

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Policy Session Worksheet

Presentation Date: June 1, 2021 **Approx. Start Time:** 2:00pm **Approx. Length:** 30 min.

Presentation Title: Performance Review of County Administrator and County Counsel

Department: County Administration, County Counsel

Presenters: Gary Schmidt, Stephen Madkour

Other Invitees: Evelyn Minor-Lawrence

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Pursuant to discussion by the Board, the Board is being requested to approve a performance review process for the County Administrator and County Counsel

EXECUTIVE SUMMARY:

For more than a decade, the County has used a variety of processes and staff to conduct annual performance reviews for the County Administrator and County Counsel as indicated below:

Prior to 2017

- Human Resources (HR) Director compiled feedback from each Commissioner, some years also from peers and subordinates
- Executive prepared report on accomplishments and progress on goals
- During Executive Session, goals for upcoming period were established
- HR Director attended Executive Session where documentation was reviewed and discussed

2017 and 2018

Board made decision to update process. Board decided to contract with an external consultant. The consultant, *HR Answers*, facilitated process

- Performance evaluation and pay increase decisions occurred separately
- Every 12 months, performance evaluation summarized progress made on the stated goals from previous period. New goals established. Goals influenced by Performance Clackamas, Core Values and the 360 results.
- *HR Answers* gathered feedback from designated stakeholders
- *HR Answers* attended Executive Session and prepared documentation, including 360 feedback summary
- Consultant Cost: \$11,025 for first year, \$8,820 for the second

2019 to Present

Board decided to change process.

- Returned process to in-house (without consultant)
- Utilizes the Clarify, Converse, and Capture process (see attached)
- Performance evaluation and pay increases occurred separately
- Rather than 360 tool, Executives were permitted to use data from MFR customer service surveys, or have HR Workforce Planning Coordinator administer a survey
- No outside facilitation. HR Workforce Planning and Development Manager attended Executive Sessions in 2019
- County Administration established calendar and reminders for the process

Other Jurisdictions

Attached is a chart showing the review process used by other jurisdictions in Oregon.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? \$ TBD

What is the funding source? County General Funds

STRATEGIC PLAN ALIGNMENT:

This request aligns with Building Public Trust through Good Government

LEGAL/POLICY REQUIREMENTS: N/A

PUBLIC/GOVERNMENTAL PARTICIPATION: N/A

OPTIONS:

- Option 1: Continue with the existing process coordinated through County's HR Department and report to the Board
- Option 2: Revise existing process coordinated through the County's HR Department and report to the Board
- Option 3: Develop a contract with a consultant to conduct the process and report to the Board

RECOMMENDATION:

No recommendation.

ATTACHMENTS:

Examples from other jurisdictions
Clarify. Converse.Capture. summary
Previous Policy Session 3/2019
Chart shared with BCC 6/2019

SUBMITTED BY:

County Administrator Approval _____



Performance Review County Administrator and County Counsel

Examples from other Jurisdictions

Jurisdiction/Positions	Process
Deschutes County County Administrator County Counsel	Executive prepares self-evaluation <ul style="list-style-type: none"> • Performance with previous goals • Other accomplishments • Draft set of new goals • Discussed in Executive Session, where Board often influences final goals
City of Eugene City Manager	<ul style="list-style-type: none"> • Uses a self-assessment and 360 feedback for the City Manager • All results are assembled by Human Resources into a binder for their City Council members to review. • City Counselors each provide individual feedback and ratings for the City Manager.
Jackson County County Administrator	<ul style="list-style-type: none"> • Senior Administrative Assistant to Commissioners compiles input from each Commissioner, creates one Performance Evaluation document • County Administrator chooses to have review in open session, with Board Chair facilitating
Lane County County Administrator County Counsel	<ul style="list-style-type: none"> • Executive completes self-assessment (document available) • Executive and Board agree on list to complete 360 survey, administered by HR • HR prepares summary of 360 feedback; presents this and self-evaluation to each Commissioner • Board, executive, and HR Director meet in Executive Session to discuss performance. HR Director recommends a rating • Board, executive, HR Director come into public session to summarize employee's performance and determine rating and merit if any is due
Washington County County Counsel	<ul style="list-style-type: none"> • No annual review
Yamhill County County Administrator County Counsel	<ul style="list-style-type: none"> • Board most recently worked with Mid-Willamette Valley Council of Governments to facilitate a 360 review, elements of the process: • Executive self-evaluation • Online survey tool for Commissioners and executive's peers and subordinates • Available to facilitate Executive Session to review the information



Clarify Converse Capture

The future of Performance Management at Clackamas County

Every employee deserves to know how they are doing at work with specific supports and guidance from their supervisors, in “real-time”.

