

Deliverables of a City of Madison Performance Excellence System

The City of Madison Performance Excellence System integrates the following elements to achieve the results required of a high performing organization.

- Leadership development
- Establishment of a culture grounded in a set of core values
- Strategic Management (Roadmap to Outcomes)
- Process Management (Voice of the Process)
- Continuous Improvement Approach
- Customer Feedback System (Internal and External Voice of the Customer)
- Data Management System

The effectiveness of the City of Madison Performance Excellence System and the results it produces depends on the degree to which the interdependent elements inform and strengthen each other. The Strategic Management Oversight Committee (SMOC) serves as the representative coordinating body to align and integrate the elements of the Performance Management System.

Deliverable One: Leadership

The creation of a Strategic Management Oversight Committee (SMOC) made up of representatives of Madison city council representatives, mayoral staff, and city managers to lead the design and deployment of the City's Performance Excellence System.

Timeline: By January 1, 2018 the SMOC will be established and officially authorized to coordinate deployment of the elements of the Performance Excellence System

Deliverable Two: Value Alignment

The City of Madison has defined a set of internal and external values.

These values serve as the “compass” for our culture in setting strategic priorities and defining how we operate as a city. The values must be embedded in the organizations structures, policies, systems, processes, and procedures.

Timeline: By January 1, 2018 a process for embedding the city values will be established by the Strategic Management Oversight Committee and serve as a guide for aligning City values with priority setting and decision making efforts.

Deliverable Three: Strategic Management

The Results Madison and Roadmap to Outcomes initiative is establishing a set of agreed upon goals, outcomes, and measures for the city that align with our core internal and external values. These goals, outcomes, and measures will be cascaded down throughout the organization to increase alignment and improve cross functional performance.

Timeline: By January 1, 2018 the Roadmap for Outcomes and service inventory efforts will be established

Deliverable Four: Process Management (Voice of the Process)

The work of the City depends on high performing systems and processes for getting things done. The establishment of a disciplined approach to designing, operating, and improving what we do and how we do it is essential to achieving excellence.

Timetable: By January 1, 2018 the SMOC will have developed an action plan for integrating a Process Management system of thinking and doing into the city. A working group of the SMOC is currently designing a framework for process management, and continuous improvement

Deliverable Five: Resident and Employee Feedback System (Voice of the Customer)

All of the elements of the Performance Excellence System depends on a rigorous system for listening to the voice of both its internal and external customers (employees, residents, businesses, institutions, visitors, neighborhoods, and other critical stakeholders). The first priority of a SMOC Voice of the Customer working group is to design a strategy for initiating an internal feedback system for city employees and other critical stakeholders.

Timetable: By January 1, 2018 an action plan will be developed to initiate a sustainable internal employee feedback system.

Deliverable Six: Continuous Improvement Approach

The data from the resident and employee feedback systems, combined with the internal inventory of our processes will serve as the bases for establishing a continuous improvement culture within the city. The Process Management working group has as part of its charge the recommendation of a continuous improvement methodology appropriate to the city.

Timetable: By January 1, 2018 a proposed action plan for integrating continuous improvement into the daily work of the city will have been developed by the Process Management working group of the SMOC.

Deliverable Seven: Data Management System

The SMOC will be working with the City of Madison Finance Department to develop a data management system to track, analyze, interpret, and communicate information which will help refine strategic direction setting and inform our departmental and cross departmental continuous improvement initiatives.

Timetable: As an integral part of the Strategic Management System of the city the Finance Department is developing the processes essential to understand our service delivery capacities as a critical step in building a robust data management system. The development of the Strategic

Management and Data Management Systems are ongoing initiatives vital to the overall City of Madison Performance Excellent System.

For specific timetable information regarding the Data Management system please review the Results Madison deployment plan.

Tom Mosgaller's role:

Mr. Mosgaller is the former Director of Organizational Development for the city and was the first quality improvement director in local government beginning in 1987. Tom is past president of the American Society for Quality (ASQ) and currently is serving as global ethics officer for the 85,000 member society of quality professionals. In addition, Tom has served as a national Malcolm Baldrige examiner, and past president of the Madison Area Quality Improvement Network and has taught and coached organizations performance excellence initiatives nationally and internationally for the past 25 years.

Mr. Mosgaller has been asked to serve as facilitator, coach and consultant to the City of Madison's Performance Excellence System's design and deployment. Tom is assisting the members of the Strategic Management Oversight Committee made up of city council members, mayor's office staff, and city managers in designing, aligning, and executing the charge of the mayor to develop a culture of excellence within the city of Madison.