

County of San Mateo



Onboarding Guide

Performance Pilot Introduction

Actionable Feedback Today, Support to Grow for Tomorrow

Welcome to the County of San Mateo Evidence Based Employee Performance and Development Pilot, otherwise known as the Performance Pilot! The goal of the Pilot is to evaluate the impact of eliminating the traditional Annual Performance Evaluation, and determine what system should replace it.

This guide is designed to help you get started as a participant in the Pilot with explanations of what we're doing, why we're doing it, and where we're going, because performance is a journey we're on together.

For a quick overview of the Pilot, check out our introduction video: tinyurl.com/SMCPilot.

For the latest updates and more information, visit: hr.smcgov.org/performance-pilot.

Fast Facts

- Over 600 participants from 12 departments/divisions: CMO; Controller; HR; Library System; Office of Sustainability; Parks; Health: Aging & Adult; EMS; Family Health; Finance; IT; LEAP; Public Health, Policy and Planning
- Pilot launched in September 2017 and will be evaluated after two years

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Pilot Participant Expectations

Four Steps for a Stronger Employee-Supervisor Relationship

The Pilot is designed to support and strengthen employee-supervisor relationships, one of the most important factors in engagement and performance, while being flexible enough to work for the many types of work in the County.

- 1. Hold 1:1 Conversations** – These are the bedrock of the employee-supervisor relationship, and the place for supervisors to give feedback and employees to ask for assistance.

Expectation: At least 15 minutes every other week, minimum monthly

- 2. Set Goals** – Everyone should set a mix of performance (what you'll do) and development (where you want to go) goals agreed upon with your supervisor. Goals do not need to follow a specific format (unless required by department), but where reasonable should include metrics and dates. Employees should keep their supervisor up to date during regular 1:1's.

Expectation: At least 30 minutes every quarter, minimum biannually

- 3. Recognize Great Work** – You do great work every day, and while it is important to receive recognition from supervisors it is often peers who notice the little things. Through the TINYpulse surveys, employees can send and receive "Cheers for Peers" recognitions. Whether it is leading a team to hit a deadline, picking up slack when someone is out sick, or just sharing snacks, Cheers are a way to recognize all the things people do to make the County a great place to work.

Expectation: Celebrate others how you would like to be celebrated

- 4. Answer TINYpulse Surveys** – Participants are regularly emailed a one question survey from TINYpulse (a vendor) asking about your work experience. These surveys let employees anonymously give feedback to supervisors and leadership. Your responses help the County identify issues and contribute to our culture of continuous improvement.

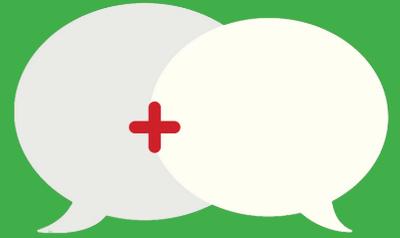
Expectation: At least 80% average survey response rate

5 C's of Successful 1:1 Conversations

How One Meeting Can Make All the Difference

COMMUNICATION

Schedule the 1:1 check-in and write an agenda to discuss

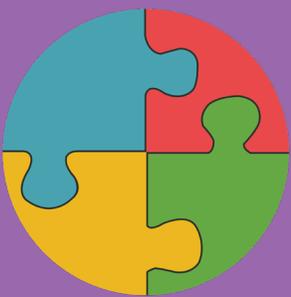


CONNECTION

Build a strong employee-supervisor relationship with trust and openness

CELEBRATION

Recognize accomplishments, progress on goals, and what worked well



COLLABORATION

Work together to resolve obstacles and improve in the future

CONFIRMATION

Schedule next meeting and agenda, agree on next steps and action items



Learn more: hr.smcgov.org/performance-pilot

What is a Pulse Survey?

1 Question, 100% Anonymous

You'll See

1) Pulse Survey Question



2) Cheers for Peers



3) Anonymous Suggestions



SUBMIT

You'll Do

1) Answer Questions

The pulse survey will ask you one question which may be scale, yes/no, multiple choice, or free response.

Your answers drive improvements on your team and county-wide.

2) Send Cheers

Celebrate someone who went above and beyond to make your day great.

If they helped complete a tough project, brought coffee, or anything you'd like to recognize, send a cheer.

3) Give Suggestions

Share your bright ideas with leadership via anonymous suggestions.

Ideas to improve processes or policies are more helpful, and likely to be responded to, than complaints.

SUBMIT

Learn more: hr.smcgov.org/performance-pilot

Better Recognize

Cheers to a Culture of Celebration and Collaboration

Cheers for Peers

A TINYpulse tool to recognize great work. Send a quick thanks, a story of someone going above and beyond, or even a fun GIF when words can't fully capture your gratitude.

Up, Down, Sideways

Recognition goes in all directions. Whether they are an employee, supervisor, or peer who steps up, they all deserve Cheers. If you appreciated it, we want to celebrate it!



THANK YOU 😊

As Easy As:

- 1) Answer your pulse survey
- 2) Select who to send Cheers to, write your message and/or attach a fun GIF to say thanks
- 3) Click Send and you're done!

Make Their Day

Let someone know that you appreciate them. Recognition helps create great days at work and a ripple-effect as people pay it forward and gratitude spreads.

Learn more: hr.smcgov.org/performance-pilot

Privacy in the Performance Pilot

Assuring Your Anonymity

WHY

We're
Committed
to Your
Anonymity



TINYpulse responses and suggestions are **100% anonymous**, because we need 100% honest feedback from you.

HOW

We're
Protecting
Your
Privacy



No one can ever see who responded to a TINYpulse survey, how they responded, or who made a Suggestion, ever.

WHAT

We're
Doing with
TINYpulse
Responses



Managers and pilot administrators review data for insights and opportunities for **continuous improvement**.

Learn more: hr.smcgov.org/performance-pilot

Performance Pilot FAQs

What is the Performance Pilot?

The Pilot replaces Annual Evaluations with a continuous coaching and development model, where employees and supervisors get actionable feedback today and support to grow for tomorrow.

Why are we doing a Performance Pilot?

Our Pilot is based on research that employee engagement and the supervisor relationship are the biggest drivers of performance, as well as emerging best practices from high-performing organizations who have eliminated Annual Evaluations. The Pilot is related to our Employee Engagement initiative, and builds on the lessons from the previous Collaborative Performance Management System.

What happens to Annual Evaluations?

Pilot participants are not required to complete the traditional Annual Evaluation process, but they have not gone away entirely. Probationary employees (new to County or position) may still receive a formal Evaluation until the supervisor is satisfied with performance; and employees with consistent performance problems may still be placed on a Performance Improvement Plan including evaluations. Employees may also still request an evaluation from their supervisor if they would like a written record of performance to use for future promotional opportunities.

What happens now?

Instead of waiting for an Annual Evaluation, participants give and receive feedback in real-time with a focus on concrete steps towards improvement. To facilitate this feedback loop, employees and supervisors are required to have regular 1:1 meetings and regularly answer anonymous surveys. For teams already working together effectively, this means eliminating a process so you have more time to do great work today and grow for tomorrow. For teams who need help communicating, this will encourage more honest and productive conversations as well as shine a light on areas to improve for both employees and supervisors.