METROPARKS TOLEDO

OPRA Program Development Grant Final Report

Description

One of Metroparks Toledo's strategic objectives is to create a performance management system that supports supervisors in their efforts to build a high-performance culture, drives accountability and rewards high levels of performance and positive behavior. To advance this objective, a new incentive-based pay system was adopted for all full time staff that provides employees with an opportunity to earn a bonus based on the results of their annual performance review. This new program provides a process and a system for providing regular, meaningful feedback for all full time employees.

To assist with the rollout of the performance management system, Metroparks Toledo conducted a comprehensive training program for its full time supervisors to help them develop their ability to manage employee performance throughout the year, conduct effective, unbiased annual performance reviews, and understand the defined performance criteria.

The training program was developed with assistance from The Employers' Association, a local nonprofit agency providing human resource and training solutions for local employers, and from In2Great, a consultant group that has provided Metroparks Toledo with the Predictive Index, a performance and behavioral analysis tool.

Objectives

The following table outlines the training curriculum:

Session 1	Using the Predictive Index to Improve Performance	Behavioral drives, tools for managers, examples and case studies
Session 2	Unconscious Bias – What It Is, Where It Comes From, and Why It Matters	Understanding bias, how to avoid negative impact, how to become self-aware, understanding the impact at work, identifying and responding to micro-aggressions in the workplace
Session 3	Your Role as Leader	Defining leadership expectations, engaging employees, making difficult decisions, having difficult conversations, the performance management cycle
Session 4	Delivering Meaningful Reviews	Preparing the evaluation, delivering the appraisal, review of specific forms and processes, understanding the rating criteria, role plays

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Cost

Metroparks Toledo hired In2Great to lead Session 1 on predictive index ($3,500) and The Employers' Association to lead Sessions 2-4 on Unconscious Bias and also Performance Management ($5,700). A $1,500 grant from OPRA supported these efforts.

Implementation

Three cohorts of supervisors were created so that attendees would collaborate with the same people over a period of several months, creating an opportunity for building interdepartmental relationships. The training was conducted in four 2-hour modules and consisted of a variety of written exercises, videos, group discussion and role play. There were follow-up emails from the trainers on a monthly basis to reinforce the principles covered.

Results

The first evaluation period for the incentive pay program runs from January 2019 through December, 2019 so not all the results are available at this time. The first group of employee reviews under the new program will take place in January and February, 2020. 100% of supervisors completed the training program and it is anticipated there will be 100% completion of employee reviews following the evaluation period.

Following each module, a survey was administered to participants to determine their satisfaction with the training content and delivery methods. Those surveys are included as an attachment. Following the first group of employee reviews, a survey will be given to employees to determine their reaction to the new review process and their satisfaction with the supervisor's feedback, leadership and guidance through the performance management process.

Conclusion

The goals for the training program were to provide supervisors with the tools and skills needed to provide clear expectations for staff, to understand their employees' strengths and challenges and appropriately guide them to higher levels of performance, hold meaningful review discussions and appropriately manage poor performance. Based on the feedback contained in the surveys, we believe the supervisors' are better positioned to appropriately identify and reward high performance and improve accountability across the agency, allowing us to achieve our strategic objectives and continue our quest to provide high quality, natural parks and experiences that enhance our region's appeal as a place to live work and play.

Training Evaluation

Topic: **How to use predictive index to improve performance**

Date: January 29 and February 7, 2019

Presenter: Sara Best

Total Attendees: 26

Score	1:Role Model	2: Solid Demonstration	3: Needs Improvement
Knowledge of the Content	24	1	1
Presentation Skills	24	1	1
Ability to engage the group	21	4	1
Effectiveness at answering questions	23	2	1
Applicability of the information provided	22	3	1

Comments:

Q1: **What did you like most about this session?**

Sara is very enthusiastic & knowledgeable about the materials.

Receiving needs I need

Informative, Presenter was clear and helpful

Learning about "Factor Combinations", very interesting

Small group - sufficient time for discussion

Educational & informative interactions

Sara's ability to clearly give the information

Learn PI in greater detail

I'm glad our profiles were provided. It really helped to be able to mark it up and compare as we talked

Very approachable

I've had the opportunity to be exposed to most of this previously but I think it is important for those who haven't.

