



PERFORMANCE MANAGEMENT (PM)

A RivCo Systemic and Cultural Shift Around Performance
April 2022

COUNTY OF RIVERSIDE

COUNTY ADMINISTRATIVE CENTER



OurWhy

Our overall goal is to fully transform RivCo Performance Management to improve the performance of our workforce and ensure County and departments' strategic goals, and employee professional goals, are met... *if not exceeded...* This requires a multi-faceted, systemic change and cultural shift, with support from the top down.

Our new SumTotal Performance System and annual evaluations are only TWO facets of the new performance management framework being implemented to successfully move RivCo to one of the top *high-performing* government organizations in the country.

Performance Management Terms

referenced throughout this presentation



Performance Management Framework comprised of principles and elements that work together as a system to support the improvement of organization and individual performance.



Performance Management System is a tool used to manage and assist in the development and reporting of performance.



Performance Evaluations are annual reports completed by managers to formally evaluate the performance of employees and identify goals for the next annual cycle.



Performance Management Cycle is the year-long, continuous process of managing the performance of employees (*Plan, Act, Track, Review*).



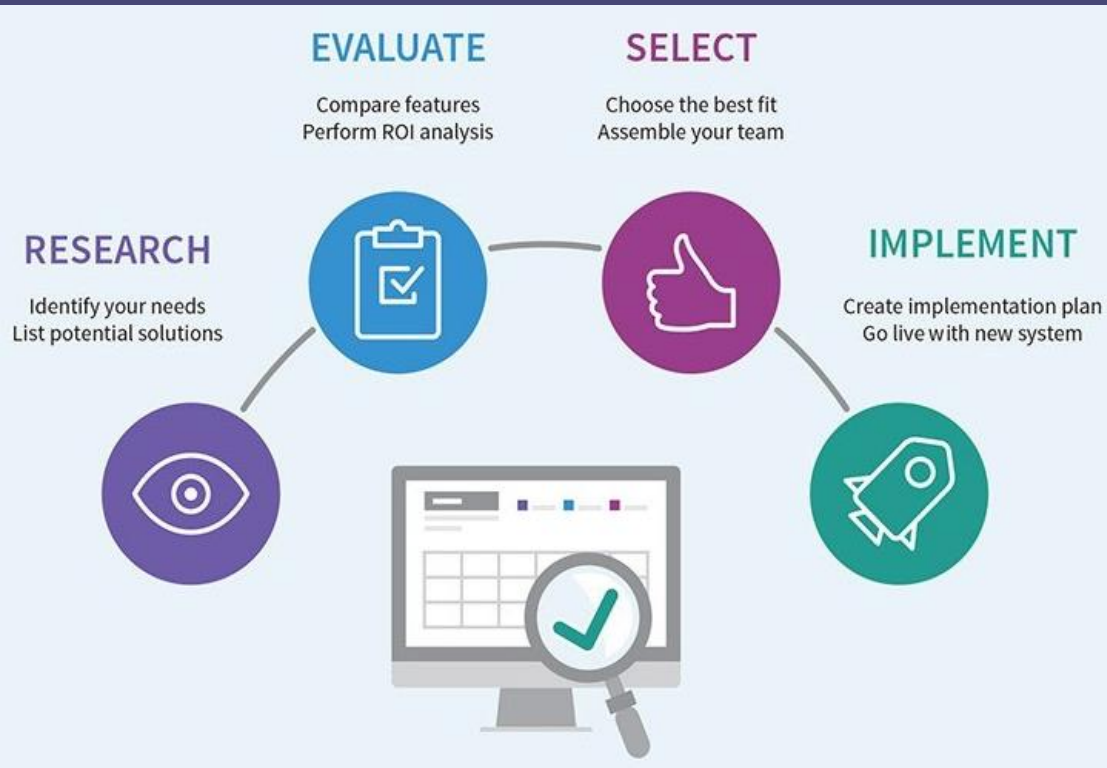
Competencies are generally defined as a combination of skills, knowledge, attributes and behaviors that enable an individual to perform a task or an activity successfully within a given job. Competencies are observable behaviors that can be measured and evaluated and are essential in terms of defining job requirements and supporting recruitment and selection, retention, and development of staff.



