



# St. Tammany Parish Government

## Compensation and Benefit Plan Study

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Prepared by:

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## INTRODUCTION

St. Tammany Parish Government issued a Request for Proposals (RFP) for a Compensation and Benefit Plan Study (RFP #501-02-14-02-3) in February 2014.

In response to the RFP, SSA Consultants (SSA) submitted a proposal for consideration, was selected by the Parish, and entered into a contract with St. Tammany Parish Government in April of 2014 to conduct the Compensation and Benefit Plan Study.

The St. Tammany Parish Compensation and Benefit Plan Study (the Study) included two phases, described in the contract as Phase 1 and Phase 2. The first phase evaluated the current salary and benefit structure through the following activities:

- Review each current job description for every job classification as provided by the department directors;
- Review current compensation and benefit package for each job description, including retirement benefit cost;
- Assess each job classification in relating to comparable classifications within the private and public sectors to determine the minimum compensation and benefit packages for each job classification; and
- Prepare report for the Parish President and Parish Council Chairman.

The second phase of the Study focused on providing assistance to the Parish in formulating a salary and benefit structure for the future. The following activities were included in Phase 2:

- Identify potential compensation concerns and provide alternative solutions;
- Develop externally competitive and internally equitable salary recommendations for each job classification included in the study. Provide an analysis with comparison to other local government and private entities;
- Develop performance evaluations and training for the use of any such tools; and
- Prepare report with the above information for the Parish President and Parish Council Chairman.

SSA's methodology included the formation of a Study Advisory Council. The role of the Study Advisory Council was to provide SSA with institutional knowledge to better inform the Study. The Study Advisory Council did this by ensuring accurate St. Tammany Parish information was utilized and appropriate comparisons were made given the unique features and complexities of the St. Tammany Parish system.

The Study Advisory Council members were a mix of representatives from the Parish Council, Parish Administration, and a public member who served as a subject-matter expert. During the course of the Study, the Study Advisory Council met in-person twice with email and telephone support provided as requested.



SSA's methodology also included the administration of an Employee Retention Survey designed to gain basic insights regarding employee commitment and positive engagement – important issues related to employee turnover and retention. The survey was conducted online over the course of eight days, was anonymous in nature with only basic demographic information collected to identify any trends (e.g., trends by department or length of tenure), and received a 56.6% response rate.

Consulting activities began in May 2014 and concluded in early August 2014. Delivery of this document constitutes the final reports specified for Phase 1 and Phase 2 of the Study, and includes the 2014 Employee Retention Survey report.

SSA Consultants extends its sincere appreciation to the St. Tammany Parish Council members who have generously contributed their knowledge and insights to this project. SSA also extends its appreciation to Don Henderson, Council Administrator, for facilitating our timely access to the Council members.

We also extend our appreciation to Pat Brister, Parish President, and members of her administration for providing compensation and benefits data, Human Resources policies, and clarifying information as needed. Their efforts and insights, along with those of the Study Advisory Council: Councilman Steve Stefancik (Chair), Councilwoman Maureen O'Brien, Councilman Richard Tanner, and Melissa Elliot of Express Employment Professionals were invaluable and without which, the completion of this Study would have not been possible.

Sincerely,



Christel Slaughter, PhD  
Partner  
SSA Consultants



## PHASE 1 – EVALUATION AND ASSESSMENT

The first phase of the Study included the following general activities:

- Review each current job description for every job classification as provided by the department directors;
- Review current compensation and benefit package for each job description, including retirement benefit cost;
- Assess each job classification in relating to comparable classifications within the private and public sectors to determine the minimum compensation and benefit packages for each job classification; and
- Prepare report for the Parish President and Parish Council Chairman.

### Methodology

The following generally describes SSA’s methodology used to complete Phase 1 activities.

#### *Data Request*

The first step in the Study was to gather information from St. Tammany Parish to gain an understanding of the current compensation and benefit plan and its structure. SSA’s data request included job descriptions, current pay plan and benefit information, organization charts and Table of Organization, manuals or documents describing pay policies, and contact information for key leaders and other staff vital to the administration of this Study. A copy the data request is provided in **Appendix A** of this report.

#### *Interviews*

A key requirement of any evaluation and assessment process is to understand the history of the organization and the current operational environment. To gain this understanding, SSA conducted interviews with Parish Council members, department directors, and administration staff. These interviews helped SSA to understand St. Tammany Parish’s history as an employer, the current compensation philosophy, areas of concern, and expectations of the Study. A copy of the interview script developed for the Study is provided in **Appendix B** of this report.

### Phase 1 Key Activity Milestones

- Deliver Data Request
- Develop Interview Script
- Schedule and Conduct Interviews
- Establish Study Advisory Council
- Review Benefit Plans
- Review Job Descriptions
- Perform Job Match to Market Exercise



### *Employee Retention Survey*

SSA's methodology also included the administration of an Employee Retention Survey designed to gain basic insights regarding employee commitment and positive engagement – important issues related to employee turnover and retention. The survey was conducted online over the course of eight days, was anonymous in nature with only basic demographic information collected to identify any trends (e.g., trends by department or length of tenure), and received a 56.6% response rate. A copy of the 2014 Employee Retention Survey Report is provided in **Appendix C** of this report.

### *Benefits Review and Analysis*

SSA reviewed the employee benefit packages offered by St. Tammany Parish to its employees, which included annual leave, sick leave, health insurance, disability, retirement, and car allowances. SSA compared the basic design of the St. Tammany Parish benefit packages with other relevant public sector organizations and national benefit survey results.

### *Job Description Review and Comparative Match Exercise*

SSA reviewed each discrete position using the job descriptions provided by St. Tammany Parish. Each job description was assessed and matched to comparable position descriptions within SSA's salary survey database. The database contains job descriptions and salary information covering relevant and comparable jobs and salaries in the local and regional area. Where appropriate, SSA may have both private industry and government salary information for given jobs.

SSA's salary survey database includes a market-based salary midpoint (or the 50<sup>th</sup> percentile) for each job position in the database. St. Tammany Parish's compensation system utilizes salary ranges for its established labor grades which includes 20 distinct labor grades with 10 salary steps per labor grade. Each salary step in a St. Tammany Parish salary range represents approximately a 2% increase. A copy of the current St. Tammany Parish labor grade matrix is provided in **Appendix D** of this report.

SSA calculated the market-based salary ranges for each job position using the market-based midpoints in its database. The calculation created comparative salary ranges that extended 20% below the market midpoints and 20% above the market midpoints. Where employees receive hourly wages, the wage rate was multiplied by 2080 (the number of hours for a full time employee working a 40 hour week) to calculate a comparable annual salary figure.

### **Comparative Salary Range Analysis**

SSA created the following chart, labeled St. Tammany Parish (STP) Comparative Salary Range Analysis, to compare the St. Tammany Parish salary ranges with the market-based salary ranges. The chart includes, from left to right, the following columns:



Column Name	Column Description
Department	The St. Tammany Parish department in which the job position is located.
LG	St. Tammany Parish labor grade code assigned to the job position.
Incumbent	The number of St. Tammany Parish employees currently incumbent to the identified job position and department.
Position	The St. Tammany Parish job position title.
STP Current LG Range Minimum and Maximum	The St. Tammany Parish labor grade minimum and maximum salaries for the labor grade of the identified job position.
Market-based Range Minimum and Maximum	The market-based minimum and maximum salaries for a job description/position comparable to the identified St. Tammany Parish job position.
Current Max > Market Max	This column is used to identify current St. Tammany Parish maximum salaries that are above the market-based maximum salaries. “STP” identifies job positions where the current St. Tammany Parish maximum salary is higher than but close to the market-based maximum salary. “Q” identifies job positions where the current St. Tammany Parish maximum salary is significantly higher than the current market-based maximum salary.

The STP Comparative Salary Range Analysis chart is also color coded to highlight important comparative results.

Color Code	Code Description
Yellow	Identifies specific St. Tammany Parish salary minimums that are below the comparative market-based minimum salary.
Orange	Identifies specific St. Tammany Parish salary ranges where both the current minimum and maximum salaries in the range are below the comparative market-based minimum salary.
Blue	Identifies specific St. Tammany Parish salary minimums that are below the comparative market-based minimum salary and where the current salary maximums are greater than but near the market-based minimum salary.



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Administration	80-07	1	CODE ENFORCEMENT OFFICER	\$30,534.40	\$38,084.80	\$27,968.80	\$41,953.20	
Animal Services	75-05	5	ANIMAL CARE TECHNICIAN	\$22,386.00	\$27,924.00	\$24,678.00	\$37,018.00	
Animal Services	75-06	4	ANIMAL CONTROL OFFICER	\$25,291.50	\$31,629.00	\$25,120.00	\$37,680.00	
Animal Services	75-06	1	ANIMAL CONTROL OFFICER (ACO) SUPERVISOR	\$25,291.50	\$31,629.00	\$25,120.00	\$37,680.00	
Animal Services	75-06	1	ANIMAL CONTROL SECRETARY/CLERK	\$25,291.50	\$31,629.00	\$19,520.00	\$29,280.00	STP
Animal Services	75-05	1	ANIMAL SVS. SECR'Y/CLK/DISPATCHER	\$22,386.00	\$27,924.00	\$19,520.00	\$29,280.00	
Animal Services	75-10	1	ASSISTANT TO THE DIRECTOR	\$41,184.00	\$51,304.50	\$38,320.00	\$57,480.00	
Animal Services	75-14	1	DIRECTOR OF ANIMAL SERVICES	\$67,177.50	\$83,752.50	\$63,680.00	\$95,520.00	
Animal Services	75-05	1	PT VETERINARY ASSISTANT	\$22,386.00	\$27,924.00	\$20,400.00	\$30,600.00	
Archive Management	75-11	1	ARCHIVE MANAGER	\$46,683.00	\$58,032.00	\$40,880.00	\$61,320.00	
Archive Management	75-06	1	ARCHIVE TECHNICIAN	\$25,291.50	\$31,629.00	\$26,960.00	\$40,440.00	
Building and Grounds	75-15	1	ASSISTANT DIRECTOR	\$75,933.00	\$94,809.00	\$66,000.00	\$99,000.00	
Building and Grounds	75-11	1	ASSISTANT TO THE DIRECTOR	\$46,683.00	\$58,032.00	\$38,320.00	\$57,480.00	STP
Building and Grounds	75-17	1	DIRECTOR OF FACILITY MGMT.	\$97,227.00	\$121,153.50	\$86,400.00	\$129,600.00	
Building and Grounds	75-11	1	FACILITY MANAGEMENT SUPERVISOR	\$46,683.00	\$58,032.00	\$42,560.00	\$63,840.00	
Building and Grounds	75-05	1	FM - GROUNDSKEEPER	\$22,386.00	\$27,924.00	\$18,800.00	\$28,200.00	
Building and Grounds	75-06	2	MAINTENANCE TECHNICIAN I	\$25,291.50	\$31,629.00	\$24,260.00	\$36,396.00	
Building and Grounds	75-07	2	MAINTENANCE TECHNICIAN II	\$28,626.00	\$35,704.50	\$26,960.00	\$40,440.00	
Building and Grounds	75-09	2	MAINTENANCE TECHNICIAN III	\$36,523.50	\$45,435.00	\$31,004.00	\$46,506.00	
Building and Grounds	75-11	1	PROJECT MANAGER	\$46,683.00	\$58,032.00	\$45,040.00	\$67,560.00	
Building and Grounds	75-05	1	SECRETARY I	\$22,386.00	\$27,924.00	\$21,520.00	\$32,280.00	
Camp Salmen	75-03	1	CS NATURE PARK CARETAKER	\$17,491.50	\$21,898.50	\$16,000.00	\$24,000.00	
Camp Salmen	80-02	1	CS NATURE PARK RANGER (PT)	\$16,473.60	\$20,633.60	\$19,504.00	\$27,444.00	
Camp Salmen	75-09	1	CS NP SUPERINTENDENT/CURATOR	\$36,523.50	\$45,435.00	\$37,885.00	\$53,308.00	
Camp Salmen	80-02	1	PART-TIME RANGERS	\$16,473.60	\$20,633.60	\$19,504.00	\$27,444.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Code Enforcement	75-07	1	CODE ENF ADMIN ASST II	\$28,626.00	\$35,704.50	\$29,040.00	\$43,560.00	
Code Enforcement	80-07	6	CODE ENFORCEMENT OFFICER	\$30,534.40	\$38,084.80	\$27,968.80	\$41,953.20	
Code Enforcement	80-10	1	CODE ENFORCEMENT SUPERVISOR	\$43,929.60	\$54,724.80	\$34,965.60	\$52,448.40	STP
Code Enforcement	75-08	1	SOLID WASTE/LITTER ENF. OFFICE	\$32,331.00	\$40,287.00	\$27,969.00	\$41,953.00	
Community Action Agency	75-10	1	CAA - OFFICE MANAGER	\$41,184.00	\$51,304.50	\$44,720.00	\$67,080.00	
Community Action Agency	75-07	1	DATA ENTRY SPECIALIST/RECEPT.	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Community Action Agency	75-06	1	HOMELESS PREVENTION COORDINATO	\$25,291.50	\$31,629.00	\$24,240.00	\$36,360.00	
Community Action Agency	75-05	4	OUTREACH WORKER	\$22,386.00	\$27,924.00	\$19,520.00	\$29,280.00	
Community Action Agency	75-07	1	PROGRAM COORDINATOR	\$28,626.00	\$35,704.50	\$26,960.00	\$40,440.00	
Community Action Agency	00-00	1	RECEPTIONIST/DATA ENTRY (PT)	\$28,626.00	\$28,626.00	\$19,520.00	\$29,280.00	
Community Action Agency	75-06	1	SUPPORTIVE HOUSING COORDINATOR	\$25,291.50	\$31,629.00	\$26,560.00	\$39,840.00	
Cross Gate Utilities	80-04	2	UTILITY MTCE. SPECIALIST 1	\$21,153.60	\$26,353.60	\$18,800.00	\$28,200.00	
Cross Gate Utilities	80-05	2	UTILITY MTCE. SPECIALIST 2	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Culture Recreation and Tourism	75-09	1	ARTS COORDINATOR	\$36,523.50	\$45,435.00	\$32,880.00	\$49,320.00	
Culture Recreation and Tourism	75-13	1	DIRECTOR CRT	\$59,455.50	\$74,041.50	\$52,400.00	\$78,600.00	
Debris/Permits	75-13	1	INTERNAL ANALYST	\$59,455.50	\$74,041.50	\$56,000.00	\$84,000.00	
Development-Administration	75-10	1	ASSISTANT DIRECTOR	\$41,184.00	\$51,304.50	\$37,040.00	\$55,560.00	
Development-Administration	75-11	1	ASSISTANT TO THE DIRECTOR	\$46,683.00	\$58,032.00	\$38,320.00	\$57,480.00	STP
Development-Administration	75-19	1	DIRECTOR OF DEVELOPMENT	\$124,156.50	\$154,888.50	\$118,320.00	\$177,480.00	
Development-Engineering	75-09	1	EXECUTIVE SECRETARY FOR SUBDIVISIONS	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Development-Engineering	75-11	1	JUNIOR SUBDIVISION ENGINEER	\$46,683.00	\$58,032.00	\$48,880.00	\$73,320.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Development-Engineering	75-15	1	SENIOR SUBDIVISION ENGINEER	\$75,933.00	\$94,809.00	\$66,400.00	\$99,600.00	
Development-Permits	80-09	1	ENVIRONMENTAL HEALTH ASST. III	\$38,958.40	\$48,464.00	\$40,320.00	\$60,480.00	
Development-Planning	75-13	1	ASSISTANT DIRECTOR	\$59,455.50	\$74,041.50	\$53,800.00	\$80,700.00	
Development-Planning	75-09	1	EXECUTIVE SECRETARY	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Development-Planning	75-10	2	LAND USE PLANNER II	\$41,184.00	\$51,304.50	\$33,520.00	\$50,280.00	STP
Development-Planning	75-07	1	PLANNING TECHNICIAN I	\$28,626.00	\$35,704.50	\$29,833.00	\$44,749.00	
Development-Planning	00-00	1	PT PLANNING COMMISSIONERS	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	
Development-Planning	75-05	1	SECRETARY I	\$22,386.00	\$27,924.00	\$19,520.00	\$29,280.00	
Development-Planning	75-11	1	SENIOR LAND USE PLANNER	\$46,683.00	\$58,032.00	\$43,040.00	\$64,560.00	
Economic Development	75-19	1	DIRECTOR ECONOMIC DEVELOPMENT	\$124,156.50	\$154,888.50	\$117,760.00	\$176,640.00	
Engineering Office	75-10	1	ASSISTANT TO THE DIRECTOR	\$41,184.00	\$51,304.50	\$38,320.00	\$57,480.00	
Engineering Office	75-13	1	COASTAL PROJECT MANAGER	\$59,455.50	\$74,041.50	\$49,984.00	\$74,976.00	
Engineering Office	75-17	1	DIRECTOR OF ENGINEERING	\$97,227.00	\$121,153.50	\$84,320.00	\$126,480.00	
Engineering Office	75-14	1	DRAINAGE ENGINEER	\$67,177.50	\$83,752.50	\$66,400.00	\$99,600.00	
Engineering Office	75-17	1	ENGINEERING REGULATORY MANAGER	\$97,227.00	\$121,153.50	\$84,320.00	\$126,480.00	
Engineering Office	75-06	1	ENGINEERING SEC II	\$25,291.50	\$31,629.00	\$24,240.00	\$36,360.00	
Engineering Office	75-09	1	EXECUTIVE SECRETARY	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Engineering Office	75-16	1	PROJECT MANAGER	\$85,878.00	\$107,250.00	\$75,600.00	\$113,400.00	
Engineering Office	75-06	1	RECEPTIONIST	\$25,291.50	\$31,629.00	\$19,520.00	\$29,280.00	STP
Engineering Office	80-08	1	TRAFFIC DATA AND SIGNAGE COORD	\$34,486.40	\$42,972.80	\$30,880.00	\$46,320.00	
Engineering Office	80-07	1	TRAFFIC DATA TECHNICIAN	\$30,534.40	\$38,084.80	\$26,880.00	\$40,320.00	
Engineering Office	75-15	1	TRAFFIC ENGINEER	\$75,933.00	\$94,809.00	\$66,400.00	\$99,600.00	
Engineering Office	75-11	1	WATERSHED COORDINATOR	\$46,683.00	\$58,032.00	\$45,040.00	\$67,560.00	
Engineering Office	75-11	1	WATERSHED SPECIALIST	\$46,683.00	\$58,032.00	\$45,040.00	\$67,560.00	
Engineering Office	75-08	1	WATERSHED TECHNICIAN	\$32,331.00	\$40,287.00	\$31,528.00	\$47,292.00	
Environmental Services	75-07	2	ENVIRONMENTAL SERVICES ADMINISTRATIVE ASST.	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Environmental Services	75-12	1	ENVIRONMENTAL SERVICES ENGINEE	\$52,611.00	\$65,617.50	\$48,880.00	\$73,320.00	
Environmental Services	75-08	2	ENVIRONMENTAL SERVICES INSPECTOR	\$32,331.00	\$40,287.00	\$34,960.00	\$52,440.00	
Environmental Services	80-07	1	LITTER ABATEMENT GROUP LEADER	\$30,534.40	\$38,084.80	\$33,280.00	\$49,920.00	
Federal Programs	75-13	1	DIRECTOR OF GRANTS	\$59,455.50	\$74,041.50	\$54,000.00	\$81,000.00	
Federal Programs	75-09	1	GRANTS ACCOUNTANT	\$36,523.50	\$45,435.00	\$37,840.00	\$56,760.00	
Federal Programs	75-09	2	GRANTS PROJECT MANAGER - CRT	\$36,523.50	\$45,435.00	\$37,885.00	\$56,860.00	
Federal Programs	80-02	6	PT PIER PATROL RANGERS	\$16,473.60	\$20,633.60	\$19,504.00	\$27,444.00	
Financial Administration	75-12	1	ACCOUNTING MANAGER	\$52,611.00	\$65,617.50	\$63,308.00	\$94,962.00	
Financial Administration	75-08	1	ACCOUNTS PAYABLE SUPERVISOR	\$32,331.00	\$40,287.00	\$27,360.00	\$41,040.00	
Financial Administration	75-09	1	ASSISTANT ACCOUNTANT	\$36,523.50	\$45,435.00	\$27,360.00	\$41,040.00	STP
Financial Administration	75-15	1	ASSISTANT DIRECTOR	\$75,933.00	\$94,809.00	\$66,400.00	\$99,600.00	
Financial Administration	75-11	1	ASSISTANT TO THE DIRECTOR	\$46,683.00	\$58,032.00	\$38,320.00	\$57,480.00	STP
Financial Administration	75-09	1	CAPITAL ASSET ACCOUNTANT	\$36,523.50	\$45,435.00	\$30,560.00	\$45,840.00	
Financial Administration	75-19	1	DIRECTOR OF FINANCE	\$124,156.50	\$154,888.50	\$105,115.00	\$157,673.00	
Financial Administration	75-07	3	FINANCE TECHNICIAN II	\$28,626.00	\$35,704.50	\$28,208.00	\$42,314.00	
Financial Administration	75-06	1	OFFICE COORDINATOR	\$25,291.50	\$31,629.00	\$24,240.00	\$36,360.00	
Financial Administration	00-00	1	PT - FINANCE	\$23,556.00	\$23,556.00	\$23,556.00	\$23,556.00	
Financial Administration	75-14	1	SENIOR ACCOUNTING MANAGER	\$67,177.50	\$83,752.50	\$74,480.00	\$111,720.00	
Geographic Information Systems	75-14	1	GIS MANAGER	\$67,177.50	\$83,752.50	\$64,000.00	\$96,000.00	
Geographic Information Systems	75-10	1	GIS SPECIALIST	\$41,184.00	\$51,304.50	\$34,080.00	\$51,120.00	STP
Geographic Information Systems	75-14	1	INTERIM-GIS MANAGER	\$67,177.50	\$83,752.50	\$64,000.00	\$96,000.00	
Government Access Chanel	75-09	1	ASSISTANT TO THE DIRECTOR	\$36,523.50	\$45,435.00	\$38,320.00	\$57,480.00	
Government Access Chanel	75-08	1	GRAPHIC DESIGNER	\$32,331.00	\$40,287.00	\$33,200.00	\$49,800.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Government Access Chanel	75-11	1	TELEVISION STATION MANAGER	\$46,683.00	\$58,032.00	\$48,720.00	\$73,080.00	
Human Resources	75-15	1	DIRECTOR HUMAN RESOURCES	\$75,933.00	\$94,809.00	\$108,400.00	\$162,600.00	
Human Resources	75-07	1	HUMAN RESOURCES ASSOCIATE	\$28,626.00	\$35,704.50	\$29,360.00	\$44,040.00	
Human Resources	75-09	1	HUMAN RESOURCES COORDINATOR	\$36,523.50	\$45,435.00	\$36,720.00	\$55,080.00	
Human Resources	75-12	1	HUMAN RESOURCES MANAGER	\$52,611.00	\$65,617.50	\$71,520.00	\$107,280.00	
Human Resources	00-00	1	PART TIME RECRUITER	\$59,455.00	\$59,455.00	\$59,455.00	\$59,455.00	
Human Resources	00-00	1	SUMMER WORKER	\$19,831.00	\$19,831.00	\$19,831.00	\$19,831.00	
Information Services	75-09	1	ASSISTANT TO THE DIRECTOR	\$36,523.50	\$45,435.00	\$38,320.00	\$57,480.00	
Information Services	75-10	1	HELP DESK ANALYST II	\$41,184.00	\$51,304.50	\$38,720.00	\$58,080.00	
Information Services	75-12	1	IS APPLICATION PROGRAMMER	\$52,611.00	\$65,617.50	\$48,960.00	\$73,440.00	
Information Services	75-13	1	NETWORK ANALYST 1	\$59,455.50	\$74,041.50	\$57,120.00	\$85,680.00	
Information Services	75-16	1	NETWORK ANALYST II	\$85,878.00	\$107,250.00	\$74,400.00	\$111,600.00	
Judicial Health Fund	75-16	1	PUBLIC HEALTH ADMINISTRATOR	\$85,878.00	\$107,250.00	\$76,280.00	\$114,420.00	
Justice Center	75-05	1	CUSTODIAN	\$22,386.00	\$27,924.00	\$17,360.00	\$26,040.00	STP
Justice Center	75-07	1	FACILITIES MGT. SECRETARY II	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Justice Center	75-15	1	JUSTICE CENTER MANAGER	\$75,933.00	\$94,809.00	\$66,000.00	\$99,000.00	
Justice Center	75-05	1	LOADING DOCK CUSTODIAN	\$22,386.00	\$27,924.00	\$17,360.00	\$26,040.00	STP
Justice Center	75-06	2	MAINTENANCE TECHNICIAN I	\$25,291.50	\$31,629.00	\$24,260.00	\$36,396.00	
Justice Center	75-08	1	MAINTENANCE TECHNICIAN II	\$32,331.00	\$40,287.00	\$26,960.00	\$40,440.00	
Legal	75-10	1	ABTRACTOR	\$41,184.00	\$51,304.50	\$27,360.00	\$41,040.00	Q
Legal	75-10	1	ASSISTANT TO THE DIRECTOR	\$41,184.00	\$51,304.50	\$38,320.00	\$57,480.00	
Legal	75-14	1	ASSOCIATE COUNSEL	\$67,177.50	\$83,752.50	\$61,200.00	\$91,800.00	
Legal	75-14	1	ASSOCIATE COUNSEL - LAND ACQ	\$67,177.50	\$83,752.50	\$61,200.00	\$91,800.00	
Legal	75-07	1	DA SECRETARY	\$28,626.00	\$35,704.50	\$26,960.00	\$40,440.00	
Legal	75-15	2	DEPUTY COUNSEL	\$75,933.00	\$94,809.00	\$70,560.00	\$105,840.00	
Legal	75-19	1	EXECUTIVE COUNSEL	\$124,156.50	\$154,888.50	\$108,000.00	\$162,000.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Legal	75-07	4	PARALEGAL	\$28,626.00	\$35,704.50	\$27,280.00	\$40,920.00	
Legal	75-11	1	PROPERTY COORDINATOR	\$46,683.00	\$58,032.00	\$46,000.00	\$69,000.00	
Legal	75-09	1	RISK MANAGEMENT ASSISTANT	\$36,523.50	\$45,435.00	\$33,760.00	\$50,640.00	
Legal	75-07	1	RISK MGT ASSISTANT I	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Legal	75-13	1	RISK/PROPERTY MANAGER	\$59,455.50	\$74,041.50	\$75,440.00	\$113,160.00	
Legal	75-05	1	SECRETARY	\$22,386.00	\$27,924.00	\$19,520.00	\$29,280.00	
Multiple Departments	75-17	1	ASSISTANT COUNCIL ATTORNEY/ADA	\$97,227.00	\$121,153.50	\$90,848.00	\$136,272.00	
Multiple Departments	75-12	1	ASSISTANT DIRECTOR - EMERGENCY OPS	\$52,611.00	\$65,617.50	\$53,144.00	\$79,716.00	
Multiple Departments	75-11	1	ASSISTANT DIRECTOR - GRANTS (FEDERAL PROGRAMS)	\$46,683.00	\$58,032.00	\$41,600.00	\$62,400.00	
Multiple Departments	75-17	1	COUNCIL ATTORNEY/ADA	\$97,227.00	\$121,153.50	\$108,000.00	\$162,000.00	
Multiple Departments	75-16	1	DIRECTOR HEALTH & HUMAN SERVICES	\$85,878.00	\$107,250.00	\$81,966.00	\$122,948.00	
Multiple Departments	75-17	1	DIRECTOR OF ENVIROMENTAL SERVI	\$97,227.00	\$121,153.50	\$95,680.00	\$143,520.00	
Multiple Departments	75-16	1	DIRECTOR OFFICE OF EMERGENCY P	\$85,878.00	\$107,250.00	\$75,120.00	\$112,680.00	
Multiple Departments	75-11	1	EMERGENCY MANAGEMENT COORDINAT	\$46,683.00	\$58,032.00	\$45,452.00	\$68,178.00	
Multiple Departments	75-08	1	ENVIRONMENTAL SERVICES - ADMINISTRATIVE ASST. II	\$32,331.00	\$40,287.00	\$29,040.00	\$43,560.00	
Multiple Departments	75-13	1	ENVIRONMENTAL SERVICES - OPERATIONS SUPERVISOR	\$59,455.50	\$74,041.50	\$65,280.00	\$97,920.00	
Multiple Departments	75-13	1	ENVIRONMENTAL SERVICES COORDINATOR	\$59,455.50	\$74,041.50	\$65,280.00	\$97,920.00	
Multiple Departments	75-17	1	INFORMATION SERVICES DIRECTOR	\$97,227.00	\$121,153.50	\$91,280.00	\$136,920.00	
Multiple Departments	80-14	1	JAIL MAINTENANCE ASSISTANT	\$71,656.00	\$89,336.00	\$57,360.00	\$86,040.00	STP
Multiple Departments	75-17	1	PART TIME COUNCIL ATTORNEY/ADA	\$97,227.00	\$121,153.50	\$90,848.00	\$136,272.00	
Multiple Departments	75-12	1	PROJECT ADMINISTRATOR	\$52,611.00	\$65,617.50	\$51,600.00	\$77,400.00	
Multiple Departments	75-09	1	SECRETARY I	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Multiple Departments	80-07	1	UTILITY MTCE. SPECIALIST 2	\$30,534.40	\$38,084.80	\$23,520.00	\$35,280.00	STP
Multiple Departments	75-07	1	WAP CARPENTER	\$28,626.00	\$35,704.50	\$35,280.00	\$52,920.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Multiple Departments	80-09	2	WASTEWATER OPERATOR	\$38,958.40	\$48,464.00	\$26,080.00	\$39,120.00	Q
Parish Administrative Office	75-11	1	ASSISTANT TO THE CFO	\$46,683.00	\$58,032.00	\$37,120.00	\$55,680.00	STP
Parish Administrative Office	75-07	1	CAO SECRETARY	\$28,626.00	\$35,704.50	\$19,520.00	\$29,280.00	Q
Parish Administrative Office	75-20	1	CHIEF ADMINISTRATIVE OFFICER	\$140,400.00	\$175,071.00	\$116,800.00	\$175,200.00	
Parish Administrative Office	75-20	0	CHIEF FINANCIAL OFFICER	\$140,400.00	\$175,071.00	\$176,640.00	\$264,960.00	
Parish Administrative Office	75-20	0	CHIEF OPERATING OFFICER	\$140,400.00	\$175,071.00	\$116,800.00	\$175,200.00	
Parish Administrative Office	75-17	1	DEPUTY CHIEF ADMINISTRATIVE OFFICER	\$97,227.00	\$121,153.50	\$93,440.00	\$140,160.00	
Parish Administrative Office	75-12	1	PROJECT ANALYST	\$52,611.00	\$65,617.50	\$54,720.00	\$82,080.00	
Parish Council	75-12	2	ASSISTANT COUNCIL ADMINISTRATOR	\$52,611.00	\$65,617.50	\$45,617.00	\$68,425.00	
Parish Council	75-07	1	ASSISTANT TO THE COUNCIL	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Parish Council	75-11	1	CLERK OF COUNCIL	\$46,683.00	\$58,032.00	\$42,600.00	\$63,900.00	
Parish Council	75-16	1	COUNCIL ADMINISTRATOR	\$85,878.00	\$107,250.00	\$81,520.00	\$122,280.00	
Parish Council	75-11	1	SENIOR ASSISTANT TO COUNCIL	\$46,683.00	\$58,032.00	\$42,600.00	\$63,900.00	
Parish Council	75-11	1	SPECIAL ASSISTANT TO COUNCIL	\$46,683.00	\$58,032.00	\$42,600.00	\$63,900.00	
Parish Data	75-10	1	IS APPLICATION PROGRAMMER	\$41,184.00	\$51,304.50	\$34,640.00	\$51,960.00	
Parish President's Office	75-13	1	ASSISTANT TO THE PARISH PRESIDENT	\$59,455.50	\$74,041.50	\$59,816.00	\$89,724.00	
Parish President's Office	75-09	3	EXECUTIVE SECRETARY	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Parish President's Office	75-17	1	IGR DIRECTOR	\$97,227.00	\$121,153.50	\$97,440.00	\$146,160.00	
Parish President's Office	75-16	1	LEGISLATIVE LIAISON	\$85,878.00	\$107,250.00	\$90,880.00	\$136,320.00	
Parish President's Office	00-00	1	PARISH PRESIDENT	Home Charter		Home Charter		
Permits	80-10	1	CHIEF ELECTRICAL INSPECTOR	\$43,929.60	\$54,724.80	\$49,200.00	\$73,800.00	
Permits	80-10	1	CHIEF PLUMBING INSPECTOR	\$43,929.60	\$54,724.80	\$37,520.00	\$56,280.00	
Permits	80-10	2	COMBINATION INSPECTOR	\$43,929.60	\$54,724.80	\$42,164.00	\$63,246.00	
Permits	75-08	1	COMMERCIAL FACILITATOR	\$32,331.00	\$40,287.00	\$31,947.00	\$47,921.00	
Permits	80-10	1	DEPUTY BUILDING OFFICIAL	\$43,929.60	\$54,724.80	\$50,168.00	\$75,252.00	
Permits	75-14	1	DIRECTOR OF PERMITS & REGULATO	\$67,177.50	\$83,752.50	\$66,400.00	\$99,600.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Permits	80-07	1	DRAINAGE INSPECTOR	\$30,534.40	\$38,084.80	\$30,336.00	\$45,504.00	
Permits	80-09	1	ELECTRICAL INSPECTOR III	\$38,958.40	\$48,464.00	\$35,200.00	\$52,800.00	
Permits	80-10	1	FLOOD PLAIN ADMINISTRATOR	\$43,929.60	\$54,724.80	\$40,084.00	\$60,126.00	
Permits	80-09	1	MECHANICAL INSPECTOR III	\$38,958.40	\$48,464.00	\$37,920.00	\$56,880.00	
Permits	75-09	1	OFFICE ADMINISTRATOR - PERMITS	\$36,523.50	\$45,435.00	\$32,720.00	\$49,080.00	
Permits	75-08	1	PERMIT EXAMINER	\$32,331.00	\$40,287.00	\$32,720.00	\$49,080.00	
Permits	75-05	1	PERMIT TECHNICIAN I	\$22,386.00	\$27,924.00	\$26,960.00	\$40,440.00	
Permits	75-06	1	PERMIT TECHNICIAN II	\$25,291.50	\$31,629.00	\$26,960.00	\$40,440.00	
Procurement	75-06	2	BUYER	\$25,291.50	\$31,629.00	\$39,040.00	\$58,560.00	
Procurement	75-04	1	BUYER ASSISTANT	\$19,831.50	\$24,706.50	\$18,640.00	\$27,960.00	
Procurement	75-12	1	DIRECTOR OF PROCUREMENT	\$52,611.00	\$65,617.50	\$68,640.00	\$102,960.00	
Procurement	75-08	1	PURCHASING TECHNICIAN II	\$32,331.00	\$40,287.00	\$29,398.00	\$44,098.00	
Public Health Discretionary	80-05	1	SECRETARY	\$23,878.40	\$29,785.60	\$19,520.00	\$29,280.00	STP
Public Information	75-09	2	BROADCAST TECHNICIAN II	\$36,523.50	\$45,435.00	\$35,360.00	\$53,040.00	
Public Information	75-16	1	DIRECTOR OF PUBLIC INFORMATION	\$85,878.00	\$107,250.00	\$79,600.00	\$119,400.00	
Public Information	75-08	1	GRAPHIC DESIGNER	\$32,331.00	\$40,287.00	\$33,200.00	\$49,800.00	
Public Information	75-10	1	PUBLIC INFORMATION ASSISTANT	\$41,184.00	\$51,304.50	\$32,880.00	\$49,320.00	STP
Public Works	80-14	1	ASSISTANT DIRECTOR	\$71,656.00	\$89,336.00	\$86,400.00	\$129,600.00	
Public Works	80-11	1	ASSISTANT TO THE DIRECTOR	\$49,795.20	\$61,900.80	\$38,320.00	\$57,480.00	STP
Public Works	75-18	1	DIRECTOR OF PUBLIC WORKS	\$109,843.50	\$136,968.00	\$98,800.00	\$148,200.00	
Public Works	75-04	1	PUBLIC WORKS TECHNICIAN	\$19,831.50	\$24,706.50	\$26,960.00	\$40,440.00	
Public Works	75-06	1	PUBLIC WORKS TECHNICIAN 1	\$25,291.00	\$31,629.00	\$26,960.00	\$40,440.00	
Public Works	80-07	1	PUBLIC WORKS TECHNICIAN 1	\$30,534.40	\$38,084.80	\$26,960.00	\$40,440.00	
Public Works	75-09	1	RIGHT OF WAY GROUP LEADER	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Public Works	75-07	1	RIGHT OF WAY TECHNICIAN	\$28,626.00	\$35,704.50	\$26,960.00	\$40,440.00	
Public Works-Data	75-14	1	CAPITAL ACCOUNTANT	\$67,177.50	\$83,752.50	\$80,080.00	\$120,120.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Public Works-Data	75-10	1	IS APPLICATION PROGRAMMER	\$41,184.00	\$51,304.50	\$34,640.00	\$51,960.00	
Public Works-Data	75-12	1	SPECIAL REVENUE ACCOUNT MGR.	\$52,611.00	\$65,617.50	\$46,720.00	\$70,080.00	
Public Works-Engineering	80-09	1	CONSTRUCTION INSPECTOR	\$38,958.40	\$48,464.00	\$34,844.00	\$52,266.00	
Public Works-Engineering	75-11	1	CONSTRUCTION MANAGER	\$46,683.00	\$58,032.00	\$41,200.00	\$61,800.00	
Public Works-Engineering	75-11	1	DRAINAGE ENGINEERING TECHNICIA	\$46,683.00	\$58,032.00	\$45,040.00	\$67,560.00	
Public Works-Engineering	75-09	1	EXECUTIVE SECRETARY	\$36,523.50	\$45,435.00	\$29,040.00	\$43,560.00	STP
Public Works-Engineering	75-12	1	JUNIOR SUBDIVISION/PROJECT ENG	\$52,611.00	\$65,617.50	\$48,880.00	\$73,320.00	
Public Works-Engineering	75-09	3	PROJECT INSPECTOR	\$36,523.50	\$45,435.00	\$30,880.00	\$46,320.00	
Public Works-Engineering	80-11	1	SENIOR AUTOCAD OPERATOR	\$49,795.20	\$61,900.80	\$43,072.00	\$64,608.00	
Public Works-Engineering	80-09	1	SURVEY CHIEF	\$38,958.40	\$48,464.00	\$35,120.00	\$52,680.00	
Public Works-Engineering	80-07	1	SURVEY TECHNICIAN I	\$30,534.40	\$38,084.80	\$30,880.00	\$46,320.00	
Roads	80-08	2	AUTOMOTIVE MECHANIC	\$34,486.40	\$42,972.80	\$28,400.00	\$42,600.00	STP
Roads	75-11	1	CONSTRUCTION MANAGER	\$46,683.00	\$58,032.00	\$41,200.00	\$61,800.00	
Roads	80-07	3	DIESEL MECHANIC	\$30,534.40	\$38,084.80	\$28,400.00	\$42,600.00	
Roads	80-04	27	EQUIPMENT OPERATOR I	\$21,153.60	\$26,353.60	\$18,800.00	\$28,200.00	
Roads	80-05	18	EQUIPMENT OPERATOR II	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Roads	80-06	24	EQUIPMENT OPERATOR III	\$26,977.60	\$33,737.60	\$27,680.00	\$41,520.00	
Roads	80-06	4	FIELD TECHNICIAN	\$26,977.60	\$33,737.60	\$26,960.00	\$40,440.00	
Roads	80-03	20	FLAGMAN	\$18,657.60	\$23,358.40	\$18,800.00	\$28,200.00	
Roads	80-13	1	FLEET/TRACE FOREMAN	\$63,419.20	\$78,977.60	\$52,622.00	\$78,994.00	
Roads	80-06	1	FLEET/TRACE TECHNICIAN I	\$26,977.60	\$33,737.60	\$26,960.00	\$40,440.00	
Roads	80-07	1	FLEET/TRACE TECHNICIAN II	\$30,534.40	\$38,084.80	\$29,040.00	\$43,560.00	
Roads	80-13	3	FOREMAN	\$63,419.20	\$78,977.60	\$54,800.00	\$82,200.00	
Roads	80-09	10	GROUP LEADER	\$38,958.40	\$48,464.00	\$33,280.00	\$49,920.00	
Roads	80-07	12	HEAVY EQUIPMENT OPERATOR I	\$30,534.40	\$38,084.80	\$32,320.00	\$48,480.00	
Roads	80-04	1	INVENTORY CLERK	\$21,153.60	\$26,353.60	\$19,520.00	\$29,280.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Roads	80-08	1	MECHANIC GROUP LEADER	\$34,486.40	\$42,972.80	\$33,280.00	\$49,920.00	
Roads	80-06	1	MECHANIC HELPER	\$26,977.60	\$33,737.60	\$23,520.00	\$35,280.00	
Roads	75-11	1	PUBLIC WORKS INFOR. SVCS. COOR	\$46,683.00	\$58,032.00	\$45,920.00	\$68,880.00	
Roads	80-07	1	SHOP FOREMAN	\$30,534.40	\$38,084.80	\$33,280.00	\$49,920.00	
Roads	80-05	2	SIGN MAINTENANCE TECHNICIAN	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Roads	80-09	1	SPECIAL PROJECT ASSISTANT	\$38,958.40	\$48,464.00	\$33,280.00	\$49,920.00	
Roads	80-05	8	SPECIALTY EQUIPMENT OPERATOR	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Roads	80-03	17	TEMPORARY-GRASS CUTTER	\$18,657.60	\$23,358.40	\$19,831.00	\$26,353.00	
Roads	80-08	1	WELDER	\$34,486.40	\$42,972.80	\$33,430.00	\$50,144.00	
Social Services	75-08	1	ASSISTANT TRANSPORTATION ADMIN.	\$32,331.00	\$40,287.00	\$26,960.00	\$40,440.00	
Social Services	75-10	1	CDBG ADMINISTRATOR	\$41,184.00	\$51,304.50	\$43,760.00	\$65,640.00	
Social Services	75-10	1	CONSTRUCT/WEATHER/GRANT MANAGE	\$41,184.00	\$51,304.50	\$35,040.00	\$52,560.00	
Social Services	75-07	1	DATA ENTRY SPECIALIST/RECEPT.	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Social Services	75-10	1	DHHS OFFICE MANAGER/LIAISON FI	\$41,184.00	\$51,304.50	\$38,320.00	\$57,480.00	
Social Services	75-09	1	PROGRAM MANAGER	\$36,523.50	\$45,435.00	\$32,720.00	\$49,080.00	
Social Services	75-12	1	TRANSPORTATION ADMINISTRATOR	\$52,611.00	\$65,617.50	\$50,560.00	\$75,840.00	
Tammany Trace	80-04	2	EQUIPMENT OPERATOR I	\$21,153.60	\$26,353.60	\$18,800.00	\$28,200.00	
Tammany Trace	80-05	1	EQUIPMENT OPERATOR II	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Tammany Trace	80-02	12	PART-TIME RANGERS	\$16,473.60	\$20,633.60	\$19,504.00	\$27,444.00	
Tammany Trace	80-08	1	TAMMANY TRACE GROUP LEADER	\$34,486.40	\$42,972.80	\$33,280.00	\$49,920.00	
Tammany Trace	80-03	1	TEMPORARY-GRASS CUTTER	\$18,657.60	\$23,358.40	\$19,831.00	\$26,353.00	
Tammany Trace	80-03	5	TRACE RANGER	\$18,657.60	\$23,358.40	\$18,800.00	\$28,200.00	
Tammany Trace	80-04	1	TRACE SECURITY SUPERVISOR	\$21,153.60	\$26,353.60	\$23,520.00	\$35,280.00	
Transportation Administration	80-03	1	TAMMANY TRACE TRAILHEAD RANGER	\$18,657.60	\$23,358.40	\$18,800.00	\$28,200.00	



