



ADMINISTRATIVE DIRECTIVE A-HR20

Employee Performance Planning and
Appraisal Process

Prepared By: Human Resources

Effective Date:

Previous Revision Date: April 25, 2006 (HR 020)

References: N/A

Function: Personnel

APPROVALS:

CAO _____

General Manager _____

Manager/HR _____

LAS Review Date: January 8, 2016

PURPOSE

To establish standards for ongoing performance management by providing performance feedback and regular performance evaluations.

DIRECTIVE STATEMENT

Parkland County believes it is appropriate that all employees have a clear understanding of what is expected of them, that performance is appraised regularly and the results of appraisals are reviewed with the employee. Effective performance management processes contribute toward the development of an efficient and skilled workforce capable of achieving the County's goals. The employee performance planning and appraisal processes:

- establish and maintain high standards of employee conduct
- encourage improved performance
- acknowledge competency
- improve communication between employees and management
- enable decisions regarding continuing employment, termination, compensation, and promotion.

DEFINITIONS

The following definitions and interpretations apply in this directive:

1. "Exceeds Expectations" means performance consistently exceeds most or all expectations and displays a high level of competence in virtually all achievements and how they are achieved. Minimum supervision is required. Consistently makes an observable and measurable contribution to Parkland County.
2. "Meets Expectations" means performance is consistent and meets most or all expectations for what is achieved and how it is achieved. Activities are carried out effectively in an orderly manner with a normal amount of supervision. Occasionally accomplished more than was expected.
3. "Needs Improvement" means performance does not meet expectations and/or is unacceptable and/or inconsistent. Immediate improvement is required in what the employee achieves and/or how objectives are achieved. More than normal supervision is required.

4. "Performance Review" means a meeting between a supervisor and employee for the specific purpose of discussing results and responsibilities; identifying those tasks which have been performed well and those which have not; discussing and agreeing upon what needs to be done to improve performance; and providing the employee with an opportunity to discuss problems and concerns.

SCOPE

This directive applies to all Parkland County employees.

MANAGEMENT RESPONSIBILITIES

Human Resources is responsible for reviewing and maintaining this directive.

STANDARDS

Performance Planning

1. Performance Planning is the process of letting employees know what will be expected of them during a set review period.
2. The supervisor will draft the appropriate information, in conjunction with the employee, which will enable the employee to understand the expectations (expectations, specific goals, projects or activities to be achieved, and Key Performance Factors which align with the department business plan. See Performance Management Guide for more detail).
3. The supervisor and employee will discuss and agree upon the performance objectives and the employee must be given a copy.
4. The employee's position description will be used when expectations are developed. The supervisor will ensure the position description is accurate and up-to-date.

Performance Appraisal

1. Employee performance shall be appraised formally (i.e. in writing) toward the end of the review period.
2. Employees must be evaluated on factors that are relevant to their jobs.
3. The supervisor shall prepare the appraisal and review it with the employee.
4. Employees are requested to sign the Performance Planning and Appraisal Form to acknowledge their participation in the Review process. An employee's signature on the form does not necessarily signify agreement with the review.
5. Employees may respond and write their own comments regarding the Review if there is disagreement about the contents of the Performance Planning and Appraisal Form.
6. Form should be referred to the next level of authority for review and signature. Once complete, the originals be sent to Human Resources for filing in the employee's personnel file. A copy shall be given to the employee, and the supervisor.

Timing of Appraisals

1. Performance review is an ongoing process. It commences the moment an individual is hired or placed in a position.
2. At a minimum employee performance appraisals shall be prepared:
 - a. For a probationary employee, prior to completion of the probationary period.
 - b. For a regular employee, at least once every twelve months.
 - c. When an employee changes positions within the County.
 - d. When there is a serious performance deficiency.

Performance Levels

1. It is not possible to describe levels of performance in an absolute and precise manner, such that they apply to all situations. The levels are, therefore, general, and should be applied on a "best fit" basis.
2. When a supervisor recommends an Exceeds Expectations overall evaluation, the General Manager/Chief Financial Officer (CFO) (Chief Administrative Officer (CAO) when applicable) must be notified and approve the rating prior to any discussions with the employee.
3. When a supervisor recommends a Needs Improvement overall evaluation, the General Manager/CFO (or CAO when applicable) must be notified prior to any discussions with the employee.
4. Employees on the Management/Professional/Administrative and Technical Support Salary Grids will advance one step for an overall rating of Meets Expectations.

Appeals

1. An employee whose performance summary is rated as Needs Improvement, shall have the right to appeal the rating, in writing, to their General Manager/CFO (or CAO when applicable) within fifteen (15) working days of the receipt of the appraisal.
2. An employee who is considering an appeal should discuss their concern with the supervisory level one up from their immediate supervisor before filing an appeal in attempt to resolve the matter.
3. The General Manager/CFO (or CAO when applicable) shall, within thirty (30) days of receipt of an appeal, discuss the appraisal with the employee, and the supervisor, and render a decision in writing to the employee.
4. The decision of the General Manager/CFO (or CAO when applicable) is final and no further appeals shall be available to an employee.