

**PERFORMANCE
EVALUATION &
PLANNING
FY2016/2017**





“One of the primary responsibilities
of supervisors and managers
is to
assure that they articulate
appropriate job expectations,
assist employees in meeting the requirements,
and hold employees accountable
for achieving the desired results.”

Grace Crunican
General Manager
Memo to the Board, March 20, 2015

Congratulations!



FY15-16 99% RETURN RATE!

**Forms were Completed
All Dimensions were Completed
Evaluation and Planning were Completed
From Highest Executive on down**

OBJECTIVES: Increase Skills & Improve Quality



1. Evaluating Last Year
 - How to write specific reviews
 - How to give specific feedback
 - Practice
2. Planning Next Year
 - How to write clear & specific goals
 - The Raci Tool
 - How to write metrics & ratings
 - Practice
3. Next Steps and Timeline

Stages of Skill Acquisition



5. **Expert** – has an “intuitive” grasp of the situation; it's in the bones
4. **Proficient** – performs very effectively, able to see situations holistically and the relationships among parts
3. **Competent** – performs task effectively for some time gaining wisdom from lessons learned
2. **Beginner** – begins to demonstrate skills with minimal performance
1. **Novice** - no experience; relies on abstract principles & concepts



Evaluating Last Fiscal Year

EXAMPLE



FY16 Performance Dimensions	FY16 Comments	FY 16 Rating	FY 17 Planning
<p>Customer Service</p> <ul style="list-style-type: none"> • Able to work effectively with internal and external customers • Understands who customer is and works to anticipate & meet their needs • Provides response to requests within reasonable time • Solicits feedback from customers 	<ul style="list-style-type: none"> • Consistently acknowledged requests from internal & external customers within 24 - 48 hours • Let customers know when responses will be delivered • Met with 3 primary internal customers to understand their needs 	S	<ul style="list-style-type: none"> • By Q2: Set up automated mechanism to track requests, response rates, delivery, deadlines, and resolution of problems • Q1-4: Report results quarterly to Supervisor and Team • Q4: Conduct follow up customer service survey of 3 primary internal stakeholders

EXAMPLE



FY16 Performance Dimensions	FY16 Comments	FY 16 Rating	FY 17 Planning
<p>Leadership/ Initiative</p> <ul style="list-style-type: none"> • Elicits respect from those s/he comes in contact with, including those supervised • Is a "self starter" and develops new ideas, processes and procedures • Presents positive attitude, confidence, and assertiveness 	<ul style="list-style-type: none"> • Took initiative to establish new effective working relationships with X team, Y team, and Z team, as well as ABC department • Worked with teams to address challenges of the _____ project & quickly resolved the problems 	E	<ul style="list-style-type: none"> • Q1: Complete needs assessment with teams for training, recruiting and budget. • Q2-3: Develop complete programs for training, recruiting and budget.

EXAMPLE



FY16 Performance Dimensions	FY16 Comments	FY 16 Rating	FY 17 Planning
<p>Working Relationships/ Communication</p> <ul style="list-style-type: none"> • Is cooperative in dealing with others and functions as part of the "team" • Has genuine interest and desire to assist and work with others • Remains calm under difficult situations • Listens attentively to what others have to say 	<ul style="list-style-type: none"> • Did not meet deadlines on the _____ project, & did not receive repeated offers of help from staff • During the _____ project, he did not show up to sub-committee meetings or follow through on agreements 	M	<ul style="list-style-type: none"> • Q1-4: Meet all project deadlines, or communicate need to change within 48 hours • Q1-4: Attend all sub-committee meetings on projects, arrive fully prepared, and work cooperatively with team members • Q1-4: Schedule and participate in quarterly check-in meetings

When an employee is rated "M"
in any dimension,
the supervisor has to detail expectations for that dimension
in the notes area.

Quarterly check-ins are recommended

Marginal/Unsatisfactory Documentation
Employees in one or more dimensions above have not performed satisfactorily. There are significant deficiencies in meeting the standards described in the Job Dimensions and/or meeting the Performance Objectives. Cite specific examples where performance standards were not met, and complete an Action Plan below for improvement.

Comments:

D4 Model of Effective Feedback

D4

Reminders

- Start now!
- Enlist staff's help
- Schedule evaluation meetings in private, neutral place
- Start with high level overview: strengths & challenges
- Have a back and forth dialogue, not a monologue
- Listen more than talk
- Be direct and fair with specific feedback; use the 4D model
- Summarize together the strengths, challenges, and plans
- Agree on next steps!



Planning for Next Fiscal Year

Goals



- What do I want to Improve?
- What will it give me that I don't have now?
- What does Improvement look like?
- How can I do it?
- Who else is involved?
- Who is impacted?

