SP

Develop risk intelligent culture

Policies are the best ways to manage risk

Silo's – the way we now approach risks – poor integration

SLAA – big deal – for the state

Leadership training will incorporate: Enterprise Performance management,

Best practices, Risk Management, Bridge the compliance and performance  
Risk, Performance, IT, OHR, - (holistic approach), EEO, HR, SLAA, Labor, Workforce  
planning.

### **Discussion –PMC – Review Charter, Mission, vision, goals and Strategy**

Ran out of time – discussed maybe to get a small group together to discuss  
charter updates and then bring back to team for discussion. We will put Charter  
1<sup>st</sup> on the agenda for next meeting.

Asked for volunteers to Co-Chair PMC

Possible next PMC Meeting dates: May 25 or June 9<sup>th</sup>.

### **Wrap-Up**

***Thank you for participating.***