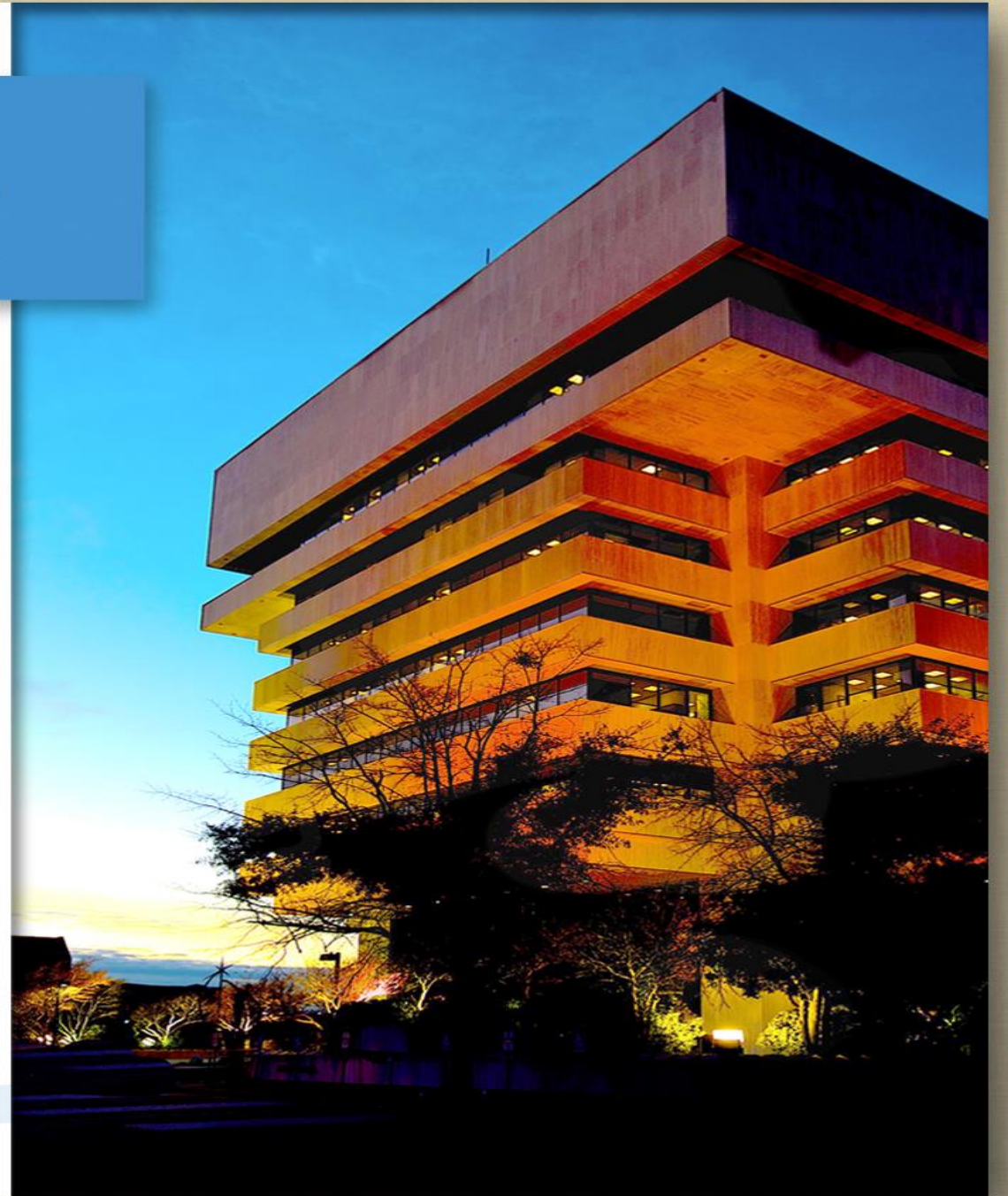


# HAMPTON VA

## High Performance Organization

May 26, 2021



# Why HPO?

- Our organization has always prided itself in being an innovative, high performing, local government organization
- Over the last several decades we have been recognized nationally and internationally
- Past achievements do not guarantee future success
- We can all identify opportunities to improve and to learn new approaches to meeting changing workforce needs
- The “journey” to be truly great never stops

# Purpose

- Provide an Overview of the High Performance Organization Framework for Improving Organizational Performance
- Share the Status of HPO in Hampton

# Presentation Topics

- Define “HPO”
- Timeline
- Use of teams to improve performance
- Focus of HPO Work in Hampton
  - Enhancing the Work Culture
  - Improving Systems and Processes
  - Connecting the Workforce to Council’s Strategic Priorities

# What is HPO?

## A set of strategies and tools for:

- **Continuous, sustainable improvement** to organizational, department, and individual performance.

High Performance is defined as programs and services that:

- Are **effective** and **efficient**
- Create **value** for citizens and other stakeholders
- Are delivered in the most **cost effective** way

- **Key concepts include:**

- Ensuring the strategic leadership work of the organization gets done
- Creating **leaders at every level** who participate in improvements to the work culture and to programs/services



# The HPO “Diagnostic” Questions

Questions for assessing the health of your organization, department or work unit



## **WHERE ARE WE GOING?**

What are we after?  
Are we getting there?  
What do our stakeholders value?



## **HOW DO WE GET THERE?**

Are we doing the right things?  
Are we doing them “right”?



## **WHAT CULTURE PROPELS US?**

How do we treat each other?  
How do we keep energized?

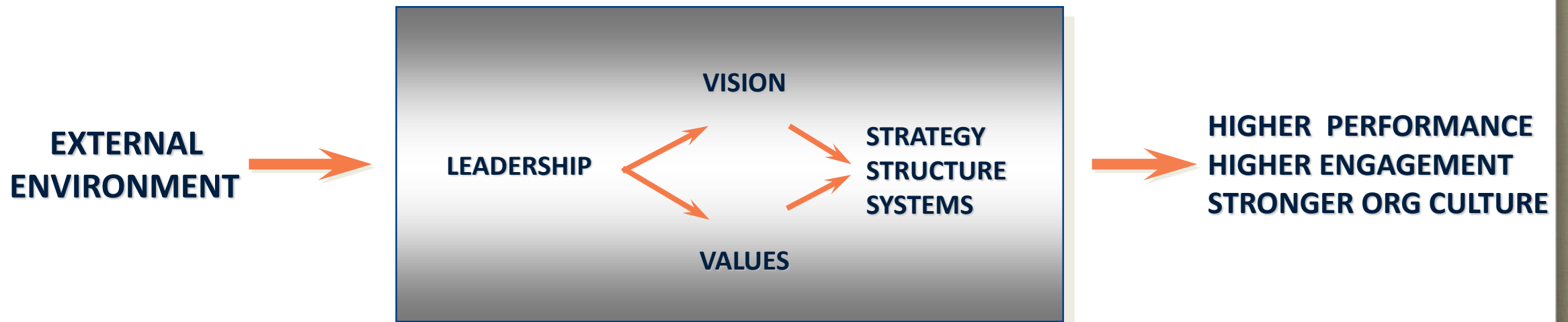


## **HOW DO WE WORK TOGETHER?**

How do we organize to improve performance?

