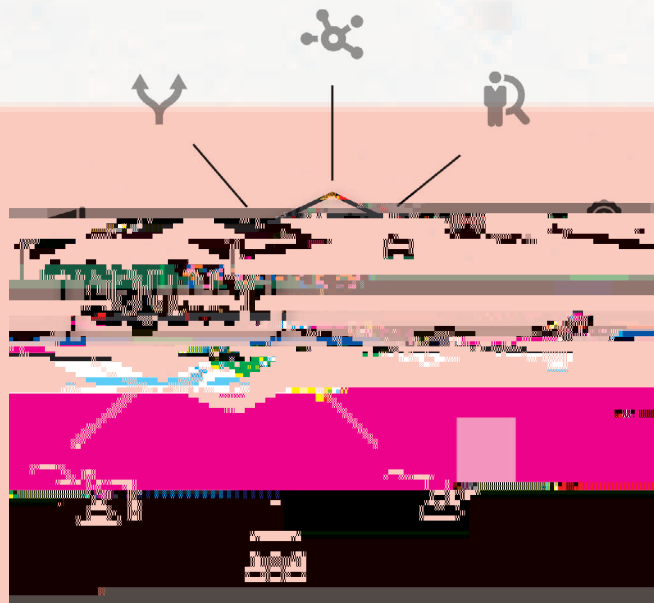


INCREASING EFFECTIVENESS OF KPLACE

EMPLOYEE PERFORMANCE ASSESSMENT
AND FEEDBACK SYSTEM TOOLKIT



EP :
IMPLEMENTATION



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Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

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Questions?

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5.0 Introduction

This section of the Toolkit for the Employee Performance Assessment and Feedback System helps your organization get ready to implement a pilot of an innovation that can strengthen the equity of your Employee Performance Assessment and Feedback System.

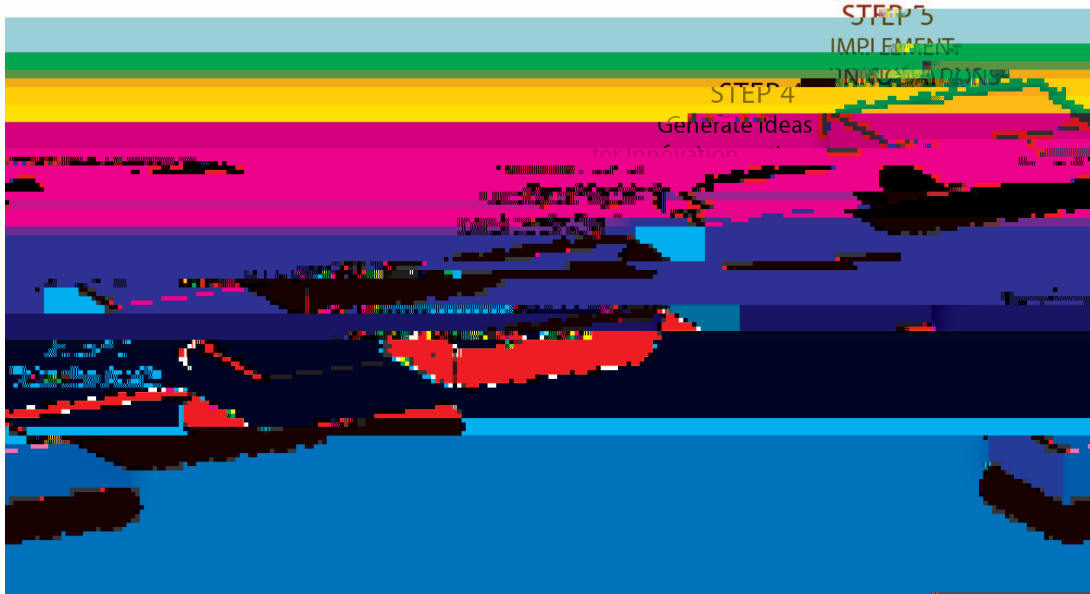


Figure 12: Step 5 of the Employee Performance Assessment and Feedback System Toolkit

5.1 Roles and Responsibilities

The members of your Equity Initiative Committee will make recommendations about metrics and the plan for implementation of the pilot innovation.

