



Board of County Commissioners Agenda Request

2H

Agenda Item #

Requested Meeting Date: 12/21/2021

Title of Item: Updated Performance Evaluation Form and Process

<input type="checkbox"/> REGULAR AGENDA <input checked="" type="checkbox"/> CONSENT AGENDA <input type="checkbox"/> INFORMATION ONLY	Action Requested: <input checked="" type="checkbox"/> Approve/Deny Motion <input type="checkbox"/> Adopt Resolution (attach draft) <i>*provide copy of hearing notice that was published</i>	<input type="checkbox"/> Direction Requested <input type="checkbox"/> Discussion Item <input type="checkbox"/> Hold Public Hearing*
Submitted by: Bobbie Danielson, HR Director		Department: HR Dept.
Presenter (Name and Title): Bobbie Danielson, HR Director		Estimated Time Needed: Consent Agenda (on vac)
Summary of Issue: <p>Email sent to Personnel Committee: We are looking to LEAN out our performance management process. E.g. To smooth out the process, retain only the pieces that add value, and eliminate pieces that don't.</p> <p>Our Performance Management Workgroup met today, had good discussion, and is recommending a new performance evaluation form (see attached) and instructions. (Dept Heads: These members of the Performance Management Workgroup were present: Heidi Lenk, Karla White, Tammy Miller, Molly Oestreich, Brenda Butterfield, Mike Dangers, Erin Melz, Dennis Thompson, Jessi Schultz, and Beth Haaken. These members were not able to attend: Scott Kellerman, Mike Quale, Tara Snyder, Liz Eddy.)</p> <p>We believe these improvements will streamline the work (making the process more simple and efficient for supervisors, staff, and HR), minimize the time it takes to complete each evaluation, eliminate redundancies, and improve the quality of feedback provided to staff.</p> <p>Changes are supported by a majority of the personnel committee and department heads (unanimous DH support so far at agenda deadline), noting the proposed changes look straight forward, more efficient, and will allow for more flexibility.</p>		
Alternatives, Options, Effects on Others/Comments: 		
Recommended Action/Motion: Motion to adopt the new performance evaluation form as proposed. In doing so, the former evaluation form and guidelines are hereby sunset.		
Financial Impact: Is there a cost associated with this request? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No What is the total cost, with tax and shipping? \$ Is this budgeted? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Please Explain:</i>		

Legally binding agreements must have County Attorney approval prior to submission.

Aitkin County - Draft 12/15/2021
Performance Evaluation Instructions for Supervisors

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. It ensures employees are given the resources they need to develop, the recognition they deserve to be motivated, and the accountability to know what is expected. Performance management ensures that teams are aligned on priorities and that the organization's values are reinforced in practice.

The supervisor is accountable for ensuring each employee has clearly defined performance expectations. The evaluation form is a tool to use in this process. As you prepare to complete the evaluation form, begin with a review of the employee's job description and the county's mission, vision and core values. They are the foundation on which we build; the mission speaks to what we do, the vision speaks to where we're heading and the values reinforce how we work. These foundational pieces, together with department-specific mission, vision and values, help to align individual roles with organizational priorities.

Supervisor's Responsibilities

- Communicate and clarify major job duties, priorities and expectations at the beginning of the calendar year or when a new employee joins the department.
- Discuss performance statements contained on the evaluation form.
- Monitor ongoing performance through observation and discussion.
- Document performance examples throughout the year, identifying successes and opportunities for growth.
- Be direct. Provide continuous coaching and constructive feedback in a timely manner throughout the year. Correct unsatisfactory performance and reinforce effective performance.
- Help employees develop skills and abilities for improved performance.
- Provide necessary resources and information to ensure accomplishment of individual goals and performance criteria.

Training Resources for Supervisors

Human Resources staff is available to provide consultation with supervisors who are preparing evaluation forms, as well as assistance with preparing individual Performance Improvement Plans (PIP). Training on all aspects of Performance Management is available upon request. Many [online training](#) sessions are available on the intranet. The book FYI, For Your Improvement— *A Guide for Development and Coaching*, by Michael M. Lombardo and Robert W. Eichinger is another resource recommended for supervisors.

Performance Evaluation Cycle

Aitkin County's performance evaluation cycle aligns with the calendar year, January 1 – December 31. The typical timeline is outlined below.

- On or about January 1st, self-evaluation forms are distributed by HR to employees. Ten calendar days later, completed self-evaluation forms are returned by employees to supervisors.
- Supervisors can access the evaluation form on the intranet at any time and will schedule 1:1 meetings with staff to discuss performance evaluation ratings.
- The employee may provide comments on the evaluation form or by attaching a separate sheet to the evaluation form.
- By March 31, signed evaluation forms are submitted by the supervisor to HR for retention in the employee's personnel file.

Performance evaluations contain private data pursuant to the MN Government Data Practices Act and will not be shared across departments unless the employee is assigned to work in more than one department.

Aitkin County**Performance Evaluation Form** Probationary Evaluation Annual Evaluation, Year Ending **2021**

Employee Name	
Position Title	
Evaluation Completed By Supervisor [insert name]	

Directions: This form should be completed near the end of the probationary period, and annually thereafter. Annual evaluation forms are due to HR by March 31st.

VISION: We strive to be a county of safe, vibrant communities that place value on good stewardship of local resources.

MISSION: Aitkin County's mission is to provide outstanding service in a fiscally responsible manner through innovation and collaboration with respect for all.

CORE VALUES: We achieve outstanding customer service through these core values: Collaboration, Innovation, Integrity, Being People-Focused, and Professionalism

The employee's performance and rate of development is best described by the following statement:

Check one:

- Present level of performance or rate of development is fully satisfactory.
- Generally adequate level of performance or rate of development, but needs special emphasis in one or two areas as discussed below.
- Must improve level of performance or rate of development and make more rapid progress if adequate level of performance is to be attained. See attached performance improvement plan (PIP). [Supervisor, consult with HR.]
- Performance or rate of development is unsatisfactory. [Supervisor, consult with HR.]

If the evaluation results in a rating of *needs improvement* or *unsatisfactory*, the supervisor shall consult with HR prior to meeting with the employee. The supervisor is responsible for final decision on ratings and comments. Employees are entitled to submit written rebuttal to HR related to any rating or comment they disagree with, within 14 days of the supervisor finalizing the evaluation.

Evaluator comments:

1. In what ways does the employee foster an environment that supports Aitkin County's Vision, Mission, and/or Core Values?
2. Discuss the employee's performance/leadership strengths and areas for improvement. Refer to the job description when completing this section. Examples include, but are not limited to, job knowledge, attention to detail, time management, customer service, teamwork, efficiency, accuracy, adaptability, interpersonal skills, communication, writing, accepting feedback, organization, etc.
3. List goals or achievements for the coming year.

Employee comments:

My professional license (if applicable) and MN driver's license is valid. _____ Initial

Signatures:

Evaluator	Date
Employee	Date
Department Head	Date

Aitkin County
Employee Self-Evaluation Form for Year Ending _____

Employee Name	
Department	
Position Title	

Directions: Complete this form and return it to your immediate supervisor within 10 calendar days.

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1. In what ways do you foster an environment that supports Aitkin County's Vision, Mission, and/or Core Values?

2. Discuss your job performance/leadership strengths and areas for improvement.

3. What are your goals for the coming year or what accomplishments do you hope to achieve?