# HPO Model and “Change Levers” for Improving Performance

**The areas of work to focus on for improvement are inside the gray box**



# HPO Timeline Citywide

- **January 2018** – All Executive Staff received “High Performance Organization” (HPO) training
- **February 2018** – Executive Management Team (EMT) began the HPO/Leadership work
- **February 2019** – Second HPO training class held
- **June 2019** – Organizational Performance Manager hired to support HPO Journey
- **October 2019 and ongoing** - Department Leadership Teams (DLT) formed to focus on HPO within departments
- **October 2019 and ongoing**– Microbusiness teams initiated to improve systems/ processes
- **October 2020 and ongoing**– Connecting the Workforce to Council’s Strategic Priorities Initiative kicked off



# Use of Teams to Improve Performance

- A key theme in the HPO Model is the use of teams to participate in the “work of leadership”

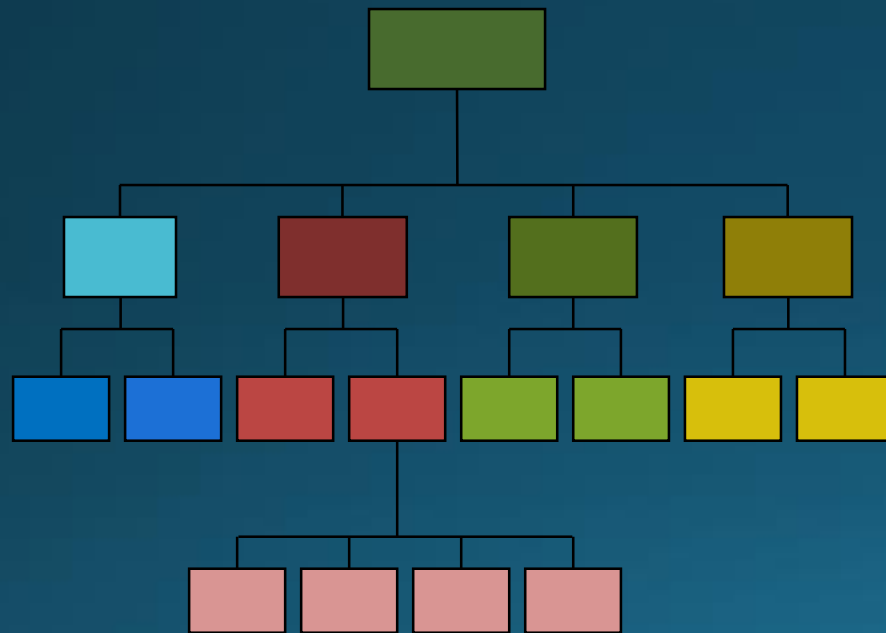
This is work that is not part of the day-to-day operations; it is strategic work focused on building the capacity of the organization, department, or business unit

- Leadership Teams focus on overall performance of the organization, department, or business unit
- Microbusiness teams focus mainly on systems and processes

# The Parallel Organization

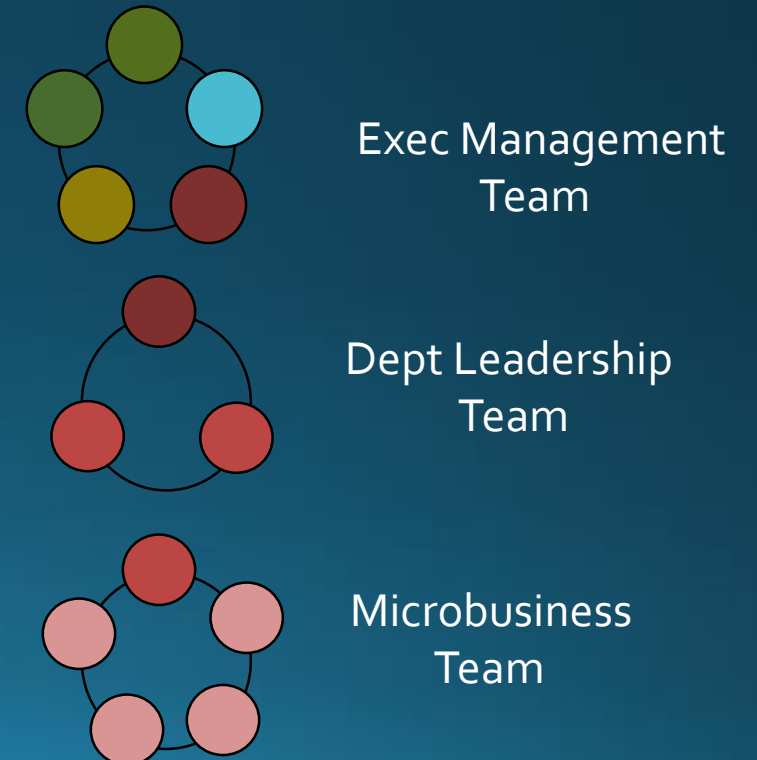
## The Formal Hierarchy

- Focus is on near-term task/management/ implementation

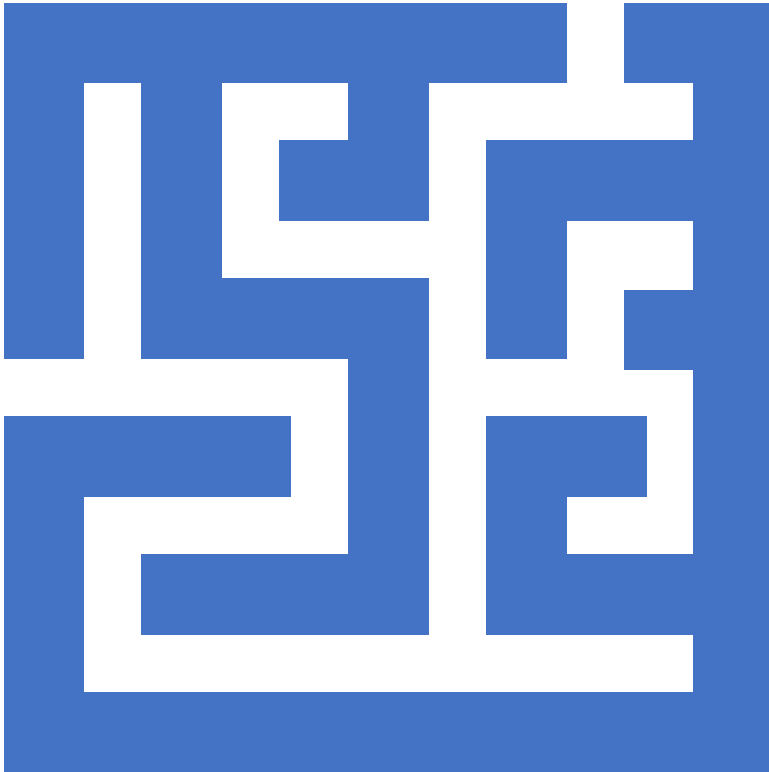


## The Parallel Organization

- Focus is on longer-term strategic work to build capacity -- "work of leadership"