It is likely that the success of the pilot will be enhanced if the leader(s) of your Equity Initiative consult(s) with people who might directly or indirectly affect the implementation of the pilot – people such as supervisors, HR specialists, and members of your Strategic Operations Department.

5.2 Step 5 Tasks

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Task 1: Adopt Metrics for Possible Innovation in the Employee Performance Assessment and Feedback System.

Your organization might select one or more of the measures listed in Figure 13 below to gauge the success of changes made to your Diversity-Equity-Inclusion strategies

| B (%) | M C | A (%) |
|------------------------|---|------------------------|
| | Distribution of performance ratings (e.g., "excellent" to "poor"), analyzed by demographic and social identity groups (as data are available). | |
| | % of employees "satisfied/very satisfied" with the quality of the feedback they receive from their supervisors, analyzed by demographic and social identity groups (as data are available). | |
| | % of employees "satisfied/very satisfied" with the performance assessment process, analyzed by demographic and social identity groups (as data are available). | |
| | % of employees who feel that the employee performance assessment process is "fair", analyzed by demographic and social identity groups (as data are available). | |

Figure 13: Sample Metrics

Employee Performance Assessment and Feedback System Toolkit Worksheet #11

Your Ideas for Metrics

Directions:

The members of your Equity Initiative Committee can use the worksheet below to begin to plan for data collection that can help your organization assess the effectiveness of your pilot innovation. The Leader(s) of your Equity Initiative Committee could invite top managers to suggest metrics that are important to strategic business goals and objectives.

| | How will information be gathered? | What is the timing/frequency of data collection? | Who will be responsible for gathering the data? |
|-----------|-----------------------------------|--|---|
| Metric 1: | | | |
| Metric 2: | | | |

Task 2: Monitor the Implementation

Your organization will want to gather information about things that have gone well/not well with the pilot.

In addition, your organization might find it helpful to consider whether the innovation that you introduced has had an impact on other Levers for Change in the equity of your Employee Performance Assessment and Feedback System. For example, if the pilot innovation tested by your organization focused on the assignment of oversight roles and accountabilities for employees' fair access to employee performance assessment and feedback, your organization might want to think about whether it should adopt an innovation related to data collection (that is, the Planning and Evaluation Lever for Change) in the Employee Performance Assessment and Feedback System. (See Figure 14, next page.)