Information about tools available to improve relationship & team function.

Small group- we're able to talk specifics.

Very informative

Better understanding of myself and process.

It brought clarity to the data.

The depth of explanation and the examples used.

Greater depth of understanding of the material.

Comprehensive description of the tool.

Informative

Time provided to focus on management tools

Thorough understanding of what my graphs tell me about myself.

Q2: **Was there anything you didn't like? Anything we could do differently next time?**
Opportunity to practice coaching
Difference between manager and coach
I'd like to take it again to compare
Great presentation
This was a great workshop.
Felt slightly rushed towards the end.
Would love to focus more on how to use this when managing direct reports. More detail here.

Would like more info on how to use the tools to drive positive performance.
I think some of this might be more helpful after our staff have done PI.

Q3 **Rating Comments:**
Well done
Great job

Q4 **Is there anything you would like to know more about this topic?**

The computer analytics
The stress of adapting this in the workplace on team and individuals.
Yes but not sure what
How to adjust my style to affectively communicate with other styles.
How patterns team members interact with each other. Compatibility & communication
Only 1st session could answer after more.
Yes, but not sure what that is yet.
I need to keep using this and want to be a masterful user & manager
Will let you know after all four trainings sessions.
Will we have access to the software?
Continue to explore this topic - ongoing.
How I may work with my team.
No. this was covered in very detailed manner.
Management strategy guide
Relationship comparisons

Q5 **Are there additional training topics or sessions you would like to experience?**

Yes but not sure what
How to adjust my style to affectively communicate with other styles.
Possibly coaching
Ongoing training that is general and builds/grows.
Yes, However, I believe they're in the future.
Maximize use of coaching guide

This is part of a supervisory training program. As such Supervisors need to understand how to use the tools to manage performance and implement "the metropark way"

Topic: Avoiding Unconscious Bias in PRs

Company: Metroparks Toledo

Presenter: Sheila Eason

Date: March 12, 2019

The Employers' Association Evaluation Form

Thank you for taking a few moments to complete this form. Your participation helps us to improve, and to continue to provide services, which meet your needs. Please use the rating scale below to evaluate each question. Please utilize the space provided below each question for any additional questions or comments you may have.

	Rating Scale 1-4:	1 = Poor		4 = Excellent

1. What was your overall evaluation of our presenter, *Sheila Eason?*

1	2	3 (5)	4 (16)

-Good job with getting the messages across with emphasis.

2. Do you have plans to make specific changes regarding this topic once you return to your workplace? Please explain:

Yes (19)	No

-Be more aware of my biases.
-I will try to look at things more objectively.
-Need to look at myself + process.
-I'd like to take the quiz.
-Using the handout.
-Test to determine bias.
-Maybe.
-Be more aware.
-Occasional conscious check up.
-A better focus on reviewing/managing all employees
    fairly/equally.
-Attempt to identify my biases.

3. Were the handouts/audiovisuals sufficient to meet your needs?

Yes (20)	No

-Very helpful.

4. What parts of the seminar were most valuable?

-All were critical to presentation.
-Thinking of my own bias + need to document more to be
    consistent.
-Handouts. (x2)
-Tools to identify my own biases.

4. What parts of the seminar were most valuable? [Continued]

-The overall session was very good. It was a reminder that we all have personal biases and need to be aware of them.
-Understanding what a bias is and there OK as long as you improve.
-Flipping bias.
-Real world examples.
-Being able to use real-life examples.
-Videos + additional online resources.
-Reminder about bias.
-Flipping it was very valuable – opened eyes.
-Personal stories from her & others.
-Pointing out the bias/bring them to your attention.
-Guarding against bias handouts, discussions.
-Interaction.

   Least valuable? Recommendations for improvement?

-Not sure.
-Time spent writing the personal action plan in class. I need to digest material & do it later.
-More work on bias interpretations.
-Understanding more common biases outside of gender.
-Seemed focused on men & then everyone else.

5. How would you rate this seminar overall?   **1   2 (1)   3 (5)   4 (14)**

Additional Comments:

-Thank you!
-Thank for taking the time.
-Examples were funny but too blatant and over exaggerated to really help you. Maybe identify some of your own unconscious biases.
-We need to try more of a workshop format rather than classroom.

Thank you!!

