CITY OF **MADISON**

TeamCity Performance Excellence (PE) Plan

This work plan exists to support the City of Madison on our journey to meet our Vision, Mission, Values, and Service Promise. The work is facilitated by Human Resources Organizational Development and impacts our entire organization. Agencies citywide are key stakeholders who are responsible, accountable, consulted, and informed about design, development, and completion of these strategies and actions.

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Looking for more Information on the TeamCity PE Plan?

Connect with Organizational Development at
OrganizationalDevelopment@cityofmadison.com to learn more.

Engaged Workforce

Ideal State: People are happy and healthy in their job.

Current State: TeamCity makes meaning of vision, mission, values, and service promise at work.

TeamCity Lead: Anne Nowak, Organizational Development Manager

Accomplishments and Ongoing Aligned Efforts	• [TeamCity Recognition Program*](#) • Public Service Recognition Week* • Stories of Good Work* • [Affinity Groups*](#) • Employee and executive check-in process*
2024	• Improve communication reach with all City staff on results and action planning from organization-wide surveys • Establish standard operating procedures for internal TeamCity two-year surveys, including agency expectations • Develop indicators and goals to align workforce demographics with community
2025	• Implement skills-based hiring practices and updated Equitable Hire Tool to support gender and racial equity • Implement TeamCity Survey every other year • Engage staff in each agency and at multiple levels to create action plan(s)
2026	• Ensure ongoing accountability for results in TeamCity Survey • Improve recognition processes aligned to Vision, Mission, Values, and Service Promise using Teams and HR Management System
2027	• Repeat TeamCity Survey, analyze and share results while communicating ongoing progress • Reevaluate progress on gender and racial equity in recruitment and retention; establish new goals and strategies
2028	• Improve TeamCity Awards in alignment with Vision, Mission, Values, and Service Promise • Ensure ongoing accountability for results in TeamCity Survey

Indicates an ongoing/annual effort.

[National Institutes for Standards and Technology Performance Excellence Category:](#) Workforce

Engaged Public

Ideal State: People are happy and healthy in the Madison community.

Current State: Community members are satisfied with TeamCity because we listen and include their ideas.

TeamCity Lead: kristy kumar, Equity and Social Justice Manager

Accomplishments and Ongoing Aligned Efforts	• Research nationwide best practices in city public participation standards* • DCR/HR internal discovery sessions to inform public participation standards* • Community budget conversations* • Coordinated engagement citywide through area plan process*
2024	• Support change management for the Boards, Committees, Commissions (BCC) reorganization • Develop employee learning materials to ensure public participation is well designed and well calibrated to the needs of any project

2025	• Roll out BCC reorganization
	• Develop standard training for BCCs prioritizing three audiences:
	    ○ BCC Staff
	    ○ Chairs of Committees
	    ○ Members of BCCs
	• Launch learning materials to support staff in implementing well calibrated and designed public participation

2026	• Create storage and feedback tracking mechanisms between agencies to share information received from public participation processes in a systematic way • Launch a public participation community of practice to support learning material evaluation and improvement
2027	• Evaluate efforts for sharing information internally and externally at the agency level • Iterate and scale learning materials and public participation community of practice
2028	• Share stories of success internally and externally

BCC Reorganization Links: [Task Force on Government Structure](#) and [Final Report of the Task Force on Government Structure](#)

*Indicates an ongoing/annual effort.

[National Institutes for Standards and Technology Performance Excellence Category:](#) Customers

Strong Operations

Ideal State: We get work done efficiently and effectively.

Current State: TeamCity solves problems effectively and efficiently by learning from those who are impacted.