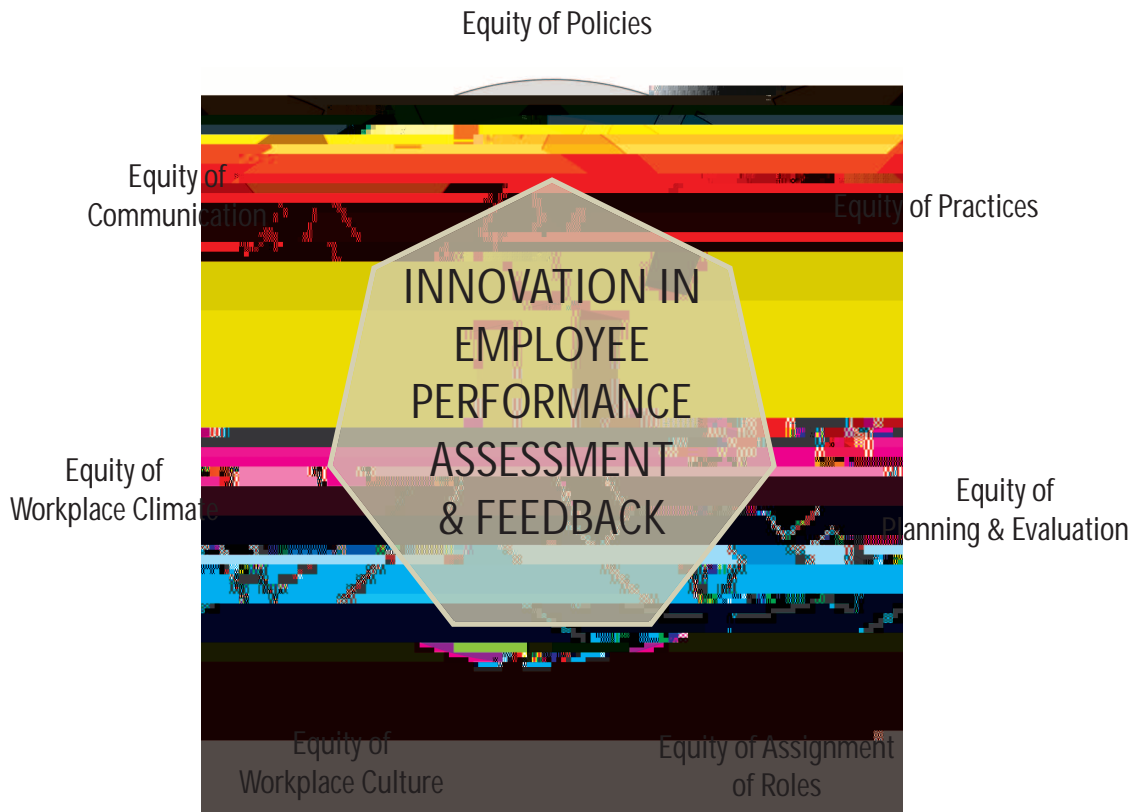


Figure 14: Impact of Innovations on Levers for Change

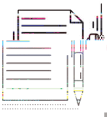






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Employee Performance Assessment and Feedback System Toolkit Worksheet #12

Impact of Innovation on Other Levers for Change – New Opportunities for Increasing Equity

Directions:

Use the worksheet below to record your thoughts about how the pilot innovation you introduced might have “opened doors” for innovation in each of the Levers for Change.

| | Levers for Change | If “yes,” what was the impact of the innovation on other Levers for Change? | If “yes,” are there additional opportunities for strengthening equity of your organization’s Employee Performance Assessment and Feedback System using other Levers for Change? |
|---|---|---|---|
|  | Did your organization make a change in employee performance assessment and feedback Policies? _____ No _____ Yes | | |
|  | Did your organization make a change in employee performance assessment and feedback Practices? _____ No _____ Yes | | |
|  | Did your organization make a change in Planning and Assessment (e.g., data collection) related to employee performance assessment and feedback? _____ No _____ Yes | | |
|  | Did your organization make a change in Roles and Accountabilities for the equity of employee performance assessment and feedback? _____ No _____ Yes | | |
|  | Did your organization make a change in workplace Culture related to employee performance assessment and feedback? _____ No _____ Yes | | |
|  | Did your organization make a change in workplace Climate of inclusion related to employee performance assessment and feedback? _____ No _____ Yes | | |
|  | Did your organization make a change in Communication related to employee performance assessment and feedback? _____ No _____ Yes | | |

Task 3: Consider How Your Innovation in the Employee Performance Assessment and Feedback System Might Have Affected Other Employment Systems

As suggested by Figure 15, innovations introduced to your organization's Employee Performance Assessment and Feedback System might affect some of the other employment systems. For example, your organization might change some of its benefits options if employees are allowed to work remotely (for example, resources for a home office, etc.).



Figure 15: Connecting Innovation in Employee Performance Assessment and Feedback to New Opportunities for Change in Other Employment Systems

The members of your Equity Initiative Committee can discuss whether the innovation introduced into your Employee Performance Assessment and Feedback System “spilled over” into any other employment systems. Record their observations below.

Task 4: Make Recommendations for Permanent Adoption of Innovations in Orientation and Onboarding

**Employee Performance Assessment and Feedback System Toolkit Worksheet #13
Communicating Success**

Directions:

In consultation with the members of the Equity Initiative Committee, the Leader(s) should prepare communications that share messages about the success of the pilot, as well as opportunities for improving the equity of the Employee Performance Assessment and Feedback System at your organization.

| Who is the "target audience" (for example, top management, supervisors, employees, HR, etc.)? | What are the most important messages you should share with them? | When should the messages be sent? | How should the messages be delivered (and by whom)? |
|---|--|-----------------------------------|---|
| | | | |
| | | | |
| | | | |
| | | | |

Congratulations for navigating your way toward increased equity in the Employee Performance Assessment and Feedback System at your organization!