Topic: Performance Management
Presenter: Sheila Eason

Company: Metroparks Toledo
Date: April 30, 2019

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Rating Scale 1-4:   **1 = Poor**   **4 = Excellent**

1. What was your overall evaluation of our presenter, ***Sheila Eason?***	**1**	**2**	**3 (3)**	**4 (9)**

2. Do you have plans to make specific changes regarding this topic once you return to your workplace? Please explain:	**Yes (11)**	**No (1)**

-Just a better way to approach.
-Utilize the conversation aid.

3. Were the handouts/audiovisuals sufficient to meet your needs?	**Yes (12)**	**No**

4. What parts of the seminar were most valuable?

-Details on conversations.
-The guide for discussion.
-Handouts.
-The handouts & group discussions.
-The handout for guiding conversations.
-The grid of tips for difficult performance discussions.
-Tips for discussions.

Least valuable? Recommendations for improvement?

-Movie clip.
-More focus on how to approach different situations.

5. How would you rate this seminar overall?	**1**	**2**	**3 (5)**	**4 (7)**

Thank you!!

What knowledge of performance management do you feel you still need?	What skills do you wish you had more practice with when it comes to performance management?	What expectations did you have from the performance management trainings that have not been met?	What would interest you in further training?				List 2 important things that you still need that would help you with managing the performance of your staff.	Any other comments:
			Team Activities	Role Playing	Discussion of Different Scenarios	Other		
Nothing at this time	Nothing at this time	Exceeded expectation					Need nothing at this time	
The sessions were very helpful and informative. I think this is an area where continuing strategies are helpful.	One on one counseling with employees that are underperforming. It's sometimes hard for me to say negative things to someone that I feel is trying, but not trying their best.	I didn't really have any expectations. I feel it was put together, and presented, very well.			Discussion of Different Scenarios			
I think the training was very helpful.	More talk and examples of hard conversations. The training was excellent but they can all be so different.	Nothing, I thought it was a very good training.			Discussion of Different Scenarios		More knowledge of collective bargaining agreements, this will come with more time. I am relatively new so I will manage better each day as I become more familiar with	
I feel that I am pretty up to speed with the new performance management/incentive pay program	With the frequency of performance management reviews now occurring only once annually, it only allows 1 time/year to truly practice. It may be worth having a refresher on some of this material prior to PM review time.	An update on current expectations and procedures.		Role Playing	Discussion of Different Scenarios		Refresher training prior to PM review time and refresher on incentive pay prior to review time.	No
I am comfortable with what knowledge I have about performance management.	I am comfortable with my skills that I have concerning performance management.	To be fair, I thought the training was repetitive and basic common knowledge material.				None of the above	I think that we were set up well, but now just need to apply it practically.	
I'd like a walk through (mock example) of how the process will work for the incentive plan.	none	none			Discussion of Different Scenarios		opportunities to reward above and beyond (take an employee out to lunch).	
None.	None.	None.				Videos.	Specific, monthly email prompts to update/highlight employee performance in the software system. Desktop link to the software system.	
none, really	i'm not sure.	none. i really liked the trainer. she gave us more than what i expected.			Discussion of Different Scenarios		i don't like the software. it seems unnecessarily complicated. its just another username and password that we have to keep track of.	
Nothing additional			Team Activities				Time and time	
The ability to motivate staff on a regular basis.	Time management as it pertains to spur of the moment projects while maintaining existing projects.	Was not sure what to expect but the information has been helpful in day to day management.			Discussion of Different Scenarios		Methods of positive motivation. Methods to reward positive performance.	
I feel I still need more knowledge on managing staff members who fail to meet expectations. For example, how these individuals can be put into a better position to be more successful.	Communication of task versus priority with staff. If staff members do not recognize the level of importance between tasks, I need to communicate that better.	More engagement between staff and instructor.			Discussion of Different Scenarios		Time. It's difficult to manage their performance if I'm not around to work with them. Meaningful training. Many of these topics can't simply be taught. Learning from experienced managers would be very beneficial.	None.
I think I'm all set.	All good.	They all have been great!		Role Playing	Discussion of Different Scenarios			The trainings were very well done.
Getting some more reps with the incentive pay system under my belt will help.	Being more intentional in utilizing time to spend/invest in the process.		Team Activities	Role Playing	Discussion of Different Scenarios		I need to spend more time in ClearCompany.	
Tactical	Providing feedback and holding people accountable consistently.	Not sure				Small group or 1:1 coaching	clear and consistent ways to hold people accountable across the park system More understanding of performance pay and how to evaluate	
Not sure, I would like to see one filled out to see how feedback for exceeds or meets expectations is prepared	providing the hard feedback about under performance	I don't know what to expect yet	Team Activities	Role Playing	Discussion of Different Scenarios		examples of constructive feedback to go from meets expectations to exceeds	
Developing EAP's or examples of good EAP's to follow. -Tips for having those difficult conversations with employees who think they are doing well even when you say they are not.	Writing EAP's.	It would be nice to have a Manager Drive (M-Drive) or someplace where the presentations, information and examples of things could be kept for Managers to access as needed without being out there for all to see.			Discussion of Different Scenarios		The current incentive pay categories seems unobtainable for the majority of staff, yet they all seem to think it's easy. I've tried over and over to point this out, yet I still feel that some frontline staff don't realize that its not a gimme. How do we get this across to them?	Are frontline staff going to get any training on the clear company software? We've thrown a lot of new programs at staff and it would be nice to get some training in that doesn't have to be done by their supervisor.
staff feel new process and forms are very subjective not metric driven, staff don't understand who will be grading performance, staff want to know how much money is available each year for the incentive pay program.	confrontation and conflict, how to direct young professionals to develop soft skills	don't know					time, 1 on 1 Q&A with Amy	

