

Employee	Claudia Sahm		
Title	Director of Macroeconomic Policy	Department	Policy
Review Period	Q1 and Q2 2020	Date of Review	
Ability to Accomplish Responsibilities			
<p>Employee: I have consistently accomplished the responsibilities of the Macroeconomic Policy Director as outlined in the Vision Document and my Workplan for Macroeconomic Policy. My three key achievements are: 1) standing up the macro program at Equitable Growth internally and externally; 2) working to expand what had been a limited network of macro scholars at Equitable Growth; and 3) handling an unexpected torrent of policy work related to the COVID-19 crisis.</p>		<p>Reviewer: Claudia has relentlessly engaged the media to elevate the automatic stabilizers proposal to policymakers, demonstrating understanding of the subject matter. However, her substantive content often gets lost in her social media engagements on issues non-core to Equitable Growth. Claudia has struggled throughout the year to respond positively to constructive feedback. Claudia should focus on improving communication with colleagues to ensure mutual understanding and respect. Claudia could also improve upon listening to, understanding, and following Equitable Growth rules and processes around a number of areas (social media, outside employment, alcohol use, etc). Management of the Policy Analyst was initially falling short of expectations but has improved since the Performance Improvement Plan (PIP) was adopted.</p>	
Goal Achievements			
<p>Work on automatic stabilizers was a top objective of the macro policy program. I have worked extensively with over 30 Hill committees and offices, members of Congress, and their staff, as well as think tanks and academic platforms on proposals to support the unemployed and families during the recession. I delivered time-sensitive work by hours regularly 60 to 80 hours per week. One example was running CBO-style cost estimates of a New Dems proposal for automatic stabilizers in enhanced Unemployment Insurance over Mother's Day weekend. I received personal letter of appreciation from Rep. Yarmuth for my overall dedication and analysis. Another major achievement was building Equitable Growth's reputation for high quality, timely, and wide-ranging analysis of macroeconomic conditions and policy responses, especially during the COVID-19 crisis. An outstanding achievement was writing a <i>New York Times</i> opinion piece on the Federal Reserve's Municipal Lending Facility and building a relationship with the editorial staff at the <i>Times</i>.</p>		<p>Reviewer: Claudia has relentlessly elevated the automatic stabilizers proposal in Congress and in the media and has presented economic research to colleagues in the academic and policymaking communities. Much of that work is lost amidst social media posts about unrelated topics, which happen during workdays. Claudia has struggled with constructive feedback offered by Communications on how to discuss ideas in a manner consistent with Equitable Growth's mission. Claudia has successfully on-boarded a Policy Analyst after some initial challenges that she addressed after receiving the PIP. Some deadlines related to strategic planning have slipped, including quarterly look-back documents, work related to Academic Programs, and Salesforce entry. Claudia's ability to meet deadlines has improved since the adoption of the PIP.</p>	
Suggested Areas of Improvement			
<p>I need to develop a strategy with Amanda Fischer on how to reduce my work load. Bringing Mike Garvey on the macro team in July will help, but is unlikely to be sufficient. Since March it has been common for me to do multiple press calls in one day; be working on an opinion piece (Value Added or external press); giving a talk or lecture; working with Hill staff; and fielding requests from academic affairs all in one week. My workload is not sustainable and I need a holistic approach to prioritizing my work that has approval from Amanda Fischer and leadership. I then need to implement, as well as adapt that strategy as necessary.</p>		<p>Reviewer: Claudia could improve her internal communication to ensure that all written and oral communication with colleagues is done respectfully. Management has reviewed many instances of disrespectful communication and spends considerable time coaching staff on how to respond and adjust to disrespectful communication to minimize conflict. One recommendation is for Claudia to go slower and pause before responding to constructive criticism. Written work could benefit from additional rounds of edits to address typos, grammar and clear presentation of ideas. While Claudia is prolific in her media engagements, more time could be spent on meeting organizational deadlines across other job responsibilities, most notably tasks that are internal to Equitable Growth. Claudia should follow all Equitable Growth guidelines set forward in the staff manual and articulated in the PIP.</p>	

Demonstration of Core Values: Innovative, Integrity, Equity & Inclusion, Accountability, Respect & Collaboration

I am proud of the collaboration with colleagues and Equitable Growth and externally. I attend all of the program lead's monthly meetings, unless I have a work conflict, and contribute to the discussions. I organized a bi-weekly get together for the program leads, so that we can build camaraderie. I have immense respect for the expertise at Equitable Growth across all program and levels of experience. I integrate our expertise in my public platform and provide support to others work. I approach my work creatively and embrace innovation, both internally in building up the macro program, diversifying the academic network at Equitable Growth; and outreach externally. Being creative means that some endeavors are more successful than others. I have largely felt supported and given space to pursue new ideas. I have been accountable to the organization, despite a substantial increase in my work during the COVID-19 crisis. I have had special opportunities such as launching Equitable Growth's Lecture series and being active in the press and social media. I strive in my career to work with integrity. The breadth of press and organizations that come to me for economic advice demonstrates the integrity of my work. I focus on my expertise in economic policy and do not get involved in politics. I have a reputation for being honest and transparent. In both my role at Equitable Growth and in my personal time, I have devoted countless hours to diversity and inclusion in the economics profession. I have mentored dozens of students and early career scholars in recent years, including during the crisis. I have advocated with others and used my personal connections, especially among the American Economic Association Executive Committee and the Federal Reserve, to push hard for change. I am proud of those efforts and believe it is imperative and urgent.

Reviewer: Claudia has emphasized the need for more diversity in the economics profession in her communications to the media, though often that is done in a personal capacity. Claudia could improve by ensuring that all communications with her colleagues is done in a manner that respects Equitable Growth's DEI values and policies.

Additional Comments and Feedback for Supervisors

I have grown immensely in my nine months as Director of Macroeconomic Policy. I firmly believe in the mission of Equitable Growth and am inspired by the dedication of the staff. I have had many opportunities here. I recognize that the intensity of my work has created an additional work for my colleagues, particularly in governmental affairs, communications, and editorial. I am also grateful for all the high-quality support and coaching. I have contributed to important policy debates on automatic stabilizers, macroeconomic conditions, and, in general, how to fight a recession. My excellent colleagues and high-quality programs at Equitable Growth are essential to my contributions.

Reviewer: Claudia has demonstrated an understanding of macroeconomic policy issues but needs to work on translating that knowledge into action in ways that are respectful of all members of the team. Claudia should also nudge her focus away towards focusing on media/social media into a broader focus on all responsibilities as a program director, and focus on meeting all deadlines. Performance has improved since adoption of the PIP.

Reviewer

Amanda Fischer

Title

Policy Director

