



Innovation Ambassadors 2018 Enhanced Performance Evaluation

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Problem Statement

Current Performance Management Program is inconsistent, time intensive, and it perpetuates negative morale.

The ACCGOV performance management program is a very important process that is in need of an update. Currently, employees are evaluated on three domains related to overall commitment to the organization and other domains aligned directly to their job description. With a paper-based system and an overall score ranging from 1 to 5, the instrument used for the PMP is limited for both the individual and the organization. Redesigning this program could greatly impact employee performance and engagement.



Problem Statement

Our group estimates that ACCUG spends approximately \$250,000 to \$300,000 on PMP in staff time alone.

1. Approximately 400 supervisory positions, and approx 2,200 total employees
2. Average supervisor salary is approximately \$59,000 (~\$28/hr)
3. We estimate that the average supervisor spends approx 5 hrs per employee PMP throughout the year

ACC's Performance Planning & Review Form Total score: _____

Name of Employee: Dep. [REDACTED]	Department: Clarke County Sheriff's Office	Division: Jail	Position Title:Uncertified Deputy Sheriff (4564)
Name of Supervisor: Lt. [REDACTED]	Name of Director: Sheriff [REDACTED]	Interim Review: Date:	Final Review: Date:
Type of Evaluation: <input checked="" type="checkbox"/> Probationary	Standard	Special	
Performance Evaluation Period: From 07/03/2017 Through 09/03/2017			

PART I - ORGANIZATIONAL-WIDE PERFORMANCE CRITERIA

This section should be reviewed during the Planning phase of the *Performance Management Process*. The supervisor and the employee should discuss each level of each Organizational-Wide Performance Criteria. A rating for each criterion should be assigned during the Review phase (please check the appropriate box in the right hand corner).

Performance criteria are defined by: 1 = Unacceptable; 2 = Marginally Meets; 3 = Fully Meets; 4 = Superior; 5 = Exemplary.

	1	2	3	4	5
1. Customer Service <i>Does the person act on behalf of the customer (external or internal)?</i>	Frequently fails to respond to customer. May be discourteous to co-workers or fellow employees.	Occasionally fails to attend to customer needs. Infrequently follows through on customer request.	Consistently follows through on customer inquiries, requests, or complaints in a timely manner. Keeps customer informed.	Provides prompt and friendly service to customers and monitors customer satisfaction. Makes extra effort to satisfy customer.	Continuously builds rapport with customer by taking personal responsibility for correcting problems. Provides exemplary assistance in dealing with critical and demanding situations.
Weight: pts.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> XX	<input type="checkbox"/>	<input type="checkbox"/>
2. Organizational Commitment <i>Does the person actively support the goals and mission of the organization and act in accordance with its needs and goals?</i>	Through action or inaction, interferes with organizational progress so that it detracts from the organization's ability to meet goals.	Occasionally fails to support objectives of the organization. Reluctant to help others with their work to meet organizational objectives.	Understands and supports organization's goals and objectives. Consistently assists others in efforts to achieve the organization's goals.	Initiates effective actions to support the accomplishment of the organization's goals.	Undertakes and accomplishes activities which result in exemplary accomplishments that support the organization's goals.
Weight: pts.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> XX	<input type="checkbox"/>	<input type="checkbox"/>
1. Communication <i>Does the person provide information in a timely manner that is coherent and accurate? (Sample)</i>	Fails to share information with others. Conveys information ineffectively (both formally and informally).	Fails to deliver information in a timely manner. Frequently provides incomplete information.	Exchanges complete information with others in a timely manner. Demonstrates attention to comments and concerns of others.	Consistently provides quality, timely information to others in an exemplary and timely manner when faced with difficult circumstances or time pressures.	Provides quality information to others in a timely manner when faced with difficult circumstances or time pressures.
Weight: pts.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> XX	<input type="checkbox"/>	<input type="checkbox"/>

Supervisor Comments for Organizational-Wide Performance Criteria:

Customer Service:

Dep. [REDACTED] manages Unit [REDACTED] in a safe and humane manner. He responds to inmate request in a fair and balanced manner. He ensures that all inmates have timely access to grievances, legal aid, medical request forms, and all other approved items.

