



# Partnering for Success: Inspiring Performance and Engagement

Adams County  
People and Culture  
September 2021

# Cultural Excellence = Business Outcomes



CULTURAL EXCELLENCE DRIVES  
EVERYTHING WE DO



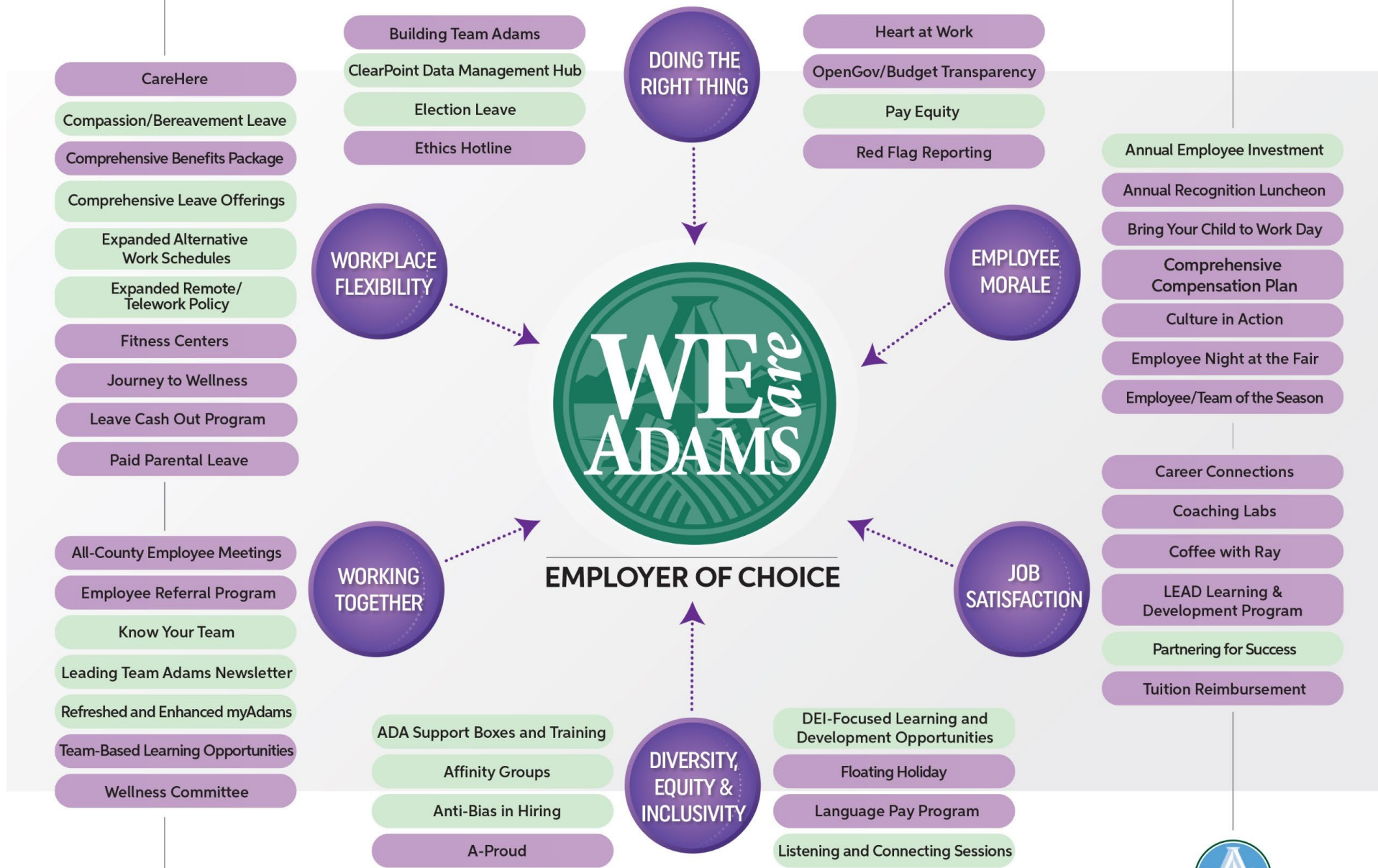
THIS FOCUS FUELS OUR RESULTS FOR  
OUR RESIDENTS AND EMPLOYEES



RESULTS ARE MEASURED BY PULSE  
SURVEYS

# CULTURAL COMPETENCIES

The quarterly Cultural Competencies survey enables our team members to give feedback on how we are doing in living our Cultural Competencies. These quick pulse surveys provide timely information to department leaders to make adjustments where possible in service of making Adams County an employer of choice.



