

Volume

1

GRAND COUNTY

Employment Policies and Procedures Amendment

Compensation/Classification System Guide

THIS POLICY ADOPTED DECEMBER 7, 2005 DEFINES GRAND COUNTY'S COMMITMENT TO IDENTIFYING PERFORMANCE EXPECTATIONS AND GOALS FOR EACH EMPLOYEE. IT DETERMINES THE CRITERIA UPON WHICH THE EMPLOYEE'S PERFORMANCE WILL BE EVALUATED AND THE FREQUENCY OF PERFORMANCE EVALUATION.

Grand County Overview

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INTRODUCTION

Any evaluation process is only as successful as the concerned managers and supervisors evaluating job performance make it. The best performance evaluation instrument is only as good as those using it, and the results are meaningful if the approach to the responsibility is meaningful. Whether any system is effective depends mainly upon the rater and how seriously he or she undertakes this supervisory function.

Performance rating is not a substitute for a day-to-day coaching of subordinates or for appropriate disciplinary action. A supervisor's job requires him/her to continually make judgments concerning each subordinate's work performance. Each time the supervisor makes such a judgment; he or she is rating the employee. A supervisor has an obligation to be impartial, objective, and honest in providing feedback in order for their subordinates to clearly understand what is expected regarding their job performance.

It is the policy of Grand County to conduct annual performance evaluations on its employees. Performance evaluations are used to improve employee job performance, provide accurate information that may be used in the making of personnel decisions, facilitate communication between supervisors and employees, and assist in identifying and recognizing employees who have demonstrated superior performance.

Performance evaluation is directly related to the County's Wage and Salary program in that for an employee to merit a pay increase it must be directly related to the employee's effectiveness in the job. Except as otherwise provided, no eligible employee may receive a merit increase, unless the employee has received a satisfactory performance evaluation.

It is important to realize that the completion of a performance evaluation is one of the single most important responsibilities entrusted to supervisors. Performance evaluations are not only tied to merit increases but also play a decisive role in determining an employee's chances for promotion and are an essential component in calculating layoff retention scores. Consequently, evaluations impact the employee's employment experience and can have far reaching results.

Supervisors have a clear responsibility to ensure that Grand County citizens are receiving the best possible services from their employees. Evaluations should reflect due diligence in the accurate assessment of employee effectiveness as our supervisors are acting on behalf of our County residents in managing Grand County's most valuable resource-our employees.

The evaluation process is one of the best tools available to convey, clarify and reinforce the County's Vision, Mission, Business Plans and Strategic Plans to our employees. The process provides supervisors the opportunity to ensure that employees understand how their job performance is critical to their department's mission and that of the whole organization. It reinforces the essential role the employee plays in efficient service delivery and that they are critical to successfully meeting citizens' expectations of their County government.

Classification System

Grand County's classification system is a methodical approach to collecting, analyzing and maintaining information regarding positions in the County workforce.

Employees are classified according to pay ranges, each of which includes a series of pay steps, beginning with the minimum, or entry level, salary for the position. Progression of an employee along the pay plan shall be determined on the basis of the merit of the employee. Salary increases in one (1) step increments along the step increment pay plan may be awarded after the satisfactory completion of an evaluation of the employee by the employee's supervisor and upon approval of the Supervisor/Department Head and the Personnel Director. Step increments of more than one (1) step will require a Request for Re-classification of the position as described in Classification Actions listed below. Eligibility for salary increases may be limited by budgetary considerations as determined by the Grand County Council. Pay ranges may be adjusted periodically on the basis of annual surveys of salaries paid for comparable work in other Counties within the State of Utah, within the limits of federal wage and price guidelines.

- 1) Classification System. The classification system is an evaluation process that compares positions in terms of relative contribution to the organization and clusters positions accordingly to ensure that positions of equal difficulty and requirements are equitably compensated.
- 2) **Composition of the Classification System.** The classification system consists of the following:
 - a) A grouping of positions into classes;
 - b) A class specification containing a title, listing of knowledge, skills, abilities, core competencies, minimum qualifications and licenses required for each class;
 - c) A description of each job within a class, listing the type of work, the scope of duties and responsibilities, and supervisory responsibilities; and
 - d) A pay grade allocation for each class based on:
 - (i) Job Analysis
 - (ii) Salary Surveys

(iii) Internal equity surveys, and

(iv) History of recruitment and retention challenges.

