Performance Management Study
Focus Groups
Summary

The Singer Group
June 2017

Focus Group Purpose and Participation

- Purpose
  - Share background and update on performance management project
  - Share draft competencies and preliminary design of the new performance management program
  - Gather input and answer questions
  - Confirm next steps
- Participation
  - Two staff and one manager group held on June 20
  - 14 staff and 10 managers participated

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Focus Group Summary

- Positive reception
  - Liked the monthly+ model for 1:1s and focus on development
  - Appreciate the streamlined approach
  - No major suggestions for changes

- Competencies
  - Are thorough and represent top priorities
  - Look forward to additional detail to come via behavioral indicators
  - Recommended few updates to competency titles/definitions; (most have been incorporated into new drafts)

- Virtually unanimous preference for use of "performance development" vs. "performance management"

Focus Group Summary *(continued)*

- Considerations:
    - From staff group: Managers' support/acceptance will be necessary for a successful program. [The managers group was very positive about the new program.]
    - Would like to see direct reports provide input to supervisors' reviews, even if informally
    - Important to hold managers accountable to the monthly frequency
    - Important to address inconsistent application / definition of performance levels among managers

- Questions concerned:
    - Whether monthly reports and metrics (such as shelving accuracy) will continue to be used in the same way
    - How the PM program will link to compensation

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Focus Group Summary *(continued)*

- Systems issues
  - Looking forward to more information on systems capabilities
  - Flexibility/transition to the system for staff who need significant assistance with technology
  - Systems "wish list"
    - Sharing email conversations and documents
    - Email reminders
    - Ongoing staff access

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