



Welcome to the Beta Test Orientation!



Our Goals

1. Clarify process and expectations for your participation in the Beta Test of our revised performance management system
2. Set you up for success!
3. Support your success!

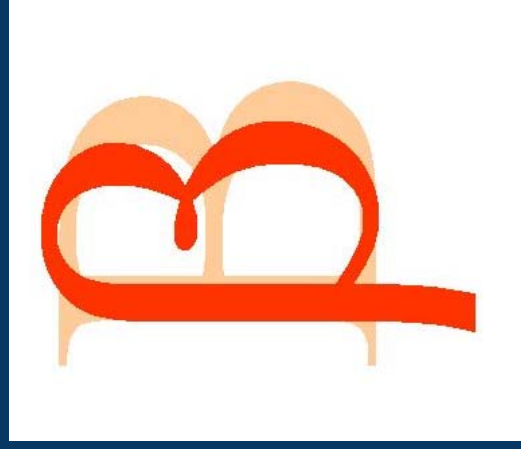
*Let's start with some
WHY'S*

WHY - A New Performance Management System?

- “Wires in” our mission, vision and core values
- Supported by research
- We listened to your feedback!

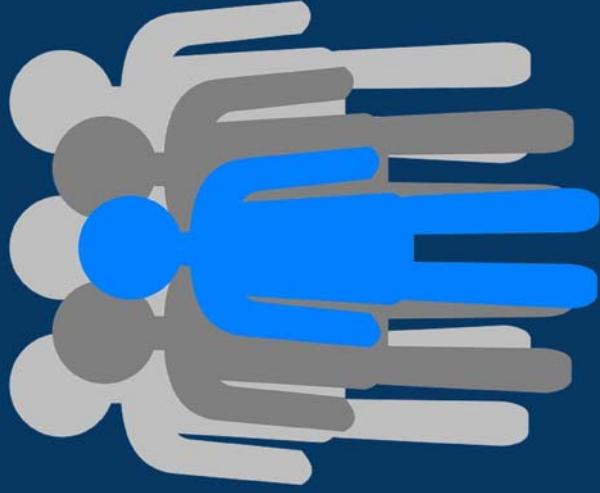


Why Beta Test?



- To make sure this new system works - for employees, supervisors and the City!
- To use your feedback to make requisite adjustments before rolling it out to the full organization

WHY - You?



- Beta Participants represent a cross-section of City departments, work environments and supervisory levels, e.g.
 - Field
 - Professional
 - Administrative
 - Supervisors as Direct Reports
 - Commissioned
 - Non-commissioned

Beta Measures: What We're Testing

- Orientation training effectiveness
- Handbook / job aid helpfulness
- Performance management forms
- Performance management process
 - General ease of use
 - Conduciveness to promoting dialogue, engagement, and growth
 - Improved appraisal process
 - Compare and contrast with incumbent system



Expectations & Commitments

- **Prepare.**
 - **Self:** Attend today's orientation training and review handbook; ask questions, follow up, as needed.
 - **Direct Reports:** Orient to new system; explain process
- **Engage.** Complete all performance management steps and components during beta test timeframe
- **Provide Feedback.** Multiple formats ...

Beta Feedback

Today and at end of Beta

- Training and Prep Evaluation
- Informal feedback with Leadership Council members
- Hosted lunch discussions
- Feedback survey of Direct Reports - reported at mid-Feb lunch discussion
- Feedback survey - Supervisors and Direct Reports

Ongoing

Nov 8/Feb 15

End of January

April 2017



Beta Process and Timeline

2016

By Sept. 30

Oct. 1

Oct. 31

Nov. 9

2017

End Jan.

Feb. 15

March

March

April

June-Aug.

2018

March

- Complete orientation training
- Beta begins - staff orientation
- Complete first Check-In
- Hosted lunch feedback
- DR Feedback survey
- Hosted lunch - DR feedback/prep for appraisal
- Complete at least two additional Check-Ins by end of March
- Complete Year-End Appraisal and Year-End discussion (Wrap Up)
- Complete beta feedback, analysis, modifications/ELT Presentation
- Organization-wide communication & training
- Full system implementation





Who To Call

- Lenear Watson, ext 6123
 - Sensitive or confidential employment performance issues, to confirm documentation requirements, or for coaching on any aspect of the system.
- Pam Kisslinger, ext. 6134, or Dept Leadership Council rep
 - Performance management process, expectations and beta requirements - or for coaching on any aspect of the system.

