

Purpose

In order to attract and retain a highly qualified and competent work force, Rockdale County has instituted an annual performance management program to align its employees' performance and behavior with its business goals and objectives. It ensures employees understand their job duties and are provided feedback so they can obtain and/or sustain a high level of job performance. This program is designed to provide a fair and equitable approach to evaluating employee's job performance based on agreed upon performance evaluation criteria.

The Performance Management Program consists of setting performance evaluation criteria, completing 90-day assessment protocol for new hires, identifying developmental needs, goal development, providing on-going feedback, progressive discipline by implementing performance improvement plans, if necessary, and conducting year-end appraisals. Through this program, employees will receive constructive work reviews designed to recognize good work performance and address performance and skill developmental needs and interests.

Eligibility

All regular full-time and part-time employees of Rockdale County Board of Commissioners are eligible to participate in this program. Newly hired employees from January 1 through July 31 of that current year will also be eligible to participate in the performance appraisal portion of this program. If an Elected Official of Rockdale County desires to participate in this program, their regular full-time and part-time employees may participate per any eligibility standards set by the Elected Official.

EVALUATION STRUCTURE

Performance Evaluation Criteria

Each employee will be evaluated in two areas:

- **L.E.A.D.E.R.S.H.I.P. Value demonstration** – these areas are:
 - L- Listening (Communication)
 - E- Execution (Job Knowledge & Skills)
 - A- Attitude (Change Management)
 - D- Dependability (Time Management)
 - E- Education (Professional Development/Training)
 - R- Risk & Safety (Initiative)
 - S- Service (Customer Service -Internal & External)
 - H- Harmony (Teamwork)
 - I- Integrity (Ethical Standards)
 - P- Productivity (Efficiency)

- **Employee's involvement in achievement of organizational goals**
 - Up to 3 Organization/Departmental/Personal Goals
 - Qualitative criteria should be used as much as possible.
 - SMART goals (Specific, Measurable, Attainable, Realistic and Time-bound.)

- The rating scale (what constitutes a “1” through “3”, with a “3” being the ultimate objective) shall be written into the goals so that both the supervisor and the employee have a clear understanding of how they will be rated based upon the level of completion of the goal.

Performance Evaluation 4-Point Scale

These are the general definitions in our performance evaluation rating scale:

- 4 = Top Performer:** Extraordinary performance; work is exemplary and professional, exceeds job requirements and results expected by a substantial degree.
- 3 = Strong Performer:** Above expectations; most work is characterized by accomplishments beyond the job requirements; significantly and regularly performs at a level above that expected.
- 2 = Solid Performer:** Fully meets job requirements; is consistently effective and competent; achieves results expected.
- 1 = Needs Improvement:** Needs some improvement to fully meet job requirements; work is acceptable in most respects but does not fully meet expectations.

Each factor under the L.E.A.D.E.R.S.H.I.P. value will have its own unique definitions for the rating scale listed above.

PERFORMANCE MANAGEMENT PROCESS

Performance Evaluation Criteria Established

The process starts with the Chairperson or Elected Official meeting with his/her direct reports to set the goals that each direct report will be working on for that year. Each direct report's performance evaluation criteria will be set at that time.

Each supervisor meets individually with his/her employees. The meeting consists of the supervisor:

- Reviewing the job description with the employee
- Working with the employee to develop the performance criteria that will be used to evaluate the employee's job performance for the coming year:
 - How the employee performs their job in conjunction with the L.E.A.D.E.R.S.H.I.P. value factors
 - How the employee aligns with the department's goals for the year
 - When the goals are set for the year, the supervisor and employee clearly discuss what the goal will be, what will constitute a “3”, what it would take to get a “2”. It also must be made clear what would constitute a “1”.
- Discussing with the employee any developmental needs the employee has, these can be based upon the Supervisor's observations or the employee's request
- Developing an action plan to implement the developmental needs
- Discussing with the employee what the expectations are regarding the schedule of the performance reviews and how the performance evaluation scale works

Prior to the supervisor and employee signing the form showing the agreement of the performance evaluation criteria, the supervisor shall review the goals criteria with their next level supervisor or Department Head for approval. The next level supervisor or Department Head will be reviewing the goals to ensure that they are worthwhile goals in conjunction with the Departmental goals and that the rating scale has been clearly defined in the goal.

After the approval from the next level supervisor or Department Head is obtained, the Performance Evaluation Form is to be signed by both the employee and the supervisor signifying agreement upon the performance evaluation criteria that will be used for that year.

On-going Feedback/Coaching

Between the establishment of the performance evaluative criteria and throughout the rest of the year, supervisors should be regularly providing feedback and discussing the progress of the employee's established goals. If employees are doing a good job, that should be recognized and positively reinforced. If the employee is having difficulty performing their job, appropriate guidance should be provided, through coaching. If the coaching is not helping, the Supervisor should consider taking a more formal approach in helping the employee succeed through utilizing the progressive discipline process and implementing a job performance improvement plan.

Year-End Review

In October, the employee would complete a self-evaluation and forward it to their supervisor. The supervisor needs to complete the Performance Evaluation Form for each of his/her employees based upon the previously agreed upon performance evaluation criteria. Prior to meeting with the employees, the supervisor is to review his/her appraisals and scoring with their Department Head or Elected Official. The Department Head or Elected Official will in turn confer with the Talent Management Director prior to any discussion with the employees.

After the final approval is given to the Supervisors from their Department Heads or Elected Officials, the supervisor is to meet with his/her employees to provide the employees with the year-end report on their job performance.

There should be **NO discussion** regarding any potential pay increase with the employee at that time. In December, the Finance Director and the Chairperson will determine if there will be any merit increase budget:

- Merit increases are not guaranteed
- If there is a merit increase budget, any increases will be tied to the employee's performance rating
- A matrix will be developed and there will be a determination made in conjunction with the Talent Management Director as to where the cut off is for any increases
- When Supervisors review the performance evaluation ratings with the employees there should be no conversation around merit increases because there will be no information to share at that time
- A separate communication will go out to Supervisors and one to employees explaining any merit increases
- Any increases would go into effect in January of the following year

The performance evaluation form is to be signed by the employee, the Supervisor and Department Head/Elected Official. A copy is given to the employee.

Performance Management Program Review Schedule

- August -Training
- October -Evaluations
 - 1-15; Self Evaluations
 - 16-31; Manager Reviews
- November 1-15 Talent Management Approvals
- January 1- Proposed Increases

Rebuttal

If the employee does not agree with the Year-End Appraisal, they can discuss the matter with their next level of management or Department Head/Elected Official. The Department Head/Elected Official is the final level in this matter, his/her decision is final. A rebuttal of a performance evaluation is not covered by the Appeals Process.

There should be no expectation of a guaranteed increase in salary by any employee. Rockdale County reserves the right to modify, suspend or cancel this evaluation process at their business discretion. The county will attempt to notify employees in this event.

Amendments

The county reserves the right to delete, modify, amend or terminate this policy at any time, with or without prior notice. Future additions, rescissions and amendments to this Policy shall also have the fore and effect of law, upon approval by the Board of Commissioners. This Policy does not establish a contract between the County and any employee.

Approvals

Approved this 10th day of December 2019 and shall become effective January 1, 2020.

Rockdale County, Georgia
Board of Commissioners

By: 
Osborn Nesbitt, Sr., Chairman

Attest:

By: 
Jennifer Rutledge, County Clerk