- Benefits and programs in 2019 or earlier.  
 - New benefits and programs added in 2020 and 2021.

January 2021



# The Annual Performance Review





## Why make this bold change?

#1: Its no secret: traditional performance management practices take a lot of time and money. Yet, they are ineffective at best and damaging all too frequently.

#2: Cultural alignment. We wanted a system that would fuel our vision of innovation and inclusion.

The envelope, please...



A sampling of the research informing our direction.

# Finding a better system to:



## Fuel Performance

Clear expectations and supports

Frequent and timely feedback

Recognition



## Inspire Engagement

Future focused

Being “seen”

Connected to purpose

Recognition



# From annual appraisals to Partnering for Success

## FROM...

Leaders job to “manage performance”

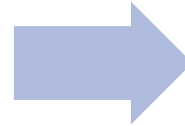
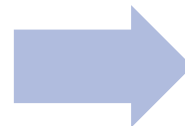
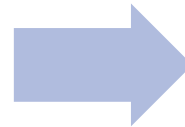
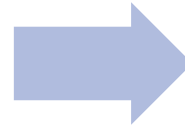
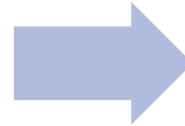
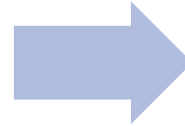
An annual review

Assigning ratings annual (1-5)

Tools for managers focused on compliance and tracking processes

Compensation increases tied in part to a performance rating

Leaders spending hours per employee annually documenting rationale for a rating



## TOWARDS...

Partnering for Success

Ongoing, frequent feedback and coaching

No ratings. People know where they stand against expectations on an ongoing basis.

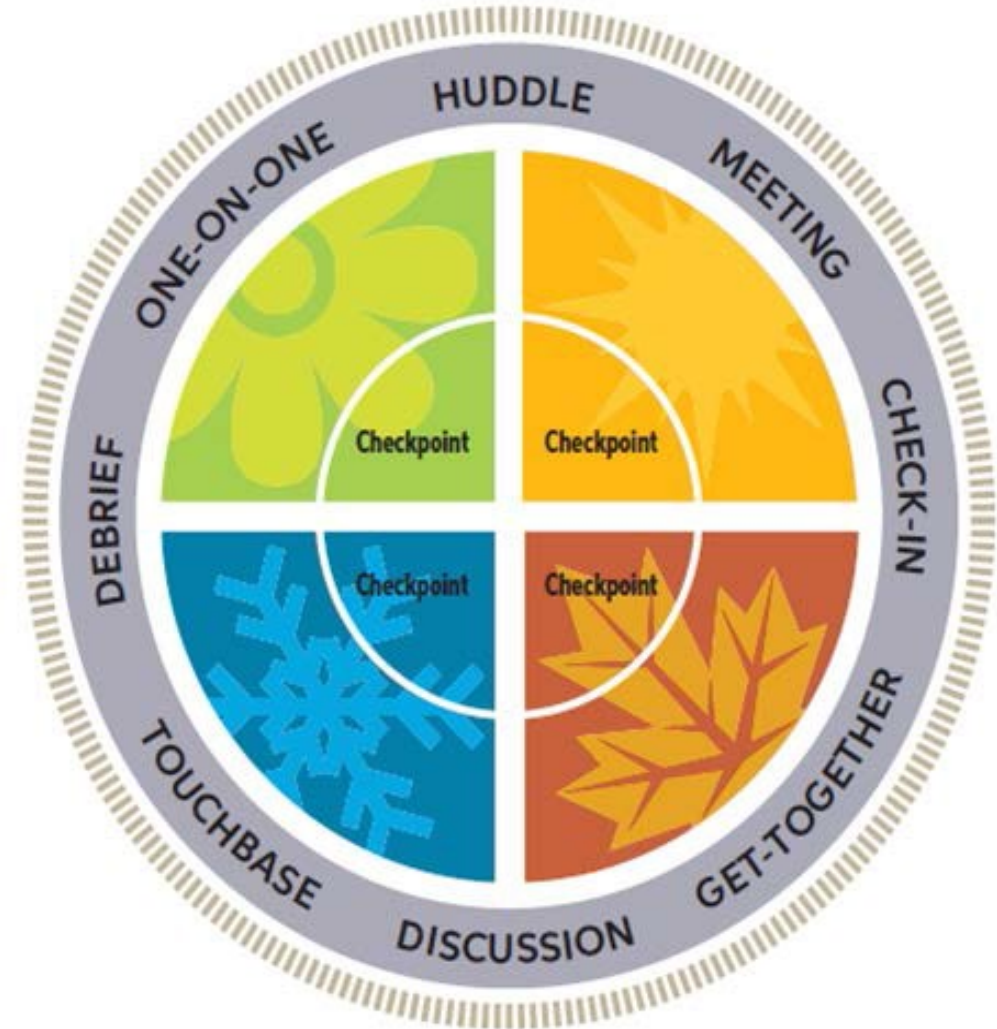
Tools with flexibility designed to support leaders in meeting the needs of their team