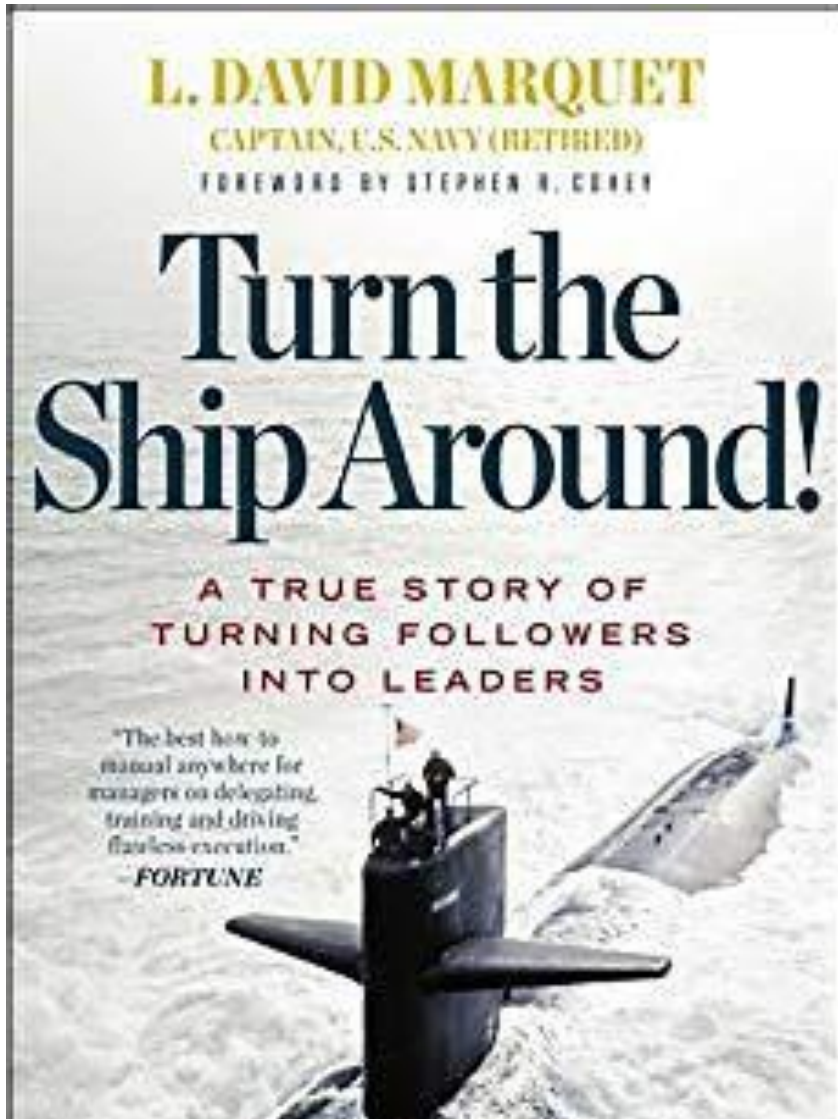
Source: Commonwealth Center for High Performance Organizations, Inc.



# Steven Covey

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- Begin with the end in mind
- Peek at what we're working towards



# David Marquet – Turn the Ship Around

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- Navy submariner assigned to USS Olympia.
  - Best ship in the fleet
  - Studies Olympia for 1 year
  - Sees leader's credibility as intelligence and technical knowledge
  - Believes being smarter makes better leaders
- Last minute switch to USS Santa Fe
  - Technically advanced sub with different configurations
  - Worst rated ship in the fleet
  - Believes that if gives great orders the sub will be great
  - After few days, realizes how wrong he is.





# Focus of HPO Work in Hampton

## Enhancing the Work Culture

- ✓ Employee engagement
- ✓ Inclusive leadership
- ✓ A shared set of values

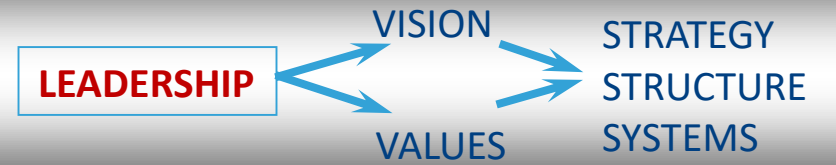
## Improving Systems and Processes

- ✓ Critical systems and processes are targeted for improvement through use of *Microbusiness Teams*
- ✓ Employees most familiar with the work are involved in recommending improvements

## Connecting the Workforce to Council's Strategic Priorities

- ✓ Expand participation in updating citywide Goals and Objectives
- ✓ Teams align programs/services to updated Goals and Objectives