Department	LG	Incumbent	Position	STP Current LG Range		Market-Based Range		Current Max > Market Max
				Minimum	Maximum	Minimum	Maximum	
Transportation Administration	75-12	1	TRACE DIRECTOR	\$52,611.00	\$65,617.50	\$49,825.00	\$74,737.00	
Utilities	75-06	1	CG ADMINISTRATIVE ASSISTANT	\$25,291.50	\$31,629.00	\$19,520.00	\$29,280.00	STP
Utilities	80-12	1	CHIEF WASTEWATER OPERATOR	\$56,118.40	\$69,992.00	\$47,840.00	\$71,760.00	
Utilities	80-07	1	CHIEF WATER OPERATOR	\$30,534.40	\$38,084.80	\$30,648.00	\$45,972.00	
Utilities	80-04	1	DES - TU ADMINISTRATIVE ASST.	\$21,153.60	\$26,353.60	\$19,520.00	\$29,280.00	
Utilities	80-13	1	FIELD OPERATIONS SUPERVISOR	\$63,419.20	\$78,977.60	\$65,280.00	\$97,920.00	
Utilities	75-08	1	UTILITY - BILLING SUPERVISOR	\$32,331.00	\$40,287.00	\$29,040.00	\$43,560.00	
Utilities	75-06	1	UTILITY - CUST. SVS REP 1	\$25,291.50	\$31,629.00	\$19,520.00	\$29,280.00	STP
Utilities	75-07	1	UTILITY - CUST. SVS REP 2	\$28,626.00	\$35,704.50	\$24,240.00	\$36,360.00	
Utilities	80-07	1	UTILITY - FIELD COMPL COORDINA	\$30,534.40	\$38,084.80	\$35,040.00	\$52,560.00	
Utilities	80-11	1	UTILITY ELEC/STRU CREW LEADER	\$49,795.20	\$61,900.80	\$49,200.00	\$73,800.00	
Utilities	80-08	1	UTILITY FABRICATION CREW LEADER	\$34,486.40	\$42,972.80	\$33,280.00	\$49,920.00	
Utilities	80-08	1	UTILITY LINE LOCATION CREW LEADER	\$34,486.40	\$42,972.80	\$33,280.00	\$49,920.00	
Utilities	80-04	7	UTILITY MTCE. SPECIALIST 1	\$21,153.60	\$26,353.60	\$18,800.00	\$28,200.00	
Utilities	80-05	6	UTILITY MTCE. SPECIALIST 2	\$23,878.40	\$29,785.60	\$23,520.00	\$35,280.00	
Utilities	80-06	4	UTILITY MTCE. SPECIALIST 3	\$26,977.60	\$33,737.60	\$28,720.00	\$43,080.00	
Utilities	80-07	1	UTILITY MTCE. SPECIALIST 4	\$30,534.40	\$38,084.80	\$31,440.00	\$47,160.00	
Utilities	75-14	1	UTILITY OPERATIONS MANAGER	\$67,177.50	\$83,752.50	\$57,360.00	\$86,040.00	
Utilities	80-07	1	WAREHOUSE/PURCHASING MANAGER	\$30,534.40	\$38,084.80	\$27,729.00	\$41,593.00	
Utilities	80-06	1	WASTEWATER OPERATOR 1	\$26,977.60	\$33,737.60	\$26,080.00	\$39,120.00	
Utilities	80-07	3	WASTEWATER OPERATOR 2	\$30,534.40	\$38,084.80	\$30,640.00	\$45,960.00	
Utilities	80-07	1	WATER MTCE. CREW LEADER	\$30,534.40	\$38,084.80	\$33,280.00	\$49,920.00	
Utilities	80-05	1	WATER OPERATOR - LINE LOCATION	\$23,878.40	\$29,785.60	\$20,864.00	\$31,296.00	



## PHASE 2 – OBSERVATIONS & RECOMMENDATIONS

The second phase of the Study focused on providing assistance to the Parish in formulating a salary and benefit structure for the future. The following activities were included in Phase 2:

- Identify potential compensation concerns and provide alternative solutions;
- Develop externally competitive and internally equitable salary recommendations for each job classification included in the study. Provide an analysis with comparison to other local government and private entities;
- Develop performance evaluations and training for the use of any such tools; and
- Prepare report with the above information for the Parish President and Parish Council Chairman.

### Comparative Salary Range Analysis

The comparative salary range analysis shows that most St. Tammany Parish job position salary ranges fall within the market-based range. This fact indicates that in general the St. Tammany Parish salary ranges provide fair compensation to employees. St. Tammany Parish finds itself in the enviable position of having 90% of their salary ranges within or near the market ranges. However, there are six findings from the comparative salary range analysis that warrant attention and further consideration.

#### *St. Tammany Parish Salary Minimum below Market-Based Minimum*

The yellow color code on the STP Comparative Salary Range Analysis chart identifies 52 job positions (113 incumbents) where the specific St. Tammany Parish salary minimums are below the comparative market-based minimum salary. This does not mean that any individual employee is necessarily paid below the minimum; rather, this analysis is based strictly on salary range comparisons. Because most public organizations hire in at Step 1, St. Tammany Parish may find it difficult to attract qualified employees unless the market range minimums are adjusted. The following job positions are included in this group:

- Animal Care Technician
- Archive Technician
- CS Nature Park Ranger (Part-Time)
- CS NP Superintendent/Curator
- Part-Time Rangers
- Code Enforcement Admin Assistant II
- CAA – Office Manager
- Supportive Housing Coordinator
- Junior Subdivision Engineer
- Environmental Health Assistant III
- Planning Technician I
- Environmental Services Inspector
- Litter Abatement Group Leader
- Grants Accountant
- Grants Project Manager – CRT
- Senior Accounting Manager
- Assistant to the Director (Government Access Chanel)
- Graphic Designer (Government Access Chanel)



- Television Station Manager
- Human Resources Associate
- Human Resources Coordinator
- Assistant to the Director (Information Services)
- Assistant Director – Emergency Operations
- Council Attorney/ADA
- Environmental Services Operations Supervisor
- Environmental Services Coordinator
- Project Analyst
- Assistant to the Parish President
- IGR Director
- Legislative Liaison
- Chief Electrical Inspector
- Deputy Building Official
- Permit Examiner
- Permit Technician II
- Graphic Designer (Public Information)
- Public Works Technician 1
- Survey Technician I
- Flagman
- Heavy Equipment Operator I
- Shop Foreman
- Temporary Grass Cutter (Roads)
- CDBG Administrator
- Temporary Grass Cutter (Tammany Trace)
- Trace Ranger
- Trace Security Supervisor
- Tammany Trace Trailhead Ranger
- Chief Water Operator
- Field Operations Supervisor
- Utility Maintenance Specialist 3
- Utility Maintenance Specialist 4
- Wastewater Operator 2
- Water Maintenance Crew Leader

### **Recommendation 1: Move 52 Identified Job Positions into the Market-Based Range**

St. Tammany Parish should review the current salaries for the identified 52 positions (113 incumbents) that may fall below the comparative market-based minimum salary and adjust the salaries for these job positions/incumbents into the market-based range.



### *St. Tammany Parish Salary Range below Market-Based Minimum*

The orange color code on the STP Comparative Salary Range Analysis chart identifies 7 positions (7 incumbents) where the entire St. Tammany Parish salary range (both the current minimum and maximum salaries) is below the comparative market-based minimum salary. This means that the St. Tammany Parish pay range is so far below the comparable market range that even if an employee were paid at Step 10 of their labor grade, they would earn less than what they would earn somewhere else in the region. The following job positions are included in this group:

- Director of Human Resources
- Human Resources Manager
- Risk/Property Manager
- Chief Financial Officer
- Buyer
- Director of Procurement
- Public Works Technician

### **Recommendation 2: Move 7 Identified Job Positions into the Market-Based Range**

St. Tammany Parish should review the current salaries for the identified 7 positions (7 incumbents) that fall entirely below the comparative market-based minimum salary and adjust the salaries for these job positions/incumbents into the market-based range.

### *St. Tammany Parish Salary Range near the Market-Based Minimum*

The blue color code on the STP Comparative Salary Range Analysis chart identifies 8 positions (24 incumbents) where the specific St. Tammany Parish salary minimums are below the comparative market-based minimum salary and where the current salary maximums are greater than but near the market-based minimum salary. The following job positions are included in this group:

- PT Pier Patrol Rangers
- Accounting Manager
- WAP Carpenter
- Permit Technician I
- Assistant Director (Public Works)
- Capital Accountant
- Part-Time Rangers
- Utility Field Compliance Coordinator



### Recommendation 3: Move 8 Identified Job Positions into the Market-Based Range

St. Tammany Parish should review the current salaries for the identified 8 positions (24 incumbents) that falls below the comparative market-based minimum salary and adjust the salaries for these job positions/incumbents into the market-based range.

#### *St. Tammany Parish Salary Maximum above Market-Based Maximum*

The Current Max > Market Max column in the STP Comparative Salary Range Analysis chart identifies current St. Tammany Parish maximum salaries that are above the market-based maximum salaries. Job positions in this group are subdivided into two categories labeled “STP” and “Q”.

“STP” identifies 27 job positions (31 incumbents) where the current St. Tammany Parish maximum salary is higher than but close to the market-based maximum salary. The following job positions are included in this group:

- Animal Control Secretary/Clerk
- Assistant to the Director (Building and Grounds)
- Code Enforcement Supervisor
- Assistant to the Director (Development – Administration)
- Executive Secretary for Subdivisions (Development – Engineering)
- Executive Secretary (Development – Planning)
- Land Use Planner II
- Executive Secretary (Engineering Office)
- Receptionist (Engineering Office)
- Assistant Accountant
- Assistant to the Director (Financial Administration)
- GIS Specialist
- Custodian
- Loading Dock Custodian
- Jail Maintenance Assistant
- Secretary I (Multiple Departments)
- Utility Maintenance Specialist 2
- Assistant to the CFO
- Executive Secretary (Parish President’s Office)
- Secretary (Public Health Discretionary)
- Public Information Assistant
- Assistant to the Director (Public Works)
- Right of Way Group Leader
- Executive Secretary (Public Works – Engineering)



- Automotive Mechanic
- CG Administrative Assistant (Utilities)
- Utility – Customer Services Rep 1

#### **Recommendation 4: Retain Current St. Tammany Parish Salary Maximums**

St. Tammany Parish should retain their current salary maximums for the identified 27 positions (31 incumbents) where the current St. Tammany Parish maximum salary is higher than but close to the market-based maximum salary.

“Q” identifies 3 job positions (4 incumbents) where the current St. Tammany Parish maximum salary is significantly higher than the current market-based maximum salary. This could be due to a number of factors such as an oversupply of talent in the marketplace reducing demand and eventually salaries and wage rates. In St. Tammany Parish, this situation could have occurred as long-tenured staff members continued to receive step increases/merit pay and Cost of Living Adjustments pushing them above the market range. Best practices dictate that salaries be frozen rather than reduced until the market pay maximum exceeds the incumbent salary. The following job positions are included in this group:

- Abstractor
- Wastewater Operator
- CAO Secretary

#### **Recommendation 5: Temporarily Freeze Current St. Tammany Parish Salaries for 4 Incumbents**

St. Tammany Parish should freeze the salaries of the identified 4 incumbents whose maximum salary is significantly higher than the market-based maximum salary until the market salary range maximum exceeds these incumbent salaries.



### *Internal Compression at Lower Salary Levels*

Salary compression is a problematic circumstance created when there exists only a small difference in salary between certain positions despite differences in required skills and/or experience. Salary compression is apparent in the Grass Cutter, Flagman, and Equipment Operator I positions. This compression results in pay inequities and often turnover in those positions or job families.

Although SSA's analysis of turnover in recent years did not reveal any broad turnover problems, interviews conducted as part of this Study indicate a general belief that this compression of salaries is creating some turnover problems for St. Tammany Parish – especially in the Equipment Operator series once staff members receive training and additional certifications, such as a Commercial Driver's License (CDL). Given the tremendous projected market demand for individuals with industry-based certificates and skilled craft training over the next few years, St. Tammany Parish may find that their investment in these employees is lost as they are attracted away by organizations willing to pay more for their expertise.

Turnover analysis of 2012 and 2013 data (the last years with complete data) did indicate a somewhat higher turnover in the positions described above. It cannot be said whether this is a trend or there is simply higher turnover in those jobs due to less desirable working conditions inherent in these labor-intensive types of jobs where staff must work outside in the elements. These positions should be monitored for the remainder of 2014 and in future years to watch for an uptick in turnover.

Organizations facing similar internal compression issues often seek to reduce turnover, training, and onboarding costs in these lower positions by offering slightly higher wage rates at entry level. Some positions may be paid only minimum wage in the market, but an increase of a few dollars at entry level may attract higher quality employees who can handle greater responsibility and are more productive. Additionally, bringing in employees at the third step in the Equipment Operator I and Utility Maintenance Specialist I ranges would create greater lines of advancement for employees with potential for careers with St. Tammany Parish. Reviewing the progress of these employees at the six-month point could result in a promotion from an Equipment Operator I to an Equipment Operator II and the same with a Utility Maintenance Specialist I to a Utility Maintenance Specialist II.

Currently, St. Tammany Parish will compensate employees (who receive prior approval) for job-related training and industry based certificates. This is an excellent benefit and the employees who show such initiative should be rewarded as the acquisition of new skills improves the services of Parish Government. Such skill-based pay is frequently calculated at half of a step (1%) or even a full step (2%) in cases where there has been a significant investment of time by the employee.



### **Recommendation 6: Address Problematic Salary Compression Issue Relative to Equipment Operator Series**

St. Tammany Parish should evaluate and address the problematic salary compression circumstance that exists relative to the Equipment Operator series. A potential solution is to move incumbents expeditiously up the Equipment Operator series, especially from Equipment Operator I to Equipment Operator II.

### **Structural Pay Plan Issues**

All organizational compensation systems include features, formulas, and policies that collectively provide structure for managing and maintaining the system across time. SSA offers the following observations about important elements of the St. Tammany Parish compensation system.

#### *Merit Increases*

St. Tammany Parish utilizes a merit pay system that is common in local, state, and federal level public sector systems. In this type of system, a merit increase (typically a small percentage of current salary) is awarded to employees meeting basic standards of acceptable performance for their job. The annual merit (step) increase is 2% in St. Tammany Parish, and approximately 80% of St. Tammany Parish employees receive an annual step increase in a typical year.

This annual merit increase feature is an important cultural element of the St. Tammany Parish organization and its employees. This type of merit pay system is not comparable to many private sector pay-for-performance systems that attempt to define and differentially reward distinct levels of acceptable performance (from average to good to exceptional).

St. Tammany Parish, like most merit system based public employers, has awarded merit/step increases to their employees on an annual basis. However, unlike most public organizations, upon reaching Step 10 (which is the salary maximum) of that grade, the employee is then assigned to a step in the next higher labor grade. As a consequence, there is no effective “maximum salary” for any job positions in St. Tammany Parish until an incumbent reaches Step 10 in the highest labor grade. This practice is counter to a system where the salary range of a particular job is determined by the job duties, responsibilities, and training/education needed for that job, as expressed in a job description compared to market-based salary and wage rates.



### *Annual Cost-of-Living Adjustments*

Annual Cost-of-Living Adjustments (COLAs) refers to compensation adjustments intended to offset annual cost-of-living increases. COLA awards are commonly tied to widely accepted indexes such as the national Consumer Price Index (CPI). St. Tammany Parish has in recent years utilized a flat 2% COLA increase. The beneficial impact of this St. Tammany Parish compensation practice is obviously greater for the upper half of the established labor grades.

Blanket annual COLAs are not common in the private sector and are becoming less common in the public sector. COLAs are sometimes utilized in public organizations where a significant number of employees are “topped out” or at the top of their market range to help those employees keep pace with inflation since they will not receive a salary increase.

The annual 2% merit increases (awarded to approximately 80% of the St. Tammany Parish employees in a typical year) and the customary 2% COLA increases have fortuitously served to keep St. Tammany Parish salaries and salary ranges closer to market-based salary ranges than many other public sector organizations.

### *Number of Job Positions*

The number of discrete job positions within the St. Tammany Parish system is extraordinarily high for such a small organization. The vast majority of jobs in this system have only one incumbent. Such a dense system of discrete positions is not the norm in either the private or public sector and adds unnecessary complexity and difficulty in effectively managing a market competitive compensation system.

