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CONNECTBOISE

I INTRODUCTION

ConnectBoise is a comprehensive approach to leadership designed to **engage, grow, and recognize** employees. The goal of ConnectBoise is to maximize individual and organizational performance and wellbeing through ongoing coaching and two-way feedback.

This regulation applies to all regular employees except bargaining unit employees.

II HOW WE ENGAGE

Employee engagement is an emotional commitment to the City of Boise and our vision, mission and values. Keys to achieving engagement are expectation setting, 1:1 conversations and pulse checks.

A. Expectation Setting

Setting clear expectations establishes the baseline for employee performance. Setting expectations includes identifying the results needed from the position as well as the behavioral and competency standards for accomplishing those results. Communicating these key expectations provides the clarity needed regarding what is expected of the position and gets the supervisor and employee on the same page.

B. 1:1 Conversations

A key component of engagement is a meaningful relationship between employees and their supervisors. One-on-one (1:1) conversations are dedicated times, at least once a month, focused on the employee and their success. 1:1's provide an established forum for ongoing, face-to-face communication between an employee and their supervisor, and represents an investment in an employee's continued development and success. The purpose of these conversations is:

1. To listen and provide support to the employee such as identifying and assisting the employee in removing barriers to their progress.
2. To ensure two-way communication focused on growing the employee; and
3. To learn how the employee is doing *overall*, not just in their work.

Supervisors and employees should journal their 1:1 conversations so they can look back on how they are progressing.

C. Pulse Checks

Pulse checks are short electronic surveys used to reflect on the engagement, growth, performance and leadership behaviors. The purpose of these reflections is to promote meaningful dialogue between supervisors and employees, spark growth-oriented conversations, and keep the organization informed about how people are doing.

There are four types of Pulse Checks:

1. 1:1 Pulse Check: Completed monthly by employee and supervisor to keep both parties accountable for their 1:1 conversations. For example, have you met in the past 30 days? Was it beneficial? If not, why? What can you do to make it beneficial?
2. Self-Pulse Check: Completed quarterly by all employees and supervisors to self-reflect on their own performance, engagement and wellbeing.
3. Performance Pulse Check: Completed quarterly by supervisors for each employee. Designed to reflect on employee engagement, performance and wellbeing.
4. Leadership Pulse Check: Completed quarterly by employees about their supervisors. This provides upward feedback about specific leadership behaviors.

III HOW WE GROW

Opportunities for growth and development increase employee motivation and engagement, enhance organizational effectiveness, and help attract and retain top talent. ConnectBoise uses ongoing development, growth plans, and leadership behaviors to grow employees.

A. Ongoing Development

Employees and supervisors have opportunities to develop through webinars, workshops, training, and/or online assessments.

B. Growth Plans

Individual Growth Plans can also be developed to assist employees in accomplishing their goals.

For supervisors and managers, there are 12 leadership behaviors aligned with Connect Boise's engage, grow, and recognize components that supervisors are expected to practice and demonstrate. Those behaviors are:

C. Twelve Leadership Behaviors

Engage:

1. Show you care personally
2. Set clear expectations
3. Have regular 1:1's
4. Remove barriers and provide support

Grow:

5. Actively coach employees
6. Address concerns directly with the intent to teach and grow the employee
7. Help team members grow professionally

8. Ask for and be open to feedback

Recognize:

9. Use people's strengths
10. Trust and empower employees to innovate
11. Hold people accountable for results
12. Recognize and reward good work

Employees will have the opportunity to give their supervisors anonymous feedback regarding these leadership behaviors quarterly via Leadership Pulse Checks. This provides supervisors with valuable information on their leadership strengths and opportunities for growth.

IV HOW WE RECOGNIZE

ConnectBoise is not only about maximizing individual and organizational performance; it is about making people feel valued and appreciated. Recognizing and rewarding employee contributions and accomplishments is essential to feeling valued. Meaningful recognition also helps retain top talent, builds a supportive work environment, and encourages high performance.

Citywide employee recognition events may include the Annual High 5 event; Pick 2's; Zoo Picnic; and Service Awards. Some recommended no cost/low cost forms of recognition are "Thank You" cards and ConnectBoise Recognition Cards. Departments are also encouraged to create peer-to-peer recognition opportunities for their employees.

A. Flexible Rewards

Flexible Rewards is a program designed to recognize and reward performance that is in line with our Citywide values and department goals and priorities, and in ways that are timely and meaningful to the employee.