Competency Model is a model that broadly describes performance excellence within an organization. Such a model usually includes a number of competencies that are applied to multiple occupational levels within the organization. A model is a means by which organizations communicate which behaviors are required, valued, recognized and rewarded with respect to specific occupational levels.

The New Performance Management System

How did we get here?



RESEARCH

- HR conducted a countywide survey and held live meetings to gather feedback on departments' wants and needs from a performance management system and the evaluation form itself.
- Gathered feedback from departments on our current EPM system.
- Obtained information on evaluation methods used by departments, including content and delivery method.
- We analyzed our performance management practices across the County.

- No performance management framework or competency model, which is foundational to effective performance management and any EPM system
- Lack of one competency model and inconsistent use of competencies vs. job duties
- No ability to auto-populate evaluations with competencies or other components
 - *This, in addition to no competency model, requires managers to create the evaluation from scratch or a previous template which is extremely time consuming and causes most frustrations managers experience with our current EPM system*
- Lack of equity in evaluation components for same position or level, due to no competency model which requires managers to pick and choose competencies
- No systemic alignment of county/department goals to individual performance goals
 - Are we focusing on the right work and do employees feel their work matters?
- Variety of performance evaluation delivery methods (different systems, paper/pencil)
 - Difficult to gather and report on performance data for the county
- EPM is minimal with no learning system integration or components built-in to contribute to development and performance improvement
 - EPM is an evaluation platform, not a performance management system
 - Does not offer self-service, development and learning activity recommendations, storage of manager notes and feedback, development plans, career planning tools, goal and KPI progress management, mentorship management, etc.
- EPM has limited capabilities for tracking and reporting data, such as goals, competencies, or the impact of learning and development on performance

Current County Performance Management Practices and EPM System Findings

What Did Our Analysis Tell Us?

