



EL PASO COUNTY DEPARTMENT OF HUMAN RESOURCES

Performance Management and Evaluation Policy

Revised Date: October 23, 2017

I. Performance Management

- A. Performance management is a process by which managers and employees work together to plan, monitor, and review an employee's work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals. The fundamental goal of performance management is to promote and improve employee effectiveness. It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the department and the County.

II. Forms

- A. Annual Evaluation and Quarterly Coaching forms are located on the intranet within the HR section.

III. Performance Management Procedure

A. Annual Evaluation

1. Each regular employee shall be given a written performance evaluation by the end of each fiscal year, September 30th, or on the employee's anniversary date in their current position.
 - i. The due date of the evaluation is at the discretion of the Elected Official/Department Head and must be the same for the entire department.
 - ii. Elected Officials and Department Heads, or their designees, are responsible for completing annual evaluations and submitting them to the Human Resources Department in a timely manner but no later than October 5th of each year.
 - iii. Employees who are still within their probationary period on September 30th, will not receive an annual evaluation for that year, but should still receive a probationary evaluation at the appropriate time, when it is due.
 - iv. Failure to submit evaluations timely may result in the employee not receiving a step increase, should they be approved for that fiscal year.
2. The employee shall sign the form acknowledging receipt of the evaluation. Signing the form does not indicate the employee agrees with the evaluation.
3. Department Heads and Elected Officials must sign all evaluations.
4. Performance evaluations are not disciplinary actions and cannot be grieved through the Civil Service Commission.
 - i. Employees may submit a supplemental document detailing disagreement, if any, and the reasons supporting it within 7 days of receipt of evaluation to their Department Head/Elected Official.
 - ii. The Department Head/Elected Official shall respond to the employee by discussing reasons for the disagreement within 7 days of receipt from the employee.
 - iii. Annual evaluations will be finalized once the Department Head/Elected Official signs and approves the final evaluation. Once signed, there can be no further appeal.
5. The completed form shall be forwarded to the Human Resources Department for final review. The Human Resources Department may refer questionable evaluations to proper management levels for resolution.

B. Coaching and feedback

1. Additionally, supervisors are encouraged to communicate regularly with their employees. As such, providing ongoing feedback and coaching reports can assist with the annual evaluation. The purposes of performance coaching and feedback are to help managers improve the productivity of their employees, to develop and improve an employee's capability to perform and to correct poor performance.
 - i. Ideally, coaching's should be completed, at a minimum, by the end of each quarter: December 31, March 31, and June 30 of each year.
 - ii. While Coaching forms are available for use during these sessions, they are not required. Additionally, these forms shall not be submitted to HR; rather, these shall be kept at the department level for future use when compiling the annual evaluation.

- C. Employees will not be evaluated while off work due to a leave of absence. If an employee is on a leave of absence during the evaluation period, the evaluation may be extended by the amount of time that was taken during the leave of absence OR the evaluation shall only reflect the time the employee was working.

IV. Below Standards Evaluations

- A. Performance which fails to meet the performance standards of the position is unacceptable.
- B. Employees will not receive step increases after receiving a "Below Standards" evaluation.
- C. Corrective action must be initiated anytime an employee receives an evaluation that is below standards, if action has not already been taken. Departments should work with the HR department regarding any corrective action measures needed.

V. Training

- A. Performance Management training will be held throughout the year for supervisors, as necessary. For training information, visit the training calendar on the intranet located within the HR section.