Who We Are:

- Organization with approximately 4,000 employees being evaluated

- Approximately 800 job classifications

- 80% of employees are represented by unions

- Long history of straight general increase for employees

Why Performance Management?
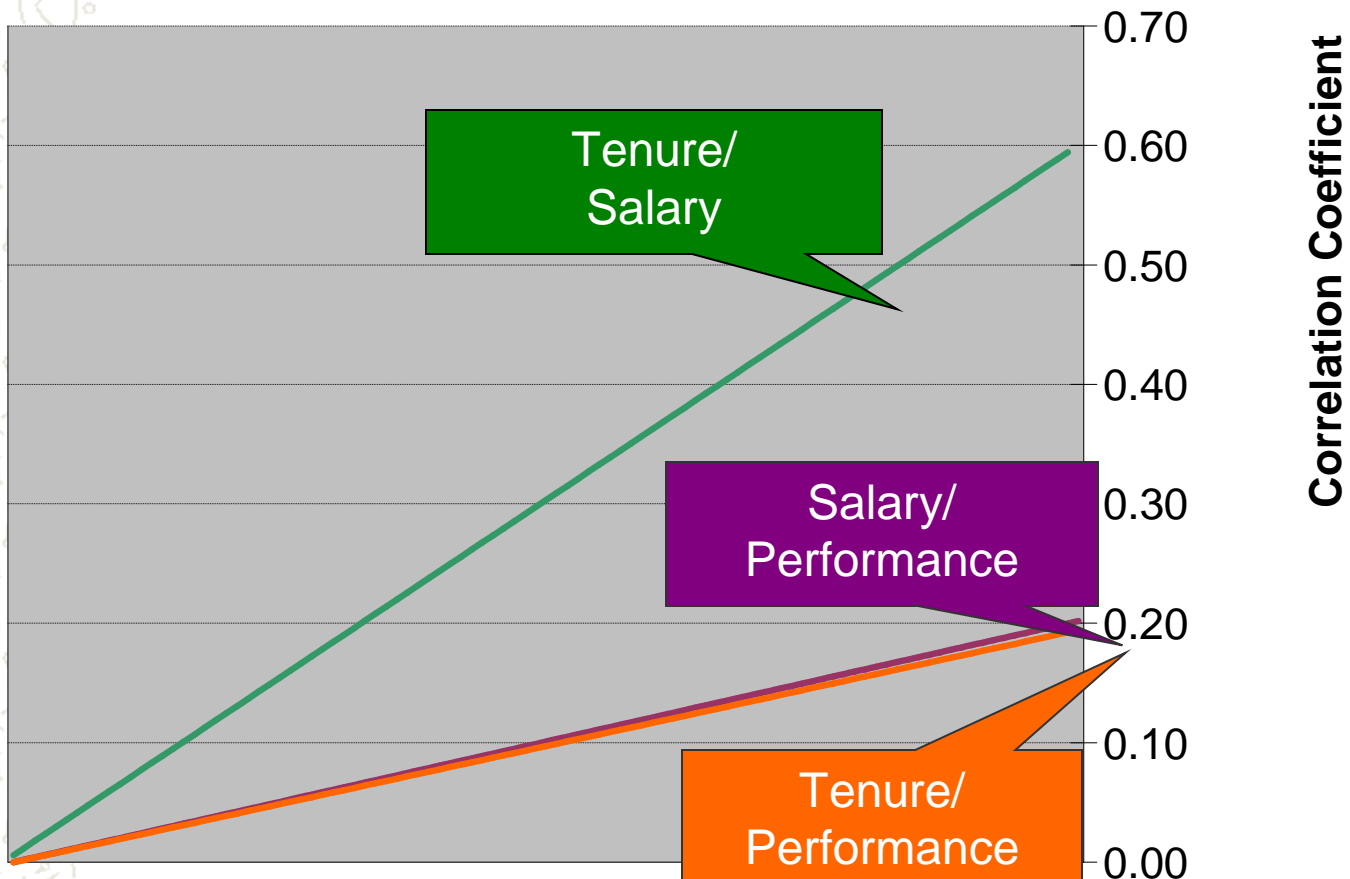
◆ Leadership Priorities

