



EMPLOYEE PERFORMANCE PROCESS

Our Mission: Connecting Our Community

Our Vision: In all that we do, we are committed to creating a more connected, sustainable, and equitable community

Our Values: Organizational values are the guiding principles that represent how we – as individuals and as a team – behave on our way to the future. As a way to ensure the success of LTD and because we care, we hold ourselves and our colleagues accountable for living and demonstrating our six core values: **RESPECT INTEGRITY INNOVATION EQUITY SAFETY COLLABORATION**

Purpose: To create a collaborative opportunity for supervisors and their team member to discuss their goals, challenges, milestones, and strategic objectives

Overview

While conversations between supervisors and employees about performance and development should be continuous, our performance evaluation system ensures that a formal summary conversation takes place twice a year, at a minimum. Conversations allow supervisors and employees to reflect on what has been achieved compared to what was expected and how the employee is performing overall.

More specifically, our performance management process consists of four main sections.

I. Results (what you got done)

- Outline (2-3 SMART) goals and milestones – *to be a collaborative process.*
- What was your progress in reaching key goals for the year?

II. Performance Factors (do you have what you need?)

- Highlight the employees’ personal connections – this should tie to LTD’s strategic business tactics – *to be a collaborative process.*
- Incorporate the employee’s recognized strengths.
- Has anything changed? Things come up throughout the year, are we updating goals accordingly to ensure organization and employee alignment and success?
- Do you enjoy this type of work? Not all projects will be fun – collaborate on a strategy to stay motivated, if needed.
- Determining barriers (if any) and consider other responsibilities.
- Confirm the employee has all the resources needed to be successful – employees should be set up for success.
- Provide the “why” and highlight the value it will bring to employees, the team, our customers/community, and the District.

III. Assessment (overall, how well you did & next steps)

- How did you do overall?
- Includes employee’s representation of LTD’s Values, their overall performance as defined by their job description, and goal achievement.



EMPLOYEE PERFORMANCE PROCESS

IV. Supervisor Feedback

This section solicits input on how well the Supervisor worked with the staff members and identifies areas for improvement.

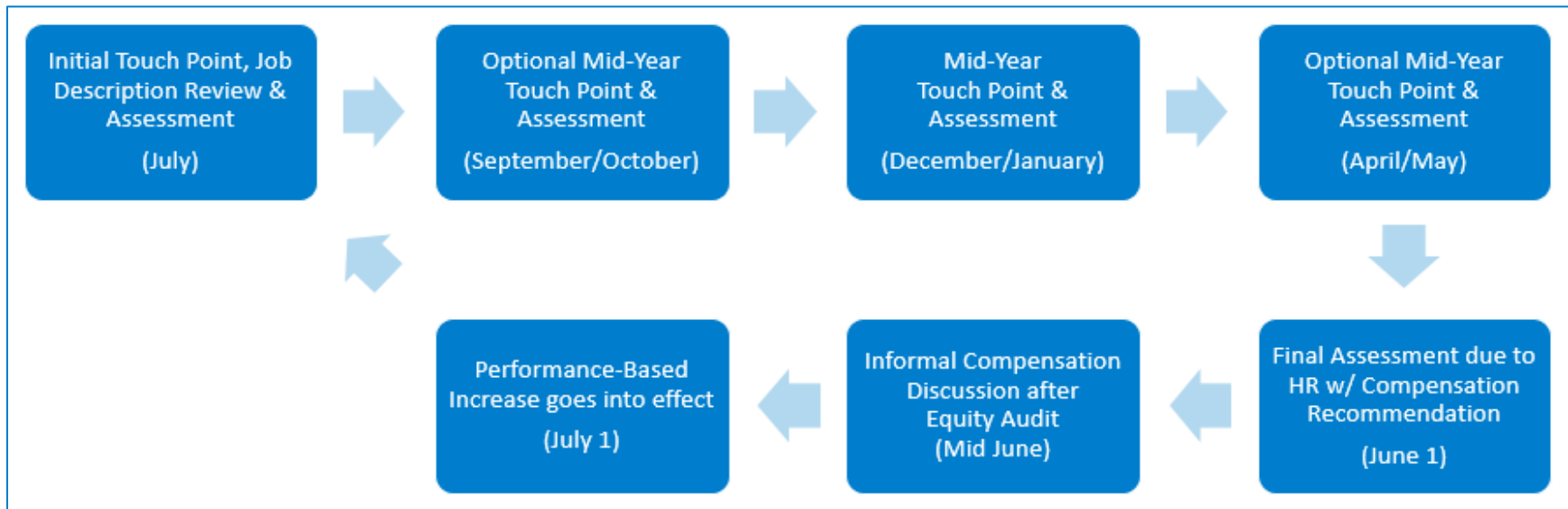
Process

Performance Conversations (Touch Points) shall be conducted periodically throughout the year, so we can compare results against annual objectives. By having Touch Points twice (or more) throughout the year, employee performance is being captured at multiple points and to ensure the employee has what they need to be successful. For new staff, a Touch Point and Employee Assessment will be completed at the end of the probationary period to reflect on fit, clarify goals, and identify areas for development.

During each Touch Point supervisors will assess employee work products, performance factors, and the results they have attained using an Employee Assessment form. This process also allows for a job description review at the beginning of the year to ensure accuracy in assessing performance against expectations laid out in the job description. In addition, supervisors may also reach out to staff members' teams, colleagues from other departments, and/or people outside the organization for additional feedback.

