

Chapter 8: Performance Appraisal

Section 8-1: General

Performance appraisal addresses the following objectives:

- (a) Provides a basis for the determination of the level of performance, to involve the employee in this determination and to identify areas of work which need improvement or which exceed the expectations of the position.
- (b) Provides a performance based evaluation for the award of compensation increases based on performance levels.
- (c) Improves communication between employees and management.

Section 8-2: Job Description

The basis for evaluating performance is the job description. Department Heads assure that job descriptions for positions in their departments are accurate and reflect essential functions. Employees are accountable for performing all aspects of the job description in a proficient manner.

Section 8-3: Standards of Performance

The standards expected of an employee are to be established and communicated by the Department Head or supervisor prior to the appraisal process.

The Department Head or supervisor is expected to involve the employee:

- (a) In establishing the criteria by which his/her performance is to be judged;
- (b) In planning future improvements in that performance; and
- (c) In establishing mutual responsibilities and expectations with respect to improving job performance.

Section 8-4: Communication With Employee

The Department Head or supervisor is required to meet with new employees, within 30 days of hire, transfer, promotion, demotion, etc., and with all other employees at the beginning of each evaluation cycle for the following purposes:

(a) To review the job description to assure that it is accurate. Any necessary revisions in essential functions should be recommended to the Human Resources Department in the form of a revised job description.

(b) To identify and clearly define the responsibilities of the employee and the expectations of the supervisor. The weight for each element shall be established by the Department Head or supervisor and communicated to the employee.

(c) To establish objectives for the employee using a department work plan as a base. This is intended to be a manual setting of objectives, which may be used to establish a basis for the performance rating.

Section 8-5: Interim Review

At any time during the evaluation cycle, the supervisor may arrange a time to meet with the employee for the following purposes:

(a) Review progress. The supervisor shares with the employee any performance problems that have been noted and outlines measures needed for improvement. Supervisors are encouraged to schedule a review with those employees who are exceeding their performance objectives in order to support their achievements.

(b) Review employee concerns. The employee shares any problems being experienced which may be hindering job performance. For example, sometimes equipment or personnel problems exist that could be corrected by the supervisor, or

daily operations have changed to the point of making it difficult to accomplish an initially agreed upon objective.

At this time, any changes in the initial expectations may be noted. This conference may be requested by either the supervisor or the employee. Whether or not a formal conference is held, it is the supervisor's responsibility to advise the employee of performance deficiencies.

Section 8-6: Evaluation Conference

At least two weeks prior to the employee's Performance Review Date (PRD), the immediate supervisor shall schedule a time for the evaluation conference. Before this conference, the supervisor must complete the appropriate evaluation document and any supporting narrative necessary to clarify the performance appraisal rating or describe any corrective actions necessary to achieve satisfactory performance.

Prior to meeting with the employee, the completed evaluation document must receive any necessary departmental approvals and be forwarded to the Human Resources Department for review and salary computation as outlined in Chapter 3.

The employee is provided with a copy of the evaluation document prior to the conference. Discussion between the employee and the supervisor should be related to performance factors and should deal only with job related matters.

The employee should be encouraged to submit a response to the evaluation, particularly if there are areas of disagreement. If an employee refuses to sign the evaluation form and any additional pages, the reviewer should note this on the evaluation form, and sign and date the notation.

Section 8-7: Performance Appraisal Rating

Performance appraisal ratings qualify the employee for a performance based salary increase in accordance with the rules and regulations set forth in Chapter 3. The numerical rating scale ranges from 0 to 14.00+ for each element, and specific definitions are provided on the evaluation document. An employee's total score determines the overall performance level. Actions to be taken based on scores are as follows:

0 - 2.99 = UNSATISFACTORY/MARGINAL

(Output consistently below expectations)

Termination if employee is probationary, and termination or demotion if regular employee.

3.00 - 4.99 = REQUIRES IMPROVEMENT

(Output fails to consistently meet expectations)

Supervisor and employee must develop a Corrective Action Plan with a realistic timeframe that identifies those performance factors needing improvement. Re-evaluation within 60 days. Lack of improvement may result in termination or demotion.

5.00 - 7.50 = PROFICIENT

(Meets expectations of the position in all areas.)

Continued employment.

7.51 - 10.99 = HIGHLY PROFICIENT

(Routinely performs on a level that is beyond what is expected for the position.)

Continued employment.

11.00 - 14.00 = EXCEPTIONAL

(Work during the evaluation period has consisted of extraordinary efforts in a single project or a number of specific tasks that would not be considered a routine function of that position).

Continued employment.

Section 8-8: Corrective Action

A written corrective action plan must be developed for each employee whose performance requires improvement. The plan clearly identifies for the employee the expectations of the supervisor and establishes a realistic time frame for achievement. An additional performance evaluation document (reevaluation) must be completed in 60 days. No additional compensation is awarded to an employee on a reevaluation for corrective action.

Section 8-9: Exceptional Performance

Exceptional performance is that which consists of extraordinary efforts in a single project or a number of specific tasks that would not be considered a routine function of the employee's position. Should the numerical scoring completed by the immediate supervisor of an employee indicate exceptional performance, the evaluation detailing the exceptional performance must be forwarded to the County Administrator for review and approval of the pay for performance salary increase. This approval process must occur prior to any discussion of the evaluation with the employee.