RESOLUTION 2007-02

A RESOLUTION REGARDING THE LINCOLN COUNTY PERFORMANCE EVALUATION POLICY AND REQUIRED FORMS.

WHEREAS, it has been determined by the Board of Lincoln County Commissioners that a need exists for the implementation of a consistent performance evaluation system to evaluate Lincoln County employees, supervisors and department heads and a procedure is further needed to effectively and consistently implement that system.

WHEREAS, specific forms for each department shall be adopted by this Board and shall be used by all departments and supervisors to evaluate the employees, supervisors and department heads of Lincoln County.

NOW, THEREFORE, the Board of Lincoln County Commissioners hereby resolves as follows:

- 1. A Performance Evaluation Policy is hereby adopted by this Board. A copy of said Performance Evaluation Policy is incorporated by reference in this resolution.
- 2. Evaluation forms for employees, supervisors, and department heads shall be created and shall be adopted by this Board. A copy of said Lincoln County Employee Performance Evaluation and Lincoln County Supervisors/Department Head Performance Evaluation are incorporated by reference in this resolution.
- 3. The policy, procedure and forms adopted hereunder shall become effective upon passage of this resolution.

DATED this 16th day of January, 2007.

ATTEST:

Dawn M Harlow
County Clerk

APPROVED AS TO FORM

Jennifer Hare
Lincoln County Attorney

BOARD OF COUNTY COMMISSIONERS OF LINCOLN COUNTY, KANSAS

Al Joe Wallace, Chairman

Terry L Finch, Vice-Chairman

Steven R Errebo, Member

Performance Evaluation Policy

Purpose and Scope

To establish a performance based evaluation system for Lincoln County employees, which provides for an objective, consistent and uniformed method of measuring on-the-job performance. This policy is applicable to all employees of Lincoln County.

Frequency

Each employee's performance will be reviewed after the first six months of employment. The intention of this evaluation is to provide an opportunity for the supervisors to educate new employees on the areas of performance needing improvement on the part of the employee.

Each employee's performance shall be evaluated after one year employment and once each year following. This will allow for improvement to be measured and for updating of job descriptions. The employee's immediate supervisor shall be responsible for conducting the evaluation. Department Heads will be evaluated by the Board of County Commissioners.

Objective of Performance Evaluation

The performance evaluation is designed to provide employees with feedback relating to their individual strengths and areas requiring growth during each evaluation period. A competent evaluation involves setting goals and standards; clearly communicating performance expectations; assisting staff in accomplishing work assignments; identifying and correcting weaknesses or opportunities for development; recognizing and encouraging strengths; discussing positive purposeful approaches to meeting goals; and evaluating the results.

The performance evaluation is designed to stimulate dialogue between the employee and the supervisor. Evaluations are used to encourage both parties to commit to goals that will be accomplished during the next evaluation cycle. It is intended to merely formalize a feedback process which is continually occurring between the employee and the supervisor. It is also used to determine whether the employee's performance and productivity have been sufficient to warrant a pay increase. This process should be a comfortable experience for both parties.

Guidelines

The Performance Evaluation form should be given to the employee to acquaint them with the format and to provide them the opportunity to consider their personal goals and objectives for the upcoming year. The same form will be used for all employees and a separate form will be used for supervisors and department heads.

Prior to the meeting, the employee, independently completes the Self Evaluation form and reviews their current job description.

The supervisor completes the Performance Evaluation and reviews the employee's job description. The evaluation shall be based on job performance and qualification, which shall be based on each position's

job description and work standards. Factors, such as, personal habits and outside activities shall not be considered if they are not directly related to the job.

The supervisor and the employee shall meet to discuss performance and to establish goals and objectives. The supervisor reviews expectations and personal effectiveness. The evaluation should give the employee a clear picture of where the employee stands in terms of performance standards and provide the employee the opportunity to express thoughts or disagreement with any points made in the evaluation.

The supervisor and employee review the employees Self Evaluation and job description. Any changes needing to be made to the employee's job description shall be noted and forwarded to the Human Resource Office for update.

The supervisor and employee sign the final document.

All Performance Evaluations shall be reviewed by the Board of County Commissioners prior to being placed in the employees personnel file. The Board of County Commissioners shall determine appropriate wage increases based on the employees performance evaluation.