Timeline

Administrative (non-Union) Employee:





EMPLOYEE PERFORMANCE PROCESS

Union-represented Employee: Touch Points will be conducted at least annually (biannually if possible; more frequently if necessary) on a calendar year specific to each department (Transit Operations: relative to anniversary of hire date; Fleet Maintenance: on a different annual cycle to Admin). While the documents themselves will be more tailored to the specific role, the intentions are the same – goal setting, performance and development discussion, and connection to LTD’s Mission, Vision, and Values.

Process Steps

1. Each employee will be provided the Initial Touch Point document in advance of meeting with their supervisor. The employee can complete the Touch Point document independently, in advance of the meeting, or it can be filled out together by the supervisor and employee – this is flexible based on the relationship and needs of both parties. Either way, the employee must come prepared to the discussion. The supervisor may provide comments and notes based on the conversation in person, if the employee filled out the document in advance. The conversations should be collaborative.

Guidelines for Establishing Effective Performance Goals

- Goals must clearly define the end results to be accomplished.
- To the extent possible, goals should have a direct and obvious link to organizational success factors/goals.
- Goals should be difficult, but achievable, to motivate performance.
- Goals should be set in no more than three areas—attempting to achieve too many different goals at once will impede success.
- Career goals can be noted in addition to performance goals for added coaching and mentoring.
- Additional goal-setting worksheets are available, if needed.

Timeline: To be completed at the beginning of the cycle each year, or upon hire with a new employee.

2. The employee and supervisor meet to review goals outlined in the Initial Touch Point document, highlight key points, discuss any questions, and summarize conclusions. If any goals could not be met due to outside factors, that is indicated and goals are adjusted. At the end of the meeting, the supervisor summarizes any overarching conclusions, areas for improvement, and next steps. The supervisor will also complete a new Employee Assessment form.



EMPLOYEE PERFORMANCE PROCESS

Guidelines for Providing Feedback Effectively

- Provide immediate positive and developmental feedback in a private location.
- Ask for the employee’s view about what could have been done differently.
- Be specific about what *behaviors* were effective or ineffective.
- Focus on what the person did or did not do, not personal characteristics.
- Collaboratively plan steps to address development needs.
- Offer help in addressing development needs and by providing resources.

If there are specific areas where improvement or development work is needed, in most cases the supervisor and employee will agree on a plan and then assess progress against this plan in the coming weeks and months. This is separate from a punitive performance plan. Please see Corrective Action documents for more information about Performance Improvement Plans (PIP) or see your HR Business Partner.

Recommended Timeline: To allow for flexibility, supervisors and employees can determine together how often to meet throughout the year as long as they are meeting at least twice. Scheduling a Touch Point mid-year is recommended at a minimum to ensure an Employee Assessment is completed at least twice throughout the year. Looking for feedback on frequency? Please reach out to your HR Business Partner for support.

3. The supervisor completes the final Employee Assessment for the year. The supervisor and employee may meet to discuss their performance, and to reflect on the year’s accomplishments and areas for growth. Supervisors shall use the rating scale for performance as highlighted below to determine a final rating for the fiscal year, along with any recommended salary increase as warranted by the employee performance. The supervisor may wish to edit the evaluation to reflect new conclusions that have emerged during the final Touch-Point conversation of the fiscal year. Supervisor recommended wages may be shared with the employee but may be adjusted due to equity, compression, market changes, job description reclassification, or other factors as aligns with LTD’s Pay Philosophy.

Recommended Admin Timeline: Supervisor completes final Employee Assessment (with optional Touch Point) for the fiscal year in April or May. The hard deadline for this document to be turned into HR is June 1. HR will then have 15 days to assess and discuss with supervisors. If not previously shared, Supervisors may then wish to discuss their recommendation with employees. HR will then process the increases into PDS, effective at the start of the next fiscal year: July 1.



EMPLOYEE PERFORMANCE PROCESS

Rating Scale for Performance

Underperforming	Significant and sustained improvement is required to effectively complete major duties and responsibilities of the position. Employee is not contributing to success of department and the District as needed.
Developing Performance	Further development is required to effectively complete major duties and responsibilities of the position. Employee is working towards becoming a solid contributor to the success of the Department and the District as needed.
Successful Performance	Effectively completes major duties and responsibilities of the position. Solid contributor to the success of the Department and the District as needed.
Exceptional Performance	Effectively and efficiently completes major duties and responsibilities as it relates to the position. Employee is an exceptional contributor to the success of the Department and the District and goes above and beyond or generally takes on additional duties outside their scope.

“Performance management is fundamentally about aligning individual effort to support organizational priorities. It includes setting individual expectations tied to organizational goals, providing coaching and feedback that helps employees improve, and measuring and evaluating employee performance to inform talent decisions.”

Conversation Tips

To make the Touch Points as useful as possible:

- Meet in person at least two times annually.
- Be sure to allow enough time for the conversation so that it does not feel rushed. Recognize some Touch Points may be completed in 15 minutes while others will need 30 minutes.
- The employee should summarize what they are taking away as the key points of the evaluation and ask any clarifying questions. The Touch Point document is your guide for these conversations. Staff should come prepared with at least a working knowledge of what the conversation will entail.
- Highlight and discuss any areas where the supervisor's evaluation differed from the employee's understanding of their performance.
- Agree on any concrete steps for professional development (and where possible, put reminders in calendars to talk about progress against aims).
- This process should be fluid and allow for flexibility within the timelines to accommodate the needs of both supervisors and employees.