#### **Recommendation 7: Consolidate similar job positions under one job title and create lines of progression**

St. Tammany Parish should evaluate similar positions and consolidate those positions under one job title based upon required skills and scope of responsibilities. Additionally, promotional opportunity can be created through the establishment of lines of progression.



**Recommendation 8:****Establish fair salary ranges with market-based minimums and maximums for all job positions.**

St. Tammany Parish should establish fair salary ranges including minimums and maximums for all positions utilizing market-based salary data. These should be periodically reviewed to ensure that St. Tammany Parish ranges remain competitive.



### *Car Allowances*

St. Tammany Parish provides car allowances to employees in specific job positions. The following car allowances are provided to incumbents in the listed positions.

<b>Car Allowance Amount</b>	<b>Job Position</b>
\$1,200/month	Parish President
\$1,000/month	Chief Operating Officer Chief Financial Officer Chief Administrative Officer
\$800/month	Council Attorney Director of Culture, Recreation, and Tourism Director of Development Director of Economic Development Director of Engineering Director of Environmental Services Director of Finance Director of Grants Director of Health and Hospital Services Director of Human Resources Director of Information Services Director of Intergovernmental Relations Director of Legislative Liaison Director of Office of Emergency Preparedness Director of Procurement Director of Public Information Officer Executive Counsel



Car allowances are recognized as ordinary income for tax purposes but are not counted as income for retirement benefit calculations. Many interviewees (Council members and staff) participating in this Study identified car allowances as a contentious issue. The following table identifies car allowance amounts provided by selected public sector organizations in south Louisiana.

Public Sector Organization	Car Allowance Amount per Month
St. Tammany Parish Government	\$800 to \$1,200
St. Tammany Parish School Board	\$750 to \$1,200
Lafayette (Consolidated Government)	\$500
City-Parish of East Baton Rouge	\$400
Tangipahoa Parish	\$0

### *On-Call Policy*

St. Tammany Parish compensation policy includes a provision for the following on-call pay amounts:

St. Tammany Parish On-Call Pay	
<b>Department of Public Works</b>	
Weekend On-Call	\$50.00 per weekend
Holiday On-Call	\$25.00 per day
<b>Trace Ranger</b>	
On-Call	\$5.00 per day \$8.00 per day
<b>Department of Animal Services</b>	
Weekend On-Call	\$50.00 per weekend
Holiday On-Call	\$25.00 per day
Weekday On-Call	\$5.00 per day

Interviewees participating in this Study expressed a concern relative to the adequacy and fairness of the on-call pay amounts.



### *Compensatory Time*

St. Tammany Parish compensation policy includes a provision for earning compensatory time in lieu of overtime pay. Compensatory time is available to hourly employees eligible to receive overtime pay in accordance with the federal Fair Labor Standards Act (FLSA). Compensatory time is earned at a rate of 1.5 hours for each hour of work completed in excess of normal work.

St. Tammany Parish allows employees to accrue up to 240 hours of compensatory time (the current FLSA limit). Upon separation, employees receive payment for accumulated compensatory time.

This feature of the St. Tammany Parish compensation system reduces the amount of overtime pay that would otherwise be due to hourly employees. Interviewees participating in this Study indicate that this compensatory time policy has been well received by eligible employees.



### Snapshot of Salary Ranges from Other Parish Governments

A number of interviewees (Council members and staff) participating in this Study expressed an interest in a snapshot comparison of St. Tammany Parish compensation with other area parish governments. The following chart compares eight selected St. Tammany Parish jobs to comparable jobs in East Baton Rouge Parish and Jefferson Parish government systems. The eight jobs selected include three jobs with market salary maximums that are below \$50,000 and five jobs with market salary minimums that are above \$50,000.

	Animal Control Officer	Automotive Mechanic	Traffic Engineer	Maintenance Worker II/ Equipment Operator II	HR Director	EIS/IS Director	DPW Director	Finance Director
<b>St. Tammany</b>	\$25,291- \$31,629	\$34,486-\$42,972	\$75,933-\$94,809	\$23,878-\$29,785	\$75,933-\$94,809	\$97,227-\$121,153	\$109,843-\$136,968	\$124,156-\$154,888
<b>Jefferson</b>	\$21,955-\$30,893	\$26,857-\$37,791	\$47,690-\$67,105	\$20,729-\$29,168	\$111,738*	\$110,362*	\$170,493*	\$131,250*
<b>East Baton Rouge</b>	\$33,300-\$39,100	\$37,400-\$43,900	\$70,100-\$99,500	\$21,800-\$31,000	\$104,130*	\$116,740*	\$104,130*	\$126,250*
<b>Market-Based Range</b>	\$25,120-\$37,680	\$28,400-\$42,600	\$66,000-\$99,000	\$23,250-\$35,280	\$108,400-\$162,600	\$91,280-\$136,920	\$98,800-\$148,200	\$105,115-\$157,673

\*Salary of incumbent

This chart demonstrates how individual points of comparison (individual parish salary ranges) can sometimes vary widely from market-based averages.



## Benefit Packages

SSA reviewed St. Tammany Parish benefit packages including annual leave, sick leave, health insurance, retirement, and other benefits.

### *Annual Leave*

St. Tammany Parish's current annual leave system allows for the following accumulation of annual leave days earned.

Years of Service	Total Annual Days Earned Per Year
Less Than 2	7
2 through 6	11
7 through 12	15
13 through 18	19
19 or more	23

Under existing policy, unused annual leave may be accumulated from year to year without limitation. Upon termination, an employee receives payment of unused accumulated annual leave. Employees with 10 or more years of service may choose to transfer all or part of their balance of unused accumulated annual leave to sick leave for transfer to the Post Employment Health Plan only.

This policy of unlimited accumulation of annual leave creates a twofold strain on St. Tammany Parish. First, the unlimited accumulation of annual leave creates large financial payouts when long-term employees exit. Second, employees with a very large annual leave balances can create operational staffing gaps that are both difficult and expensive to fill.



St. Tammany Parish is currently in the process of revising the annual leave policy to cap the accumulation of annual leave. The following table provides the proposed annual leave schedule.

<b>Years of Service</b>	<b>Total Annual Days Earned Per Year</b>
Less Than 2	10
2 through 6	13
7 through 12	17
13 through 18	21
19 or more	23

Under the proposed annual leave policy, unused annual leave may be accumulated up to a ceiling of 240 hours. Upon termination under the proposed annual leave policy, an employee will receive payment for any unused and properly accrued annual leave up to the maximum of 240 hours. Employees with ten or more years of service may choose to transfer all or part of the balance of their unused accrued annual leave to the Post Employment Health Plan only.

Additionally, it is proposed that any employee who has accumulated more than 240 hours of annual leave as of the date of the adoption of this policy shall be paid for the annual leave that has been accrued above 240 hours at the next regular pay period after adoption of this policy.

Increasingly organizations in the private and public sectors are revising traditional unlimited annual leave policies to include caps on the accumulation of annual leave. A benefit of capping annual leave is the motivation provided to employees to more readily use their accrued annual leave. Many organizations recognize the benefit of employees taking time off and returning to their jobs refreshed.

The following table compares the proposed St. Tammany Parish annual leave earned amounts with a peer group of public sector organizations and the Bureau of Labor Statistics (BLS) survey of public organizations with 500 or more employees.



Annual Leave Total Annual Days Earned Per Year						
Years of Service	St. Tammany Parish	Years of Service	BLS 500+ Employees	Peer Group Minimum	Peer Group Median	Peer Group Max
Less than 2	10	Less than 3	13	10	14	18
2 to 6	13	3 to 4	13	10	14	18
7 to 12	17	5 to 9	16	10	16	21
13 to 18	21	10 to 14	19	15	21	24
19 or more	23	15 or more	22	20	23 to 26	27 to 30
<b>Peer Group:</b> Atlanta, Augusta, Austin, Baton Rouge, Chattanooga, Dallas, Houston, Little Rock, Macon, Memphis, Oklahoma City, Richmond, Tulsa, Tuscaloosa						

St. Tammany Parish's proposed earned annual leave amounts compare well with the peer group and the BLS survey amounts.

### *Sick Leave*

St. Tammany Parish's current sick leave system allows employees to earn a total of 12 sick days per year.

Under existing policy, unused sick leave may be accumulated from year to year without limitation. Upon termination, an employee with three or more years of continuous service whose employment is terminated in good standing may request and shall receive payment of unused accumulated sick leave, the amount of which shall be payment for one Work Day for each three Work Days of unused accumulated sick leave. The remaining  $\frac{2}{3}$  of sick leave not paid for, provided employee is vested with ten or more years of service, will be deposited into the Post Employment Health Plan to be used solely for the purpose of payment of post-employment medical premiums.

An eligible employee who desires to receive payment for accumulated unused sick leave shall request such no less than two weeks prior to the effective date of the employee's termination of employment. Otherwise, it shall be the policy of the Parish that any unused accumulated sick leave for which the employee does not receive payment shall be converted into the Post Employment Health Plan for employees who qualify for such benefit.

This policy of unlimited accumulation of sick leave creates a twofold strain on St. Tammany Parish. First, the unlimited accumulation of sick leave creates large financial payouts when long-term employees exit. Second, employees with a very large sick leave balances can create operational staffing gaps that are both difficult and expensive to fill.



St. Tammany Parish is currently in the process of revising the sick leave policy to reduce the annual earned sick days from 12 days to nine days.

Under the proposed sick leave policy, once an employee has accrued 240 hours of sick leave, the employee ceases to accrue sick leave unless and until he or she uses some of the accrued leave at which point they can accrue back up to the ceiling of 240 hours. New unused sick leave accumulated shall not be considered an earned wage and shall be forfeited upon employment separation.

Upon termination under the proposed sick leave policy, an employee will receive payment for any unused compensable sick leave (which is sick leave earned prior to this policy change).

Increasingly organizations in the private and public sectors are revising traditional unlimited sick leave policies to include caps on the accumulation of sick leave.

The following table compares the proposed St. Tammany Parish annual sick earned amounts with a peer group of public sector organizations and the Bureau of Labor Statistics (BLS) survey of public organizations with 500 or more employees.

<b>Sick Leave</b>					
<b>Total Annual Days Earned Per Year</b>					
<b>Years of Service</b>	<b>St. Tammany Parish</b>	<b>BLS 500+ Employees</b>	<b>Peer Group Minimum</b>	<b>Peer Group Median</b>	<b>Peer Group Maximum</b>
0 to 2	9	11	10	12	12
3 to 4	9	11	10	12	12
5 to 9	9	11	10	12	12
10 to 14	9	12	10	12	12
15 or more	9	12	10	12	12

St. Tammany Parish’s proposed earned sick leave amounts are slightly less than the peer group and the BLS survey amounts and more closely mirror those found in the private sector. In fact, many private sector organizations have moved to a combined sick/vacation leave policy or will provide incentives to employees who do not use sick days during a calendar year.



### Health Insurance

The St. Tammany Parish health insurance benefit is a traditional point of service (POS) plan. A POS plan is a type of managed care plan that is a hybrid of Health Maintenance Organization (HMO) and Preferred Provider Organization (PPO) plans. Like a HMO, participants designate an in-network physician to be their primary care provider. But like a PPO, patients may go outside of the provider network for health care services.

The following table compares St. Tammany Parish monthly employee contributions, annual deductible, co-insurance, and the annual out-of-pocket maximum to two national employer health plan surveys (Mercer and Kaiser Family Foundation) and a peer group of public sector organizations.

Health Insurance Plan (POS)						
Medical Premiums	St. Tammany Parish	Mercer	KFF	Peer Group Minimum	Peer Group Median	Peer Group Maximum
<b>Monthly Employee Contributions</b>						
Employee Only	\$0	\$79	\$76	\$0	\$97	\$141
Employee + Family	\$1,268	\$296	\$358	\$173	\$326	\$615
<b>Annual Deductible (Individual/Family)</b>						
In-Network	\$750/\$1,500	\$350/\$900	\$664/\$1,516	\$0/\$0	\$325/\$975	\$800/\$1,600
Out-of-Network	\$1,500/\$3,000	\$600/\$1,500	No data	\$150/\$300	\$600/\$1,800	\$1,600/\$3,200
<b>Co-Insurance</b>						
In-Network	80%	80%	78%	80%	90%	100%
Out-of-Network	50%	75%	No data	60%	60%	80%
<b>Annual Out-of-Pocket Maximum (Individual/Family)</b>						
In-Network	\$2,000/\$4,000	\$2,000/No data	No data	\$0/\$0	\$2,500/\$6,000	\$4,000/\$12,000
Out-of-Network	\$4,000/\$8,000	\$4,000/No data	No data	\$1,500/\$3,000	\$4,500/\$11,000	\$6,000/\$12,000
<b>Peer Group:</b>						
Atlanta, Augusta, Austin, Baton Rouge, Chattanooga, Dallas, Houston, Little Rock, Macon, Memphis, Oklahoma City, Richmond, Tulsa, Tuscaloosa						

St. Tammany Parish's health plan includes a prescription drug benefit. The following table compares St. Tammany Parish's co-payment amounts (for common drug benefit categories) to two national employer health plan surveys (Mercer and Kaiser Family Foundation) and a peer group of public sector organizations.



Prescription Drug Benefit Co-Pays Retail						
	St. Tammany Parish	Mercer	KFF	Peer Group Minimum	Peer Group Median	Peer Group Maximum
Primary Generic Drugs	\$10	\$10	\$10	\$7	\$10	\$20
Primary Brand-Name Drugs	\$40	\$25	\$29	\$20	\$30	\$60
Therapeutic Alternative Compound Drugs	\$60	\$50	\$51	\$30	\$57	\$85
Multi-Source Brand Drugs	\$60	No Data	\$79	\$30	\$55	\$100
Injectable Prescription Drugs	\$60	No Data	No Data	\$30	\$55	\$100

The health plan offered by St. Tammany Parish is a traditional managed care type plan that protects enrollees from the larger annual deductible and out-of-pocket maximum costs found in today's increasingly popular high-deductible plans. These high-deductible plans are typically paired with a health savings account (HSA) and are designed to moderate employer health care benefit costs and more actively involve employees in the management of their own health care costs.

### Recommendation 9: Evaluate health care benefit plan design

St. Tammany Parish should evaluate its health care plan design on an ongoing basis and consider design changes that moderate the growth of annual health costs while remaining competitive with market trends.



### *Retirement*

The majority of St. Tammany Parish full-time employees participate in Plan A of the Parochial Employees' Retirement System, a defined benefit pension plan. This plan was designed for employers out of Social Security. Plan A's normal retirement benefits allowance is equal to three percent of the member's final average compensation multiplied by his/her years of creditable service. Final average compensation shall be defined as the average of the highest consecutive 36 months' salary for members hired prior to January 1, 2007. For members hired January 1, 2007 and later, final average compensation shall be defined as the average of the highest consecutive 60 months' salary.

Retirement benefits accrue from both employee and employer contributions. Employee contributions to the retirement system are mandatory and are deducted from the employee's salary each payroll period. The employee contribution is 9.5% and employer contribution is currently 16% (but will decrease to 14.5% beginning January 1, 2015).

Upon termination of employment without retiring, the accumulated contributions of the employee are refunded upon request. Employer contributions, however, are not refunded under any circumstances.

### *Other Notable Employee Benefits*

St. Tammany Parish offers additional employee benefits including: dental insurance, basic life insurance, short-term disability insurance, and long-term disability insurance. The employee premiums for these insurance programs are 100% paid for by St. Tammany Parish.

Additional benefit programs offered to employees, but not subsidized by St. Tammany Parish, include vision insurance, voluntary life insurance, and supplemental benefits for life, disability, and health (e.g., cancer).

In summary, St. Tammany Parish provides generous benefits to its employees and is fortunate to have the financial resources to continue offering these as part of the employee's total compensation package. The benefit load at St. Tammany Parish today is approximately 40% which is higher than private industry but lower than many comparable public organizations.

### **Compensation Philosophy**

To continue to meet the growing and changing needs of the Parish, St. Tammany Parish Government must continue to evolve from a small parish and policy jury system to a larger, more complex local government entity. St. Tammany Parish's current compensation philosophy utilizes a traditional, public sector compensation model designed to bring new employees into the system at low pay levels and move their pay up incrementally throughout their employment term based primarily on years of service.



In the geographic region that includes St. Tammany Parish there is significant and growing competition for people with the talents and skills required to capably operate St. Tammany Parish Government. Additionally, the entire Gulf Coast region is experiencing an increasing demand for skilled and experienced employees. In this environment, St. Tammany Parish will be increasingly challenged to hire and retain high-quality talent.

Demographic surveys indicate younger workers today are less attracted to the traditional compensation and benefit plans that require entry at relatively low pay and utilize incremental step increases based upon seniority. Demographic surveys also show these younger workers expect to change employers (and sometimes careers) numerous times during their working lives. This expectation diminishes the more traditional value that employees have placed on expensive benefit packages that especially reward employment longevity.

Attracting and retaining talented employees will increasingly require compensation and benefit systems that are more market-based than the traditional public sector model. Market-based compensation and benefit models include greater flexibility to price to the market for skills and experience, reward performance, and offer benefits attractive to today's (and tomorrow's) workforce.

**Recommendation 10:  
Conduct Market-Based Compensation Review Every Three Years**

St. Tammany Parish should conduct a market-based compensation review every three years to ensure compensation and benefits retain internal equity and external competitiveness.



**Recommendation 11:  
Continue to Enhance the Human Resources Function**

St. Tammany Parish should continue to enhance its Human Resources function by adding the resources required to actively monitor market changes in compensation and benefits and improve the department's capacity to meet the human resource needs of Parish Government.

**Recommendation 12:  
Modify Current Compensation Model to Include More Market-Based Features**

St. Tammany Parish should investigate opportunities to modify its current compensation model to include elements of a more market-based compensation model. Elements of market-based compensation models currently being piloted by public sector employers include: rewards and recognition programs, pay for performance systems, and more flexible pay grade systems such as broad banding.

**Employee Performance Evaluation System**

St. Tammany Parish utilizes an employee performance evaluation system designed to provide an on-going process of relating performance to realistic standards, recognizing individual achievements, measuring degrees of improvements, and providing guidance for self-improvement.

Performance evaluations are conducted annually in the July/August timeframe for all St. Tammany Parish employees. Individual employee evaluations are documented through the use of one of two standardized forms. A copy of the St. Tammany Parish Government Performance Review – Employee form is provided in [Appendix E](#) of this report. A copy of the St. Tammany Parish Government Performance Review – Management form is provided in [Appendix F](#) of this report.



These forms are relatively new, having replaced a previously used form in 2013. Information provided to SSA through interviews conducted as part of this Study indicate that there is a general belief that the current performance evaluation forms represent an improvement over the previously used form and the current forms have been generally well accepted by Parish employees. The St. Tammany Parish performance evaluation form used prior to 2013 is provided in [Appendix G](#) of this report.

Employee performance review systems are fairly standard components of the human resource management function in private and public sector organizations. Typically, these systems utilize an annual cycle of documented performance review and the results are commonly tied to merit pay increase and/or bonus compensation formulas. Performance review results are also routinely used to help determine an employee's developmental needs and readiness for internal promotion.

The success of any organization's employee performance review system is significantly dependent upon the ability of the reviewers (supervisors, managers, directors, etc.) to competently and consistently administer the reviews – including appropriate and clear documentation, and a professional face-to-face meeting to explain and discuss the completed review form. Ongoing development of the performance review skills of supervisors, managers, and directors is a key to success.

This Study included a requirement that SSA develop performance evaluation tools and training for use of such tools that support the effective administration of the St. Tammany Parish performance review system. In 2013, St. Tammany Parish created two new performance evaluation forms that are far superior to the prior evaluation tool that had been utilized in the Parish.

SSA has included samples of other performance evaluation tools that could be adapted by St. Tammany Parish. These samples are provided in [Appendix H](#) of this report. However, due to the relative newness of the St. Tammany Parish performance evaluation forms, SSA does not recommend an overhaul of the performance evaluation tools and system at this time. A few key changes could be incorporated, however, to improve the effectiveness of the performance review system for St. Tammany Parish. For example, expanding the section on performance and developmental goals. Expanded written expectations (performance and developmental goals) could be carried forward and become part of that individual's evaluation for the next year. The advantage of this expansion is that it would allow supervisors greater opportunity to focus on improvement (such as attendance, meeting deadlines, cleaning equipment at the end of the day) and development tailored to that employee.

As noted earlier, compensation is often tied to performance evaluations and this topic has been raised in interviews and discussions with both employees and elected officials in St. Tammany Parish. The new St. Tammany Parish performance evaluation forms utilize a modified Likert scale with five levels of ratings (Far Exceeds Requirements, Exceeds Requirements, Consistently Meets Requirements, Meets Some Requirements and Does Not Meet Requirements) for each rating factor and for the computation of an overall rating. Because merit pay (2% step increase) is deeply imbedded in the culture of the Parish organization and because it is actually a tool to help employees progress through a labor grade, SSA does not recommend eliminating merit pay (step increases) until an employee reaches the top of their pay grade (Step 10). For exceptional employees who receive an overall rating of Far Exceeds Requirements, an additional 2% could be awarded as an incentive for truly outstanding performance.



SSA has provided in [Appendix I](#) and [Appendix J](#) of this report helpful educational resources that can be used by the Human Resources Department to continue development of the performance review skills of St. Tammany Parish supervisors, managers, and directors. Those educational resources include:

- PowerPoint training slides for skill development in reviewers ([Appendix I](#)), and
- The Society of Human Resource Managers (SHRM) Foundation's, *Building a High-Performance Culture: A Fresh Look at Performance Management* ([Appendix J](#)).



# APPENDIX A

Data Request



## Data Request for Employer Information

- Any organization information regarding the Parish and its departments (e.g., recruiting documents)
- Revenue statistics for use in benchmarking analysis
- Existing organizational charts
- Any descriptive information regarding the current compensation and benefits philosophies and programs
- Current salary structure with effective dates
- Salary increase process/timing
- Any recent total compensation or total benefits studies (best practices)
- Any other job pricing or benefits benchmarking studies (including actuarial studies)
- List of current survey reports
- List of current benefits vendors
- Incentive plan documents including any bonus or commission plans (if any)
- Comprehensive list of all positions
- Job descriptions for all benchmark positions
- Compensation policies and practices
- Benefits policies, practices, and summary plan descriptions
- Benefits and compensation budgets broken down by category (cost for each element- broken down by employee vs. employer cost)
- Available job descriptions
- Any information on turnover or frequently open positions



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## Data Request for Employee Information

- Employee name
- Unique employee identifier (if any)
- Position title
- Job code
- Department
- Grade/Level assignment
- FLSA status
- Full-time/Part-time status
- Work location
- Current Salary
- Bonus eligibility
- Target bonus award percent
- Most recent bonus award, data paid
- Other incentive eligibility
- Other incentives paid
- Start date (for tenure purposes)
- Manager name (if possible)



## APPENDIX B

Interview Script



## Individual Interview Script

1. How would you describe the current work environment or “culture” inside STP government? Are people generally satisfied with the work environment?
2. Do you think this current environment or culture supports effective and efficient delivery of STP government services?
3. Is STP government able to recruit the quality of employees it needs?
4. Is employee turnover a problem? If yes, what do think are the roots causes of that problem?
5. In general, how would you describe the current pay/compensation system?
  - a. Too low and not competitive
  - b. Good and competitive
  - c. Too generous
6. Are there any particular jobs or job families about which you are concerned?
7. What parts of the compensation system do you think are working best?
8. What parts of the compensation system do you think are most in need of review and redesign/change?



## APPENDIX C

St. Tammany Parish 2014 Employee Retention Survey Report



# St. Tammany Parish Government

## Employee Retention Survey

July 2014

---

presented by:

### SSA CONSULTANTS

9331 Bluebonnet Boulevard

Baton Rouge, Louisiana 70810

O: 225.769.2676

F: 225.767.6802

[www.consultssa.com](http://www.consultssa.com)



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Appendix B: Survey



## INTRODUCTION

St. Tammany Parish issued a Request for Proposals (RFP) for a Compensation and Benefit Plan Study (RFP# 501-02-14-02-3), and SSA Consultants (SSA) was selected to perform the study. SSA included the administration of an Employee Retention Survey as an innovated concept for the St. Tammany Parish Compensation and Benefit Plan Study in their proposal scope of services.

An Employee Retention Survey is used to determine the employees' current level of engagement and commitment, their likelihood to stay with the St. Tammany Parish, and their potential risk for turnover. The survey is a proprietary survey that SSA Consultants developed to complement their work on compensation studies and is used exclusively for their clients. The findings from the survey can be utilized to provide additional information and insight while crafting recommendations.

The anonymous online survey was distributed by St. Tammany's Human Resources department through email communication. For St. Tammany Parish employees without email access, the survey opportunity was communicated by supervisors and an opportunity to complete the survey was provided. All responses are anonymous with only basic demographics collected on respondents. The survey was available to respondents from July 18, 2014 to July 25, 2014. An email reminder was sent to employees on July 23, 2014. The electronic communication sent to employees (original email and reminder email) can be found as **Appendix A** of this report and the survey is included as **Appendix B**.

There are 482 employees of St. Tammany Parish Government who were potential respondents, and the survey received 273 responses, a 56.6% response rate, which is an excellent response rate.

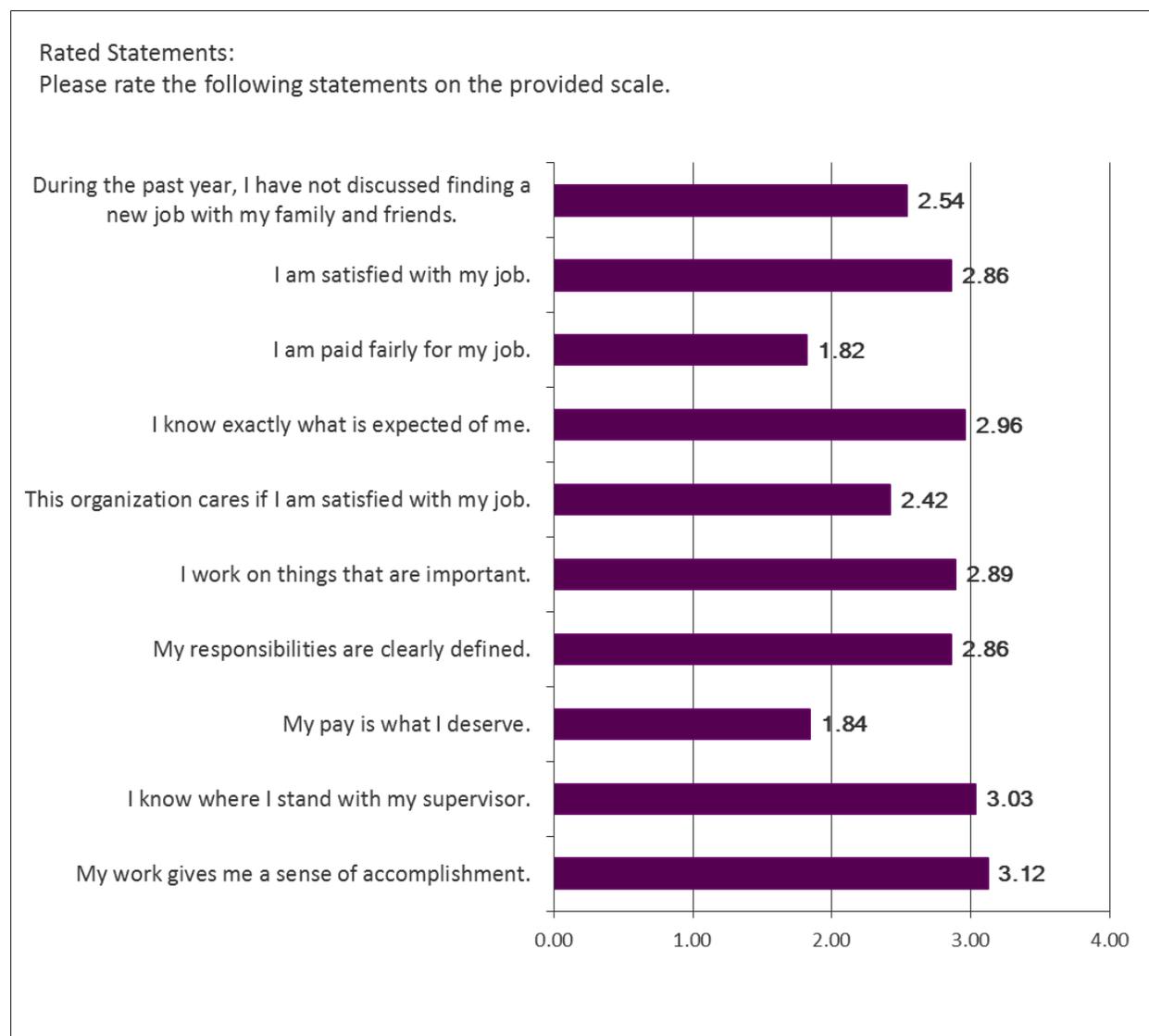
Valid survey design often incorporates reverse questions. The 2014 Employee Retention Survey has five reversed questions. This report presents the reworded questions and the original survey with the reversed questions can be found in **Appendix B**.