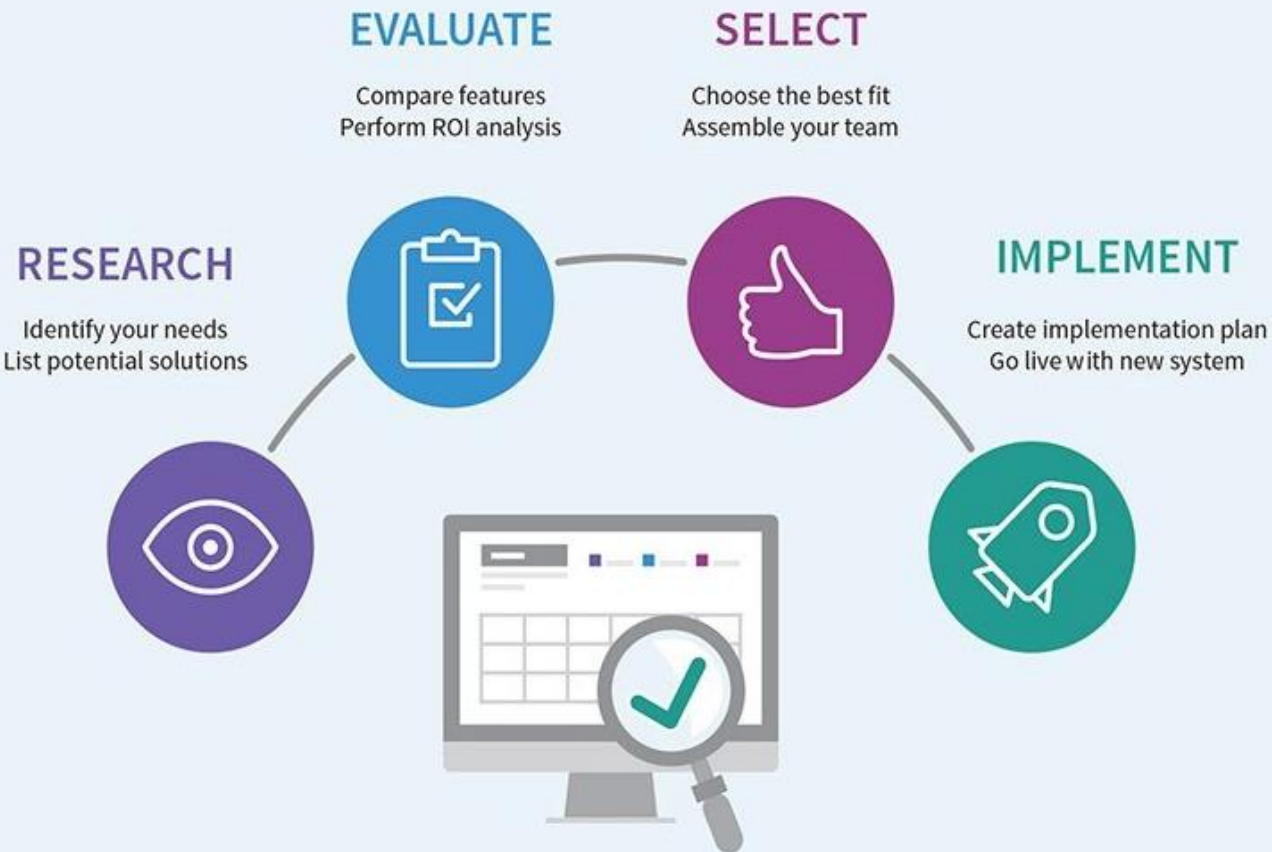


We needed to overhaul performance management... not just a new evaluation form or a new system to complete evaluations electronically.

We needed a complete systemic and cultural shift in how we think about performance management, how we manage it, how we assist managers in the process, and clarity on what our overall purpose is.

The New Performance Management System

How did we get here?



EVALUATE System Demos

- From the research, we created an RFQual and scheduled demos with the top vendors that met all, or the majority, of RivCo needs and wants. All department were invited to attend the demos or view the demo recordings. Over 100 department representatives attended each of the demos.

SELECT System Selection

- A selection committee, comprised of representatives from a variety of County departments, including DPSS, RUHS, IT and others, viewed and scored the demos based off a matrix/rubric. The selection committee's final selection was SumTotal Performance.

IMPLEMENT System Implementation Project

- Currently in pre-implementation phase



The NEW County Performance Management

Systemic Application of New Performance Management Framework to support successful organizational change towards high performance *through* performance management (Appendix A).



One County Competency Model, utilizing Korn Ferry Leadership Architect, aligned with job levels and classifications (*recruitment and selection*), and learning and development (*performance improvement, professional development, and workforce and succession planning*).

Consistent Performance Evaluation Base Components utilized across all County departments – auto-populated goals and competencies, development activities (if any), and final overall rating – which will ensure consistency, efficient and effective evaluations, and provide departments with the tools and resources they requested from a modern performance and learning management system.



Countywide Fully Integrated Performance and Learning Management System with competency model integration and built-in components to support organization and individual development, learning activities, goal and KPI progress tracking, career planning, mentorship management, and performance improvements, whether employees work in office, in the field, or at home.

Performance and Learning Data Analytics to identify the impact of targeted competency training and development on employee, department, and overall County performance and goal attainment.



Pre-Implementation Stage

Finding the Right Balance between System and Departments' Needs

DEPARTMENT NEEDS...

Want evaluations to be consistent, less time-consuming, and less cumbersome than current EPM system.

Want all the bells and whistles that come from a modern, fully integrated performance and learning system.

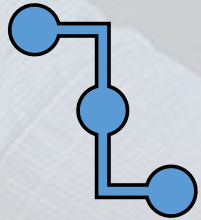
BECAUSE WHAT YOU GET OUT OF A SYSTEM IS DETERMINED BY WHAT YOU PUT IN...

How do we get enough information, and the right information, into the system from the new evaluation form to get departments what they want from a system, while also ensuring evaluations are less cumbersome and time-consuming... and that they are consistent and effective....

So that in the end we can effectively improve workforce performance?

