ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

MEMORANDUM

TO: **Human Resources Committee**
Will Raymond, Chair
Michael Hughes
John Young
Alan Rimer, (ex-officio)

THROUGH: Ed Kerwin

FROM: Stephanie S. Glasgow

DATE: June 6, 2014

SUBJECT: **HUMAN RESOURCES (HR) COMMITTEE MEETING**
THURSDAY, JUNE 12, 2014, 5:30 PM, OWASA BOARDROOM

Agenda

1) **Proposed Staffing Changes**
Information and staff recommendations are provided in Attachment #1.

2) **Employee Survey Regarding Performance Review Process**
Presentation will be provided by Capital Associated Industries. Information and staff recommended next steps provided in Attachments #2 and #2a.

3) **Next Meeting**

Stephanie S. Glasgow, MESH, PHR
Director of Human Resources and Safety

c: OWASA Board of Directors
Quinton Harper
Robert Epting

Attachments:
1 – Proposed Staffing Changes
2 – OWASA's Employee Opinion Survey Performance Review Process
2a – CAI's Results of the Employee Opinion Survey Performance Review Process

Attachment 1

Proposed Staffing Changes to Improve Organizational Efficiency and Effectiveness
June 6, 2014

Purpose

Obtain approval by the Board of Directors at the July 10, 2014 meeting to reclassify three vacant positions to different classifications to more efficiently and effectively meet organizational needs as follows:

Existing Classification		Proposed Classification
1. Customer Service Specialist (part-time)	→	Clerk/Cashier (full-time)
2. Laboratory Analyst (Water)	→	Treatment Plant Operator (Water)
3. Solids Handling Supervisor (Wastewater)	→	Treatment Plant Operator (Wastewater)

Background

We continually seek opportunities to improve the efficiency and effectiveness of our organization. Anytime a position becomes vacant, it is our practice to reassess our needs before deciding to fill the vacancy. As a result of this ongoing process and other efficiency measures, we have reduced the total number of authorized positions from 150 in May 2009 to the current level of 135, even though the overall scope of our responsibilities continues to grow.

We have identified three vacant positions for reclassification which will improve our overall effectiveness and will decrease our costs. These are discussed in greater detail below.

Recommendations

1. Reclassify the vacant Customer Service Specialist position (part-time) to a full-time Clerk/Cashier position in the Customer Service Department.

In January 2011, the Board approved creation of the Customer Service Specialist position when the former Customer Service Manager stepped down from the manager position and was retained in the new part-time position of Customer Service Specialist. At the time, we believed it was important to retain the outgoing Manager's expertise and experience. The Customer Service Specialist position also handled special projects and other department duties. Additional organizational improvements were approved by the Board in October 2013 which amended the Customer Service Manager position into which Denise Battle was promoted and created the new position of Customer Billing Supervisor into which Angie Smith was promoted.

The Customer Service Specialist position recently became vacant and we determined that our needs would be much better served by adding an additional full-time Clerk/Cashier position instead of filling the part-time Customer Service Specialist position. This change will allow us to better meet our workload needs and serve our customers.

The last time we increased the number of Customer Service staff was in Fiscal Year (FY) 2001. Since that time, we have had a 20% increase in the number of customers. More recently, we have also experienced

an increase in call wait times. Additionally, we anticipate the Advanced Meter Infrastructure system to increase call volume: not only during and immediately after implementation but also on an ongoing basis. The additional Clerk/Cashier position will help us address these and other challenges.

The Customer Service Specialist position is a Salary Grade 616 with an annual salary of between $21,636 and $33,320 based on 1,040 hours per year or 20 hours per week. The person last serving in the Customer Service Specialist position was paid a salary of $40,560. (This salary exceeds the upper limit of the position's salary range but was grandfathered and capped after the most recent Classification and Pay Study.) The Clerk/Cashier is a full-time position with a Salary Grade 610 which has an annual salary of between $31,684 and $48,794.

The overall cost impact of this change is minimal.

2. Reclassify the vacant Laboratory Analyst position to a Treatment Plant Operator for the Water Treatment Plant.

Current staffing for our Water Laboratory is one Supervisor and three Analysts. After a Laboratory Analyst position became vacant, we determined that our needs can be sufficiently met by the two existing Laboratory Analysts, assuming periodic assistance is provided by the Treatment Plant Operators who are cross-trained on certain laboratory duties.

We also determined that our current staffing of seven Water Treatment Plant Operators is insufficient to meet our service expectations without increasing our overtime costs. Therefore, we have concluded that reclassifying the vacant Laboratory Analyst position to be our eighth Treatment Plant Operator will provide the flexibility to better meet our needs while decreasing our costs.

In summary, the additional Water Treatment Plant Operator will:

- Reduce the amount of time Treatment Plant Operators will work alone at night and on the weekends, thereby enhancing safety;
- Assist with laboratory duties as needed, thereby eliminating the need to fill the Laboratory Analyst position;
- Respond to minor after-hours maintenance needs at the plant instead of using on call maintenance personnel at overtime rates; and
- Reduce overtime costs to cover shifts due to sickness/vacations and for operations of belt filter press by approximately $18,000 annually.

The Laboratory Analyst and Treatment Plant Operator positions are both classified as Salary Grade 615 ($40,823 - $62,867 annual salary range). Annual net savings estimated at $18,000.

3. Reclassify the vacant Solids Handling Supervisor position to a Treatment Plant Operator for the Wastewater Treatment Plant.

We have determined that most of the duties of the recently vacant Solids Handling Supervisor position can be absorbed by the existing Operations Supervisor without a significant reduction in biosolids recycling production.

Similar to the Water Treatment Plant, we also determined that our current staffing of seven Wastewater Treatment Plant Operators is insufficient to meet our service expectations without increasing our overtime

costs. Therefore, we have concluded that reclassifying the vacant Solids Handling Supervisor position to our eighth Treatment Plant Operator position will provide the flexibility to better meet our needs while decreasing our costs.

In summary, the additional Wastewater Treatment Plant Operator will:

- Reduce the amount of time Treatment Plant Operators will work alone at night and on the weekends, thereby enhancing safety;
- Respond to minor after-hours maintenance needs at the plant instead of using on call maintenance personnel at overtime rates; and
- Reduce overtime costs to cover shifts due to sickness/vacation and staff other tasks by approximately $20,000 annually.

Additionally, realigning the Solids Handlers under the Operations Supervisor will result in more effective management of biosolids inventories – both liquid and cake.

The Solids Handling Supervisor is a Salary Grade 617 ($46,301 - $71,304 annual salary range) and the Treatment Plant Operator is a Salary Grade 615 ($40,823 - $62,867 annual salary range), so there is an anticipated annual savings (in addition to lower overtime expenses) as a result of this change.

Staff seeks the Human Resources Committee's support for approval of these recommendations at the July 10, 2014 Board meeting.

Attachment 2

OWASA Employee Opinion Survey
Performance Review Process
June 6, 2014

Background

Beginning with the April 2013 semi-annual reviews, a new Employee Performance Review system was implemented. In October 2013, the compensation component of the new Employee Performance Review system was implemented as part of the annual performance review for all employees. When this new system was implemented, employees were told that we would seek their feedback about the new system.

We engaged the services of Capital Associated Industries (CAI) to prepare and conduct a survey of our employees about the new Performance Review System. Staff received feedback from the Board's Human Resources (HR) Committee before finalizing the survey questions with CAI. During March 2014, CAI administered the survey. CAI's Employee Opinion Survey Report is provided as Attachment 2a.

Staff's Key Take-Aways from the Employee Survey and from Our Experience

- Sixty-one (61) of 126 employees participated in the survey (48%).
- About two-thirds of employees are satisfied with the new system.
- About one-third of employees are not satisfied with the new system.
- About three-quarters of the supervisors are satisfied with the new system.
- About one-quarter of the supervisors are not satisfied that the new system.
- Most common feedback was that employees would like to see more than four overall rating categories (which currently are "Exceptional"; "Successful"; "Needs Improvement"; and "Unsuccessful").
- Some employees believe they are lumped together in the "Successful" overall rating category.