## SUMMARY SURVEY RESULTS

The survey contained a series of statements rated on a four point scale (4 = Strongly Agree; 3 = Agree; 2 = Disagree; 1 = Strongly Disagree) and series of general demographic questions

### Rated Statements



n = 273

#### Legend

4 = Strongly Agree

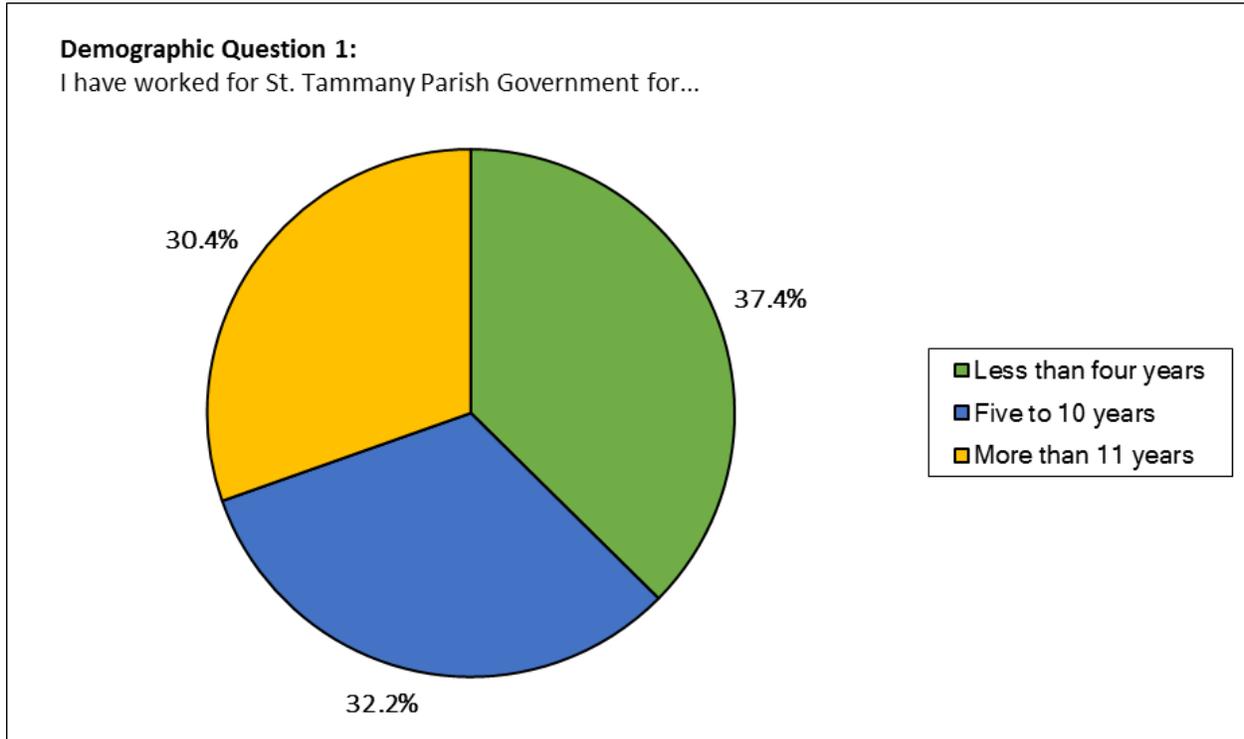
3 = Agree

2 = Disagree

1 = Strongly Disagree

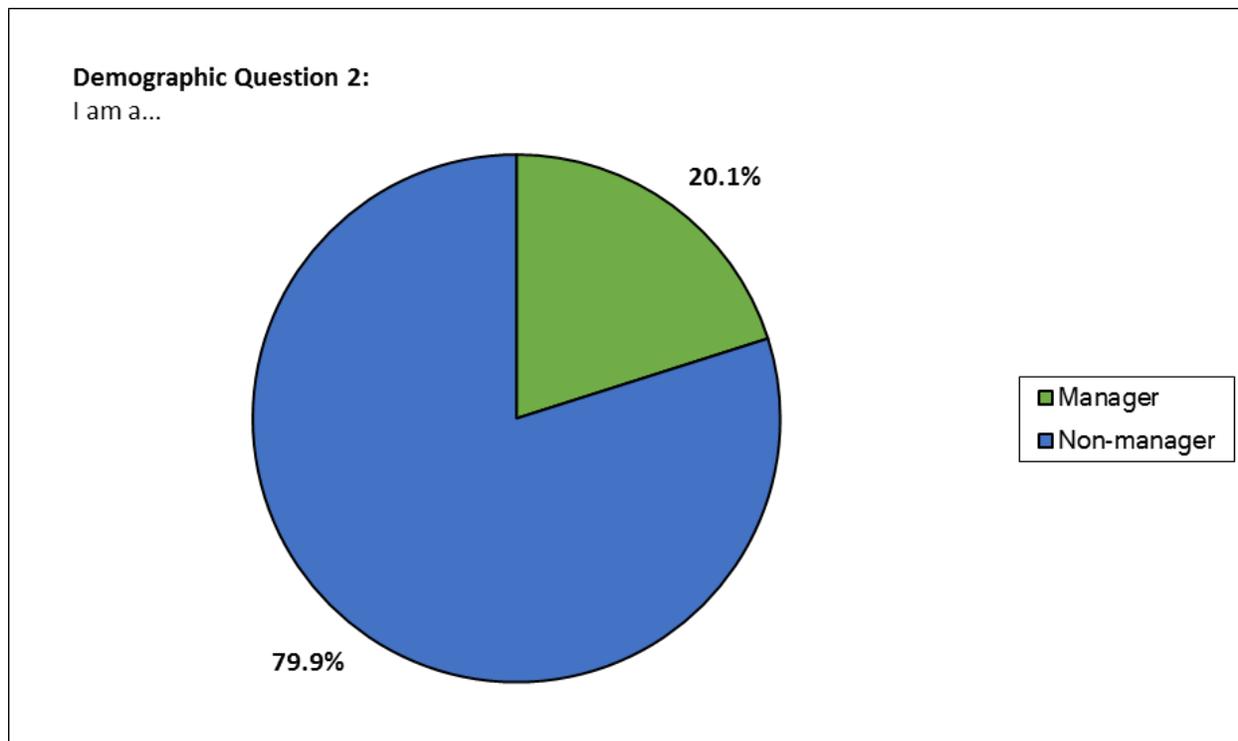


## Demographic Questions



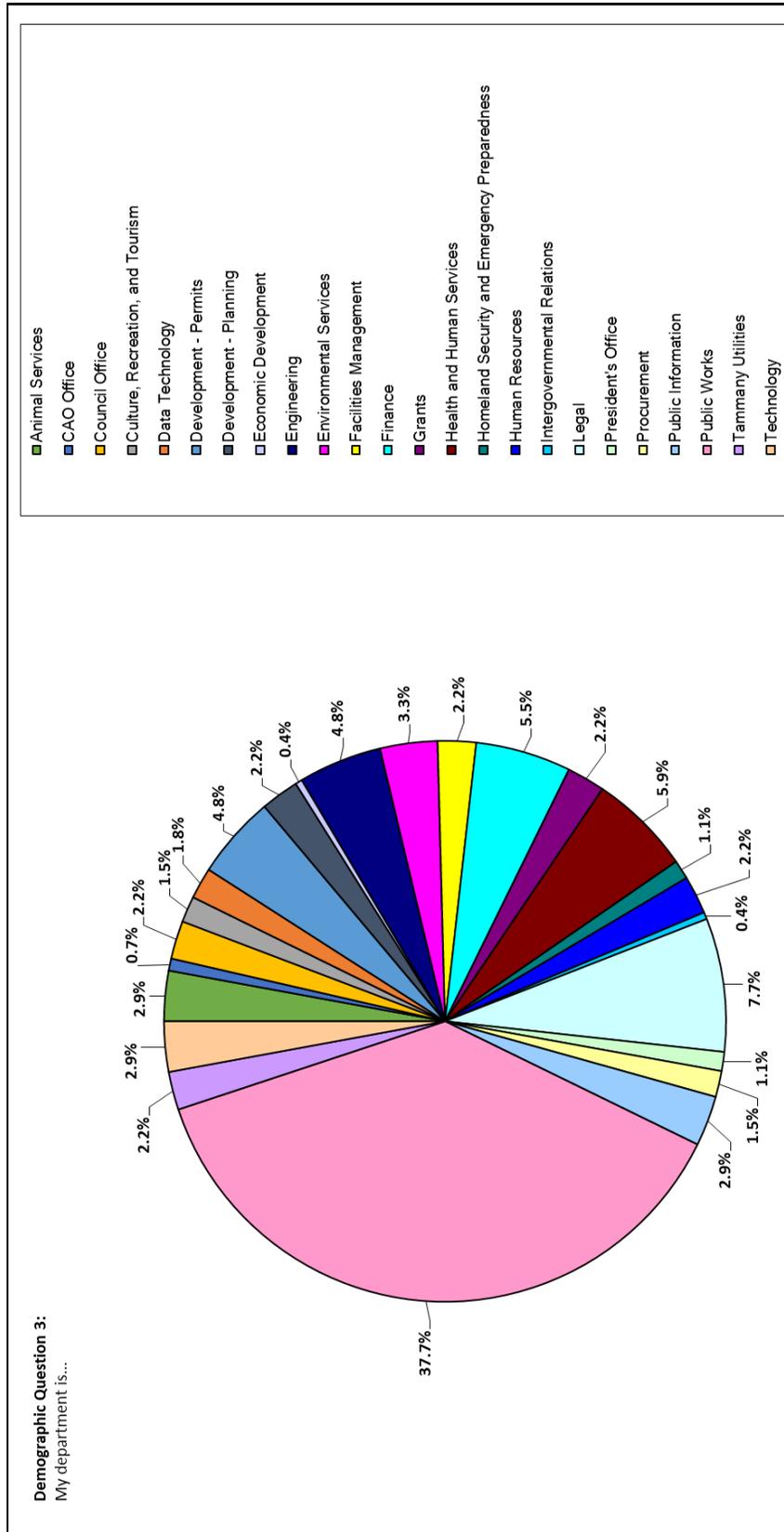
<b>Demo Q1:</b> I have worked for St. Tammany Parish Government for...		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Less than four years	37.4%	102
5 to 10 years	32.2%	88
More than 11 years	30.4%	83
<b><i>answered question</i></b>		<b>273</b>





Demo Q2: I am a...		
Answer Options	Response Percent	Response Count
Manager	20.1%	55
Non-manager	79.9%	218
<b><i>answered question</i></b>		<b>273</b>





<b>Demo Q3:</b> My department is...					
<b>Answer Options:</b>	<b>Rating Average</b>	<b>Response Count</b>	<b>Answer Options:</b>	<b>Rating Average</b>	<b>Response Count</b>
Animal Services	2.9%	8	Grants	2.2%	6
CAO Office	0.7%	2	Health and Human Services	5.9%	16
Council Office	2.2%	6	Homeland Security and Emergency Preparedness	1.1%	3
Culture, Recreation, and Tourism	1.5%	4	Human Resources	2.2%	6
Data Technology	1.8%	5	Intergovernmental Relations	0.4%	1
Development - Permits	4.8%	13	Legal	7.7%	21
Development - Planning	2.2%	6	President's Office	1.1%	3
Economic Development	0.4%	1	Procurement	1.5%	4
Engineering	4.8%	13	Public Information	2.9%	8
Environmental Services	3.3%	9	Public Works	37.7%	103
Facilities Management	2.2%	6	Tammany Utilities	2.2%	6
Finance	5.5%	15	Technology	2.9%	8
<b><i>answered question</i></b>					<b>273</b>

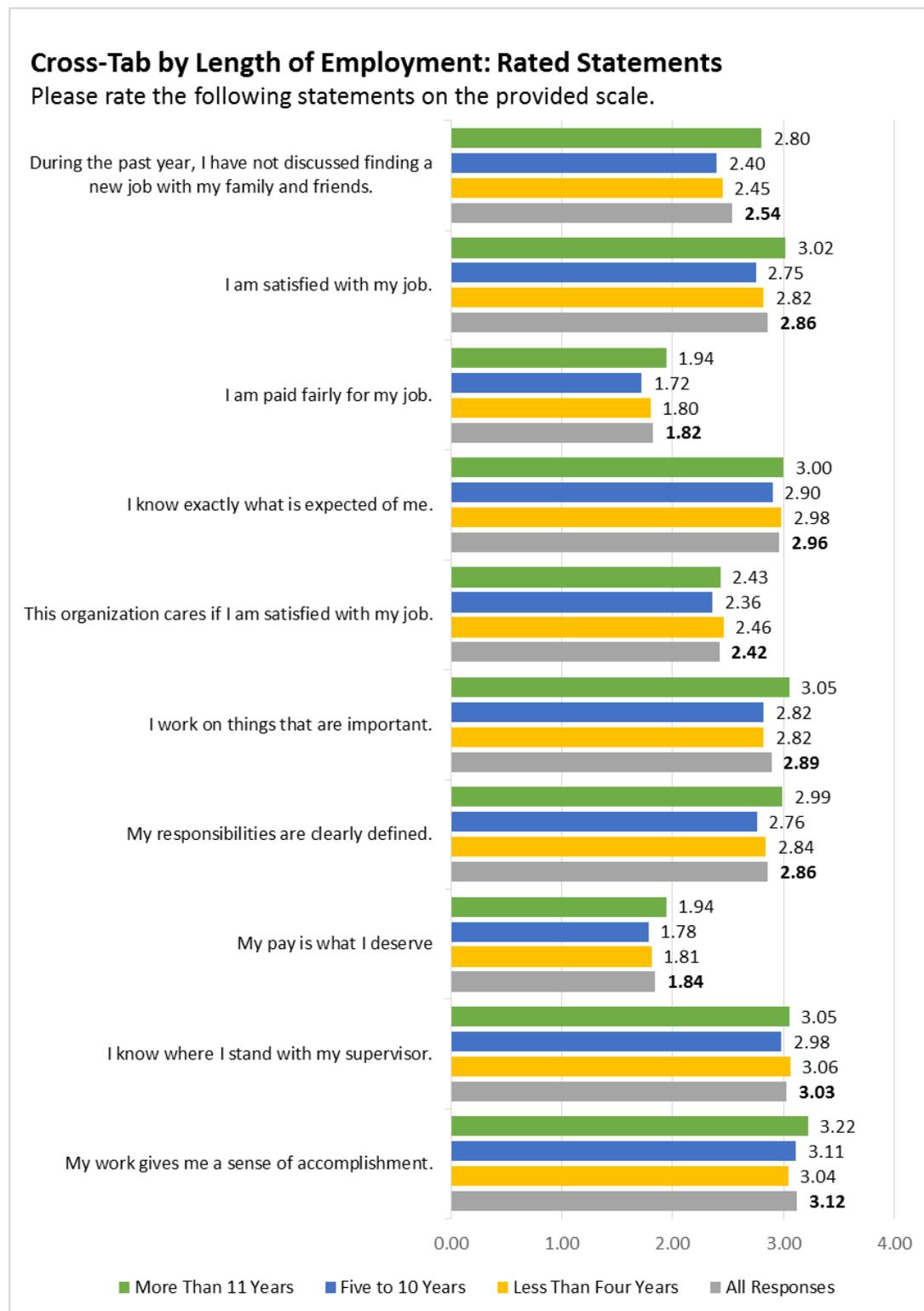


## CROSS-TABULATIONS

The survey data has been cross-tabulated for a more in-depth review of responses to identify any trends useful in crafting recommendations.



## Cross-Tab: Length of Employment



<b>Cross-Tab Rated Statements by Length of Employment</b>				
	Less than four years	5 to 10 years	More than 11 years	All Responses
During the past year, I have not discussed finding a new job with my family and friends.	2.45	2.40	2.80	<b>2.54</b>
I am satisfied with my job.	2.82	2.75	3.02	<b>2.86</b>
I am paid fairly for my job.	1.80	1.72	1.94	<b>1.82</b>
I know exactly what is expected of me.	2.96	2.98	2.90	<b>3.00</b>
This organization cares if I am satisfied with my job.	2.46	2.36	2.43	<b>2.42</b>
I work on things that are important.	2.82	2.82	3.05	<b>2.89</b>
My responsibilities are clearly defined.	2.84	2.76	2.99	<b>2.86</b>
My pay is what I deserve.	1.81	1.78	1.94	<b>1.84</b>
I know where I stand with my supervisor.	3.06	2.98	3.05	<b>3.03</b>
My work gives me a sense of accomplishment.	3.04	3.11	3.22	<b>3.12</b>
<b><i>answered question</i></b>	102	88	83	<b>273</b>

**Legend**

4 = Strongly Agree

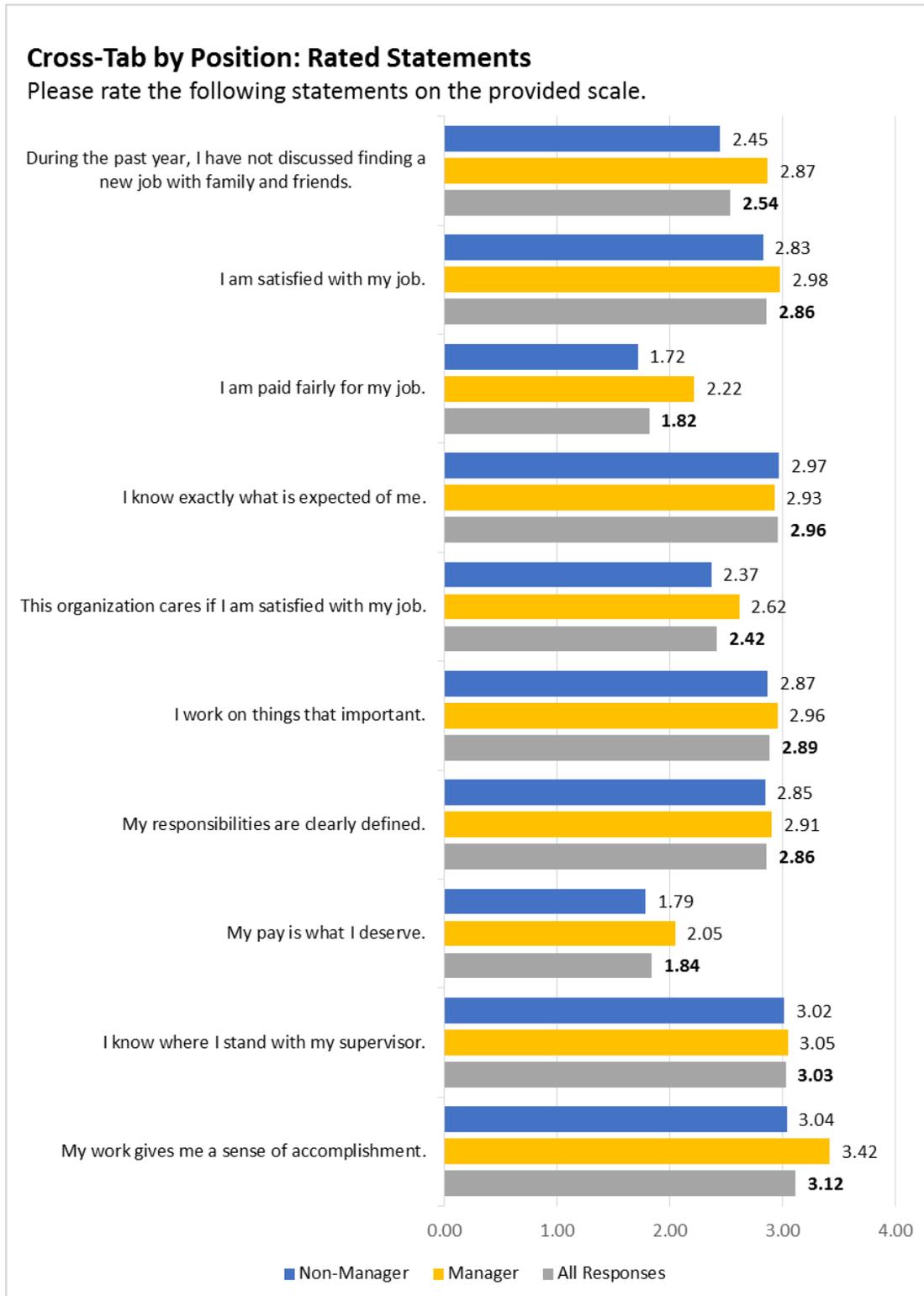
3 = Agree

2 = Disagree

1 = Strongly Disagree



## Cross-Tab: Position



<b>Cross-Tab Rated Statements by Position</b>			
	Manager	Non-Manager	All Responses
During the past year, I have not discussed finding a new job with my family and friends.	2.87	2.45	<b>2.54</b>
I am satisfied with my job.	2.98	2.83	<b>2.86</b>
I am paid fairly for my job.	2.22	1.72	<b>1.82</b>
I know exactly what is expected of me.	2.93	2.97	<b>3.00</b>
This organization cares if I am satisfied with my job.	2.62	2.37	<b>2.42</b>
I work on things that are important.	2.96	2.87	<b>2.89</b>
My responsibilities are clearly defined.	2.91	2.85	<b>2.86</b>
My pay is what I deserve.	2.05	1.79	<b>1.84</b>
I know where I stand with my supervisor.	3.05	3.02	<b>3.03</b>
My work gives me a sense of accomplishment.	3.42	3.04	<b>3.12</b>
<b><i>answered question</i></b>	<b>55</b>	<b>218</b>	<b>273</b>

**Legend**

4 = Strongly Agree

3 = Agree

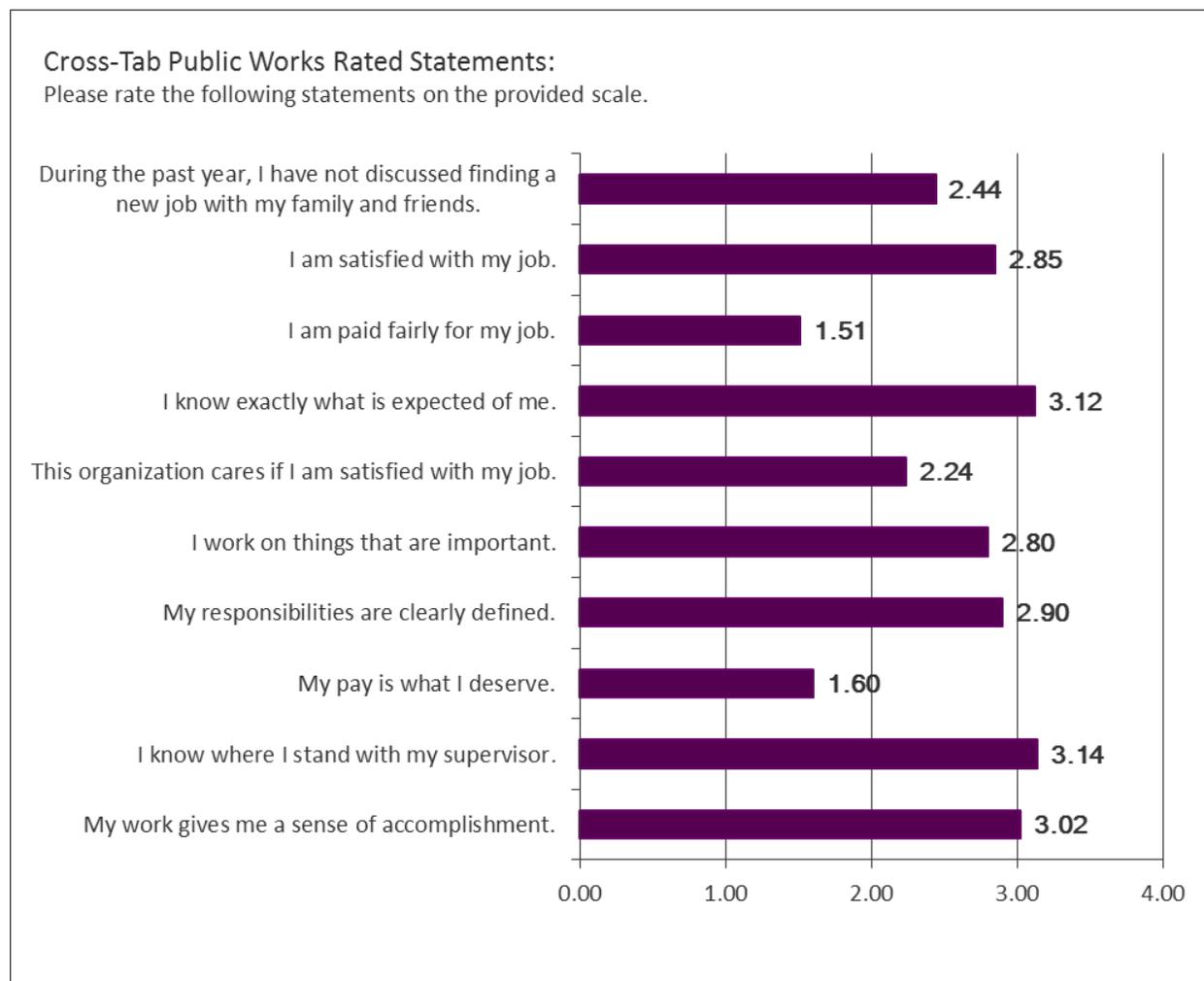
2 = Disagree

1 = Strongly Disagree



## Cross-Tab: Public Works Department

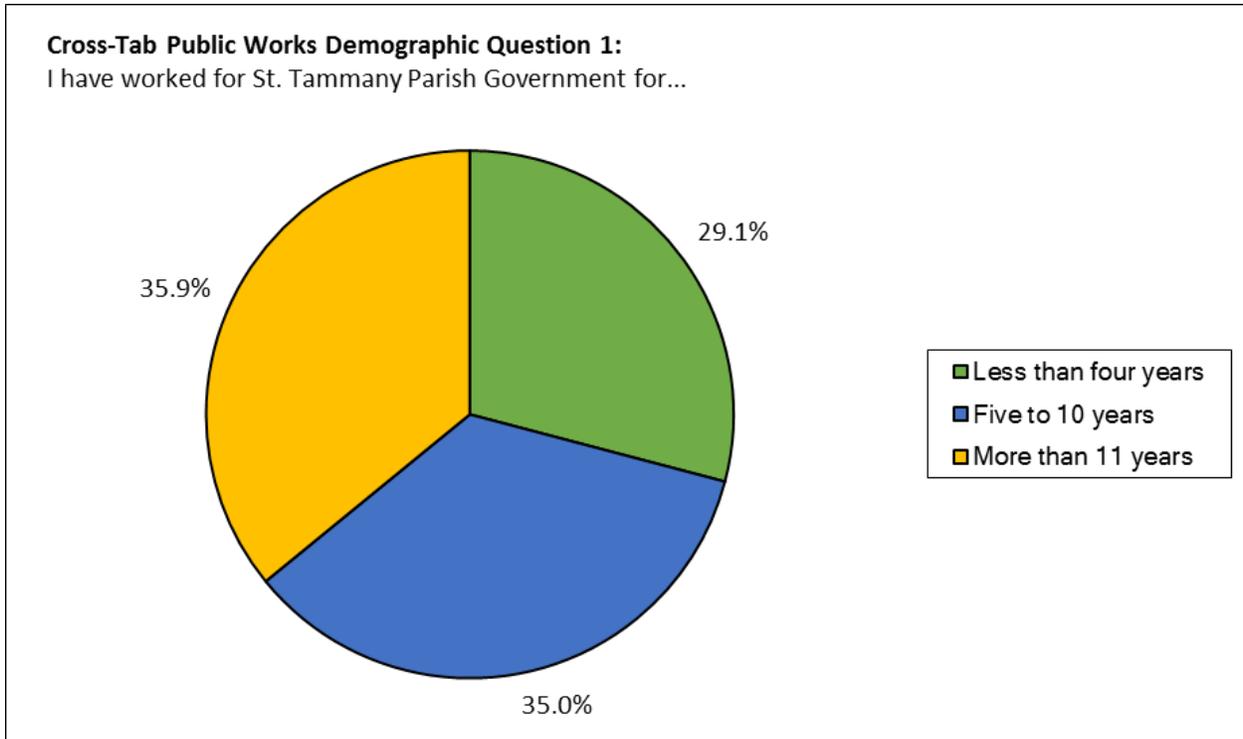
The Public Works Department is one of the largest departments in the Parish and is also the department with the most respondents with 37.7% (103) of the responses.



**N = 103**

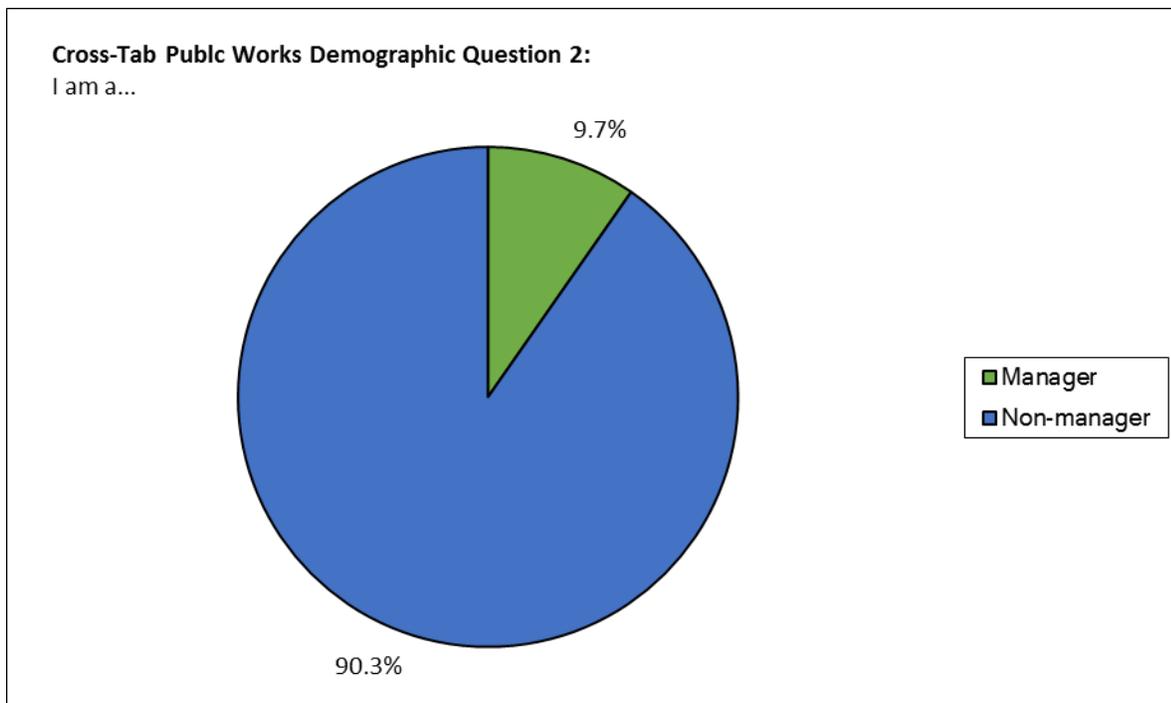
**Legend**  
 4 = Strongly Agree  
 3 = Agree  
 2 = Disagree  
 1 = Strongly Disagree





<b>Cross-Tab Public Works Demo Q1:</b> I have worked for St. Tammany Parish Government for...		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Less than four years	29.1%	30
5 to 10 years	35.0%	36
More than 11 years	35.9%	37
<b><i>answered question</i></b>		<b>103</b>





<b>Cross-Tab Public Works Demo Q2:</b> I am a...		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Manager	9.7%	10
Non-manager	90.3%	93
<b><i>answered question</i></b>		<b>103</b>



# APPENDIX A

## Survey Email Communication



## Anita Byrne

---

**From:** Leslie P. Montgomery <lmontgomery@stpgov.org>  
**Sent:** Wednesday, July 23, 2014 1:24 PM  
**To:** Anita Byrne  
**Subject:** FW: STPGOV Employee Survey - Deadline Friday, July 25th

**Importance:** High

---

**From:** Leslie P. Montgomery  
**Sent:** Wednesday, July 23, 2014 1:23 PM  
**To:** STPG Under President  
**Subject:** STPGOV Employee Survey - Deadline Friday, July 25th  
**Importance:** High

This is a reminder to all STPG employees to participate in the survey being conducted by SSA Consultants as explained below. The deadline to participate in this survey is Friday, July 25<sup>th</sup>, at 5:00 p.m. Feel free to contact HR if you have any questions.