# Employee Engagement Through Inclusive Leadership



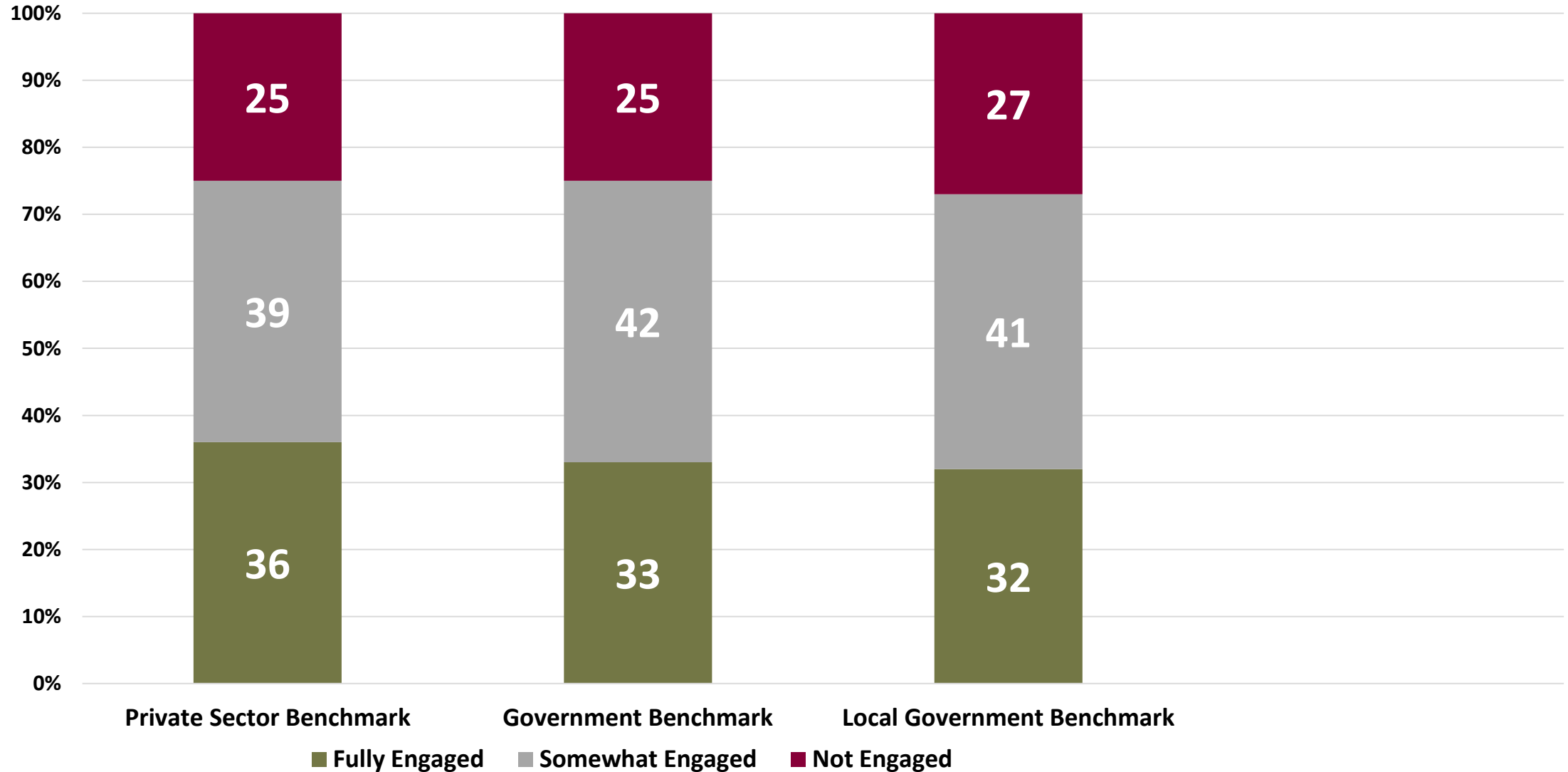
**Engaged** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.



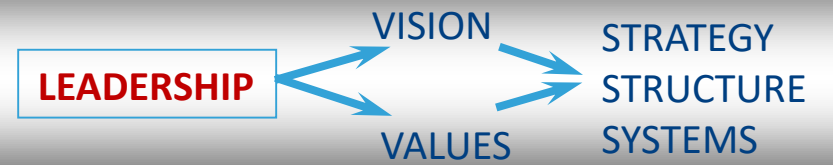
**Engaged employees deliver “discretionary effort,” or a willingness to do whatever needs to be done for the organization to succeed**



# Overall Engagement Levels (%)



# Employee Engagement Impacts Costs

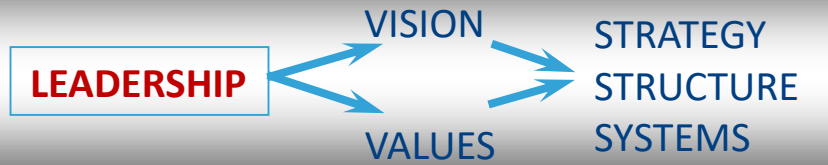


The most engaged teams in Gallup's database -- when compared with the least engaged teams -- experience an average of:

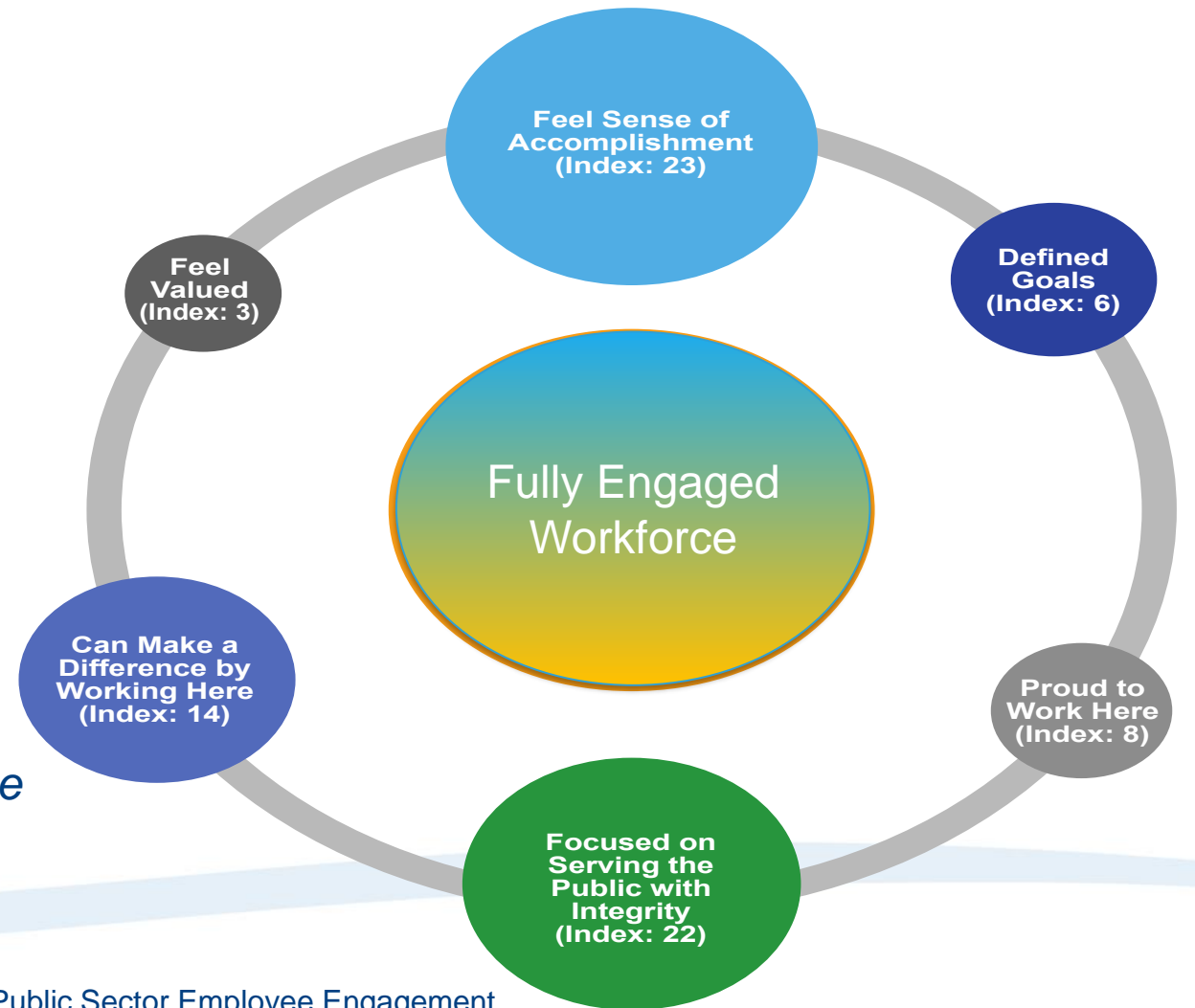
- 41% lower absenteeism
- 10% higher customer metrics
- 21% higher profitability