Base Components of New Performance Evaluations

Evaluation templates will include the following minimum components



Individual Performance Goals

Optional Performance Goals that are position specific and aligned with County and/or department strategic goals. These connect the employee's individual contribution to the organizations' strategic goals

Goals established at start of evaluation period, auto-loaded on evaluation at the end of the year, with ability to add and complete more throughout the year



Core & Job Level Competencies

Auto-loaded on Evaluation

4 Core Public Service Competencies

Customer Focus, Ensures Accountability, Values Differences, Self-Development.

Up to 4 Job Level Competencies cascaded to all classifications within the levels

(County Leadership, Department Executive, Manager/Supervisor, Professional, Para-professional/Technical, Labor/Trade/Clerical).



Development Activities

Optional Development Activities are not rated, are optional, and are based on employee career aspirations and/or any performance gaps.

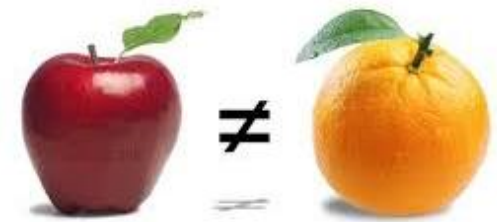
Managers can assign competency-based activities (ex. Skillsoft training, OJT) for current role performance improvement or for development purposes in preparation for future position. Ability to track and report progress.



Summary/ Overall Rating

Summary of evaluation ratings for all goals and competencies, with automated calculations for weighted items, and provides **final overall evaluation rating** and comments for the reporting period.

EPM vs. SumTotal Performance System



Similarities

- Evaluation components (goals, competencies, development, and overall rating)

Differences

- The true differences come from who uses the system, the framework and competency model the new system is built on, auto-populated evaluations, and what both systems do with the information/data collected from evaluations.

EPM is an evaluation system for managers to use annually with *basic* competency and goal management components. There was no framework or competency model developed as a foundation to standing up the system, therefore it required managers to create the evaluation by randomly selecting competencies, prior to completing the rating and comments.

SumTotal Performance is a modern performance management and development system for employees and managers to use throughout the year to collaboratively monitor and evaluate progress on individual goals and development to improve performance.

- Ability to include attachments
- Help text for ratings
- Team progress dashboards
- Ability to pull a variety of reports
- Automated rating calculations
- Data analytics
- Auto-populated evaluation content
- Full integration with competency model

- Learning & development activities integrate with evaluations and development plans
- 360 feedback – give and receive
- 1:1 meeting notes all in one place
- Mentor relationship management
- Cert/license info pulled from PS
- SumTotal LMS is currently integrated with PeopleSoft with nightly feeds



Approved Departments for Phase 1

- Assessor Clerk Recorder
- Auditor Controller's Office
- Executive Office
- Facilities Management
- Human Resources
- Purchasing and Fleet
- RCIT
- Treasurer Tax Collector



APPENDIX A

COUNTY OF RIVERSIDE

COUNTY

ADMINISTRATIVE CENTER

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Performance Management Framework

Framework provides the principles that drive the integrated talent strategy.

The framework is designed to examine any performance management practice/program with the argument that the principles and foundation elements work together to increase employee and manager buy-in and achieve organizational change towards high performance in a government organization.

Foundation Elements

Capabilities

Includes the County's assets, routines, processes, and competencies of County staff

Evidence & Data

Collect data that is most relevant to goal attainment and clear communication of performance trends and targets to inform decision making

Pragmatism

Being realistic about what is possible and probable, to ensure actions are "fit for purpose" and suitable for the current context

Purpose and Clarity

Create CLARITY in what high performance represents and clear role PURPOSE.

Mutuality and Motivation

Promote MUTUALITY – employee and management ownership of performance management and awareness of what drives employee MOTIVATION towards high performance.

