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| **Terracon Consultants** |
| **C**hallenge | **A**ction  | **R**esult |
| The existing Performance Management and Career Development (PMCD) process was viewed by the organization as focused more on filling out forms than talking about performance or goal setting. Additionally, the company employee engagement results showed a lack of feedback and recognition. The company began an assessment of what improvements could take place with the performance management and career development process to increase engagement with employees, offer feedback using care and concern (a value originating from Terracon’s Incident and Injury Free mindset) and demonstrating interest in developing employee’s careers.  | The first step was to obtain knowledge from our Employee Engagement Leadership Team (EELT) comprised of employees at executive, manager, and technical levels. The clear conclusion from our data gathering was to focus on having a conversation in which both the employee and supervisor shares feedback. To build trust and engage employees we started “Connection Conversations” using Engage Cards. This deck of cards explore work environment and job factors considered key to job satisfaction. There are 29 cards that are sorted into categories of positive, negative, and neutral. The cards when sorted offer an opportunity for supervisors to more easily connect with employees in healthy and constructive conversation about work. This “Connection Conversation” occurs at least one time per year to drive connection between the supervisor and employee. Terracon has over 3,800 employees nationwide in over 140 office locations, therefore training was offered in a virtual format. The training was developed to incorporate live webinar, combined with watching a video (of how the process works which was filmed internally with Terracon employees), break-out groups to practice the process, and skills development. The Office Managers attended the live webinar and were instructed using a provided facilitator’s guide to train their supervisors. Training occurred without any travel within a one month period.  | Supervisors and employees began having “Connection Conversations” and within 3 months it was estimated by a sample survey of over 200 responses that 90% of the organization was having conversations. Feedback was overwhelmingly positive. Here is one comment received: The conversations were very informative, honest, and productive. The supervisors got better insights into what motivates their staff and what they value. The process was much better than PMCD and was met with little hesitation, resistance, or suspicion by staff. – Office Manager The Employee Engagement Survey completed 2 months after the Connection Conversations were to occur showed an improvement of close to 9 points from the previous year on the statement of providing feedback to employees. In 2017, Terracon will be continuing down the path of “Connection Conversations” with Career Conversations which is a card sorting tool to share and receive performance feedback on Terracon’s core competencies.  |