



Leaders at the Core of Better Communities

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Developing a High-Performing Workforce Through Technology



NEOGOV Overview

Mission: To improve services public sector agencies deliver to society

- 100% Web Based – Software as a Service model
- 1000+ Public Sector Agencies | 19 States
- America's most trusted HR cloud software provider to State and Municipal government
- 2008 & 2009 Gartner eRecruitment Software Magic Quadrant award winner

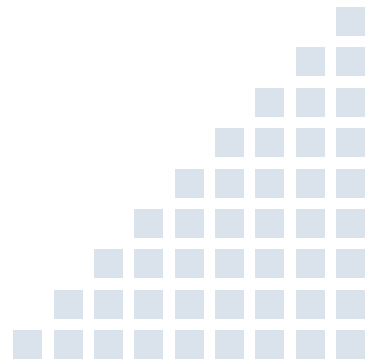
A COMPLETE HR SOLUTION FOR PUBLIC WORKFORCE MANAGEMENT

The Leader in On-Demand HR Applications for the Public Sector



Overview

- Performance appraisals and city management
- Implementing a good performance appraisal
- Linking Performance and rewards
- Benefits and results from performance appraisals
- Q&A



Performance Appraisals and City Management

- Now more crucial due to economy & retirement of employees
- Workforce dashboard data can be used for workforce improvement to share with elected officials and citizens (annual City workforce report)
- Reallocating resources from workforce data
- Reliance on more benchmarking across City departments
- Need to focus on current employees and provide goal alignment

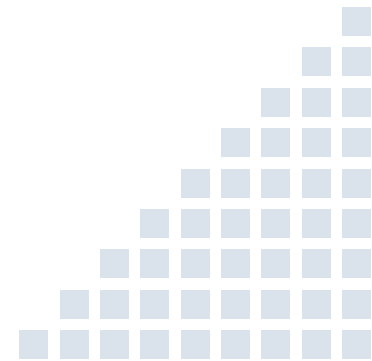


Performance Appraisals and City Management (cont'd)

- Able to manage increased workload for supervisors and administrators
- Succession Planning for turnover in leadership positions
- Need for increased accountability of departments
- Need to identify best employees through recognition or merit pay



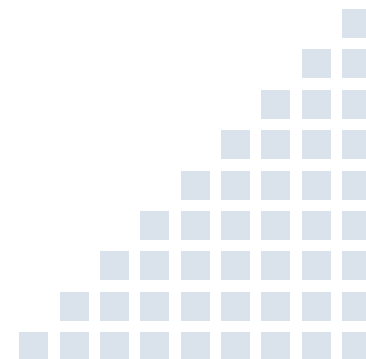
Implementing a good performance appraisal



Challenges with Performance Assessments

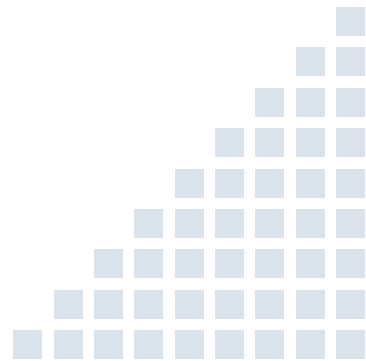
Lacks manager & employee buy-in:

- Too many forms
- Inefficient or confusing process
- No alignment to agency goals
- Not evaluated on correct goals/competencies
- Inconsistent evaluations & feedback
- Frequency of evaluations (annual or hire date)
- No analytics or visibility
- Evaluations not linked to rewards



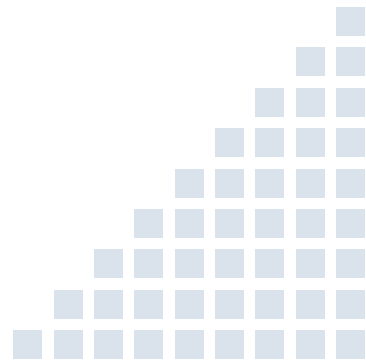
Questions should you ask

- Where do I need to go with current workforce?
- What are Elected Officials / electorate interested in learning about our town's workforce performance?
- What am I measuring?
- What can I measure?
- Why am I measuring it?

