



# ONTRACK OVERVIEW

# ONTRACK

## DRIVING EXTRAORDINARY PERFORMANCE

Delta is a company of high achievers. It takes great teamwork and a remarkable culture to fuel our success. Together, we're redefining great performance in the airline industry with excellent operational results year after year.

ONTRACK is a new approach to performance management at Delta. It was developed with the involvement of hundreds of employees and leaders from across the company, with two goals:

- To continue driving excellent business results
- To put a greater focus on your professional development

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ABOUT THE COVER & MAP. Just as an experienced climber would rely on a topographical map to help navigate new territory, ONTRACK is designed to help guide your path to reach new heights and achieve your goals.





### **GOALS/KPIs**

Set them in January and close them out as they are completed.



### **FOCUS AREAS**

Select behaviors and other activities for development that you want to focus on this year.



### **CHECK-INS**

Share updates and get feedback throughout the year on your progress toward your Goals/KPIs and Focus Areas.



### **YEAR-END CLOSE OUT**

The final Check-In of the year, where you'll get clear feedback on your accomplishments and development.

# GOALS / KPIs:

## Taking Care of Business

There is a lot that can be measured at Delta, so it's important to measure what makes a difference and adds to our success. Everyone has:

- Individual Goals, and/or
- Key Performance Indicators (KPIs).

Individual Goals should be SMART (specific, measurable, attainable, realistic and time-bound). KPIs are SMART by nature. SMART Goals and KPIs need to align with our annual Flight Plan. With ONTRACK, Goals and KPIs are entered once the Flight Plan is set — and they should be closed out as they are achieved during the year.

### **TIP: SETTING GOALS**

Work with your leader to identify business objectives that support the Flight Plan for the year. Use this information when developing your own goals.

# FOCUS AREAS:

## Your Development

ONTRACK is designed to help you tailor your development to your goals, through “Focus Areas” for the year. This flexibility recognizes that not every job is the same and not every year is the same. You will select your Focus Areas from Delta’s Behavior Library.

### Delta’s Behavior Library

Hundreds of Delta employees and leaders helped to identify behaviors that are essential to being successful at Delta. These behaviors are what fuels our success.

Each behavior falls into one of the following categories: Change, Decision Making, Delegation, Developing and Coaching, Inclusion, Influence, Innovation, Partnerships, Results, Servant Leadership and Strategy.

Together, these behaviors align with the *Rules of the Road* and Delta brand attributes to help drive extraordinary performance.

Goals are **what** you are going to accomplish. Focus Areas are **how** you are going to accomplish those goals.

All behaviors in Delta’s Behavior Library are important - but it’s hard to work on more than a few simultaneously. To be successful, you should concentrate on three to four Focus Areas each year.

These may be a combination of corporate, divisional and individually-selected behaviors.

### Focus on Skills

As part of your activities for development, ONTRACK also allows you to focus on skills you’d like to develop (i.e. getting certified in Project Management or learning MS Excel).

**TIMING: JANUARY**

# CHECK-INS:

## A Culture of Feedback

Feedback is at the heart of ONTRACK. Constructive, timely and intentional feedback can help you achieve your goals, increase your overall performance and the contribution you make to Delta's success.

Many of you already have frequent conversations about your job, goals and ongoing performance with your leaders. That's great. With ONTRACK you're expected to have three Check-Ins with your leader throughout the year.

The ONTRACK process recognizes that the most valuable feedback comes from regular day-to-day interactions with your leader: one-on-one meetings, project close-out meetings or regular KPI report-outs.

Don't forget that you own your performance – you're in the driver's seat. Your leader is here to support you.

**TIMING: FEBRUARY THROUGH NOVEMBER**

# YEAR-END CLOSE OUT:

## Quality Conversations

The Year-End Close Out is your fourth and final Check-In where you'll receive additional feedback, including your leader's summary comments and feedback for the year. As part of ONTRACK, your leader will use one of the following descriptors to provide feedback on your performance against each of your Goals/KPIs and Focus Areas as they are closed out during the year.

### Goal Descriptors:

- **See KPIs:** When it comes to our performance against KPIs, the scores speak for themselves.
- **Exceptional Performance:** Produced remarkable results on this goal that contributed to the organization's success by adding value well beyond established goal metrics.
- **Achieved Goal:** Employee produced expected results on this goal that contributed to the organization's success by adding substantial value based on the established goal metrics.
- **Goal Not Achieved:** Employee did not reach the expected results established on this goal.

### Focus Areas Descriptors:

- **Role Model:** Continually personifies the key actions of this Focus Area across all levels within the organization and to customers, setting an example for others to follow.
- **Achieved Delta's High Standards:** Consistently demonstrates the key actions of this Focus Area across all levels within the organization and to customers.
- **Still Developing:** Still developing in this Focus Area.

**TIMING: DECEMBER**

# ONTRACK

## PROCESS HIGHLIGHTS



### GOALS/KPIs JANUARY

Set your goals – *that's what you will accomplish* – to align with the Flight Plan.



### FOCUS AREAS JANUARY

Identify the behaviors and skills you want to develop during the year – *that's how you will accomplish your goals.*



### CHECK-INS

#### FEBRUARY THROUGH NOVEMBER

Regular Check-Ins with your leader help ensure that you are on track (pun intended) or can correct your course to achieve your Goals /KPIs and Focus Areas for the year.



### YEAR-END CLOSE OUT DECEMBER

Your Year-End Close Out is like an enhanced Check-In with a description of how your leader views your performance for the year. Use it to shape your thinking about what you want to accomplish next year.