

# Warren County Board of Supervisors

## RESOLUTION NO. 536 OF 2016

**Resolution introduced by Supervisors Seeber, Vanselow, Strough, Girard, Dickinson, Montesi and Braymer**

### **AUTHORIZING AND ADOPTING A DEPARTMENT HEAD EVALUATION POLICY AND RELATED FORMS**

WHEREAS, one of the goals of the Performance Evaluation Committee was to develop and implement a policy for evaluation of County Department Heads, and

WHEREAS, the County Human Resources Director, working in conjunction with the Performance Evaluation Committee, has developed a policy (Schedule A attached) and related forms (Appendices A and B attached) to be used as a tool for determining the appropriateness of salary increases and to increase communications between Department Heads and the Board of Supervisors, and

WHEREAS, this policy will be codified in the Warren County Plans and Policies in Chapter VI (section 052 - Department Head Performance Evaluation Policy), now, therefore, be it

RESOLVED, that the Warren County Board of Supervisors hereby authorizes and adopts the attached Department Head Evaluation Policy including Goal Setting and Performance Evaluation Forms, in a form approved by the County Attorney, and be it further

RESOLVED, that the Chairman of the Board of Supervisors, Clerk of the Board of Supervisors, County Human Resources Director and County Attorney are hereby authorized to make minor modifications to the Department Head Evaluation Policy including Appendices A and B, as deemed necessary for the promulgation thereof.

**SCHEDULE “A”**

**DEPARTMENT HEAD EVALUATION POLICY**

The County has developed a department head evaluation policy program to increase communications between Department Heads and the Board of Supervisors and to be used as a tool in determining the appropriateness of salary increases.

Department Heads will be evaluated by April 1 and October 1 of each year in order to allow for consideration for pay increases during the annual budget process. All Department Heads will be evaluated by a team consisting of the County Administrator, Chairperson of their oversight committee, and a member of the Performance Evaluation Committee based on the attached Department Head Evaluation Form (Appendix B) in accordance with the following procedure:

1. Each Department Head shall communicate departmental goals by submitting a goal setting report of projects completed during the previous year, their goals for the current year, and any other pertinent data (Appendix A). This report will be provided to the Director of Human Resources by January 10th. In cases where State and Federal actions may make it impossible for a Department Head to set realistic goals by January 10, the County Administrator shall have the authority to set a more appropriate date for the formulation of such departmental goals.
2. Department Heads will be evaluated by April 1 and October 1 of each year. Performance will be measured based on the goals set at the beginning of each year.
3. The evaluating team shall personally present and review the evaluation with each Department Head.

A copy of all Department Head evaluations will be maintained in the individual’s personnel folder on file in the Human Resources Office.



## GOAL SETTING FOR DEPARTMENT HEADS

Name:		Date Completed:	
Position/Title:		Goal Setting Period:	

Please complete this sheet in accordance with the Warren County policy on Department Head Evaluations. Please note that goals are statements of end results expected within a specified period of time. For each goal, describe the end result and indicate quantity, quality, time frame, percentages or other specific measures. Each goal should fit into and support the overall strategy of your department as well as the County as a whole.

### I. SELF ASSESSMENT

- 1) Provide some specific examples of goals that you accomplished in the current year.
- 2) Identify your uncompleted projects. Discuss barriers and challenges.

### II. GOALS

What are the 3 most important goals and tasks in the next year? What challenges or barriers do you anticipate? Projected timeline?

### III. DEVELOPMENT

- 1) What action(s) could be taken to enhance your performance in your current position?
- 2) What type of training or on the job experiences would benefit your performance the most in the next year?

**DEPARTMENT HEAD PERFORMANCE EVALUATION**



REVIEW PERIOD: \_\_\_\_\_ to \_\_\_\_\_

REVIEWER: \_\_\_\_\_

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

	April Rating		October Rating
<p><b><u>JOB KNOWLEDGE</u></b></p> <p>Displays the technical knowledge necessary to successfully perform the functions of the position; demonstrates interest in learning new or additional skills and techniques; maintains sufficient knowledge of services and provides quick and accurate responses in response to inquiries.</p>	5	Very well informed, seldom requires assistance and instruction.	5
	4	Satisfactory job knowledge; understands and performs most phases of job well.	4
	3	Occasionally requires assistance or instruction	3
	2	Limited knowledge of job, further training required, frequently requires assistance or instruction.	2
	1	Lacks knowledge to perform job properly.	1
Comments:			
<p><b><u>PLANNING AND ORGANIZING</u></b></p> <p>The ability to analyze work, set goals, develop plans of action, and utilize time. Consider amount of supervision required and extent to which you can trust employee to carry out assignments conscientiously.</p>	5	Exceptionally good planning and organizing skills. Conscientious	5
	4	Above average planning and organizing. Usually carries out assignments conscientiously.	4
	3	Average planning and organizing. Occasionally requires assistance	3
	2	Room for improvement. Frequently requires assistance.	2
	1	Unacceptable planning and organizing skills	1
Comments:			

