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:

<table>
<thead>
<tr>
<th>Session 1</th>
<th>Using the Predictive Index to Improve Performance</th>
<th>Behavioral drives, tools for managers, examples and case studies</th>
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<tbody>
<tr>
<td>Session 2</td>
<td>Unconscious Bias – What It Is, Where It Comes From, and Why It Matters</td>
<td>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</td>
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<tr>
<td>Session 3</td>
<td>Your Role as Leader</td>
<td>Defining leadership expectations, engaging employees, making difficult decisions, having difficult conversations, the performance management cycle</td>
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<tr>
<td>Session 4</td>
<td>Delivering Meaningful Reviews</td>
<td>Preparing the evaluation, delivering the appraisal, review of specific forms and processes, understanding the rating criteria, role plays</td>
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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

<table>
<thead>
<tr>
<th>Score</th>
<th>1: Role Model</th>
<th>2: Solid Demonstration</th>
<th>3: Needs Improvement</th>
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<tbody>
<tr>
<td>Knowledge of the Content</td>
<td>24</td>
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<td>Presentation Skills</td>
<td>24</td>
<td>1</td>
<td>1</td>
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<td>Ability to engage the group</td>
<td>21</td>
<td>4</td>
<td>1</td>
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<td>Effectiveness at answering questions</td>
<td>23</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Applicability of the information provided</td>
<td>22</td>
<td>3</td>
<td>1</td>
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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 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"
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? 1 2 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!!
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*?  
   
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2. Do you have plans to make specific changes regarding this topic once you return to your workplace? Please explain:
   - Just a better way to approach.
   - Utilize the conversation aid.

   | Yes (11) | No (1) |

   |       |       |       |       |

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?  
   
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*Thank you!!*
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<tr>
<th>What would interest you in further training?</th>
<th>What skills do you wish you had more practice</th>
<th>What expectations did you have from the performance management training that have not been met?</th>
<th>What 2 important things that you still need that would help you with managing the performance of your staff?</th>
<th>Any other comments?</th>
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<td>- One on one counseling with employees that are performing poorly.</td>
<td>- Information on how to improve the performance of underperforming employees.</td>
<td>- The trainings were very well done. I've tried over and over to point this out, yet I still feel that frontline staff don't realize that it's not a gimme. How do we get this across to them?</td>
<td>- None None</td>
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<td>- Discussion of different scenarios.</td>
<td>- Opportunity to learn more about and understand the software.</td>
<td>- The current incentive pay categories seem somewhat subjective. 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.</td>
<td>- None None</td>
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<td>- Role Playing</td>
<td>- Development of EAP's or examples of good EAP's to follow.</td>
<td>- The current feedback about work performance isn't clear and consistent ways to hold people accountable.</td>
<td>- None None</td>
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<td>- Written feedback and holding people accountable</td>
<td>- Training staff to write effective feedback.</td>
<td>- Small group or 1:1 coaching helps.</td>
<td>- None None</td>
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<tr>
<td>- Getting some more reps with the incentive pay system under my belt.</td>
<td>- Getting some more reps with the incentive pay system under my belt.</td>
<td>- Role Playing</td>
<td>- None None</td>
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<td>- Better understanding of how to motivate staff on a regular basis.</td>
<td>- Better understanding of how to motivate staff on a regular basis.</td>
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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:
   
   - Just a better way to approach.
   - Utilize the conversation aid.

   Yes (11)  No (1)

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!!
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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:
   - 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.

   Yes (11)  No (4)

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?  

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<td>4 (8)</td>
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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!!