



**How we Achieve High
Performance at the
Village of Pinehurst**



Our Mission: "Promote, enhance, and sustain the quality of life for residents, businesses, and visitors."

How we Achieve High Performance at the Village of Pinehurst

This booklet is designed to provide employees with information about how we continuously improve to achieve high performance here at the Village of Pinehurst, in accordance with our **Core Values** of:

- ⇒ **Service**
- ⇒ **Initiative**
- ⇒ **Teamwork**
- ⇒ **Improvement**

What makes us different from other towns is that we:

1. Improve continuously,
2. Build collaborative relationships,
3. Utilize volunteers, and we
4. Leverage technology.



Overall Approach



PAR

P Plan

A Act

R Review

HOW DO I USE PAR?

DAILY Example:

- PLAN:** Receive and plan work assignments for the day
- ACT:** Complete work assignments throughout the day
- REVIEW:** At the end of the day, review the day's work for completeness, accuracy, and any opportunities for improvement

ANNUAL Example:

- PLAN:** Set annual performance goals
- ACT:** Work to achieve goals throughout the year
- REVIEW:** Complete self-evaluation performance review

WE LEAD



VALUES

Service
Initiative
Teamwork
Improvement

VISION

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

MISSION

Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

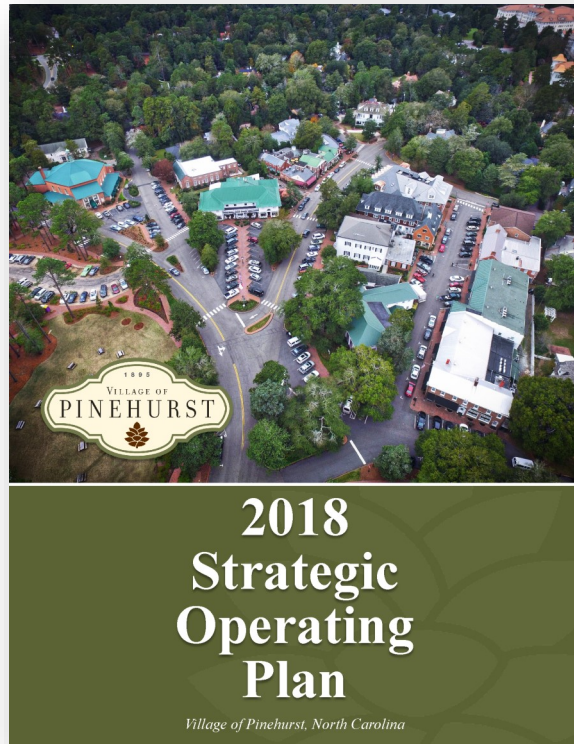
Senior Leaders use Communication Tools to Improve

- State of the Village meetings
- Department or shift meetings
- Intranet
- Caddie Report
- Email
- One on one conversations
- Performance reviews
- Employee functions
- Annual employee survey

WE PLAN

Each year, the Village prepares an annual Strategic **Operating Plan (SOP)** that includes your department's goals and objectives. It also includes all of the Village's Initiative Action Plans to address Council's strategic objectives.

This SOP also includes the annual budget and five year forecast. We use our strategic planning process to identify services for improvement each year based on a review and analysis of performance data. The FY 2018 SOP can be found on the Village's website at www.vopnc.org/sop.



WE FOCUS ON THE CUSTOMER



Primary Village Customers

We survey our primary customers each year to determine their satisfaction levels. Primary Village customers include:

- Residents
- Businesses

We use the RELATE model and MY VOP to address customer complaints:

- R** Recognize a customer with concern
- E** Empathize with the customer
- L** Listen to the customer
- A** Apologize, sincerely, to the customer for their concern
- T** Thank the customer for sharing
- E** Explain to the customer how the concern will be resolved

WE MEASURE OUR PERFORMANCE AND COLLABORATE

Each department has a **Balanced Scorecard** that we use to measure and monitor employee and department efficiency and effectiveness. You can access your Department Scorecard through the Knowledge Management Portal (KMP) on the Intranet. Each department scorecard contains several Key Performance Indicators (KPIs) that are updated monthly.