Thank you.

---

**From:** Jill N. Taillac  
**Sent:** Friday, July 18, 2014 4:21 PM  
**To:** STPG Under President  
**Subject:** STPGOV Survey

Please take a moment to read the message below. I am sending this on behalf of SSA Consultants.

Thanks  
Jill

**Dear St. Tammany Parish Employees,**

**St. Tammany Parish has commissioned SSA Consultants, a Louisiana-based organizational development and management consulting firm, to conduct the 2014 Compensation and Benefits Study on its behalf.**

**SSA needs your input! As part of the study effort, SSA is conducting a Retention Survey for St. Tammany Parish employees. This brief online survey is anonymous with all responses compiled by SSA Consultants. Your participation is voluntary and is greatly appreciated!**

**Survey Link:** <https://www.surveymonkey.com/s/STPretention>

**Survey Deadline:** Friday, July 25, 2014 at 5:00 PM

**Please note the survey submission deadline of Friday, July 25, 2014 at 5:00 PM. Again, we appreciate your time and insight.**

**Thank you!**

**SSA Consultants**



**Jill N. Taillac, PHR**  
Human Resources Manager  
St. Tammany Parish Government  
985-875-2487  
Email: [jntaillac@stpgov.org](mailto:jntaillac@stpgov.org)  
Website: [www.stpgov.org](http://www.stpgov.org)

“Any e-mail may be construed as a public document, and may be subjected to a public records request. The contents of this e-mail reflect the opinion of the writer, and are not necessarily the opinion or policy of St. Tammany Parish Government.”

# APPENDIX B

## Survey



# St. Tammany Parish Retention Survey 2014

St. Tammany Parish Council has commissioned SSA Consultants to conduct the 2014 Compensation and Benefits Study on their behalf. This Retention Survey is part of the study effort. This brief survey is anonymous with all responses compiled by SSA Consultants.

Your input is greatly appreciated and valued! Thank you for your participation.

## \*1. Please rate the following statements on the provided scale.

	Strongly Disagree	Disagree	Agree	Strongly Agree
My work gives me a sense of accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where I stand with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pay is less than I deserve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My responsibilities are clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work on things that are a waste of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization does not care if I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know exactly what is expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am underpaid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the past year, I have discussed finding a new job with my family and friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## \*2. I have worked for St. Tammany Parish Government for...

- Less than four years                       Five to 10 years                       More than 11 years

## \*3. I am a...

- Manager     Non-manager

# St. Tammany Parish Retention Survey 2014

## \*4. My department is...

- |  |  |   |
|--|--|---|
| <input type="radio"/> Animal Services                  | <input type="radio"/> Engineering                                  | <input type="radio"/> Intergovernmental Relations |
| <input type="radio"/> CAO Office                       | <input type="radio"/> Environmental Services                       | <input type="radio"/> Legal                       |
| <input type="radio"/> Council Office                   | <input type="radio"/> Facilities Management                        | <input type="radio"/> President's Office          |
| <input type="radio"/> Culture, Recreation, and Tourism | <input type="radio"/> Finance                                      | <input type="radio"/> Procurement                 |
| <input type="radio"/> Data Technology                  | <input type="radio"/> Grants                                       | <input type="radio"/> Public Information          |
| <input type="radio"/> Development - Permits            | <input type="radio"/> Health and Human Services                    | <input type="radio"/> Public Works                |
| <input type="radio"/> Development - Planning           | <input type="radio"/> Homeland Security and Emergency Preparedness | <input type="radio"/> Tammany Utilities           |
| <input type="radio"/> Economic Development             | <input type="radio"/> Human Resources                              | <input type="radio"/> Technology                  |

## APPENDIX D

Current St. Tammany Parish Labor Grade Matrix



## 2014 LABOR GRADE - STEP

LG	STEP	HOURLY RATE	75 ANNUAL	80 ANNUAL
1	1	NA	NA	NA
	2	NA	NA	NA
	3	7.34	14313.00	15267.20
	4	7.48	14586.00	15558.40
	5	7.74	15093.00	16099.20
	6	7.92	15444.00	16473.60
	7	8.11	15814.50	16868.80
	8	8.33	16243.50	17326.40
	9	8.57	16711.50	17825.60
	10	8.77	17101.50	18241.60
2	1	7.92	15444.00	16473.60
	2	8.11	15814.50	16868.80
	3	8.33	16243.50	17326.40
	4	8.57	16711.50	17825.60
	5	8.77	17101.50	18241.60
	6	8.97	17491.50	18657.60
	7	9.15	17842.50	19032.00
	8	9.40	18330.00	19552.00
	9	9.68	18876.00	20134.40
	10	9.92	19344.00	20633.60
3	1	8.97	17491.50	18657.60
	2	9.15	17842.50	19032.00
	3	9.40	18330.00	19552.00
	4	9.68	18876.00	20134.40
	5	9.92	19344.00	20633.60
	6	10.17	19831.50	21153.60
	7	10.43	20338.50	21694.40
	8	10.65	20767.50	22152.00
	9	10.94	21333.00	22755.20
	10	11.23	21898.50	23358.40
4	1	10.17	19831.50	21153.60
	2	10.43	20338.50	21694.40
	3	10.65	20767.50	22152.00
	4	10.94	21333.00	22755.20
	5	11.23	21898.50	23358.40
	6	11.48	22386.00	23878.40
	7	11.80	23010.00	24544.00
	8	12.08	23556.00	25126.40
	9	12.37	24121.50	25729.60
	10	12.67	24706.50	26353.60

## 2014 LABOR GRADE - STEP

LG	STEP	HOURLY RATE	75 ANNUAL	80 ANNUAL
5	1	11.48	22386.00	23878.40
	2	11.80	23010.00	24544.00
	3	12.08	23556.00	25126.40
	4	12.37	24121.50	25729.60
	5	12.67	24706.50	26353.60
	6	12.97	25291.50	26977.60
	7	13.29	25915.50	27643.20
	8	13.64	26598.00	28371.20
	9	13.94	27183.00	28995.20
	10	14.32	27924.00	29785.60
6	1	12.97	25291.50	26977.60
	2	13.29	25915.50	27643.20
	3	13.64	26598.00	28371.20
	4	13.94	27183.00	28995.20
	5	14.32	27924.00	29785.60
	6	14.68	28626.00	30534.40
	7	15.05	29347.50	31304.00
	8	15.39	30010.50	32011.20
	9	15.78	30771.00	32822.40
	10	16.22	31629.00	33737.60
7	1	14.68	28626.00	30534.40
	2	15.05	29347.50	31304.00
	3	15.39	30010.50	32011.20
	4	15.78	30771.00	32822.40
	5	16.22	31629.00	33737.60
	6	16.58	32331.00	34486.40
	7	17.00	33150.00	35360.00
	8	17.43	33988.50	36254.40
	9	17.85	34807.50	37128.00
	10	18.31	35704.50	38084.80
8	1	16.58	32331.00	34486.40
	2	17.00	33150.00	35360.00
	3	17.43	33988.50	36254.40
	4	17.85	34807.50	37128.00
	5	18.31	35704.50	38084.80
	6	18.73	36523.50	38958.40
	7	19.15	37342.50	39832.00
	8	19.64	38298.00	40851.20
	9	20.13	39253.50	41870.40
	10	20.66	40287.00	42972.80

## 2014 LABOR GRADE - STEP

LG	STEP	HOURLY RATE	75 ANNUAL	80 ANNUAL
9	1	18.73	36523.50	38958.40
	2	19.15	37342.50	39832.00
	3	19.64	38298.00	40851.20
	4	20.13	39253.50	41870.40
	5	20.66	40287.00	42972.80
	6	21.12	41184.00	43929.60
	7	21.60	42120.00	44928.00
	8	22.17	43231.50	46113.60
	9	22.72	44304.00	47257.60
	10	23.30	45435.00	48464.00
10	1	21.12	41184.00	43929.60
	2	21.60	42120.00	44928.00
	3	22.17	43231.50	46113.60
	4	22.72	44304.00	47257.60
	5	23.30	45435.00	48464.00
	6	23.94	46683.00	49795.20
	7	24.46	47697.00	50876.80
	8	25.01	48769.50	52020.80
	9	25.70	50115.00	53456.00
	10	26.31	51304.50	54724.80
11	1	23.94	46683.00	49795.20
	2	24.46	47697.00	50876.80
	3	25.01	48769.50	52020.80
	4	25.70	50115.00	53456.00
	5	26.31	51304.50	54724.80
	6	26.98	52611.00	56118.40
	7	27.62	53859.00	57449.60
	8	28.33	55243.50	58926.40
	9	29.07	56686.50	60465.60
	10	29.76	58032.00	61900.80
12	1	26.98	52611.00	56118.40
	2	27.62	53859.00	57449.60
	3	28.33	55243.50	58926.40
	4	29.07	56686.50	60465.60
	5	29.76	58032.00	61900.80
	6	30.49	59455.50	63419.20
	7	31.24	60918.00	64979.20
	8	32.09	62575.50	66747.20
	9	32.85	64057.50	68328.00
	10	33.65	65617.50	69992.00

## 2014 LABOR GRADE - STEP

LG	STEP	HOURLY RATE	75 ANNUAL	80 ANNUAL
13	1	30.49	59455.50	63419.20
	2	31.24	60918.00	64979.20
	3	32.09	62575.50	66747.20
	4	32.85	64057.50	68328.00
	5	33.65	65617.50	69992.00
	6	34.45	67177.50	71656.00
	7	35.33	68893.50	73486.40
	8	36.20	70590.00	75296.00
	9	37.05	72247.50	77064.00
	10	37.97	74041.50	78977.60
14	1	34.45	67177.50	71656.00
	2	35.33	68893.50	73486.40
	3	36.20	70590.00	75296.00
	4	37.05	72247.50	77064.00
	5	37.97	74041.50	78977.60
	6	38.94	75933.00	80995.20
	7	39.94	77883.00	83075.20
	8	40.97	79891.50	85217.60
	9	41.93	81763.50	87214.40
	10	42.95	83752.50	89336.00
15	1	38.94	75933.00	80995.20
	2	39.94	77883.00	83075.20
	3	40.97	79891.50	85217.60
	4	41.93	81763.50	87214.40
	5	42.95	83752.50	89336.00
	6	44.04	85878.00	91603.20
	7	45.15	88042.50	93912.00
	8	46.28	90246.00	96262.40
	9	47.41	92449.50	98612.80
	10	48.62	94809.00	101129.60
16	1	44.04	85878.00	91603.20
	2	45.15	88042.50	93912.00
	3	46.28	90246.00	96262.40
	4	47.41	92449.50	98612.80
	5	48.62	94809.00	101129.60
	6	49.86	97227.00	103708.80
	7	51.11	99664.50	106308.80
	8	52.36	102102.00	108908.80
	9	53.64	104598.00	111571.20
	10	55.00	107250.00	114400.00

## 2014 LABOR GRADE - STEP

LG	STEP	HOURLY RATE	75 ANNUAL	80 ANNUAL
17	1	49.86	97227.00	103708.80
	2	51.11	99664.50	106308.80
	3	52.36	102102.00	108908.80
	4	53.64	104598.00	111571.20
	5	55.00	107250.00	114400.00
	6	56.33	109843.50	117166.40
	7	57.79	112690.50	120203.20
	8	59.14	115323.00	123011.20
	9	60.69	118345.50	126235.20
	10	62.13	121153.50	129230.40
18	1	56.33	109843.50	117166.40
	2	57.79	112690.50	120203.20
	3	59.14	115323.00	123011.20
	4	60.69	118345.50	126235.20
	5	62.13	121153.50	129230.40
	6	63.67	124156.50	132433.60
	7	65.25	127237.50	135720.00
	8	66.87	130396.50	139089.60
	9	68.57	133711.50	142625.60
	10	70.24	136968.00	146099.20
19	1	63.67	124156.50	132433.60
	2	65.25	127237.50	135720.00
	3	66.87	130396.50	139089.60
	4	68.57	133711.50	142625.60
	5	70.24	136968.00	146099.20
	6	72.00	140400.00	149760.00
	7	73.83	143968.50	153566.40
	8	75.67	147556.50	157393.60
	9	77.50	151125.00	161200.00
	10	79.43	154888.50	165214.40
20	1	72.00	140400.00	149760.00
	2	73.83	143968.50	153566.40
	3	75.67	147556.50	157393.60
	4	77.50	151125.00	161200.00
	5	79.43	154888.50	165214.40
	6	81.43	158788.50	169374.40
	7	83.45	162727.50	173576.00
	8	85.53	166783.50	177902.40
	9	87.67	170956.50	182353.60
	10	89.78	175071.00	186742.40

## APPENDIX E

St. Tammany Parish Government Performance Review Form – Employee





Employee Number: \_\_\_\_\_  
 Employee Name: \_\_\_\_\_  
 Employee Title: \_\_\_\_\_  
 Evaluator Name: \_\_\_\_\_  
 Review Period: 6/1/2012 to 5/31/2013

## St. Tammany Parish Government Performance Review - Employee

### Performance Competencies (depending on position, some competencies are more relevant than others)

Far Exceeds Requirements:	<b>4</b>	Performance is consistently superior and significantly exceeds position requirements.
Exceeds Requirements:	<b>3</b>	Performance frequently exceeds position requirements.
Consistently Meets Requirements:	<b>2</b>	Performance consistently meets position requirements.
Meets Some Requirements:	<b>1</b>	Performance meets some, but not all position requirements.
Does Not Meet Requirements:	<b>0</b>	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.
Not Applicable:	<b>NA</b>	Employee has not been in the position long enough to have demonstrated the essential elements of the position or the competency does not apply to this employee.

Write the appropriate number from above in each box below to indicate the employee's rating for that particular skill.

<b>1</b>	<b>Knowledge &amp; Skills - Consider how the employee applies the skills to accomplish the job.</b>	
<b>2</b>	<b>Time Management - Consider ability to plan, organize, &amp; complete projects and responsibilities.</b>	
<b>3</b>	<b>Communications - Consider written &amp; verbal skills. Consider ability to keep manager/supervisor informed.</b>	
<b>4</b>	<b>Customer Service - Consider level of quality of service to citizens, vendors, &amp; employees.</b>	
<b>5</b>	<b>Cooperation &amp; Initiative - Consider the employee's ability &amp; willingness to accept new responsibilities.</b>	
<b>6</b>	<b>Quality &amp; Quantity of work - Consider accuracy, completeness, &amp; amount of work accomplished.</b>	

Employee Number: 0

Employee Name: 0

7	<b>Dependability - Consider attendance, punctuality, and ability to meet deadlines.</b>	
8	<b>Problem Solving &amp; Judgment - Consider the ability to research issues &amp; make recommendations for improvement.</b>	
9	<b>Computer &amp; Other Equipment Skills - Consider proficiency in computer, software, &amp; other equipment used to perform job.</b>	
10	<b>Knowledge and compliance of St. Tammany Parish Government policies, procedures, including all departmental procedures and guidelines.</b>	
11	<b>Safety - Observes/Complies with rules and regulations within their work environment.</b>	

Employee Number: 0

Employee Name: 0

**Performance Summary**

1. List the employee's strengths that contributed to his/her effectiveness.

[Redacted]

2. List the areas the employee need to improve upon for greater effectiveness.

[Redacted]

3. What are the employee's performance and development goals of the coming review period?

[Redacted]

4. How will the employee's leadership team help the employee reach the goals identified in Question 3 above?

[Redacted]

**Overall Score**

Supervisor total points

0

Average (adjusted for NA)

0.00

Far Exceeds Requirements	3.50 and above	
Exceeds Requirements	2.60 - 3.49	
Consistently Meets Requirements	2.59 - 1.70	
Meets Some Requirements	1.69 - .90	
Does Not Meet Requirements	Below .90	X

Please sign below acknowledging you have reviewed and received a copy of this document.

\_\_\_\_\_  
Employee Signature & Date

\_\_\_\_\_  
Manager Signature & Date

\_\_\_\_\_  
Director Approval & Date

\_\_\_\_\_  
HR Approval & Date

\_\_\_\_\_  
COO or CFO Approval

\_\_\_\_\_  
Date

Employee Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## APPENDIX F

St. Tammany Parish Government Performance Review Form – Management





Employee Number: \_\_\_\_\_  
 Employee Name: \_\_\_\_\_  
 Employee Title: \_\_\_\_\_  
 Evaluator Name: \_\_\_\_\_  
 Review Period: 6/1/2012 to 5/31/2013

## St. Tammany Parish Government Performance Review - Management

### Performance Competencies (depending on position, some competencies are more relevant than others)

Far Exceeds Requirements:	<b>4</b>	Performance is consistently superior and significantly exceeds position requirements.
Exceeds Requirements:	<b>3</b>	Performance frequently exceeds position requirements.
Consistently Meets Requirements:	<b>2</b>	Performance consistently meets position requirements.
Meets Some Requirements:	<b>1</b>	Performance meets some, but not all position requirements.
Does Not Meet Requirements:	<b>0</b>	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.
Not Applicable:	<b>NA</b>	Employee has not been in the position long enough to have demonstrated the essential elements of the position or the competency does not apply to this employee.

Write the appropriate number from above in each box below to indicate the employee's rating for that particular skill.

<b>1</b>	Leadership - Consider the ability to motivate staff and support the Parish President's commitment to Customer Service, Transparency, Accountability, & Cooperation.	
<b>2</b>	Decision Making Ability - Consider the ability to recommend, implement, & follow through with decisions.	
<b>3</b>	Planning & Budget - Consider ability to plan & management the department budget. Consider employee's ability to research funding and utilize other resources available.	
<b>4</b>	Management/Supervisory Skills - Consider ability to be effective & consistent in application of STPGOV policies.	
<b>5</b>	Staff Development - Consider ability to fairly select, train, & develop subordinates.	
<b>6</b>	Knowledge & Skills - Consider how the employee applies the skills to accomplish the job.	

Employee Number: 0

Employee Name: 0

7	Time Management - Consider ability to plan, organize, & complete projects and responsibilities.	
8	Communications - Consider written & verbal skills. Consider ability to keep manager/supervisor informed.	
9	Customer Service - Consider level of quality of service to citizens, vendors, & employees.	
10	Cooperation & Initiative - Consider the employee's ability & willingness to accept new responsibilities.	
11	Quality & Quantity of work - Consider accuracy, completeness, & amount of work accomplished.	
12	Dependability - Consider attendance, punctuality, and ability to meet deadlines.	
13	Problem Solving & Judgment - Consider the ability to research issues & make recommendations for improvement.	
14	Computer & Other Equipment Skills - Consider proficiency in computer, software, & other equipment used to perform job.	
15	Knowledge and compliance of St. Tammany Parish Government policies, procedures, including all departmental procedures and guidelines.	

Employee Number: 0

Employee Name: 0

**Performance Summary**

1. List the employee's strengths that contributed to his/her effectiveness.

[Redacted]

2. List the areas the employee need to improve upon for greater effectiveness.

[Redacted]

3. What are the employee's performance and development goals of the coming review period?

[Redacted]

4. How will the employee's leadership team help the employee reach the goals identified in Question 3 above?

[Redacted]

**Overall Score**

Supervisor total points

0

Average (adjusted for NA)

0.00

Far Exceeds Requirements	3.50 and above	
Exceeds Requirements	2.60 - 3.49	
Consistently Meets Requirements	2.59 - 1.70	
Meets Some Requirements	1.69 - .90	
Does Not Meet Requirements	Below .90	X

Please sign below acknowledging you have reviewed and received a copy of this document.

\_\_\_\_\_  
Employee Signature & Date

\_\_\_\_\_  
Manager Signature & Date

\_\_\_\_\_  
Director Approval & Date

\_\_\_\_\_  
HR Approval & Date

\_\_\_\_\_  
COO or CFO Approval

\_\_\_\_\_  
Date

Employee Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## APPENDIX G

St. Tammany Parish Performance Evaluation Form Used Prior to 2013





## APPENDIX H

Sample Performance Evaluation Tools



# *St. Tammany Parish*

## Employee Performance Evaluation

Evaluation Date \_\_\_\_\_

Ratings Defined:

Employee \_\_\_\_\_

**Very Good** – Often exceeds standards

Start Date \_\_\_\_\_

**Satisfactory** – Fully meets standards

Evaluation Period \_\_\_\_\_ to \_\_\_\_\_

**Fair** – Needs improvement; more is expected

Supervisor \_\_\_\_\_

**Unsatisfactory** – Rarely meets standards

<b>Performance Standards</b>	<b>Very Good</b>	<b>Satisfactory</b>	<b>Fair</b>	<b>Unsatisfactory</b>
<b>Service to citizens, co-workers and customers</b>				
- Greet all customers in a friendly and respectful manner.				
- Puts service above any personal interests or activities while on duty.				
- Respects confidentiality rights of citizens.				
- Provides accurate and timely information.				
- Upholds Parish policies and established procedures.				
- Implements appropriate use of technology.				
- Is attentive to customer comments and, when applicable, refers comments and/or complaints to their manager.				
<b>Personal attributes and development</b>				
- Adapts to change.				
- Takes responsibility for learning about new equipment, technology and procedures.				
- Provides consistent service.				
- Communicates clearly and honestly.				
- Exhibits a cooperative team spirit.				
- Shows interest in continuing education or training.				
- Is positive and proactive.				
- Demonstrates initiative and innovation.				
- Is dependable and punctual.				

*St. Tammany Parish*  
Employee Performance Evaluation

Performance Standards	Very Good	Satisfactory	Fair	Unsatisfactory
<b>Specific Job Standards (Knowledge &amp; Skills)</b>				
- Understands how job responsibilities contribute to the success of the Parish.				
- Plans own time to meet obligations and specified deadlines.				
- Produces acceptable work products.				
- Accepts responsibility of special assignments.				
- Demonstrates attention to detail and accuracy.				
- Possesses technical knowledge and skills to accomplish job responsibilities.				

SUPERVISORY  
COMMENTS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EMPLOYEE COMMENTS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

DEVELOPMENT GOALS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

**ST. TAMMANY PARISH ANNUAL PERFORMANCE EVALUATION (SAMPLE)**

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Department: \_\_\_\_\_ Team: \_\_\_\_\_

Date of Hire: \_\_\_\_\_ Appraisal Date: \_\_\_\_\_

**Outstanding**—Performance often exceeds objectives  
**Solid Performer**—Consistently meets objectives  
**Needs Improvement**—Sometimes or often fails to meet objectives  
**Not Applicable**—This factor does not apply based on the requirements of the position.

**Part I: Job Related Skills and Knowledge**

**1. Customer and Citizen Services**—Manages customer and citizen interactions in a polite and professional manner. Is proactive, goes “above and beyond” to provide excellent service.  
\_\_\_ Outstanding  
\_\_\_ Solid Performer  
\_\_\_ Needs Improvement  
\_\_\_ Not Applicable  
Comments: \_\_\_\_\_  
\_\_\_\_\_

**2. Job Knowledge**—Understands the information and responsibilities pertinent to the job and demonstrates necessary expertise and knowledge of technology. Continues to learn, expand knowledge and apply creativity to seek solutions.  
\_\_\_ Outstanding  
\_\_\_ Solid Performer  
\_\_\_ Needs Improvement  
\_\_\_ Not Applicable  
Comments: \_\_\_\_\_  
\_\_\_\_\_

**3. Organizational Skills and Productivity**—Plans and prioritizes work effectively. Coordinates, prepares, and presents projects well and follows through with assignments. Produces quality work and a satisfactory quantity of work. Delivers on time and within budget. Meets deadlines.  
\_\_\_ Outstanding  
\_\_\_ Solid Performer  
\_\_\_ Needs Improvement  
\_\_\_ Not Applicable  
Comments: \_\_\_\_\_  
\_\_\_\_\_

**4. Communication Skills**—Is effective in communicating with others, including co-workers, superiors, or the public, using both verbal and written skills necessary for the job. Listens and articulates well. Comprehends information and explanations. Keeps others informed. Shares information.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**5. Interpersonal Skills and Professionalism**—Cooperates with peers, supervisor, and director. Is a productive team member. Shows a high of professionalism in person, in email, on the telephone, in language, and in dress. Exhibits initiative and self-direction. Maintains a positive and respectful attitude. Shows enthusiasm about work. Accepts feedback well. Demonstrates loyalty and commitment.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**6. Reliability**—Dependable. Can be counted on to work as needed to achieve results and/or meet targets within established time frames. Employee complies with the Parish's policies on absence and lateness.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**7. Management and Leadership Skills**—Understands the goals and needs of the Parish and its staff as a whole. Gains the respect and trust of fellow staff members. Cooperates and contributes to the overall wellbeing of St. Tammany Parish. If in a direct supervisory role, acts as a coach and effectively develops subordinates.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**8. Problem Solving and Decision Making**—Anticipates and identifies problems. Uses logic and sound judgment to solve problems and make decisions.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**9. Adaptability**—Employee is able to adjust to a variety of situations, maintains flexibility.

- Outstanding
- Solid Performer
- Needs Improvement
- Not Applicable

Comments: \_\_\_\_\_

\_\_\_\_\_

**Part II: Overall Performance Rating**

	Outstanding	Solid Performer	Needs Improvement	Not Applicable
Customer and Citizen Services				
Job Knowledge				
Organizational Skills & Productivity				
Communication Skills				
Interpersonal Skills & Professionalism				
Reliability				
Management & Leadership Skills				
Problem Solving & Decision Making				
Adaptability				

**Overall Rating**

Outstanding    Solid Performer    Needs Improvement

**PART III: SUMMARY OF STRENGTHS, WEAKNESSES, ACCOMPLISHMENTS**

1. Strengths (strongest performance skills)

2. Weaknesses (areas where improvement is needed)

3. Accomplishments (comments on reaching annual goals)

SAMPLE

**PART IV: ACKNOWLEDGMENT AND SIGNATURES**

Employee:

I have read this review. \_\_\_\_\_ (initials)

This review has been discussed with me. \_\_\_\_\_ (initials)

\_\_\_\_ I agree

\_\_\_\_ I disagree

Employee's Comments (optional):

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor/Manager's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Second Level Review Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Follow up review scheduled \_\_\_\_\_ months from date of this review.

**PART FIVE: ANNUAL GOAL SETTING DOCUMENT**

Employee \_\_\_\_\_ Date \_\_\_\_\_

Employee Development Goals for the coming year:

Link to St. Tammany Parish Strategic Plan:

Employee's comments

Manager's comments:

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Manager's Signature

# Employee Self-Evaluation

Name \_\_\_\_\_ Date \_\_\_\_\_ Supervisor \_\_\_\_\_

Rate your level of agreement with each of the following statements.

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I know what is expected of me at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the equipment and materials I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to do what I do best each day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Someone at work cares about me as a person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last 7 days I've received praise for doing good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Someone at work encourages my development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The mission or purpose of the organization makes me feel my job is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My fellow employees are committed to doing quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work my opinion seems to count	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a best friend at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last 6 months someone has talked to me about my progress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the last year I have had the opportunity at work to learn and grow	<input type="radio"/>				
---	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

1. What do you consider to be the top three to five priorities of your job as you understand them?
2. What do you see as your greatest accomplishments or successful efforts over this past review period?
3. What factors, environmental or otherwise, impacted your job or your ability to perform your job during the last review period?
4. Complete the following sentence. I believe that my greatest contribution to St. Tammany Parish is:
5. In what area or areas would you like to gain more experience, training or education?
6. What could you do to perform you job duties and assigned tasks more efficiently?
7. What can your supervisor or co-workers do to assist you in your duties?
8. What weaknesses would you like to overcome in your own job performance?

Please list some goals you would like to attain in the next year

<b>SMART Goal (Specific, Measurable, Attainable, Realistic, Timely)</b>	<b>How we know it was achieved</b>

--	--

Describe two or three of your top strengths and one or two growth/development opportunities.

<b>Strengths:</b>	
<b>Growth/Development Opportunities:</b>	
<b>What will you (employee) do?</b> (This can be as simple as learning a new task, observing someone who does that task well, asking for feedback on a behavior that you're trying to change, etc.)	

What can your supervisor do to support this?	
--	--

Any further comments?

SAMPLE

# APPENDIX I

Training for Reviewers – Skill Development



# Performance Evaluation



# Questions Most Employees Want Answered During the Performance Appraisal

- How am I doing?
- What can I do to improve?
- Do I have a chance for advancement?
- What will be expected of me before the next review?
- How will my work be evaluated during that time?
- What kind of assistance can I expect from my supervisor?
- What changes are likely in our department or organization, and how will they affect me?

# Performance Appraisal Basics

- Should not be the time when managers or supervisors *start* to deal with or document performance problems
- Should contain NO surprises
- Are well planned
- Should be set-up in such a way as to minimize biases
- Used to establish individual development goals
- Administered on ALL employees
- Focus is on the future, not the past

# Documenting Performance

## *Disadvantages of Poor Documentation*

- Incomplete information to conduct the Annual Performance Appraisal meeting
- Employee frustration and confusion concerning his or her performance, future, worth, etc.
- Manager perceived as disinterested
- Specific behaviors to be changed not communicated
- Manager unable to satisfactorily explain or support a final review rating

# Documenting Performance

## *Common Errors*

### **Too Vague/General**

You are a great employee!  
You could have done a better job at times.

