9.01 **Purpose**

The Employee Performance Appraisal System provides to employees, descriptions and evaluations of work expectations. The current system is an enhancement of tasks and performance standards approach that has been used since 1996.

Good performance appraisals benefit both employees and the organization. They promote common understanding of individual needs, work objectives and standards of acceptable performance. They also give employees and managers a useful tool to aid in employee development. The revised Employee Performance Appraisal System offers the following specific benefits:

1. Core Values measured
2. Supervisory and management skills measured
3. Standards tied to Job Description Questionnaire (JDQ)
4. Automatic calculations
5. Weighted measures

This section establishes procedures for appraising Career Service, Executive Support and EMS employee performance, completing the Employee Performance Appraisal System Form, and processing the form. Detailed instructions for the appraisal system are contained in the *Leon County Employee Performance Appraisal System Handbook*, which can be found on the County Intranet site. (Time tables will differ based on the type of appraisal being conducted.)

This section does not pertain to Senior Management employees. Senior Management employees will be assessed on the basis of their accomplishments and continuous improvement efforts as approved by the County Administrator.

9.02 **Types of Appraisals**

The following is a description of the types of performance appraisals:

1. **Probationary/Trial** - End of probation or trial period.
2. **Extension of Probation Period** - At time of request for extension.
3. **Annual** - One year from date of last review.
4. **Special** - Beginning at end of special probation or when performance substantially dropped during a review period.
5. **Change in Classification** - Promotion/demotion/transfer, etc.
6. **Separation** - Separation from County service, when it has been more than nine (9) months since the affected employee's performance has been evaluated.
9.03 **Responsibility for Appraisal**

The first week of each month, the Human Resources Division will notify Department Directors and Division Directors of employee appraisals due to be completed by the end of the month. The Performance Appraisal System Form (See template copy in Appendix M) shall be completed by the employee's immediate supervisor, be reviewed by the next level Supervisor, and then by the Division Director (or designee); be signed by the employee; and returned to Human Resources.

At six-month intervals the Human Resources Division will also notify Department and Division Directors of performance progress reviews due. These reviews are informal sessions where the employee and the supervisor meet to discuss the employee's status on performance standards and job tasks and contributions to unit work goals.

9.04 **Completion of the Employee Performance Appraisal System Form**

The Employee Performance Appraisal System Form (See County Intranet site) is used for Performance Planning, the Progress Review, and the Performance Appraisal. The directions included in the form should be followed precisely.

9.04.1 **Performance Planning**

The performance plan is a combination of the common factors and major functions. The common factors portion of the performance appraisal form contains one section to be used for all employees who are appraised- Career Service, Executive Support or EMS employees. A second section of common factors is for the Career Service, Executive Support or EMS employees who manage people or programs.

The major functions portion is for capturing any major functions that are not adequately addressed by the common factors. These major functions should be tied to the responsibilities outlined in the Job Description Questionnaire (JDQ). The JDQ should be kept current so that the employee’s major functions reflect the functions that are important to carry out the major goals and objectives of the work unit.

This phase is conducted at the beginning of the appraisal period according to the following schedule:

<table>
<thead>
<tr>
<th>Type of Employee</th>
<th>Planning Session Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Service and Executive Support Employees hired prior to October 1, 1975</td>
<td>On or about January 1</td>
</tr>
</tbody>
</table>
EMPLOYEE PERFORMANCE APPRAISAL

<table>
<thead>
<tr>
<th>Type of Employee</th>
<th>Conduct Performance Appraisal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Service, Executive Support and EMS employees hired on or after 10/1/75 as well as promotions and reassignments</td>
<td>Within two months of beginning of new employment, new evaluation period or new promotion</td>
</tr>
</tbody>
</table>

The steps to the Performance Planning process can be found in the Employee Performance Appraisal System Handbook located on the County Intranet site.

9.04.2 The Progress Review

A Progress Review session is a meeting between the supervisor and the employee to determine, informally, the employee’s performance since the plan was developed. The review allows the supervisor and employee to increase their level of communication concerning the employee’s ongoing performance.

When to Hold Progress Reviews
A Midpoint Progress Review is required six months into the appraisal year. However, Progress Reviews may be held more often if the supervisor notices an inadequate level of job performance. The employee may request a Progress Review if job changes occur during the appraisal period. A Special Appraisal may be conducted instead of a Progress Review.

The steps to the Progress Review process can be found in the Employee Performance Appraisal System Handbook.

9.04.3 The Employee Performance System Appraisal

The performance appraisal is conducted using the following schedule:

<table>
<thead>
<tr>
<th>Type of Employee</th>
<th>Conduct Performance Appraisal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Career Service and Executive Support Employees hired prior to October 1, 1975</td>
<td>January 1</td>
</tr>
<tr>
<td>2 Career Service, Executive Support and EMS Employees hired on or after October 1, 1975</td>
<td>First day of the month of most recent employment</td>
</tr>
<tr>
<td>3 Employee is promoted, demoted, reinstated, reclassified, or transferred within sixty (60) days prior to his or her annual Performance Appraisal date</td>
<td>Group Director may delay the performance appraisal for up to one hundred twenty (120) days to allow time for the supervisor to properly evaluate the employee in the new position</td>
</tr>
</tbody>
</table>
Prior to the Performance Appraisal Interview

1. The supervisor rates each performance standard, entering the whole number rating on the Employee Performance Appraisal System Form as follows:

   0 = Unacceptable
   1 = Development Needed
   2 = Fully Competent
   3 = Excelling

   The supervisor should document performance throughout the appraisal period, keeping written records of employee accomplishments. This information should be used in rating the employee’s performance.

2. The supervisor completes the narrative portions of the form except for the justification for the overall score.

3. The supervisor lists areas which need improvement along with recommendations for improvement. Notable performance by the employee is listed also.

4. The next-level supervisor and the Division Director reviews the partially completed appraisal, collaborating with the supervisor to resolve any areas of disagreement.

5. The supervisor and Division Director sign the appraisal to indicate agreement.

During and Following the Performance Appraisal Interview

6. The supervisor conducts the Performance Appraisal Interview with the employee to discuss the level of performance on each performance standard. The employee is encouraged to bring evidence of performance to this interview.

7. The following rating scale is used for interpreting the averaging of scores:

   Unacceptable = 0 - .99
   Development Needed = 1 - 1.99
   Fully Competent = 2 - 2.79
   Excelling = 2.80 - 3

8. The supervisor enters the calculations on the performance appraisal form and provides justification for the performance level.

9. The employee signs the performance appraisal.

10. The Group Director (or designee) distributes the completed Employee
11. Appraisal System Form as follows:

   Original to the Human Resources Office via the Group Director;

   Copy to the employee;

   Copy to the employee’s file in the Department;

9.05 **Employee Disagreement with Appraisal**

   If an employee disagrees with any statement in a performance appraisal, he or she may attach a written rebuttal of performance standards, job tasks, ratings or the overall appraisal to the Performance Appraisal System form in the County's Human Resources files. **Performance Appraisals are not grievable.**