*What are your
Questions so far
about the Beta
process?*



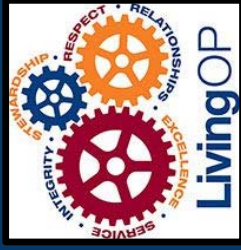
The New and Improved Performance Management System!



A New Vision for Performance Management

A system designed to support a **culture** that brings out the best in all employees by engaging in performance-building conversations throughout the year that *strengthen accountability to our mission, stretch us toward our vision, and embody our core values.*





Embodying the Core Values

- Reinforces **Integrity** through performance accountability & professionalism
- Demonstrates **Stewardship** by supporting the growth and success of our employees
- Fosters **Relationship Building** between supervisors and staff; emphasizes teamwork
- Demonstrates mutual **Respect** through the quality of our interactions
- Strengthens our **Service Commitment** and service abilities
- Focuses on the **Pursuit of Excellence** through accountability for results, goal setting, innovation and continuous improvement

Pursuit of Excellence leads us to the
cutting edge of performance management

Two Goals

Appraise Performance

- *Feedback:* How am I performing?
- *Impact on Pay:* How will my performance impact my comp?
- *Documentation:* For the record ... if needed for HR or legal reasons

Grow Performance

- *Development:* How can I improve and expand my impact?
- *Learning:* What have I learned?
- *Engagement:* Am I focused, motivated and committed?

Employee Feedback Aligns with Current Understanding leading to ...

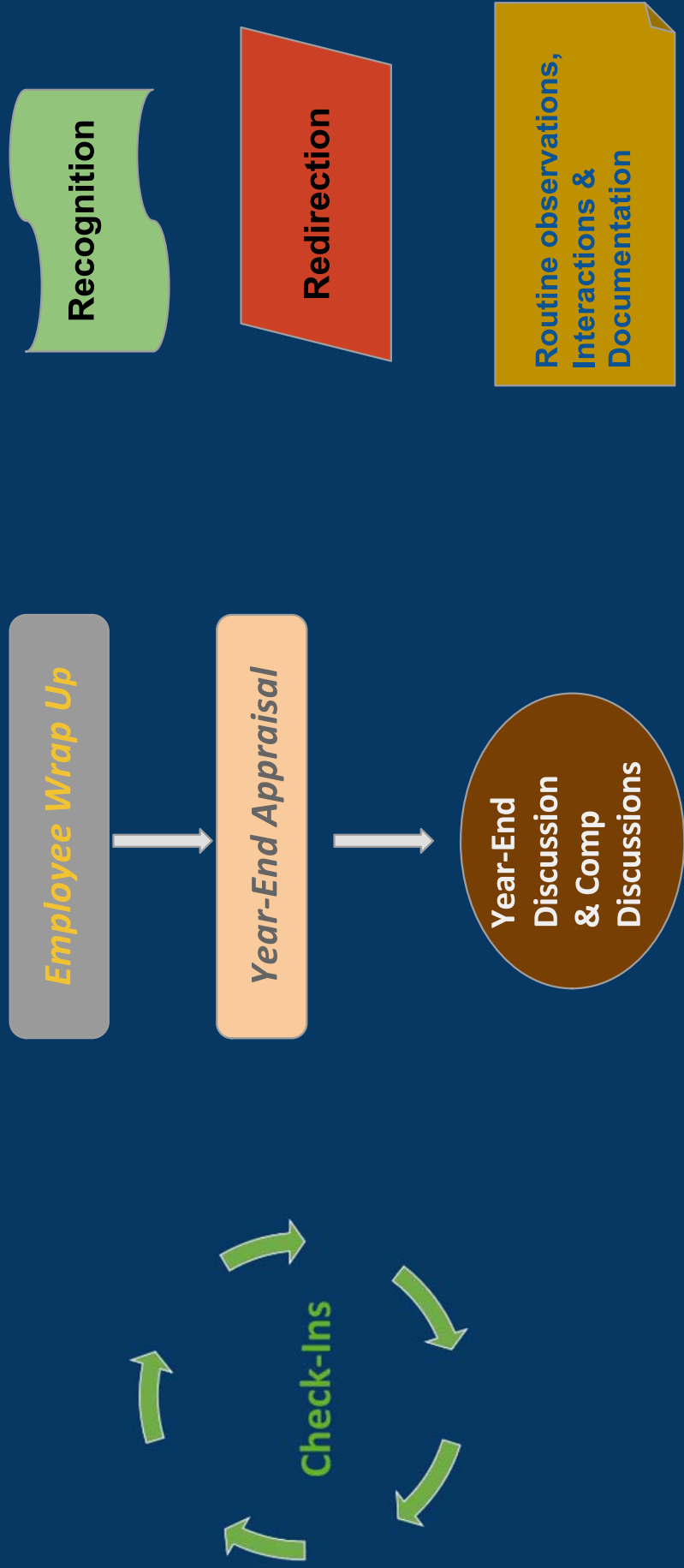
Less Emphasis on...