  From the October 2013 Employee Performance Reviews:

Category	Number of Employees
Exceptional	12
Successful	103
Needs Improvement	3
Unsuccessful	0

- The new Employee Performance Reviews System is effective and can be further improved by providing supervisors additional training.

- We will evaluate the desirability of adding an additional overall rating category between "Successful" and "Exceptional".
- We will evaluate the appropriateness of the 10% cap on the number of employees who can receive an "Exceptional" overall performance rating on their annual review.

Staff's Suggested Next Steps

1) Share the complete survey report with all employees.
2) Each Department Director will have voluntary meetings with their employees to answer questions and openly discuss the report and receive additional feedback.
3) Staff will further evaluate the desirability of adding an additional overall rating category between "Successful" and "Exceptional" and the appropriateness of the 10% cap on "Exceptional" performance evaluations during the annual review process.
4) Staff will provide supervisors with additional training on the effective use of the Performance Review System.
5) Staff will work with the HR Committee to discuss compensation policies and practices that are currently linked to the Employee Performance System and will prepare recommendations to the Board of Directors.
6) Once the Board of Directors has considered the HR Committee/staff recommendations, employee feedback will be solicited by staff prior to the Board of Directors considering final action, if applicable.

CAI
HR, Compliance & People Development

EMPLOYEE Opinion SURVEY



Report for

Orange Water & Sewer Authority

Carrboro, NC
March, 2014

Employee Opinion Survey:

Performance Review Process

Results for

Orange Water & Sewer Authority

Covering:

All Employees

Survey Results Provided by:

HR, Compliance & People Development

2900 Highwoods Blvd.
Raleigh, NC 27604
(919) 878-9222
www.capital.org

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OVERVIEW OF SURVEY RESULTS

STATISTICAL RESULTS (Part I)

Statistical results are reported indicating the percentage of favorable and unfavorable responses to each of the statements on the survey. The report shows overall organizational results by question and status. For each statistical result, the mean represents the average score where the favorable response (normally "agree") scores 2 points and the unfavorable response (normally "disagree") scores 1 point. Strongly Agree and Agree are grouped to represent overall favorable responses. Conversely, strongly disagree and disagree represent unfavorable. The count indicates the number of employees who responded to each question.

WRITTEN COMMENTS (Part II)

In addition, there is a comment section for each employee work group that contains employees' unedited comments to each question/statement on which they chose to respond. Comments are reported as written by the survey participant. They include misspellings, grammatical errors, incomplete or unintelligible words or comments. We follow this procedure to ensure that we do not change the meaning behind the participant's comments.

EVALUATING RESULTS:

The most effective use of this information can be achieved by studying the statistical report showing the favorable percentage responses to the statements within each work group. Once the results are understood, then read the comments from that work group. This approach will provide a good overview of the entire survey from both a quantitative and qualitative perspective. The tone of the comments can be important. Pay special attention to comments that are bitter and antagonistic in a particular work group. Repetitions of the same problems in the comments generally indicate a group problem.

Objectivity is the key to a constructive and useful analysis of the survey results. Most employees try to express their opinions through the survey as honestly as possible. It is important to keep in mind that employee responses in a survey of this kind are based on employee perceptions. Whether these perceptions are founded upon reality or not, the fact that employees believe certain issues to be real make these issues real to them. Issues - real or perceived - raised by employees in opinion surveys must be addressed to demonstrate that management does care about its employees and their concerns. It is no discredit to management to be willing to face up to problems revealed by a survey. In fact, this willingness to admit that everything is not always perfect is evidence to employees of the organization's faith and honesty with employees.

Survey Action Plans and Follow-Up

Although a survey gathers information from a large number of people about a wide range of subjects, it does not provide the in-depth information that a face-to-face interview provides. Because of this, many organizations conduct personal follow-up interviews with about 15% to 20% of the original survey sample, particularly in departments or areas that showed troublesome results. Some organizations conduct the meetings or focus-groups themselves, while others seek outside facilitators like CAI.

These follow-up interviews can be a means of obtaining vital information outside of the direct scope of the survey. When the interviews are conducted one-on-one or in very small groups, respondents often feel free to express themselves on a variety of important issues, including some that may not have been part of the survey. This kind of information can indicate direction for future surveys.

Select this smaller group carefully. Take special effort to make certain that this subgroup is a truly representative sample of those in the survey.

If possible, select the follow-up sample anonymously and at random. When you interview these people, reassure them immediately that they were selected randomly and not because of any response they gave on their initial survey.

How do you decide what to ask in the follow-up interview or focus-group? The following steps will help you identify areas that could profit from additional probing.

- Examine open-ended questions and 'write-in' comments. These indicate what your respondents feel strongly about. They usually will welcome an opportunity to talk more about them.
- Check areas where the responses are not clear or where the conclusions are vague. These can benefit greatly from the greater depth of follow-up interviews.
- Look for results that surprised you. These areas also provide interesting and profitable points for further discussion.

A. Taking Action

Surveys are often thought of as ends in themselves. Once the data has been tabulated and all the reports finished, companies tend to consider the job done. But, if a survey is to be truly effective, it must be followed by action.

Management must be involved. Even before the survey is conducted, management support must be enlisted for acting on the survey results. This support is crucial for the development and implementation of an effective action plan.

Here are some ways to minimize management resistance and enlist their help:

- Let managers see results that apply to them and their department before others see them.
- Give plenty of time for managers to digest the results and develop action plans of their own.

- Help them interpret survey results. Don't assume they automatically know what the results mean.
- Remind them that taking effective action can change any results they do not like.
- Even during the planning stages, ask managers to develop contingency action plans based on what they think the results will be.

Once management is briefed, formulate specific action plans. Take each of the areas that the survey indicated needed work and, in conjunction with the affected managers, work out a plan that details:

- ☐ What steps to take (be specific)
- ☐ When to take them (set specific dates)
- ☐ Who is responsible for what
- ☐ What resources will be provided by whom
- ☐ What results to expect

If your survey has uncovered significant problems, encourage management to view them as opportunities for improvement. Analyze the factors relating to the problem. Which forces, attitudes, etc. are maintaining the problem? Which forces, attitudes, etc. are pushing toward a solution of the problem? This will help you get a better overall view of the problem.

Now, develop specific actions to strengthen those forces that will help solve the problem and weaken those forces that maintain the problem.

If the problem seems particularly large or difficult to solve, encourage managers to find areas that they can do something about right now. Look at their particular areas of influence and determine what they can do TODAY (or this week or month) that will affect the problem in a positive way.

As each person does what he or she can do in his or her immediate sphere of influence, the problem undergoes a shift and becomes more approachable. First, initiate actions that are immediately at hand; then, reach out to other areas that impact the problem. If everyone concentrates on what he or she personally (or their department) can do to correct the problem, gradually it can be brought under control and eventually eliminated.

B. Communicating Results to Employees

Above all, during the whole process, keep the employees informed about what is going on. They are expecting changes because of the survey. If no changes occur, they 'write off' the whole process and discount any future surveys. Because they expect changes sooner than you can make then, you should let them know what is happening. Then they will be confident that the survey was not a waste of time.

Communicating survey results to employees is best done in face-to-face meetings with employee groups and supplemented by dissemination of results in a newsletter or letter to employees. You will need to decide whether to hold large company meetings or to let each manager communicate results. Ideally, managers will present the findings perhaps with a Human Resources representative present. Alternatively, an outside facilitator may be engaged if serious trust problems with management are present.