### **Not Focused on Behavior**

Others really seem to like you.  
Some customers have complained about you.

### **Judgmental Tone**

If you would just listen half the time, imagine how many more jobs we could have finished under budget!

### **Not Job Relevant**

I know you can solve problems. Just look how fast you fixed my car last summer. Thanks!

### **Contradictory Information**

You are a team player.  
You need to step up and contribute more to the team.

### **Absolute Words**

You *always* have something good to say.  
You *never* finish your work on time.

# Documenting Performance

## *Using Descriptive Words and Phrases*

*Below are words and phrases that can be used to describe both positive and negative behaviors in written performance reviews.*

<b>Positive Behaviors</b>	<b>Negative Behaviors</b>
Methodical	Needs many explanations
Generates enthusiasm	Perfectionist
Willingly accepts difficult assignments	Slow in getting things done; resists difficult material
Gives attention to detail	Overreacts to criticism
Avoids risk	Tends to day dream
Gets tasks done	Unprepared
Accountable for own work	Shifts blame to others

# Rating Performance

## *Common Errors*

### **Contrast Effect**

Rating someone against others instead of the performance criteria

### **First Impression/Latest Behavior Effect**

Forming an early positive/negative judgment and/or rating for someone based on their latest behaviors

### **Halo/Horn Effect**

Generalizing someone's behavior as all positive or all negative

### **Similar-to-Me Effect**

More favorably rating someone similar to oneself

### **Central Tendency Effect**

Blindly rating someone all 3's instead of critically evaluating each performance factor

### **Negative/Positive Leniency Effect**

Rating too high or too low without being able to substantiate the rating

### **Spill-Over Effect**

Allowing past appraisals to influence the current appraisal

# Setting Goals

## *Benefits*

- Identifies skill development targets
- Employee is more involved in own career development
- Creates mutual expectation for employee development
- Makes future reviews more predictable

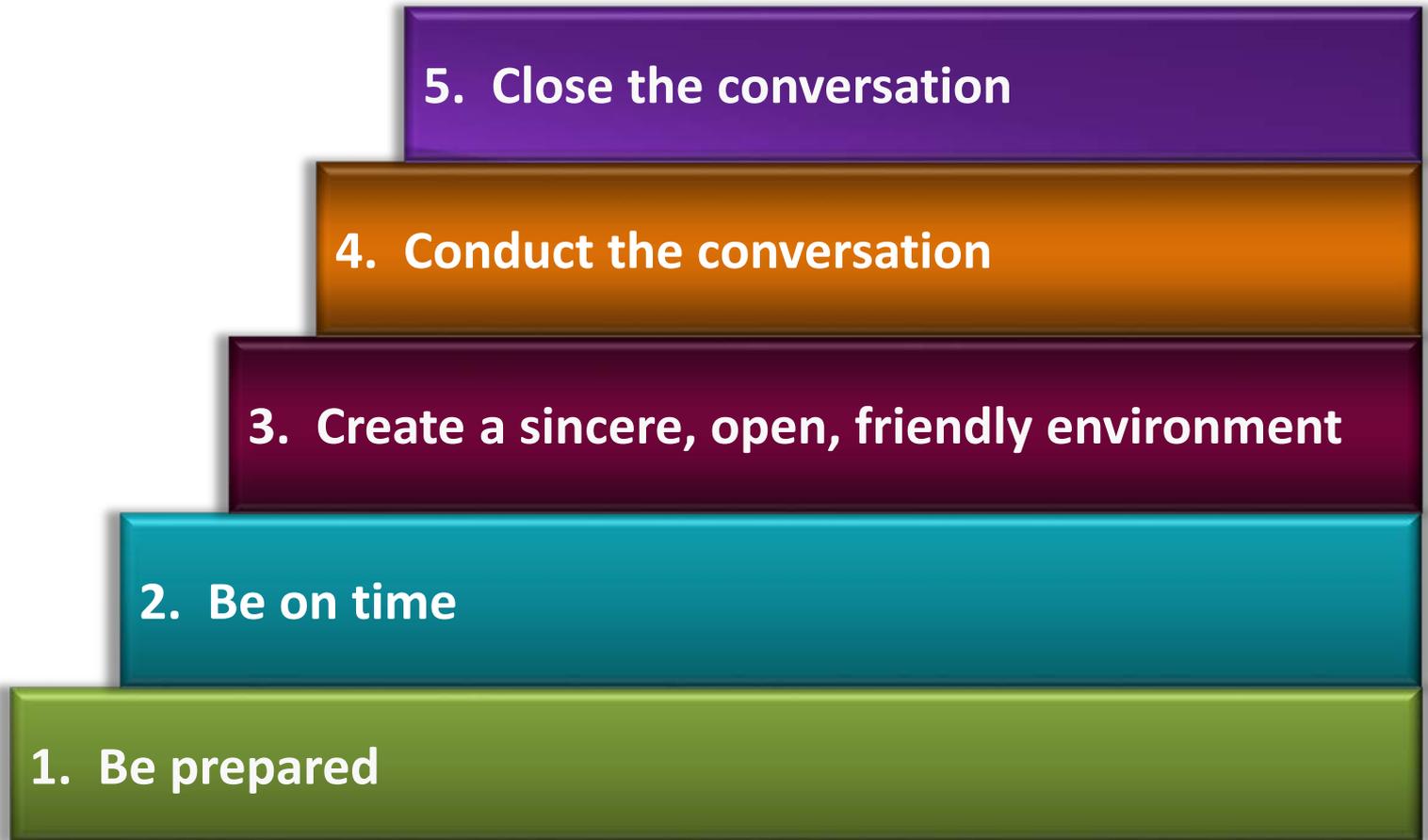


# Questions Supervisors Can Ask to Help Employees Develop Goals

- “What do you want to accomplish in the next six months?”
- “What are your goals for doing a more effective job?”
- “In which of your job functions do you feel the need for improvement?”

# Performance Review Conversation

## *Five Steps Model*



## APPENDIX J

SHRM Foundation's *Building a High-Performance Culture: A Fresh Look at Performance Management*



 SHRM Foundation's  
Effective Practice Guidelines Series

# Building a High-Performance Culture: A Fresh Look at Performance Management

By Elaine D. Pulakos, Rose A. Mueller-Hanson, Ryan S. O'Leary,  
and Michael M. Meyrowitz

*Sponsored by*  
**Halogen**

## Building a High-Performance Culture: A Fresh Look at Performance Management

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## FOREWORD



Dear Colleague:

Decades of research and practice have been devoted to understanding and improving performance management in organizations. Yet the traditional performance review process continues to be painful and ineffective for both managers and employees. In many cases, the focus on improving formal systems has not achieved the desired results. In fact, research shows that what truly increases employee performance and engagement is not annual reviews, but the day-to-day process of managers communicating expectations, providing feedback and leveraging employee talents.

This new SHRM Foundation report, *Building a High-Performance Culture: A Fresh Look at Performance Management*, goes beyond the formal review process to explore how leaders can create a performance-based culture using strategies such as improved communication and better relationship skills. Summarizing the latest research and thinking on high-performing workplace cultures, the report identifies specific tools to develop more effective performance management behavior in organizations.

The SHRM Foundation created the Effective Practice Guidelines series in 2004 for busy HR professionals. It can be a challenge for practitioners with limited time to keep up with the latest research results. By integrating research findings on what works with expert opinion on how to conduct effective HR practice, this series provides the tools to successfully practice evidence-based management.

Other recent reports include *HRM's Role in Corporate Social and Environmental Sustainability*, *Promoting Employee Well-Being* and *Onboarding New Employees*. This report is the 16th in the series. To ensure the material is research-based, comprehensive and practical, the reports are written by subject-matter experts and then reviewed by both academics and practitioners. Each report also includes a "Suggested Readings" section as a convenient reference tool. All reports are available online for complimentary download at [www.shrmfoundation.org](http://www.shrmfoundation.org).

The Effective Practice Guidelines series is just one way the SHRM Foundation supports lifelong learning for HR professionals. In addition to creating educational resources used in hundreds of classrooms worldwide, the SHRM Foundation is a major funder of original, rigorous HR research. We award more than \$150,000 annually in education and certification scholarships to SHRM members. And all this good work is made possible by the generous support of donors like you.

I encourage you to learn more. Please visit [www.shrmfoundation.org](http://www.shrmfoundation.org) to find out how you can support the SHRM Foundation.

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Performance management is the “Achilles’ heel” of human capital management—often viewed as ineffective by employees and managers alike. Despite the time, effort and resources devoted to it, performance management rarely achieves its intended purpose—improving performance.



## BUILDING A HIGH-PERFORMANCE CULTURE: A FRESH LOOK AT PERFORMANCE MANAGEMENT



Managing employee performance is a key part of effective leadership. Research has shown that managers who engage in effective performance management produce extraordinary business results compared with those who do not. One study demonstrated 50 percent less staff turnover, 10 to 30 percent higher customer satisfaction ratings, 40 percent higher employee commitment ratings and double the net profits.<sup>1</sup>

But many organizations struggle to realize these benefits. When asked what purpose performance management *should* serve in organizations, employees, managers and HR professionals alike cite important outcomes such as improving performance effectiveness and results, developing employees, and facilitating communication and information exchange between employees and managers.

However, when a slightly different question is asked—what purpose *does* performance management serve—the responses are quite different. Most people say that in reality, performance management serves primarily *administrative purposes*. These include helping managers make pay decisions, providing documentation for the organization to defend itself in court and enabling the organization to deal with poor performers.

When asked, “How well does performance management work to achieve its purpose?” managers and employees agree: It does not work very well. Overall, attitudes toward performance management are consistently poor. No more than 30 percent of those surveyed reported that their performance management system effectively establishes goals, provides feedback and actually improves performance. These perceptions have earned performance management the distinction of being the “Achilles’ heel” of human capital management.<sup>2</sup>

After decades of research and practice devoted to improving performance management systems in organizations, the reality is that most of them neither drive effective performance and development nor serve administrative purposes. It is time to take a fresh look.

### The Business Case

*Effective performance management behavior leads to better:*

*Bottom line results*

*Employee engagement*

*Retention of key staff*

Given the current negative perceptions, should organizations continue to invest in performance management? The answer to this question is *yes!*

When done right, performance management yields higher levels of engagement, retention and organizational performance. A strong business case exists for improving the effectiveness of performance management, but how is this task accomplished? The key is to change the focus. Concentrate on establishing effective *performance management behaviors* first, and then make sure that the *performance management system* reinforces and supports those behaviors. Performance management must be more than a formal appraisal system: It should be an everyday part of a high-performance culture.

This report will offer new ideas for using performance management tools and concepts more productively

to achieve the desired results. It will first examine what has been tried unsuccessfully in the past and will then present different strategies that hold real promise for increasing performance management effectiveness. Finally, it will present a model to help organizations build a high-performance culture through effective performance management.

### Common Strategies— and Why They Fail

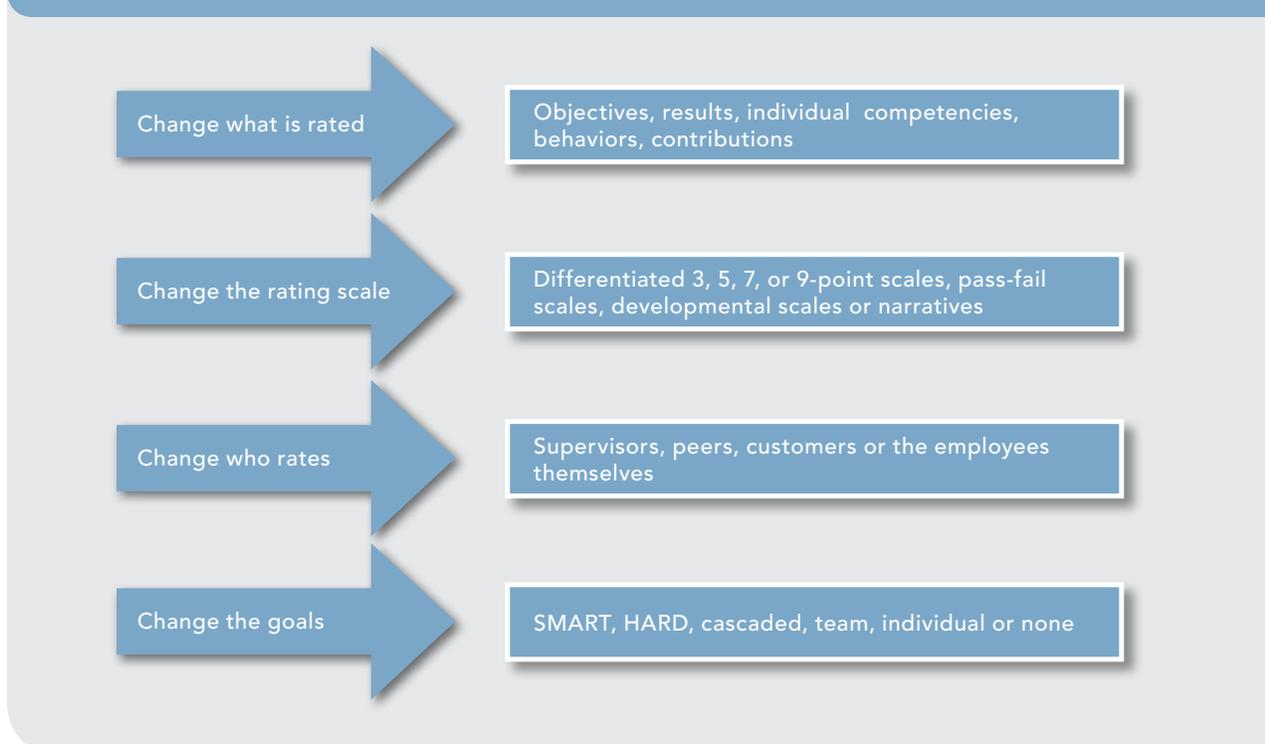
Most performance management strategies focus on developing improved rating tools and processes—including various rating formats, different rating criteria, more elaborate process steps and using raters with disparate points of view. An implicit assumption is that specific tools and carefully prescribed steps in a formal system will lead to effective performance management.

In the end though, these attempts to improve performance management have ended up reducing it to an administrative drill that lacks real value.<sup>3</sup> Unfortunately, negative attitudes among managers and employees toward their performance management systems have spawned the vicious cycle of attempting improvements, followed by disappointing results, leading to continuous reinvention of these systems. The great amount of research that has been devoted to performance management without yielding success speaks volumes about how inherently difficult it is.

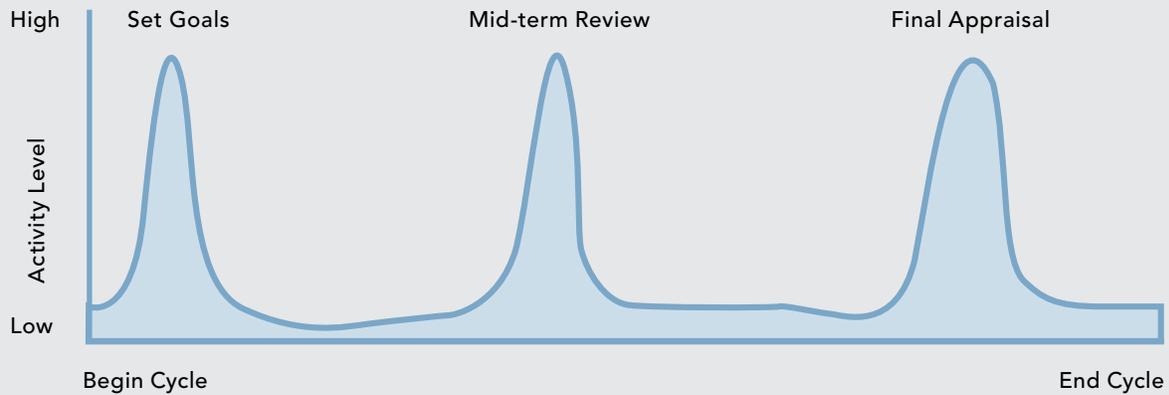
Figure 2 graphically demonstrates a common pitfall: Although performance management processes are designed to drive effective behavior, they more often end up motivating intermittent spurts of activity, spiking a few times a year.

This pattern is actually at odds with effective performance management (see Figure 3), which requires regular and ongoing activity:

**Figure 1. Examples of Past Attempts to Improve Performance Management**



**Figure 2. Poor Performance Management Behavior**



- Communicating expectations on a regular basis.
- Providing feedback in real time whenever exceptional or poor performance is observed.
- Helping employees develop expertise that maximizes their potential.

If our systems are working, they will create a pattern, showing performance management as a regular part of daily work. The fact that this is rarely the case suggests there is plenty of room for improvement.

Even beyond failing to drive effective, ongoing behaviors, performance

management for administrative purposes has become synonymous with burdensome requirements that detract from important goals.

**CHALLENGING ASSUMPTIONS**

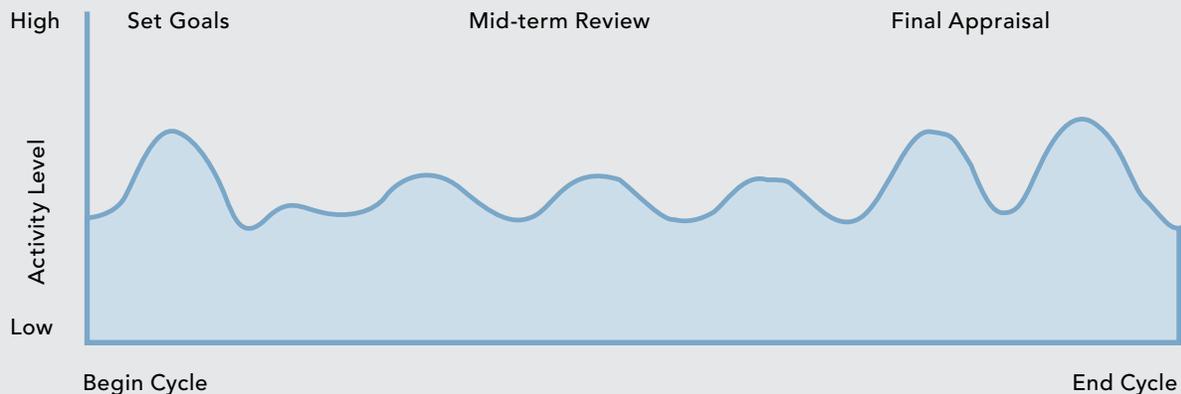
**Assumption #1. Performance management helps managers make pay decisions.**

Reality: Performance ratings usually do not sufficiently differentiate among employees to support gradations in pay, unless managers use forced distributions.<sup>4</sup> This failure to differentiate can leave organizations in a vulnerable situation if there

is no clear connection between consistently high ratings given to most employees and the more variable pay increases awarded to them.

Many managers report that they do not arrive at pay decisions by following the detailed rating processes their performance management systems prescribe, but instead retrofit their ratings to fit the pay increases they want to give. Pay increases are affected by many factors beyond the employee's performance, including the competitiveness of the market, where employees sit within their pay bands and even whose *turn* it is to get a

**Figure 3. Effective Performance Management Behavior**



### How to Drive Results

- Set clear expectations for employees—so they can deliver.
- Help employees find solutions to problems.
- Play to employees' strengths rather than their weaknesses in work assignments.
- Acknowledge employees' strengths while also addressing development needs.
- Provide regular, informal feedback.

larger increase this year—a factor that often comes into play when base pay increases are small overall.

### Assumption #2. Performance management provides documentation that organizations need to defend themselves.

Reality: A common belief is that documentation is needed to defend administrative decisions, such as promotions, separations and pay raises in the face of legal challenges. However, in most cases, formal performance management systems do a poor job justifying ratings and aligning ratings and outcomes. What is documented in performance management systems often ends up being more helpful to employees *challenging* the organization than it is to the organization defending itself.

### Assumption #3. Performance management provides a mechanism to deal with poor performers.

Because employees are hardly ever rated less than “meeting expectations,” most systems have

little information that can be used to address performance issues. Most organizations have an entirely separate system for dealing with unsatisfactory performers. Employees are often given formal notice when they do not meet expectations, and specific expectations are outlined in “performance improvement plans” or “opportunity periods.” Once employees are placed on a performance improvement plan, managers maintain extensive documentation to justify any subsequent actions, such as separation or reduced compensation. These separate systems are used to deal with unsatisfactory performers because the main performance management system usually does not contain enough accurate rating information.

### WHERE'S THE DISCONNECT?

Most employees and managers view their performance management systems as largely ineffective and incapable of delivering results. But research performed by the Corporate Leadership Council (CLC) has shown that over half of the most important drivers of employee engagement and performance are precisely the behaviors that *define* effective performance management: setting clear expectations, helping employees accomplish work, providing regular feedback, and finding new opportunities for employees to succeed and develop.<sup>5</sup> These behaviors are clearly valuable, yet our performance management systems are not seen as producing these. Why? What can firms do to improve results?

At Google the answer came in the form of Project Oxygen, an attempt to build better bosses. By analyzing performance reviews, feedback surveys and nominations for managerial awards, Google

identified eight habits of highly effective managers and three pitfalls that hamper success. Google found that what its employees valued most were even-keeled bosses who made time for one-on-one meetings, helped them solve problems by asking questions rather than by dictating answers, and took an interest in their lives and careers. One surprising result was that the manager's ability to perform technical work ranked last among the top eight behaviors.<sup>6</sup>

Google discovered that bosses have a great impact on employees' performance and job attitudes. Simply put, better bosses translate into bottom-line results. This thinking reflects the old HR adage that “people don't quit their jobs, they quit their managers.”<sup>7</sup> Google's best managers—those who embraced the habits and avoided the pitfalls—had teams that performed better, stayed longer and maintained positive attitudes.

### Eight Habits of Highly Effective Google Managers

- Be a good coach.
- Empower your team, and do not micromanage.
- Express interest in team members' personal success and well-being.
- Don't be shy; be productive and results-oriented.
- Communicate and listen to your team.
- Help your employees with career development.
- Express a clear vision and strategy for the team.
- Demonstrate technical skills so you can help advise the team.

**Google's Three Pitfalls of Managers**

- Have trouble transitioning to the team.
- Lack a consistent approach to performance management and career development.
- Spend too little time managing and communicating.

The factor over which companies have the most control in terms of retaining employees is the quality of managers. Google began teaching managers the eight habits in a variety of settings. This practice paid off quickly. Seventy-five percent of the firm's least competent managers showed significant performance improvement as a result.<sup>8</sup>

Taken together, the implication of the CLC and Google studies is that effective leadership is synonymous with

effective performance management. Although managers often do not recognize it, performance management is what good leaders do naturally, each and every day. These behaviors are essential tools that enable managers to accomplish work through others.

For employees, performance management is the primary way of understanding what they are supposed to do and developing and advancing their careers. Both managers and employees should view performance management not as a formal administrative system but as a broader tool that helps employees accomplish work and organizations retain key talent.

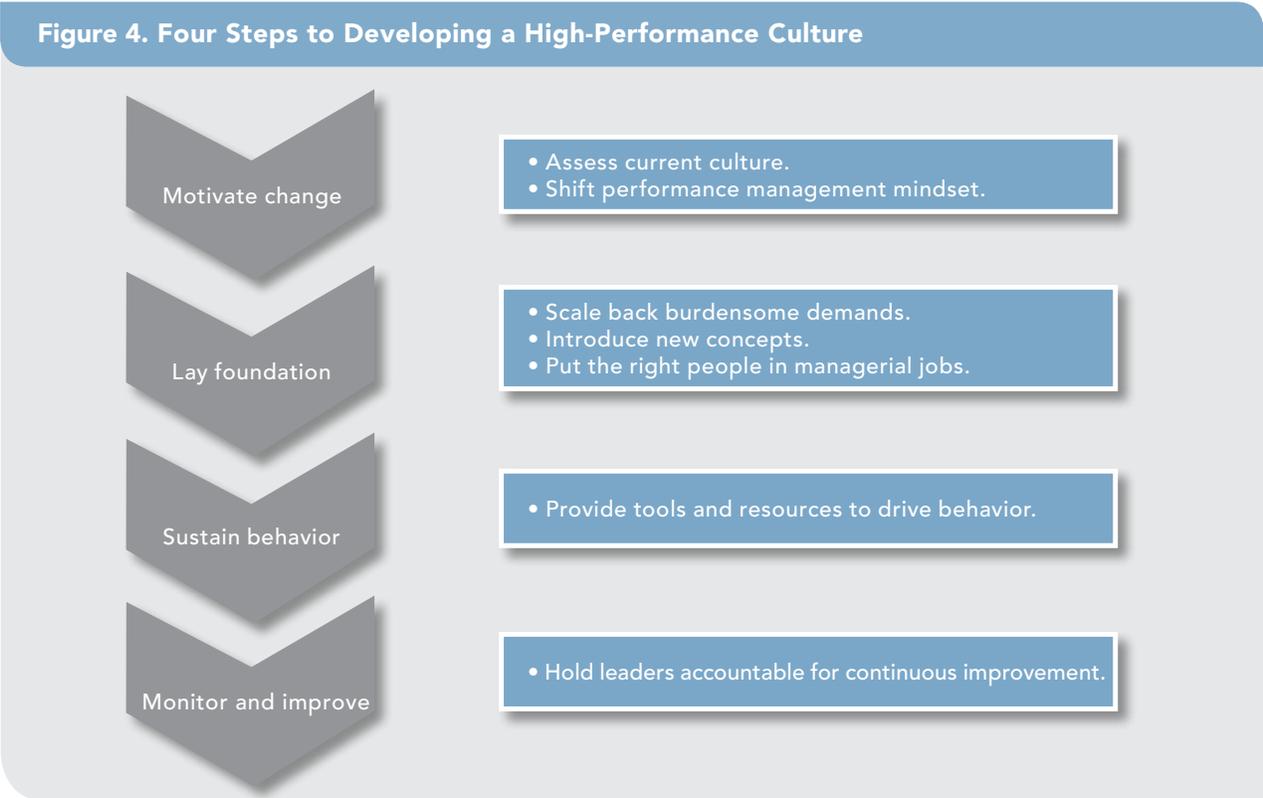
Communicating what employees are expected to do, providing feedback and helping employees contribute the most they can to organizational success are the essential behaviors managers must engage in to achieve the outcomes that drive a company's success.

## Building a High-Performance Culture

Several factors influence the likelihood that managers and employees will practice effective performance management behavior:

- The extent that they believe performance management is essential to getting work done.
- The quality and trust of the manager-employee relationship.
- How well the company reinforces successful performance management behavior as a key business strategy.

Figure 4 shows a four-step process to help organizations trying to build and sustain a high-performance culture. The steps focus on changing perceptions and training, reinforcing, and ensuring that effective behavior is integrated into the corporate culture.



Rather than trying to improve performance management tools and processes, focus instead on creating a high-performance culture by improving the frequency and effectiveness of performance management behavior.

Changing perceptions and integrating new behaviors into the culture are the most important—and unique—aspects of the approach described here. Unfortunately, most organizations do very little to make a compelling business case for the value of performance management or to solidify effectual behavior on the job.

**STEP 1: MOTIVATE CHANGE**

**Assess the Current Culture**

An important first step in building

a high-performance culture is to assess where the organization currently stands. Does the company already have a culture that values excellence, strives for success, seeks feedback, and embraces continuous learning and development? The second step is to evaluate the extent to which both managers and employees currently engage in effective performance management behavior.

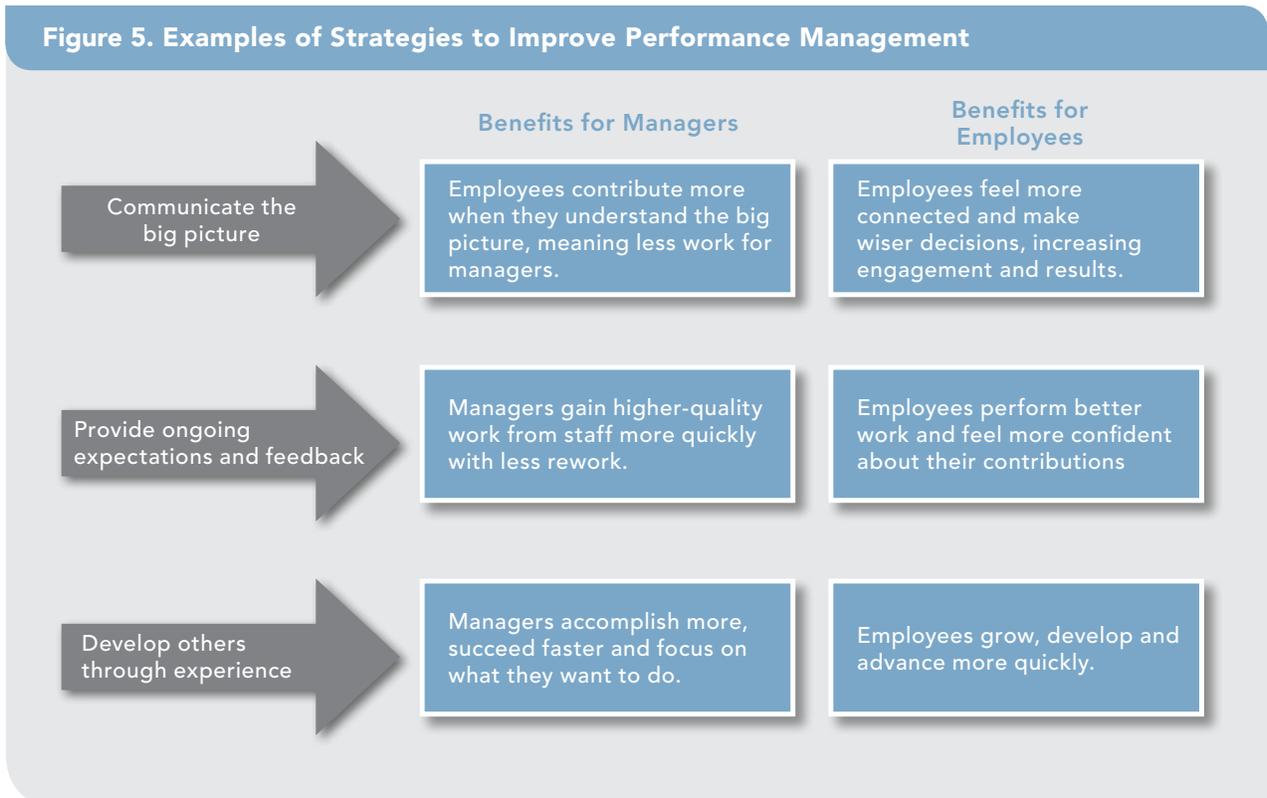
In organizations that already embrace a high-performance culture, employees will more

readily understand these concepts, making changes in behavior easier to achieve. Organizations that do not have a performance mindset will require more time and effort before they are able to demonstrate significant improvements in behavior. Assessing a firm's culture provides a roadmap to the extent and type of change needed. Culture assessments also provide a benchmark for tracking progress during and after implementation, serving as a helpful tool for organizational feedback.