- Written Documentation
- Year-end ratings & appraisal
- *Past* performance
- Proving
- Managing

More on ...

- Time on conversations between supervisors and staff
- Ongoing Feedback & Coaching throughout the year
- Focus on *future* Performance
- Improving
- Leading

System Components



Grow Performance



Employee Wrap Up



Year-End Appraisal



*Year-End
Discussion
& Comp
Discussions*

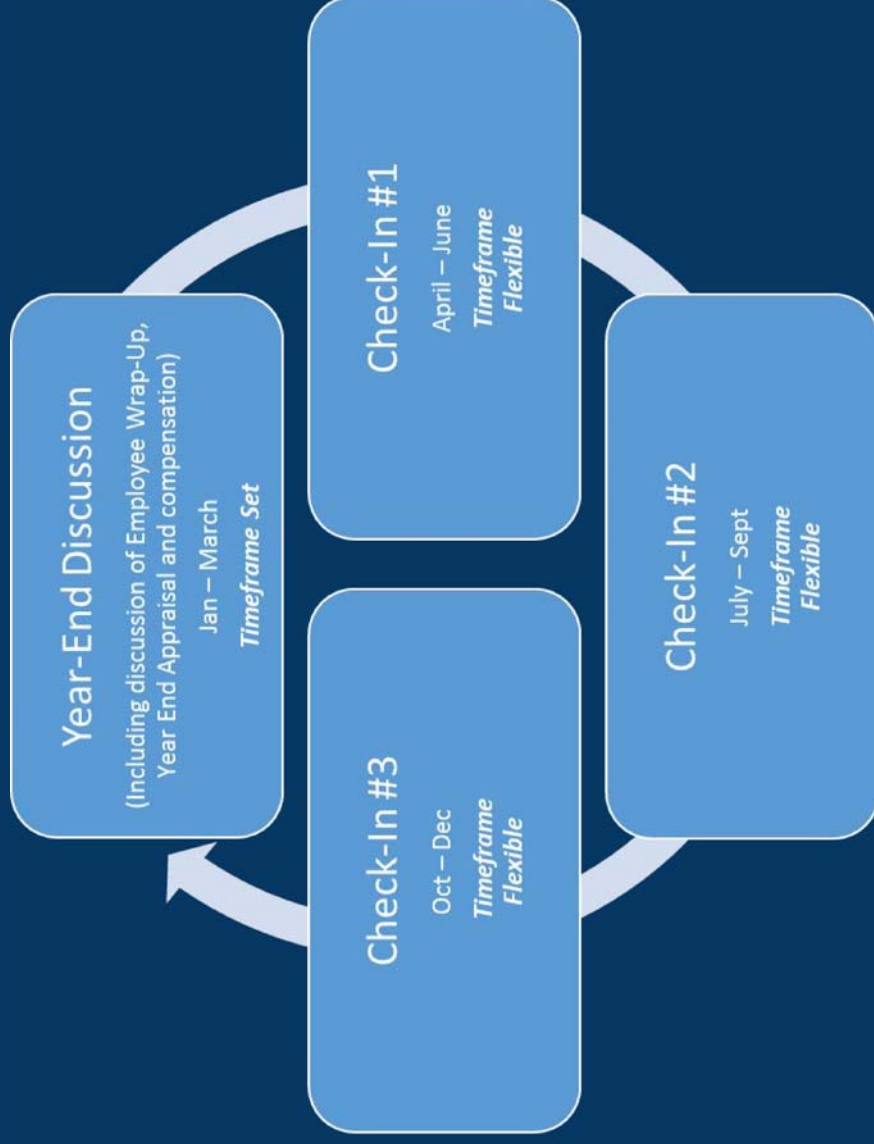
Appraise Performance

Recognition

Redirection-
Discipline

Routine observations,
Interactions &
Documentation

Example Check-In Timeline



- Not limited to the minimum
- 3 x year documented; Take
- the opportunity to check in
- on a more frequent basis.

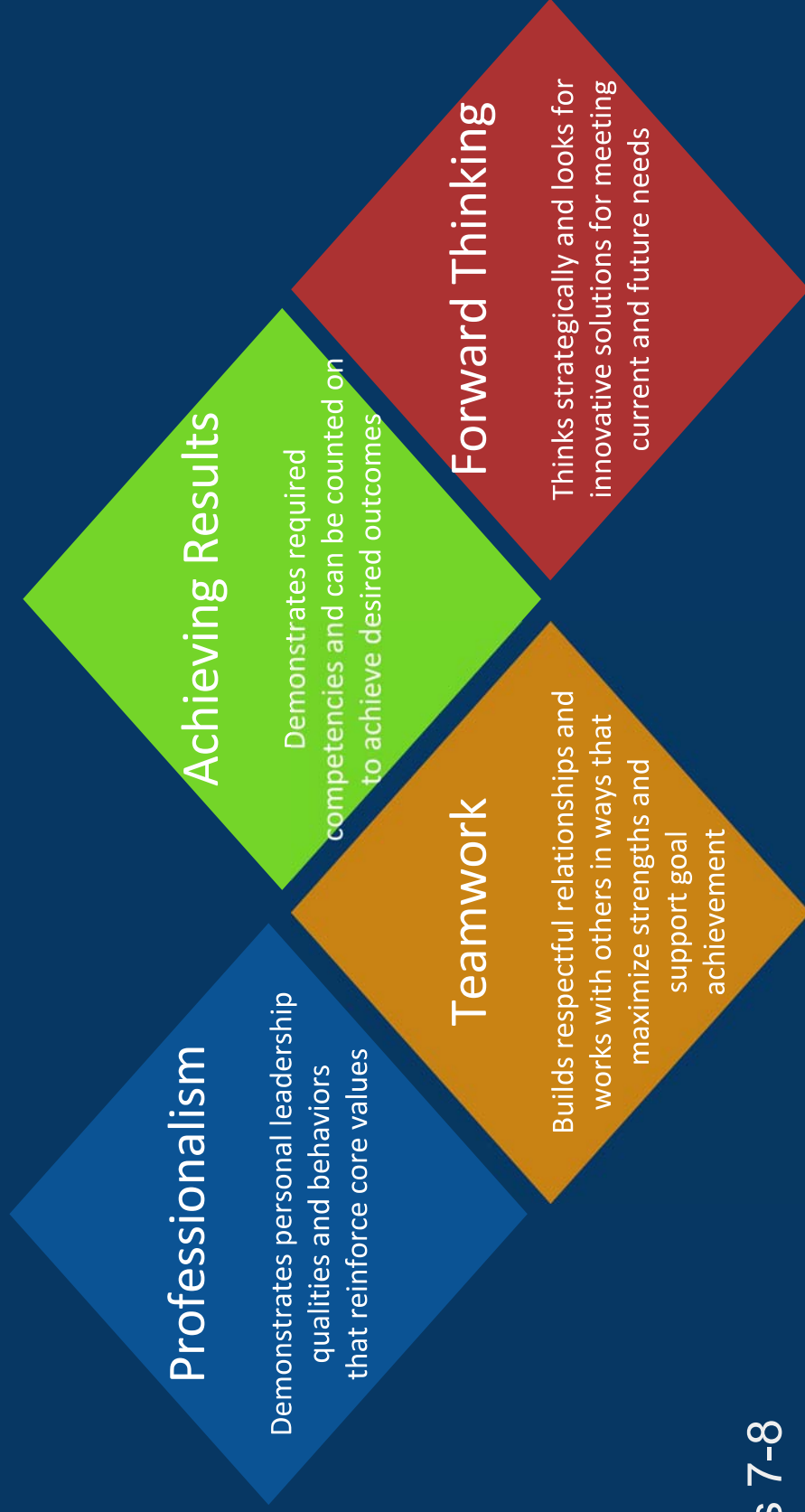
New Performance Dimensions Define Living OP Behaviors



