

# **FINANCE MEETING**

## **2014 Performance Goals**

### **Quarter 2 Review: Results**

**July 9, 2014**

The Cumberland County Finance Meeting took place on Wednesday, July 9, 2014 at 1:30 p.m., Commissioners' Hearing Room, Courthouse, Carlisle, PA. Present were Commissioners Barbara Cross, Jim Hertzler and Gary Eichelberger; Larry Thomas, Chief Clerk; Sandy Moyle, Deputy Chief Clerk/Meetings Manager; Heather Ilgenfritz, Communications Manager; Roger Quigley, Patriot News; Daniel Walmer, The Sentinel.

#### **Power Point Presentation by Chief Clerk, Larry Thomas:**

Chief Clerk, Larry Thomas, conducted a presentation regarding the 2014 Performance Goals (**see attached**). These goals are based on the Public Financial Management (PFM) review and recommendations:

- To create a more streamlined, cost-effective government.

Chief Clerk Thomas spoke about the following changes that will need to occur during this process:

- Reducing the size of the workforce.
- Reduce spending on overtime and on call.
- Slow the rate of increase on non-salary benefits' costs.
- Grow the gain sharing program.
- Improvement in productivity.
- Improvement of internal communications.
- Alleviating too many performance measures.

The Department Heads have been developing the criteria and standards upon which their employees will be evaluated under the pay for performance system. In June, an evaluation showed that only 10 percent of the Department Heads' goals were behind schedule. Four Department Heads have been given corrective action plans.

Employees need to know what their expectations are. The employee's goals will need to meet the department's goals which should be more objective and data specific.

Chief Clerk Thomas reiterated that the pay for performance is for non-union County employees only.

There was a brief discussion regarding certain departments and the strategies they are developing to implement the pay for performance measures. As an example, the IMTO Department has discussed assigning specific projects to their employees for them to complete. This can be used to measure the employee's performance.

Chief Clerk Thomas said the objectives for the second quarter review will include assessing progress on goals and to determine if any of the goals will need to be modified.

## **Discussion by the Board of Commissioners:**

### **Commissioner Eichelberger:**

- There is a need for consistent internal communications.
- Systematic changes are needed and these changes must be understood.
- Is this analysis based on the Department Head level or Executive Level?

Chief Clerk Thomas stated that both Department Heads and the Management Team are involved in this analysis.

- A more financially efficient County government will require continued support from the Commissioners.

### **Commissioner Cross:**

- Departments that frequently conduct business with the Finance Department must be sure to achieve their own performance goals to help meet the performance goals of the Finance Department.
- This analysis should be a collaborative effort by employees from the ground up, not just from the top down. The opportunity for collective intelligence must be gathered before decisions can be made.
- As this process unfolds, this information should be made available to all employees through the intranet.

Chief Clerk Thomas said that there will be future employee meetings planned. At this time the managers and key supervisors will be involved in the pay for performance special training sessions with management and consultants.

### **Commissioner Hertzler:**

- Are the Row Offices involved in these Performance Measures?

Chief Clerk Thomas stated that yes they are involved. By being involved in these performance measures, their employees will be eligible for pay for performance.

- Our public has been demanding for some time a change to the status quo.

## **Additional Comments made by the Commissioners:**

- All of the Commissioners thanked the Chief Clerk for his very good job performance during this past year.
- The Chief Clerk has introduced a better way to do business that is cost effective.
- The Chief Clerk is addressing the disjointed communications' issues.
- The Chief Clerk recognizes the adjustments that need to be made to make this County a better place for its citizens.

Chief Clerk Thomas stated that the Communications Team will prepare Press Releases and other communication mechanisms to "get the word out" to the employees.

In September or October 2014 a meeting will be scheduled to review the third quarter objectives.

The next Finance Meeting is scheduled for Wednesday, July 16, 2014 at 1:30 p.m. The topic of this meeting is Capital Area Transit (CAT) and Transportation.

Laurie J. Mazarella  
Administrative Coordinator

