

## What It Is

DEFINITION	A tool that helps you evaluate your MAPP-level employee to determine his/her/their preparedness for succession to the next higher-level position
OVERARCHING GOALS	To help you and County executives understand the progress of leadership development plans in improving MAPP succession preparedness and use this information to guide further development efforts
HOW IT WORKS	Rate the employee on 30 leadership competencies and overall succession readiness <sup>1</sup>
INTENDED USE	For <b>development purposes only</b> ; <u>not</u> intended to be used for performance appraisal or employment selection purposes
TIME COMMITMENT	Approximately 15-20 minutes per MAPP-level employee
DELIVERY METHOD	Uses <b>Qualtrics</b> , the leading online survey delivery platform, which meets the security and privacy best practices for the County and the industry

## How To Proceed

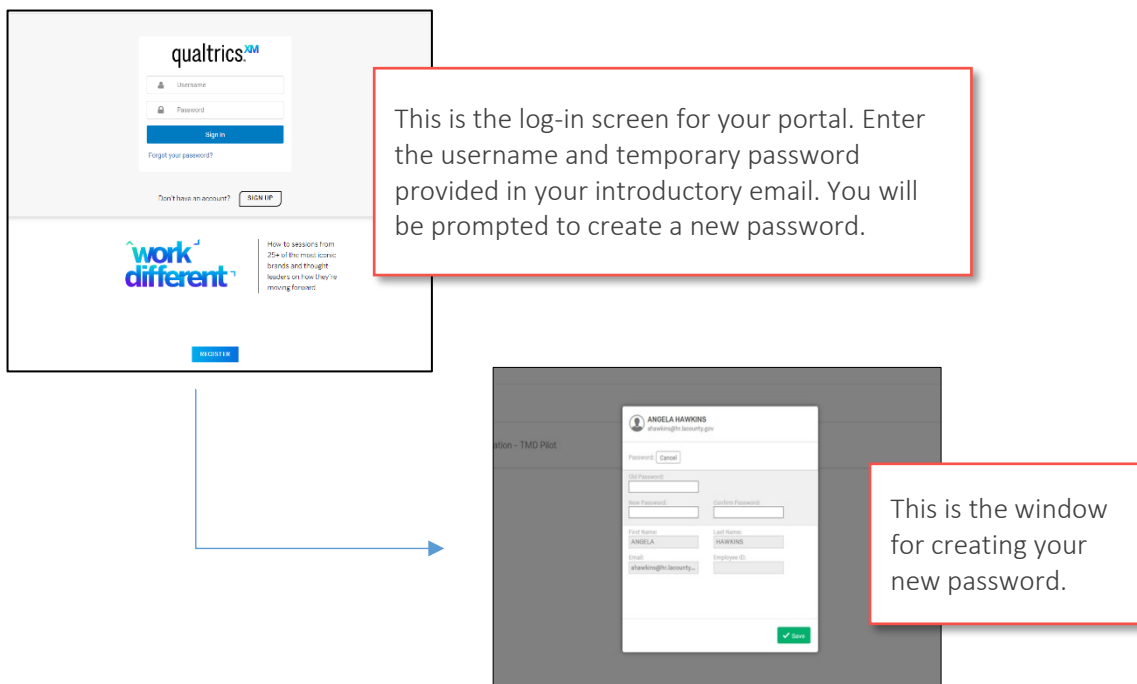
- 1. Check your technology.** Configure your work email account to receive emails from [360@qualtrics-survey.com](mailto:360@qualtrics-survey.com) to your inbox (instead of junk mail) and ensure your computer's web browser is current.
- 2. Look out for your introductory email.** You will receive an email from the Qualtrics system that provides information on how to log-in to your Qualtrics portal to complete the *Bridge Assessment*. The email subject line will be "Bridge Assessment Invitation" and it will come from "Department of Human Resources" via [360@qualtrics-survey.com](mailto:360@qualtrics-survey.com).
- 3. Prepare to rate.** Before you begin the *Bridge Assessment* for any of your MAPP-level employees, be sure to first perform the following actions:
  - Review information about the employee's work performance over the past 12 months
  - Consider what it takes to be successful in the employee's next higher-level position (e.g., work products, interactions, and "know how" to overcome challenges)