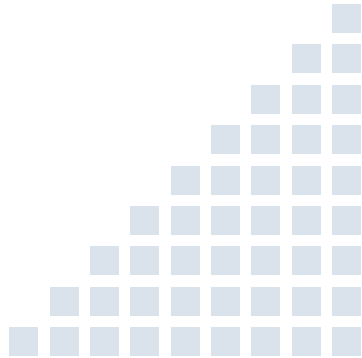


Ways to Success with a good appraisal

- Consistency & Standardization
 - Buy-in for one process
- Configurable & Scalable
 - Customizable forms, rating scales, evaluation periods
- Usability
 - Simple, intuitive, internet accessible
- Integration
 - With Existing employee data systems
- Reporting and Analytics



Performance Assessment Cycle



Performance Assessment Process

- **Plan:** Goals & Competencies
- **Coach:** Development Plans
- **Evaluate:** Performance Evaluation
- **Reward:** Link to Performance

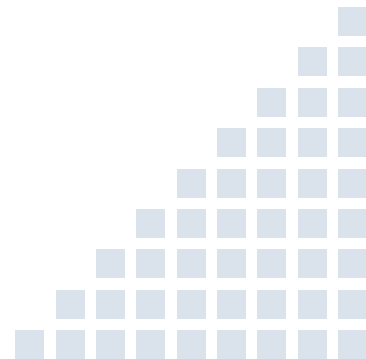


Communicating Goals

"A mere 7% of employees today fully understand their company's business strategies and what's expected of them in order to help achieve company goals."

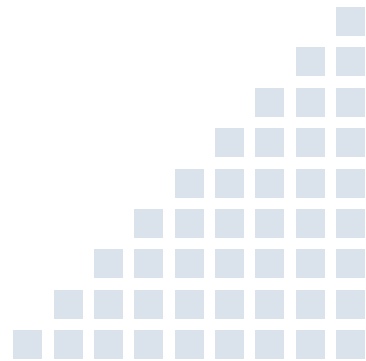


- Robert S. Kaplan and David P. Norton,
"The Strategy-Focused Organization,"
Harvard Business School Press, 2001



Plan: Writing the Performance Evaluation

- Be specific and focus on behaviors
- Describe the Situation, Task, Action and Result
- Include input from employee and colleagues
- Evaluate what (results) and how (competencies)
- Refer to your documentation to justify ratings
- Use facts, examples, and results
- Incorporate S.M.A.R.T. Goals



Setting Goals

- Measurable objectives, tasks, or responsibilities
- Describes **WHAT** employee will be accountable for achieving
- Tie to department, division, position, or employee
- Can align and cascade goals

Employees Performance Evaluations **Goals** Competencies Positions Administrative Trainings Reports

Home ► Goal List 9 Add New...

+ Add New Export +

Name	Goal Type	Goal Category	Active	Action
<input type="text"/>	<input type="text"/>	<input type="text"/>	Select	
Customer satisfaction 90% from survey	Customer Feedback	Customer Service	Yes	Edit Delete
Develop new salary schedule for agency	Performance Goals	Business Process	Yes	Edit Delete
Improve customer service	Customer Feedback	Customer Service	Yes	Edit Delete
Manage 30 calls per hour	Phone Response/Etiquette	Customer Service	Yes	Edit Delete
Reply to customer inquiries within 24 hours	Correspondence	Customer Service	Yes	Edit Delete

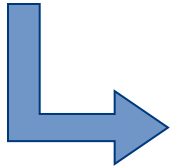
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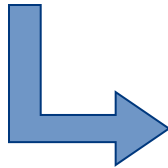
Aligning Goals

Understand connection between individual efforts and overall goals of agency

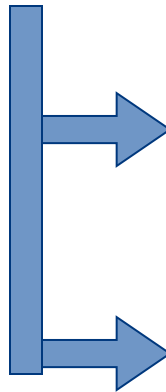
Agency Goal:
Improve the overall value
of programs and services
provided to citizens