◆ Management Issues

◆ Employee Satisfaction Survey

◆ Modernize Compensation Strategy

Pay/Performance Correlations
(Code Enforcement Inspectors)

HR's Mission

Create, implement and support a competency-based performance management system

If we achieve our mission:

- City achieves its goals
- Desirable behaviors increase
- High performers advance through pay ranges
- Low performers improve or leave organization

Critical Success Factors

- Behavioral rating scale
- Five performance levels
- Performance goals
- Key accountabilities for supervisors
- Online automated system

- Organizational involvement of key players
- Drive culture change through constant communication
- Begins with employee self evaluation

Anticipated Obstacles

- Resistance to change
- Weak supervisor buy-in
- Automation effectiveness
- Rating inflation & payout dilution
- Employee trust issues
- Collective bargaining

Performance Management Components

- **Core Competencies focus on behaviors every City employee needs to be successful**

- Job Specific Competencies are things an employee must know or be able to do in order to perform his/her specific job

- Performance Objectives are employee goals that support department or city goals

City of Jacksonville
Performance Management

| 1. Core Competencies | 2. Job Specific Competencies | 3. Performance Objectives | 4. Review |

Review and then click Next.

	Category	Description
	Core Competencies	
	Ethics and Integrity	Personal integrity, organizational values, earning trust, modeling ethical behavior, and understanding perceptions of behavior
	Accountability	Making a commitment to the organization, meeting obligations, adhering to policy and accepting responsibility
	Communication	Expressing ideas, listening for understanding, giving feedback, and facilitating open communication
	Customer Service	Meeting customer expectations, providing proactive service, resolving customer concerns, managing customer expectations, and following up to ensure satisfaction
	Initiative	Identifying what needs to be done, taking action, adding value, and participating in change
	Teamwork	Contributing to the team, working cooperatively, resolving conflict, building team capability, and celebrating success

Next

Accountability	Making a commitment to the organization, meeting obligations, adhering to policy and accepting responsibility			
Examples of Behavior				
Unsuccessful	**Emerging**	**Full**	**Exemplary**	**Distinguished**
Frequently produces incomplete, inaccurate or untimely work.

May have been uncooperative or insubordinate.

Frequently fails to meet commitments.

Often fails to adhere to organizational rules, policies or regulations.

Refuses to accept responsibility for mistakes. | Requires close review and/or coaching to ensure commitments are completed accurately and on time.

May not regularly comply with management instructions.

Inconsistent in adherence to work rules, policies or regulations, or has minor infractions or has violated a minor rule.

May admit to mistakes only when confronted. | Completes difficult or challenging assignments accurately and on time.

Adheres to organizational rules and regulations.

Can be trusted by management to do what is asked of them.

Accepts responsibility for mistakes. | Completes assignments and exceeds expectations in thoroughness, creativity, accuracy and timeliness.

Actions support the direction given and encourage others to do so.

Understands and supports purpose of work rules, policies and regulations.

Takes initiative to alert management to counterproductive rules, policies or regulations.

Accepts responsibility for mistakes prior to their being identified. | Actions support the direction given and lead others to do so. Sets high standards for self and inspires others.

Understand and applies work rules in non-routine situations.

Takes initiative to recommend changes to rules, policies or regulations.

Accepts responsibility for mistakes prior to their being identified and offers solutions to resolve the issue. |

Performance Management Components

+ <u>Core Competencies</u> focus on behaviors <u>every</u> City employee needs to be successful

+ **<u>Job Specific Competencies</u> are things an employee must know or be able to do in order to perform his/her specific job**

+ <u>Performance Objectives</u> are employee goals that support department or city goals

City of Jacksonville Performance Management

| 1. Core Competencies | 2. Job Specific Competencies | 3. Performance Objectives | 4. Review |

Review and then click Next.