Dep. [REDACTED] interacts with the inmates in a considerate manner. He treats inmates under his control with respect and dignity. He is attentive to their medical needs and consults with the medical staff concerning their health and any medical issues of inmates who are ill.

Dep. [REDACTED] ensures that the inmates under his control are aware of what are considered acceptable behaviors. He takes extra time with inmates who might be having a difficult time, explains the process, and seeks any additional information he might need to help the inmate, and follows up to ensure they receive any additional care they might need.

Organizational Development:

Dep. [REDACTED] needs to gain additional understanding of the Sheriff's Office Mission. He will also need to gain additional understanding of his role in the organization and the expectations of his supervisors.

Dep. [REDACTED] needs to gain understanding of his role in relation to the inmates. He does support the Chain of Command and contributes to the team. Dep. [REDACTED] has also been advised to consider what statements he makes to an inmate could be taken as inappropriate. Dep. [REDACTED] will need to ensure he understands all directives given to him and that he follows those directives until advised otherwise.

Communication:

Dep. [REDACTED] interacts and cooperates with other employees in a positive manner. He has had to work on avoiding or saying anything that degrades or belittles an inmate. Dep. [REDACTED] shows a degree of self-restraint when communicating with an unruly or combative inmate. He currently has only been trained in Unit [REDACTED].

Dep. [REDACTED] written communication is clear and accurate. He keeps his supervisors informed on the status of his work assignments. He exchanges information with on-coming/off-going staff assigned to the post. His reports are done in a timely manner with minor revisions.

Job Responsibility	Expectation	Performance Rating
4. Policy and Procedure Weight: pts.	Keep current and follow rules and regulations, ACC & CCSO policies, and procedures, and new directives without violations during this evaluation period.	Ratings: (Check One) <input type="checkbox"/> 1. Unacceptable <input checked="" type="checkbox"/> 2. Marginally Meets <input type="checkbox"/> 3. Fully Meets <input type="checkbox"/> 4. Superior <input type="checkbox"/> 5. Exemplary

Supervisor Comments: Dep. [REDACTED] was given a copy of the unit rules and policy (written and oral) and has on several occasions fail to follow the unit rules and policy. These violations were addressed at each incident by myself and Cpl. [REDACTED].

- Leaving the flap on the door open, it should never be left open
- Inmates closing their cell door, the unit officer should be ensuring the door is secured and free of obstructions to hinder it from properly locking
- Checking the trays before feeding to ensure everything is there

Remedial training was provided as a measure to intervene, provide support, and readress policy concerns. Despite his receiving remedial training he continued performing against policy and procedure. On 08/ [REDACTED] a Memo of Record was provided to ensure Dep. [REDACTED] was made aware of areas rule and policy violation as well as areas that needed to be improved upon. Dep. [REDACTED] needs to be more mindful of his own safety and security, as well as asking for help in any area he is unsure about.

5. Work Ethic Weight: pts.	<ol style="list-style-type: none"> Report to work on time to begin job assignment without being late during this evaluation period Complete JTO program within established time frame Work without time off for the first six months, except for an emergency Attend range each month when scheduled 	Ratings: (Check One) <input type="checkbox"/> 1. Unacceptable <input checked="" type="checkbox"/> 2. Marginally Meets <input type="checkbox"/> 3. Fully Meets <input checked="" type="checkbox"/> 4. Superior <input type="checkbox"/> 5. Exemplary
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Supervisor Comments: Dep. [REDACTED] arrives to work on time and ready to assume his post and duties. He is punctual and adheres to assigned work hours and attendance procedures. He has used no sick time during this evaluation period.

