

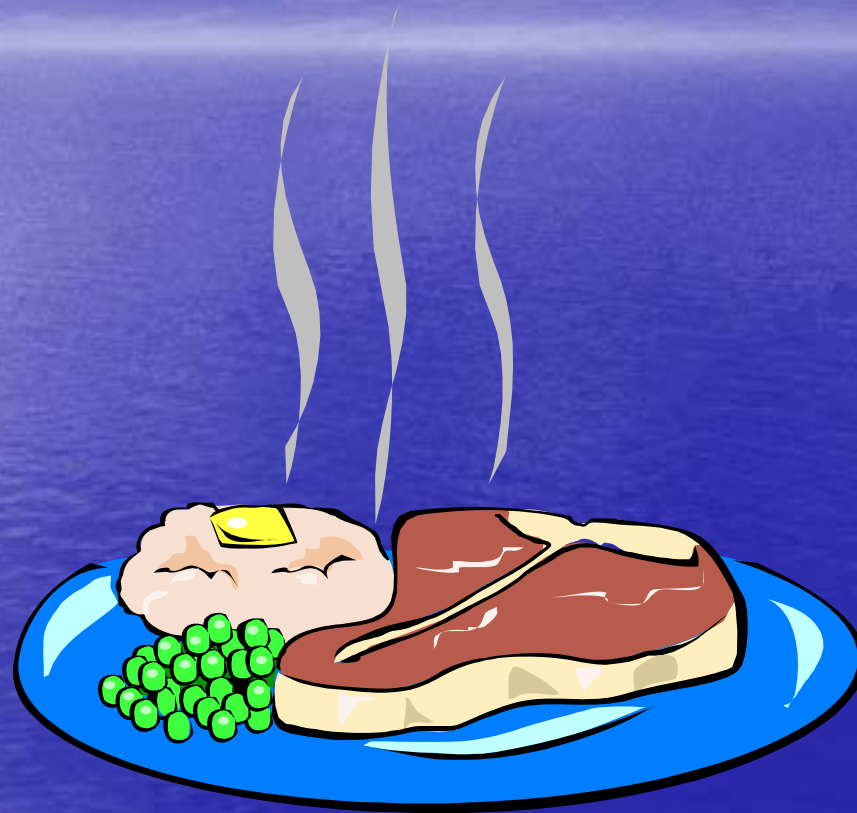


Intro to P4P Program

Pay for Performance Manager Orientation

- P4P History and Development
- Process and Procedure Overview
- Next Steps
- On-going Training and Support
- Q/A

The "Meat and Potatoes".....



P4P Background and Program Objectives

- Why was it developed?
- How was it developed?



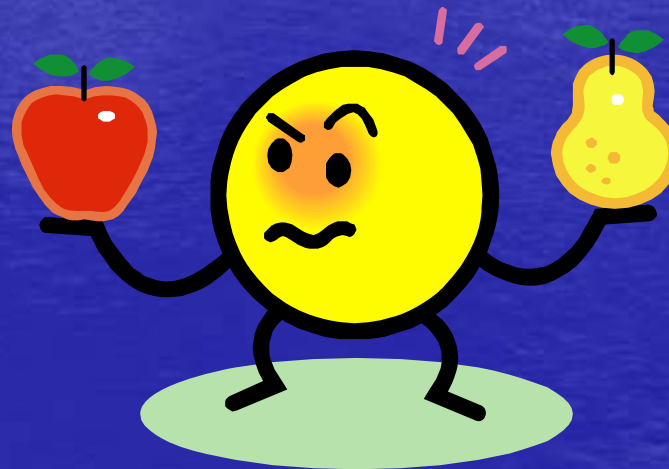
P4P Primary Objectives

- Create a meaningful/fair reward system
- Link financial rewards to accomplishing County business objectives
- Create a consistent county-wide approach to manager appraisals/reward
- Provide a flexible compensation system

Contributing to P4P Success

- Demonstrate Leadership
- Effective Work Performance
Differentiation
- Give Managers Encouragement and Support Desired Behavior
- Engage in Difficult Discussions
- Encourage Ongoing Feedback
- Have Patience... and....
an Open Mind

How does P4P compare to MAP?