Earlier investment in compensation increases to ensure competitive compensation and benefits for all

Leaders investing small chunks of time frequently having conversations

# PARTNERING *for* SUCCESS

Key components:  
frequent one –  
on-ones and  
quarterly  
checkpoints



# How Do Quarterly Checkpoints Differ from 1-on-1's?

## Frequent 1-on-1 conversations

- Timely, brief discussions to recognize accomplishments, discuss progress, and to provide and seek clarity.
- “What are your priorities this week?” and “What do you need from me?”
- Regular engagement with each employee demonstrates they are valued and essential to the team.
- Checking the temperature of the environment – How are they doing? At work, at home, with the team?

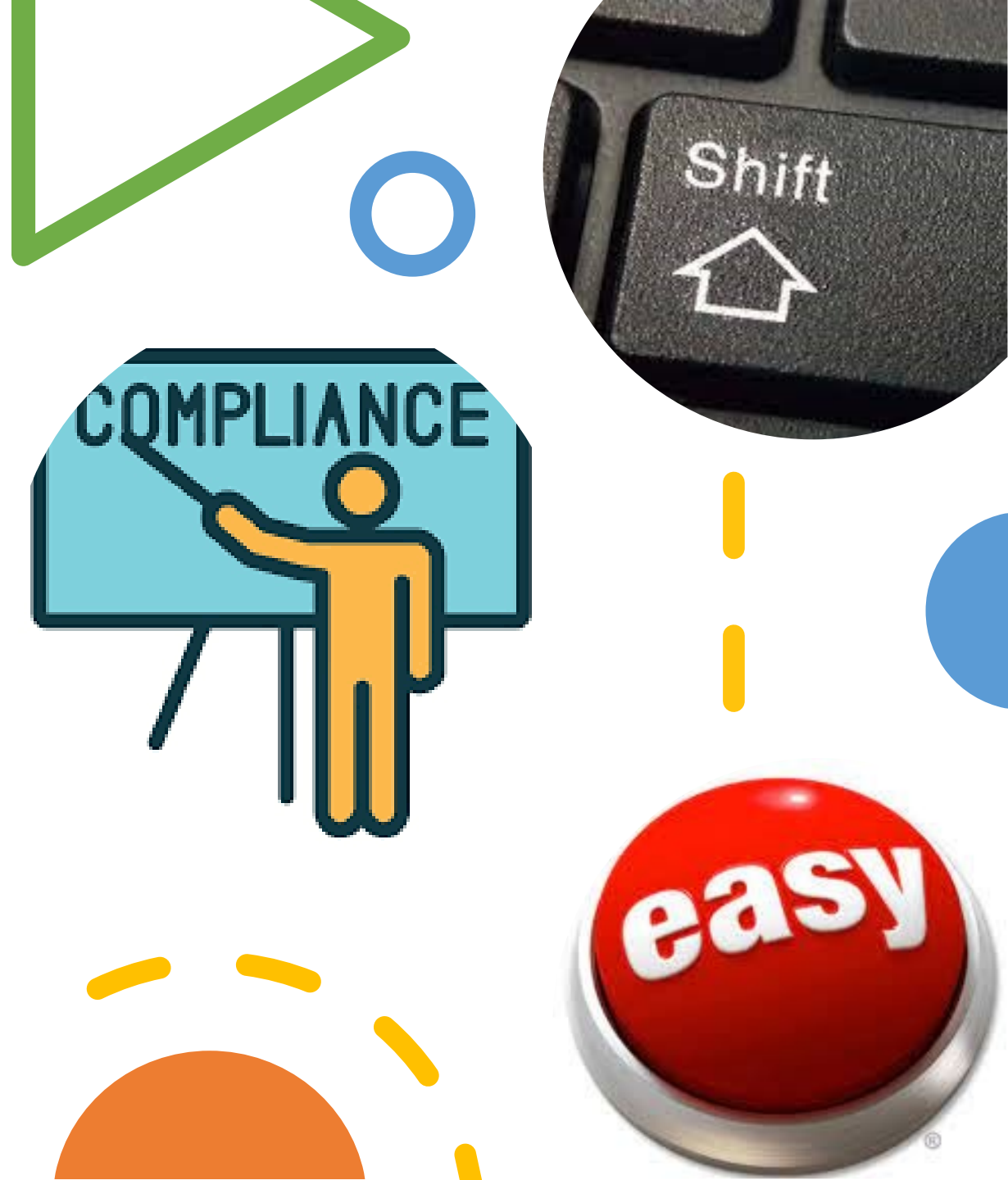
## Quarterly checkpoints

- Discussions about the employee's overall performance and achievements over the last quarter.
- Discussions of what is expected for the coming quarter.
- What are the employee's goals for the coming quarter and how can you support them?
- Two-way feedback
- Development and career planning

## Shift in our role in People and Culture

Less emphasis on compliance, tracking, documentation.

Focus on making it easier for managers to do the right thing





- **Partnering for Success Toolkit.** One stop place for tools, trainings, templates, resources, and more
- **Know Your Team** application. Supports connection, coherence and communication between manager and team.

## Partnering for Success

This toolkit is a user-friendly online resource to help supervisors and managers improve their effectiveness as coaches helping their teams get better! The toolkit has training resources, links to applications, articles, policies, and many other features.