1. **Manager Briefing.** After the survey results have been generated, the Survey Administrator should meet with each of the managers and review the findings. At the same time the Administrator should also coach the managers on how to conduct the feedback meeting in which each manager presents the findings to his or her group.
2. **Share initial survey results with Employees.** During the feedback meeting, the manager should present the findings in an open and non defensive manner. He/she should thank employees for their cooperation and input. He/she should use the findings as a catalyst to get the group to open up and to help him understand the specific problems that led to the survey results, both favorable and unfavorable. In a brainstorming manner, employees should also be asked for all the possible solutions to the problems. The manager should not comment on the proposed solutions at that time but simply record them.
3. **Manager Report.** After the meeting the manager should prepare a three part report for the Survey Administrator. He should indicate the specific problems that are in his area, his action plan for the next 12 months and his recommendations to senior management for changes which are outside the manager's control.
4. **Recommendations to Senior Management.** The Survey Administrator should collect the third part of each manager's report and use it to prepare a set of recommendations for senior management. Senior management should then prepare its action plan for the coming year and communicate it to management.
5. **Share Action Plans with Employees.** During the second feedback sessions each manager should give his or her people, both his action plan and the senior management's action plan. It is important to remember that all problems revealed by the survey do not have to be addressed by the action plans. It is quite sufficient to address some of the problems and to leave others for a future year's action plans. However, the manager should tell them which areas have been 'put on hold' and why. Let them know why action has been delayed and that it will be taken later. The important thing is to do as much as possible given time and budget constraints. If some ideas are not going to be acted upon, tell them why. Nothing frustrates people more than making a suggestion they think shows promise and having it disappear without a trace.

Always keep managers and employees informed of progress. Long periods without any indication of action will convince them that no action is being taken. So, if you experience unexpected delays, or even anticipate them, be sure to tell employees what is going on and why.

The major benefits of the above model are:

- Employees get prompt feedback regarding the survey results.
- Employees' input is sought and used to get a full understanding of the problems.
- Employees' recommendations for improvements are seriously considered.
- Employees get prompt feedback regarding management's action plans at all levels.
- Managers, as employees of their respective bosses, get the same feedback and opportunities to propose solutions.
- There is a sense of cooperation and collaboration among departments and divisions within the organization as issues are evaluated and potential solutions discussed.
- Management at all levels develops their own action plans and is therefore more committed to them.
- The fact that each manager's action plan is known by his or her boss and employees and the fact that the process will be repeated at some point in the future, encourages managers to implement their plans.

Follow-up is important. If one or two departments are particularly negative --or unusually positive -- consider an additional survey and/or personal interviews with groups of randomly selected employees to find out what's going on.

Survey: Orange Water & Sewer Authority

Group: All Employees

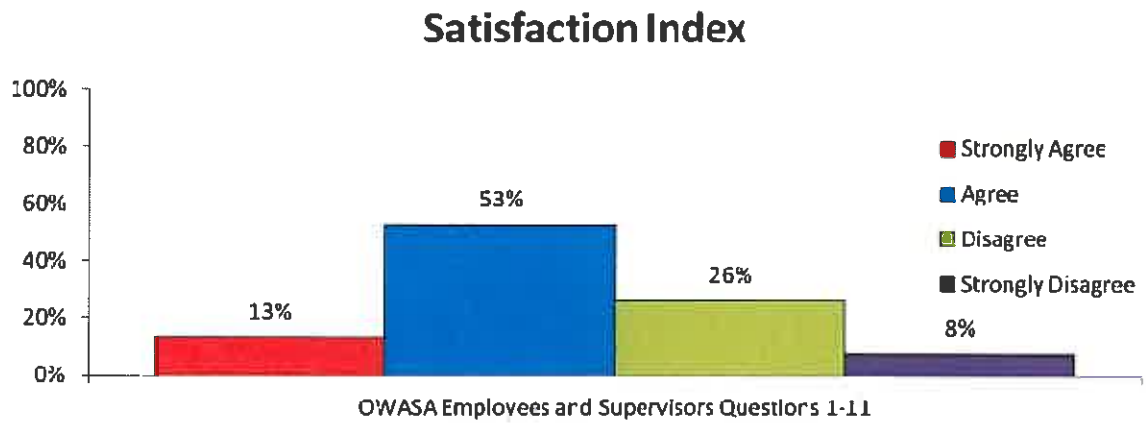
Executive Summary:

During the month of March in 2014, employees of Orange Water & Sewer Authority were invited to participate in an on-line opinion survey regarding the new performance review system. The survey was administered by CAI. 61 employees responded to the survey request. Responses were submitted confidentially and anonymously through a secure, on-line link provided by CAI.

The survey was custom designed to have sixteen quantitative questions and three open-ended questions. Employees were instructed to complete only questions 1-11 along with the open-ended questions. Supervisors were instructed to complete 5 additional supervisor-specific questions (questions 12-16).

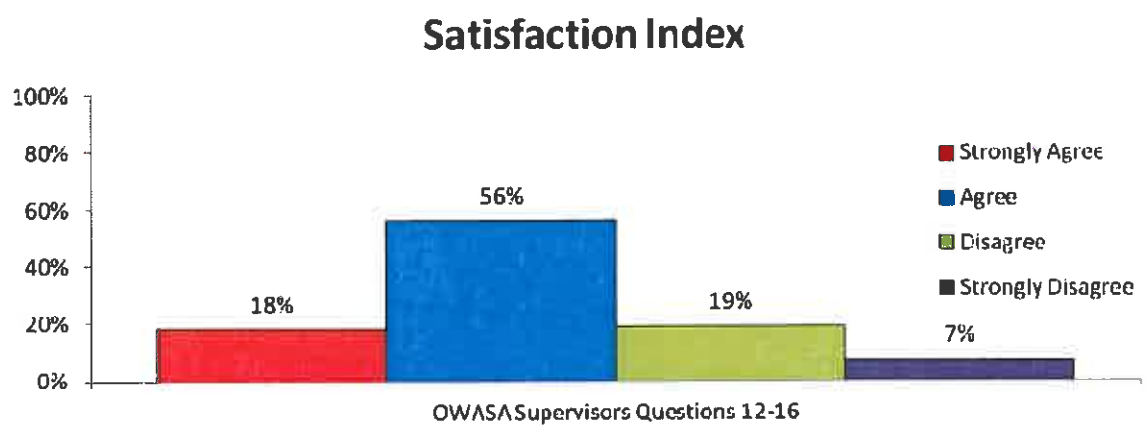
A significant portion of Part I respondents (~87%) also took part in responding to the open-ended questions.

Satisfaction Index Graph - Questions 1-11



***66% of survey participants responded favorably to questions 1-11.**

Satisfaction Index Graph - Questions 12 – 16



***74% of Supervisors responded favorably to the set of questions directly related to them.**

Participation:

4 sessions were held on-site at the OWASA facilities. Attempts were made to include employees assigned to work all shifts.

All sessions were proctored by a CAI Consultant. Surveys were always under the care and supervision of CAI.

All responses were treated with the strictest of confidentiality. No individual at OWASA was ever given access to the actual surveys.

61 participated out of 126 total employees, for a participation rate of **48%**.