**Shift Performance Management Mindset**

Research and practice show that successful organizational change depends on management commitment—the stronger the commitment, the greater the potential for success.<sup>9</sup> Executives who believe in the value of

**Figure 5. Examples of Strategies to Improve Performance Management**



### New Mindset

Both managers and employees must engage in performance management behavior to accomplish anything at work, so this mindset benefits everyone.

performance management and communicate this to lower-level managers and employees can help drive change. However, because success relies on both managers and employees engaging in effective performance management behavior, they must be convinced of its value for them personally. In other words, managers and employees must internalize a new mindset about performance management.

One way to begin to shift mindsets is to remind people that they engage in performance management behavior every day—with their children, spouses, co-workers, friends and vendors. Once people make this connection, they can better grasp the meaning of performance management in the workplace.

Three actions should be targeted in the workplace: 1) ensuring employees understand the “big picture” and their role and contribution to the mission, 2) setting clear expectations and providing feedback so employees can succeed, and 3) developing individual employees so they achieve their maximum potential. All three actions, reviewed in greater detail below, are clear positives for both managers and employees.

#### #1: Communicate the Big Picture

Leaders need to be able to describe how the work of each employee relates to the company's overall mission. Employees who understand the big picture and deliver work that meets expectations can operate

more independently and effectively, freeing managers to grow the group, implement strategy or take on higher-level responsibilities. Once managers and employees understand these benefits, they will be motivated to pursue them, rather than seeing performance management as a burdensome administrative drill.

Employees who have a clear understanding of the big picture make more informed decisions and can more readily connect with what is happening in the larger environment, rather than needing continual step-by-step guidance from their managers.

One strategy to communicate the big picture is to *cascade goals* from the top of the organization through each level until they reach individual employees. Theoretically, this approach enables employees to see how their work fits into the organization's mission and priorities.<sup>10</sup> However, the process of cascading goals has proven challenging in practice. Organizational goals are frequently complex and can be difficult to propagate to all levels and jobs. In addition, cascading requires meetings at each level that depend on higher levels completing their cascades. As a practical matter, cascaded goals rarely make it down to individuals, and even partial cascades can take months to complete. Because this process is time-consuming and difficult to execute well, especially in large organizations with many levels, it is unsustainable in many firms.<sup>11</sup>

An alternative to cascading goals is for managers to provide a plain-language description of how the team and each employee contribute to the overall mission. Engagement, productivity and autonomous work are all facilitated by understanding how one's work fits into the unit, how the

### Recommendations

- Clearly articulate the organization's mission and priorities.
- Discuss how the work fits into the overall mission.
- Provide regular updates so employees understand context and outside factors affecting their work.

### Recommendations

- Tailor the type of expectations to the particular job—behaviors, results or SMART goals.
- Set ongoing expectations in real time throughout the rating period.

unit contributes to the whole and what organizational issues are influencing the work.

#### #2: Provide Ongoing Expectations and Feedback

Most formal performance management processes begin with planning that entails communicating expectations to employees for the upcoming rating period. A popular practice is to set SMART (specific, measurable, attainable, relevant, time-bound) goals or to identify KPIs (key performance indicators) that provide customized, meaningful expectations and criteria based on what each employee is expected to achieve.

Establishing goals at the beginning of the rating period can work well for jobs with static performance requirements and defined metrics, such as sales jobs.<sup>12</sup> However, goal setting for knowledge and service-based jobs, which are fluid and

Behavioral Standards	Objective Results	Task or Project Goals
<ul style="list-style-type: none"> <li>▪ Can be used in most jobs.</li> <li>▪ Most relevant for knowledge work.</li> <li>▪ Example: Treat others with professionalism and respect; communicate clearly.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best for jobs with clear, readily measured outcomes.</li> <li>▪ Measure what matters, not just what can be measured.</li> <li>▪ Examples: sales quotas, production rates, error rates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best for jobs that are dynamic, but in which nearer-term activities and milestones can be defined.</li> <li>▪ Closest thing to SMART.</li> <li>▪ Example: Complete XYZ report by Tuesday.</li> </ul>

unpredictable, is frequently more challenging.<sup>13</sup> Further, some jobs in fields such as R&D do not lend themselves to goal setting at all, because predicting when and what discoveries will occur is impossible.<sup>14</sup> So goal setting processes overall are fairly disappointing. Goals often read more like generic task statements rather than SMART goals, and their difficulty varies so greatly even within a given job or level that employees raise concerns about fairness.<sup>15</sup>

Most work situations evolve and change over time, some significantly. Therefore, effective performance management behavior requires setting ongoing expectations and near-term goals as situations change. This point raises questions about the utility of formal goal setting processes conducted at the beginning of the rating period, which are incorporated into most of today's performance management systems. Managers also have an important ongoing role in goal setting that is not captured well in most formal systems; they help employees translate higher-level objectives into more specific plans, activities, milestones and interim deliverables that they will accomplish day-to-day.

The table above shows different types of expectations a manager can establish with employees—behavioral standards, objective results and task or project goals—and the

circumstances under which each tends to work best. The idea is that a combination and balance of different types of expectations will likely be needed at different times during the rating period, based on the specific demands of each employee's job.

Regarding feedback, most formal performance management systems mandate midyear and year-end reviews to provide feedback on what has occurred during the rating period. During these meetings, managers discuss their evaluations and the rationales for them with employees.<sup>16</sup>

A great deal of worry accompanies formal performance reviews for both managers and employees. In a recent survey, over 50 percent of respondents reported that they believe performance reviews do not provide accurate appraisals of their work, and nearly 25 percent said they dread performance reviews more than anything else.<sup>17</sup> These results are not surprising in light of a 2008 Mercer survey of 350 major U.S. companies, in which almost 25 percent of respondents revealed that their managers are only "marginally skilled" at doing performance evaluations, and only 12 percent indicated that their managers were "highly skilled."

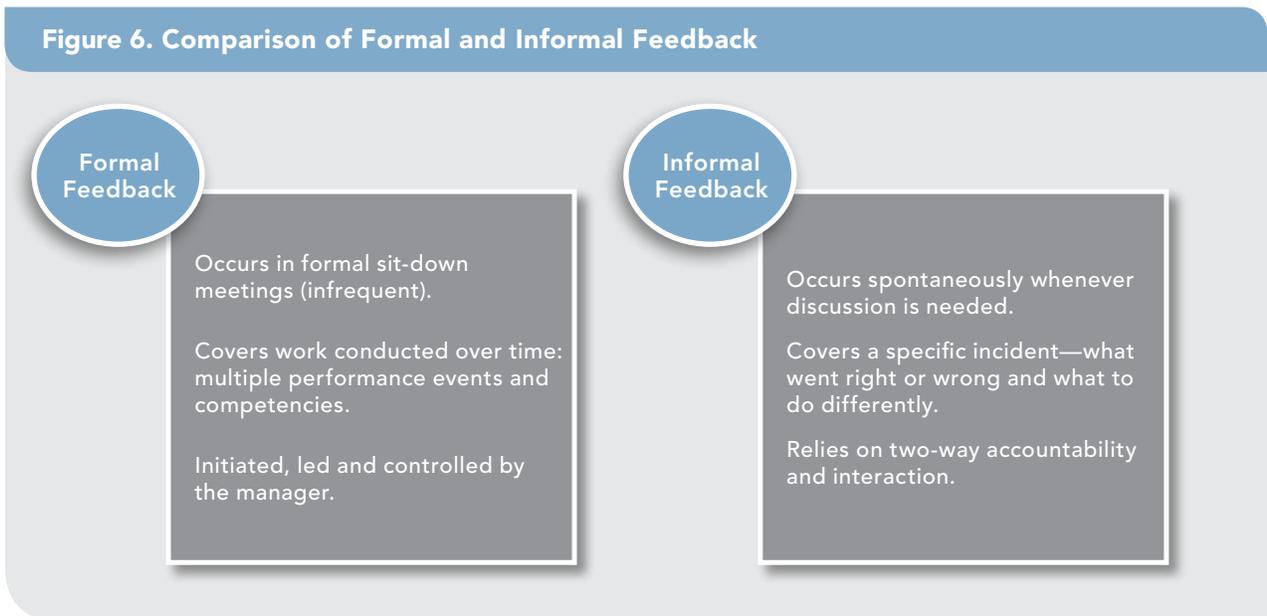
Poor attitudes toward performance reviews have led to calls for improvements that will better motivate and develop employees, and some

have argued that formal review sessions should simply be eliminated.<sup>18</sup> Sitting down only once or twice a year for a perfunctory feedback review is not enough, especially for today's younger career-minded workers. Both technology and the growing number of Millennials entering the workforce are driving demand for more meaningful feedback and development strategies. But it is not just young Millennials; high performers also tend to seek regular feedback, regardless of their age.<sup>19</sup>

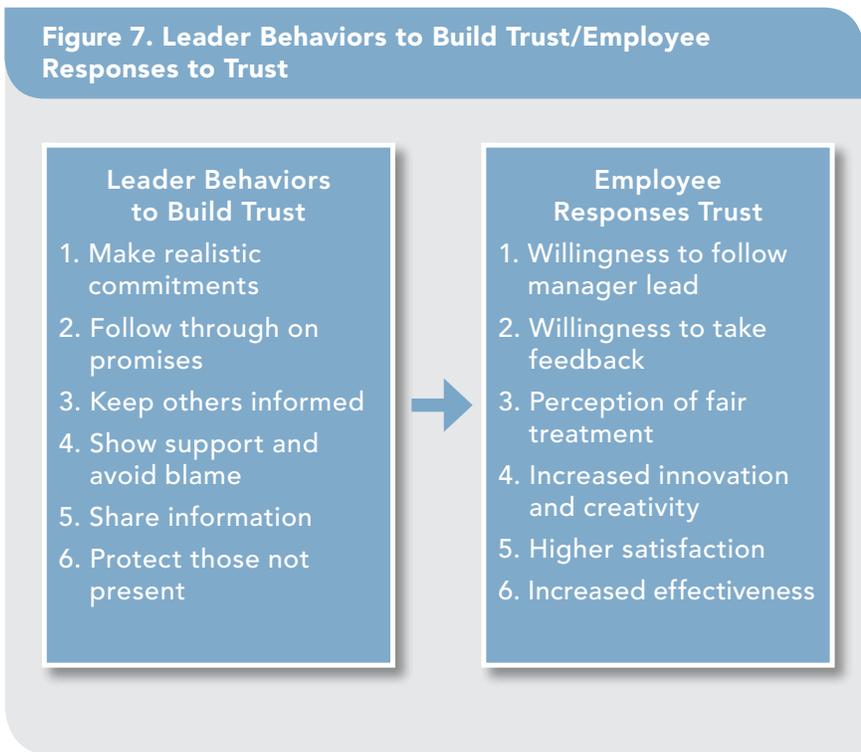
To be effective, feedback needs to be provided regularly when it makes sense to do so, not only once or twice a year during formal reviews. Unfortunately, many managers are not skilled at providing feedback. They frequently avoid giving feedback because they do not know how to deliver it productively and in ways that will minimize defensive reactions. Even when managers do provide feedback, it is often superficial and of little value.

Research has consistently shown the importance of regular feedback for effective performance management,<sup>20</sup> future performance<sup>21</sup> and job attitudes.<sup>22</sup> Informal, continuous feedback is the most valuable type.<sup>23</sup> If feedback is provided immediately following good or poor performance, it helps employees make real-time alterations in their behavior and enables them to perform their work more efficiently.<sup>24</sup>

**Figure 6. Comparison of Formal and Informal Feedback**



**Figure 7. Leader Behaviors to Build Trust/Employee Responses to Trust**



The effectiveness of the feedback process—informal or formal—is contingent on the manager-employee relationship.<sup>25</sup> In fact, the strength of the relationship between managers and employees influences employee job satisfaction, organizational citizenship, engagement and performance.<sup>26</sup> *Trust* is a key element of the quality of this relationship and an essential prerequisite for effective feedback and coaching.<sup>27</sup> While some managers naturally create trusting relationships with employees, attitude surveys reveal that many employees have very poor relationships with their managers and do not trust them.<sup>28</sup>

Without a basic level of trust, it is unlikely that communication and engagement between a manager and employee will be sufficiently productive to lead to positive outcomes. Trust can be developed between managers and employees by training managers to engage in trust-building behaviors, like those shown in Figure 7. As trust increases between managers and employees, they become more comfortable with each other and are more willing and able to participate in valuable communication and feedback.

Many managers and employees naturally engage in informal feedback, such as discussing how a presentation went, but these discussions tend to be more intuitive than intentional, and they are often not recognized as feedback events. Understanding the value of informal feedback and recognizing

opportunities for it helps managers and employees take advantage of “teachable moments.” These moments are learning opportunities that occur as part of day-to-day work. Unfortunately, training for informal feedback is rare, but it is critical to successful performance management.

### #3: Develop Others Through Experience

In most formal performance management systems, the year-end review is used as an opportunity to plan the employee's development for the upcoming year. Development should be ongoing and in real time as learning opportunities arise, not restricted to one or two formal sit-down discussions yearly. In fact, if ongoing performance conversations, candid feedback and development occur day-to-day, formal review sessions will not really be needed, because there will be no new information to exchange.

Because identifying development areas is easier than knowing how to address them, "Development Guides" are often provided to help managers and employees select appropriate learning activities.<sup>29</sup> These guides typically suggest on-the-job experiences, formal training and other resources, such as books or websites, targeted to different competencies. They provide roadmaps for addressing development needs. At the year-end review, managers and employees usually select one or two competencies toward which the employee will direct development effort, typically taking some type of formal training.

What many managers and employees do not realize is that employees usually gain the most learning and development by engaging in readily available job experiences day-to-day.<sup>30</sup> In fact, 80 to 90 percent of learning occurs *on the job*. If, for example, an employee needs to improve her briefing skills or customer service skills, she should have many opportunities to practice and acquire these skills on the job. When making assignments, however, managers often neglect to think about which employees need particular experiences and instead assign work

to employees who are already highly skilled. Assigning tasks to those who can clearly accomplish them presents less risk and potential for redoing work, but this strategy is shortsighted. Forgoing opportunities to develop employees' skills leaves managers with fewer staff members who can perform the full array of job tasks with a high degree of effectiveness.

The most beneficial approach to development is for managers and employees to continually look for opportunities that will help enhance skills, so employees can contribute more fully. Development as a continuous process helps employees acquire the experience they need and also encourages a development-oriented mindset, so that acquiring experience and enhancing skills become an integral part of day-to-day work. This strategy focuses both managers and employees on taking advantage of naturally occurring development opportunities, which accelerates learning.

## STEP 2: LAY FOUNDATION

### Scale Back Burdensome Demands

Regarding what system or process to implement, the key is to ensure that the associated tools and steps support the ultimate goals of the organization. By focusing on completing forms and steps within prescribed time frames, current performance management processes tend to detract from effective behavior. In fact, achieving a high-performance culture that reinforces day-to-day behavior means *de-emphasizing, streamlining and minimizing administrative requirements*. We offer several examples below of how current formal systems could be scaled back to better support effective performance management behavior.

### Recommendations

- Use job experience as the primary means of developing employees.
- Continually seek job experience that builds performance.
  - Stretch outside comfort zone.
  - Provide opportunities to make mistakes.
  - Entail deliberate practice and feedback.
  - Make relevant to role.

Most formal performance management systems contain a number of steps and processes that have been shown to be difficult and time-consuming to implement well. These include things like cascading goals, SMART goals set at the beginning of the rating period, numerical ratings on a large number of competencies, and mandatory review meetings, among others. Although these activities can add value in certain situations, they generally tend to contribute to intermittent and cyclical behavior rather than to the ongoing, day-to-day behavior that is necessary for a high-performance culture. To combat this problem, *evaluate each step of an organization's formal process for the results it is producing*, with an eye toward eliminating steps, activities and requirements that fail to reinforce key leadership behaviors.

For example, many organizations base performance ratings on competencies, which are often defined by standards that reflect different levels of responsibility, complexity and difficulty at various job levels. Competencies are advantageous because they provide a job-relevant, fair and consistent basis for evaluating

employees. Some performance management systems contain a large number of competencies, which can take a long time to rate, especially for managers with many employees. But given that little differentiation in ratings exists among employees, there is no compelling practical reason to rate a large number of competencies.

In the spirit of streamlining formal system requirements to make way for increased daily performance management behavior, we recommend collecting ratings on *as few competencies as are necessary* to capture the job's critical requirements. This method can amount to as few as three or four—for example, technical performance, teamwork and initiative. Although five- and seven-point scales are commonly used in rating systems, simpler scales with three points are often sufficient because most employees are rated at the top end of whatever scale is used. See Figure 8 for an example.

Another strategy for streamlining is to *eliminate weighting of competencies*. An overall rating based on weighted competencies tends to result in the same rank order of employees as using unweighted competencies. So the added burden of weighting has no practical impact on results.

A final streamlining strategy is to *reduce or eliminate requirements for narratives*. If effective, ongoing feedback is occurring in real time, narratives typically add little value and in fact often undermine candid information exchange, due to reticence on the part of managers to put negative information in writing. Also, because narratives are often misaligned with ratings or rewards, they do not provide credible justification for either. The value of performance narratives in many situations is unclear.

The necessity of rating or “grading” employees is an unquestioned assumption in most organizations.

### Recommendations

- Eliminate formal system steps that do not add value or undermine effective performance management behavior.
- Use the smallest number of rating factors possible to cover job requirements.
- Simplify rating scale and requirements.
- Identify tools that will be well received and that effectively drive desired behavior.

However, whether formal numerical ratings are actually *needed* in a given situation is useful to evaluate. As discussed earlier, ratings do not necessarily support the administrative purposes they are designed for.

The more performance management can be disentangled from these administrative purposes, the easier it

**Figure 8. Example of a Simplified Rating Scale**



**Figure 9. Traditional Training/Behavior Change**

Traditional Training	Behavior Change
<ul style="list-style-type: none"> <li>▪ Typically manager only</li> <li>▪ Primarily on navigating the formal process</li> <li>▪ Focuses on knowledge acquisition, not skill building</li> <li>▪ Often disconnected from on-the-job realities</li> <li>▪ No accountability for learning or application</li> <li>▪ No reinforcement on the job</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training provided for both managers and employees</li> <li>▪ Deeper dive, focusing on the knowing/doing gap</li> <li>▪ More individualized, using assessment results as baseline</li> <li>▪ Uncovers underlying fears and attitudes that prevent change</li> <li>▪ Accountability for learning and application</li> <li>▪ Tools to facilitate change</li> </ul>

will be to motivate effective behavior. Administrative purposes actually undermine effective performance management by inhibiting honest feedback and development discussions.<sup>31</sup> If organizational decision makers can abandon their numerical ratings altogether or possibly use summary strengths and development areas in lieu of them, a high-performance culture is likely to evolve more quickly. If policy dictates that a rating of record is needed, there are clear advantages to implementing the *least burdensome requirements* that will meet the organization's needs, as this will minimize the effort associated with making formal ratings that add little practical value.

**Introduce New Concepts**

Employees and managers need to be able and motivated to engage in effective performance management. Training can be helpful, but traditional training is more of an introduction to concepts and must then be followed by a solid strategy to ensure behavior change.

One difference between the training model proposed here and typical training is that the latter focuses primarily on formal system steps, while lip service—at most—is paid to engaging in effective behavior. Even when more extensive behavioral training is offered, supports are rarely in place to reinforce training on the job. Below we discuss the beginning of the training process, designed to *introduce concepts*.

For initial training, in-person sessions are recommended to better convey the advantages of this new approach. Although more expensive, the training can then include hands-on exercises and interactive discussions to facilitate understanding. If feasible, it is best to train intact manager and employee teams to carry out ongoing performance management activities to allow them to understand, practice and become comfortable with their roles in the feedback and development process.

Following initial training, web-based modules on selected topics (e.g., setting

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To build a high-performance culture, training needs to be effectively delivered and transferred to the job through the use of environmental cues, tools and reinforcers that drive behavioral change.

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clear expectations) can be offered to support behavioral change. An advantage of web-based training is that participants can complete programs at their own pace. Advanced forms of online training can also provide high-fidelity simulated practice exercises. The biggest disadvantage of web-based training is that managers and employees can ignore it easily.

**Put the Right People in Managerial Jobs**

A final important component of

creating the foundation for a high-performance culture is ensuring that managers with the potential or skills to perform effectively are in place. Many are promoted into managerial positions because of their technical competence, even though the job of a manager is not to perform technical work. One of the more interesting findings from the Google study is that in an organization that relies on technical innovation and competence, the ability to provide advice on technical issues was the least critical of the eight good boss habits.

These results further support what we already know—namely, that the essence of a manager's job is to direct and develop others successfully. Managers need particular aptitudes, skills and dispositions to be able to learn their leadership roles and effectively accomplish work through others. So selecting managers who are well suited for the job is the first step in driving effective performance management behavior.

Obviously, if attention has not been paid to selecting managers with strong leadership skills, more effort will need to be devoted to training and training transfer. Because many organizations will not displace managers once they are selected, there may be limits on how well some managers will be able to learn effective performance management behavior. Selecting managers with the potential to perform satisfactorily makes a long-term contribution to building a high-performance culture.

### STEP 3: SUSTAIN BEHAVIOR

#### Provide Tools and Resources to Drive Behavior

After introducing the concepts underlying effective performance management through formal training, the next crucial step is to incorporate tools and features that build and

reinforce productive behaviors.

*On-the-job performance management aids* are useful to strengthen skills learned in training. For example, an aid might be developed that lists a manager's primary responsibilities in the performance management process. Such aids tend to be succinct "at a glance" tools, and as such, they are usually most beneficial following formal training. The advantage of such aids is that they can be used at an employee's discretion.

Other tools that help keep performance management at the forefront of employees' and managers' minds on a daily basis include things like cartoons-of-the-day and messages from leadership, which can be sent to employees' desktops, laptops and mobile devices.

Over the past several years, many organizations have implemented *automated systems* to ease administrative demands. The typical automated performance management system is a stand-alone system that is separate from other automated systems that are used daily. As such, they require separate logins, and most get used only at peak required activity times: the beginning of the cycle, when most performance management processes require goals to be recorded in the system, toward the end of the cycle, when employees are often required to record their accomplishments or self-ratings, and at the very end, when managers are required to record ratings.

If performance management tools that facilitate feedback and development were incorporated seamlessly into the standard IT systems and workflows that employees use every day, they would help drive more regular behavior. Simply put, making tools easily accessible makes it more likely people will use them. One organization tagged e-mails to flag them as development or feedback

#### Recommended Topics

For both managers and employees:

- Building trust.
- Learning strategies for communication.
- Ongoing expectations and feedback.
- Developing through experience.

For managers:

- Communicating the big picture.
- Diagnosing and addressing performance issues.
- Deep-diving on feedback and coaching skills.

For employees:

- Ensuring clear expectations.
- Seeking feedback.
- Reacting well to feedback.

events. Another organization provided an easily accessible tool to provide feedback to others with a click. Tools that incorporate social networking concepts to drive feedback are especially helpful for engaging younger employees in the performance management process.

Some organizations provide a performance management hotline to facilitate learning and to provide coaching support for managers and employees. Callers can ask questions about performance management issues they are experiencing. While such hotlines can add value in building a performance culture, organizations must be willing to staff them with capable people who can competently offer advice. This type of hotline requires a different skill set than do hotlines focused on procedural, administrative and automated system support.

**Menu of Environmental Reinforcers**

- “At a glance” aids.
- Automated tools that drive feedback and development embedded in enterprise systems.
- Attention-grabbing messaging pushed out via automated systems.
- Performance management hotlines and coaches.
- Social networking tools and supports to share experiences and lessons learned.

A final strategy to reinforce effective behavior is to create *communities of interest* or practice, in which members can exchange information, experiences and lessons learned to help each other. Performance management portals, blogs, forums or collaboration tools can easily be made available to facilitate this.

**STEP 4: MONITOR AND IMPROVE**

**Hold Leaders Accountable for Continuous Improvement**

To drive enculturation of performance management behavior, *short pulse surveys* are useful for collecting feedback about the extent to which employees believe that their managers are providing them with growth opportunities on the job, setting expectations that make performance requirements clear and providing effective feedback that helps them develop. Providing the results of these surveys to managers drives accountability and helps guide behavior adjustments.

Organizations serious about building high-performance cultures, like

Google, not only evaluate manager effectiveness but also provide *coaches* for those who need additional support. In turn, managers should periodically check in with employees, assessing and discussing how well they are engaging in the process.

Building a performance management culture is not something that will happen overnight. Rather, it can take considerable time, even years, for enculturation of sustainable change.

What will help drive a high-performance culture are ongoing evaluation, feedback and improvement of the system as a whole. Pulse surveys directed to individual managers can be aggregated so that metrics can be tracked at an enterprise level. Reporting these results should further motivate the frequency and effectiveness of the leadership behaviors we have been discussing. In addition, we recommend evaluating the extent to which the new performance management practices are affecting bottom-line business results as well

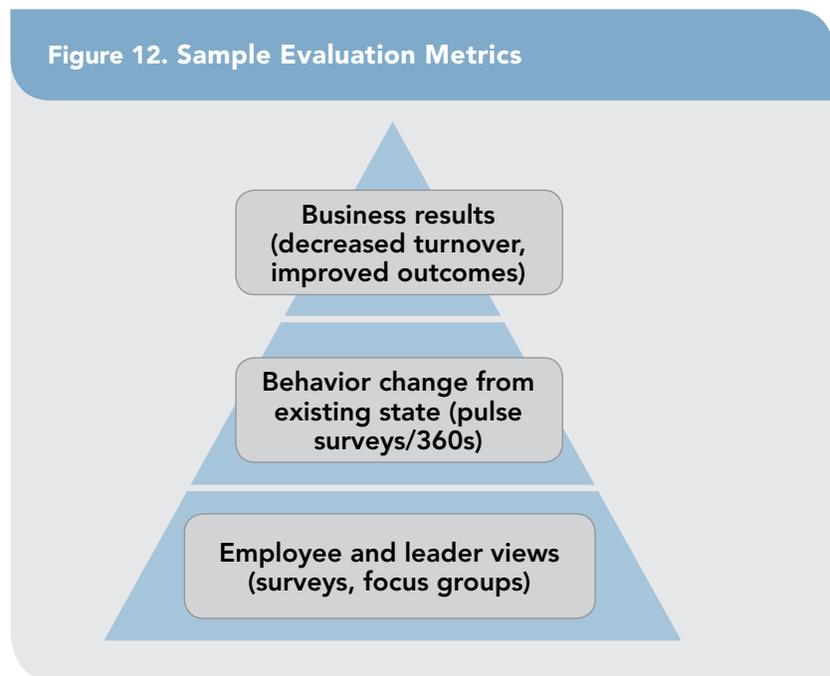
as perceptions about the value of performance management.

**Old Thinking Versus New Thinking**

While some have suggested that performance management is so broken that formal processes should be eliminated entirely, this is not necessary. Rather, substantial changes should be made to redirect current performance management systems and approaches so they focus on reinforcing the critical behaviors—for both managers and employees—that ensure performance management success. Having formal processes in place also provides a valuable safety net to ensure that at least some performance information is communicated to those employees with poor managers who may otherwise neglect their performance management responsibilities.

The table on the next page summarizes key differences between the traditional “old” approach and the “new” approach discussed in

**Figure 12. Sample Evaluation Metrics**



	Performance Management “Old Thinking”	Performance Management “New Thinking”
Organizational Alignment	Cascading goals	Mission articulation and discussions of fit
Goals	SMART goals at the beginning of the cycle	Ongoing expectations as work evolves
Development	Reluctance to discuss; primarily formal training	Part of daily routine; acquiring experience, mentoring
Feedback	Once or twice a year; perfunctory and dreaded	Regular discussions embedded in work
Performance Ratings	Detailed to support decisions, often cumbersome and low value	Simplified; small number of factors defined by standards
Training	For managers on formal system requirements	For managers and employees on day-to-day behavior
Policies and Procedures	Extensive, with documentation requirements	Considerably streamlined
Evaluation, Monitoring	Whether steps are completed or not	Pulse surveys to gauge behavior, satisfaction, results and perceived value

this report, namely focusing on encouraging significant, *ongoing* performance management behavior. Driving this behavior is not simple. But it can be accomplished by implementing infrastructure, training, tools and environmental supports aimed at changing attitudes and developing effective behaviors, like those identified in the Google research.

An example of a company that has implemented a performance management process aligned with the “New Thinking” model is Zappos. By replacing its traditional performance management process in favor of one based on continual feedback and self-improvement, Zappos is reinforcing the development of more effective behavior. Rather than being rated and given feedback once yearly as part of a formal review process, employees are given regular feedback on the extent to which they demonstrate

Zappos’ 10 core values, such as delivering “Wow” service or showing humility.

To drive feedback, Zappos directs managers to provide employees with status reports on their performance for informational purposes only, such as the percentage of time spent on the telephone with customers. The frequency of the reports is decided by the manager. Managers no longer make ratings on a five-point unsatisfactory to outstanding scale, but instead indicate how many times they notice employees exhibiting specific behaviors that represent the 10 core values, with documented examples of what the employee actually did. These assessments are not used for promotion, pay or disciplinary purposes. Rather, their purpose is simply to provide feedback on how employees are perceived by others. If an employee scores low in an area, free on-site courses are offered to help the employee improve.