3) **Classification Actions.** The Human Resources Office shall be responsible for the maintenance of the Classification System.

a) **Requests.** Requests for reclassification of an existing position are typically addressed through the budget process and effective at the beginning of the fiscal year.

b) **Approval.** The Grand County Council may approve the review and reclassification of a position at a time other than the beginning of a fiscal year upon submission of a request explaining why the request was not submitted during the budget cycle.

c) **Reclassification.** Only reclassifications resulting in the creation of a new position that must be added to the compensation plan need to be approved by the Grand County Council.

4) **Classification Reviews.** To ensure the accuracy of the existing title, class specification, job description, and salary range, the Human Resource Office will initiate a maintenance review of each position every five years, pending approval of the Grand County Council.

5) **Position Reviews.** Individual positions may be reviewed as follows:

a) **Position Review Request.** Position reviews will not normally be subject to the classification review process more frequently than once per five year period. If a position review request is made to the Grand County Council, it must document the following:

i) The grade to which the class is allocated is inadequate for the County to attract or retain qualified persons,

ii) Reorganization within the department creates inequity in position classification or pay grade allocations or

iii) Major reallocation of duties and responsibilities creates inequity in position classification or pay grade allocations.

b) **Position Review Request.** An Elected Official or Department Head may initiate a classification review. A review initiated by an Elected Official or Department Head must be submitted via the Human Resource Office and will require completion of the Employee Evaluation Process.

Classification and Compensation Plan

This classification and compensation plan is intended to accomplish the following goals:

- 1) To create an equitable County compensation scale and administrative system for all regular employees
- 2) To ensure that County employees are paid fairly with respect to employees in comparable governmental entities.
- 3) To ensure that County employees are paid fairly with respect to similar positions within the County system.
- 4) To ensure that all employees are being compensated fairly for the work expected of them.
- 5) To create a means by which new or revised positions can be appropriately placed within the system and compensated accordingly.
- 6) To provide employees with a clear understanding of the requirements of their positions and advancement opportunities within the organization.

A review of the existing County positions indicated that they could be separated into three broad categories of work. These categories include 1) Administrative and Professional Positions, 2) Trades and Labor Positions and 3) Public Safety Positions. Within each category, County positions were divided into several classes based on differing levels of responsibility, expertise, and qualifications. Each position was then ranked within the Class based on a further analysis of responsibilities and required expertise and training.

The following sections describe each of the job categories, the various job classes, and minimum requirements for each class. A list of current job positions included in each class is also provided. Please note that not all classes contain positions at this time. These are presented here in anticipation of the possibility that the County may eventually establish positions within these classes.

ADMINISTRATIVE AND PROFESSIONAL POSITIONS

These positions are administrative and often include substantial participation in the formation of County policy or plans. Also included in this category are those professional positions that require special expertise and often an advanced degree. Typically, persons employed in such positions also have a significant influence in developing departmental or County-wide policy. Typically, these positions are above the level of first or second line supervisor and include department heads and their assistants or specialized staff.

CLASS TITLE: SENIOR ADMINISTRATION
GRADE: 15 - 20

These positions represent the highest level of administration within the County organization. Typically, the positions require minimal supervision, extensive use of judgment in decision-making, and the ability to develop solutions to complex problems. Persons employed in these positions oversee major functions or areas of operation within the County and are expected to represent the County at various meetings and develop a working relationship with the County Council. These positions often involve the formulation of budget policy, budget administration and the direct and indirect supervision of substantial numbers of employees.

Minimum Qualifications

A bachelor's degree in an appropriate field or extensive and progressively more responsible related experience is required. The ability to function effectively with minimal supervision is also a requirement.

