

## Employee Procedure

<b>Objective:</b>	To establish a system to promote communication between supervisors and staff, improve job understanding, and promote effective job performance and career	<b>Policy/Procedure Number:</b>	02-14
<b>Reference:</b> <i>(All applicable federal, state, and local laws)</i>		<b>Effective Date:</b>	August 10, 1993
<b>Legislative Policy Statement:</b>		<b>Responsible Department:</b>	Personnel
<b>General Information:</b>		<b>Modified Date (s):</b>	April 1, 1997
		<b>Resolution No.:</b>	
		<b>Next Scheduled Review:</b>	

**I. Definitions:**

**Goal** - A general statement of what the employee is expected to accomplish in an area of responsibility. Typically, between three (3) and six (6) goals per position are appropriate.

**Objective** - A more specific statement of what the employee is expected to accomplish in an area of responsibility. Objectives should be stated in terms of the quantity, quality and effectiveness measures that define whether the goal has been accomplished. An objective is not a task or activity; it is what the task or activity is expected to accomplish.

### II. Policy:

### III. Procedure:

- A.** All employees except employees of the Board of Elections are required to be reviewed in writing by a supervisor at least once a year. More frequent reviews are usually advisable.
- B.** The supervisor must have substantial knowledge of the performance of the employee being reviewed.
- C.** The County Administrator shall contact the Chairs of the Mental Health Services Board, of the Board of Health, and of the Advisory Board on Indigent Representation at least annually to request the feedback of those Boards on the job performance of the Commissioner of Mental Health, the Public Health Director, and the Supervising Attorney with respect to the program leadership they provide. Any comments from these boards shall be included by the County Administrator in the job performance reviews of these department heads.
- D.** The review form should be signed by and is a process between the employee and the supervisor. Higher level supervisors or the department head may wish to review and sign the document. This should be done in such a way as to avoid conflicting messages to the employee receiving the review or creating delays in the process. Signing of the review form by the employee does not necessarily indicate agreement with the content of the review but does acknowledge that the employee has received the review and had an opportunity to discuss it with the supervisor. An employee who disagrees with the content of his/her performance review should discuss the matter with his/her supervisor. If it cannot be resolved with the immediate supervisor, it

it should be taken to the next step, and, if necessary, through all levels of the department. Any conflicts remaining after the employee has been through the department head level should be referred to the Commissioner of Personnel or to the County Administrator.

- E.** Employees have the right to file an addendum if they have comments or complaints regarding their review.

During all these steps, the employee retains the ability to write an addendum to the written evaluation and to have that addendum remain with the review document. An addendum is a written statement by the employee saying in the employee's words what he/she disagrees with in the review document. Designated members of the Employee Council are available to assist employees who feel they need help in advocating for themselves during this process.

These steps are intended to augment the process of resolving conflicts between employees and supervisors. They do not supplant or supersede the remedies available through the various union agreements and Civil Service Law.

The signed performance review form and any addendum will be forwarded to the Commissioner of Personnel for placement in the employee's official employment record. The signed performance review and any addendum will be kept by the employee and supervisor. Any department that maintains central personnel files should ensure that all copies are kept there as well.

- F.** The performance review of all supervisors should address how well and how fairly they have complied with this performance review process.
- G.** If the employee's performance is satisfactory, then the review should also be an opportunity for the employee to discuss employment goals for the future. Goals and objectives that relate to the knowledge and skills necessary for promotion could be discussed as part of this process. Supervisors should always make an effort to assist the employee to advance in the direction and at the pace that the employee chooses.
- H.** When an employee is eligible for a promotion, past performance reviews should be one of the items considered in the promotional process.
- I.** The County Administrator and the Employee Council shall review compliance with this policy annually.
- J.** Each department is responsible for developing procedures to implement the policy. The procedures shall be included in the Department's communication plan submitted annually to the County Administrator and to all of the department's employees. The procedure will include measures to assure continuity when supervisors leave or employees are reassigned.
- K.** Effective immediately. To assure the successful implementation of this policy, a series of orientation sessions be offered for employees and training resources will be offered to departments to enable each department to create or improve its ability to review its employees' performance.