TeamCity Lead: karalyn kratowicz, Performance Excellence Specialist

Accomplishments and Ongoing Aligned Efforts	• Ongoing use of Racial Equity and Social Justice tools by agencies citywide* • Refocused Equitable Hiring Tool and hiring process around Skills Based Hiring* • Established citywide change management community of practice; increased membership* • Toolkit from Organizational Development* • Consultative process to develop agency specific customer service frameworks and more*
2024	• Create a list of priority citywide process improvements • Model Plan, Do, Check, Act behaviors by conducting a "check" on the sub-area plan process with an interagency staff team • Roll out change management consultation and train on the use of Project Change Triangle for all projects
2025	• Produce a citywide customer service plan, strategies, and goals • Focus on one multi-agency process improvement • Create policies and guidelines for the Human Resources Management System
2026	• Collaborate with UniverCity Alliance on customer service plan and identify opportunities to support creation of learning materials • Focus on one multi-agency process improvement • Explore creation of a system for tracking standard operating procedures
2027	• Use Learning Management System to implement customer service plan learning materials • Focus on one multi-agency process improvement
2028	• Focus on one multi-agency process improvement • Establish a community of practice around improving City services • Develop expectations for interagency service agreements

*Indicates an ongoing/annual effort.

National Institutes for Standards and Technology Performance Excellence Category: Operations

Effective Use of Resources

Ideal State: We spend wisely and improve services sustainably through Results Madison.

Meaning: TeamCity uses data and standard operating procedures to optimize results for public accountability.

TeamCity Lead: Christine Koh, Budget Manager

Accomplishments and Ongoing Aligned Efforts	• Agency data engagements ongoing* • Work planning training and implementation ongoing* • Targeted change management support when agencies are stuck* • Micro learning to MMT on setting up a project for success using the [Project Change Triangle](#)* • Data Personas and associated Knowledge, Skills, and Abilities*
2024	• Create tools to address budget deficit, citywide work planning, and communication • Establish schedule for remaining agency data engagements and work planning training • Create a work planning curriculum for mid-level managers to supplement existing resources
2025	• Roll out mid-level manager work planning training • Develop citywide communications standard operating procedures including [Language Access Plan](#) and Plain Language Guide
2026	• Complete final cohort of [agency data engagements](#)
2027	• Complete final cohort of [agency work planning training](#)
2028	• Results Madison data convening

Indicates an ongoing/annual effort.

[National Institutes for Standards and Technology Performance Excellence Category:](#)
Measurement, Analysis, and Knowledge Management + Results

Strategy

Ideal State: A citywide strategic plan exists.

Meaning: TeamCity knows the plan(s) that guide operations of our work.

TeamCity Lead: Heather Stouder, Administrative Services Manager

Accomplishments and Ongoing Aligned Efforts	• Imagine Madison Comprehensive Plan* • Agency specific operating strategic plans (e.g. HR)* • Community facing strategic plans (e.g. Parks and Open Space update)*
2024	• Continue discovery of organizational concerns through work planning process • Create employee onboarding structure including organizational expectations • Complete initial agency risk assessments
2025	• Inventory key organizational meetings to support employee onboarding • Identify accountability mechanism(s) related to pain points from work planning trainings • Communicate organization wide risk assessment findings
2026	• Align existing organizational needs and strategies with comprehensive plan update
2027	• Support the comprehensive plan update process
2028	• Release the updated comprehensive plan • Target Level 4 change management maturity

Indicates an ongoing/annual effort.

National Institutes for Standards and Technology Performance Excellence Category: Strategy

Leadership Development

Ideal State: All staff are TeamCity leaders.

Current State: TeamCity actively engages in their unique strengths and abilities to lead City services.

TeamCity Lead: Jay Winston, Leadership Development Specialist

Accomplishments and Ongoing Aligned Efforts	• Foundational Leadership Program ([Values-Based Leadership Courses and Behaviors](#)) • Rebranding [The Supervisory Collective](#) (*The Collective*)* • 2023 Leadership Gathering* • Consultations* • Coaching* • 360 Feedback pilot and continuous improvement* • Mentorship program evaluation and continuous improvement* • Executive check-in evaluation and continuous improvement*
2024	• Establish training opportunities to allow learning to take place in teams* • Develop Leadership types and related knowledge, skills, and abilities • Refine the [Individual Development Plan](#) process • Create onboarding program general structure*
2025	• Continue development of Leadership types and related knowledge, skills, and abilities • Connect leadership types and related knowledge, skills, and abilities to performance management and hiring processes • Develop 'on demand' supervisor training on goal setting connected to individual and agency work-planning
2026	• Integrate City leadership knowledge, skills, and abilities into Human Resources Management System
2027	• Create accountability mechanisms to support ongoing efforts

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[National Institutes for Standards and Technology Performance Excellence Category:](#) Leadership

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