Performance Dimensions Drive the Process



Performance Dimensions



Activity: In Your Department Groups...

Review the Performance Dimensions Detail, page 8:

- Which 10 behaviors are most important for your department - across all dimensions?
- Which behaviors are most critical to effective supervisory engagement with staff?



Homework Assignment: Self-Check

Review the Performance Dimensions Detail. Ask yourself...
“As a supervisor...”

- Where are my strengths?
- Where are my growth opportunities?



Ongoing Appraisal

Recognition

Redirection-Discipline

Routine observations, Interactions & Documentation

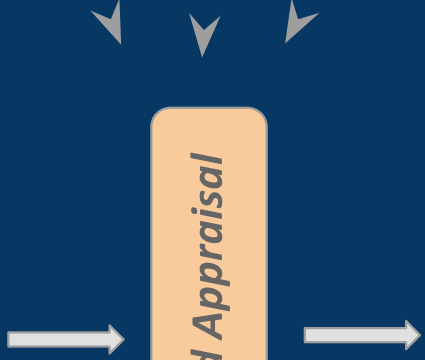
Ongoing Growth



Employee Wrap Up

Year-End Appraisal

Year-End Discussion & Comp Discussions



Year-End Discussion

Year-end Wrap-up (Employee)

- Completed by employee prior to discussion
- Submitted to Supervisor
- Supervisor maintains form - not submitted to HR

Year-end Appraisal (Supervisor)

- Completed by supervisor
- Discussed with employee by mid-March at Year-end Discussion
- Completed form submitted to HR with salary planning worksheet
- Due mid-March (date set annually by HR)

Year-End Wrap Up

Employee Year-End Wrap Up

This Wrap Up is designed to provide reflection on the past year and gear up for the next.

Looking back ...

What were the highlights of the past year for you?

Biggest challenges? Biggest opportunities for growth and learning?

To what extent did you get the support, guidance and feedback you needed to do your best work?

1 (not at all)	2	3	4	5 (all I needed)
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What support, guidance or feedback was most helpful? What else would have been helpful?

How would you rate yourself in the four performance areas? (Descriptions on second page)

Professionalism	Under Performer	Performer	Contributor	Key Contributor
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- Different tone from Year-in-Review
- More like a debriefing
- Less listing of accomplishments - more reflection and discussion -
- Self appraisal of Performance Dimensions
- Feedback to supervisor
- Future goal and expectation setting for next check-in period

Year-End Appraisal

- Simplified - Less written documentation
- Assumes ongoing feedback and performance discussions throughout the year
- New criteria and performance descriptors; one overall
- Serves as justification for merit increases and performance documentation

 **Year-End Appraisal**
Year: _____

Employee: _____
Supervisor: _____
Cost Center: _____
Department: _____

Performance Dimension Appraisal

Select the option that best describes performance in each dimension. See back page for definitions

