

# 2016 Performance Management

Harold G. Harrison

Chief Human Resources Officer



# Cleveland Metroparks Performance Management Goals

- Establish clear work objectives & expectations
- Employee development tool
- Linkage to Succession Planning
- Tool to determine compensation

# Force Distribution Method

Comparison of relative contribution to the success of the organization as well as comparing each employee's individual performance against other employees

# Benefits of Forced Distribution Method

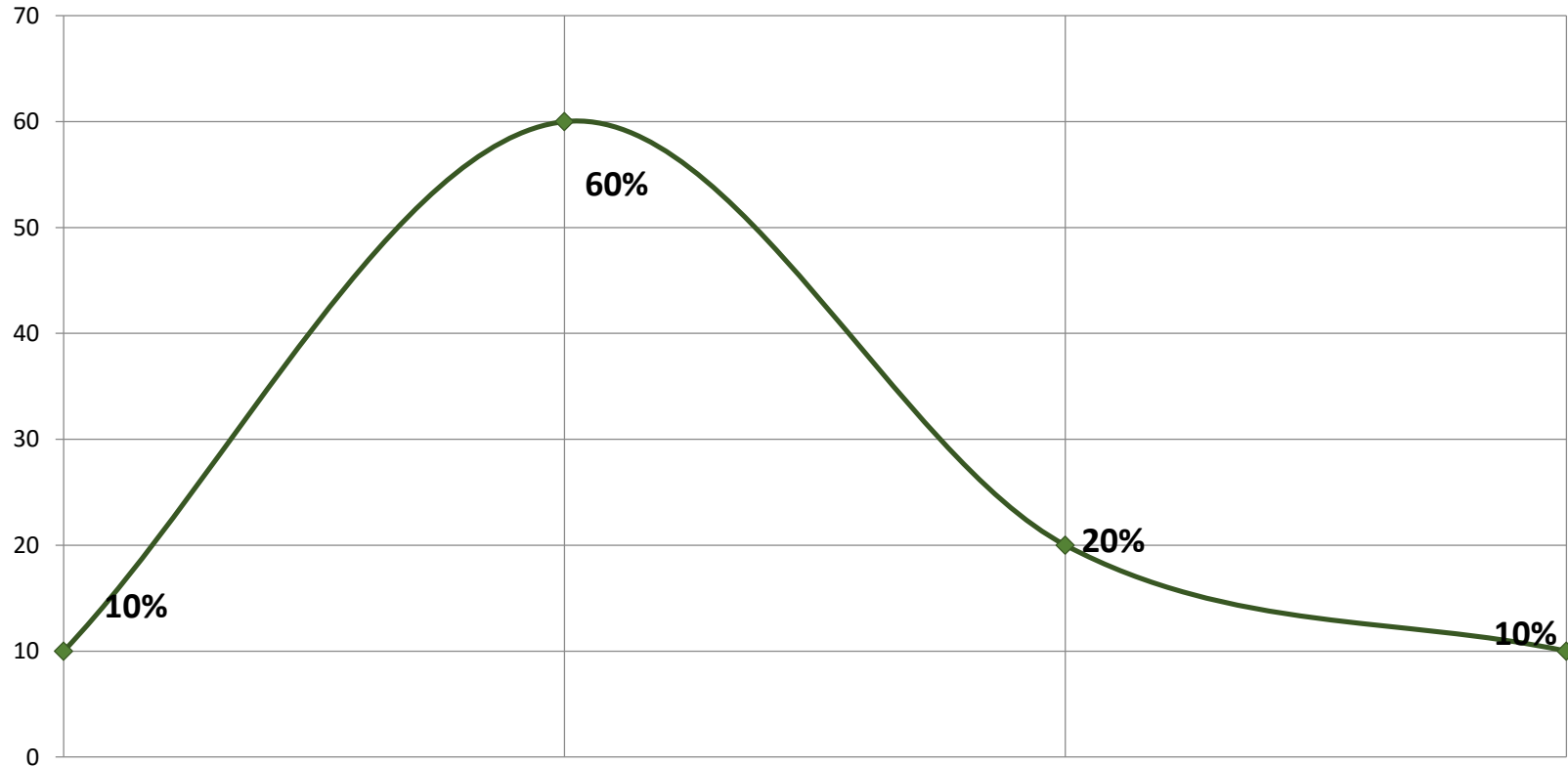
- Calibration Process
- Fairly rewards top performers
- Facilitates candid open communication
- Setting specific deadlines for improvement for poor performers
- Improves organization's performance
- Tough ranking system key to success of performance intervention

# 2016 – Performance Ranking

- Exceptional (10%)
- Outstanding (20%)
- Commendable (60%)
- Below Average (10%) – PIP (performance improvement plan)

\*aggregate budget/increase 3.00%

# Distribution of Comparative Performance Evaluation Scores



# Review Process and Execution

- Calibration process completed in December 2016
- Individual performance review meetings conducted/completed December 2016 and January 2017
- Performance based merit increases granted in January 2017
- Performance Improvement Plan (PIP) assigned

# New for 2017

- Union employees introduced to calibration process
- New performance evaluation tool introduced in 2017