Positions

Executive Director – Travel Council	Chief Deputy Clerk
Chief Building Inspector	Chief Deputy Auditor
Planning & Zoning Administrator	Chief Deputy Recorder
Emergency Medical Services – Director	Library Director
Human Resource Director (Future Position)	Econ Development/Film
Justice Court Clerk	Director
Senior Center Director	IT Director (Future Position)

CLASS TITLE: JUNIOR ADMINISTRATION
GRADE: 10 - 14

Each position requires extensive administrative skills related to the efficient daily planning, management, and operation of a department. These positions are often given the responsibility of operating the department in the absence of the department director. Persons employed in these positions should have a mastery of their field of expertise and be able to resolve difficult and complex problems independently and effectively. Often, these positions are required to interact with the public, the County Council and the County Administrator.

Minimum Qualifications

Many of these positions require a bachelor's degree in combination with extensive and progressively more responsible experience in a related area. Some positions may require a graduate degree. For some positions, extensive work related experience can be substituted for educational requirements.

Positions

Paralegal
Chief Deputy Treasurer
Chief Deputy Assessor
Building Inspector
Assistant Library Director

RSVP Director
Assistant EMS Director
Code Enforcement (Future Position)
Cartographer

CLASS TITLE: ASSISTANTS**GRADE: 1 - 9**

These positions often play a major role in assisting the department heads in the areas of administration and the development of departmental policy. Some positions in this class are professionals who perform specialized functions in the various departments within the County. Sound managerial skills and good personnel skills are especially important at this level as this class of positions often serves as the intermediary between the department head and staff. These positions may have some degree of budgetary management authority and supervise staff.

Minimum Qualifications

Managerial positions require extensive experience in applicable or related field with supplemental secondary course work. Often a bachelor's degree in a related field is desirable. Professional positions usually require a bachelor's degree with graduate course work or degree.

Positions

Administrative Assistant
Executive Secretary
Secretary
Prosecutorial Assistant
Deputy Court Clerk
Deputy Clerk/Auditor

Deputy Treasurer (Future position)
Deputy Assessor
Deputy Recorder
Library Assistant
Museum Director
Information Specialist

TRADES AND LABOR POSITIONS

This group of positions includes skilled, semi-skilled, and unskilled positions. Employees in this class are involved in carrying out important tasks related to a variety of on-going maintenance duties, construction projects, and facility operation. Some positions are supervisory in nature, often as a working supervisor or a first-line supervisor. Most positions require a high school diploma and may also require additional certification or training. These positions represent the highest level of administration within the County organization.

CLASS TITLE: TRADES AND LABOR SUPERVISOR/MANAGER

GRADE: 10-20

This class includes those positions which either requires extensive experience and skills or which supervise a major unit within a County department. These positions require a great deal of planning, coordination, as well as the use of standard safety precautions to ensure the success of various County projects. Effective personnel skills are required as these supervisors often work closely with assigned staff. Typically, the positions require minimal supervision, extensive use of judgment in decision-making, and the ability to develop solutions to complex problems. These positions often involve the formulation of budget policy, budget administration and the direct and indirect supervision of substantial numbers of employees.

Minimum Qualifications

These classes of positions require a high school diploma and extensive and progressively more responsible experience. Additional course work or certification may be required by some positions.

Positions

Road Supervisor	Weed Supervisor
Assistant Road Supervisor	Sand Flats Program Manager
Facilities Supervisor	OSTA Manager
Lead Operator	Lead Mechanic

CLASS TITLE: TRADESMAN/LABORER

GRADE: 1 - 9

These positions are generally entry level of specialized labor and trades positions, providing the experience necessary to acquire additional skills and advance within the County employment system. Most of the positions involve assisting work crews or other manual labor tasks related to the maintenance functions within County

departments. These positions usually do not supervise other employees and are directly supervised.

Minimum Qualifications

A high school diploma or equivalent is usually required along with some experience. Some positions may require additional knowledge or skills as well as additional coursework and certifications.