**Performance Management at Zappos**

- Managers provide regular feedback on and examples of behaviors exhibited by employees who embody core values.
- Purpose of tool is to help employees understand how they are perceived.
- Not used for reward or disciplinary purposes.
- Free classes offered to employees on improving behavior that reflects core values.

Beyond Zappos, several other companies—including Google and Apple—are experimenting with performance management practices that drive effective leadership behavior as their key strategy.<sup>32</sup>

## Legal Considerations

Organizations must be knowledgeable about professional<sup>33</sup> and legal guidelines,<sup>34</sup> including relevant case law in any given country, pertinent to the design and implementation of performance management systems. Following these guidelines will enhance the defensibility of a system in the face of a legal challenge.<sup>35</sup> Although an in-depth discussion of legal issues and requirements is beyond the scope of what is covered here, guidelines relevant to performance management systems based on U.S. case law are presented in the sidebar below.

It is noteworthy that none of the recommendations made in this report will undermine the defensibility of

the organization's performance management process. In fact, many of the ideas presented here should *enhance defensibility*, especially in the areas of setting expectations and providing feedback. Furthermore, as we discussed previously, when managers and employees have effective relationships characterized by trust, employees perceive higher levels of procedural justice and feel that they are more fairly treated. Employees who believe they have been treated equitably are the best defense against legal actions because they do not tend to initiate or become involved in legal challenges.<sup>36</sup>

Many of today's formal performance management systems would not fare

well against the guidelines from case law cited here. As we have discussed, documentation often does not match ratings or rewards, managers often avoid providing feedback, and the expectation-setting process is often formalized at the beginning of the rating period but then inconsistently managed and largely forgotten during the year. For these reasons, organizations have implemented and will need to retain their formal performance opportunity programs, in which employees are put on notice about their performance when significant issues arise—because it is primarily through these systems that appropriate feedback is provided and documentation is created that complies with the guidelines outlined above.

### Performance Management Guidelines Based on Case Law

- Evaluate employees on job-relevant factors.
- Inform employees of expectations and evaluation standards in advance.
- Have a documented process with specified roles for managers and employees.
- Train managers and employees on the performance management process and relevant skills.
- Document justifications for rewards/decisions by managers.
- Provide timely feedback on performance issues.
- Allow employees to formally comment on and appeal evaluations.
- Make sure evaluations used for decision-making are consistent with decisions.

## SUMMARY AND CONCLUSIONS

There is strong consensus that performance management is the most difficult human capital system to implement successfully, with both employees and managers unconvinced about its value. Its inherent difficulties have commanded an enormous amount of attention from both researchers and practitioners, but the vast majority of interventions to improve performance management outcomes have focused on making changes to the formal system.

This report suggests that organizations should cease their almost exclusive focus on reinventing formal systems and instead focus on building trust between managers and employees creating a culture that fosters

high performance. Research has shown that effective performance management behaviors positively affect employee engagement and bottom-line results. To the extent that changes are made to formal systems, the goal should be to reduce complexity and administrative demands. While the strategies outlined here may be more challenging to implement than a traditional formal system, they are also more likely to produce sustainable performance management improvements leading to a more successful and productive organization.



One way to begin to shift mindsets is to remind people that they engage in performance management behavior every day—with their children, spouses, co-workers, friends and vendors. Once people make this connection, they can better grasp the meaning of performance management in the workplace.



## SOURCES AND SUGGESTED READINGS

Beer, M. (1981). Performance appraisal: Dilemmas and possibilities. *Organizational Dynamics*, 9(3), 24-36.

This article attempts to summarize what is known about the underlying causes of problems experienced with performance appraisal and to suggest some means for overcoming them. The central thrust has been to find means for dealing with the main barriers to effective appraisals—avoidance by the supervisor and defensiveness from the subordinate. The authors suggest a number of ways in which supervisors and employees might negotiate the difficult dilemma of discussing an evaluation of performance in a nonevaluative manner.

Bryant, A. (2011, March 13). Google's quest to build a better boss. *The New York Times*, p. BU 1.

In early 2009, statisticians inside the Googleplex embarked on a plan code-named Project Oxygen. Their mission was to build better bosses. Google began analyzing performance reviews, feedback surveys and nominations for top-manager awards. The statisticians correlated phrases, words, praise and complaints and found eight habits good managers have that all reflect performance management behavior. For much of its 13-year history, particularly in the early years, Google has taken a pretty simple approach to management: Leave people alone. Let the engineers do their stuff. If they get stuck, they'll ask their bosses, whose deep technical expertise propelled them into management in the first place. But what the study found was that technical expertise ranked dead last among Google's big eight habits. What employees valued most were even-keeled bosses who made time for one-on-one meetings, who helped people puzzle through problems by asking questions, not dictating answers, and who took an interest in employees' lives and careers.

Cardy, R. L. (2003). *Performance management: Concepts, skills, and exercises*. Armonk, NY: M. E. Sharpe, Inc.

This book examines the entire process of performance management, providing both theoretical concepts and practical, how-to skills. It is organized around a straightforward model of performance management that includes performance definition and improvement, diagnosis,

evaluation, and feedback. The author also addresses important issues in performance management that are often overlooked, such as incorporating strategy and values into performance criteria and dealing with emotions that can accompany performance feedback. Each chapter begins with a discussion of a specific concept, followed by a variety of skill-building exercises that provide a rich resource for HR professionals, students, faculty, workshop instructors and trainers.

Cawley, B. D., Keeping, L. M., & Levy, P. E. (1998). Participation in the performance appraisal process and employee reactions: A meta-analytic review of field investigations. *Journal of Applied Psychology*, 83(4), 615-633.

The relationship between participation in the performance appraisal process and various employee reactions is explored by examining 27 research studies. There is a strong relationship between participation in performance appraisal and employee reactions. Various ways of conceptualizing participation and employee reactions are discussed and analyzed. Overall, appraisal participation is found to be most strongly related to satisfaction. Value-expressive participation (i.e., participation for the sake of having one's "voice" heard) has a stronger relationship with most of the reaction measures than instrumental participation (i.e., participation for the purpose of influencing the end result). The results are discussed as they relate to organizational justice issues.

Cederblom, D. (1982). The performance appraisal interview: A review, implications, and suggestions. *Academy of Management Review*, 7(2), 219-227.

Research on the performance appraisal interview is reviewed. Three factors

are shown to be consistently useful for producing effective interviews: a supervisor's knowledge of the subordinate's job performance, a supervisor's support of the subordinate and a supervisor's welcoming of the subordinate's participation. The impacts of the functioning, frequency and format of the interview, as well as the presence of goal setting and subordinate participation, are shown to depend on the characteristics of the employee and job.

Center for Creative Leadership, Kirkland, K., & Manoogian, S. (2007). *Ongoing feedback: How to get it, how to use it*. San Francisco: Pfeiffer.

Formal feedback experiences and career transitions involve both acquiring new skills and honing current ones. Critical to this is measuring progress. This guidebook provides a proven technique on how to elicit feedback and use it to effect change. Tips on how to evaluate feedback and what to do if the decision is made not to use it are also provided.

Corporate Leadership Council. (2004). *Driving employee performance and retention through engagement: A quantitative analysis of the effectiveness of employee engagement strategies*. (Catalog No. CLC12PV0PD). Washington, DC: Corporate Executive Board.

This study examines two imperatives that place significant pressure on senior HR executives: achieving increasingly higher levels of employee performance while retaining the organization's top-tier and "core" performers. It was hypothesized that these outcomes are driven by employee engagement, and the study sought to address several questions: How engaged is my workforce today, and is it engaged

in the way that matters for high performance and retention? What is the business case for (or against) allocating scarce resources to drive employee engagement? Of the many things that impact engagement, what are the handful of strategies I should prioritize to maximize returns on engagement investments? A study was conducted with 50,000 employees in 59 organizations and 27 countries. Using advanced modeling analyses, several strategies were identified as most effective for increasing employee engagement and, ultimately, performance and retention. Particular attention is paid to strategies that "scale" to reach hundreds or even thousands of employees at the same time, driving performance and retention through employee engagement.

Culbert, S. A., & Rout, L. (2010). *Get rid of the performance review!: How companies can stop intimidating, start managing—and focus on what really matters*. New York: Business Plus.

This book points out profound problems with typical performance reviews in organizations and the performance management process in general. Strategies are suggested that will enable managers and employees to gain more value from performance management processes.

Daniels, A. C. (2000). *Bringing out the best in people: How to apply the astonishing power of positive reinforcement*. New York: McGraw-Hill.

This book argues that the key to managing effectively has always remained the same—create positive consequences for workers when they exhibit behaviors you wish to increase, and undesirable consequences for behaviors you wish to decrease.

Focusing on the concept of positive reinforcement, the book describes how to define reinforcers that work and to tailor them to meet individual employees' needs; how to set fair performance expectations and implement and maintain them with minimal cost and effort; and how to provide constant feedback and reinforcement—so employees always know exactly how to improve performance when they have achieved it. Simply by discovering what reinforces each person, the author argues, any organization can attain the kind of individual performance that adds up to effective organizational performance. Performance management case studies from 3M, Xerox, ConAgra and other major firms are presented.

DeNisi, A. S., & Kluger, A. N. (2000). Feedback effectiveness: Can 360-degree appraisals be improved? *Academy of Management Executive*, 14(1), 129-139.

This article discusses performance feedback, an important part of many organizational interventions. The authors note that managers typically assume that providing employees with feedback about their performance makes it more likely that job performance will be improved. Despite the prevalence of feedback mechanisms in management interventions, however, feedback is not always as effective as assumed. In this article, specific conditions under which feedback might be less successful, or even harmful, are presented. The implications of the results and model for designing of interventions aimed at improving performance are discussed.

Fisher, S. G. (1997). *The manager's pocket guide to performance management*. Amherst, MA: HRD Press.

This book serves as a useful tool for any manager who wishes to improve performance throughout an organization. It presents a systems approach to performance enhancement and includes tools for determining current performance levels and establishing desired performance levels. Specific guidance is provided on 1) analyzing the performance of individual employees, 2) pinpointing gaps in performance and determining what is causing those gaps, 3) developing practical strategies for maximizing performance, 4) getting the most from training dollars and ensuring that training is successful, 5) giving recognition for an employee's achievements, and 6) evaluating whether or not employees are using what they have learned.

Fitzwater, T. L. (1998). *The manager's pocket guide to documenting employee performance*. Amherst, MA: HRD Press.

This step-by-step guide provides help on documenting and changing unwanted work behaviors before they become issues leading to termination. It presents information on the legal framework surrounding discipline and on specific measures for accurate performance documentation that will help protect against discharge litigation. The book includes a four-step progressive discipline process and how to apply it, including how to 1) clarify gaps in execution versus gaps in knowledge, 2) promote self-discipline through PEPs (Performance Enhancement Plans), 3) clarify position expectations to meet expected deliverables, 4) employ behavior modification through corrective rather than punitive action, 5) develop a coaching leadership style, 6) isolate factors for improvement, and 7) document performance issues.

Gebelein, S. H., Nelson-Neuhaus, K. J., Skube, C. J., Lee, D. G., Stevens, L. A., Hellervik, L. W., & Davis, B. L. (2010). *Successful manager's handbook*. Atlanta, GA: PreVisor, Inc.

The *Successful Manager's Handbook* is a trusted resource for organizations around the world, with more than 1,000,000 leaders having relied on the book since it was first published in 1984. It provides practical, easy-to-use tips, on-the-job activities, and suggestions for improving skills and effectiveness, no matter what the economic environment. This 700-page ready reference guide helps managers understand key performance expectations and coach others, find effective ideas for management challenges, develop skills to become more effective as leaders, and create realistic action steps for personal development plans.

Gilliland, S. W., & Langdon, J. C. (1998). Creating performance management systems that promote perceptions of fairness. In J. W. Smither (Ed.) *Performance appraisal: State of the art in practice*. San Francisco: Jossey-Bass.

The authors of this chapter describe three aspects of fairness: procedural fairness (the fairness of procedures used to arrive at outcomes), interpersonal fairness (the fairness of interpersonal treatment and communication), and outcome fairness (the fairness of the decision and of outcomes such as pay associated with the decision). They review research showing that employees' perceptions of appraisal fairness are related to acceptance of evaluations, satisfaction with the process, (modest) changes in performance, trust in the supervisor, organizational commitment and intention to stay with the organization. The authors provide specific

recommendations and organizational examples that illustrate how to increase fairness in each of the three aspects of the performance appraisal process: system development (creating appraisal instruments, communicating objectives), appraisal (observing and evaluating performance, making reward decisions), and providing feedback (communication of ratings and rewards).

**Government Accountability Office. (2008). *Human Capital: DOD needs to improve implementation of and address employee concerns about its National Security Personnel System (GAO-08-733)*. Washington, DC: Author.**

The report summarizes the results of a GAO evaluation of the implementation of the Department of Defense's (DOD's) National Security Personnel System (NSPS), a human capital system for managing civilian personnel performance. Congress asked the GAO to determine 1) the extent to which the DOD had implemented internal safeguards to ensure the fairness, effectiveness and credibility of NSPS, and 2) how DOD civilian personnel perceived NSPS and what actions the DOD had taken to address these perceptions. Based on the GAO's work evaluating performance management in the public sector and on the DOD's challenges in implementing NSPS, as well as reviews of relevant documents, employee survey results, interviews with officials, and focus groups with employees and supervisors at 12 selected installations, a list of safeguards that NSPS should include to ensure its fairness, effectiveness and credibility was developed. The list included using a third party to analyze rating results for anomalies, publishing final rating distributions to improve transparency and developing action plans to improve negative employee perceptions.

**Ilgen, D. R., Fisher, C. D., & Taylor, S. M. (1979). Consequences of individual feedback on behavior in organizations. *Journal of Applied Psychology*, 64(4), 349-371.**

The literature on feedback to individuals has previously been reviewed with respect to its effect on the behavior of individuals in performance-oriented organizations. Although contemporary views of individual behavior in organizations stress that feedback is necessary for effective role performance, little attention is given to the psychological processes affected by it. This review focuses on the multidimensional nature of feedback as a stimulus and addresses the process by which feedback influences behavior. Emphasis is placed on those aspects of feedback that influence 1) the way it is perceived, 2) its acceptance by the recipient and 3) the willingness of the recipient to respond to the feedback.

**Kahn, S. C., Brown, B. B., & Lanzarone, M. (1996). *Legal guide to human resources*. Boston: Warren, Gorham & Lamont, 6-2 to 6-58.**

Written by practicing experts, this guide reports on the continually changing laws that affect human resources. Broad in scope, this comprehensive volume provides guidance on current issues, such as sexual harassment, discrimination, employment at will, privacy, employer and union unfair labor practices, collective bargaining, compensation and benefits, retirement, and other benefits laws. An appendix is provided that includes state employment laws and a table of cases.

**McCauley, C. D. (2006). *Developmental assignments: Creating learning experiences without changing jobs*. Greensboro, NC: CCL Press.**

This book is modeled after *Eighty-Eight Assignments for Development in Place*, one of CCL's most popular publications. In the years since that report was published, more has been learned about development in place—from research, from working with managers and organizations that make use of developmental assignments, and from colleagues in the field. This book consolidates this knowledge into one tool to help leaders add developmental assignments to their own jobs and to help others do the same by including tables in the book that are full of development assignments.

**Lee, J., Havighurst, L. C., & Rassel, G. (2004). Factors related to court references to performance appraisal fairness and validity. *Public Personnel Management*, 33(1), 61-78.**

In this study, the authors test whether appellate court judges' concern for performance appraisal validity or fairness depends on their ideology (liberal or conservative) and type of charge (gender or age discrimination). They examined 39 cases between 1992 and 2000 and found some impact of both ideology and type of charge. Appendix A contains a listing of all the cases; appendix B contains a glossary of validity terms to classify cases; and appendix C contains a glossary of fairness terms to classify cases. The paper also includes an extensive list of references.

**Lombardo, M. M., & Eichinger, R. W. (1989). *Eighty-eight assignments for development in place*. Greensboro, NC: CCL Press.**

The Center for Creative Leadership's continuing studies of executives have found that learning on the job is the best way for a person to develop. Often people are given new

positions in order to provide them with developmental experiences. But what if such a transfer is not possible? This report contains 88 assignments that can be added to a current job, offering individual developmental opportunities.

Longenecker, C. O., Sims, H. P., Jr., & Gioia, D. A. (1987). Behind the mask: The politics of employee appraisal. *Academy of Management Executive*, 1(3), 183-193.

While management books and manuals claim employee appraisal is an objective, rational and accurate process, there is extensive evidence to indicate that executives deliberately distort and manipulate the appraisal process for political purposes. In-depth interviews with 60 upper-management executives revealed that their first concern is not the accuracy of the appraisal, but how to make use of the review process to reward and motivate their employees. The executives generally felt that this focus was appropriate. Factors affecting the appraisal process include the economic health and growth potential of the organization, the executive's personal belief system, the degree of communication and trust between executives and subordinates, and the appraiser's level in the organizational hierarchy. Other results reveal that 1) executives in large corporations are political actors who try to avoid unnecessary conflict, and that 2) executives will try to make use of the existing bureaucratic procedures for their own benefit.

Martin, D. C., Bartol, K. M., & Kehoe, P. E. (2000). The legal ramifications of performance appraisal: The growing significance. *Public Personnel Management*, 29(3), 379-406.

The article provides information concerning outcomes of performance

appraisal (e.g., layoffs, promotions, discharges, merit pay) that attract a significant amount of legal attention. A sample of cases was used to demonstrate prudent, and not so prudent, use of the results of performance appraisal as they relate to discrimination issues under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Equal Pay Act and other closely allied statutes. The authors conclude that evaluations of performance should be based on the results of performance appraisal processes that incorporate organizational justice and fairness.

Mercer Human Resource Consulting. (2005). *What's working survey*. New York: Author.

The 2005 What's Working Survey, conducted by Mercer Human Resource Consulting, reflects the thinking of a representative sample of workers employed by more than 800 organizations across the U.S. The survey is part of Mercer's ongoing effort to capture contemporary perceptions of work and to develop scientific norms that employers can use as they design, implement and communicate their human resource strategies and programs. The first edition of the survey was conducted in 2002. Mercer's 2005 research revealed signs of enhanced employee commitment and confidence compared to 2002. For example, nearly two-thirds of the workers surveyed (64 percent) felt a strong sense of commitment to their organization, up from 58 percent in 2002. More than 7 in 10 (73 percent) workers said they are confident their organization "will be successful in the future," compared to 63 percent in 2002. Some 65 percent (up from 59 percent in 2002) agreed that "the level of job security offered by

my organization is as good as or better than the security offered by other organizations in our geographic area." Although just half the workers (49 percent) said they believe their organization is well managed, that figure is significantly higher than the 40 percent reported three years ago.

Murphy, K. R., & Cleveland, J. N. (1995). *Understanding performance appraisal: Social, organizational, and goal-based perspectives*. Thousand Oaks, CA: Sage.

This book examines the performance appraisal process from a social-psychological perspective, emphasizing the goals pursued by raters, by employees being rated and by the various users of performance appraisal. The authors apply this goal-oriented perspective to developing, implementing and evaluating performance appraisal systems. This perspective also emphasizes the context in which appraisal occurs and shows that the shortcomings of performance appraisal are sensible adaptations to its various requirements, pressures and demands. Relevant research is summarized, and recommendations are offered for future research and applications.

Partnership for Public Service. (2007). *The best places to work in the federal government*. Retrieved July 29, 2010, from <http://bestplacestowork.org/BPTW/about>.

Designed to help a broad audience of job seekers, researchers, federal employees and government leaders, the *Best Places to Work in the Federal Government*<sup>®</sup> rankings draw on responses from more than 263,000 civil servants to produce detailed rankings of employee satisfaction and commitment across 290 federal agencies and subcomponents. Agencies and subcomponents are

ranked according to a *Best Places to Work* index score, which measures overall employee satisfaction, an important part of employee engagement and, ultimately, a driver of organizational performance. The *Best Places to Work* score is calculated for both the organization as a whole and specific demographic groups. In addition to this employee satisfaction rating, agencies and subcomponents are scored in 10 workplace categories, including effective leadership, employee skills/mission match, pay and work/life balance.

Peterson, D. B., & Hicks, M. D. (1996). *Leader as coach: Strategies for coaching and developing others*. Minneapolis, MN: PDI.

This is a straightforward, practical book intended to help lead people and organizations to greater success. The tips and practices are designed to sharpen coaching skills so that readers can attract and retain the talent needed for success, foster growth in others, provide effective feedback, orchestrate learning opportunities and groom high-potential performers.

Pulakos, E. D. (2004). *Performance management: A roadmap for developing, implementing and evaluating performance management systems*. Alexandria, VA: SHRM Foundation.

This report describes practice guidelines for developing formal performance management systems and is the precursor to the present report.

Pulakos, E. D. (2010). *Performance management: A new approach for driving business results*. Oxford, UK: Wiley-Blackwell.

Over the decades there have been many debates about the best format for rating scales and components for performance management systems. This book discusses the more salient arguments on these matters and provides practical implementation advice, tools and actions to avoid in implementing performance management systems. It describes a comprehensive performance management process that begins with specifying organizational objectives and then moves down through each level, rating employees on job-relevant factors and effectively developing staff. The primary audience is not psychologists but rather human resource staff and the managers who are responsible for developing, implementing and defending a performance management system. It also provides useful information for those who oversee training on its application.

Pulakos, E. D., Mueller-Hanson, R. A., & O'Leary, R. S. (2008). *Performance management in the United States*. In A. Varma, P. S. Budhwar, & A. DeNisi (Eds.), *Performance management systems around the globe* (pp. 97-114). London: Routledge.

Although there is enormous variety in the performance management systems used in the U.S., this chapter discusses key factors and challenges that impact the vast majority of these systems. Three key factors have had a particular impact: a focus on results, automation and the legal environment. While these factors are neither positive nor negative, they represent major trends with significant implications for performance management design and implementation. In contrast, the chapter also discusses key challenges

that represent intractable problems that have plagued performance management systems almost from their inception. While no "quick fix" is offered, a thorough understanding of these issues and their implications is the first step toward mitigating them. The top challenges faced by U.S. organizations include viewing performance management as an administrative burden rather than a strategic business tool, the reluctance of managers and employees to engage in candid performance discussions, and judgment and time factors that impede effective appraisal. Implications of these challenges are discussed.

Pulakos, E. D., & O'Leary, R. S. (2010). *Defining and measuring results of workplace behavior*. In J. L. Farr & N. Tippins (Eds.), *The handbook of employee selection* (pp. 513-529). New York: Psychology Press.

This chapter discusses how to define and measure performance results in organizations. Some of the topics discussed include cascading goals, SMART goals, performance accomplishments, and defining performance objectives, among others. The circumstances under which these types of performance measures work best, as well as their limitations, are discussed.

Pulakos, E. D., & O'Leary, R. S. (2011). *Why is performance management broken?* *Industrial and Organizational Psychology*, 4(2), 146-164.

While extensive research and practice have focused on understanding and improving performance management systems in organizations, the formula for effective performance

management remains elusive. This article proposes that a significant part of the problem is that performance management has been reduced to prescribed steps within formal administrative systems that are disconnected from the day-to-day activities that determine performance management effectiveness. The authors further argue that interventions to improve performance management should cease their exclusive focus on reinventing formal system features. While well-developed tools and systems can facilitate performance management, these alone do not yield effective performance management. Rather than make further changes to formal performance management systems, more attention to improving manager-employee communication and aspects of the manager-employee relationship are likely to hold more promise for improving performance management processes in organizations.

Pyrillis, R. (2011). *Is your performance review underperforming?* *Workforce Management*. Retrieved from [www.workforce.com/article/20110505/NEWS02/305059995](http://www.workforce.com/article/20110505/NEWS02/305059995).

This article discusses the ineffectiveness of the yearly performance review, providing survey results from a variety of sources that substantiate the author's assertion. The article further presents specific examples of companies that have implemented performance management practices that deviate from formal processes in lieu of more informal practices that reinforce ongoing feedback and employee development. The article argues that the heart of performance management lies in effective leadership behavior.

Rodgers, R., Hunter, J. E., & Rogers, D. L. (1993). Influence of top management commitment on management program success. *Journal of Applied Psychology, 78*(1), 151-155.

The literature on many different types of management programs reports that effective program installations depend on the level of top management commitment: the stronger the commitment, the greater the potential for program success. A meta-analysis of 18 studies that evaluated the impact of management by objectives was presented to test this hypothesis. Results showed a significant gain in job satisfaction when top management had high commitment to program implementation. Little improvement was found in studies that had moderate or low commitment from top management.

Smither, J. W. (Ed.) (1998). *Performance appraisal: State of the art in practice*. San Francisco: Jossey-Bass.

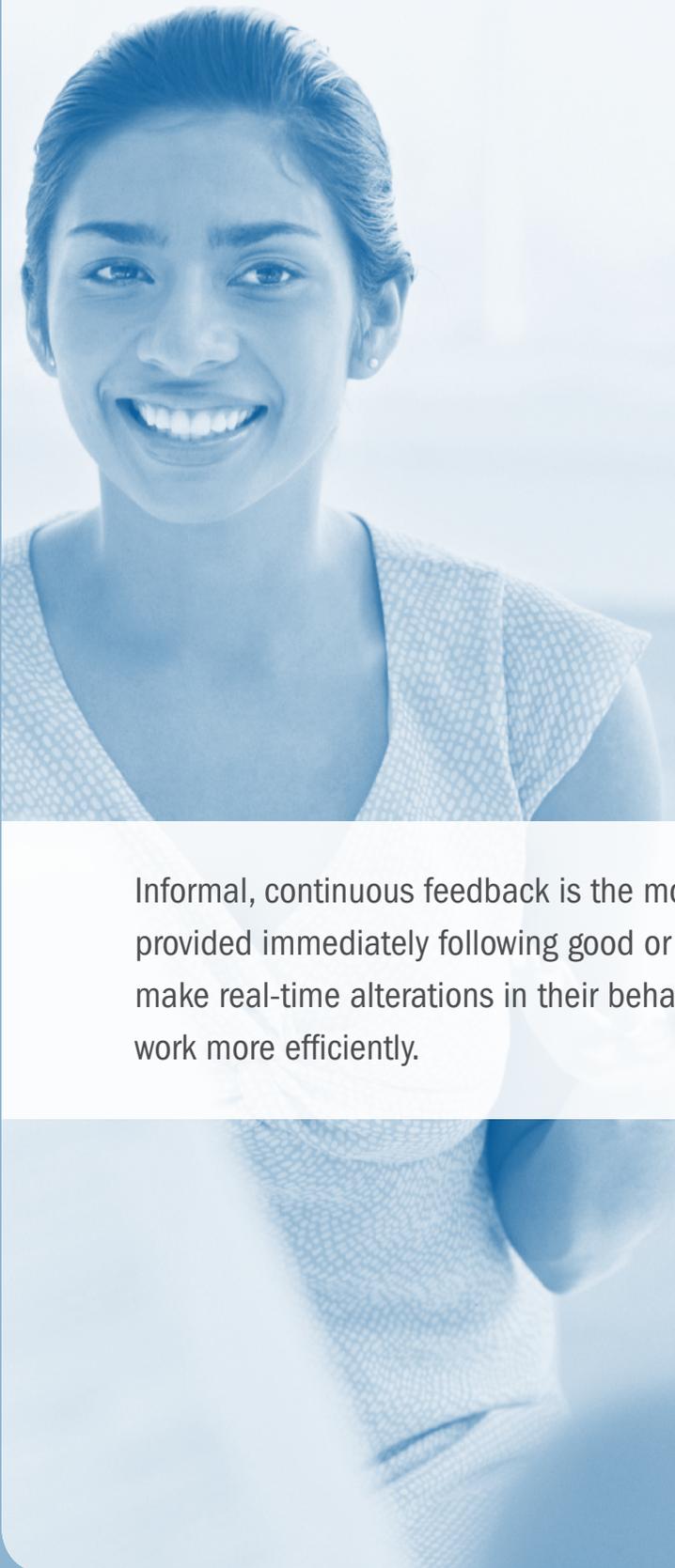
This edited book is part of the Society for Industrial and Organizational Psychology's Practice Series. It contains chapters that bridge the gap between research on performance appraisal and practice, offering a comprehensive, practitioner-oriented guide to "best practices" in performance appraisal. Addressing an issue vital to all organizations, it introduces readers to cutting-edge thought and theories in the area of performance management. In addition, it provides nuts-and-bolts guidance to a broad spectrum of issues such as legality, fairness, team settings and incentive programs.

Weatherly, L. A. (2004). *Performance management: Getting it right from the start*. Alexandria, VA: Society for Human Resource Management.

This paper recognizes that establishing a performance management system in an organization is a significant undertaking. HR practice leaders have grappled with this issue for decades, and academic and professional journals contain a plethora of ideas and approaches on this subject too numerous to count. While no one-size-fits-all solution exists for all organizations, and each must find its own niche in the marketplace, this paper argues that there are certain fundamental criteria in developing performance management systems that apply equally across organizations. These "critical success factors" are presented and discussed.

Werner, J. M., & Bolino, M. C. (1997). Explaining U.S. courts of appeals decisions involving performance appraisal: Accuracy, fairness, and validation. *Personnel Psychology, 50*(1), 1-24.

This paper examines circuit court decisions relevant to performance appraisal between 1980 and 1995 and shows that these decisions were explained by use of job analysis, provision of written instructions, employee review of results and agreement among raters. However, appraisal frequency and type (traits versus behaviors or results) were unrelated to judicial decision. Of other factors examined (e.g., type of discrimination claim, statutory basis, class action status, year of decision, circuit court, type of organization, purpose of appraisal, evaluator race and sex), only the circuit court approached having some impact. The authors conclude that issues relevant to fairness and due process were most salient to judicial decisions.



Informal, continuous feedback is the most valuable type. If feedback is provided immediately following good or poor performance, it helps employees make real-time alterations in their behavior and enables them to perform their work more efficiently.

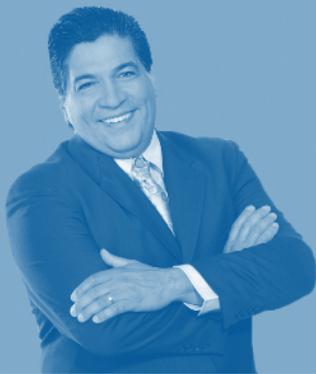
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