

SECTION 1: Government Experience

1.1 Performance Management Project

Tandem Motion successfully led a 10-week performance management project October–December 2019 to produce values, department-, division-, and functional-level objectives and KPIs, individual performance metrics, and individual SMART goals tied directly to organizational objectives for over 1,700 State of Alaska (SOA) employees across the Department of Administration (DOA) and Department of Environmental Conservation (DEC).

1.1.1 Objectives

The objectives of the DOA and DEC performance management pilot were to enable a telecommuting workplace environment by ensuring every employee had defined job-specific performance and behavioral expectations, rating scales, and SMART goals that directly tied to the organizational objectives.

1.1.2 Key Activities

Organizational Objectives and KPIs

Tandem Motion worked with DOA and DEC Commissioners, Deputy Commissioners, and Division Directors to define department-level goals, objectives, and key performance indicators (KPIs). Division Directors participated in individual review sessions with Tandem Motion to develop and communicate division-level objectives to functional-area leads. Tandem Motion also facilitated individual review sessions for functional-area leads to align objectives and KPIs with the respective division and department.

Individual Performance Metrics

Tandem Motion led a series of live video conferencing calls across DOA and DEC to train employees on how to identify the most valuable work performed in alignment with the functional area, division, and department objectives.

Organizational Values

Tandem Motion introduced the concept of department-wide values to DOA and DEC and worked with Commissioners to identify values relevant to the work performed. Employees were given an opportunity to provide feedback on drafted values before they were integrated into the performance evaluation process. Through values, employees learned they would be measured on *how* they performed their work in addition to *what* work they performed.

Individual SMART Goals

Tandem Motion facilitated live training and produced training guides, worksheets, and checklists to aid supervisor-led working sessions to establish individual SMART goals in alignment with organizational objectives. Tandem Motion reviewed employee SMART goals upon request to provide additional guidance where required.

Digital Workflow

Tandem Motion created a digital, form-based performance evaluation process for each department to enable paperless workflows to improve oversight and insight during the implementation in the absence of comprehensive performance management software.

1.1.3 Results

DOA and DEC leadership defined objectives and KPIs and personnel completed performance evaluation forms. DOA and DEC personnel gained job clarity about what was expected from their performance and how their performance would be measured to prepare for a teleworking environment.