Positions

Maintenance Worker
Custodian (Future position)
Laborer
Mechanic

OSTA Assistant Manager
Sand Flats Facility Coordinator
Operator
Sand Flats Operations Coordinator

PUBLIC SAFETY POSITIONS

This group of positions includes all certified staff within the Sheriff's Office. These positions are responsible for carrying out all law enforcement functions under County jurisdiction. A high degree of integrity and responsibility is a characteristic of this class. Employees may be exposed to potentially dangerous and life threatening situations.

CLASS TITLE: SENIOR OFFICERS

GRADE: 12 - 20

This is a class of positions that requires a high degree of expertise in the area of law enforcement and public safety. Positions in this class operate with a minimum of supervision and are responsible for overseeing major law enforcement functions within the Sheriff's Office. Management, planning and personnel skills are important. These positions may have limited budgetary authority and supervise both certified and non-certified staff. Some positions may act as Department Head in the Sheriff's absence.

Minimum Qualifications

This class requires a high school diploma and State POST certification. Additional education and training may be required. Extensive experience is required in the field of expertise. Such expertise is gained either through specialized study and training or extensive on the job training.

Positions

Chief Deputy Sheriff	Corporal Corrections
Detective Sergeant	Corporal Bailiff
Jail Commander	Search & Rescue Commander (Future Position)
Corporal	Drug Court Tracker
Corporal Investigator	

CLASS TITLE: STAFF OFFICERS

GRADE: 1 - 11

This is a highly responsible class of positions that carries out the law enforcement operations for the Sheriff's Office. Persons employed in these positions often have frequent contact with the public and are responsible for the enforcement of local and State laws and for ensuring the safety of the public. These positions generally have little, if any, budgetary authority and some positions supervise other personnel.

Minimum Qualifications

These positions require at least a high school diploma or the equivalent and college course work is often important. Some positions may require additional training and education. All positions require that the employee be at least 21 years of age and have no criminal record. This class can be entry level into the local law enforcement

system. Some employees in these positions must be, or have the ability to become certified, through the P.O.S.T. process. Other positions may require previous experience.

Positions

Senior Corrections Officer	Deputy Sheriff
Court Bailiff	Corrections Officer
Detective (Future position)	
Assist Search & Rescue Commander (Future Position)	

Support Staff

Senior Controller
Control Room Operator
Secretary
Food Service Manager
Food Service Worker

PART-TIME, CONTRACT & GRANT POSITIONS

CLASS TITLE: PART-TIME, CONTRACT & GRANT POSITIONS

GRADE: 1 - 20

Administrator (Contract)	EMT Level I
Emergency Management Director (Contract) Sand Flats Recreation Tech	EMT Training (Contract)
Domestic Violence Victims Advocate (Grant)	EMT Basic
Children's Justice Center Director (Grant) Library Temporary Positions	Senior Center – Bus Driver (Part-time)
RSVP Director (Grant) Assistant Museum Curator (Part-time)	Grant Writer (Future Position)

Compensation Plan

Grand County's compensation plan is a systematic approach to create a uniform and equitable system using the Salary Range Chart to compare the scope of duties and responsibilities of the Grand County workforce.

Chapter

2

Compensation Plan

The purpose of the plan is to create a uniform and equitable system for regular employees that consist of minimum rates of pay for each position and those intermediate rates as deemed necessary and equitable. Salary ranges are linked directly to the position classification plan and were determined with regard to ranges of pay for other County position classes, job qualifications, and prevailing rates of pay for comparable work in other similarly sized Utah Counties. While the primary decisions related to the classification and compensation plan are to be made by the County Council, all actions consistent with the measures of the plan and with the Personnel Manual shall be carried out under the authority of the Personnel Director.