	Description
	Administering and evaluating human resources programs and systems
	Compiling and analyzing data using quantitative and statistical analysis techniques and related software (Excel, Access).
	Developing and making presentations before large groups
	Prepares professional correspondance and reports, including job specifications, policies and procedures.
	Research, analyzing, interpreting and applying laws, rules, regulations, policies, procedures, and guidelines governing human resources activities
	Understanding of examination development, validation, and administration techniques, methodologies, and practices
	Understanding of job evaluation, classification, and compensation analysis techniques, methodologies, and practices

Next

Performance Management Components

� Core Competencies focus on behaviors every City employee needs to be successful

➤ Job Specific Competencies are things an employee must know or be able to do in order to perform his/her specific job

➤ **Performance Objectives are employee goals that support department or city goals**

Performance Management

City of Jacksonville

| 1. Core Competencies | 2. Job Specific Competencies | 3. Performance Objectives | 4. Review |

Review and then click Next.

Description	Weight
Reduce SME time spent on exam development by 27.7% from 16.6 hours to 12 hours.	
Lead Analyst in the categorization and entering of "banked" test items into ParTest by Mar 31, 2006.	30%
Complete EPM validation study by September 30, 2006 to include competency linkage, fixed weights and a process for grouping jobs.	
Complete Employee Performance Management validation study by 9/30/2006 to include competency linkage, fixed weights and a process for grouping jobs.	70%
Total Weight:	**100%**

Next

City of Jacksonville
Performance Management

| 1. Core Competencies | 2. Job Specific Competencies | 3. Performance Objectives | 4. Review |

#	Component	Weight
1	Core Competencies	40%
2	Job Specific Competencies	40%
3	Performance Objectives	20%
	Total Weight:	100%

City of Jacksonville
Performance Management

| 1. Core Competencies | 2. Job Specific Competencies | 3. Performance Objectives | Scoring |

Employee Rating

#	Component	Weight	Rating	Weighted Score
1	Core Competencies	40%	3.50	1.40
2	Job Specific Competencies	40%	3.38	1.35
3	Performance Objectives	20%	3.00	0.60
			Final Rating:	3.35

Supervisor Rating

#	Component	Weight	Rating	Weighted Score
1	Core Competencies	40%	3.50	1.40
2	Job Specific Competencies	40%	3.25	1.30
3	Performance Objectives	20%	2.60	0.52
			Final Rating:	3.22

Performance Management Components

➤ <u>Core Competencies</u> focus on behaviors <u>every</u> City employee needs to be successful

➤ <u>Job Specific Competencies</u> are things an employee must know or be able to do in order to perform his/her specific job

➤ <u>Performance Objectives</u> are employee goals that support department or city goals

Need for Validation Study

- Legal requirements
  - Civil Rights Act
  - Supreme Court decisions
  - Uniform Guidelines on Employee Selection

- Employee Relations

- Effective Results

Legal Requirements for Validation

- Civil Rights Act
  - Prohibits employment discrimination against members of a protected class

- Supreme Court decisions
  - Demonstration of adverse impact triggers a discrimination lawsuit

- Uniform Guidelines on Employee Selection
  - Specific requirements for evaluating adverse impact and validating employment procedures

Adverse Impact

- ## Impact Ratio
  - The ratio of the acceptance rate for the protected class to the acceptance rate for the favored class

- ## Adverse Impact
  - An impact ratio of less than 80%
  - Statistical methods of determining adverse impact

Validation Requirement

- EPM ratings determine pay increases
  - Uniform Guidelines require EPM be validated

- Types of Validation
  - Content
  - Criterion-Related
  - Transportability
  - Generalization

Validation Plan

- Content validation is appropriate method for EPM
  - Linkage established between work behaviors and competencies

- Job Analysis
  - Job tasks identified from position questionnaires and job specification
  - Related work behaviors determined in interviews with SMEs representative of all job classification

- Linkage
  - Work behaviors are linked to relevant competency behaviors to demonstrate content validity of competencies

