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SUBJECT: PERFORMANCE REVIEW (APPRAISALS)

EFFECTIVE DATE: AUGUST 5, 1996

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The basis for determining the employee's performance shall be the comparison of the employee's actual performance against accountabilities established for each position. Supervisors and/or department heads shall work with employees in establishing accountabilities, based on the duties, responsibilities and standards of the position. In addition, any assigned objectives or projects should come under the process of appraisal or review.

A performance review should be a cooperative process and employee participation is encouraged through all phases of the process. The supervisor and/or department head has the final decision on overall results. During the appraisal interview, employees will have the opportunity to make written comments and sign the review indicating they understand the evaluation. Goals and objectives should be jointly established by the supervisor and/or department head and the employee for the next review period.

Performance reviews shall precede and accompany salary increase recommendations. Performance reviews should be completed three months after the hire or transfer date of employees. Each employee shall receive a complete performance review at least once annually. In addition, quarterly partial reviews should be conducted to monitor progress on jointly approved goals and objectives that constitute part of the review process. A performance review may be given without the accompanying increase. Appraisals shall be completed on the anniversary date of employment with the County and prior to the effective month of the salary increase if one is recommended. Reviews shall be attached to the salary increase recommendation when they are submitted to the Personnel Department for processing. The formal performance review should be given separate from the salary review. Employees may review any or all of their past reviews.

Employees are evaluated in terms of the following performance levels:

(+) MEETS STANDARDS/EXCEEDS STANDARDS

The employee has been exposed to and is satisfactorily performing or exceeding all elements of the position. The nature of the supervision received is typically what is to be performed and when. The work performed by the employee should be satisfactory to the supervisor and/or department head and expected of an experienced incumbent in the position.

(0) DEVELOPING/NEEDS IMPROVEMENT

The employee meets the minimum position requirements and performs most of the essential elements of the assigned position. The employee is still training for the position or may still require considerable supervision on what, when and how to perform the duties before the supervisor and/or department head may have enough confidence in the person to allow them to proceed more independently. (An employee who performs at this level over a period of time and who does not demonstrate the potential to meet all position requirements in a standard manner should be considered a marginal or failing employee.)

(-) UNACCEPTABLE

The employee demonstrates marginal or failing performance. Immediate improvement must be accomplished in order to justify retention in this position as an employee.