



Jackson County Leadership Team Meeting

Minutes: February 24, 2016

Present: Jeff Hovarter, Mike Overton, Adam Brown, Tim Yost, Dave Welihan, Sara Hodits, Richard Thoune, Kent Maurer, Ric Scheele, Jeremy Burns, Bob Griffis, Marce Wandell, Don Bustamante, Joni Johnson

The minutes from the February 10, 2016 meeting were reviewed. A revision to the managing together section was agreed to.

Kent led the engagement exercise. It was a word association exercise where Team members wrote down a couple of words that came to mind in response to the words leadership, management, work ethic, communication, future, and HPO. Team members shared their responses and discussion took place regarding those.

The goal of this meeting was to revisit what HPO looks like when it is successful. Adam distributed a handout listing the 7 Diagnostic Questions of HPO and the 5 Functions of Leadership. The Team broke into groups of two and were assigned one of the seven questions to discuss and to determine if we have answered those questions at an organizational level.

Question 1: What is/should be the definition of high performance for us? What are we trying to accomplish? What is our unique mission? What is our desired future state?

Thoughts and discussion: Our future state should focus on efficiency and cost savings, communication, client and customer satisfaction and results and growth in departments. Growth would include individuals, managers and front line staff. The bottom line are we serving the public; are our relationships with employees, managers better; time management; are departments working to have open management so employees may make decisions on their own within existing rules/policies. By giving employees more responsibility they will feel better – the department feels better. Do more with what we have. Everyone should be on the same page; no situational use of HPO principles/philosophy. Take responsibility.

Question 2: How would we know if we were high performing?

Thoughts and discussion: Should see this reflected in our standards of measure or in county survey results. Would see it in practice through decisions made at all levels and how information is gathered, e.g. focus groups. Review if we have reached milestones through the transition process. Look at internal department teams that drive the HPO process in those departments such as Dept. on Aging and Health Dept. Roadblocks are encountered when dealing with departments that have not embraced the HPO philosophy. Our efforts have focused on enabling, empowering, engaging and energizing employees.

Question 3: According to whom are we high performing?

Thoughts and discussion: Can be broken down into two perspectives: Who should view us as high performing? That would be our funders, Board of Commissioners, County Administrator, staff, the public and our customers. Second perspective is who does view us as high performing? County Board, Administration, some of the work force. We are not necessarily doing what we are saying. A handful at the top and some smaller staff groups view us as high performing. What would be the characteristics of a high performing program or service from the customer perspective, both internal and external? Performance measures may differ by department and by what is being measured. Example given that one may measure based on complaints received and time to resolve those complaints, versus the thought that the total number of complaints would be a reflection on performance (not taking response time into account). Another example is throughput time for a public health clinic.

Question 4: Why do we need to be high performing in the first place? Why isn't "good" good enough? What is our end value, our higher moral purpose?

Thoughts and discussion: It is our public duty to create an efficient organization – hence we need to be high performing. Remaining good means we are just static as an organization, the public has an expectation of high value from us as an organization. The performance review process is still one of the best ways to measure that.

Question 5: Are we delivering the right "what" – right key products and services to the right customers with excellent customer value?

Thoughts and discussion: The means and methods to determine the what include the budget process, citizen survey, political process. We measure value via CPI, benchmarking, longitudinal performance measures that are in our budget.

Question 6: How good are we at delivering our mission/niche? Are we efficient? Do we have the right strategy/structure/systems?

Our HPO training delivers that message. Also by posting Leadership Team minutes. We are good at delivering the written word. As to efficiency we could improve on getting the message out, and improve on our follow up and follow through. An example given was our right sizing focus and efforts to identify what that is and what it means

Need to use the right strategy/structure. LIFT wasn't working and we have now revamped it and will roll out next month. We need to continuously review if our systems are working and are they valid.

Question 7: How are we going to treat each other and our customers/ stakeholders?

Our efforts with LIFT ended up being top down which is the opposite of HPO, i.e., bottom up. Need to regain the trust for the LIFT process/team. Need to gain respect via communicating well. Employees/customers/citizens want to be heard; know that we listen and are empathetic; to know they are understood. Need to show integrity, which leads to trust and honesty. Internally we need to talk about actions not people; live that and exhibit it to employees; leads to long term respect. It is the process vs. the person.

The purpose of this exercise is to identify as a Team what we need to do next. As an organization we have not yet operationalized our values of QICTEA.

Next Agenda Items: What is our next step as a Team – our focus? Have discussion on Employee Recognition as we did not get to that subject today. Follow up on the diagnostic questions.

Next Meeting: March 9, 2016, 8:30 AM, 17th Floor, Tower Bldg.

Facilitator: Dave Welihan

Recorder: TBD – looking for volunteer

Engagement: Richard Thoune

Leadership: Kent Maurer

Respectfully submitted: Joni Johnson