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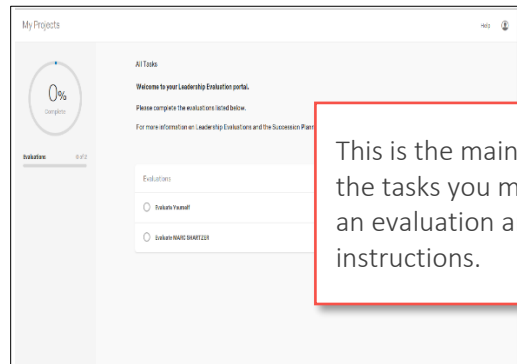
<sup>1</sup> The *Bridge Assessment* mirrors the structure of the *Leadership Evaluation* conducted at the beginning of the Succession Planning Program cycle. However, MAPP employees will not provide self-ratings as part of the *Bridge Assessment*.

- Actively work to combat your conscious and unconscious biases that impact your perceptions of what is required for success in higher-level roles and the capabilities of the MAPP employee(s) you evaluate and develop for higher-level roles. The County continues to foster diversity, equity, and inclusion in our leadership pipeline.<sup>2</sup>
- Review the following information on common rating errors so you can avoid making them:
  - **Likability** - Rating the employee more favorably simply because he/she/they is likeable
  - **“Similar-to-Me”** - Rating the employee more favorably because he/she/they is similar to you
  - **Central Tendency** - Being reluctant to rate high or low; consistently rating at the midpoint of the rating scale
  - **Halo/Horn** - Being overly influenced by an unrelated characteristic, either positively (halo) or negatively (horn)
  - **Leniency/Severity** - Consistently rating either higher (leniency) or lower (severity) than what is warranted
  - **Primacy/Recency** - Being overly influenced by your first (primacy) or most recent (recency) experience with the employee
  - **Contrast** - Allowing other employees’ preparedness to influence your rating of the employee
  - **Information Favorability** - Valuing irrelevant information (e.g., the employee’s school or previous employer)

**4. Provide your ratings.** Completing the *Bridge Assessment* online is an easy and intuitive process. Provided below are screenshots of the first few screens you will see in Qualtrics.



<sup>2</sup> For guidance on how supervisors can recognize and mitigate workplace biases, please refer to the mandatory training course *Implicit Bias and Cultural Competency* and the elective training course *Diversity Made Simple – Managers & Supervisors*.



This is the main page of your portal. It displays the tasks you must complete. Simply click on an evaluation and follow the on-screen instructions.

## What Happens Next

As with all employee evaluation information DHR's Succession Planning Program Team collects, we will keep the *Bridge Assessment* ratings confidential. However, we will provide a succession planning organizational chart to your Department Head and top County executives that displays each MAPP-level employee's categorized succession readiness rating. Aggregate findings will also be reported to the Board of Supervisors, Chief Executive Office, Department Heads, and Chief Deputies.

Leadership development is an ongoing process. It takes great diligence to help poise your talented employees for County leadership positions. Concurrent and next steps in the succession planning and leadership development process are described below:

- Your Administrative Deputy and Departmental Human Resources Manager will receive periodic status reports that list the names of employees who have and have not submitted their *Bridge Assessments*.
- You will be able to access a *Supervisor's Bridge Assessment Report* for each employee that summarizes the *Bridge Assessment* ratings you provided, along with the *Leadership Evaluation* ratings your MAPP employee previously received. You will receive an email notifying you that this report is available.
- You should schedule a meeting with your employee to discuss the results of the *Bridge Assessment*, any updates to your employee's career goals, and potential refinements to their individual development plan.<sup>3</sup> When comparing their current to previous ratings, make note of higher ratings that suggest developmental achievements to celebrate! These successes can serve as models for development approaches to potentially apply to areas where ratings were lower or undesirably static. The *Supervisor's Report* will provide additional information to help you interpret any rating changes.

Note: If the employee opted-out of the leadership development process previously, please check with the employee to inquire if he/she/they is interested in having a development meeting now.

**The ultimate goal of the Succession Planning Program is to have a ready pool of prepared MAPP-level talent to help fill management positions as they become vacant. To make this happen, it will take deliberate, on-going effort by County executives and all levels of management.**

<sup>3</sup> The *Leadership Development Guide* (available [here](#)) provides general guidelines on conducting development meetings.