

Polk County Wisconsin

EMPLOYEE PERFORMANCE REVIEWS

Policy 209

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Policy Statement

Polk County believes that employee performance reviews conducted on a regular and timely basis are a valuable employment tool, which benefits both employer and employee. Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Furthermore, it shall be the policy of Polk County that all of its employees shall be evaluated on a regular basis in accordance with the procedures outlined in this policy.

Frequency of Performance reviews

Probationary Period

All employees shall be subject to a performance evaluation during their probationary period. During the probationary period, the supervisor(s) and the employee shall discuss the job responsibilities, standards, and performance requirements of the new position. Informal performance evaluations are to be conducted throughout this period as needed to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals. All employees shall receive a formal performance evaluation not more than thirty and not less than five days prior to the end of their probationary period.

Annual Basis

All non-limited employees, except Department Heads, shall receive a formal performance evaluation not more than thirty days prior to or after their annual anniversary based on date of hire in their current position. Department Heads shall receive a formal performance evaluation by January 31st of each year.

Procedure Manual

The Employee Relations Department shall publish and maintain a performance management procedure manual that shall be subject to review and approval of the Personnel Committee.

Responsibility for Performance reviews

The primary responsibility for conducting employee performance reviews shall be as follows:

Regular Employees

Regular employees shall be evaluated by their immediate supervisor, annually, who shall consult with and consider the comments of their Department Head as to the review process used by the supervisor as well as specific items, which pertain to the employee. This consultation shall take place during the review writing process and prior to the interview with the employee.

Supervisors

Supervisors shall be evaluated by their immediate supervisor annually.

Department Heads

Non-elected Department Heads shall be evaluated by their governing committee, annually, who shall consult with the Employee Relations Director as to the review process used by the committee. This consultation shall take place during the review writing process and prior to the interview with the employee. Each member of the committee shall complete a performance review document, and the performance interview with the employee shall be conducted by the committee. Prior to the interview, the committee shall by majority vote make a determination as to the overall performance of the Department Head. Any plan of corrective action proposed must also be approved by majority vote of the committee.

Review Procedures

Preparation

The evaluation process should be an unending cycle of activity, which begins when the employee is first hired and continues on a regular basis until they separate employment from the County. In order to facilitate this process, supervisors, Department Heads, and governing committee members are encouraged to keep supervisory notes throughout the year. In addition, formal and informal meetings may be held with employees to discuss various aspects of their performance, which demand immediate attention.

The employee's job description shall serve as the initial basis for the performance review. Information relevant to the review may be considered from sources internal or external to Polk County. Previous reviews, supervisory notes, and other information in the employee's personnel file which, pertains to the review period, should also be consulted. Finally, the employee should be asked to complete a self-evaluation as part of the preparation phase.

Writing the Review

All employee performance reviews shall be conducted using standardized forms developed by the Employee Relations Director and approved by the Personnel Committee. The Employee Relations Director shall design a standardized form for each type of position to be evaluated. The procedures will be delineated in the Performance Management Procedural Manual.

There shall be a section detailing a *Plan of Corrective Action*. The Plan shall detail all of the elements in which the employee's performance was deemed to be unsatisfactory, and for each element shall contain specific corrective actions which are to be taken by the employee to remedy the deficiency. In addition, there shall be a target compliance date established for each item, by which time the employee's performance must be satisfactory. Compliance dates shall be set no more than ninety (90) days after the review interview is conducted with the employee unless it is determined by the reviewer that it is impossible for the employee to meet the deadline, in which case another date may be set.

Interview with Employee

Each employee shall be given a performance review interview. The purpose of the interview shall be to review each section of the performance review with the employee through a face-to-face and personal format designed to enhance the employee's understanding of the written document. In addition to the Performance Review document, the self-evaluation conducted by the employee shall be discussed. Employees shall be encouraged to ask questions during this process, and to offer comments appropriate to the performance review process. Employees shall have an opportunity to make written comments in the "Employee Comments" section of the document. The employee may take up to seven (7) days after the interview to add comments to the document.

If the employee performance review calls for the implementation of a Plan of Corrective Action, it shall be discussed with the employee during the interview. The employee shall be encouraged and given an opportunity to contribute towards the final version of the plan. Prior to the end of the interview, the reviewer shall verbally enumerate the expectations of the employee that are detailed in the plan and the deadline for the employee to meet those expectations.

Employees Completing Probation

If the employee's performance is determined to be satisfactory, the employee shall be granted non-represented status in their position in accordance with the guidelines of the County position administration Policy 881. If the employee's performance is determined to be unsatisfactory in one or more areas, their employment with the County shall be terminated, unless the employee's supervisor determines that a corrective plan of action is warranted. The employee's employment with the County may continue subject to a corrective plan of action, and to extend the probationary period for a specific length of time. Corrective plans of action shall be implemented subject to the guidelines set forth in this policy. The employee may continue employment with the County until a subsequent performance review is conducted at which time a final decision regarding the employee's status shall be made. If the employee refuses to agree

to a corrective plan of action or an extension of the probationary period, the employee's employment with the County shall be terminated.

Non Limited Employees

Non-Limited employees that receive a satisfactory review shall have the review made part of their permanent work record and shall continue in their current employment status with the County.

In the event the employee receives an unsatisfactory review, a corrective plan of action shall be implemented subject to the provisions of this policy. A subsequent performance review shall be scheduled to determine if the employee has attained satisfactory performance in the areas of deficiency. If this subsequent performance review determines that satisfactory performance has been attained, the review shall be made part of the employee's permanent work record along with the initial review and the plan of corrective action, and the employee shall continue in their current employment status with the County. If it is determined that the employee's performance is still unacceptable, the supervisor, Department Head, or in the case of Department Heads, the governing committee shall take such further steps as they deem appropriate and that are consistent with the County's personnel policies including but not limited to other actions deemed appropriate to ensure employee performance will reach an acceptable level.

Confidentiality

All records pertaining to employee performance reviews are considered to be confidential in nature. Supervisors, Department Heads, and governing committees shall be held to a strict standard of confidentiality and are prohibited from discussing the details of any performance review with anyone except the employee, a duly authorized representative of the employee, or other person(s) participating in the drafting of the review. Except as specifically provided for under County Ordinances, State Statutes, or Federal Law, no record of an employee's performance review may be made available to any individuals except the employee or a duly authorized representative of the employee, without the express written consent of the employee. The Department of Employee Relations shall receive the original employee performance reviews to ensure Polk County's compliance with its legal and contractual obligations. All meetings conducted as part of the review process shall be closed to the public in accordance with County Ordinances, State Statutes, or Federal Law. No County Board Supervisor shall be allowed to sit in on, attend or participate in the closed session meeting of a governing committee or Board that is conducting the performance evaluation of any Department Head.

Individuals found to have violated the confidentiality requirements of this policy shall be subject to the disciplinary policy of the County and in the case of elected officials, possible censure by the County Board.