6. Written Reports Weight: pts.	<ol style="list-style-type: none"> Take the initiative to complete reports when any pertinent incident occurs Submit reports before the end of shift, which includes all pertinent information and the who, what, when, where, and why per policy 	Ratings: (Check One) <input type="checkbox"/> 1. Unacceptable <input checked="" type="checkbox"/> 2. Marginally Meets <input type="checkbox"/> 3. Fully Meets <input checked="" type="checkbox"/> 4. Superior <input type="checkbox"/> 5. Exemplary
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Supervisor Comments: Dep. [REDACTED] reports conform to departmental policy. They are accurate, complete, organized and completed in a timely manner with minor revisions

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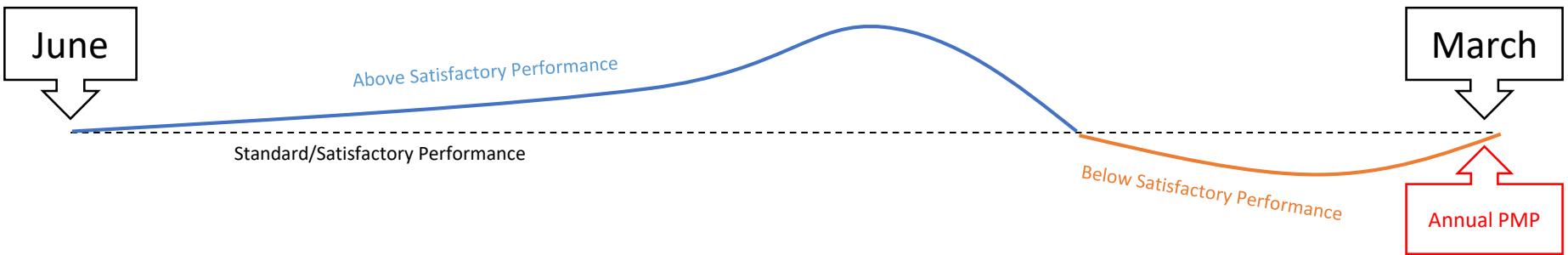
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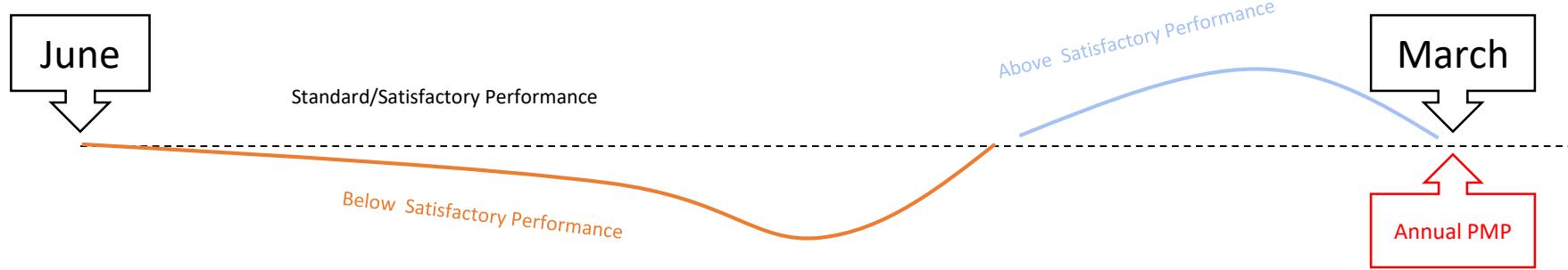