Program Funding

- 2.5% of the total managers' payroll
- Allocated to each Dept/Agency as % of it's managers' salaries
- Dept/Agency cannot exceed salary increase allocation
- Single use \$\$ (only P4P)
- No \$\$ "rollover" to next year



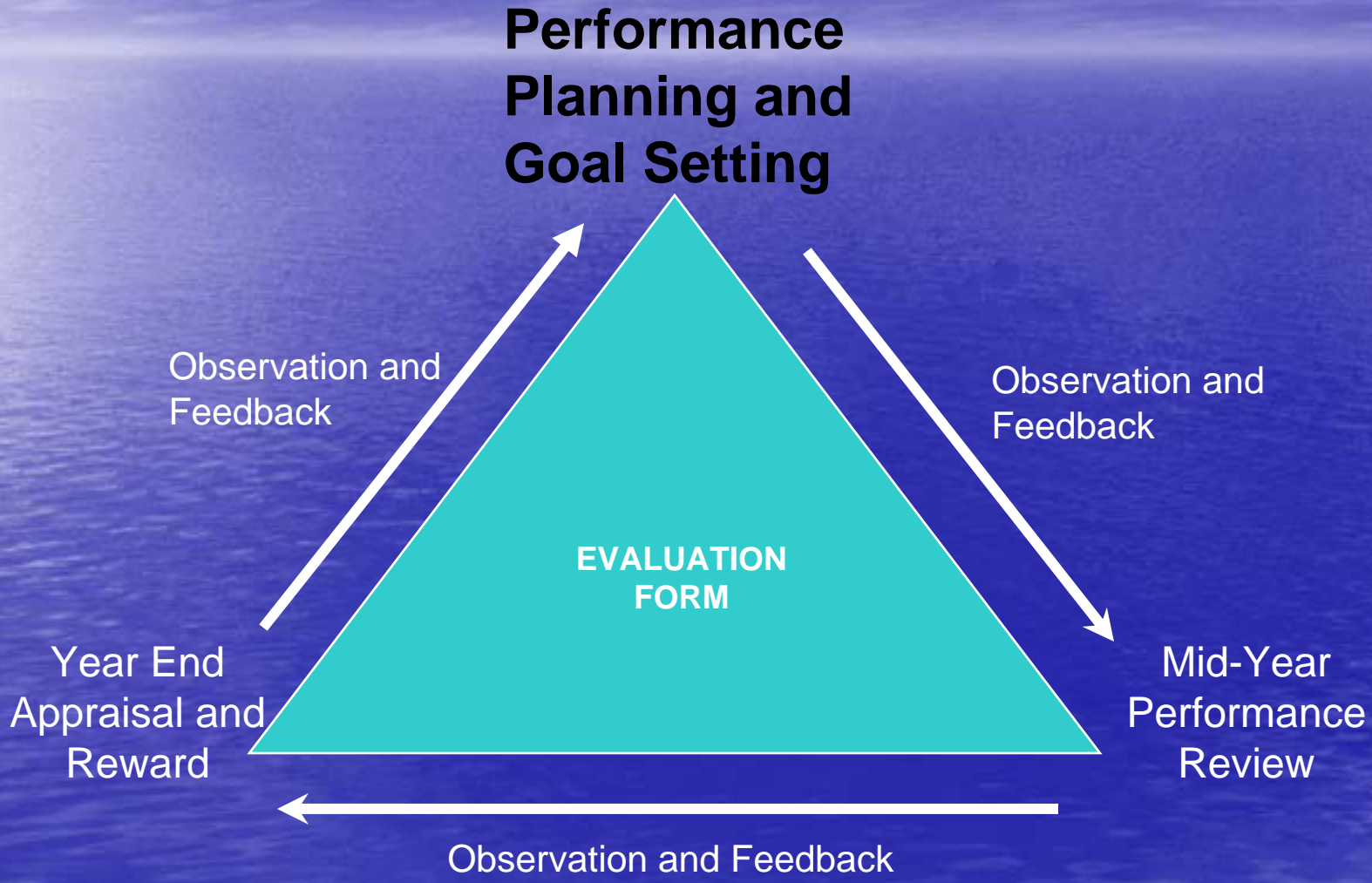
Program Eligibility

- All Administrative Managers (I, II, III and III Specialty) except:
 - Managers newly hired on/after October 1, of current calendar year
 - Employees promoted (temporary or permanent) from non-management to management position on/after October 1, of current calendar year

Year 1 – Implementation in 2008

- Think of P4P as “Roll Over” From MAP
- Performance is for the Full Year
- Download New Form
- Transfer/Revise Goals
- Hold Mid-year Review by End of June
- Make Goal Completion Date - And - Complete the Final Review Approx. the Week Ending 12/5

P4P Cycle

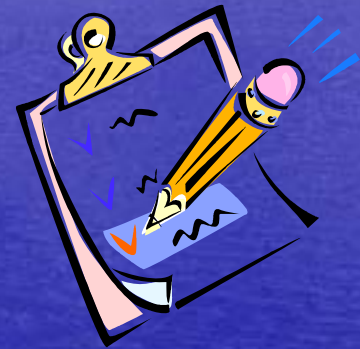



The Management Evaluation Form

- Access from the Intranet or from Internet
- Fastest: Go to County Intranet --
<http://ocintranet.ocgov.com/>
 - Find Performance Management Program category
 - Select: P4P Pay-for-Performance Website
 - Follow-Directions for downloading form....