# DEPARTMENT HEAD PERFORMANCE EVALUATION



<p><b><u>DIRECTING AND CONTROLLING</u></b></p> <p>The ability to create a motivating climate, achieve teamwork, train and develop, measure work in progress, take corrective action.</p>	5	Exceptional leader, others look up to this employee.	5
	4	Above average. Usually, but not always motivational.	4
	3	Average. Sometimes needs to be reminded of leadership role	3
	2	Needs to improve motivational and teamwork skills.	2
	1	Unacceptable directing and controlling skills.	1
Comments:			
<p><b><u>FINANCE</u></b></p> <p>Effectively manages the financial resources of the County. Manages the annual budget process, working to cut costs in all possible situations.</p>	5	Exceptional financial management, budgeting and always looking for ways to cut costs.	5
	4	Above average financial management, budgeting and sometimes looks for ways to cut costs.	4
	3	Average.	3
	2	Needs improvement in the area of financial management.	2
	1	Unacceptable financial management skills.	1
Comments:			
<p><b><u>INITIATIVE AND CREATIVITY</u></b></p> <p>The ability to take self-directed action; proactively requests opportunities for self-development and proposes new/updated methods and procedures.</p>	5	Displays drive and perseverance, anticipates needed actions, frequently suggests better ways of doing things.	5
	4	Self-starter; proceeds on own with little or no direction, progressive, makes some suggestions for improvement.	4
	3	Very good performance shows initiative in completing tasks.	3
	2	Does not proceed on own, waits for direction, routine worker.	2
	1	Lacks initiative, less than satisfactory performance.	1
Comments:			

# DEPARTMENT HEAD PERFORMANCE EVALUATION



<p><b><u>JUDGMENT</u></b> The ability to arrive at sound decisions after receiving information and weighing facts objectively and without emotion.</p>	5	Uses exceptionally good judgment when analyzing facts and solving problems.	5
	4	Above average judgment, thinking is very mature and sound.	4
	3	Handles most situations very well and makes sound decisions under normal circumstances.	3
	2	Uses questionable judgment at times, room for improvement.	2
	1	Uses poor judgment when dealing with people and situations.	1
Comments:			
<p><b><u>DECISION MAKING</u></b> The ability to make decisions and the quality and timeliness of those decisions.</p>	5	Exceptional decision making abilities. Decisions are made in a timely manner.	5
	4	Above average decision making abilities. Usually makes sound and timely decisions.	4
	3	Average. Sometimes requires assistance in making decisions.	3
	2	Needs to improve decision making and/or timeliness of decisions.	2
	1	Unacceptable decisions and/or timeliness.	1
Comments:			
<p><b><u>WORK PRODUCT QUALITY</u></b> Produces accurate work product free from errors; completes tasks in a thorough and timely manner; demonstrates positive attitude toward tasks and provides a professional level of service to both internal and external customers.</p>	5	Highest quality possible, final job virtually perfect.	5
	4	Quality above average with very few errors and mistakes.	4
	3	Quality very satisfactory; usually produces error free work.	3
	2	Room for improvement, frequent errors, work requires checking & re-doing.	2
	1	Excessive errors and mistakes, very poor quality.	1

# DEPARTMENT HEAD PERFORMANCE EVALUATION



Comments:

<p><b><u>RELIABILITY</u></b> The extent to which the Department Head can be depended upon to be available for work, do it properly, and complete it on time. The degree to which the employee is reliable, trustworthy, and persistent.</p>	5	Highly persistent, always gets the job done on time.	5
	4	Very reliable, above average, usually persists in spite of difficulties.	4
	3	Usually gets the job done on time, works well under pressure.	3
	2	Sometimes unreliable, will avoid responsibility, satisfied to do the bare minimum.	2
	1	Usually unreliable, does not accept responsibility, gives up easily.	1

Comments:

<p><b><u>COOPERATION</u></b> Willingness to work harmoniously with others in getting a job done. Readiness to respond positively to instructions and procedures.</p>	5	Extremely cooperative, stimulates teamwork and good attitude with others.	5
	4	Goes out of the way to cooperate and get along.	4
	3	Cooperative, gets along well with others.	3
	2	Indifferent, makes little effort to cooperate or is disruptive to the overall group or department.	2
	1	Negative and difficult to get along with.	1

Comments:

# DEPARTMENT HEAD PERFORMANCE EVALUATION



## MANAGERIAL COMMENTS

**Noteworthy strong areas of present performance:**

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**Areas requiring improvement in job performance:**

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**What has the employee done to improve performance from the previous review?**

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**Developmental Plans:**

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**To what extent have annual goals been achieved?**

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(Add all numerical values from each category) then divide by 10

**Overall Performance Rating:** \_\_\_\_\_



# DEPARTMENT HEAD PERFORMANCE EVALUATION



## PERFORMANCE RATING DEFINITIONS

### **DISTINGUISHED (5)**

Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division, group or company.

### **COMMENDABLE (4)**

Consistently generates results above those expected of the position. Contributes in an above average manner to innovations both technical and functional.

### **FULLY SATISFACTORY (3)**

Good performance with incumbent fulfilling all position requirements and may on occasion generate results above those expected of the position.

### **NEEDS IMPROVEMENT (2)**

Performance leaves room for improvement. This performance level may be the result of new or inexperienced incumbent on the job or an incumbent not responding favorably to instruction.

### **MARGINAL (1)**

Lowest performance level which is clearly less than acceptable, and which is obviously well below minimum position requirements. Situation requires immediate review and action. Possible separation or reassignment is in order without significant and immediate performance improvement.

### **EMPLOYEE COMMENTS:**

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**SIGNATURES:** Signatures acknowledge that this form was discussed and reviewed.

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April Acknowledgment – Department Head

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October Acknowledgment – Department Head

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April Acknowledgment – County Administrator

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October Acknowledgment – County Administrator

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April Acknowledgment – Committee Chair

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October Acknowledgment – Committee Chair