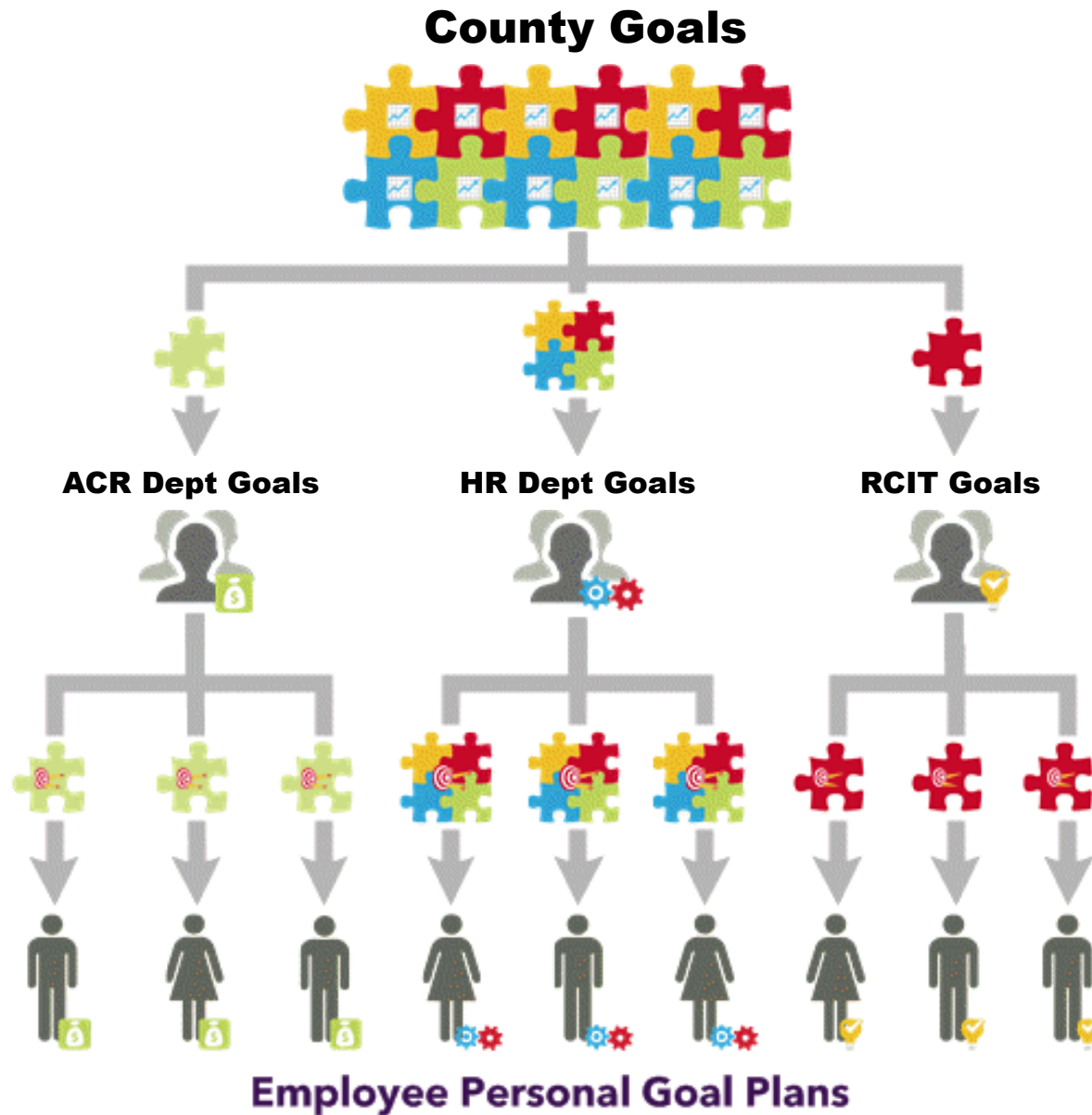
Performance Management Principles

Alignment and Integration

ALIGNMENT between high-level strategies and individual goals and INTEGRATION between human resource practices and organizational systems so that they all work to support active management of performance

Adaptability and Progress

The need for ADAPTABILITY of performance in a changing environment and PROGRESS towards department and County outcomes



County and Department Cascading Goals

New system will assist in aligning individual employee performance goals to the goals of their specific department and the overall County.