***Gallup found that millions of “actively disengaged” workers are productivity busters, shaving about \$500 Billion off of the nation’s annual economic performance.***

# Drivers of Engagement for State and Local Employees



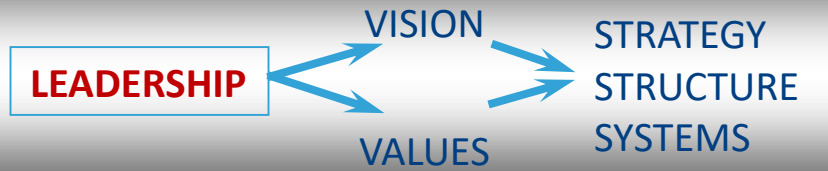
*The manager or team leader alone accounts for 70% of the variance in team engagement*



*Size of the circle reflects the degree of importance of the attribute in impacting engagement*



# Jack Welch's Lesson



“All these years you paid me for my hands  
– when you could have had my brains for free,  
but you never asked.”

*Comment from a GE hourly worker to Jack Welch at the employee's retirement lunch*



## LEADERSHIP PHILOSOPHY

*We, the team members of the City of Hampton, have a desire to make our city better, in that:*

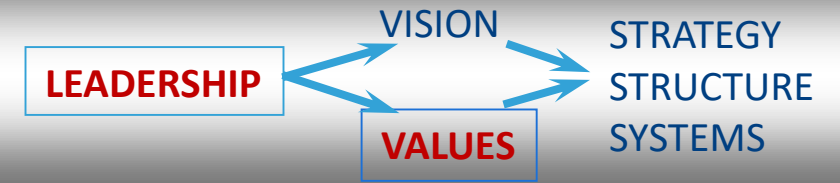
- 🏰 We believe leadership is a shared responsibility and comes from a shared vision of community goals.*
- 🏰 We value every team member's participation & unique capabilities as part of the decision-making process.*
- 🏰 We embrace excellence through a culture of trust, partnership, and innovation.*
- 🏰 We encourage personal growth and celebrate our achievements.*

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## INDIVIDUAL BEHAVIORAL VALUES

**Integrity | Trust | Respect | Accountability | Creativity | Collaboration**

# Implementing the Principles



Department Leadership Team Initiatives include:

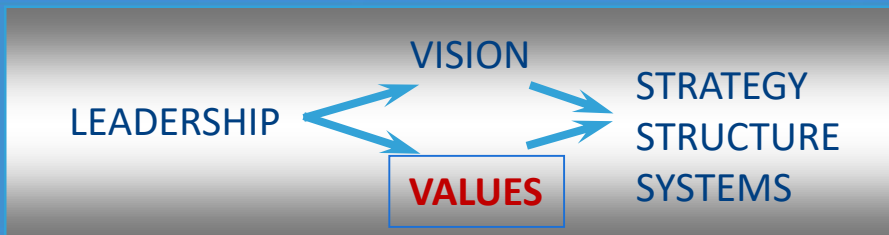
- Sharing the Guiding Principles
- Assessing their department culture through surveys
- Making changes, if needed, to promote more engagement
- Holding group meetings with managers and supervisors to “rollout” HPO
- Providing learning and development opportunities to their Managers
- Obtaining feedback from employees on behaviors specific to their department which support the city values



# “HPO Rollout” Lead by Department Leadership



# Values and Behaviors In Support of a Positive Work Culture



## Positive

## Negative

### Integrity

Be fair and treat everyone like you would want to be treated

Talk behind other's back (coworkers and management)

Do the right thing

Throw others under the bus

### Trust

Say what you mean, do what you say

Have hidden agendas

Be transparent

Micro manage

### Respect

Value diversity

Improper jokes

Actively engage others

Be on the defensive when ideas/feelings are shared that conflict with yours

### Customer Service

Timely response/acknowledgement of an inquiry

Lack of communication/non response

Understand and exceed customer expectations

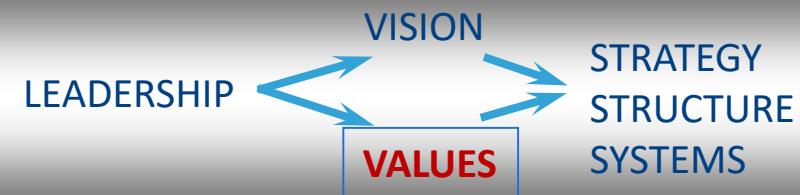
Lack of understanding of customer needs

Work to "yes"

and expectations



# Values and Behaviors In Support of a Positive Work Culture



## Positive

## Negative

### Collaboration

Discuss issues with all concerned parties to achieve the optimal result

Make decisions without consulting the “group”

Actively listen with an open mind and allow input for the big picture

Don’t think about the good of the department, but just your own area

### Creativity

Brainstorm new ideas & processes with an open mind

Let the past influence the present in a negative way

Implement ideas created through collaboration

Resistant to change and best practices

### Accountability

A person charged with responsibility has the authority to get it done and they are accountable for the outcome

Bad behavior does not have consequences

Leaders reward and encourage demonstration of values

Not being objective when dealing with individual employee issues

# Example: CAO Implementation of Guiding Principles

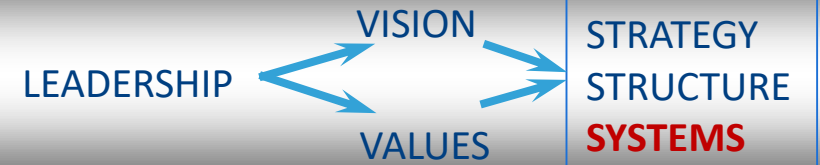
The City Attorney put the Guiding Principles into practice by:

- Creating an expanded Leadership Team consisting of Sr. Deputies and Deputy City Attorneys to focus on assessing and improving the department
  - Used a department-wide survey and focus groups to identify areas to change
  - Survey results were used to craft the CAO Office Culture & Values Statement
  
- Reinforcing the expectations of attorneys that also have management responsibilities outlined in the Guiding Principles by offering education, coaching and feedback
  - Expectation of being an “Inclusive Leader” and involving employees in decision making

# Example: CAO Implementation of Guiding Principles

- Working collaboratively on department improvements
  - CAO Policies & Procedures
  - Obtaining input on capital expenditures for the office to improve operations
- Enhancing Employee Engagement
  - HPO training for every new employee along with CAO-specific new employee orientation
  - Two microbusiness teams formed: FOIA improvements and Files/Records improvements
  - Created “lunch and learn” opportunities for all staff to explore different areas of law
- Employee involvement in identifying unique behaviors linked to the City Values that would define the Work Culture in the office