To continue down the path of being an employer of choice - the best place to work, to contribute, and to learn and grow - in 2020 we are launching significant changes to our employee annual performance management system, based on your input. These changes will be designed to help drive individual and team performance while also ensuring members of Team Adams receive the support needed to perform at their best.

Managers and supervisors will continue to provide regular feedback to employees during this time of transition. The new streamlined process will support frequent and timely coaching, feedback, and goal setting, and will better reflect the variety of roles and projects across the county.

We Are Adams!

Ray Gonzales, County Manager

**My Dashboard** Home

Knowledge Center ▾

People

Big Picture

Culture & Workplace... ▾

Home One-on-ones

Heartbeats Culture Q.

Shout-outs Icebreakers

Change Tools

**You are all caught up!**

- A one-on-one with Jennifer B. happened recently, at 11:00AM MDT. 31 Aug 10:00 AM
- Heartbeat - Culture & Workplace Excel. Leadership My priorities in these next two weeks are... 31 Aug 08:05 AM
- An Action Item from your 1:1s with Dennis is due today Universal DEI statement in jd status update 30 Aug 06:00 PM
- One-on-one feedback Dennis shared feedback about your one-on-one from 30 Aug 11:00 AM 30 Aug 01:54 PM
- A one-on-one with Dennis happened recently, at 11:00AM MDT. 30 Aug 10:00 AM
- A one-on-one with Heather M. happened recently, at 10:00AM MDT. 30 Aug 09:00 AM
- An Action Item from your 1:1s with Jennifer B. is due today retirement EO content using financial wellness video 29 Aug 06:00 PM

**WE are ADAMS**

**Quick access**

- [Absorb](#)  
Classes & upcoming learning opportunities
- [P4S Toolkit](#)  
Partnering for Success toolkit
- [Culture in Action](#)  
Recognize high performing employees