CURRENT PMP TIMELINE





CURRENT PMP TIMELINE





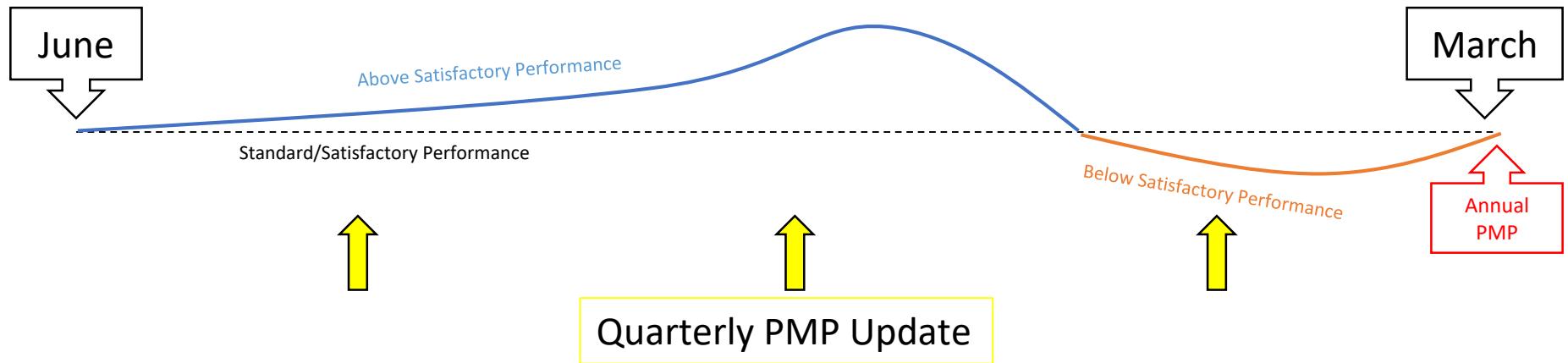
In High School, we received grades for assignments throughout the year, not just the final grade in the Report Card



Why not approach work performance evaluations the same way?

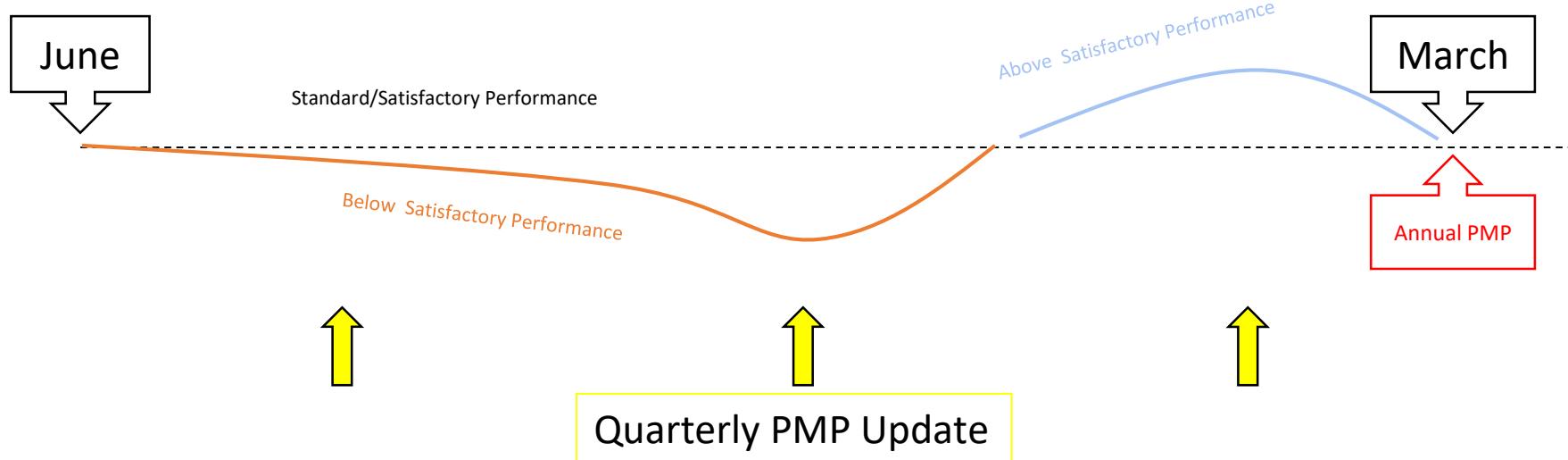


PROPOSED PMP TIMELINE





PROPOSED PMP TIMELINE





Goals

1. Establish a universal merit-based evaluation system that promotes enhanced work ethic, boosts employee and supervisor morale, and improves the overall workplace atmosphere of Athens-Clarke County Unified Government, ultimately providing a higher quality of service to our citizens.
1. Institute a more inclusive, reflective, 360° feedback for both employees and supervisors of every level in the ACC Organizational Structure
1. Replace the current annual evaluation structure with a system of benchmarks and feedback to allow for end of year performance measures with more frequent feedback and documentation throughout the year.
1. Criteria of measurement need to be meaningful and consistent across the Unified Government, but customizable (and required) to be specific to job description.