Lincoln County Employee Performance Evaluation

Employee Name:	
Job Title:	
Department:	
Supervisor:	
Date of Last Review:	

Objective

The performance evaluation is designed to provide employees with feedback relating to their individual strengths and areas requiring growth during each twelve months of their employment. A competent evaluation involves setting goals and standards; clearly communicating performance expectations; assisting staff in accomplishing work assignments; identifying and correcting weaknesses or opportunities for development; recognizing and encouraging strengths; discussing positive purposeful approaches to meeting goals; and evaluating the results.

The performance evaluation is designed to stimulate dialogue between the employee and the supervisor. Evaluations used are to encourage both parties to commit to goals that will be accomplished during the next evaluation cycle. It is intended to merely formalize a feedback process which is continually occurring between the employee and the supervisor. It is also used to determine whether the employee's performance and productivity have been sufficient to warrant a pay increase. This process should be a comfortable experience for both parties.

Responsibilities

The evaluation process should be based on the department's overall goal. Goals should be set in which progress can be measured.

The Performance Evaluation process should take place after 6 months of employment, after 1 year of employment and at least once a year thereafter. This will allow for improvement to be measured and for updating of job descriptions.

Process

The Performance Evaluation form should be given to the employee to acquaint them with the format and to provide them the opportunity to consider their personal goals and objectives for the upcoming year.

Prior to the meeting, the employee, independently, completes the Self Evaluation form and reviews their current job description.

The supervisor, independently, completes the Performance Evaluation and reviews the employee's job description.

The supervisor and the employee meet to discuss performance and to establish goals and objectives. The supervisor reviews expectations and personal effectiveness. The supervisor and employee review the employees Self Evaluation and job description. The supervisor and employee sign the final document.

Rating Scale

Unsatisfactory

Performance is inadequate (below minimum acceptable standards and expectations). Performance often fails to meet basic position expectations, responsibilities, and is unacceptable. Performance is causing problems/inconveniences/hardships for the department and/or coworkers and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue. Employees with an overall rating of Unsatisfactory are not eligible for salary increases. (1 Point)

Needs Improvement

Performance only meets the minimum standards and expectations. Performance is generally "acceptable", but improvement is needed and expected. This rating indicates a deficiency in work quantity and/or quality, lack of understanding of the job's duties, and/or an inability to complete tasks as assigned. Performance at this level may cause the department and/or coworkers some problems or inconveniences, or tend to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". (2 Points)

Meets Job Requirement

Performance fully meets standards and expectations. The individual performing at this level is considered a stable and skilled performer by coworkers and immediate supervisor. The employee's work is of satisfactory quality, and quantity of work performed by the employee is adequate. Performance, at times may be higher or lower, but is overall average to the Meets Job Requirement level. (3 Points)

Exceeds Job Requirement

Performance EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers and immediate supervisors. Performance is characterized by notable skill, initiative, and superior job knowledge. The employee's work is of high quality, quantity if work performed is more than expected, and the employee shows the ability to complete tasks independently. This individual's performance exceeds most other employees in the same position. (4 Points)

Outstanding

Performance SIGNIFICANTLY EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers, immediate supervisor, higher level management and others. This individual suggests and initiates improvements/changes and through own performance has materially enhanced effectiveness of the department or work area. The employee completes tasks with little or no direction. The employee's work product substantially exceeds the quality and quantity expected, rarely requires corrections or revisions and free from errors. Performance is generally not equaled by others (current and/or former employees in the same position). (5 Points)

Employee Name:	Position:
 Job Skills and Knowledge Demonstrates knowledge and understanding of job duties, equipment, and appropriate work methods Applies knowledge of skills to produce quality work Completes assignments in a thorough and accurate manner Able to perform wide variety of job related tasks 	Performance Discussion Rating:
Responsibility Performs responsibilities as specified in the job description Performs tasks thoroughly and on time, works within departmental guidelines Produces work that is accurate and purposeful Makes sound recommendations and/or decisions Makes effective, economical use of materials	Performance Discussion Rating:
 Public Relations Maintains courtesy and diplomacy with public/clients Makes self available to respond to public/client needs Prevents unnecessary delays When necessary, communicates policies to the public/client effectively and accurately Listens and communicates well with public/clients 	Performance Discussion Rating:
 Problem Solving Able to isolate and define problem areas Participates constructively in group problem solving Considers alternatives and consequences before making decisions Finds innovative and improved ways of doing things 	Performance Discussion Rating:

Employee:	Position:
 Adheres to priorities and deadlines Follows through on assignments despite setbacks Eliminates unnecessary duplication Produces neat, accurate, thorough, and organized work Demonstrates flexibility in responding to priorities and organizational changes 	Performance Discussion Rating:
 Willing to assume new and challenging assignments Expends the effort and time necessary to do the job well Routinely shows an interest in improving knowledge and skill level Is able to work independently or within a group Offers suggestions to solve problems or improve operations Adapts to changes in work environment 	Performance Discussion Rating:
 Attendance/Appearance Reports to work as scheduled Follows call-in and approval procedures for time off Requests and uses leave appropriately Arrives to meetings and appointments on time Appearance and personal hygiene conform to work requirements and regulations and standards expected of County employees. 	Performance Discussion Rating:
 Expresses ideas and information accurately and understandably in both oral and written form Interacts and cooperates with others in a manner expected of County employees Resolves conflicts effectively Shows interest in the job and County Exhibits positive attitude and contributes to positive department moral 	Performance Discussion Rating:

Employee: Position:	
 Follows all safety rules, regulations and procedures Attends training when required Makes certain that equipment, tools, and machinery are being used and maintained properly Reports an injury or equipment problems in a timely manner 	Performance Discussion Rating:
Communication	Performance Discussion
 Demonstrates ability and willingness to communicate and listen Writes and speaks in an understandable, complete, accurate and positive manner Communicates with outside agencies, other departments, peers and supervisors Accepts constructive criticism and feedback from internal and external sources Keeps supervisor informed 	
	Rating:

Overall Assessment:

Areas that require improvement:

Goals for the upcoming year:

Overall Performance Rating

For each Factor, list the appropriate point value based on the employee's performance rating.

Chairman, Board of Commissi	oners Date	Human Resource Off	icer Date
Employee Signature	Date	Evaluator/Supervisor	Date
My signature acknowledges the indicate agreement with the co	nat this performance	e evaluation has been discusse	ed with me. It does not
			U 12
Total of all Factors		Overall Performance	Rating
Communication			
Safety			
Interaction with Others			
Attendance/Appearance			
Initiative	-		
Organization			
Problem Solving			
Responsibility Public Relations	***************************************		
Job Skills and Knowledge	****		
Factor	Points	S	
Unsatisfactory Needs Improvement Meets Job Requirement	10-15 Points 16-25 Points 26-39 Points	Exceeds Job Requirements Outstanding	36-45 Points 46-50 Points
I Insatisfactory	10 15 Doints	Para de La Danie	40 36-45 Points

Self Evaluation

No Wi	Note: This data is for informational purpose only. The way you fill this o will help Lincoln County determine if changes need to be made within our s	ut will not effect your evaluation. Your feedback system.
E	Employee Name:	Date:
	Please respond to the following questions: 1. Summarize any changes to your primary job duties, which description for review and update.	also must be noted on the accompanying
2.	2. What do you like the most about your job?	
3.	3. What do you like the least about your job?	
4.	4. What changes/improves would you like to see implemented	?
5.	5. What are your career objectives?	

Rate the following:

	Excellent	Good	Fair	Poor	N/A
Your Wage					
Employee Benefits					
Supervision					
Administration					
Communication				======	
Your Job Duties					
Job Safety					
Employee Facilities					
Job Security					
Recognition of Efforts					
Workload					
Working Conditions					
Fair Treatment					
Policies/Procedures(County-Wide)					
Policies/Procedures (Department)					

Lincoln County Supervisor/Department Head Performance Evaluation

Employee Name:	
Job Title:	
Department:	
Supervisor:	
Date of Last Review:	

Objective

The performance evaluation is designed to provide employees with feedback relating to their individual strengths and areas requiring growth during each evaluation period. A competent evaluation involves setting goals and standards; clearly communicating performance expectations; assisting staff in accomplishing work assignments; identifying and correcting weaknesses or opportunities for development; recognizing and encouraging strengths; discussing positive purposeful approaches to meeting goals; and evaluating the results.