Topic: Performance Management
Presenter: Sheila Eason

Company: Metroparks Toledo
Date: April 30, 2019

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Rating Scale 1-4:   **1 = Poor**   **4 = Excellent**

1. What was your overall evaluation of our presenter, *Sheila Eason?*

1	2	3 (3)	4 (9)

2. Do you have plans to make specific changes regarding this topic once you return to your workplace? Please explain:

Yes (11)	No (1)

-Just a better way to approach.
-Utilize the conversation aid.

3. Were the handouts/audiovisuals sufficient to meet your needs?

Yes (12)	No

4. What parts of the seminar were most valuable?

-Details on conversations.
-The guide for discussion.
-Handouts.
-The handouts & group discussions.
-The handout for guiding conversations.
-The grid of tips for difficult performance discussions.
-Tips for discussions.

Least valuable? Recommendations for improvement?

-Movie clip.
-More focus on how to approach different situations.

5. How would you rate this seminar overall?

1	2	3 (5)	4 (7)

Thank you!!

Topic: Performance Management
Presenter: Sheila Eason

Company: Metroparks Toledo
Date: April 10, 2019

The Employers' Association Evaluation Form

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	Rating Scale 1-4:	1 = Poor		4 = Excellent
1. What was your overall evaluation of our presenter, *Sheila Eason?*	**1**	**2**	**3 (4)**	**4 (11)**
2. Do you have plans to make specific changes regarding this topic once you return to your workplace? Please explain:	**Yes (11)**			**No (4)**

-My staff are amazing! I will hold onto it in case I have any issues
    in the future.
-No specific problems currently.
-Additional orientation topics & standing dept. meeting topics.
-Listen better, delegate more.
-Will be more detailed.
-Write down topic(s) for discussion. Give more frequent feedback.
-I value these employees and want them to grow.

3. Were the handouts/audiovisuals sufficient to meet your needs?	**Yes (15)**			**No**

4. What parts of the seminar were most valuable?

-Examples are very valuable – breakout sessions.
-Group conversations w/ guidance by Sheila.
-Specific tactics to employ when various responses to difficult
    conversation occur.
-Guiding principles handout.
-Discussions.
-Interaction.
-Tips for difficult conversations.
-Handouts with directions.
-Recommendations for how to have conversations.
-Handouts.
-Group sharing.

Least valuable? Recommendations for improvement?

-Video is a little long.
-Me being late.

5. How would you rate this seminar overall?   **1   2   3 (6)   4 (8)**

Additional Comments:

-Thanks!
-Thank you.
-Slightly accelerate role as leader to create a little additional time for difficult conversations.
-Very good presentation – experienced, helpful + kind.
-The session gave good examples of how to interact with employees – good + bad.
-This is a must to learn!

Thank you!!