Smart Goals - *tied to business initiatives*



- S** = Specific
- M** = Measurable with Metrics
- A** = Action Oriented
- R** = Realistic
- T** = Timeline

Raci Tool- for planning & tracking goals



- R = Responsible** The "Doer";
- A = Accountable** "The Buck Stops Here"
- C = Consulted** "Keep In the Loop"
- I = Informed** "Keep in the Picture"

(Optional):

- S = Support** "Provide the Resources"

Raci Tool

Dimension: Planning/Organization



Goal: Design and Implement Training Program

STEP	TASKS	Pr. Analyst	Manager	Sr. Analyst	Admin Analyst	Dept. Exec's
1	Conduct Needs Assessment	R	A/C	S	S	I
2	Needs Assessment Report	R	A/C	S	S	I
3	Design Training	A/C	C	R	S	I
5	Send out Invitations to Pilot	A/C	C	C	R	I
6	Complete Logistics	A/C	C	C	R	

R=responsible A=Accountable C=Consulted I=Informed S=Support

Metrics



A Goal asks : What do I want to Improve?

Metrics asks:

- How much do I want to improve?
- How do I rate improvement?

"If you don't own the metric, you don't own the solution."

Metrics – shows the scoreboard



A **Metric** is a quantifiable measure that is used to track and assess the status of a specific goal or process.

- How much do I want to improve?
- How do I rate improvement?
- Per day, per month, per quarter, per year?



"What gets measured gets done."

Ratings



A Goal asks : What do I want to Improve?

Metrics asks: How much do I want to improve?

Ratings asks:

- What are my expectations of employees?

Rating Categories



Outstanding O	• Performance <u>consistently & significantly above</u> established criteria; exceptional skill level
Superior S	• Work products, performance & achievements <u>above</u> established criteria and often beyond expectations
Effective E	• Work products, performance & achievements <u>at</u> expected level of performance; consistently meets established criteria
Marginal M	• Work products & achievements <u>below</u> established criteria; needs improvement. Performance in one or more skill area <u>less than expected</u> and needs improvement
Unsatisfactory U	• Work products & achievements <u>well below</u> expected results and are <u>unacceptable</u> . Performance in several skills is <u>substantially weak</u>

FY 17 Planning	Desired outcome	O	S	E	M	U
Problem Solving Decision Making	Issues of negative impact to Mission are quickly identified for resolution	At least 3 problems identified & resolved that improve service outcomes impacting other areas of Operations	Each issue is tracked to resolution and impact to service delivery is accurately documented. All due dates met.	Identify problems & develop plan with dates to resolve or elevate.	More than 1 problem identified by superior not acted upon; or dates promised not met or renegotiated.	More than 2 problems directly impacting service outcomes not acted upon.

FY 17 Planning	Desired outcome	O	S	E	M	U
Working Relationships/ Communications	Cooperates with others as "team player" Shows genuine interest in working with others Remains calm under pressure Listens attentively	Serves on 1 district wide team to solve district wide problems Thinks calmly and clearly under pressure with public Follows 24/3/7 rule	Serves on 2 or more dept. wide teams to solve issues within dept. Serves as a resource to staff in dept. Follows 24/3/7 rule	Serves on 1 dept. wide team to solve issues within dept. Speaks and writes clearly and concisely Follows the 24/3/7 rule	Consistently shows up late to team meetings Does not listen to suggestions for improvement or check whether they are good ideas Does not follow the 24/3/7 rule	Involved in conflicts with other staff for over 2 weeks Does not follow the 24/3/7 rule staff

Next Steps and Timeline

Review Period: July 1, 2015 - June 30, 2016
*Evaluation Deadline: June 10, 2016**

April	May	June
<ul style="list-style-type: none"> Staff self-evaluation Planning for 2017 	<ul style="list-style-type: none"> Write draft evaluation Finish draft Submit evaluation to supervisor for review Finalize evaluation Schedule meetings with staff to review Planning for 2017 	<ul style="list-style-type: none"> Complete all staff meetings Submit evaluation to supervisor for sign off Submit evaluations to HR, Workforce Development by June 10 <p style="font-size: small;">Submit in person or e-mail to: Performanceandlearning@bart.gov</p>

* Note: If evaluation for AFSCME employee is lower than "effective", the employee will not receive the 2016 pay progression increase and 2017 wage increase.

For More Help:



Sign up for One-on-One Sessions:

30 minute appointments with Kate Powers

June 6 & 7

Sign Up Today or Contact:

Prem Bajaj, Principal Personnel Analyst, **510-464-7532**