Work-related observations and discussions shouldn’t happen just once a year between employees and their supervisors. They should become an ongoing part of our County work experience.



Clarify

Clear expectations increase the likelihood of success and reduce conflicts and missteps.

By aligning employee and supervisor expectations we build stronger relationships, higher return on effort and employees better able to navigate their career potential.

Expectations that align and connect with what your team is striving to achieve with its strategic goals will lead to stronger performance.

Use the **MAP** to document shared goals and expectations.



Converse

Develop a cadence for conversations - weekly, fortnightly, or monthly to maintain expectations, provide feedback, and to coach to new understanding. Regular conversations help to eliminate barriers and build on strengths of each employee, the team, and the entire County organization

Use the **Work Chats** to recognize accomplishments and eliminate potential problems!



Capture

The summarize and capture stage recognizes the challenges and accomplishments of the past year and measures the progress made over the year identified in Clarify, and helps to identify the expectations and resources needed to build the MAP for the next year.

Use **Capture** to document the past year and look ahead to the next.

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Sitting/Acting as (if applicable)

Policy Session Worksheet

Presentation Date: 03/12/2019 **Approx. Start Time:** 10:00AM **Approx. Length:** ½ Hour

Presentation Title: Recommendations for Executive Level Employee Performance Summary

Department: Human Resources

Presenters: Jeri Oswalt, Manager Workforce Planning and Development; Laurie Grenya, HR Answers

Other Invitees: Evelyn Minor-Lawrence, Director of Human Resources

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

We are asking the Board to adopt a new process for performance summary and salary review of their direct reports.

EXECUTIVE SUMMARY:

To better align with County-wide practice, the Ordinance, and research, we want to change the current practice. In the new process, the incumbent provides information on accomplishments and future work and the Board engages in a discussion about that work with the incumbent. This is an opportunity to clarify expectations for future work and to determine that the incumbent is meeting the expectations of the position.

Documentation of this conversation would be included in the incumbent's Personnel File. Once salary reviews are up to date, we encourage the Board to hold the performance summary separate and prior to the salary review.

The intention is to follow a process that clarifies expectations, better links with Performance Clackamas and avoids surprises in the performance summary and salary review processes.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO N/A

What is the cost? \$

What is the funding source?

STRATEGIC PLAN ALIGNMENT:

- How does this item align with the County's Performance Clackamas goals?
Using Performance Clackamas measures and service experience assessment ties the performance to the strategic plan.

LEGAL/POLICY REQUIREMENTS:

The incumbent chooses whether the summary conversation happens in an executivesession or a policy session. Pay decisions must be made in a policy session.

PUBLIC/GOVERNMENTAL PARTICIPATION:

OPTIONS:

RECOMMENDATION:

Please see "Attachment #1 - Recommendations"

ATTACHMENTS:

Attachment #1 - Recommendations

#2 - Sample Questions

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval _____ Iluz, OL
County Administrator Approval _____

Attachment #1: Recommendation for the performance summary of the County Administrator and County Counsel with the Board of County Commissioners.

The Board of County Commissioners supervises these two positions. The role of supervisor carries with it some **responsibilities**.

- Clarifying the expectations of the Board in relationship to the position.
- Providing timely information about the performance of the work.
- At least annually, documenting a summary of performance and a discussion of future work.
- Determining if the incumbent is meeting the expectations of the position. The answer will then determine whether the annual salary increase, within the approved salary range, has been earned.
- Preventing surprises during the performance summary or salary review.

Based on County policies, best practices and current research we make the following **recommendations**:

County Administrator	County Counsel
A performance summary is scheduled prior to the salary review date.	A performance summary is scheduled prior to the salary review date.
Incumbent provides brief written summary of accomplishments during review period.	Incumbent provides brief written summary of accomplishments or summary of Counsel’s annual report.
Incumbent provides goals.	Incumbent discusses issues, potential changes in law or workforce that they are watching.
The Incumbent presents the accomplishments and goals during the review meeting.	The Incumbent presents the summary of their annual report and anticipated issues during the review meeting.
The Board and Incumbent discuss.	The Board and Incumbent discuss.
The Board and Incumbent may clarify expectations.	The Board and Incumbent may clarify expectations.
The Board determines whether or not the Incumbent is meeting the expectations of the position.	The Board determines whether or not the Incumbent is meeting the expectations of the position.
This segment of the recorded meeting is transcribed by an outside party and maintained in the incumbents personnel file.	This segment of the recorded meeting is transcribed by an outside party and maintained in the incumbents personnel file.

Meeting the expectations of the position – This means that the incumbent has a reasonable success rate meeting known expectations. At the executive level this would include managing their staff and meeting the needs of their customers.