Parts of the Evaluation Form

1. Employee Name and Position
2. Core Competencies
3. Goal Achievement
4. Ratings For Day-To-Day Work
5. Ratings For Goal Achievements
6. Overall Performance Rating Calculation
7. Additional Comments
8. Employee Comments





Performance Planning and Goal Setting

Performance Planning

Discuss:

- Priorities and business objectives
- Current skills in relation to core competencies
- Core competency development plans

Core Management Competencies

- Results
- Judgment/Decision Making/Problem Solving
- Effective Communication
- Functional Expertise
- Planning/Organization
- Collaboration/Team Work
- Supervision and/or Leadership

Click [HERE](#) to see 1st handout

Click [HERE](#) to see 2nd handout

Goal Planning

- 2 goals per manager
- One goal must be a program goal
 - *Program* goals relate to the core business of the County/ Department
- Second can be either program goal or personal development goal
 - *Individual* goals relate to personal professional development of a manager's capabilities in a specific competency area

P4P Goals

- Specific and easy to understand
- Measureable
- Require the manager to take action to complete
- Relevant and realistic to the manager's position/organizational structure
- Clearly stated timeline for completion

Goal Setting

- Specific
- Measurable
- Action-Oriented
- Realistic
- Time-bound

Click [HERE](#) to see handout

Management Tip

- Make notes all year as subordinate managers demonstrate good skill -- or -- need for improvement in core competencies
- Provide on-going performance feedback
- Don't wait for year end -- then try to remember!
 - Avoid the "halo" or "horns" effect

P4P Cycle

Performance
Planning and
Goal Setting

Observation and
Feedback

Observation and
Feedback

Evaluation
Form

Year End
Appraisal and
Reward

**Mid-Year
Performance
Review**

Observation and Feedback

Mid-Year Performance Reviews

Discuss:

- Performance in core competencies thus far in the year
- Progress toward attaining goals
- Determine if help is needed
- Any changes requiring goal adjustment
- Date and sign Box to verify meeting occurred

P4P Cycle

Performance
Planning and
Goal Setting

Observation and
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Observation and
Feedback

Evaluation
Form

**Year End
Appraisal
and Reward**

**Mid-Year
Performance
Review**

Observation and Feedback

Typical Process Overview

Major Process Steps

Supervisor

- Meet with Manager for input (recommended)
- Complete form/recommend percentage increase
- Discuss with and/or send to Reviewer

Reviewer

- Review and concur or return to Supervisor
- Send to Department/Agency Head

Typical Process Overview

Major Process Steps

- ❑ Department/Agency Head
 - ❑ Review and concur (or Return) to Reviewer
 - ❑ Assign final percentage increase within P4P guidelines
 - ❑ Review evaluation consistency/quality across department/agency

- ❑ Reviewer return to Supervisor

- ❑ Supervisor meet with Manager
 - ❑ Discuss rating
 - ❑ Manager add comments (optional)
 - ❑ Manager select reward option (if eligible)
 - ❑ Forward signed form to department/agency HR

EVALUATING PERFORMANCE

Before you begin ...

- Think of each core competency.... and think of examples that represent how well the manager performed each competency.
 - Review the notes you've been keeping all year!
- Did the manager complete his/her goal 100%? If not, was it at least 80% done? Was it less than 80%?
- Did anything change that affected his/her goal completion (if not complete)?

Completing the Core Competency Section

- Ask Manager for self –evaluation before completing the form (recommended)
- To complete this section of the form the supervisor will write a behaviorally based observation of manager performance for each competency

Writing Observations of Behavior

- To write a description of *HOW* the manager performed each competency that is so clear and complete that
- someone who does not know and had never seen the manager could read what the supervisor wrote
- and understand exactly what the manager did over the course of the year. (his/her observable behavior)

Observations of Competency Behavior Common Elements

- Factually explains/describes something
- Shares a memory or event in a way that others understand
- Is written without emotion, usually in the third person (she/he/they).
- Does not usually include the pronoun "I"
- Often contains several main points of explanation, each of which is explained further with several supporting details