# Improving Systems and Processes



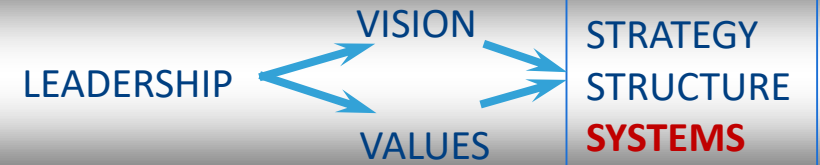
## Microbusiness Team



Employees who come together to improve the functioning of a process, program, service or business unit

- They step away from “production”- from day to day work- to work on “building capacity”
- Meet regularly with a facilitator under specific guidelines for how the team operates

# Improving Systems and Processes

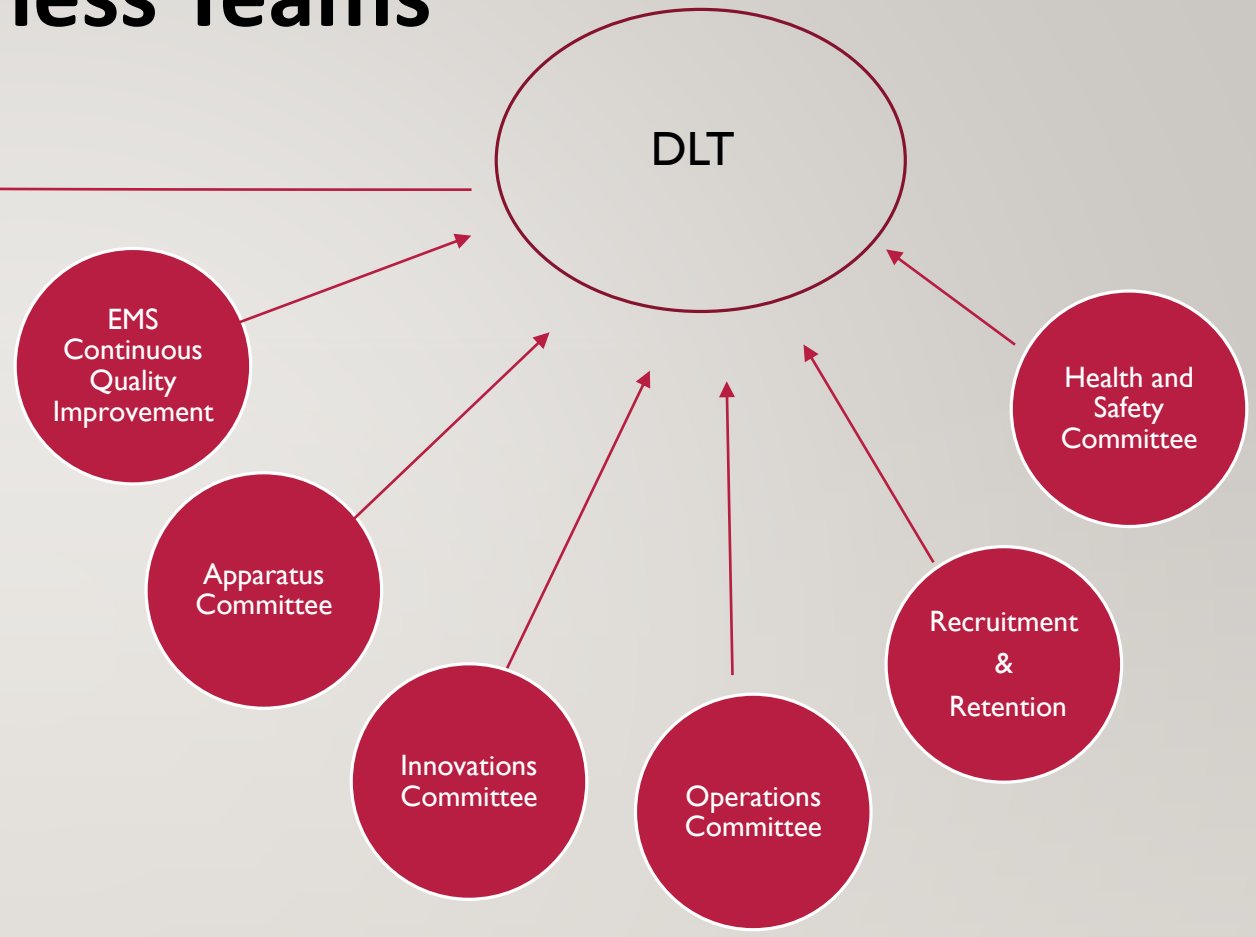
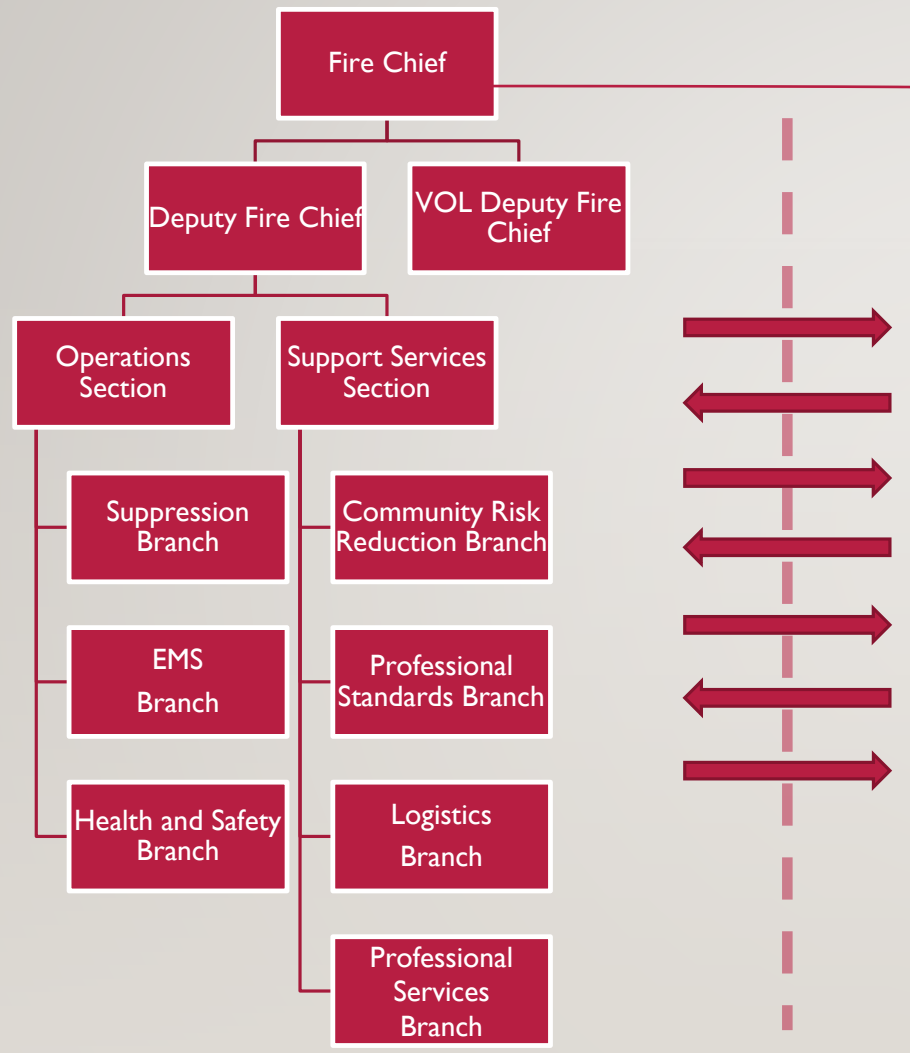