Linkage Components

- Job Classification

- Competency

  – Job Tasks

  – Work Behaviors

  – Competency Behaviors

Linkage Example

- Job Classification: Buyer

- Competency: Communication

  - **Job Task: Provides bidding information to contractors**

Linkage Example

�']Job Classification: Buyer

�'] Competency: Communication

    – **Work Behaviors:**

- **Giving instructions to contractors clearly and completely**

- **Understanding contractors' questions and suggestions**

- **Providing accurate and meaningful information**
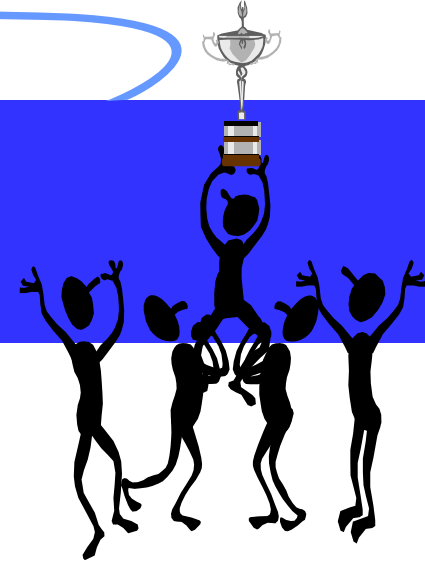
Linkage Example

➤ Job Classification: Buyer

➤ Competency: Communication

    – **Competency Behaviors:**

- **Expressing ideas**

- **Listening for understanding**

- **Giving feedback**

Year One: Wins

- Product delivered on time, large-scale training & communication objectives achieved
- Automated system usable by all levels of employees
- EPM understanding & acceptance gradually increasing
- Survey and focus group feedback
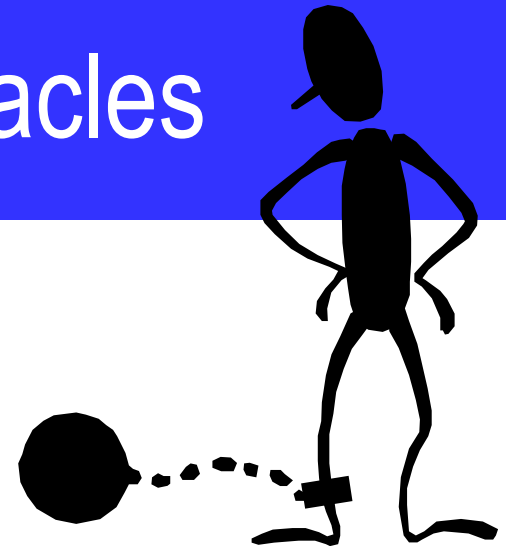
Survey Highlights
(5 point scale)

