

NFCPM GAZETTE

AUGUST 2011

President's Musings

By Sabrina Hartley

The NFCPM symposium is on! The results are in from the survey and my fears were for naught. Here I was thinking that people wouldn't dare ask off for half a day of training in today's work environment; no matter that it would really be worth it and there's little to no training left in most organizations. Alas, our recent member survey on this very topic reveals that not only are most people willing to ask off for half a day of training but they're also willing to pay for it (up to about \$40) and their agencies are likely to encourage attendance. Who knew? How refreshing!

With this confirmation the board will get to work on the details of our now more likely Fall training symposium. While we originally targeted late August for the symposium, it's already late July and, frankly, there's just not enough time to get everything done to meet our original August target. Though the board has done the initial groundwork of discussing the symposium format and outline, and even lined-up the keynote speaker, there was a bit of a delay when we opted to administer the member survey to gauge interest. Nevertheless, the board is committed to being good stewards of our members' money and we will not commit our resources (time and \$) to

an event if its success is in question. Now that the survey results have confirmed that the symposium has an audience, and a paying audience at that, we will work to develop the high quality training event that CPMs expect and demand. Moving the date back a bit to, say, October or even November will also allow us to develop and distribute event advertising to expand our audience, attendance, and potential future CPMs.

The symposium's overarching theme is 'Innovation.' It seems to be all the buzz right now.



Maybe it's just me, but it seems like just another way to say 'do more with less.' I hope I'm wrong. What I'd really like to see are organizations that encourage innovation, which means, to me, that people like us get to put our ideas out there and maybe even to work. I think we see plenty of places that, given the opening, we could suggest easy and seemingly apparent improvements. Maybe that's just the CPM in me talking, but I didn't complete the program for nothing. May we all be looking for bet-

ter ways to do things and may we all be lucky enough to work in places that want to hear about ways to do things better.

If you're one of the 42 people that completed the symposium survey, thank you. We appreciate your feedback and, frankly, can't be a quality organization without it. Now that we've heard you, I hope you'll continue to talk and be motivated to get involved. This includes attending the chapter meetings, submitting items to the newsletter, visiting our Facebook page and interacting, chairing or serving on a committee, and/or even showing up for a community service activity. Let me remind you that the chapter has a whole host of events and activities going on at any given time that will allow you to get involved, learn, teach, and pay back. If you're interested in being a part of the symposium planning, just say the word (tell any board member). The more brains, the better the outcome. Stay tuned for further symposium details and, hopefully, for some new faces as we welcome approximately 130 new graduates (45 in Tallahassee) to our ranks this month. It's nice to know we're still growing them...now, if we can just get them firmly planted.

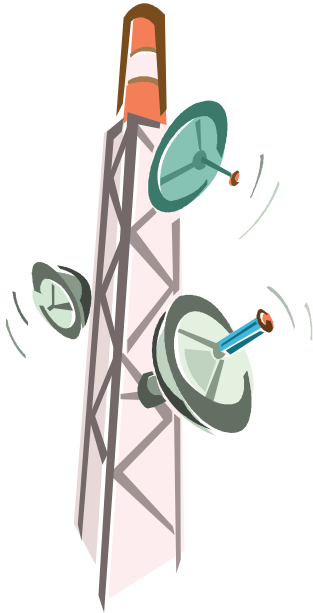
SPECIAL POINTS OF INTEREST:

- ◆ August 9: Monthly Luncheon Meeting at Amtrak - reserve your spot by August 5: Email NorthFloridaCPM@gmail.com
- ◆ Submit your musings and articles to NFCPM Gazette to share knowledge and ideas with others!
- ◆ Communication Committee Chair needed: see page 2 for details.



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Communication Committee Chair Needed

Overview:

The NFCPM is looking for an enthusiastic member to chair its communication committee. This resume-building opportunity will allow the perfect candidate to help develop and implement creative and cutting-edge communication techniques to inform members about chapter activities, facilitate member networking, welcome new members, and create an environment of information exchange. Since this is a newly formed and growing committee, it is a prime opportunity to develop one's skills in a variety of personal and elec-

tronic settings, network with CPMs across the region, and contribute to the growth of our quality alumni organization.

Responsibilities:

Meet with committee members to implement already identified communication products and mechanisms; brainstorm new methods of member communication/update; report ideas/updates to the board.

Time Commitment:

Occasional meetings with the committee (frequency varies depending on current issues

and events) and the board. Assigned committee duties or tasks are likely to take minimal time. Again, depending on the issue and/or event, duties may be one-time or recurring. Since the committee is new and it's mid-year, the tenure will have to be determined.

Interested parties please notify the Vice President, at Pamela.king@ahca.myflorida.com.



“JUST LIKE MY GARDEN, THOSE LITTLE ISSUES AT THE OFFICE THAT WE “IGNORE” CAN GROW INTO A LARGER ISSUE IF WE DON'T DEAL WITH THEM TIMELY.”

In the Weeds

By Pamela King

As I was pulling the weeds from my garden this past weekend, I started thinking about the catch phrase, “That’s getting too far in the weeds!” Boy was I ever in the weeds! I know, I know - the phrase is meant to get people to see the larger picture. The more I started thinking about this analogy, however, the more I came to the realization that we need to get in the weeds every once in a while.