Parking Department Goal:
Improve customer service
provided to citizens



Manager Goal:
Increase customer
service rating to 90%



Employee Goal:
Complete 10 in-person
inquiries within 1 hour

Employee Goal:
Respond to emailed citizen
inquiries within 24 hours

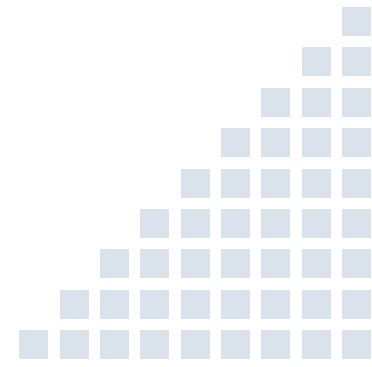
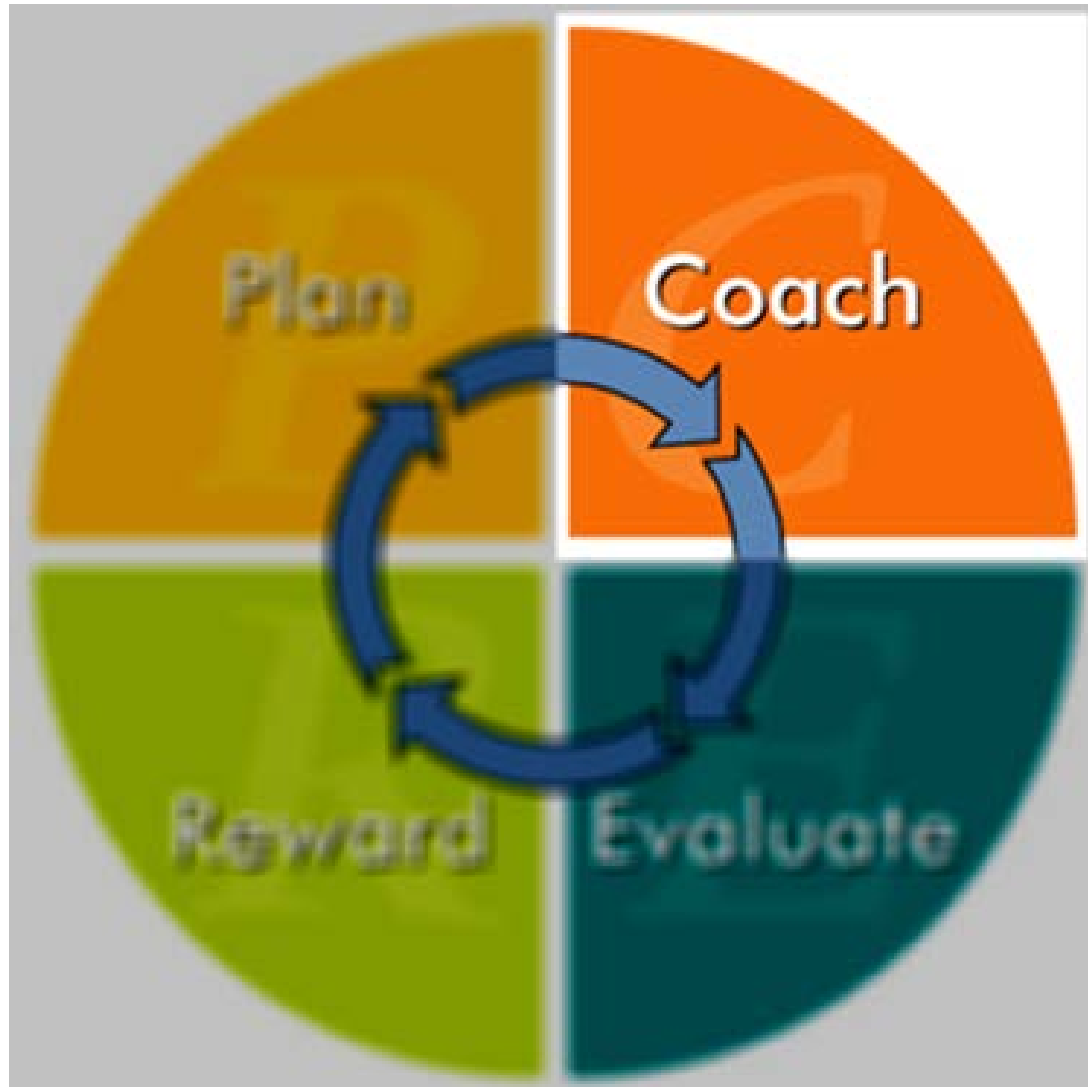


Setting Competencies

- Any demonstrated, job-specific characteristic or behavior that differentiates outstanding performance in a given role
- Describes HOW employee will achieve results
 - Knowledge
 - Skills
 - Abilities
 - Motives
 - Traits
 - Attitudes