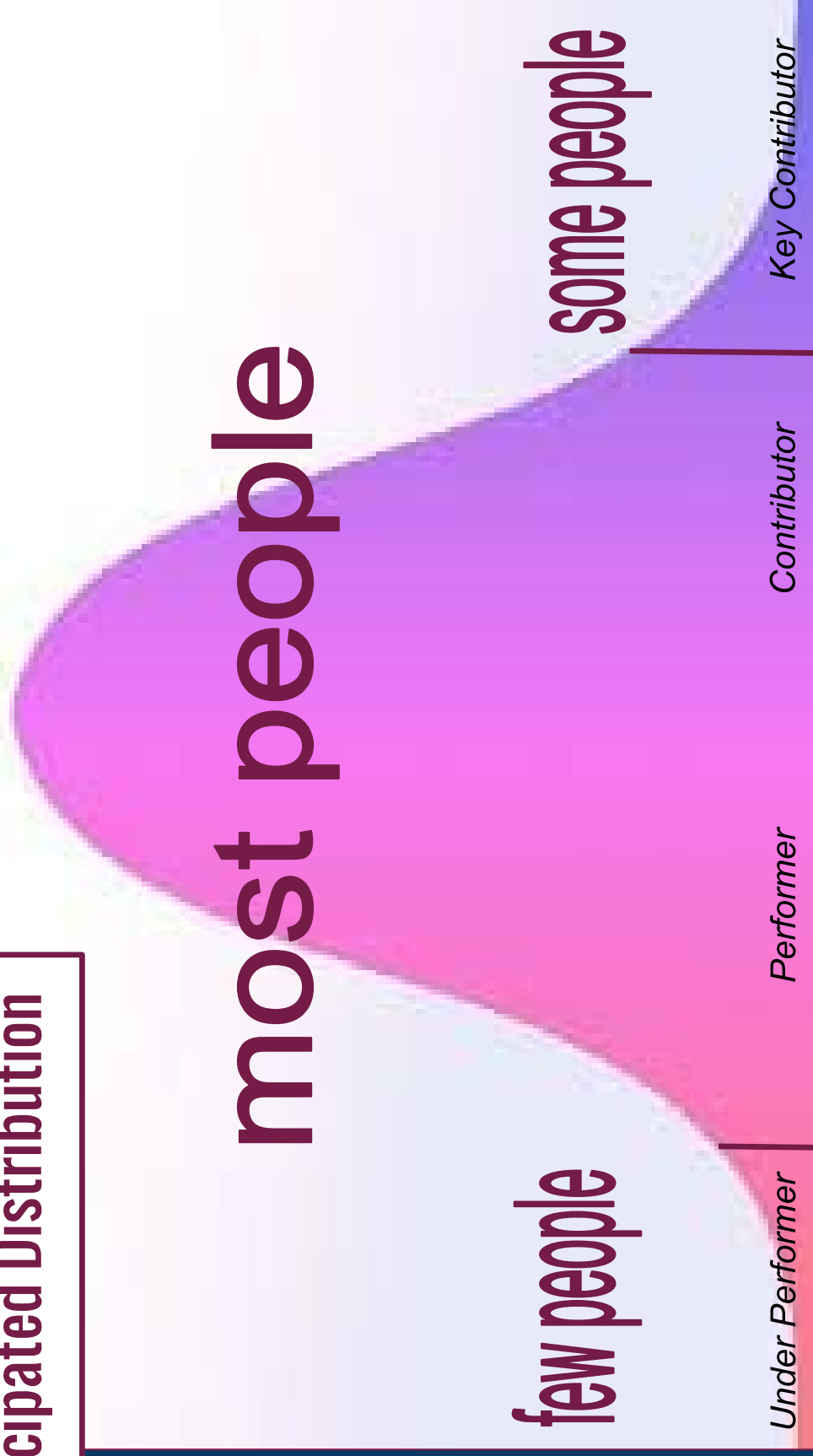
	Under Performer	Performer	Contributor	Key Contributor
Professionalism				
Teamwork				
Achieving Results				
Forward Thinking				

.....
: Pay increases discussed at
: Year-End Discussion or
: when available.
:

PERFORMANCE DESCRIPTORS

Underperformer	Performer	Contributor	Key Contributor
Marginally meets job expectations periodically falls below them	Consistently meets and occasionally exceeds expectations and performance criteria	Often exceeds job expectations and performance criteria; contributes beyond core responsibilities	Consistently performs beyond expectations; demonstrates leadership and positively impacts the organization

