

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 assessments ties the performance to the strategic plan.

LEGAL/POLICY REQUIREMENTS:

The incumbent chooses whether the summary conversation happens in an executive session 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
Attachment #2 – Sample Questions

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval EME by JOK
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Jeri Oswalt @ 503- 655-8797 _____

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. See Attachment #2.

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 users 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 incumbents 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.

*Marcus Buckingham, head of people and performance research at the ADP Research Institute, HBR 3/2019 “ ...humans are unreliable raters of other humans... The only realm in which humans are an unimpeachable source of truth is that of their own feelings and experiences.

Attachment #2 – Sample Questions

Subordinate Feedback for Supervisor Performance

Survey Questions – Examples; Choose 4 to 5 relevant questions.

1. Provides a leadership and vision for our work group.
2. Communicates clear work expectations. Explains what needs to be accomplish and why.
3. Provides staff with all the information they need to do their job and to feel a partnership with the HR department.
4. Involves staff in decisions affecting them.
5. Encourages staff to be innovative and willing to take risks.
6. Conducts annual performance within my scheduled review period.
7. Handles conflicts that staff have with customers effectively.
8. Delegate's responsibility to staff appropriate to their abilities.
9. Building a cohesive team; obtaining cooperative teamwork.
10. Helps staff become independent and autonomous.
11. Sets realistic plans for accomplishing day-to-day work.
12. Shares important business information with others in the work group.
13. Keeps the workgroup focused on quality customer service.
14. Is able to juggle multiple tasks and priorities at one time.
15. Develops collaborative relationships with others within and outside of the department.
16. Builds a common purpose for staff to work toward.
17. Helps to develop the skills and knowledge of others.
18. Responds quickly and effectively to performance problems.
19. Takes time to celebrate the teams or individual staff's successes.
20. Recognizes and praises staff for a job well done.

Example of questions for Departments Directors

Directors may be either direct reports to County Administrator or as a customer to County Counsel

How effective is [Incumbent] at:

1. Considering a wide range of alternatives before making a decision?
2. Asking questions to get needed information and to properly size up a situation
3. Maintaining a balance between concern for departments wants and the integrity of the County's **[Area of Expertise]** business practices?
4. Keeps the **[Program]** workgroup focused on quality?
5. Responds quickly and effectively to questions or concerns?
6. Establishing and maintaining collaborative relationships with departments and colleagues?