Tasks

1. Explore and narrow the search for the best software platform(s) to house our enhanced evaluation system and achieve our goals
1. Establish an evaluation system that accurately reflects the job description and specific job responsibilities and expectations in one section, while including a separate section that addresses the intangible (soft skill) attributes, such as work ethic, customer service, attitude, dependability, and commitment to the organization as a whole.



Concerns

1. Equity and consistency
2. Ensuring that there are no retaliatory actions based on exchanges and feedback
3. Establishing a simple process so that the new program doesn't create more time commitment for supervisors or for employees.
 - a. Platform should be available for employees outside of work (personal phones, computers)
 - b. Time should be allocated each pay-period for employees to input information if desired
4. Moving beyond employees simply signing off on their evaluation and goals - more input.
5. Inconsistency in linking PMP to pay raises; what effects are there for performance pay?
6. Current PMP is not sensitive to meaningfully distinguish between qualities of job performance; it has a centering effect.



What we want in a software:

1. “Check-ins”, Journaling & Tracking
2. Common platform between Payroll and Performance Evaluation
3. Home access
4. 360º Evaluation
5. Supporting Document Upload



Job Description (example)

- Supervises an assigned group of Department Directors including the following duties: determining priority of projects; providing leadership and guidance; maintaining discipline; making hiring, pay, and termination recommendations /decisions; reviewing work products; and completing performance evaluations.

- Oversees the daily and long-term activities of the overall organization of the assigned departments which includes: planning strategies, goals and objectives; planning, developing, reviewing, and revising operating procedures; and, making recommendations to the Manager concerning the allocation of resources and sufficiency of services provided.

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds



Specific Examples to fulfill job description

Supervises an assigned group of Department Directors including the following duties:

Oversees the daily and long-term activities of the overall organization of the assigned departments which includes:

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds



Soft Skills (example)

- Leadership: employee demonstrates forward thinking; actively engages in problem solving; self initiates; requires minimal oversight and direction; provides assistance to other employees; guides other employees through work-related tasks/problems; etc.

- Dependability: employee is consistently on time to work; completes assigned tasks within appropriate deadlines; responds promptly to supervisors; answers customer questions; properly cares for work space and assigned equipment; etc.

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds



Specific Examples to fulfill soft skill requirements

Leadership:

Dependability:

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds

Performance Rating

Ratings: (Check One)

- 1. Needs Improvement
- 2. Fulfilled
- 3. Exceeds



Recommendations

1. Review potential performance evaluation and goal management platforms
 - a. Oracle Performance Management (or module addition to Tyler Eden system)
 - b. MdE, Inc. Performance Evaluation
 - c. Learning Management System (training, performance review, ACCUG Consistency)
 - d. Tyler Munis System
2. Quality, mandatory training for all supervisors that do evaluations so that they are consistent and equitable
 - a. Include exam at the end of training
3. Implement qualitative and quantitative PMP that accurately supports the ratings given to employees for their job performance
4. Tie this new system to an incentive program/merit system.
 - a. Leave Time
 - b. Reclassification
 - c. Merit-based pay
5. Consistent Promotion Review Board Processes based on new PMP
6. Establish model for reciprocal evaluation of both employee and supervisor roles



Additional Recommendations, Ideas

1. Non PMP incentives: Suggestion box winner receives a prize (time off, ipad, etc).
1. Score Above X on PMP, eligible to participate in Summer Friday Program
 - Every other Friday afternoon off in the summer months
1. Prioritize People: Begin Mayor & Commission Budget with employee pay & benefits budget, then determine budgets for new initiatives with remaining amount.
1. Employee incentives as “benefits”: # of free bus rides for county employees, discounts on event tickets, etc.