

	Performance Management and Evaluations
Last Revision Date:	Policy No. 4.904
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Purpose

The Sedgwick County performance management evaluation (PME) process provides a structured approach for establishing, discussing, reviewing and rating the performance for each employee through S.M.A.R.T. goals. PME aligns our employees' efforts with Divisional, Departmental and the County's overall strategic priorities and goals, enhancing goal achievement.

Scope

This policy applies to all Sedgwick County departments, excluding the Sheriff's Office.

Policy Statement

This policy does not in any way constitute an employment contract. Sedgwick County reserves the right to amend this policy at any time subject only to approval by the Board of County Commissioners and the Governing Body of Sedgwick County Fire District Number One. All benefited employees shall receive regular ongoing performance evaluations documented on the County's standard Employee Performance Management Evaluation Form. When an employee is absent due to Family Medical Leave, leave of absence, or Workers Compensation leave during the completion of the annual review, the employee shall receive the evaluation as soon as administratively possible. Job descriptions, competencies and performance evaluations are tools to outline expectations and provide criteria by which employees can improve performance. Employees should receive regular, on-going feedback, at least quarterly, on their goals and competencies.

Definitions

PME – Performance Management Evaluation

S.M.A.R.T. goals – Specific, Measurable, Attainable, Realistic, and Time-bound goals

Evaluation year – November 1 – October 31

Talent Management – Strategic and deliberate human capital management which is competency-focused throughout the entire employee life cycle.

PIP – Performance Improvement Plan – A document used to retrain or provide clarification to employees on areas needing improvement. It is not discipline nor a part of the progressive disciplinary process.

PCT – Performance Calibration Team – A team of supervisors and managers selected by the division head to create and/or review S.M.A.R.T. Goals to remove subjectivity of evaluation ratings. Periodically and at the end of the evaluation year, a PCT reviews the evaluation scoring for assigned positions to ensure accuracy and consistency.

Process

The Sedgwick County PME process helps provide a clear connection between employee responsibilities to Sedgwick County's mission and strategic goals. Supervisors are responsible to ensure that employees understand the connection between their job responsibilities, S.M.A.R.T. goals and how those tie to division strategic goals and/or the mission statement.

The following are components of the PME Program:

1. Job Description

A critical part of the PME process that identifies what the employee is responsible for in his/her position and is the foundation for the establishment of his/her S.M.A.R.T goals.

2. PME Toolkit:

PME Form

This evaluation form will be used throughout the evaluation year. The supervisor and employee will meet regularly, at least quarterly, to discuss progress, recognize successes and address any areas of concern. Each quarter the supervisor will provide a rating on how well the employee is meeting his/her established goals in support of the division's strategic goals or mission statement. The County Values should be reviewed quarterly with feedback on how the employee is reflecting the values.

Three Rating Guides:

1. **PME Employee Goal Development and Evaluation Rating Guide** – S.M.A.R.T. Goals are connected to each position and the department's strategic goals or mission. The three major job functions from the job descriptions are the foundation of creating the S.M.A.R.T. goals.
2. **PME Employee Interpersonal Skills Evaluation Rating Guide** – This the form is used to evaluate standard interpersonal skills, based upon these competencies: Listening Skills; Written and Oral Expression; Information Sharing; Relationship Building; and Conflict Resolution.
3. **PME Supervisory Leadership and Employee Development Evaluation Rating Guide** – Based on the competencies from the Supervisory Competency Certification Program, this rating guide will be used to evaluate supervisors. The competencies are: Cultural and Business Knowledge; Leads with Integrity; Customer Focus; Makes Effective Decisions and Takes Accountability; Flexible and Adaptable; and Employee Development and Engagement.

The evaluations have the following rating system tied to the job description and S.M.A.R.T. goals:

- **Outstanding "5"** – Identified accomplishments that are truly "Outstanding" or major achievements.
- **Exceeds Expectations "4"** – Identified efforts that are "above and beyond" the requirements of the job.
- **Fully Meets Expectations "3"** – Fully meeting expectations based on the job description

- **Needs Improvement “2”** – At the time an employee is rated a “2”, performance has fallen below expectations and a Performance Improvement Plan will be established.
- **Does not Meet Expectations “1”** – When an employee is rated a “1” for not meeting expectations, the employee will be placed on discipline. An employee may be placed on discipline at any time, it does not have to wait until the quarterly meeting. For further information on discipline, please reference the Progressive Discipline Policy 4.501.

3. Career Pathways

This program helps employees identify growth opportunities in the current position or prepare for a future position with Sedgwick County, reflecting the County value of Knowledge. This program can help equip employees with the tools to grow and excel in their roles and help achieve the County’s strategic goals.

There are three Career Pathways an employee can select:

1. **Skill Development** – This pathway is utilized to sharpen current skills or develop new skills for the employee’s current position or focus on license, certifications, or continuing education credits.
2. **Career Ladder** – This pathway is utilized to understand what it would take to move into a new position or start a new career with Sedgwick County.
3. **Management Development** – For those employees in supervisory/management positions this pathway helps guide their professional development focusing on competency enhancement and strengthening leadership skills.

Career Pathways Guidebook helps guide employees through the program. Employees complete the self-assessment and will review the Development Plan on Page 6 of the Guidebook with their supervisor, this Development Plan will be used throughout the evaluation year. This program is employee self-directed. If an employee chooses not to select one of the pathways or complete the Self-Assessment, the employee is expected to share that decision with his/her supervisor. If the employee does not develop a self-directed plan, the supervisor may recommend trainings for the employee to attend within the evaluation year.

Career Pathway Guidebook Supervisor’s Toolkit provides information for supervisors on how to manage and guide employee expectations on creating a career pathway. The supervisors are expected to meet with their employees to discuss his/her Career Pathway, even if no development plan is established.

Procedural Steps:

1. Establishment of S.M.A.R.T. Goals
2. Initial Meeting between Supervisor and Employee
3. Regular, On-Going Feedback
4. Year-end Final Review

A portion of the employee’s annual pay adjustment is comprised of a P4P Bonus, see policy 4.2001. The following PME Scoring Tiers will be used to determine an employee’s P4P Bonus.

PME Scoring Tiers

Non-Supervisory	
Tier	Score Range
5	18-20
4	15-17
3	12-14
2	9-11 (no P4P Bonus)
1	1-8 (no P4P Bonus)
Supervisory	
5	22-25
4	18-21
3	14-17
2	11-13 (no P4P Bonus)
1	1-10 (no P4P Bonus)

Scores should be rounded up to the nearest whole number.

5. Appeal Process

If the employee does not agree on the final score, the employee and supervisor should first meet to discuss within five business days of the evaluation review meeting. If no agreement is reached on the scoring, the employee can utilize the Appeal Process, per Procedure 4.903p.

For additional procedural details, see #4.903p, PME Procedures