The performance evaluation is designed to stimulate dialogue between the employee and the supervisor. Evaluations are used to encourage both parties to commit to goals that will be accomplished during the next evaluation cycle. It is intended to merely formalize a feedback process which is continually occurring between the employee and the supervisor. It is also used to determine whether the employee's performance and productivity have been sufficient to warrant a pay increase. This process should be a comfortable experience for both parties.

Responsibilities

The evaluation process should be based on the department's overall goal. Goals should be set in which progress can be measured.

The Performance Evaluation process should take place after 6 months of employment, after 1 year of employment and at least once a year thereafter. This will allow for improvement to be measured and for updating of job descriptions.

<u>Process</u>

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The supervisor, independently, completes the Performance Evaluation and reviews the employee's job description.

The supervisor and the employee meet to discuss performance and to establish goals and objectives. The supervisor reviews expectations and personal effectiveness. The supervisor and employee review the employees Self Evaluation and job description. The supervisor and employee sign the final document.

Rating Scale

<u>Unsatisfactory</u>

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Needs Improvement

Performance only meets the minimum standards and expectations. Performance is generally "acceptable", but improvement is needed and expected. This rating indicates a deficiency in work quantity and/or quality, lack of understanding of the job's duties, and/or an inability to complete tasks as assigned. Performance at this level may cause the department and/or coworkers some problems or inconveniences, or tend to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". (2 Points)

Meets Job Requirement

Performance fully meets standards and expectations. The individual performing at this level is considered a stable and skilled performer by coworkers and immediate supervisor. The employee's work is of satisfactory quality, and quantity of work performed by the employee is adequate. Performance, at times may be higher or lower, but is overall average to the Meets Job Requirement level. (3 Points)

Exceed Job Requirement

Performance EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers and immediate supervisors. Performance is characterized by notable skill, initiative, and superior job knowledge. The employee's work is of high quality, quantity if work performed is more than expected, and the employee shows the ability to complete tasks independently. This individual's performance exceeds most other employees in the same position. (4 Points)

Outstanding

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Employee Name:	Position:
Job Skills and Knowledge • Demonstrates a comprehensive knowledge and understanding of job duties, equipment, and appropriate work methods for department • Applies knowledge of skills to produce quality work • Completes assignments in a thorough and accurate manner • Able to perform wide variety of job related tasks Responsibility	Performance Discussion Rating:
 Performs responsibilities as specified in the job description Performs tasks thoroughly and on time, works within departmental guidelines Produces work that is accurate and purposeful Makes sound recommendations and/or decisions Makes effective, economical use of materials 	Performance Discussion Rating:
Dublic Deletions	
 Public Relations Maintains courtesy and diplomacy with public/clients Makes self available to respond to public/client needs Prevents unnecessary delays When necessary, communicates policies to the public/client effectively and accurately Listens and communicates well with public/clients 	Performance Discussion
r	Rating:
 Problem Solving Able to isolate and define problem areas Participates constructively in group problem solving Considers alternatives and consequences before making decisions 	Performance Discussion

Employee:	Position:
 Adheres to priorities and deadlines Follows through on assignments despite setbacks Plans and schedules work for self and employees in an effective and efficient manner Eliminates unnecessary duplication Produces neat, accurate, thorough, and organized work Demonstrates flexibility in responding to priorities and organizational changes 	Performance Discussion Rating:
 Willing to assume new and challenging assignments Expends the effort and time necessary to do the job well Routinely shows an interest in improving knowledge and skill level Is able to work independently or within a group Adapts to changes in work environment 	Performance Discussion Rating:
 Attendance/Appearance Reports to work as scheduled Requests and uses leave appropriately Arrives to meetings and appointments on time Appearance and personal hygiene conform to work requirements and regulations and standards expected of County employees. 	Performance Discussion Rating:
 Expresses ideas and information accurately and understandably in both oral and written form Interacts and cooperates with others in accordance with the standard expected of county employees Resolves conflicts effectively Shows interest in the job and County Exhibits positive attitude and contributes to positive department moral Shares information with other departments when appropriate 	Performance Discussion Rating:

Employee:	Position:
Safety	Performance Discussion
• Follows and Enforces all saf	
regulations and procedures	
Plans and Attends training session	
Makes certain that equipment,	
machinery are being used and r	naintained
properly	
Reports injuries in a timely mann	
Reports equipment problems in manner	
Keeps abreast of accident/inju	
within department and takes pro	per action Rating:
to correct Communication	Performance Discussion
Demonstrates ability and willi	
communicate and listen	ingliess to
 Writes and speaks in an under 	estandable,
complete, accurate and positive m	
 Communicates with outside agen- 	
departments, peers and	County
Commissioners	
Responds effectively and maintain of amotions under pressure.	ns control
of emotions under pressureAccepts constructive critici	sm and
feedback from internal and extern	
Leadership Qualities	Performance Discussion
• Fosters and encourages supp	
department to accomplish of	
follow procedures and accept sugg	
• Inspires confidence and re	spect in
department personnel	
 Motivates employees to achieve d goals and objectives 	epartment
 Promotes respect, honesty, interest 	grity, and
fairness to all	Rating:
Budgetary Controls	Performance Discussion
 Controls costs by effectively utili 	zing staff,
material and equipment	
 Carefully monitors expenditures a within budget constraints 	and works
 Contributes to planning by 	providing
comprehensive justification for	-
requests	
_	horoughly
prepares annual budget	
	Rating:

Employee:	Position;
Disciplinary Measures	Performance Discussion
 Prompt in addressing disciplinary problems 	
Handles disciplinary action appropriately	
and timely	
• Reacts and applies disciplinary measures fairly to all employees	Rating:
Organizational Development	Performance Discussion
Promotes Teamwork/cooperation	1 CHOIMANCE DISCUSSION
• Promotes and actively participates in	
organizational development	
 Solicits ideas from other departments when 	
appropriate	
 Accepts Commissioners decisions and 	
works toward achieving their goals	Rating:
Supports County objectives Management Skills	
Trains, coaches and develops employees	Performance Discussion
 Delegates responsibility and authority 	
 Focuses on achieving results in an effective 	
and timely manner	
• Communicates and executes County	
policies	
 Clearly defines responsibilities and 	
authority limits to employees	
Recognizes individual capabilities and	
assigns work accordingly	
• Focuses on performance rather than personality in relating to others.	Rating:
personanty in relating to others.	

Overall Assessment:

Areas that require improvement:

Goals for the upcoming year:

Overall Performance Rating

For each Factor, list the appropriate point value based on the employee's performance rating.

Unsatisfactory

Unsatisfactory Needs Improvement Meets Job Requirement	23-37	Points Points Points	Exceeds Job Requirements Outstanding	53-67 Points 68-75 Points
Factor		Point	s	
Job Skills and Knowledge				
Responsibility				
Public Relations				
Problem Solving				
Organization				
Initiative				
Attendance/Appearance				
Interaction with Others				
Safety				
Communication				
Leadership Qualities				
Budgetary Controls				
Disciplinary Measurer				
Organizational Development				
Management Skills				
Total of all Factors			Overall Performance	Rating
My signature acknowledges tindicate agreement with the co	hat this	s performanc	e evaluation has been discusse	ed with me. It does not
Employee Signature		Date	Evaluator/Supervisor	Date
Chairman, Board of Commiss	ioners	Date	Human Resource Officer	Date

Self Evaluation

Please respond to the foll 1. Summarize any chan description for review 2. What do you like the	owing questions:				
2. What do you like the	ges to your primary job	duties, which also	o must be note	ed on the acco	ompanying
	most about your job?				
3. What do you like the	least about your job?				
4. What changes/improv	es would you like to see	implemented?			
5. What are your career	objectives?				
Rate the following:					
Vour Wage	Excellent	Good	Fair	Poor	N/A

	Excellent	G00a	Fair	Poor	N/A
Your Wage					
Employee Benefits					
Supervision					
Administration					
Communication					
Your Job Duties				151 31 34	
Job Safety					
Employee Facilities					
Job Security					
Recognition of Efforts					
Workload					
Working Conditions					
Fair Treatment					
Policies/Procedures(County-Wide)					
Policies/Procedures (Department)					