Themes/Conclusions from the written comments analysis (Part II):

- Please provide any specific feedback on why you answered questions 1 through 16 as you did.
    - Core duties and performance not evaluated properly/effectively (13%)
    - Not motivated by the new system (11%)
    - Enjoy the new system (11%)
    - The new system unfairly lumps employees together (10%)

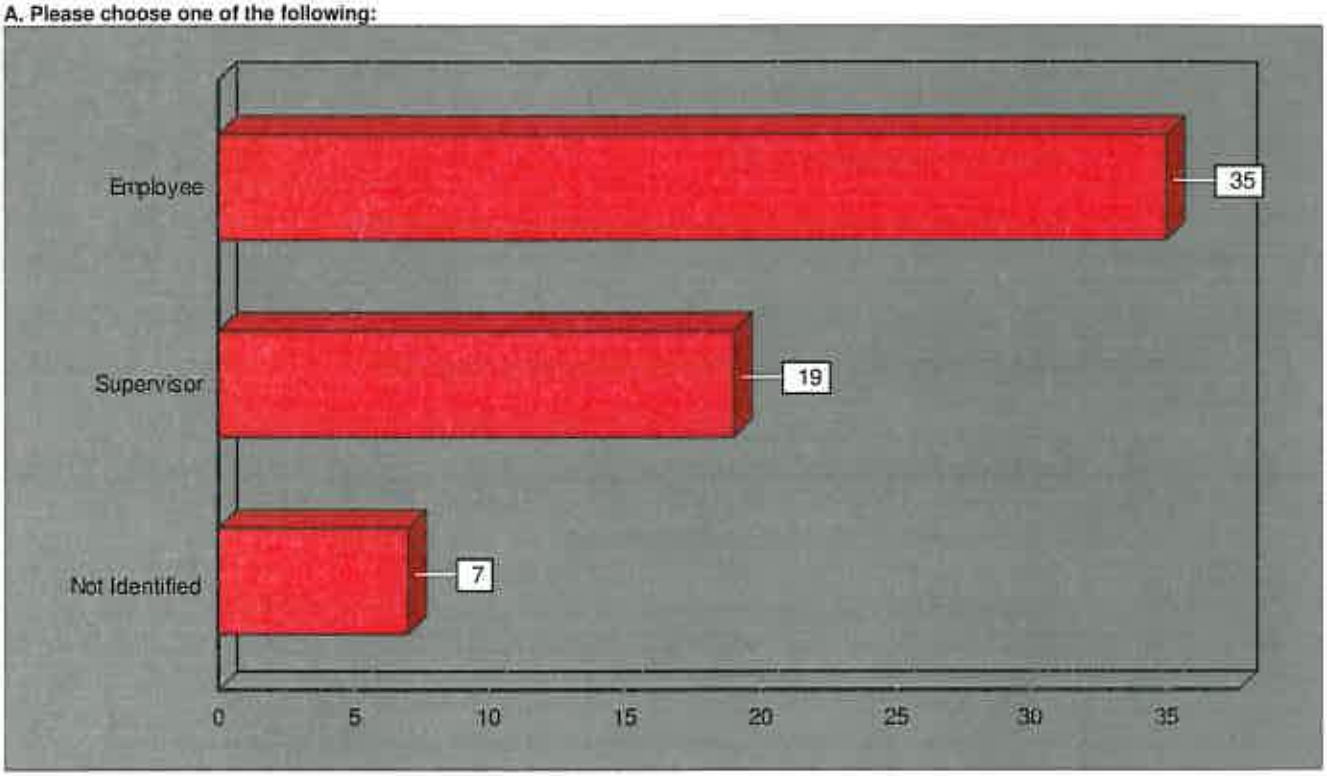
- How could the employee performance review process be improved?
    - Employees would like to see more than three different category ranks – Excellent, Satisfactory, Needs Improvement (27%)
    - There needs to be a higher percentage of "E" ratings (11%)
    - Supervisors need to be more involved in the review process (10%)

- How could the compensation policies, tied to the employee performance review process, be improved?
    - Employees would like to see more than three different category ranks – Excellent, Satisfactory, Needs Improvement (19%)
    - Higher percentage of "E" Ratings (15%)
    - Satisfied with the current system / No comment (11%)
    - Need more evenly distributed raises – Too much is allocated to the "E" category (9%)
    - Category groups are too generalized / Employees are lumped together (9%)

Part I: Questions 1-16

DEMOGRAPHIC DATA

A. Please choose one of the following:



OVERALL SATISFACTION INDEX

This report shows the overall results for employees and supervisors. The red bars represent the unfavorable response while the blue bars represent the favorable response. All data represents all survey respondents taking this survey from this company.

Questions 1-11

Groups	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All	13.2%	52.7%	26.4%	7.8%	

Questions 12-16 (Supervisors Only)

Groups	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All (Supervisors)	18.1%	56.1%	19.2%	6.6%	

SATISFACTION REPORT
Summarized by Question

This report shows the results for employees and supervisors summarized by question. The red bars represent the unfavorable response while the blue bars represent the favorable response.

Questions 1-11

Questions	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All						
The new performance review system motivates me to do my best.	61	6.6%	32.8%	54.1%	6.6%	
The performance feedback provided by my supervisor in the most recent performance review period was more helpful than in previous years.	60	6.7%	35.0%	51.7%	6.7%	
The training and development goals, identified by my supervisor and me, in my performance review helped provide me with direction for career and personal growth.	61	9.8%	62.3%	21.3%	6.6%	
The review of my previously identified goals helped me to understand my supervisor's expectations and how my performance rating would be determined.	61	9.8%	62.3%	21.3%	6.6%	
I understand how my performance affects OWASA's ability to achieve its goals and objectives.	61	29.5%	55.7%	9.8%	4.9%	
The objectives for the upcoming review period, identified in the most recent performance review, provided me with a clear understanding of what my supervisor expects from me.	61	13.1%	62.3%	19.7%	4.9%	
The competencies / behaviors evaluated adequately cover all aspects of my job.	60	6.7%	40.0%	36.7%	16.7%	
The performance review process accurately measures the most important aspects of my job.	61	8.2%	41.0%	37.7%	13.1%	
I understand how my performance rating is tied to salary increases.	61	16.4%	62.3%	14.8%	6.6%	
I understand OWASA's compensation policies, as they relate to the new performance review system.	61	16.4%	63.9%	14.8%	4.9%	
My supervisor was well prepared for my performance review.	60	21.7%	61.7%	8.3%	8.3%	

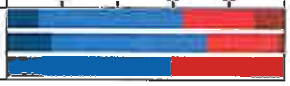
Questions 12-16 (Supervisors Only)

Questions	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All (Supervisors)						
The new performance review system is a good tool for communicating how an employee has met expected goals and should set future goals.	19	26.3%	57.9%	15.8%	0.0%	
The new performance review system provides a way to recognize individual achievements.	19	10.5%	68.4%	15.8%	5.3%	
As a supervisor, the training received for the new performance review system improved my comfort/confidence in administering performance appraisals.	19	21.1%	42.1%	36.8%	0.0%	
The new performance review system is an improvement to our previous methods of performance assessment and management.	18	16.7%	33.3%	22.2%	27.8%	
The amount of time required to prepare for and administer performance reviews, using the new system, is appropriate.	19	15.8%	78.9%	5.3%	0.0%	

SATISFACTION REPORT
Summarized by Status

This report shows the overall results for employees and supervisors grouped by status. The red bars represent the unfavorable response while the blue bars represent the favorable response. All data represents all survey respondents taking this survey from this company.

Questions 1-11

Groups	Data Filter	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All	Employees	11.4%	52.1%	26.3%	10.2%	
	Supervisors	**16.3%**	**56.0%**	**25.7%**	**1.9%**	
	Status Not Identified	13.0%	46.8%	28.6%	11.7%	

SATISFACTION REPORT
Summarized by Status & Question

This report shows the results for employees and supervisors grouped by status & question. The red bars represent the unfavorable response while the blue bars represent the favorable response. All data represents all survey respondents taking this survey from this company.