Examples of Microbusiness Team Products:

- A new **Onboarding Process**
- Improvements in communication to the workforce and citizens with large screens in city facilities using **ScreenCloud technology**
- Revisions to the **Performance Management System**
- An improved process for **Freedom of Information Act** requests
- Improvements to the **Unsolicited Proposal Process**
- Improvements to the **Development Process for City managed projects**
- Creation of a **Career Progression Model** to attract and retain talented employees




# Microbusiness Teams





# Microbusiness Team Lessons Learned

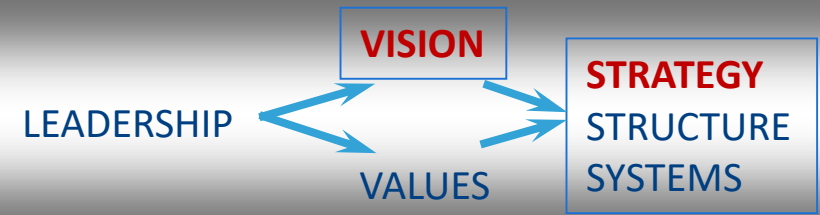
- Identify appropriate SMEs
- Establish champion and lead – then MBT members
- Set expectations -  reminder and reason
- Identify non-negotiables and the “why”
- Provide budget, if known
- Provide flow and timeline
- Identify clear roles
- Evaluate progress and needs and adjust as necessary



# Fire MBT (HAZMAT QRV)



# Connecting the Workforce to Council's Strategic Priorities

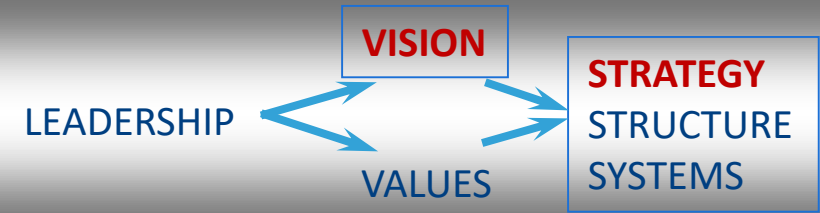


## Purpose:

- To enhance employee engagement through expanding participation in Goal and Objective Setting
- To bring different perspectives together to explore innovative ideas for accomplishing Council's Vision
- To create a structure and process that supports plan implementation across department lines

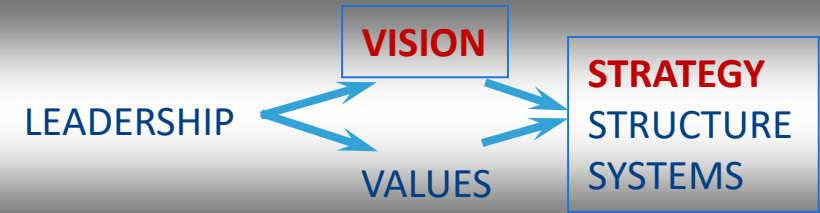


# Connecting the Workforce to Council's Strategic Priorities



- The Administration formed internal work groups – Strategic Work Planning Teams – to provide input on cross-departmental Goals, Objectives and Actions for Strategic Priorities.
  - 125 participants from City Staff, HRHA, Hampton Public Schools , Sheriff's Office, Community Services Board, Health Department, Criminal Justice Agency were grouped into 7 Priority Areas

# Connecting the Workforce to Council's Strategic Priorities



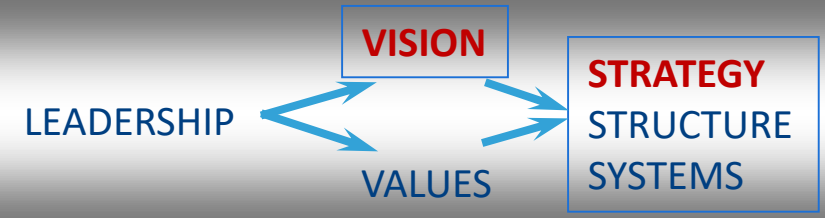
## Next Steps

The Teams will work together to:

- Align current programs and services to updated Goals and Objectives
- Recommend mandated and effective programs and services to continue
- Recommend elimination of ineffective and redundant programs and services
- Recommend new programs and services to implement, with coordination and improved partnerships across department and agency lines



# Benefits of Connecting the Workforce to Council's Strategic Priorities



- Enhances employee engagement through increased involvement, ownership and clarity on how one's job contributes to the overall purpose
- Enhances the process for building consensus across departments on goals and objectives
- Improves overall performance by having shared understanding throughout the workforce of the roadmap for moving forward
- Enhances accountability for results

# Organizational Performance Manager's Role

Provides leadership and direction in implementing the High Performance Organization Framework for improving organizations

Some specific responsibilities include:

- Designing strategies for implementing HPO within the organization and departments
- Performance consulting
- Strategic planning
- Facilitating process improvement
- Educating, training, coaching, and mentoring
- Special assignments

# What We Need From City Council

- Support in our effort to grow and develop our employees by involving them more in decision making
- Patience as we implement new processes and systems
- Awareness of what we are trying to accomplish through HPO as you hear feedback from staff who are working to adapt to changes