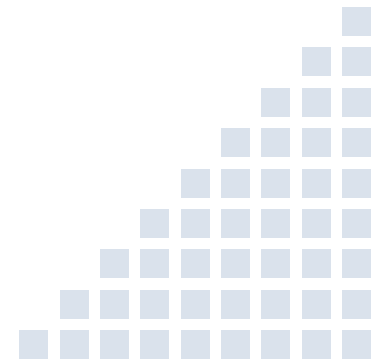


Coach



Coach

- Of a persons total development
 - 10% is derived from formal education and training
 - 20% is derived from feedback
 - 70% is derived from experience
- Where does the majority of development time and resources need to be spent?
 - Giving feedback & providing opportunities for development



Benefits of a Development Plan

- Align growth and development with future business needs
- Address gaps in performance
- Increase employee engagement
- Monitor progress throughout year
- Reinforce collaborative partnerships
- Enhance employee development and mobility



Sample Development Plan

Development Plans			
+ Add New Development Plan			
Development Plan Name	Begin Date	End Date	Action
Improve Public Speaking and Presentation Skills - Monthly Business Reviews	01/03/2011	03/15/2011	Edit Delete
Suggested TRG	01/03/2011	11/30/2011	Edit Delete

Development Plan	
Development Plan Name:	Improve Public Speaking and Presentation Skills - Monthly Business Reviews
Description:	Resources/Activities: 1. Complete Effective Business Presentation Skills training 2. Develop presentation in support of monthly business review. Conduct 2 dry runs of the presentation with organizational management.
Begin Date:	01/03/2011
End Date:	03/15/2011
	Created By: Admin User on 09/12/2010 01
	Updated By: Admin User on 09/12/2010 01
<input type="button" value="Edit"/> <input type="button" value="Cancel"/>	

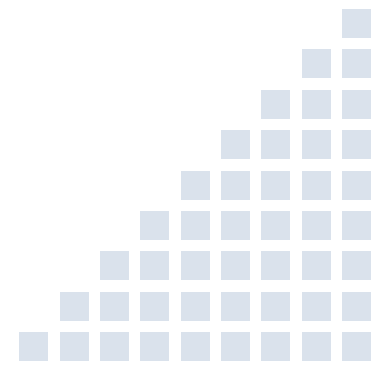
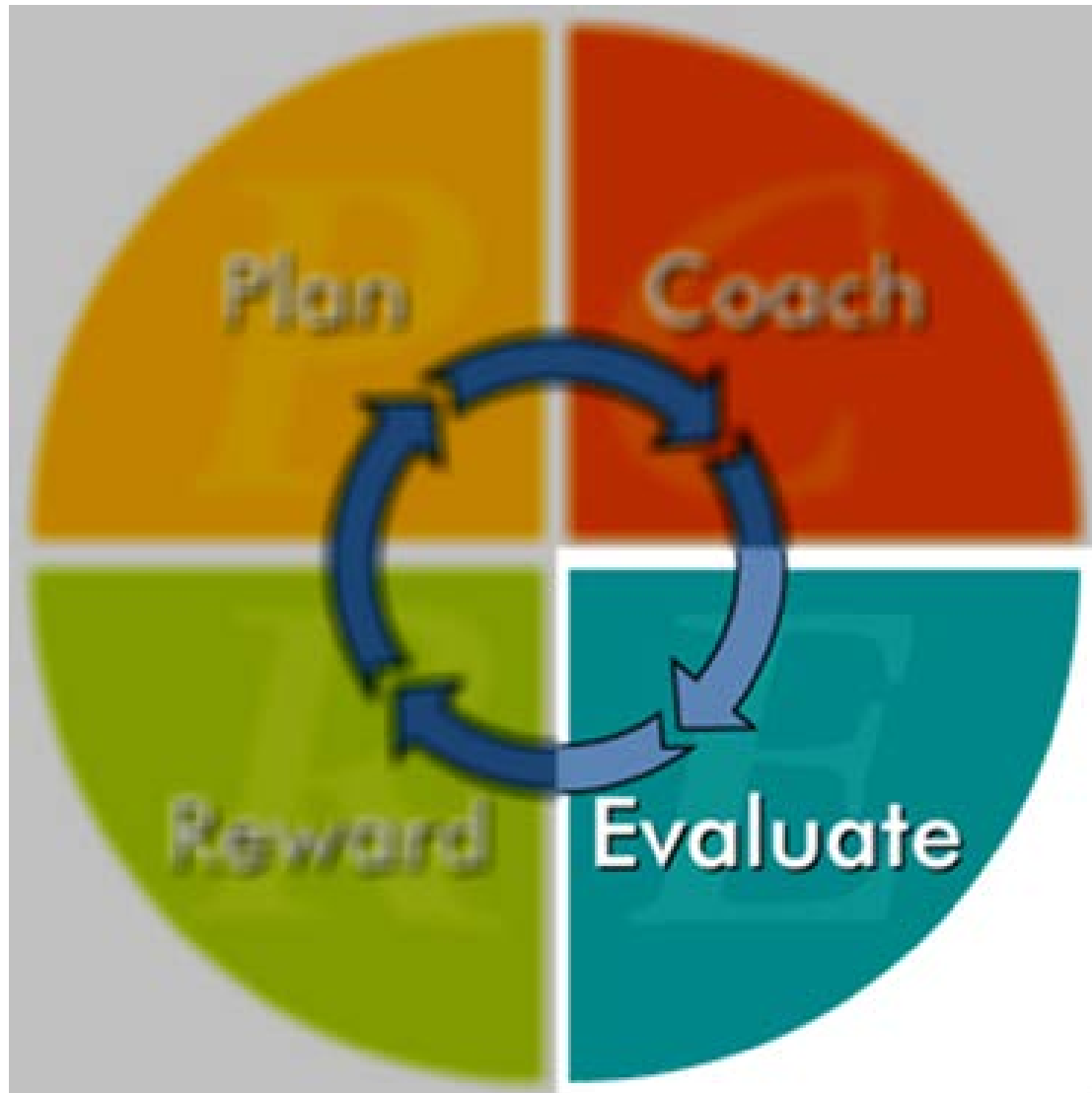
Sample Development Plan