Questions 1-11

Questions	Data Filter	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
All							
The new performance review system motivates me to do my best.	Employees	35	5.7%	34.3%	51.4%	8.6%	
	Supervisors	19	5.3%	36.8%	57.9%	0.0%	
	Status Not Identified	7	14.3%	14.3%	57.1%	14.3%	
The performance feedback provided by my supervisor in the most recent performance review period was more helpful than in previous years.	Employees	35	5.7%	37.1%	48.6%	8.6%	
	Supervisors	18	5.6%	33.3%	61.1%	0.0%	
	Status Not Identified	7	14.3%	28.6%	42.9%	14.3%	
The training and development goals, identified by my supervisor and me, in my performance review helped provide me with direction for career and personal growth.	Employees	35	11.4%	65.7%	17.1%	5.7%	
	Supervisors	19	10.5%	73.7%	15.8%	0.0%	
	Status Not Identified	7	0.0%	14.3%	57.1%	28.6%	
The review of my previously identified goals helped me to understand my supervisor's expectations and how my performance rating would be determined.	Employees	35	11.4%	51.4%	25.7%	11.4%	
	Supervisors	19	10.5%	84.2%	5.3%	0.0%	
	Status Not Identified	7	0.0%	57.1%	42.9%	0.0%	
I understand how my performance affects OWASA's ability to achieve its goals and objectives.	Employees	35	22.9%	57.1%	11.4%	8.6%	
	Supervisors	19	47.4%	47.4%	5.3%	0.0%	
	Status Not Identified	7	14.3%	71.4%	14.3%	0.0%	
The objectives for the upcoming review period, identified in the most recent performance review, provided me with a clear understanding of what my supervisor expects from me.	Employees	35	11.4%	62.9%	17.1%	8.6%	
	Supervisors	19	10.5%	63.2%	26.3%	0.0%	
	Status Not Identified	7	28.6%	57.1%	14.3%	0.0%	
The competencies / behaviors evaluated adequately cover all aspects of my job.	Employees	34	2.9%	44.1%	32.4%	20.6%	
	Supervisors	19	10.5%	42.1%	42.1%	5.3%	
	Status Not Identified	7	14.3%	14.3%	42.9%	28.6%	
The performance review process accurately measures the most important aspects of my job.	Employees	35	5.7%	42.9%	37.1%	14.3%	
	Supervisors	19	15.8%	36.8%	47.4%	0.0%	
	Status Not Identified	7	0.0%	42.9%	14.3%	42.9%	
I understand how my performance rating is tied to salary increases.	Employees	35	8.6%	65.7%	17.1%	8.6%	
	Supervisors	19	26.3%	57.9%	10.5%	5.3%	
	Status Not Identified	7	28.6%	57.1%	14.3%	0.0%	
I understand OWASA's compensation policies, as they relate to the new performance review system.	Employees	35	11.4%	62.9%	20.0%	5.7%	
	Supervisors	19	26.3%	63.2%	5.3%	5.3%	
	Status Not Identified	7	14.3%	71.4%	14.3%	0.0%	
My supervisor was well prepared for my performance review.	Employees	35	28.6%	48.6%	11.4%	11.4%	
	Supervisors	18	11.1%	77.8%	5.6%	5.6%	
	Status Not Identified	7	14.3%	85.7%	0.0%	0.0%	

EMPLOYEES
Status Report
Summarized by Question

This report shows a breakdown of survey results by status. The red bars represent the unfavorable response while the blue bars represent the favorable response.

Questions 1-11

Questions	Data Filter	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages
The new performance review system motivates me to do my best.	Employees	35	5.7%	34.3%	51.4%	8.6%	
	OWASA	61	6.6%	32.8%	54.1%	6.6%	
The performance feedback provided by my supervisor in the most recent performance review period was more helpful than in previous years.	Employees	35	5.7%	37.1%	48.6%	8.6%	
	OWASA	60	6.7%	35.0%	51.7%	6.7%	
The training and development goals, identified by my supervisor and me, in my performance review helped provide me with direction for career and personal growth.	Employees	35	11.4%	65.7%	17.1%	5.7%	
	OWASA	61	9.8%	62.3%	21.3%	6.6%	
The review of my previously identified goals helped me to understand my supervisor's expectations and how my performance rating would be determined.	Employees	35	11.4%	51.4%	25.7%	11.4%	
	OWASA	61	9.8%	62.3%	21.3%	6.6%	
I understand how my performance affects OWASA's ability to achieve its goals and objectives.	Employees	35	22.9%	57.1%	11.4%	8.6%	
	OWASA	61	29.5%	55.7%	9.8%	4.9%	
The objectives for the upcoming review period, identified in the most recent performance review, provided me with a clear understanding of what my supervisor expects from me.	Employees	35	11.4%	62.9%	17.1%	8.6%	
	OWASA	61	13.1%	62.3%	19.7%	4.9%	
The competencies / behaviors evaluated adequately cover all aspects of my job.	Employees	34	2.9%	44.1%	32.4%	20.6%	
	OWASA	60	6.7%	40.0%	36.7%	16.7%	
The performance review process accurately measures the most important aspects of my job.	Employees	35	5.7%	42.9%	37.1%	14.3%	
	OWASA	61	8.2%	41.0%	37.7%	13.1%	
I understand how my performance rating is tied to salary increases.	Employees	35	8.6%	65.7%	17.1%	8.6%	
	OWASA	61	16.4%	62.3%	14.8%	6.6%	
I understand OWASA's compensation policies, as they relate to the new performance review system.	Employees	35	11.4%	62.9%	20.0%	5.7%	
	OWASA	61	16.4%	63.9%	14.8%	4.9%	
My supervisor was well prepared for my performance review.	Employees	35	28.6%	48.6%	11.4%	11.4%	
	OWASA	60	21.7%	61.7%	8.3%	8.3%	

SUPERVISORS
Status Report
Summarized by Question

This report shows a breakdown of survey results by status. The red bars represent the unfavorable response while the blue bars represent the favorable response.

Questions 1-11

Questions	Data Filter	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
The new performance review system motivates me to do my best.	Supervisors OWASA	19 61	5.3% 6.6%	36.8% 32.8%	57.9% 54.1%	0.0% 6.6%	
The performance feedback provided by my supervisor in the most recent performance review period was more helpful than in previous years.	Supervisors OWASA	18 60	5.6% 6.7%	33.3% 35.0%	61.1% 51.7%	0.0% 6.7%	
The training and development goals, identified by my supervisor and me, in my performance review helped provide me with direction for career and personal growth.	Supervisors OWASA	19 61	10.5% 9.8%	73.7% 62.3%	15.8% 21.3%	0.0% 6.6%	
The review of my previously identified goals helped me to understand my supervisor's expectations and how my performance rating would be determined.	Supervisors OWASA	19 61	10.5% 9.8%	84.2% 62.3%	5.3% 21.3%	0.0% 6.6%	
I understand how my performance affects OWASA's ability to achieve its goals and objectives.	Supervisors OWASA	19 61	47.4% 29.5%	47.4% 55.7%	5.3% 9.8%	0.0% 4.9%	
The objectives for the upcoming review period, identified in the most recent performance review, provided me with a clear understanding of what my supervisor expects from me.	Supervisors OWASA	19 61	10.5% 13.1%	63.2% 62.3%	26.3% 19.7%	0.0% 4.9%	
The competencies / behaviors evaluated adequately cover all aspects of my job.	Supervisors OWASA	19 60	10.5% 6.7%	42.1% 40.0%	42.1% 36.7%	5.3% 16.7%	
The performance review process accurately measures the most important aspects of my job.	Supervisors OWASA	19 61	15.8% 8.2%	36.8% 41.0%	47.4% 37.7%	0.0% 13.1%	
I understand how my performance rating is tied to salary increases.	Supervisors OWASA	19 61	26.3% 16.4%	57.9% 62.3%	10.5% 14.8%	5.3% 6.6%	
I understand OWASA's compensation policies, as they relate to the new performance review system.	Supervisors OWASA	19 61	26.3% 16.4%	63.2% 63.9%	5.3% 14.8%	5.3% 4.9%	
My supervisor was well prepared for my performance review.	Supervisors OWASA	18 60	11.1% 21.7%	77.8% 61.7%	5.6% 8.3%	5.6% 8.3%	

STATUS NOT IDENTIFIED
Status Report
Summarized by Question

This report shows a breakdown of survey results by status. The red bars represent the unfavorable response while the blue bars represent the favorable response.

