

CHAPTER 8 *

PERFORMANCE PLANNING AND ASSESSMENT

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CHAPTER 8
PERFORMANCE PLANNING AND ASSESSMENT

Purpose: The purpose of this Chapter is to describe the personnel policies governing the County's system for assessing and rewarding employee performance.

8.0 ADMINISTRATION

The County Administrator is authorized to administer this Chapter, including developing written procedures to administer the requirements outlined herein.

8.1 COVERED EMPLOYEES

All probationary and regular County employees in classified positions are covered by this policy as described herein.

8.2 GENERAL POLICY STATEMENT

The Board of Supervisors is committed to fostering employee excellence and a high-performance workplace. To that end, covered employees shall be regularly assessed on the achievement of assigned goals, the performance of job duties and the demonstration of skill in core competencies. In accordance with the County's policies on Equal Employment Opportunity, all employees shall be assessed solely on objective performance based factors and without regard for the employee's membership in any protected category.

8.2.01 Department Head Responsibilities

Department Heads are responsible for ensuring that supervisors plan and assess job performance for employees within their department in accordance with this policy and any applicable Human Resources Administrative Policies and Procedures. Moreover, Department Heads are responsible for ensuring that supervisors timely address incidents of non-performance or substandard performance within in their departments in accordance with this Chapter and Chapter 10.3, Discipline of Regular Employees for Unsatisfactory Performance, where applicable.

8.2.02 Supervisor Responsibilities

Supervisors shall establish and communicate clear performance expectations and objectives for their employees and shall provide regular feedback to employees on their performance at least annually in accordance with this Chapter and any applicable Human Resources Administrative Policies and Procedures. Moreover, supervisors are responsible for ensuring that incidents of non-performance or substandard performance are timely addressed in accordance with this Chapter and Chapter 10.3, Discipline of Regular Employees for Unsatisfactory Performance, where applicable.

8.2.03 Employee Responsibilities

Employees are expected to perform their job at a “Fully Successful” level or above. Employees who have a disability covered by the Americans with Disabilities Act (ADA) are expected to perform the essential functions of their job with or without a reasonable accommodation. Employees who need a reasonable accommodation to meet their job requirements should request one as soon as practical after the need for such an accommodation arises. Requests for a reasonable accommodation shall be submitted directly to Human Resources in accordance with applicable Human Resources Administrative Policies and Procedures.

8.3 PERFORMANCE ASSESSMENT SYSTEM

8.3.01 Assessment Period

The performance assessment cycle shall follow the County’s fiscal year. The assessment period shall not be adjusted as a result of the employee’s use of any form of approved medical leave, with or without pay. Employees who were on approved medical leave during the performance assessment cycle shall be evaluated on the work performed for the County during the period the employee was not on leave.

8.3.02 Types of Assessments

a) Annual Assessment:

An annual assessment is a required written evaluation of the employee’s job performance for the full performance assessment cycle. Annual assessments shall be completed by the supervisor at the end of each assessment cycle. Annual assessments shall become part of the employee’s Official Personnel File.

b) Interim Performance Assessments:

An interim assessment is an optional written evaluation of the employee's job performance covering a portion of the performance assessment cycle. The supervisor may conduct an interim assessment at any time during the assessment cycle for any reason. Interim assessments shall be considered by the supervisor in completing the annual performance assessment. Interim assessments shall become part of the employee's Official Personnel File.

8.3.03 Assessment Categories

Employees shall be annually assessed on the following aspects of their job performance:

1. The achievement of fiscal year objectives.
2. The performance of job duties.
3. The demonstration of skill in core competencies as set by the County Administrator or designee.

8.3.04 Assessment Ratings

The County shall utilize a five-tier rating scale. The employee shall be separately rated on his or her achievement of assigned fiscal year objectives, performance of assigned job components, and skill in the core competencies. These ratings shall be weighted and averaged into an overall performance assessment rating. An employee's use of approved medical leave shall not be considered in rating the employee.

8.4 EMPLOYEE RESPONSE TO ASSESSMENT

Employees who receive a score of less than "Fully Successful" on their annual performance assessment may submit a written statement to Human Resources (not to exceed three pages in length), which shall be included in the employee's Official Personnel File. The content of performance assessments, including comments, ratings, and scores, or the amount of any performance based increase or bonus are not subject to the County's grievance procedure.

8.5 UNSATISFACTORY PERFORMANCE

Specific incidents of unsatisfactory performance or non-performance of job duties shall be addressed by the supervisor throughout the performance assessment period, up to and including disciplinary action in accordance with Chapter 10.3. Repeated incidents or serious incidents of unsatisfactory performance or non-performance of job duties shall also be addressed in the employee's annual performance assessment.

8.6 MERIT PAY PROGRAM

Annual salary increases and/or bonuses administered in accordance with this policy shall be delivered under a Merit Pay program, structured to reward employees who achieve an overall rating of “Fully Successful” or higher on the annual performance assessment. Each year the Board of Supervisors shall determine the level of funding for the Merit Pay program, if any.

Only regular employees and probationary employees are eligible to receive salary increases and/or bonuses in accordance with the Merit Pay program. To receive a salary increase and/or bonus under the program, the employee must achieve a minimum overall rating of “Fully Successful” on the annual or interim performance assessment. The County Administrator shall determine a date of hire “cutoff” for eligibility to receive a salary increase or bonus under the program. Employees’ base salaries shall not exceed the maximum of the classified payband unless the position is approved to receive a market adjustment. Temporary employees are not eligible for annual salary increases or bonuses under the Merit Pay program.

8.7 PROJECT, TEAM, AND OTHER BONUSES

In accordance with Chapter 7, Employee Development and Awards, the County Administrator may create and implement employee recognition and incentive programs, including, but not limited to, project, team, and other bonuses. Regular employees must be at the “Fully Successful” level or above to receive such bonuses. Probationary and temporary employees are eligible to receive these bonuses at the discretion of the Department Head.