**2008 4%
COLA**

Grand County Hourly Pay Rate															
Steps→ Grade↓	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	8.62	8.88	9.14	9.42	9.70	9.99	10.29	10.60	10.92	11.25	11.58	11.93	12.29	12.66	13.04
2	9.05	9.32	9.61	9.89	10.19	10.49	10.81	11.13	11.47	11.81	12.16	12.53	12.90	13.29	13.69
3	9.50	9.79	10.08	10.38	10.70	11.02	11.35	11.69	12.04	12.40	12.77	13.16	13.55	13.96	14.37
4	9.98	10.28	10.59	10.91	11.23	11.58	11.92	12.27	12.64	13.02	13.41	13.81	14.23	14.65	15.09
5	10.48	10.80	11.12	11.45	11.79	12.15	12.51	12.89	13.27	13.68	14.08	14.50	14.94	15.39	15.85
6	11.00	11.33	11.67	12.02	12.38	12.75	13.14	13.53	13.94	14.35	14.79	15.23	15.69	16.16	16.64
7	11.55	11.90	12.26	12.63	13.00	13.39	13.79	14.21	14.63	15.07	15.52	15.99	16.47	16.96	17.47
8	12.13	12.49	12.88	13.26	13.65	14.06	14.48	14.92	15.37	15.83	16.30	16.80	17.29	17.81	18.35
9	12.74	13.12	13.51	13.92	14.33	14.76	15.20	15.66	16.13	16.62	17.12	17.63	18.16	18.70	19.26
10	13.37	13.77	14.19	14.61	15.05	15.50	15.97	16.45	16.94	17.45	17.97	18.51	19.07	19.64	20.23
11	14.04	14.46	14.90	15.35	15.81	16.28	16.76	17.27	17.79	18.32	18.87	19.44	20.02	20.62	21.24
12	14.75	15.18	15.64	16.11	16.59	17.10	17.60	18.14	18.68	19.24	19.81	20.41	21.02	21.65	22.30
13	15.49	15.94	16.42	16.92	17.42	17.95	18.48	19.04	19.61	20.20	20.80	21.43	22.07	22.73	23.42
14	16.26	16.74	17.24	17.76	18.29	18.84	19.42	20.00	20.59	21.21	21.85	22.51	23.17	23.87	24.59
15	17.07	17.58	18.11	18.66	19.21	19.79	20.38	20.99	21.62	22.27	22.94	23.62	24.33	25.06	25.82
16	17.92	18.46	19.01	19.58	20.17	20.78	21.40	22.04	22.70	23.38	24.08	24.81	25.55	26.32	27.11
17	18.82	19.38	19.96	20.56	21.18	21.82	22.47	23.14	23.84	24.55	25.29	26.05	26.83	27.63	28.46
18	19.76	20.35	20.96	21.59	22.25	22.90	23.59	24.30	25.03	25.78	26.55	27.35	28.17	29.01	29.88
19	20.75	21.37	22.01	22.67	23.35	24.05	24.77	25.51	26.28	27.07	27.88	28.72	29.58	30.46	31.38
20	21.78	22.44	23.11	23.80	24.52	25.25	26.01	26.79	27.59	28.42	29.27	30.15	31.06	31.99	32.95

Employee Performance Evaluation

The employee performance evaluation process shall be designed to permit the evaluation of an employee's job performance and effectiveness as objectively and fairly as possible. The performance evaluation is a continuous cycle of two main events called Performance Planning and Performance Evaluation. Performance Planning entails identifying the major duties of the job and developing objective standards against which performance can be measured. Performance Evaluation consists of reviewing the employee's work performance against the work standards and rating the employee on the work performance.

The primary purpose of the performance evaluation is to inform the employee of his/her strengths and areas for improvement on the job, serve as a basis for discussion as to how the employee can improve his/her performance, establish goals and expectations for future evaluation. The proper use of the Grand County Employee Planning and Evaluation Plan is to set performance objectives, evaluate achievements at the end of the evaluation period, and obtain a new plan so that objectives for the next evaluation period may be set.

Performance objectives are measurable goals and result-oriented statements developed by the supervisor and the employee against which the performance of the employee will be judged during the evaluation period.

The purpose of Performance Objectives is:

- ❑ To establish a common set of expectations of what tasks need to be accomplished, including the priority of these tasks.
- ❑ To provide a forum of discussion between the supervisor and employee job duties.
- ❑ To clarify roles and responsibilities in accomplishing job duties.
- ❑ To link individual position duties to organizational goals.