- Quarterly meetings with supervisors let employees know how they are doing (3.84)
- Supervisors are held accountable for completing evaluations (3.81)
- Employees know exactly what is expected of them (3.74)
- The system enables supervisors to differentiate among levels of performance (3.74)
- The system helps supervisors to identify and deal with performance problems (3.69)
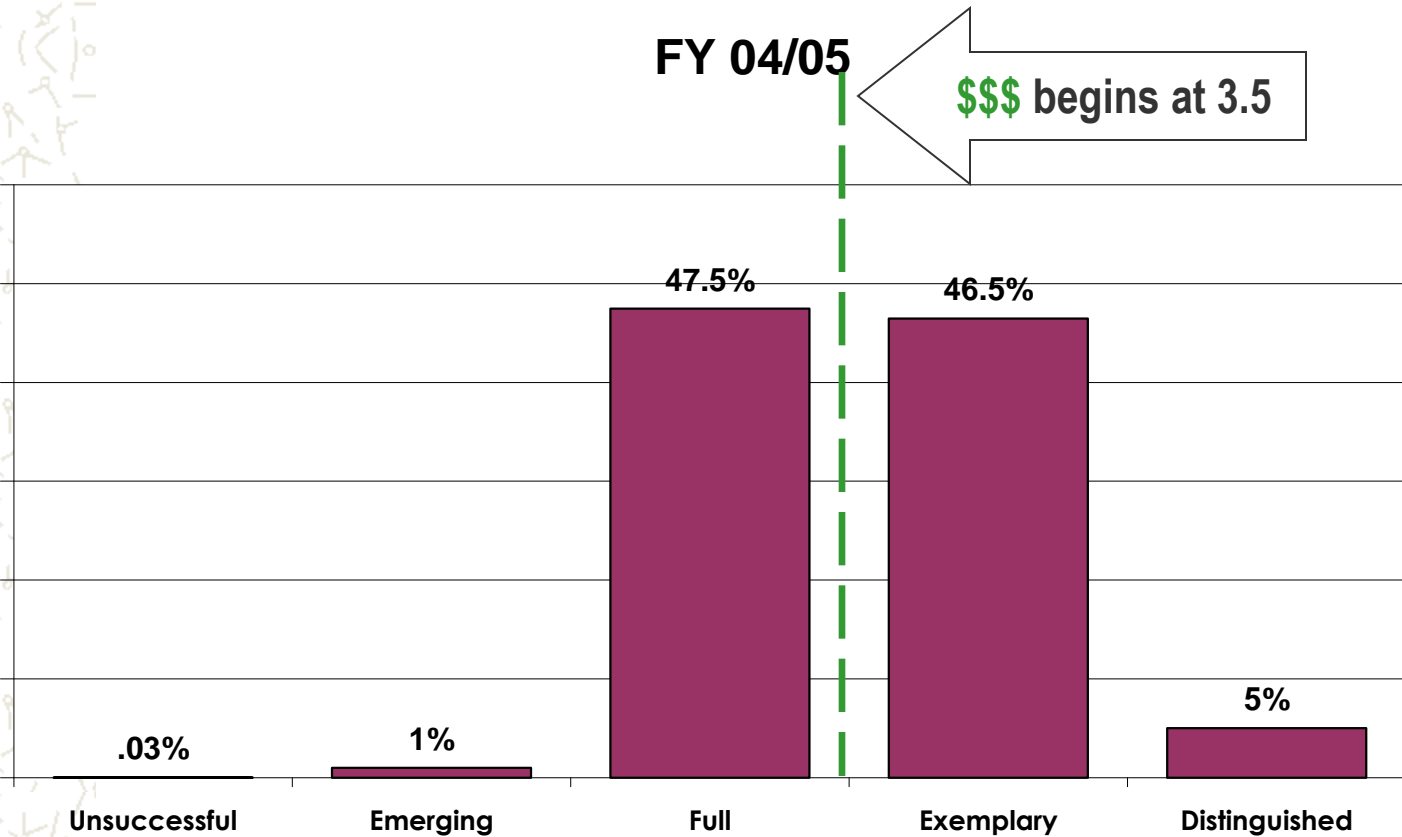
Unanticipated Obstacles

