

	P - §28.0	<u>Policy Name:</u> Performance Management	<u>Approved Date:</u>
	<u>Prepared By:</u> Human Resources		<u>Adopted Date:</u>
	<u>Amended Date:</u> August 7, 1996; April 4, 2007; March 4, 2009		

A. PURPOSE

To ensure that employees have a clear understanding of the work expected from them, establish an interactive platform to assess performance relative to organizational expectations, and strive for continuous improvement in employee development.

B. DEFINITIONS

Performance Improvement Plan (PIP) – structured plan developed to improve gaps between employee work performance and expectations for the position.

Performance Review - a formal assessment in which a manager evaluates an employee's work performance.

Probationary Employee – a new employee whose performance and suitability for the position are evaluated during a probationary period.

Probationary Period – a trial period of employment during which someone is assessed for capability and suitability to a position and is an “at will” employee.

Ratings –quantifiable measurements of performance and may, when applicable, be used in reward and recognition initiatives.

C. ROLES AND RESPONSIBILITIES

Employee – responsible in participating openly and honestly in planning and assessing the execution of their own performance objectives. Responsible to perform the duties as assigned by their job description and manager/supervisor.

Managers/Supervisors – responsible for creating goals, providing coaching and feedback regarding expectations for the role and employee performance, providing resources for employee growth and development, and completing the performance review form and process.

Human Resources – responsible for the format and timing of all performance review processes, providing guidance for the performance management process and coaching for employee development and accountability, tracking completed initial and annual performance reviews, creating performance management tools and training for supervisory staff.

D. POLICY

This policy has been developed to provide a framework which will enable supervisors to assess employee performance in a fair and consistent manner and to enable the employee to reach the required standard of performance. The County utilizes a performance management process to:

- Align employee work with organizational and department goals.
- Develop skills and capability within our workforce.
- Identify and address areas for improvement in job performance.
- Recognize achievements and contributions of County staff.

The following outlines the County's performance management process:

1. Review Period

The annual performance review period shall align with the County's fiscal year. The review period may not be adjusted because of the employee's use of any approved medical leave, with or without pay. Employees who are on approved leave (medical, military, etc.) during the performance review period will be evaluated on the work performed for the County during the period the employee was not on leave.

2. Types of Reviews

- a. Annual Review- An annual review is a required yearly formal evaluation of the employee's job performance for the fiscal year. The annual review must be completed by the supervisor at the end of each review period and shall become part of the employee's personnel file.
- b. Probationary Review - A probationary review must be completed at the end of an employee's probation period to assess the suitability of continued employment in the position. Probationary periods may be set for 6 or 12 months, depending on the position and any consideration of requirements for state or federally funded positions.

3. Review Categories

Employees shall be annually appraised on the following aspects of their job performance (to include ratings and written narrative feedback):

- a. Completion of position and or employee-specific goals; and

- b. Demonstration of leadership and supervisory skills as required for the position; and
- c. Demonstration of successful assimilation of the County's organizational values (competencies).

4. Performance Goals

Following the annual review process or the first month of commencing employment, each employee must be assigned clearly defined operational and developmental goals, as specified HR by Executive Leadership. Supervisors and Department heads may be assigned additional goals as defined by the Executive Leadership Team.

5. Goal Setting

Goals should be set at the beginning of the probationary period of employment and each fiscal year thereafter. The supervisor's role is to remove barriers to ensure the employee has the necessary resources and information for success in achieving those goals. The following is a list of items to consider when developing and documenting employee goals.

- Goals must align with the County's goals and objectives
- Goals are formed from opportunities identified in the previous year's performance review
- Developmental goals should reflect knowledge or skill gaps in current or potential future job duties.

6. Employee Transfer or Promotion

Employees who change positions in the organization may be required, by the supervisor, to serve an additional probationary period. If unsuccessful in completing this probationary period, the employee will be considered for any vacancies that occur in his/her previous job classification. If no such vacancies are available, the employee is subject to dismissal in the same manner as an employee new to the organization.

7. Annual Review Schedule

Each County employee shall receive an annual performance review at the end of the fiscal year unless specific reasons are given to the employee, in writing, for an extension. The performance review will be conducted by the employee's supervisor. Reviews of performance may be conducted on a more frequent basis as needed. However, in no case will the review be held less frequently than once a year.

8. Performance Improvement Plan (PIP)

The County strives to give employees every opportunity to succeed in our high-performing organization. Improvement plans are used as a coaching and development tool to bridge gaps between knowledge, skills, abilities, or work performance and organizational expectations.

- a. Human Resources must be consulted prior to placing an employee on a PIP to ensure compliance with federal and state laws and determine the best possible outcome for the situation.
- b. Performance Improvement Plans are not utilized for discipline, nor are they subject to employee grievance.
- c. A PIP should be used when previous interventions have not succeeded in addressing one of the following non-disciplinary performance issues:
 - an employee's overall performance has become unsatisfactory or below acceptable standards, i.e., low or poor efficiency, and low or weak skill sets. The employee's unsatisfactory performance should be skill-related and not an issue of the employee's will to do the task or job;
 - an employee's annual rating in a specific competency does not meet expectations;
 - an employee's behavior does not meet the County's Standards of Conduct or the expectations of the department.
- d. The PIP must identify the specific gap where improvement is needed, the timeline of the expected improvement (i.e., 30, 60, 90 days), an action plan with specific goals, progress milestones, and any additional training needed. Throughout the action plan, scheduled follow-ups are required between the supervisor and the employee to review progress milestones.
- e. If the employee cannot meet the expectations set forth, or show substantial progress, further actions may be deemed necessary, in accordance with County personnel policies.

9. Record Keeping

Completed performance reviews and supporting documentation are submitted to the Department of Human Resources and become part of the employee's personnel file.