

Employee Performance Management Program

Focus Area: Transform Workforce
Strategic Objective: People (attract, develop, retain)
Owner: Laura Southard, HR Director

Summary of proposed action

Develop and deploy a programmatic and systemic approach to ongoing employee performance management and improvement.

Description of the problem this action solves

Gap areas addressed:

- Inadequate and inconsistent performance management and improvement process
- Supervisors not adequately skilled in effective performance management and ongoing coaching
- Lack of effective resources, tools and processes to set goals and manage employee performance
- No direct alignment between SPU goals/objectives and employee performance and rewards
- Lack of clearly defined competencies

More detailed description of the proposed action

A clear and integrated employee performance management system will improve SPU's effectiveness in achieving business objectives by supporting and improving the performance of employees and developing the capabilities of teams and individual contributors to meet and exceed job performance expectations. This approach will align the E-team, SPU leadership and employees behind a shared vision of SPU's performance management culture and create the clear processes and tools that support that culture.

An effective performance management program would include standards, tools and resources to clearly set performance goals and expectations, establish a standard timeline for feedback, provide a systemic approach for ongoing monitoring of progress, establish standard behavioral competencies for all employees, support multi-rater feedback on those competencies, set clear framework for performance improvement, and support career development. This performance management program would be enabled by a technological solution that would be configured to support the components of the program. SPU is currently participating in the citywide Talent Management software selection process and will implement the chosen solution.

Benefits of the proposed action

An employee performance management program will allow employees to see how their performance helps SPU achieve strategic objectives. Managers and employees will be able to better plan work, set expectations and goals consistent with that work, and measure progress towards achieving the goals in a system which promotes feedback and communication between managers and employees. When performance gaps are identified, interventions aimed at improving performance will be created. An employee performance management program reflects a partnership in which managers share responsibility for developing their employees in such a way that encourages employees to make their best contributions to the organization. A clearly defined process for managing people will increase employee morale and productivity leading to greater success for both the individual and the organization.

Employee Performance Management Program

Implementation plan and timeline

	2015	2016	2017	2018	2019	2020
Procure Talent Management software and complete implementation (begin in 2014)	X	X				
Design performance management program including behavioral competencies, methods, standards and tools (begin in 2014)	X	X				
Train employees and implement new performance management program	X	X	X			
Establish success measures and refine as needed (ongoing)	X	X	X	X	X	X

Budget and FTE Changes (in \$000s)

Fund: All Three Funds - DW, DWW, SW

	2015	2016	2017	2018	2019	2020	Total
O&M Labor	100	100	100	100	100	100	\$600
O&M Non-Labor	50	50	-	-	-	-	\$100
O&M Subtotal	150	150	100	100	100	100	\$700
CIP							\$0
Total O&M and CIP	\$150	\$150	\$100	\$100	\$100	\$100	\$700
FTE	1.00	1.00	1.00	1.00	1.00	1.00	

- 1 FTE – performance management program advisor and lead for entire program including associated technology.

Plan for evaluating success or progress

Ongoing progress will be evaluated through achievement of each milestone. The ultimate success of this action plan will be the full implementation of a new performance management and appraisal process. Employee survey feedback and performance improvement measures will also be tracked.