Questions 1-11

Questions	Data Filter	Count	Strongly Agree	Agree	Disagree	Strongly Disagree	Category Percentages 0 20 40 60 80 100
The new performance review system motivates me to do my best.	Status Not Identified	7	14.3%	14.3%	57.1%	14.3%	
	OWASA	61	6.6%	32.8%	54.1%	6.6%	
The performance feedback provided by my supervisor in the most recent performance review period was more helpful than in previous years.	Status Not Identified	7	14.3%	28.6%	42.9%	14.3%	
	OWASA	60	6.7%	35.0%	51.7%	6.7%	
The training and development goals, identified by my supervisor and me, in my performance review helped provide me with direction for career and personal growth.	Status Not Identified	7	0.0%	14.3%	57.1%	28.6%	
	OWASA	61	9.8%	62.3%	21.3%	6.6%	
The review of my previously identified goals helped me to understand my supervisor's expectations and how my performance rating would be determined.	Status Not Identified	7	0.0%	57.1%	42.9%	0.0%	
	OWASA	61	9.8%	62.3%	21.3%	6.6%	
I understand how my performance affects OWASA's ability to achieve its goals and objectives.	Status Not Identified	7	14.3%	71.4%	14.3%	0.0%	
	OWASA	61	29.5%	55.7%	9.8%	4.9%	
The objectives for the upcoming review period, identified in the most recent performance review, provided me with a clear understanding of what my supervisor expects from me.	Status Not Identified	7	28.6%	57.1%	14.3%	0.0%	
	OWASA	61	13.1%	62.3%	19.7%	4.9%	
The competencies / behaviors evaluated adequately cover all aspects of my job.	Status Not Identified	7	14.3%	14.3%	42.9%	28.6%	
	OWASA	60	6.7%	40.0%	36.7%	16.7%	
The performance review process accurately measures the most important aspects of my job.	Status Not Identified	7	0.0%	42.9%	14.3%	42.9%	
	OWASA	61	8.2%	41.0%	37.7%	13.1%	
I understand how my performance rating is tied to salary increases.	Status Not Identified	7	28.6%	57.1%	14.3%	0.0%	
	OWASA	61	16.4%	62.3%	14.8%	6.6%	
I understand OWASA's compensation policies, as they relate to the new performance review system.	Status Not Identified	7	14.3%	71.4%	14.3%	0.0%	
	OWASA	61	16.4%	63.9%	14.8%	4.9%	
My supervisor was well prepared for my performance review.	Status Not Identified	7	14.3%	85.7%	0.0%	0.0%	
	OWASA	60	21.7%	61.7%	8.3%	8.3%	

Part II: Questions 17-19

DEMOGRAPHIC DATA

A. Please choose one of the following:

Response	Frequency
Employee	28
Supervisor	19
Not Identified	6

EMPLOYEE Status Report Written Comments

The comments recorded below are recorded as they are written by the employee. They include any misspellings, grammatical errors, incomplete or unintelligible words or comments.

17. Please provide any specific feedback on why you answered questions 1 through 16 as you did.

- owasa use to be the best place on the planet to work but its all about numbers now., and when do the employees get to evaluate their mangers and supervisors
- Do not have a clear understanding of my goals and not a set goal to obtain excellent instead of satisfactory rating. My supervisors do not have a clear grasp of my day to day work.
- The company believes it covers each employees best interest without really asking or allowing feedback from employees. sometimes they miss the mark.
- Having a "ceiling" on the number of employees who can have an "E" rating is demoralizing. It is obvious that those in more viable positions or with a more passionate supervisor have a distinct advantage. In addition the compensation reward for getting an E is insignificant at my pay grade.
- Overall, the new system is an improvement over the previous number rating system. I feel like I have a little more input in identifying goals
- The new performance review system is ineffective. The way it is set up, nearly every employee receives an "s" rating. Since there is a strict limit to the number of employees who can receive an "E" rating, and opportunities to do something exceptional are limited, most employees will never have the opportunity to receive an "E" rating. Approximately 90% of our employees will receive an "S", so employees who work hard every day are lumped in with others who only do the bare minimum, and almost everyone receives the same raise. This is not motivational, and actually encourages complacency.
- I believe that everybody that gets a "S" grade it doesn't matter how good you do a job the other person that got a "S" might not care as much about the job and not work as hard and gets the same grade. Doesn't give employee much incentive.
- Question1: This system motivates me to only work as hard as it takes to get an S. I feel like if there were more Levels I would be more motivated. I get the Same Raise for an S+ as a less motivated Employee does for an S - -
- I know they are looking out for my best interest and to keep me motivated to do my very best every day.
- the new review process is easier to follow.
- New Eval system does not Evaluate actual Employee preformance of job they do
- I feel as if it is a good start for the system but feel that it isn't as specific as it should for our type of work.
- I feel the new performance evaluation systems is good for identifying goals and keeping employees involved. I do feel there would be some increased job stress though, especially for those that success relys upon others to do their Job.
- My manager put forth little to the effort in my past 2 evals under this new eval system. He made vague remarks and this system seems to allow for this Most of the employees that I deal with hate, loath and despise it
- I think it is good It help to explain what I need to improved on and help me work harder to achive my goals
- I am motivated to do my best, but not because of a review system.
- It can be very difficult to set development goals annually for a job I have had for several years.
- Because it mean a lot
- The evaluation was based on additional work or "goals" that was outside the scope of normal, daily or core duties. Core duties and performance was not objectively evaluated.
- # 2 I disagreed because I already received good feedback. The new review didn't change that. # 6 I like the goals based approach
- In some cases employee have been in their position for quite some time and achieved their goals. And so their may not be time or moving for them to have any other goals. So now we are back tot he sub-jectiv part of the evaluation that should be removed.
- Like that it is a true merit system, Pay for performance
- I feel like without an exact numeriac total on evaluations, there is nothing to work towards. Because of you just getting a letter score, you can't be rewarded for good attendance and other things that you may do, but other's lack in. I feel like the numeriac score was more accurate to each individual.
- I dont' think that the new prarmance review is a good way because one employee that don't give his all should get the same a one that works harder and has more knowdlege
- Previous system allowed for some distinction of differences in rate of employees within same rating category. With current system an employee just missing exceptional, of which there is a predetermined small %, and an employee just squeaking into successful are treated equally.
- My supervior did a poor job giving me feedback.
- I feel that the new system offers very little in definition of what is required on a day by day basis. There are fewer talking points outside of safety, working with others and training.

18. How could the employee performance review process be improved?

- it should be both employee and the supervisor doing the process. I think as it is right now the employee does self evaluation and the supervisor tweeks it. So we are doing their jobs
- Drop the only 10% of company gets on excellent, add steps in between the ratings, get the supervisors more involved with the employees job before they can do the evaluations
- Employees should rate/grade what their personal accomplishments meat to them. Goals should be identified and scored like merit systems.
- Cross functional team reviews rather than supervisor reviews would give a better picture of performance. In addition, it would be nice to have complacent, low performing employees shown the door. It is difficult to work at a high level of performance when mediocrity is rewarded with job security.
- The "S" range is too large. Currently 90% of employees are in the "S" range. Where is the incentive to improve? I think the S range should be subdivide S, S+, S- whatever. Currently most employees know they are not going to be in the top range. Even if I work incredibly hard and meet all my goals, even sometimes exceeding then I am still going to be an 'S'. The same as someone who shows up and does 'just enough' or even slightly less.
- If this system is to be maintained, one of these should happen: Allow more employees to earn an "E" Rating by making the requirements less strict or, Add an additional rank between "Satisfactory" and "Excellent" to reward employees who give 100% every day while performing their normal duties., Also, the goal system is not productive because it measures your ability to predict what you will accomplish in the coming year, rather than what you actually did. It should be eliminated.
- The grades should be different. The grades are not fair for people that work hard.

