

Monterey County
Employee Performance Evaluation Policy

The Board of Supervisors, for the County of Monterey, hereby adopts the following policy with regard to employee performance evaluation:

Establishment of Employee Performance Evaluation System

It is important that each County employee be kept informed on a regular basis of the extent to which their performance is satisfying the standards required for their position. In recognition of the need to keep employees so informed, each County department head will be responsible beginning no later than October 2, 1982, for implementing and maintaining an employee performance evaluation system within their department which is consistent with the provisions of this policy. Each County department shall have their performance evaluation system reviewed by the Personnel Division of Administrative Management prior to and during the period of implementation.

Purpose of Performance Evaluations

The purpose of employee performance evaluations shall be to:

- A. Record how employee's performance meets the requirements of the job.
- B. Identify employee's strengths and weaknesses and incorporate a plan of action to:
 1. Refine and develop strengths
 2. Bring performance up to standard in the case of weaknesses.
- C. Assist the employee and the employee's supervisor in an effort to attain the highest level of employee performance.
- D. Reinforce performance standards with employee.

Evaluation Methods

Employees shall be kept informed as to which supervisor will be responsible for the preparation of their performance evaluation. At the beginning of the rating period, it is expected that the employee's supervisor will communicate to the employee the performance standards to be used in their evaluation. In addition, each department will keep its supervisory employees informed of the procedures to be followed in evaluating employee performance.

Evaluation methods shall be so devised as to gain significant facts concerning:

1. The details of the quality and quantity of work performance and
2. The conduct and work habits of the employee and

3. Other factors having bearing on the employee's performance.

Such facts shall be reported by the employee's supervisor based upon first-hand observation or knowledge or may be determined by investigation of the department head or both. An evaluation based upon such facts shall be prepared and presented by the employee's immediate supervisor. At the time of evaluation, the employee shall be given an opportunity to respond to the evaluator. The written evaluation shall be retained within the department's personnel file. Employees shall be informed of the ways in which evaluations will be used by the department as well as the staff who will have access to its results.

Evaluation Forms

County departments shall use their own evaluation forms to document employee performance where such forms exist. All departments are expected to develop and implement their own performance evaluation form by October 2, 1982. If no evaluation form exists within a department after October 2, 1982, such department shall use the general evaluation form provided by the County until such time as a departmental form is developed. The County general evaluation form shall contain an overall summary rating and definitions as follows:

1. UNSATISFACTORY The employee's work performance is inadequate and definitely inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.
2. IMPROVEMENT NEEDED The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
3. MEETS JOB STANDARD The employee's work performance consistently meets the standards of the position.
4. EXCEEDS JOB STANDARD The employee's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
5. OUTSTANDING The employee's work performance is consistently excellent when compared to the standards required of the job.

Each employee evaluated on the County general evaluation form shall be rated against the preceding criteria. All such evaluations shall include narrative remarks to support the overall rating and a space for employee comment.

Departments are encouraged to include a future development and performance objectives statement on the employee's evaluation form.

Performance evaluation forms, whether County or departmental, shall be provided and administered in a manner consistent with the provisions of this policy. All employees shall receive a copy of their performance evaluation and shall be given the opportunity to submit written comment related to the evaluation.

Frequency of Evaluation

Probationary employees shall be evaluated at least twice during their probationary period; once during the first four months of probation, and once prior to the completion of probation. Departmental management is encouraged to set a more frequent standard of evaluation where feasible.

Permanent employees shall be evaluated at least once a year. The evaluation process shall be completed prior to the permanent employee's anniversary date each year.

Where performance and/or disciplinary problems exist, each department shall evaluate the employee on a more frequent basis outlining:

1. The specific nature of the problem(s)
2. What action or standard is expected
3. When action or standard to be achieved
4. Date next evaluation to be given.

This procedure shall apply regardless of the employee's permanent or probationary status.

Use of Evaluation Results

The results of evaluations shall be taken into account as a general record of service in:

1. Determining employee's successful completion of the probationary period and eligibility for permanent status.
2. Determining employee eligibility for step increases within a salary range.
3. Considering employees for promotion or transfer.
4. Determining the merits of an employee's request for special considerations such as granting requests for leave of absence without pay, training and special job assignments.
5. Reviewing performance history, along with specific and immediate charges, to determine the need for disciplinary action against an employee.

6. Modifying the order of layoff during periods of financial constraint, reduction in work load or organizational change.

Performance Evaluation Request for Review

The following policy of evaluation review shall be provided for all employees:

Employees wishing a review of their evaluation rating may request such review through procedures established by the department and up to the department head provided that:

1. The employee is not in a probationary status.
2. Such request for review is filed in writing within five working days after the employee receives a completed copy of the evaluation. The written request must include the following in order to be considered for revision by the department head:
 - a. Identification of the evaluation to be reviewed by stating the date of evaluation, the name of the rater and the date evaluation received.
 - b. Statement of the ratings or comments believed to be incorrect.
 - c. Statement of the ratings or comments which the employee believes should be made on the evaluation.
 - d. Statement of facts substantiating each change requested.

The department head may either sustain or change the performance evaluation rating and will notify the employee of their decision in writing. In case of a change in the evaluation, a copy will be included with the department head's written decision to the employee.

CM:jm
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