**Questions?**

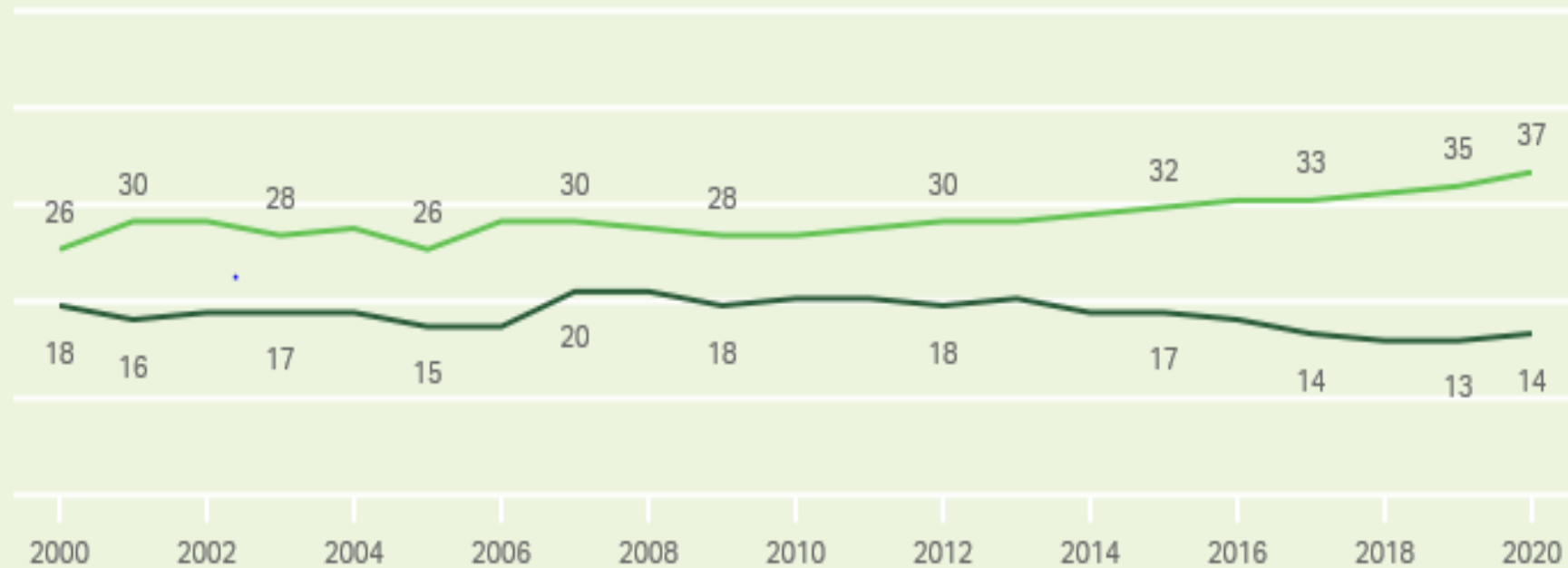
# Background Slides



# U.S. Employee Engagement Trend

Annual averages

■ % Engaged ■ % Actively disengaged

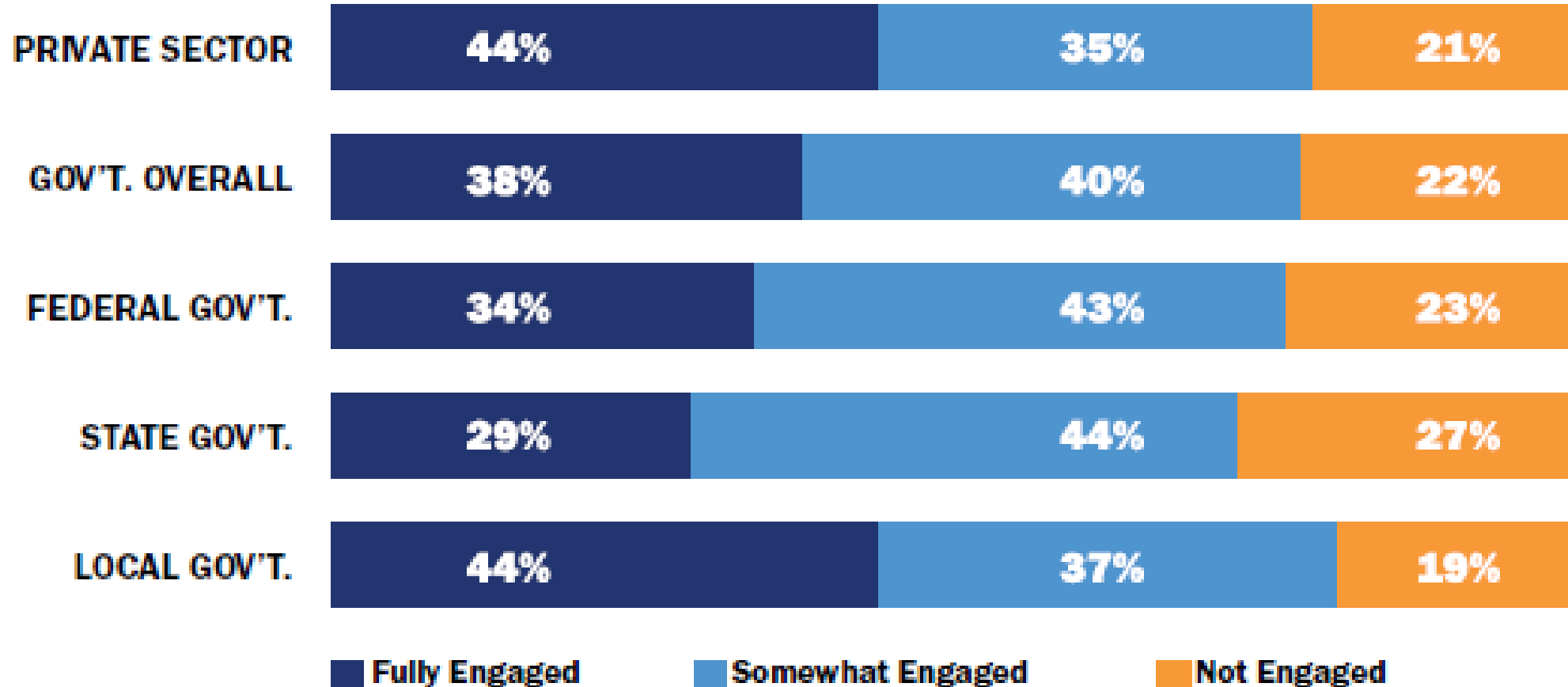
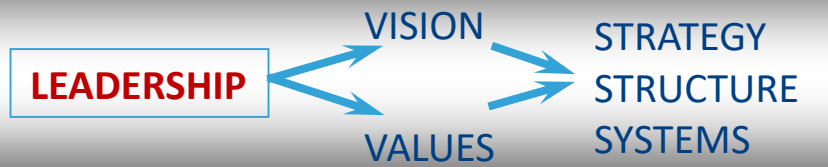


Note: 2018 results are for January through June

GALLUP



# Level of Engagement across Employment Sectors



Source: Bob Lavigna, "Driving Employee Engagement: Results from a National Survey", CPS HR Consulting, September 2017.

# CITY OF HAMPTON'S VALUES

## INDIVIDUAL BEHAVIORAL VALUES

- **Integrity:** We will perform all duties honestly & with strong moral principles in the best interest of the City of Hampton
- **Trust:** The firm belief in the reliability of the words and actions of each other
- **Respect:** All people have value and we acknowledge that we all view life through different lenses and come from different backgrounds, abilities and experiences
- **Accountability:** The acknowledgment and acceptance of responsibilities for actions and outcomes
- **Creativity:** We will seek out better and improved applications of resources and processes
- **Collaboration:** Working together in the spirit of negotiation and compromise to achieve the City's goals