Performance objectives should describe how the task is to be performed, how often it is to be performed and how well it is to be performed. In developing performance objectives, the following guidelines should be used:

- Performance objectives should be realistic and achievable within the evaluation period.
- Performance objectives should be relevant and directly related to the job.
- Performance objectives should be well defined so as not to create confusion as to what

should be achieved.

- Performance objectives should be measurable in terms of time required, quality expected, and amount of output expected.
- Performance objectives can require increased effort or performance, or maintain an existing level of performance.
- Performance objectives should be mutually agreed upon by both employee and supervisor.

Directives

Evaluation Periods

Probationary: Employees serving a probationary period shall receive at least one (1) performance evaluation each six (6) months during probationary period.

Regular: After release from probationary, an employee shall receive a performance evaluation at least once annually prior to eligibility for any merit increase, longevity, merit award or other performance based pay increase.

Special Evaluations: A special performance evaluation may be made at any time when, in the opinion of supervision, the employee's performance has deviated from expected standards.

Appeals of Performance Evaluation

An employee who disagrees with the content of his/her performance evaluation may appeal by providing to the evaluator a written statement citing the areas of disagreement and the reasons why the employee believes the evaluation of performance is inaccurate. Such appeal must be provided to the evaluator within five (5) working days of the date the evaluator initially presented the evaluation to the employee. An appeal may result in the entire content of the evaluation being reconsidered. The evaluator will consider the employee's comments and provide the employee with a written response within five (5) working days of receipt of the appeal.

Performance Planning

Step 1: In preparation for establishing a "Performance Plan," the supervisor and the employee jointly review the employee's class specification (job description) and discuss and identify the most important job duties which the employee performs.

Step 2: A "Performance Objective" is written for each duty identified in step 1. Performance Objectives should be words or phrases which will give clear, concise and specific description of those aspects of the employee's job which relate to each duty. Two levels of performance should be developed for each objective; a level of satisfactory performance and a level of outstanding performance. This will allow the employee to understand what the minimum performance acceptable for the duty is and what the ideal performance of the duty is. Definitions of performance levels should contain sufficient description to give employees a clear understanding of their duty. Effort should be made to make

objectives as quantitative and measurable as possible. Performance objectives must be realistic and achievable.

Step 3: The supervisor and the employee discuss the five Performance Values and the Standards of Conduct.

Step 4: Both the employee and the supervisor sign the Performance Plan and the document is filed in the employees personnel file in the Clerk/Auditor's Office.

It is desirable that the employee and the supervisor agree on what objectives are established, what objectives state, how performance will be measured and how the objectives will be rated. This can usually be achieved through open communication. In cases where agreement is not reached, it shall be the supervisor's duty to establish the objectives. Supervisors are encouraged to develop performance objectives which identify all levels of acceptable performance.

Performance Values

The following paragraphs define the appropriate level of performance for each performance value.

5 Points – OUTSTANDING: Performance is definitely superior and consistently well above the performance objectives set for the position. Employee is always receptive and responsive to instructions from supervisor. Employee's level of work significantly advances the work flow of the department. In addition, employee makes major contributions or had major achievements in the areas of quality service, initiative, efficiency, mastery of knowledge and skills. The employee serves as a good example to other employees.

4 Points – PROFICIENT AND SUCCEEDING: employee consistently performs at a level significantly beyond that required to get the job done. Employee's level of work helped push the work flow of the department beyond the adequate level. Performance objectives are completed on time, successfully, and proficiently. Employee is consistently receptive and responsive to the instructions of the supervisor. Employee performance demonstrates efforts and abilities well above the minimum acceptable for the position. This is the performance which is expected of a fully trained, qualified, and motivated employee, and goes beyond adequate or satisfactory performance. It requires additional work effort.

3 Points – PASSABLE OR PROGRESSING: Employee achieves the minimum performance objectives set for the position. This performance is passable; however, significant opportunity for improvement in all areas remains. This level of performance may be expected of new employees or those who are not fully trained.

