Partnering for Success: Inspiring Performance and Engagement

Adams County
People and Culture
September 2021
Cultural Excellence = Business Outcomes

Cultural Excellence Drives Everything We Do

This Focus Fuels Our Results for Our Residents and Employees

Results Are Measured by Pulse Surveys
CULTURAL COMPETENCIES

The quarterly Cultural Competencies survey enables our team members to give feedback on how we are doing in living our Cultural Competencies. These quick pulse surveys provide timely information to department leaders to make adjustments where possible in service of making Adams County an employer of choice.

WE are ADAMS

EMPLOYER OF CHOICE

WORKPLACE FLEXIBILITY
- CareHere
- Compassion/Bereavement Leave
- Comprehensive Benefits Package
- Comprehensive Leave Offerings
- expanded Alternative Work Schedules
- Expanded Telework Policy
- Fitness Centers
- Journey to Wellness
- Leave Cash Out Program
- Paid Parental Leave

DOING THE RIGHT THING
- Building Team Adams
- ClearPoint Data Management Hub
- Election Leave
- Ethics Hotline
- Heart at Work
- OpenGov/Budget Transparency
- Pay Equity
- Red Flag Reporting

EMPLOYEE MORALE
- Annual Employee Investment
- Annual Recognition Luncheon
- Bring Your Child to Work Day
- Comprehensive Compensation Plan
- Culture in Action
- Employee Night at the Fair
- Employee/Team of the Season

WORKING TOGETHER
- All-County Employee Meetings
- Employee Referral Program
- Know Your Team
- Leading Team Adams Newsletter
- Refreshed and Enhanced myAdams
- Team-Based Learning Opportunities
- Wellness Committee

JOBSATISFACTION
- Career Connections
- Coaching Labs
- Coffee with Ray
- LEAD Learning & Development Program
- Partnering for Success
- Tuition Reimbursement

DIVERSITY, EQUITY & INCLUSION
- ADA Support Boxes and Training
- Affinity Groups
- Anti-Bias in Hiring
- A-Proud
- DEI-Focused Learning and Development Opportunities
- Floating Holiday
- Language Pay Program
- Listening and Connecting Sessions

January 2021

- Benefits and programs in 2019 or earlier.
- New benefits and programs added in 2020 and 2021.
The Annual Performance Review
Why make this bold change?

#1: It's no secret: traditional performance management practices take a lot of time and money. Yet, they are ineffective at best and damaging all too frequently.

#2: Cultural alignment. We wanted a system that would fuel our vision of innovation and inclusion.
The envelope, please...

A sampling of the research informing our direction.
Finding a better system to:

**Fuel Performance**

- Clear expectations and supports
- Frequent and timely feedback
- Recognition

**Inspire Engagement**

- Future focused
- Being “seen”
- Connected to purpose
- Recognition
### From annual appraisals to Partnering for Success

<table>
<thead>
<tr>
<th>FROM…</th>
<th>TOWARDS…</th>
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<tbody>
<tr>
<td>Leaders job to “manage performance”</td>
<td>Partnering for Success</td>
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<tr>
<td>An annual review</td>
<td>Ongoing, frequent feedback and coaching</td>
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<td>Assigning ratings annual (1-5)</td>
<td>No ratings. People know where they stand against expectations on an ongoing basis.</td>
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<td>Tools for managers focused on compliance and tracking processes</td>
<td>Tools with flexibility designed to support leaders in meeting the needs of their team</td>
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<td>Compensation increases tied in part to a performance rating</td>
<td>Earlier investment in compensation increases to ensure competitive compensation and benefits for all</td>
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<td>Leaders spending hours per employee annually documenting rationale for a rating</td>
<td>Leaders investing small chunks of time frequently having conversations</td>
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Key components: frequent one-ones and quarterly checkpoints
How Do Quarterly Checkpoints Differ from 1-on-1’s?

**Frequent 1-on-1 conversations**
- Timely, brief discussions to recognize accomplishments, discuss progress, and to provide and seek clarity.
- “What are your priorities this week?” and “What do you need from me?”
- Regular engagement with each employee demonstrates they are valued and essential to the team.
- Checking the temperature of the environment – How are they doing? At work, at home, with the team?

**Quarterly checkpoints**
- Discussions about the employee’s overall performance and achievements over the last quarter.
- Discussions of what is expected for the coming quarter.
- What are the employee’s goals for the coming quarter and how can you support them?
- Two-way feedback
- Development and career planning
Shift in our role in People and Culture
Less emphasis on compliance, tracking, documentation. Focus on making it easier for managers to do the right thing.
• **Partnering for Success Toolkit.** One stop place for tools, trainings, templates, resources, and more

• **Know Your Team** application. Supports connection, coherence and communication between manager and team.
Learning and Development

- Quarterly all supervisor & manager meetings
- Partnering for Success 101 series
  - Effective One-on-Ones
  - Coaching
  - Giving and Receiving Feedback
- Book Study: 9 Lies About Work
- Skillset and approach embedded into all other leadership learning and development offerings
Lessons Learned

• Feedback from employees and early buy-in is essential.
• Investment in supervisors and managers is essential.
  ➢ They are 70% of the difference maker in performance and engagement.
• There is some negative pushback about lack of merit pay. But...
  ➢ Not as much as we anticipated.
• Transformational change needs to be modeled from the top.
• Communication of the why, what and how needs to be repeated.
  ➢ Again and again and again.
• Yes, we still have employees with performance concerns.
  ➢ Partnering for Success is not built to “solve” for them but our efforts and approaches need to be aligned.
• We’ve moved from P & C as the spokespeople for Partnering for Success to elevating the voices of managers across the county.
Early indicators of impact

94% of our employees would recommend Adams County as an employer (this rate has increased steadily over past year)

My supervisor communicates with me on a regular basis. Up 6% year over year

My supervisor listens - I feel heard. Up 7%!

My supervisor ensures that job expectations are clear and achievable. Up 9%!

I feel challenged and supported in my role. Up 6%!

My department encourages and rewards staff for innovation and continuous improvement. Up 12%!
Budget impact

- HRIS system capabilities
- P & C use of time

Reprioritization + Strategic Refocus = Minimal Budget Impact

- Learning and Development Focus
- Manager and Supervisor use of time
Questions?