

# Exhibit A-1

## Scope of Work

A performance and feedback academy and plan is a tool to help leaders influence employee mindset and behavior that are in alignment with organizational goals. A pay-for-performance plan has the ability to be transformational rather than just transactional. What sets Lancaster Leadership apart is our unique transformational approach that addresses the cultural goals and impact when rolling out change of any kind.

### Performance & Feedback Academy Goals:

- Increased employee engagement
- An enhanced workplace culture where feedback is sought and openly given
- Improved Performance Evaluation Program with concrete action steps
- Provide a training program for supervisors for successful implementation

Lancaster Leadership will walk your organization through a 3-phase process with two primary goals; to elicit employee involvement in the co-creation of the pay-for-performance plan and provide supervisor training on the skills and tools needed to implement the plan. At the end of this process, your organization will have a clear and actionable plan to address performance needs. As part of the process, Lancaster Leadership will deliver supervisor training on developing the culture and skills for the performance plan. Lancaster Leadership will also provide resources like checklists to ensure the successful implementation of the performance plan.

Lancaster Leadership will provide programming described below for eight cohorts to be completed in person during the months of March and May of 2023.



## **Introduction session (remote)**

1 session for all (45 minutes)

March 24<sup>th</sup> from 1pm – 2pm

## **Phase 1 (in-person)**

8 1/2 day training sessions (3.5 hour sessions)

April 4<sup>th</sup> (cohorts 1&2)

April 5<sup>th</sup> (cohorts 3&4)

April 6<sup>th</sup> (cohorts 5&6)

April 7<sup>th</sup> (cohorts 7&8)

## **Phase 2 (remote)**

8 group coaching sessions (2-hour sessions)

April 26<sup>th</sup> (cohorts 1&2)

April 27<sup>th</sup> (cohorts 3&4)

May 3<sup>rd</sup> (cohorts 5&6)

May 4<sup>th</sup> (cohorts 7&8)

## **Phase 3 (in-person)**

8 1/2 day training sessions (3.5 hour sessions)

May 11<sup>th</sup> (cohorts 1&2)

May 12<sup>th</sup> (cohorts 3&4)

May 16<sup>th</sup> (cohorts 5&6)

May 17<sup>th</sup> (cohorts 7&8)

## **Introduction Session**

This session is designed to ensure all participants are clear about the goals and intentions of the pay-for-performance initiative. The City Manager will address the participants at this session and the Lancaster

Leadership facilitators will be introduced with an overview of the three-phase process for the pay-for-performance plan.

### Phase One: The Engaged Leader

In this half-day session, participants will learn researched strategies for creating culture change with supportive leadership practices. Participants will also co-create solutions on the following topics:

- Participant discussion on current evaluation challenges for buy-in
- Understanding the Pay for Performance Evaluation Process and its impact on employees and the organization
- Coaching & recognition strategies for effective 1:1s
- Building rapport and resilient relationships for cultural change
- Creating a feedback culture for increased accountability
- Co-Create accountability steps for untimely evaluations

### Phase Two: How to Rate

This session will be focused on creating cohesion on the observable behaviors that align with each rating. The session will also build consensus on redefining the expectations for supervisors and employees on the prevalence of each rating. A portion of this session will be for developing the tools and strategies necessary for successful evaluations. The following topics will be addressed:

- Review competencies for evaluation
- Define criteria for employee behaviors that receive a 3, 4, and 5
- Develop expectations to be communicated with employees
- Successful corrective feedback conversations that are in alignment with initiative goals (role-playing)
- Journaling/notetaking for timely evaluations with examples for ratings

### Phase Three: Concrete Follow Through

In this session, participants will combine their experience, with learned tools, and researched recommendations to co-create an action plan with SMART goals, actions steps, timelines, and clear next steps. This session also includes the development of recommendations for communication of the pay-for-performance initiative.

- Rolling out change and getting buy-in
- Mentoring, shadowing, and succession planning
- Co-create clear action steps for timely evaluations with SMART goals
- Map out the evaluation timeline month & year
  - Monthly 1-on-1s
  - Schedule evaluations
  - Journal entries
- Develop communication recommendations for the evaluation process

### Tools & Resources

The following documents will be created by Lancaster Leadership and provided at the conclusion of the in-person sessions.

- Document creation of decisions, notes, and the action plan created
- Monthly and yearly checklist for evaluations
- Guidance on how to support the evolution of the employee
- Checklist for successful 1:1s and needed documentation

### Measurable Outcomes

To ensure the Performance & Feedback Academy and plan is successful, we recommend the below outcomes are measured.

- Reduction in all 5s evaluations
- Increase in 3s in evaluations set as the average
- Supervisors provide examples of behavior to support ratings

- Evaluations are completed in a timely manner
- 85-95% of supervisors are using the journaling tool for more accurate ratings

### Pricing

*Sub Total: \$74,416*

Discount: \$14,416

**Grand Total: \$60,000**