The Village also uses several methods to **collaborate** (or share information and learn from each other) to enhance our performance, including:

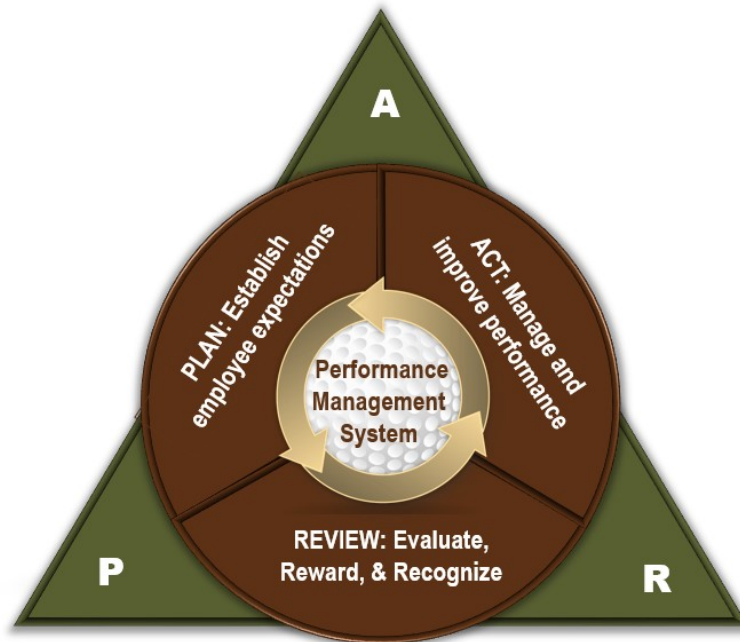
- Intranet
- Department staff meetings
- Leadership meetings
- Interdepartmental teams and committees
- Email



Why We Monitor Performance

- Ensure accountability to the Council and taxpayers
- Inform the annual Strategic Operating Plan (SOP)
- Determine if we are meeting customer needs
- Evaluate employee performance
- Improve processes for delivering service

WE VALUE AND ENGAGE OUR WORKFORCE



How we Help Employees Improve

Clear expectations are communicated:

- Verbally from your supervisor/Department Head
- In department meetings
- In annual goal setting, with SMART goals:

What are S.M.A.R.T. Goals?

- S** Specific
- M** Measurable
- A** Attainable
- R** Relevant
- T** Timely

WE VALUE AND ENGAGE OUR WORKFORCE

How we Reward Employees

Because we value you and know that you play an integral role in helping your department achieve its goals and objectives, we reward and recognize employees in a variety of ways:

- Offer generous employee benefits and services
- Reward and recognition programs with financial incentives
- Annual merit increases based on performance

What our Core Values Mean



SERVICE: The desire and will to selflessly meet the needs of those around you: customers, fellow employees, employers, and the community as a whole.



INITIATIVE: The desire and will to find what needs to be fixed, fix what needs to be fixed, and take leadership when leadership is needed.



TEAMWORK: The desire and will to selflessly function as part of a high-performing whole and to collaboratively work in ways that take full advantage of input from all members of a team.



IMPROVEMENT: The desire and will to learn and grow professionally and to enhance team processes in ways that improve performance, efficiency, or both.

WE IMPROVE OUR PROCESSES



Process used to evaluate and improve key organizational projects and processes that have a considerable ongoing staffing and financial impact .

BIRDIE

- B** Bring the opportunity forward
- I** Investigate the opportunity
- R** Review potential solutions
- D** Determine the solution
- I** Implement the solution
- E** Evaluate the solution

BIRDIEs the Village has Conducted

- Code Enforcement process
- Council agenda automation
- Yard debris collection (One and Done)
- Street lighting
- Indoor recreation facilities
- Harness Track financial sustainability
- Police staffing
- Grounds maintenance
- VOP 311—Complaint management

WE IMPROVE OUR PROCESSES

ACE

- A** Analyze process requirements
- C** Change the process
- E** Evaluate the change



Process used to evaluate and improve other processes within the Village of Pinehurst.

ACEs the Village has Conducted

- TOPS training program
- Contract management
- External communications
- Reward and recognition
- Emergency preparedness
- Safety inspections
- Supplemental fall leaf collection



*Service * Initiative * Teamwork **
Improvement