Tasks, Notes & Attachments

Tasks					
+ Add New Task					
Status	Subject	Due date	Name	Related to	Action
Current	Complete presentation skills training	02/28/2011	Kim Koller	Improve Public Speaking and Presentation Skills - Monthly Business Reviews	Edit Delete
Current	Conduct preliminary presentations with management between March 1 and 15	03/15/2011	Kim Koller	Improve Public Speaking and Presentation Skills - Monthly Business Reviews	Edit Delete
Current	Create business review presentation in support of March 21st presentation.	03/21/2011	Kim Koller	Improve Public Speaking and Presentation Skills - Monthly Business Reviews	Edit Delete

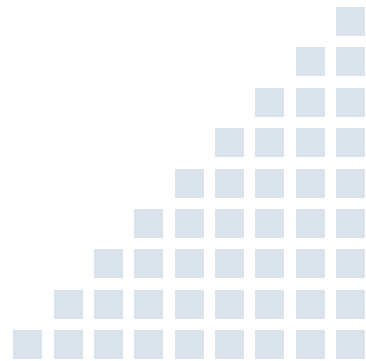
Notes & Attachments					
+ Add New Notes & Attachment					
Note	Created by	Created on	Updated by	Updated on	Action
Resources/Activities: 1. Complete Effective Business 2. Develop presentation in support of Support needed: 1. 6 Hours to attend presentation	Admin User	09/12/2010 01:52PM	Admin User	09/12/2010 02:04PM	Edit Delete

Evaluate



Evaluation Best Practices

- Clearly evaluate the Situation, Task, Action and Result
- Review input from employee and colleagues
- Evaluate what (results) and how (competencies)
- Refer to documentation to justify ratings
- Use facts, examples, and results
- Document and give feedback on a more regular basis
- Provide positive and constructive feedback
- Record progress against goals and development plan
- Conduct sessions the same way for all employees



