



## EL PASO COUNTY DEPARTMENT OF HUMAN RESOURCES

### Performance Management and Evaluation Policy

**Revised Date: August 31, 2020**

#### **I. Performance Management**

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. Evaluation and Quarterly Coaching forms are located on the intranet within the HR section. Both forms shall be used for regular and probationary employees.
- B. The employee must sign the form acknowledging receipt of the evaluation. Signing the form does not indicate the employee agrees with the evaluation.
- C. Department Heads and Elected Officials must sign all evaluations.
- D. 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.

#### **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, August 31<sup>st</sup>, 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. The Elected Official/ 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 September 5th of each year.
  - iii. If an employee is due for an evaluation on their anniversary date as a result of a demotion, promotion, completion of their first year of employment or a department's election to complete evaluations on employee's anniversary date, the evaluation is due five (5) calendar days from the date of the anniversary.
  - iv. Failure to submit evaluations timely may result in the employee not receiving a step increase, if steps are approved by Commissioners Court for the related fiscal year. Additionally, no retro payments will be given for employees who do not receive an evaluation timely unless approved by Commissioners Court.

#### B. Probationary Evaluation

1. All newly hired employees shall be evaluated at the conclusion of their probationary period (6 months from date of hire).
2. Probationary employees are not eligible for step increases until the completion of their first year anniversary.
3. All probationary evaluation forms shall be submitted to the HR Department within five (5) calendar days from the date of the end of the employee's probationary period (6 months from date of hire).
4. In the event an employee does not successfully complete his/her probationary period, Department Heads/Elected Officials should work with the HR department and the County Attorney's office to properly document employment separation.

#### C. Unscheduled Evaluation

1. Unscheduled evaluations are recommended in the following cases:
  - i. Prior to an employee transfer to a new supervisor or department.
  - ii. Prior to an employee being placed on an extended leave status, to include military leave.

#### D. Coaching and Feedback Recommended

1. Supervisors are encouraged to communicate regularly with their employees. Providing ongoing feedback and coaching reports can assist with the annual evaluation. The purpose of performance coaching and feedback is to help managers improve the productivity of their employees, to develop and improve an employee's performance, and to correct poor performance.
  - i. Ideally, coaching should be completed at 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. Coaching forms are not to be submitted to HR; rather, they are kept at the department level for future use when compiling the annual evaluation.

### IV. Below Standards Evaluations

- A. Performance which fails to meet the performance standards of the position being evaluated 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. Appeals

- A. Performance evaluations are not disciplinary actions and cannot be grieved through the Civil Service Commission.
  1. Employees may submit supplemental documentation detailing disagreement with their evaluation within 7 days of receipt of evaluation. This documentation must be submitted to the employees Department Head/Elected Official.
  2. The Department Head/Elected Official shall respond to the employee by meeting with the employee to discuss the employee's disagreement within 7 days of receipt of the employee's supplemental documentation.
  3. Annual evaluations will be finalized once the Department Head/Elected Official signs and approves the final evaluation. Once signed, there is no further appeal.

### VI. 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](#).