

Subject: PERFORMANCE MANAGEMENT PLANNING

Date: December 10, 2008

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Replaces Policy Dated: August 16, 1999

PURPOSE: To establish a performance management process to promote open and clear two way communications that result in the continuous development of employees, improved performance, and the attainment of the goals and objectives of a high-performance organization.

STATEMENT OF POLICY: It is the policy of Pinal County to effectively apply the principles of performance management to achieve the strategic goals adopted by the Board of Supervisors. Performance management is the systematic process of: **planning** work and setting expectations, continually **monitoring** performance, **developing** the capacity to perform, periodically **rating** performance in a summary fashion, and **rewarding** good performance.

SCOPE: This policy applies to all full-time Pinal County employees in Pinal County, except employees of the Superior Court, Elected Officials, the County Manager, Clerk of the Board of Supervisors, and Internal Audit Officer.

PERFORMANCE MANAGEMENT PROCESS:

Employees shall be evaluated by their immediate supervisor using the performance management process outlined below. The Performance Management Plan, Interim Discussion/Feedback Guide, and the Performance Evaluation should be prepared by the supervisor and reviewed by at least one level of management before they are discussed with the employee.

Probationary employees shall be evaluated through the following process:

1. The initial Performance Planning Meeting will be held within thirty (30) days of employment with the County. This meeting will establish performance measures to be achieved during the probationary period. Prior to the end of this meeting an appointment will be established at a time approximately half way through the probationary period when an interim progress meeting should be held.
2. At least one Interim Discussion/feedback Meeting will be held half way through the probationary period in most instances after 90 days of employment with the County. If the employee is not progressing as expected, additional performance meetings may need to be held. The receipt of a satisfactory rating on an interim performance evaluation does not change the probationary employee's at-will employment status. During the probationary period, either the employer or the employee may terminate employment with the County for any or no reason.
3. Two weeks prior to the completion of the probationary period an end of probation performance evaluation must be conducted.
4. The next performance evaluation period for a newly tenured employee will be through the end date of the next regularly scheduled employee performance evaluation period in effect for County employees, unless there are fewer than ninety (90) days between the end of the probationary period and the standard evaluation period end date. If there are less than ninety (90) days between the end of the probationary period and the evaluation period end date, then the newly tenured employee will be evaluated during the following evaluation period, to include the additional (less than 90) days from the previous evaluation period.

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Annual Evaluations for regular status employees

- a. The immediate supervisor through discussion with his Appointing Authority/chain of command will ensure the performance goals and priorities established for the employee are consistent and aligned with the County and Departmental goals and objectives.
- b. The supervisor will conduct the Initial Performance Planning Meeting within thirty (30) days of the end of the evaluation period. Prior to the end of the Performance Planning Meeting the supervisor and employee will set a follow-up appointment for an Interim Discussion/feedback Meeting to be held within 180 days of the evaluation period.
- c. The Performance Management process requires participation in at least one Interim Discussion/feedback Meeting with the employee. If employee progress toward achieving the agreed upon performance goals and priorities is not satisfactory, more than one interim meeting may be necessary. It is the supervisor's responsibility to ensure sufficient performance feedback is provided to the employee throughout the course of the evaluation period to ensure satisfactory progress toward goal attainment is achieved.
- d. At the end of the evaluation period the supervisor and employee will meet to discuss and evaluate the employee's performance during the evaluation period. This meeting is a separate meeting from the Performance Planning Meeting mentioned above and the results of this meeting should be a significant factor in the development of the Performance Planning Meeting for the next evaluation period. For this fundamental reason the year end evaluation meeting must precede the next years Performance Planning Meeting.

Performance Management Plans, Interim Progress Meetings, and year end evaluations will be documented on forms provided by the Human Resources Department and will be completed and delivered to the Human Resources Department no later than February 15th. All three documents are to be submitted for each employee.

In the event a Supervisor fails to complete and submit all required evaluations by the February 15th deadline, the next scheduled Length of Service increase for that Supervisor, will be deferred by the amount of time which has lapsed between January 31 and the date all performance appraisals are received in Human Resources.

Every supervisory employee who produces and conducts performance appraisals must attend training in the performance management and appraisal process. The Human Resources Department provides such training at least once each year.