- More levels. I feel like either removing the Cap on E's or creating more S levels would help. The ratings feel forced and unrealistic. I don't deserve the same rating as someone who barely meets their goals, but I am not able to get an E because the quota was Reached.
- Make all employees feel valued and appreciated for their hard work.
- its good as is.
- Do away with goals as major perf and Eval Employee on actual job they do every day
- More detail and explanation
- Let employees know that this is just a /plan and that plans change and goals get shifted. I myself have a problem accomplishing everything I set out to do because of others lack.
- I would prefer to see the whole eval process "scrapped". The so called "self-assessment" is a joke and is little more than creative writing 101 I prefer the previous grading system type of evaluation
- There should be an added level higher than satisfactory
- We should have 360 degree reviews
- Be based less on making new goals for the same job.
- Supervisor need To Lisin to the employee when They tell thim something
- Take out subjectivity by rating key identifying performance measure, rather than only concentrating on "goals". For a position that has little time outside of daily duties, the goals are expectations to achieve outside of the expected duties. This seems an unfair and flawed system for evaluating daily performance.
- I think there is still some confusion about how the quota of excellent ratings are distributed. That should be more clear. I like that there is an opportunity to earn a higher raise, but it feels unattainable. 9-10 I am still a little fuzzy on how the S vs E raise works.
- Their used to be another level between "S" and "E", to give employee some insentive., Some thing needs to change to make the evaluation more objective not sub-jective do to the fact that some if not all position will never receive an "E"
- Revoke 10% cap on exceptional ratings. There could be employees the deserve an exceptional rating but cannot receive because of the 10% cap.
- Go back to number score where an employee's can be rewarded for item's that would single them out, such as attendance, school/certifications, hard work, and career accomplishments.
- discussion on performance other than stated goals - other aspects should not suffer due to focus on goals
- All employees should recieve cost of living compensation Needs improvement should not be punished for areas needing improvement. Although good in theory, my supervisor was poor at giving me feedback. Supervisors need more traing on how to give feedback.
- There could more levels/categories. As there is now there are only four opinions that the supervisor has to judge your work. Two of them are bad and one of them is unattainable by the rank and file.

19. How could the compensation policies, tied to the employee performance review process, be improved?

- larger raises
- Incentives should be measured by accomplishments and each goal should actually be attainable.
- For lower pay grades, give minimum dollar amount raises for exceptional performance. 1-2% of $30,000 after taxes just isn't a big deal. Maybe set targets like in 5 years you move to the 30th percentile of your pay grade if performance is exceptional.
- Narrow the 'S' range and apply different percentages to the levels. Even a 1% difference between a - range and a + plus range is an incentive. Currently only 10% of the workforce (approx 12 employees) are allowed to be in the top range. There are 7 Dept. Directors who will always fall in that range. Not much incentive for the other 120 employees.
- Too few employees get the "E" rating, and they're receiving too much of a raise. It would be much better to give a smaller raise to more people. This would provide incentive to more employees.
- N/A
- Again, more make it more granular. 3% for S+ 2.5% for S and 2.0 % for S- Remove any artificial cap on E's
- Some employees need more incentive to do a better than average performance. Every level reached should be rewarded.
- its good as is.
- ok with this
- I don't think it could
- I think there will always be a disparity in salary increases as long as the raises are based on percentage of salary . Maybe both of giving there eligible for salary increases an across the bard raise amount.
- compensation could be improved by returning to the previous grading point system. It proved to be more fair and forced the managers to be more specific
- Capping "Exceptional" reviews at 10% of the staff sends the wrong message. People more firmly in the middle have little incentive.
- I disagree with the 10% Exceptional policy because it creates to much jealousy and hurts motivation in employees
- The "S" or satisfactory rating is too broad. There could be a step for "above average" before exceptional. The "E" rating is unattainable and therefore there is no motivation to work harder if one simply always gets an "S" rating.
- The quota of "E" ratings seems too low. It should be a range instead of a hard percentage. Also I am not sure how they are awarded but each dept should not be guaranteed a certain number each period. That is a disadvantage to smaller high performing groups. Maybe "E" should be awarded via meeting "stretch" goals that are approved by a group of supervisors.
- When you just get a letter score, you are basically putting everyone in same boat together. There is no insentive to work harder when you can just fall right in with an "S". And makes it even worse that there are only certain amount of people that can get "E"'s. The favorites and brown noses will take the "E" every time. It's not fair.
- possibly add one more tier - exception approved rate increase X 2, successful exceeds requirements (frequently) approved rate increase X 1.5, meets requirements approved rate increase, needs improvement 0 rate increase, unsuccessful gone
- I feel some positions are easier to have more of an impact on OWASA as a whole. Because of this, those positions are more likely to recieve an exceptional. Recieving an exceptional should not be political. That best meter reader/sludge hauler should have the same chance of getting an exceptional as the best engineer/IT person.
- The amount of money in the "pot" for raises is controlled by the board of directors on a year by year basis. A baseline for raises should be established for a 5 year period with adjustments by the executive director so employees have more confidence in the system that there will be at least some sort of raise for those who do "satisfactory" work.

SUPERVISOR
Status Report
Written Comments

The comments recorded below are recorded as they are written by the employee. They include any misspellings, grammatical errors, incomplete or unintelligible words or comments.

17. Please provide any specific feedback on why you answered questions 1 through 16 as you did.

- I'm not motivated by any paper process, but do find face-to-face meetings very useful and motivating. I'm most motivated by having interesting work and being a contribution to our customers. Overall I've experienced that at OWASA. I spend a fair amount of time finding into for Board - sometimes these requests seem to be in the details of work (sometimes not in mission core values, or strategic Plan) and find this a waste of time and motivating to continue at OWASA. Also like frequent feedback and acknowledgement when things going well and constructive criticism when things can be improved.
- Preferred the previous system. It covered specific areas of responsibility and performance with numerical grading. New system is far more subjective.
- I do not believe the employee review process is effective. I believe it is a system that tends to not provide any quantifiable differences and 'lumps' employees together predominately in the successful category. It is also too generalized and vague.
- I think the new review system is an excellent tool but I don't believe it, or any other system, motivates employees. People are self-motivated and perform according to their own personal values. An unfair system can demotivate people which I believe the previous system did. The new system removes an obstacle to performance.
- The supervisor was well trained but made it clear that a person had to "walk on water" to get the highest rating. This made me feel that although I excelled I could only receive what I perceive to be a mediocre rating of Expected.
- The new performance review process is a good tool to identify strengths and weakness but everyone needs to be consistent in it use.
- Re: No. 1 - a performance review system is a tool; as such it does not motivate me. While a tool may make a job easier (or harder) to do, it is not the motivation for doing the job in the first place. Re: No. 2 - my supervisor has always provided meaninful feedback, regardless of the tool being used.
- understanding the new system only rates performance measure a small %. The evaluation should have more measures requirements
- The new review explains how someone done well But Does not go Into the Details on how someone who just got by with a "S" and the one's who were all but given an "E" Also they way the occurrences were calculated Before was great now there seems to Be no Affect Against the person who uses a lot of sick Time.
- Its too general.
- Stating expected goals and objectives for future is an improvement over previous process.
- My former supervisor did not utilize the performance system as it was designed. They did not use it as an opportunity to encourage or modivate. I was recommended for E by upper managment and the supervisor felt it wasnt fair to my coworkers. I believe the reward of double raise is too large.
- The new system is a vast improvement from what we used before. It's much easier to use, understand and communicate to employees. I especially like the goal-setting aspect.
- I understand how the process works, its good to have a range and tht what the new system does. No one review is great - its all about the effectivness and communication between the employee and supervisor and work ethic.
- #12 and #13 - actually neutral on these, but gave an agree, They really weren't any better than the previous system. I get goals recognized them in the previous system the same way I do in this one. So there was really no change., Training was not really informative by the consultant more of a PR thing. Was slightly better in-house training
- Goals help with the process of being successful, Goals help with overall success of the organization., Regular feedback from supervisor helps with success