+ Leadership Accountability

+ An administrative exercise in many areas

+ Some system functionality wasn't successful

+ Supervisory skills

+ Employee training

FY 04/05 Evaluation Results

FY 04/05

$$$ begins at 3.5

FY 04/05

Percentage of Eligible Employees

47.5%   46.5%

.03%   1%   5%

Unsuccessful   Emerging   Full   Exemplary   Distinguished

Frequency Distribution

N= 3,528

FY 04/05 Rating Frequency Distribution

$$$ begins at 3.5

Frequency of Rating

Rating (Range in 0.1 intervals)
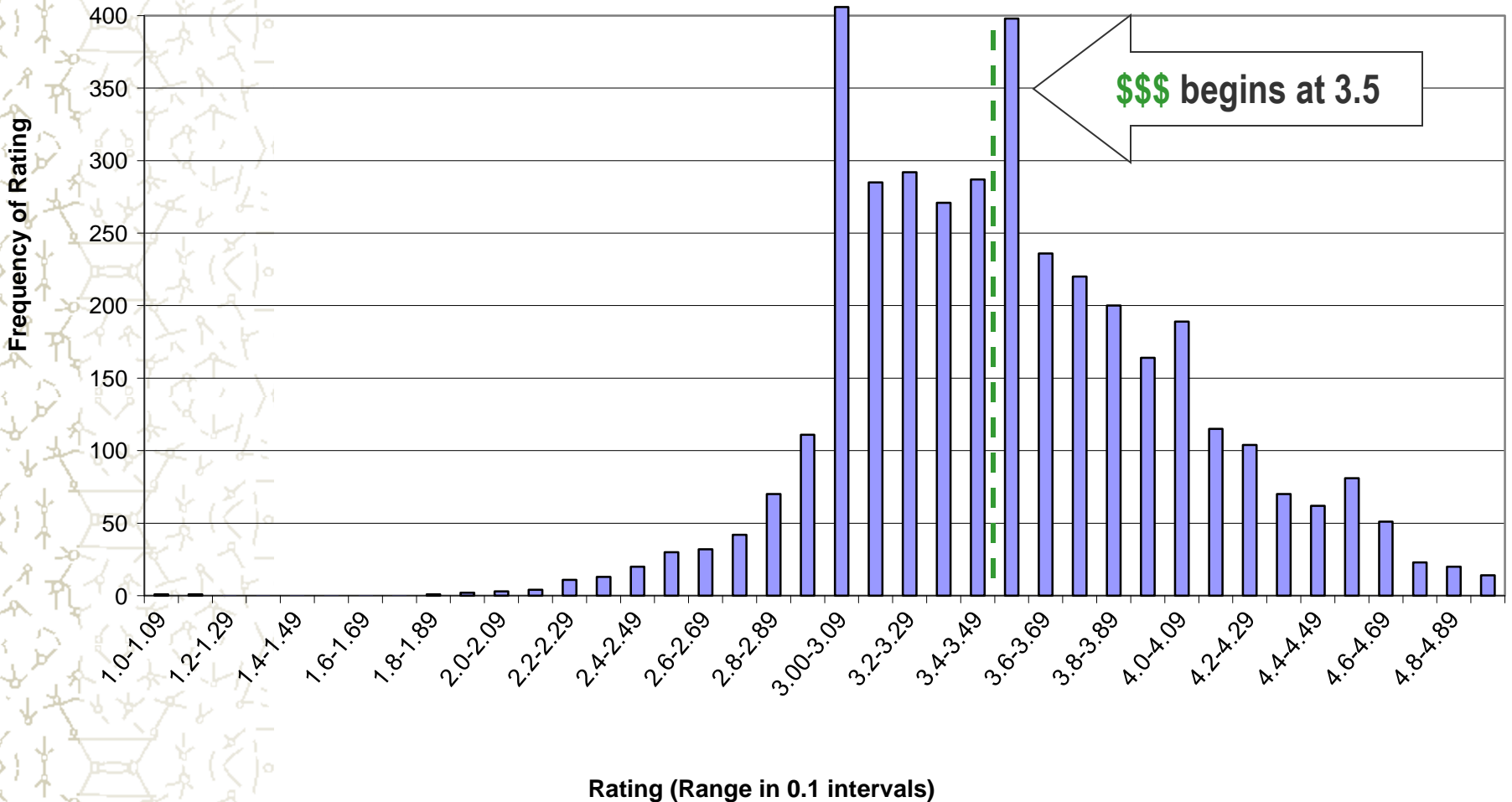
Where Do We Go From Here?

- Educate leadership through targeted training

- Manage with data

- Continuously analyze data

- Soliciting feedback to improve EPM
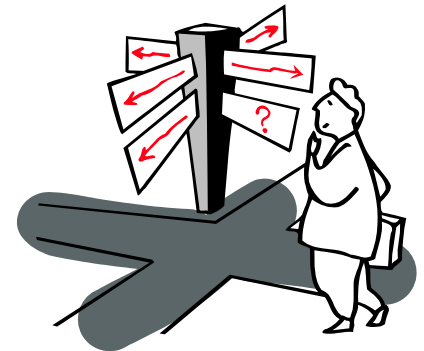
Questions?

- Chad Poppell, HR Analyst Principal, COJ
  - cpoppell@coj.net

- Dina M. Coppola, HR Analyst, COJ
  - dcoppola@coj.net

- Edward Hane, Ph.D, Personnel Consulting Services
  - edward-hane@email.msn.com