

2019 Performance Audit

Workforce Performance Management

3/19/2020

Why we are here

- FAC requested a performance audit of the Agency's workforce performance management
- Agency growth requires a robust performance management program and tools to support high performance
- Performance management has been, and continues to be, a high priority for the HR Department and Agency leadership
- Performance audits are intended to identify opportunities for improvement
- Today we are here to provide information

Scope & Methodology

Audit Objectives

- 1. To determine whether Agency employee performance management practices are in alignment with best practices to sustain a high-performance workforce.***
- 2. To identify opportunities for continuous improvement with practical recommendations.***

Performance management includes:

- Employee expectations
- Performance appraisals
- Rewards, recognition, and accountability
- Employee development

Audit Methodology

Interviews and focus groups

- Met with 67 employees from across the Agency

All-staff performance management survey

- 471 responses received; a 43% response rate

Document review

- Policies and procedures, training materials, engagement survey results, and more

Performance appraisal analysis

- Evaluated a random sample of 24 anonymized performance appraisals

Benchmarking and best practice research

Results

Commendations

- HR service delivery improvements
- Performance appraisal improvements
- Increased internal training opportunities
- Performance management training and guidance
- Employee engagement
- Significant ongoing work that supports performance management and organizational development

1. *Employee Expectations*

- Currently defined through a variety of mechanisms
- Challenges related to matrixed employees and manager expectations

Recommendations

- Update job descriptions
- Continue goal-setting improvements
- Clarify expectations for matrixed employees
- Continue defining manager expectations
- Support manager development through formal trainings

2. *Performance Appraisals*

- Performance appraisal processes are lengthy
- Rating scale is complex and not consistently understood
- Employees do not always receive development feedback
- Lack of upward or peer-to-peer feedback to inform performance

Recommendations

- Continue implementing improvements to the process and staff education to support consistency
- Develop formalized mechanisms to solicit upward and peer-to-peer performance feedback
- Encourage development feedback to support employee growth
- Consider investing in a user-friendly, modern system

3. Rewards, Recognition, and Accountability

- Rewards and recognition are often manager-dependent
- CPA structure may not be an effective performance incentive
- Perception of inconsistent employee accountability

Recommendations

- Continue implementing improvements to Agency rewards and recognition
- Evaluate the efficacy of the CPA and potential alternatives to incentivize performance
- Develop a progressive discipline procedure to support accountability

4. *Employee Development*

- Career ladders are not always clear or linear
- Perception that employee training opportunities are arbitrary

Recommendations

- Expand and clarify career development opportunities
- Evaluate how external trainings are budgeted and assigned to staff to promote equity

Questions?

Thank you.



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