Anticipated Distribution



(Former "Performs Well" Rating)

Documentation Summary

Retained by Supervisor

- Check-In Notes
- Employee Year-End Wrap Up
- Performance Notes

Retention: must be kept for full length of employment

Submitted to HR

- Year-End Appraisal
- Salary Planning Worksheet (completed by director)



Documentation Guidelines

Do Document

- Facts
- Performance Issues
- Performance Improvement plans
- Follow-up Plans
- Formal Discipline
- Referrals made
- Rewards/Recognition

Don't Document

- Your personal feelings
- Your interpretation of ‘Why’
- Your conclusions about employee’s medical or mental health status

Let's Check-In!

Periodic/ongoing conversations to “*check in*” on
performance, progress, challenges, needs and interests,
from both the supervisor and employee perspectives,
with the goal of positively impacting future
performance, employee growth and mutual
engagement.

Two Perspectives ... A Give and Take

Employee Perspective...

- How am I doing?
- Where do I need to improve?
- What new goals/expectations?
- What I need
- How you can help

Supervisor Perspective

- Here's how you're doing
- Ideas for improvement
- New goals, expectations
- What do you need?
- How can I help?

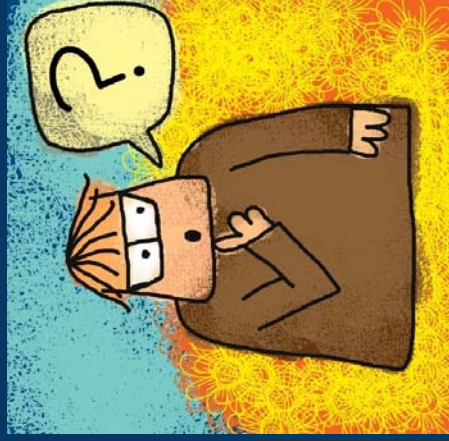
Check-In Nitty Gritty...

How long?

*What do we
talk about?*

How often?

*How and
what do we
document?*





You can
talk about...

- Personal reflecting (personal or work)
- What went well
- Current work in context of the 4 Performance Dimensions
- Clarify or update goals/expectations
- Challenges and Problems
- Follow up from earlier Redirection/Performance improvement needs
- Career and Development Goals/progress
- Opportunities/ideas for improvement
- Whatever else is on your mind

Preparing for a Check In

- Schedule with employee at least one week out
- Identify *your* agenda
- Suggest that the employee develop their agenda or topics they want to discuss

(Agenda worksheets in handbook)

Coaching Questions in the Handbook

Refer to your Supervisor Handbook, Supplemental Materials for a variety of targeted coaching questions that you may want to draw from, including:

- Initiating the Conversation
- Targeted to Performance Dimensions
- 4-Step Coaching Process
- Identifying and Maximizing Strengths
- Setting Goals
- Professional Development
- “Stay” Conversations

Pages 23-25

**Let's Demonstrate
a Check-In!**



Check-In Notes

Year: _____

Employee:	_____
Supervisor:	_____
Department:	_____

A check-in is a conversation between a supervisor and employee that embodies the mission, vision and core values to strengthen engagement and improve performance

Professionalism	Teamwork	Achieving Results	Forward Thinking
Demonstrates personal leadership qualities and behaviors that reinforce core values	Builds respectful relationships and works with others in ways that maximize strengths and support goal achievement	Demonstrates required competencies and can be counted on to achieve desired outcomes	Thinks strategically and looks for innovative solutions for meeting current and future needs

Please use the spaces below to make notes after your check-ins and provide examples of how the employee is demonstrating the City's performance dimensions. Also note any goals, key learning, future actions, opportunities, and follow-up.

Check-in Date:	_____
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- Detailed, as needed, to record highlights, agreements and plans, coaching for career development
- **Updated goals and priorities**
- Examples of performance dimensions to reference at year-end
- Kept to support Year-End Appraisal
- Retained by Supervisor



*How are Check-Ins
different from what
you already do?*

*With these changes, we are
committing to a culture that
embodies our mission,
vision and core values!*



This will take time, patience and practice!

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- By Sept. 30
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 - Nov 9
- Complete orientation training
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