



ADMINISTRATIVE MEMORANDUM

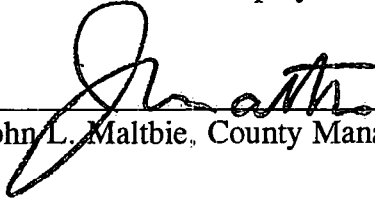
COUNTY OF SAN MATEO

SUBJECT: Employee Performance Evaluations

RESPONSIBLE DEPARTMENT: Employee & Public Services

NUMBER: E-13

APPROVED:


John L. Maltbie, County Manager

DATE: January 24, 1996

This memorandum replaces County Administrative Memorandum E-13, dated June 14, 1985. Evaluating employee performance is one of the most important responsibilities of a manager or supervisor. Evaluations provide a framework for setting and accomplishing organizational and individual goals and objectives. An effective evaluation process lets employees know what is expected of them, how they are performing, and how they can improve and/or take advantage of growth and career opportunities. This Memorandum replaces E-13, dated June 14, 1985.

Policy Guidelines

1. **Timeliness:** It is strongly encouraged that Employee Performance Reports should be completed annually on all permanent employees regardless of the length of service. For six month probationary employees, reports are to be completed prior to the end of the third and sixth months and for twelve month probational periods, prior to the end of the third, sixth, and twelfth months. It is particularly important that reports be done timely a) when merit increases are due, and b) for probationary employees so that they have every opportunity to successfully complete their probationary period.
2. **Feedback:** Feedback on employee performance is a continual process throughout the year and needs to be given as recognition for achievements or when the employee is having a difficulty meeting performance standards or objectives. The report form itself documents the ongoing feedback that the supervisor has discussed with the employee throughout the year, in addition to setting specific objectives the employee is expected to accomplish during the next review period. Although employees may disagree with some of the supervisor's statements, there should be no surprises during the performance appraisals conference.
3. **Employee Response:** If requested, the employee should be given ten working days from the date the written report is discussed with the employee to comment and/or respond to the evaluation content and process.

4. Working Draft: Since the performance appraisal conference is a cooperative effort between supervisor and employee, the report form should initially be done as a draft. This provides an opportunity for the employee to assess his/her performance and draft performance objectives to be discussed at the conference.

5. Improvement Needed/Unsatisfactory Evaluations: If the overall work performance either needs improvement (below the standard level required for the position) or is unsatisfactory (inadequate and definitely inferior to the standards of performance required for the position), Employee Performance Reports must be completed monthly with clearly defined 30-day performance objectives.