2 Points – NEEDS IMPROVEMENT: Employee performance is inconsistent. Performance is below the minimum acceptable for the position. The employee's acceptance and response to instruction from the supervisor is inconsistent and/or incomplete. Significant effort is needed to improve performance. The supervisor must articulate how and why the employee's performance must improve. New employees may still be learning job duties and responsibilities; employees who have passed an initial

probationary period have been on the job a sufficient time to learn the job and to perform at an acceptable level.

1 Point – UNSATISFACTORY AND UNACCEPTABLE: Employee does not perform or make reasonable effort to achieve performance objectives. Employee performance has not shown sufficient improvements. Employee repeatedly makes errors, does not respond to instructions and fails to get the job done. Employee performance does not meet minimum performance levels and disciplinary action should be taken.

Standards of Conduct

In addition to performance objectives established by the supervisor, employees shall be rated against standards of conduct expected of all employees. Every employee is expected to comply with these standards at all times. The rating given to an employee for these required standards shall be Meets Expectations or Needs Improvement. If an employee demonstrates the need for improvement in one or more of these standards, the result could be an unacceptable evaluation.

POLICIES: Employee complies with the Code of Conduct and all County and department policies. Employee behavior and job performance complies with the intent or spirit of the policy and not just the letter of the law so that County goals can be met in a courteous, efficient, timely and effective manner.

ATTENDANCE: Employee arrives for work as scheduled and remains on the job throughout scheduled shift. Vacation leave is requested well in advance of need and sick leave usage is reported an hour before shift begins or in compliance with department policy. Sick leave usage is not excessive and does not burden the department.

PUNCTUALITY: Employee arrives at workplace in sufficient time to be prepared for work and begins work at scheduled times.

SAFTEY: Employee performs work in appropriate and prescribed manner. Equipment, materials, and supplies are handled with care and used in only the manner intended. Personal protective equipment is used in appropriate manner.

LICENSE/CERTIFICATION: Employee keeps current all licenses or certifications required to function in the job.

APPEARANCE: Employee appearance is appropriate to the position. Clothes are clean and pressed. Hair, jewelry and clothes do not impede job performance, cause safety concerns or reflect in a negative manner upon the County. Employee complies with department policies regarding appearance. If a uniform is required, all requirements related to the uniform are met.

Performance Evaluation

Step 1: At the conclusion of the evaluation period, the supervisor evaluates the performance in a meeting with the employee and determines how well the performance objectives were completed. The supervisor's recorded comments provide the basis for meaningful discussion between the supervisor and the employee on employee strengths, weaknesses, and planning for improvement and employee development. Problems with work performance should be documented also.

Step 2: The supervisor selects the performance value which best describes each previously selected performance objective.

Step 3: The supervisor discusses the employee's compliance with the Standards of Conduct. If the employee satisfactorily complies with these standards, no adjustment is made to the overall rating. If the employee has not complied with these standards to the satisfaction of the supervisor, an adjustment may be made to the overall appraisal rating. The employee's performance is categorized according to the following table.

4.75 – 5.00	Outstanding
3.50 – 4.74	Proficient and Succeeding
3.00 – 3.49	Passable or Progressing
1.00 – 2.99	Unacceptable

Step 4: Following discussion of the final Employee Evaluation Performance Rating, the employee should comment in writing on the evaluation and be given the opportunity for further continued discussion of their remarks.

Step 5: The employee and the supervisor should sign and date the evaluation and forward it to the Personnel Director for review and signature. The evaluation then is filed in the employees personnel file.

Step 6: A new Employee Performance Evaluation Plan is obtained and performance objectives are established for the next evaluation period.

Performance Planning & Evaluation Session

The performance planning and evaluation sessions between supervisor and employee can be the most valuable time spent together during the entire year. The first session should be held immediately after the employee has been hired, oriented with department and County policies and procedures, and initial job duties have been explained. This is a “Performance Planning” session where job duties are reviewed with the employee and performance objectives are developed for the first two of the six month probation period which new employees serve.

The second session is a review of how well the employee performed based on the Performance Plan for the previous evaluation period. This is called the “Performance Evaluation Session.” When this session is concluded, the employee should clearly know how the supervisor feels about performance during the evaluation period, including where the employee excelled and where performance did not meet the objectives previously established. After the employee’s performance has been evaluated, performance objectives are set for the next evaluation period.