It is the weeds that let us know when we may have a problem with our soil, nutrients, etc. If I ignore one weed because just one weed won't change the look or productivity of my garden, in a week's time, I will have a bed full of weeds. Boy! Will that change the way my garden looks and what it produces!!!

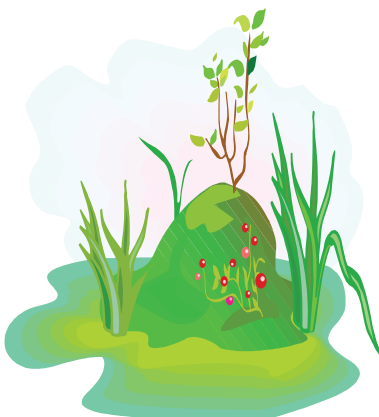
Just like my garden, those little issues at the office that we “ignore” can grow into a larger issue if we don't deal

with them timely. That call from a customer about having difficulty with the website... Yes, we can say, “That was just one little problem - nothing that needs to be dealt with right now.” However, if you do take the time to deal with that problem, it can prevent many additional phone calls in the future.

Of course, ideally, we should try to use preventive measures to avoid the “weeds” before they start. In a garden, you may treat the soil with weed preventative; put down a barrier to prevent weed breakthrough; and work on keeping your grass or ground cover healthy. In our work this may translate into having a mission, vision, and

values that staff can buy into; knowing and preparing for your strengths, weaknesses, opportunities, and threats; and working to ensure your staff and customers are happy.

Of course, even when we prepare the best we can, we may end up with one or two weeds that we have to pull out by hand. **But when we take the time to work in the weeds for a little while – stepping back for the big picture view can be a beautiful thing.**





Keys to Successful Performance Measurement

Adapted from an article by one of our regular attendees, Kaye Kendrick, published in The Public Manager magazine. Here is a link to it on our NFCPM website: http://www.fscpm.org/north/pdf/Vol40N1_Keys%20to%20Successful.pdf

Since our VP Pamela King presented on performance measurement in July, Kaye contributed her published piece to **continue the dialogue on this topic.**

To summarize her **excellently written piece with really great charts and illustrations** (really, you should check it out!), Kaye points out that performance measurement initiatives are often frustrating because **different levels of management need reports on different types of measures.** Policymakers want to know about addressing societal needs; executives want to know if we are meeting strategic outcomes; operational managers want to know about quality and efficiency; and HR wants to know if the workers are meeting management needs. No wonder it can get confusing! Not only do measures have to be SMART, but **they have to be crafted to address each of these levels** differently.



The **comprehensive approach** that Kaye recommends includes:

- **Strategy Mapping** - recognizing and communicating these different levels of vision/mission/goals/expectations
- **Vertical and Horizontal Balance** - letting your measurement system tell a story that can motivate your workforce



- **Outcome-Oriented Measures** - logic modeling can help group measures to use in analyzing outcomes
- **Top-Down vs. Bottom-Up Measurement** - Operational data is often easiest to find, but unless it's aligned to desired high-level outcomes or societal needs across multiple organizations/agencies, it can be difficult to create a balanced story that makes sense to the workforce.

Two sentences in Kaye's piece blew me away to a wistful wishing place: "Enlightened policymakers who realize the power of **managing across organizational lines** and creating national, statewide, or

community indicator systems can demonstrate true value for government dollars. There is discussion in communities about how to generate interest and **educate policymakers in this sort of "legislating for results."**

The article goes on to point to the need for powerful reporting systems which help to convey the "story" of the outcomes, as well as thoroughly documenting the methods of data collection and the responsible parties. Kaye points out that since trend data is really what tells the story, **precise measurements are less important than the consistency in the data collection methodology.** Great point!

In closing, Kaye summarizes that building a great performance measurement culture requires **commitment and example-setting attitude from policymakers and executives.** The organization also has to **buy into the truism that no one's perfect...** leaders should reward teams for using performance management in smart ways, not just those who report great results. Although compiling all your current data and measures can be done within a couple of years, **a comprehensive system will take more like 5 or 10 years.** Putting a scorecard software in place will help an organization institutionalize the practice of using performance management smartly.



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NORTH FLORIDA SOCIETY OF CERTIFIED PUBLIC MANAGERS



Mission Statement

To foster and maintain high professional and ethical standards in the practice of public management, and to further the professional growth of the Society's members.

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 Pamela King, *Vice Pres.*
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 Anna Bethea, *Secretary*
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[Phil Barnett](#), *Chapter Photographer*



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UPCOMING EVENTS

Date	Title or Topic	Speaker(s)	Location	Presentation Overview	Coordinator
08/09	Celebrating CPM Recognition	Invitees pending response	Amtrak	Open forum to discuss the role of Certified Public Managers in improving the success of government.	Pam King
09/13	Clear Communication	Olivia Jones	Amtrak	Olivia will be providing techniques that will assist in communicating with others – either one on one or to a group.	Sabrina Hartley
10/11	TBD	Angie Whitaker	Amtrak	TBD	Dottie Gough
TBD	Public Management Symposium	TBA	DCF Office on Tharpe/Old Bainbridge	Innovation	NFCPM Board
11/08	When Spell Check Doesn't Cut It	Paula Kiger	Amtrak	CPMer Paula Kiger will be providing tips on how to prevent embarrassing grammatical errors.	Pamela King
12/13 TBD	Holiday Celebration	Chapter	Amtrak		NFCPM Board