Evaluate: Rating Scales

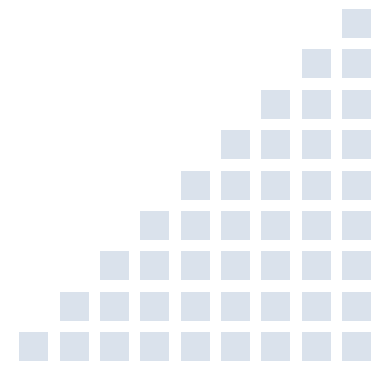
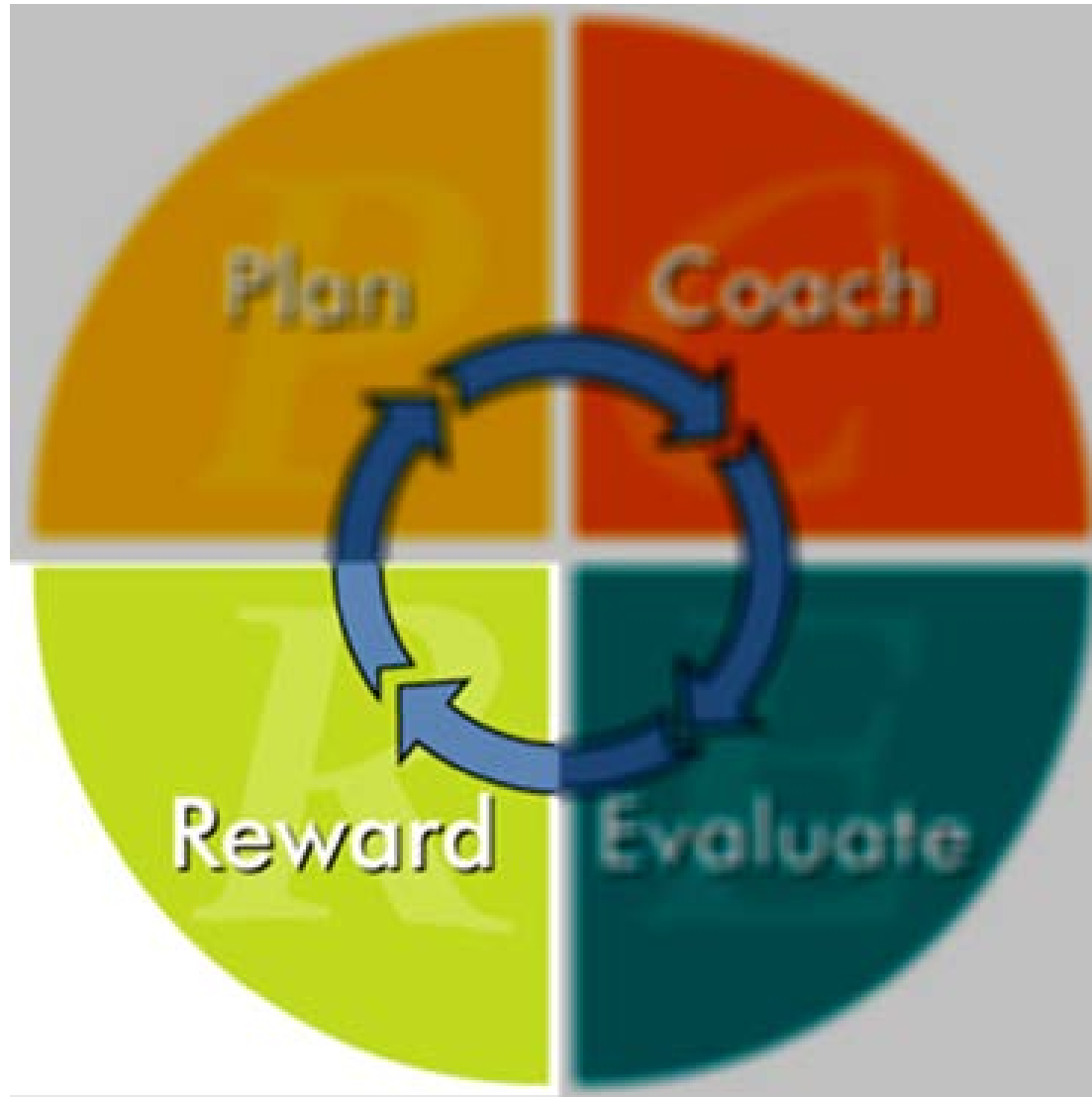
- Provides discipline and consistency for differentiating performance
- Allows for objectivity in rating performance

+ Add New Rating Scale Level

<u>Name</u>	<u>Description</u>	<u>Display Value</u>	<u>Score</u>	<u>Display Order</u>	<u>Action</u>
Exceeds Expectations	<ul style="list-style-type: none">- Among top performers- Results on goals are consistently far higher than peers- Significant impact on department/agency success- Contributions highly visible, measurable, acknowledged by managers and peers- Top 20% of group	3	3	1	Edit Delete
Meets Expectations	<ul style="list-style-type: none">- Valuable contributor to department/agency success- Consistently meets/sometimes exceeds goals relative to peers- Delivers results that are on target requires acceptable amount of direction- 70% of all employees	2	2	2	Edit Delete
Does Not Meet Expectations	<ul style="list-style-type: none">- Performance inconsistent and needs to improve- Not performing as well as peers- 10% of all employees	1	1	3	Edit Delete