Timing – It is recommended that the performance summary happens prior to the salary review for the following reasons.

1. Discussion of pay dwarfs the conversation about performance and expectations.
2. There needs to be time to address unexpected issues prior to the salary discussion.
3. This is in line with requirements for the rest of the County.

Additional input may be desired.

Internal survey to direct reports and/or internal customers*

Performance Clackamas, external customer service input.*

Internal survey – a brief survey with relevant questions, but without the requirement for identification, can be made available to direct reports and /or internal customers. This link can be monitored in HR with raw data shared with both the incumbent and the board.

Customer service survey – many County departments are assessing service experience as a part of their Performance Clackamas work. We recommend each department establishes a link to a survey that can be readily shared. It is important that the questions seek to evaluate the user's experience or reaction and not the incumbent in isolation.

Documentation – In order to keep the performance summary confidential the recording of the conversation would be transcribed by CTS Language Link. The transcription would go into the incumbent's personnel file.

Salary Review – The month prior to the incumbent's salary review date, the Manager of Classification and Compensation will review the incumbent's compensation. This will include a market study as well as a review of internal alignment. She will then provide this information to the Board. The Board will be asked to make a salary decision based on this review and whether the incumbent is meeting the expectations of the position. The Board is required by law to make compensation decisions in a Policy session.

As a follow up to our policy session I want to clarify the process and what each party is responsible for. I have also attached the review process as was voted on this morning. I am including staff who has a role in supporting this process.

Commissioners	County Administrator	County Counsel	Staff
Agree on timing for the Performance Summary. If you meet quarterly they will feed into the annual summary.	Agree on timing for the Performance Summary. If you meet quarterly they will feed into the annual summary.	Agree on timing for the Performance Summary. If you meet quarterly they will feed into the annual summary.	Cty Admin. staff establish calendar and reminders
	Establish Performance Clackamas mechanism if it doesn't already exist.	Establish Performance Clackamas mechanism if it doesn't already exist.	Cty Admin staff are resources
	Incumbent selects questions to be included in survey of Direct Reports.	Incumbent selects questions to be included in survey of Direct Reports.	HR administers survey and provides data to Cty Admin. staff and Incumbents
	Incumbent provides brief written summary of: accomplishments goals Performance Clackamas results -to be submitted with Executive session materials.	Incumbent provides brief written summary of: accomplishments anticipated issues Performance Clackamas results -to be submitted with Executive session materials.	
Review submitted materials	The Incumbent presents the accomplishments and goals during the review meeting.	The Incumbent presents the summary of their annual report and anticipated issues during the review meeting.	
The Board and Incumbent discuss.	The Board and Incumbent discuss.	The Board and incumbent discuss.	
The Board and Incumbent clarify expectations.	The Board and Incumbent clarify expectations.	The Board and Incumbent clarify expectations.	
The Board determines whether or not the incumbent is meeting the expectations of the position. Yes – Maintain current practices. No – 1. Clearly articulate the deficiency of performance.			

<p>2. Identify work needed to change performance.</p> <p>3. Work to see needed change prior to Salary Review.</p>			
	<p>The recording of the Performance Summary will be transcribed by an outside party and maintained in the Incumbents personnel file.</p>	<p>The recording of the Performance Summary will be transcribed by an outside party and maintained in the Incumbents personnel file.</p>	<p>Cty Admin will coordinate and provide HR to add the transcript to the Incumbents personnel file.</p>
<p>Review salary in a separate meeting that is tied to salary anniversary date. This must be a Policy session.</p> <p>Use the performance summary and compensation information provided by HR to make a decision.</p> <p>If eligible increase is approved HR will process. If eligible increase is not approved, the Board will state the process in place for improvement and a new date for salary review.</p>	<p>Participate in salary review meeting.</p>	<p>Participate in salary review meeting.</p>	<p>HR will provide a review of the Incumbents salary including a market study and a review of internal alignment.</p> <p>HR will facilitate the processing of salary change.</p>

Internal input – Workforce Planning and Development, HR will conduct a survey for the Incumbent’s direct reports. The Incumbent will help select the questions.
The results will be provided to both the Incumbent and the Board prior to the performance summary meeting or whatever period of time is requested by the Incumbent.
This input should be used for development purposes and not evaluation

External input – The Incumbent is responsible for providing results from the tools they use to evaluate for Performance Clackamas.
The Incumbent determines the best way to assess the quality of the work of their unit. They may choose to include the responders name and organization.
Commissioners or the Incumbent may want to send that link out to relevant parties. If quarterly meetings are held you would want to look at data prior to the Performance Summary.
This input should be used for development purposes and not evaluation.