Preparing for Planning and Evaluation Session

Advance notice is essential. Both parties need ample time to prepare for the summing up of the previous evaluation period’s work plan and for planning for the year to come. Therefore, the supervisor should notify the employee several days in advance so that each can have time to prepare for the sessions.

The setting for these meetings has an important impact on their effectiveness. They should be private and free from distracting noise, activities, and interruptions. If physical facilities of this type are limited, it is the supervisor’s responsibility to do the necessary advance planning and coordination to obtain the best possible environment.

Sufficient time should be allowed so that the discussions can be unhurried. There is not set rule as to how long each session should last. The time required will depend largely on the frequency, breadth, and depth of earlier discussions with the employee. In general, new employees or those with substantial work performance problems will need more time that

“seasoned” employees who are performing in a fully satisfactory manner. The employee may have a number of items to discuss and there should be adequate time for the major concerns of both parties to be explored in detail.

The Planning Session

The Planning Session for the new employees is held at the start of their employment with the County. Planning sessions for employees who have completed their probationary period take place immediately after the evaluation of past performance is concluded. The purpose of the Planning Session is to determine priorities, to examine more effective ways of doing the assigned tasks, to assist the employee and the supervisor in reaching a common understanding as to what needs to be done and to give the supervisor the opportunity to determine if the work is being distributed properly.

As duties are discussed, the supervisor and employee should jointly explore ways of improving procedures and methods. They will want to discuss specific objectives which might cause the employee to “stretch” to attain higher levels of performance. This is where the supervisor can provide valuable advice to the employee as to how the employee might perform duties more effectively by changing methods or procedures.

The Evaluation Session

The evaluation session takes place immediately after the supervisor completes the rating. This session is probably the keenest test of a supervisor’s skill in managing people because each person is different and each is shaped by past work relationships. This presents an opportunity for the supervisor to recognize individual differences and to vary the approach accordingly. Suggestions for supervisors are:

- Put the employee at ease. Don’t be afraid to exchange a few pleasantries at first. The employee should be made to feel this is a positive experience.
- Listen. Determine what is important to the employee.
- Don’t interrupt. The employee may be just about to say something really significant.
- Take a positive approach. Don’t be afraid to praise good performance.
- Keep the focus on job performance. Criticism of the employee will only result in defensiveness.
- Avoid argument. State your view of the employee’s performance, but give the employee a chance to express opinions.
- Be constructive. Focus on what can be done to improve performance. Jointly develop plans for the future.
- Allow the employee to realize performance deficiencies.
- Try to lead the employee to work out solutions for problems. An employee who has input on courses of action is much more likely to follow them.
- Never dwell on a problem that has no solution.
- Gear your praise and criticism to the personality of the employee. Some

employees are upset by frank discussions while others prefer tough discussions.

- Be honest and realistic in your comments and your ratings.
- Be mindful of common rating errors.
- Remember that no amount of talk can change the past; all that can be changed is the future.
- Identify supervisory action which will support the employee.
- Identify employee actions aimed directly at improving performance on work tasks and assignments.
- End the interview on a positive note and thank the employee for meeting with you and taking an interest in the work place.
- Keep the content and the results of the session confidential.

While the evaluation deals with the past, its realistic value is its influence upon future performance and work relationships. Every employee in the County's system has the right to expect honest appreciation for things done well. The evaluation session is the place to recognize achievement, contributions, and improvement made by the employee. This is the best way to assure these will continue.

Supervisor's Documentation

Adequate written documentation is a key component of effective performance evaluations. Proper documentation is written and contains specific information such as: the date the documented performance occurred, what happened, what actions were taken because of performance, what events occurred because of the performance and what was expected or should have been done by the employee. Good documentation does not merely state a conclusion or an opinion. Both good and bad performance should be documented.

Employee Documentation

Employees are encouraged to document performance achievements. Documentation should contain dates and a specific description of what was accomplished and should not be a general statement of what occurred. The responsibility to document performance increases as the employee's tenure increases.