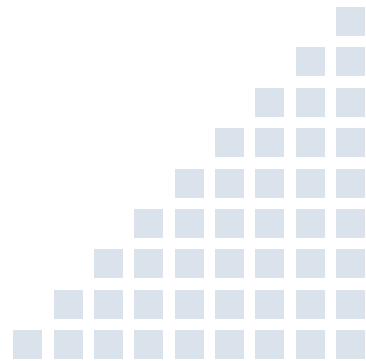


Reward



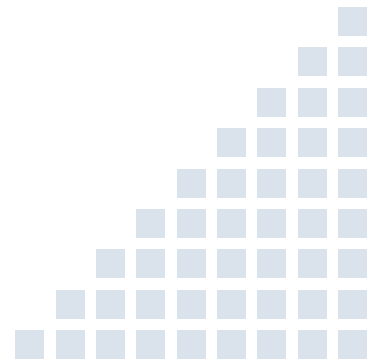
Linking Assessment to Rewards

- Provide rewards and recognition based on performance
- Merit increases
- Promotions
- Give staff an idea of mobility
- Special recognition
- Development opportunities
- Access to people and resources
- Motivate employees
- Help retain top performers



Benefits of Performance Appraisals for employees

- Employees need professional development
- Employee work can be aligned to goals & strategy
- Employees can have more measurable expectations
- Employees can provide feedback to improve manager and department
- Employees are motivated when they are incentivized with recognition
- Easier diffusion of institutional memory



Benefits of Performance Appraisals for managers

- Evaluate all employees against consistent standards
- Incorporate multiple perspectives from colleagues
- Employees know where they stand and what they need to do to improve
- Input for development & compensation/ promotion decisions
- Monitor workforce analytics
 - identify talent
 - track progress
 - measure success
- Litigation avoidance



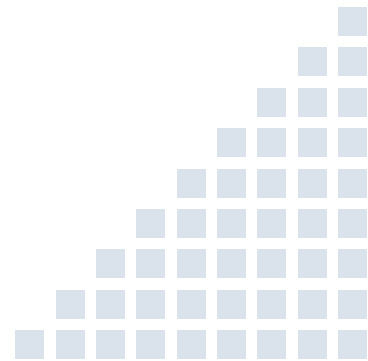
Benefits of Performance Appraisals for Agencies

- Workforce Dashboards used across the city to establish benchmarks
- Identify and reward top employees through recognition or incentives
- Planning for staffing level changes
- Labor contract negotiations
- Goal alignment to city mission
- Establishing Key Performance Indicators and city initiatives

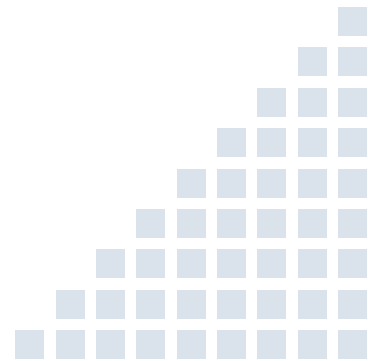


Evaluation Benchmarking Results

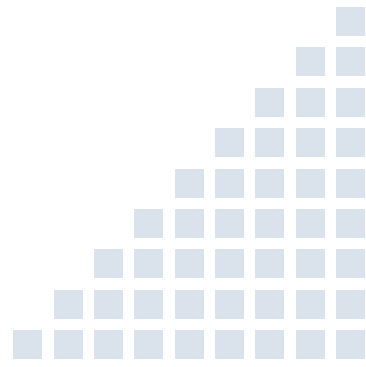
- Staffing Reduction in time via new technology
 - Reminders to complete evaluations are automated
 - Annual and periodic reporting
- Financial savings via online evaluation technology:
 - No more paper, printing, copying, storage, shredding for evaluations
- Time saving for supervisors:
 - Ease of use, reminders, routing for approval
 - Access to prior years at finger tips
- Other improvements:
 - No lost evaluations
 - Data available for metrics, assessment of training needs, etc.



- Appraisals Results in High Employee Satisfaction
- Easier retention and recruitment
- Employee Service Recognition



Q&A



Thank You

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