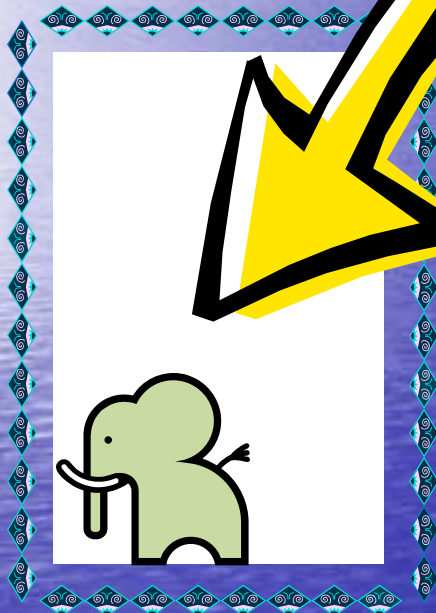
Click [HERE](#) to see handout

Competency Assessment Tools

- Handout: *Competency Criteria by Classification Level*
 - Provides generic examples of behavior appropriate to level levels
- Handout: *Competency Rating Criteria*
 - Provides generic descriptions of observable performance by level
- Combine to create a framework for assessment
 - Creates a consistent standard
- Use to differentiate between levels of performance between managers

Click [HERE](#) to see 1st handout

Click [HERE](#) to see 2nd handout



Differentiating Between Different Levels of Performance

(Where the rubber meets
the road....)

Rating and Performance Level

Final Rating of	Performance Category
3.50 to 4.00	Exceptional
3.00 to 3.49	Exceeds Expectations
2.00 to 2.99	Meets Expectations
1.99 and below	Improvement Needed

Click [HERE](#) to see handout

Reward Eligibility

- Exceptional = 3.0% to 5.0%
- Exceeds Expectations = 2.0% to 2.9%
- Meets Expectations = No P4P reward
- Needs Improvement = No P4P reward

Note:

All Managers get a 3% increase in June 2008 and June 2009

Click [HERE](#) to see handout

Reward Options

Eligible manager chooses from:

- 100% base building
- 40 hours Annual Leave/with any remainder as base building
- 40 hours Annual Leave/with any remainder as one-time payout
- 100% one-time payout

Employee Comments

- Managers have the right to provide ***performance*** related comments to be included in his/her evaluation after receiving the final evaluation
- Manager comments are written in the "Employee Comments" section of the form
- Comments will be sent to Supervisor *and* the Reviewer



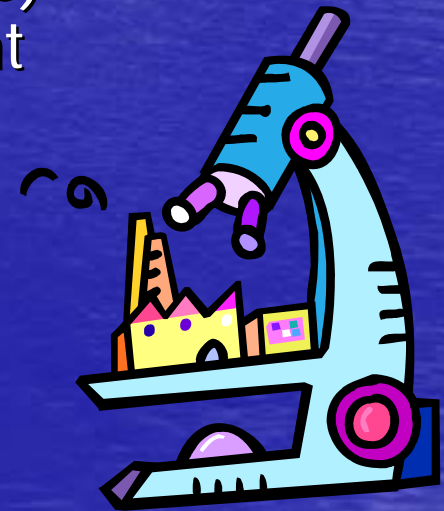
Appeal Process

MOU provides a right to appeal through the grievance process only if an evaluation is rated 'Needs Improvement'



Calibration Committee

- Validate how consistently P4P guidelines are followed within and between County agencies/dept.'s
- Composed of selected County Managers
- Review 30% random sample of (no name) evaluations for each level of management from each agency/dept.
- Provide feedback to HRD
- HRD provide feedback to agency/dept.



Next Steps.....

- Attend *Both* Optional Training Classes (Recommended!!)
- Download New Form
- Transfer/Revise Goals
- Goal Completion Date Approx. the Week Ending 12/5
- Hold Mid-year Review by End of June
- Keep Notes of Observed Performance Throughout Year
- Give On-Going Feedback
- Complete Final Review Approx. Week Ending 12/5
- Review Additional P4P Information as it Becomes Available

On-Going Training and Support

- P4P Class 1: Performance Planning and Management
 - How to assess manager competency using the tools provided
 - How to write Observations of Behavior for your dept./agency
 - How to conduct effective performance planning and goal setting for each management classification
- P4P Class Two: Year End Appraisal and Review
 - “Refresher” on how to complete the evaluation form, including competency/goal weighting and rating calculation
 - How to deliver performance evaluations that are insightful, objective, consistent and constructive
 - How to manage difficult conversations and use effective listening techniques

Oppportunity Drawing

1. Complete a Training Evaluation Form
2. Give it to the Training Instructor
3. Get a ticket
4. Drop either half of ticket in Drawing Ticket Envelope
 - Winners must be present to win!



Questions ?