# Learning and Development



Quarterly all supervisor & manager meetings



Partnering for Success  
101 series

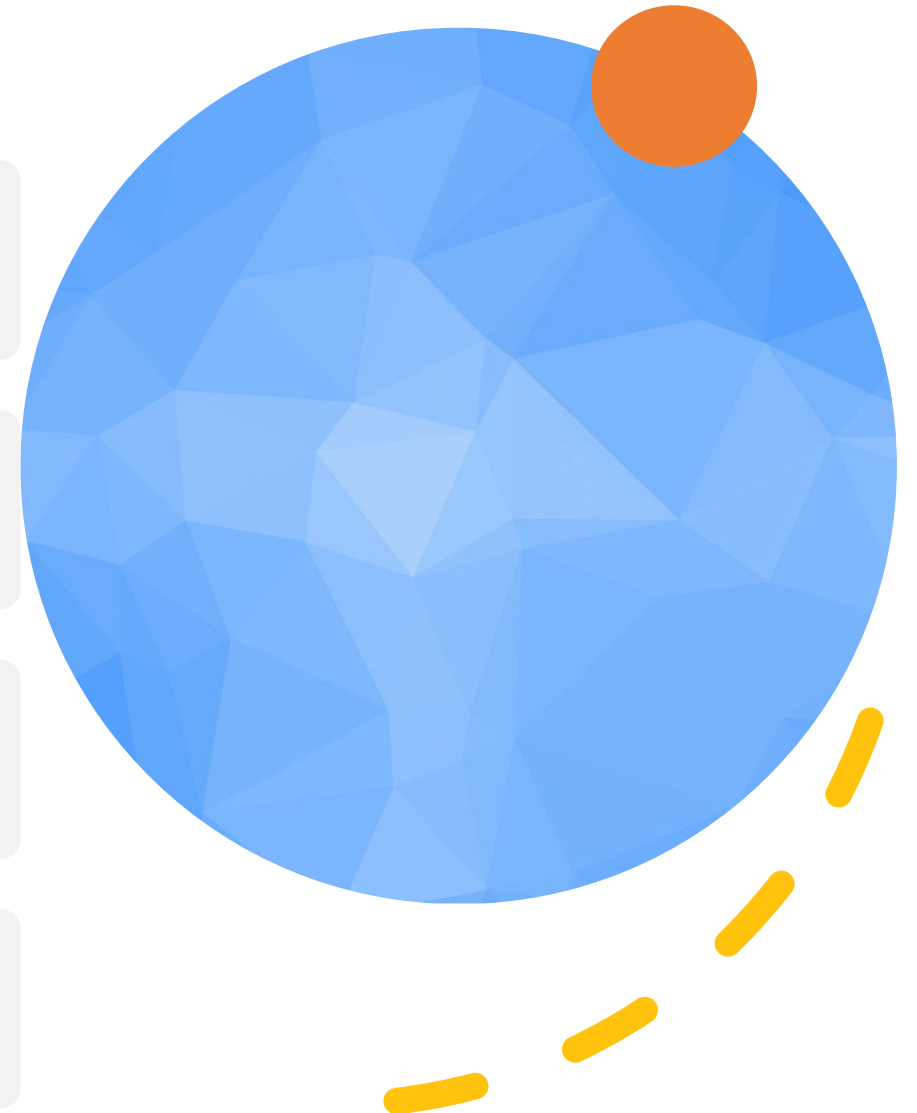
Effective One-on-Ones  
Coaching  
Giving and Receiving Feedback



Book Study: 9 Lies About Work



Skillset and approach embedded into all other leadership learning and development offerings



# Lessons Learned

- Feedback from employees and early buy-in is essential.
- Investment in supervisors and managers is essential.
  - They are 70% of the difference maker in performance and engagement.
- There is some negative pushback about lack of merit pay. But...
  - Not as much as we anticipated.
- Transformational change needs to be modeled from the top.
- Communication of the why, what and how needs to be repeated.
  - Again and again and again.
- Yes, we still have employees with performance concerns.
  - Partnering for Success is not built to “solve” for them but our efforts and approaches need to be aligned.
- We’ve moved from P & C as the spokespeople for Partnering for Success to elevating the voices of managers across the county.

# Early indicators of impact

94% of our employees would recommend Adams County as an employer  
*(this rate has increased steadily over past year)*

My supervisor communicates with me on a regular basis. Up 6% year over year

My supervisor listens- I feel heard. Up 7%!

My supervisor ensures that job expectations are clear and achievable. Up 9%!

I feel challenged and supported in my role. Up 6%!

My department encourages and rewards staff for innovation and continuous improvement. Up 12%!



# Budget impact



- HRIS system capabilities
- P & C use of time



Strategic Refocus

- Learning and Development Focus
- Manager and Supervisor use of time



**Minimal  
Budget  
Impact**

Questions?

