

Chapter 4 Performance Appraisal Process

Section 1 Performance Appraisal Documents:

The below listed documents are located under the Employee Resources Department website:

Click Here:

<http://www.co.marathon.wi.us/Departments/EmployeeResources/PerformanceAppraisal.aspx>

Internet – under Employee Resources, Performance Appraisal

www.co.marathon.wi.us

DOCUMENTS:

1. Employee Performance Appraisal Form
2. How To Turn Off and On Restrict Editing/Protect To Alter or Restrict Editing
3. Performance Appraisal Guide
4. PAS Timeline
5. Performance Log
6. Employee Self-Appraisal
7. Performance Improvement Plan
8. Tool to Support Growth and Development Learning Roadmap
9. SMART Goal Toolkit
10. SMART Goal Examples
11. Department behavioral examples
12. Performance Appraisal Appeal Process
13. Rounding

Section 2 Performance Appraisal Process

- A. Purpose: Provide guidance and feedback to employees so that they can be as productive and successful on the job as possible in support of the County's strategic plan.

The County has implemented a performance appraisal form to be used across the organization. Employees are evaluated on core value behaviors, job deliverables, professional development and goals. Departments may supplement the appraisal form with additional information.

- B. Frequency: Effective performance evaluation is an ongoing communication and feedback process. Frequent informal performance feedback helps in the overall evaluation process. Formal performance appraisals should be completed annually for all employees along with a formal mid-year performance feedback meeting. The appraisal period is December 1 through November 30 of each year. The Employee

Revised 10/10/18

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Resources Department will audit compliance and report to the County Administrator.

- C. Results: The results of the performance appraisal are shared in a face-to-face interview between the employee and his/her immediate supervisor. In that way, the employee who has been evaluated knows exactly what his/her rating is and on what basis the judgments were made. This meeting is a very important component of the appraisal process during which both participants can learn more about barriers to effective work performance and actions which can be taken to improve the quality of the work. In addition, a training and development program can be planned and implemented. The form must be forwarded electronically (if possible) to the Employee Resources Department and will be reviewed and placed in the employee's personnel file.
- D. Pay Increases: Pay increases are granted at the discretion of the department head based on employee performance, relationship to salary control point, internal pay equity, pay for performance guidelines and budgetary allocations.

Section 3 Completing the Performance Appraisal Form: The performance appraisal form is designed to link employee performance to Marathon County's mission and core values and to provide guidance and consistency to the performance evaluation process. It should be used to summarize and evaluate an employee's overall performance for the past year and to set job deliverables/work goals and professional development goals for the next year. Job deliverables relate to the essential functions, or primary responsibilities, of an employee's position and serve to identify results (i.e. specific tasks or projects) to be achieved. Professional development goals relate to the competencies, knowledge, skills and abilities that an employee needs to perform the essential functions of his/her current position and/or to prepare him/her for future career growth.

Section 4 Appeal Process: To facilitate consistent and fair treatment of employees, Marathon County has instituted an appeal process for employees who disagree with their annual performance appraisal rating.

There is one reason an employee may disagree with the rating: There are errors of fact that may impact the rating. If the disagreement cannot be resolved during the Performance Appraisal meeting and an employee wants to appeal the rating, they may choose the following option:

If there are "errors of fact"

- If there are errors of fact (e.g. the employee failed to provide information or it is incorrectly entered), the employee may provide the information or correct the errors within one week of the appraisal and forward the appeal information to their Department Head.

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- The Department Head will review the additional information and make a judgment.
- The Department Head’s judgment will represent the final appraisal and will be completed within two weeks of receipt of the employee’s appeal.
- If the employee still disagrees with the appraisal, the employee should indicate the desire to appeal by writing a letter indicating the reasons for their appeal to the County Administrator and copying in the Employee Resources Director, within one week of the Department Head’s decision.
- The County Administrator will designate a “Performance Appraisal Appeal Committee”

What happens next?

- The County Administrator will convene the Performance Appraisal Appeal Committee within two weeks of receiving the employee’s appeal letter. The Human Resources Committee (HRC) will be notified of the appeal and up to two members may attend as approved by the Chair of the HRC. If members of the appeal committee or the employee have a conflict of interest, alternate members will be asked to serve.
- The committee will meet with the employee, the department head, and other approved parties. They will review the documentation provided by the employee and the department head. No new documentation can be provided at this point in the process.
- The County Administrator, or his/her designee, will convey the result of the appeal to the employee and the department head within one week after the committee meeting. The decision of the Performance Appraisal Appeal Committee is final.

Section 5 Performance-Based Pay Increase Groupings

New 11/13/19

County Departments will be distributed a sum of funds annually that can be distributed among department employees consistent with performance ratings. Non-represented employees, except the department head, shall be included in this group and pay increases can be distributed as lump sum and/or base wage increases with the final determination of amounts made by the department head. Guidelines on how increases are distributed and reported to the people who process payroll, shall be distributed annually by the Employee Resources Director.

Appointed department heads who report to the County Administrator will be grouped together, with the evaluation and salary determinations made by the County Administrator.

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Department heads who report to an independent board such as the Library Board, ADRC-CW Board or CWA Airport Board can be evaluated by the independent board and salary determination made for a group of one. However, if the board decides to accept the “grouping” option, the department director can be evaluated cooperatively with the County Administrator and incorporated into the grouping with the appointed department heads reporting to the County Administrator. The benefit of the broader grouping is an expanded range of pay increase options.

Elected department heads receive the control point salary for their respective pay level. In the event the respective control point salary does not change in a given year, the elected department heads will receive the lump sum payment equal to the County Board adopted percentage wage increase for the year. The lump sum payment will be paid when other County employees receive their discretionary performance pay increases.