Flexible rewards are awarded throughout the year. Employees can accumulate rewards throughout the fiscal year which may be paid out through payroll in accordance with the payroll calendar when the employee chooses. Any reward(s) remaining in an employee's flexible reward bucket at the end of the fiscal year will be paid out via payroll.

B. Guiding Principles for Issuing Flexible Rewards

1. Supervisors should get to know each employee as a person; find out what motivates them and their recognition preferences.
2. Be purposeful when issuing recognition. Look for outstanding performance, specific embodiments of our values, or growth-oriented achievements and results.
3. Directly link recognition to the city's vision, mission and values, our strategic framework, or departmental goals.
4. Provide equal opportunity for all employees to be recognized for performance, regardless of their position.
5. Make recognition timely and meaningful. Recognize at the time of outstanding performance, and chose a reward based on what is meaningful to the individual.

C. Flexible Reward Guardrails

1. There is no *guarantee* every employee will receive a flexible reward. Rewards are based on outstanding performance, specific embodiments of our values, or growth-oriented achievements and results that are linked to our vision, mission and values, our strategic framework and/or departmental goals.
2. Rewards over \$500 may only be awarded by the Department Director or their designee. Directors may designate authorization by completing a Flexible Rewards Designee Authorization form (*See Exhibit 5.10c*).
3. No employee may receive more than a combined total of \$3,000 in flexible rewards during a single fiscal year.

V ADDRESSING CONCERNS

A benefit of regular 1:1's between supervisors and employees and quarterly performance pulse checks, is that issues or concerns can be identified and corrected proactively and efficiently through coaching.

A. How to Address Concerns

When a supervisor becomes aware of an issue or concern with an employee, they should treat the issue or concern as an opportunity to teach and grow the employee. Supervisors are expected to discuss the issue/concern with the employee thoughtfully, clearly, and in-person. They should also clarify expectations with the employee to ensure they are both on the same page, and provide support to help the employee improve and be successful moving forward. If the issue/concern does not resolve, or multiple concerns exist, a position alignment plan (see section VI) may be implemented to assist the employee. Other corrective actions recognized by the city may also be used.

When an employee has a concern or issue with their supervisor, they should schedule a time with the supervisor to discuss the issue, including how it is effecting them. If the employee's concern/issue is not resolved during that meeting, the employee should schedule a time to discuss the matter with their supervisor's supervisor.

B. When to Consult/Involve Human Resources

The following are examples of corrective actions that require consultation with Human Resources prior to taking action.

1. Placing an employee on a position alignment plan (see section VI)
2. Issuing a written reprimand
3. Issuing an unpaid suspension
4. Terminating an employee's employment

Examples of conduct that may require these types of corrective actions include, but are not limited to, insubordination, violence, theft, safety violations, performance deficiencies, direct or indirect threats, property damage, etc. For a more comprehensive list, please refer to the Standards of Conduct Regulation 5.01a.

Employees may contact Human Resources anytime they have a need to do so.

VI POSITION ALIGNMENT

When a performance concern exists, the supervisor with the assistance of Human Resources, will create a plan to align the skill set of the person in the position with the results needed from the position. This is known as Position Alignment (PA). The supervisor's role will be to support and assist the employee during the course of position alignment plan.

Employees who have been notified that PA is needed for them to be successful, or have already begun the position alignment process:

- A. May not transfer into another position without approval from the affected (current and future) Department Director(s); and
- B. Are not eligible to receive a base pay increase until the employee successfully completes the PA plan and sustains the needed level of performance. The employee may be eligible for a base pay increase during the next annual compensation review cycle; however, such increases shall not be retroactive.

These restrictions also apply to one-time non-base compensation if base-pay performance increases are not funded.

PA plans are not subject to appeal. However, employees who disagree with the content of their PA plan may submit a written rebuttal within five (5) work days of receiving the PA plan. The rebuttal will be attached to the plan and included in the employee's personnel file. The PA plan will remain in effect and the employee will remain responsible for the expectations identified in the plan regardless of the rebuttal. For the purpose of the rebuttal, a "workday" shall mean Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m., excluding city recognized holidays.

The employment of an employee who fails to satisfy or sustain alignment with the position they hold will be subject to termination.

VII. GRANDFATHERED

Employees who were on a performance improvement plan (PIP) as of January 2019 shall complete the requirements of their PIP in accordance with the former Performance Management Regulation. All employees who were on a PIP prior to the implementation of PA's shall sustain the required level of performance once off the PIP. Failure to do so will result in recommendation for termination of the employee's employment for unsatisfactory performance.