18. How could the employee performance review process be improved?

- I would add a new tier to distinguish between low and high performing "S's" (i.e a new category between "successful" and "exceptional"). An alternative is to have higher percentage of employees rated as "E" (currently 10%, could raise to 20 - 25 %).
- Reviewers need to better incorporate the employee's self evaluation and goals.
- I believe if there was an additional classification between 'successful' and the highest level classification, then it would allow for more flexibility in evaluations. Adding an 'Above average' or 'highly successful' would make a good improvement and provide an additional rating category to distinguish accomplishments bette.
- I think the new system needs to run for a couple of years before it can be evaluated for improvements. It is such a major change and improvement from the previous system that requires a significant adjustment in the thinking of staff and supervisors that more time is required before they can objectively evaluate it.
- Please allow more of the high achieving employees get the highest rating.
- It needs to be start direct into the part - more trainig as new supervisors are hired
- Need to add an additional rating between Satisfactory and Exceeds, Most employees ended up with same rating
- I don't know.
- more requirements
- Thre needs to Be more categories other the the 4 categories. The "S" rating is such a large area may Be there should Be like a S- and a S+, I still feel that the old numbers system is a lot Better way to evaluate an Employee
- Put weights on the different categories
- By tying corporate and department success to individual performance (promote teamwork)
- The new review process does not differentiate between barely successful employees and employees who perform at a level just below exceptional, or highly successful.
- You need to show The diffrence between successful from another it can be a big diffrence.
- Add another level between S and E. As a supervisor I'd like to be able to show my staff is more than just successful. More training for Supervisors. use actual performance reviews here that were successful.
- I do not think having a quota for exceptional ratings is appropriate. I think it can potentially de-motivate high performers. I would like to see the quota removed.
- changing it every 5 years - the change stimulates conversation and promotes new ways of thinking "outside of the box" therefore encouraging "fresh" perspectives
- not sure It seems so "unstructured" coming from the previous one, that it seems like we don't care It is so subjective that what one supervisor thinks is good another may not. Going to be hard to be consistant across the board.

19. How could the compensation policies, tied to the employee performance review process, be improved?

- More employees rated "E" or having "S+" category, Spot Bonus good program to supplement overal comp policy, As fairly new employee, I make 1/2 the vacation I did in prior job. Personally I'd be willing to be compensated (annual raise portion) with additional annual leave. (Likely would not be received well by most other employees but would be good option for me). Could employees' be given a choice?, Not good for morale when Board thinks we are paid enough since make over NC median. I should be paid what I am worth. Several employees have gone to Cary (longer commute, but higher pay).
- Avoid splitting the available funds between cola and merit. It should be 100% merit.
- Add another level as noted above and provide another tier for compensation increase.
- I believe that the 10% limit on "E" ratings is too low and that smaller departments are at a comparative disadvantage as a result., The Board of Directors should only vote on raises once, rather than the current process of voting for a placeholder in the budget and then later voting on the actual raise. This is unfair to the employees since there is a period of ambiguity about whether the Board will actually give them the raise they already voted to find in the budget.
- There should be a way to reward employees who do more than expected, from those that do the bare minimum. Expected rating should be expanded if a person has to "walk on water" to get the higer rating.
- Im not sure this needs improvement
- I'm OK with them as they are.
- reward all employees for great performance with a large increase in salary
- give percentages for Each Review catigory ex. To get a Raise, 5 equals certin persent, 5+ equals a little more, E equals a little more, no one deserves Double the raise It should be spead out
- State how compensation will be affected at the beginning of the review period vs. after reviews are complete, Provide modest increases for "NI" ratings or add another rating between "S" and "NI"
- Levels of success are needed - ie - successful, highly successful should not be compensated the same.
- Give compensation to the higher Successful person
- Reward could be one time bonus pay for anything above S. S would still get normal raise but anything above would get a one time pay out.
- I think employees with an "N" rating should receive the cost of labor adjustment.
- take away the 10% Exceptional - turns into bash on those who receive it
- hard to say that they are S or E or NI, might need some steps in between. The ranges are so wide that the employees seem to struggle. I have written that they are a "high" S or "mid'S to give some guidance as to where they are and what they need to work on to move up. Maybe Sh or something for reference but leave the $ as is.
- Needs Improvement category should receive cost of Living, Moving employees with pay ranges (cost of living) will keep salaries closer to market value of the positions.

STATUS NOT IDENTIFIED
Status Report
Written Comments

The comments recorded below are recorded as they are written by the employee. They include any misspellings, grammatical errors, incomplete or unintelligible words or comments.

17. Please provide any specific feedback on why you answered questions 1 through 16 as you did.

- My Supervisor alway puts heavy emphasis on negative aspects but only Little good. This being said I have been given Low reviews while he can put whatever he wants as my grade.
- I had different career goals than what is needed for my current position. my personal strengths and skills are not needed, wanted or appreciated in my position. My goals are clearly stated by my supervisor, but are unrealistic as they depend as variables that are out of my control. I have this ability to acheive my goals, but do not have the authority to do so.
- Referencing questions 7 and 8, I believe the greatest flaw in the new review system lies in a new focus on extraneous goals and projects that an employee comes up with, rather than on the core duties and responsibilities of the job. Certain jobs are much more flexible or conducive to allowing employees the time/opportunity to pursue extra projects, so this system is unfair to these jobs, mainly lower level employees, who are needed to complete the job they were hired for and who's schedules do not allow time for extra projects.
- #7. The new system focuses on going above and beyond, and not on the core day to day duties of the employee., The new system is set up as a popularity contest rather than performance.
- No comment

18. How could the employee performance review process be improved?

- Have more than 3 levels of ratings. I will not be informed about what kind of work would earn an exceptional rating, so I see no reason to try to achieve an exceptional rating. I think that no matter how well I work, I will get a satisfactory rating. In the previous system, I had the opportunity for a rating level between satisfactory and exceptional.
- If a compensated company can't come up with a reasonable process how can I?
- I could be based on realistic expectations and measurable results.
- We need a system that gives people credit for doing their core job duties well and does not put undue importance on extra projects. The old 1-5 rating system could be tweaked to achieve this goal.
- With the current system most folks receive an "S". How do you know what side of the "S" you are on. Are you progressing towards n u or towards in E. We are told only 10% of the company can receive an "E" so what incentive to work hard if a low S is the same as a High S.
- No comment

19. How could the compensation policies, tied to the employee performance review process, be improved?

- I think that for many positions, it is not possible to have objective evaluations because the work involves level of quality rather than just quantity or completion on schedule a before/after. I would rather everyone in the subjective ratings group get the same than have ratings that may be affected by the level of personal rapport between an employee and supervisor, or perhaps friendships outside of work.
- same as #19.
- I wouldn't change this way its currently done. A lot of people are upset with this current methodology, but I think awarding the highest increases to a very small percent of the workforce sends a powerful message. And is a valuable tool to identify employees most committed to the organization. It takes a lot of extra effort to earn an excellent rating and only this most committed employees will put forth this effort.
- Capping the number of "E" ratings to 10% of the company is not a good idea. The directors that determine who will be given the "E" out of those submitted frequently do not know the duties of the employees outside of their department and are not in an informed place to pick one person over the other. Limiting to 10% under the directors judgement unfortunately favors employees with a closer link to their representative department (usually the smaller departments)
- Go back to the old system where you could measure several aspects of the employees job with a real number., I believe it is very important to be able to distinguish levels of performance between employees. If you all get an "S" no matter what you do. what the point.
- No comment