

PERFORMANCE APPRAISAL CHAPTER 20, ARTICLE VII

The performance appraisal program is designed as an objective and consistent system for evaluation and feedback on job-related criteria and specific work performance. Performance appraisal links individual objectives with job standards, and is intended to give employees a clear understanding of expectations, training requirements, and areas where performance improvement is required. Performance appraisal is also a management tool to assist with decisions concerning employment activities, salary advancement, disciplinary action, development needs, and to help the employee become more effective. It is not a substitute for disciplinary action, and performance ratings are not appealable.

ADMINISTRATION - Section 20-141

Each department head, in consultation with the Director, will develop and administer a method to assess, in a fair and objective manner, the performance of employees within that department. Human Resources may review the performance appraisal practices in each department to ensure compliance with the countywide performance appraisal system and may remove any elements that undermine objectivity, are not job-related, or are not in compliance with countywide requirements. Human Resources will make available standard performance appraisal tools for use by county departments.

It of the utmost importance that there is a dialogue between employees and supervisors, job expectations are reinforced, and a forum is provided for employees to discuss what they need to successfully perform and accomplish business needs.

APPRAISAL OF SUPERVISORS - Section 20-142

In accordance with the above section of the DeKalb County Code, performance appraisals of supervisory employees will also include, in addition to individual objectives and job standards:

- An evaluation of their use of the performance appraisal system with their direct reports; and
- An evaluation of their effectiveness in supporting the strategic priorities of the County.

Performance Reporting Times

Each employee may undergo a formal performance evaluation at the following times:

- Prior to completion of the initial probationary period (working test);
- Prior to completion of the probationary period following promotion;
- Prior to transfer, change of rater, or at any other time that there is a need to formalize a performance review; and
- At any time that the employee's performance does not meet standards. In such case, the supervisor should place a regular merit-status employee on a Development Improvement Plan with set timelines for performance improvement.

Supervisors should conduct a standard appraisal or provide a feedback evaluation for each employee, prior to the employee's anniversary date (*which may be a common anniversary date as established*).

Procedures for Evaluation of Performance

- **Rating by Immediate Supervisor** - Using the Human Resources-approved tool, the employee's immediate supervisor may complete an appraisal of the employee's performance that may include ratings for each performance standard/objective, as well as comments supporting those ratings.
 - (1) In instances where the employee has had more than one immediate supervisor during the rating period, the employee must have worked for the rating supervisor a minimum of 90 days.
 - (2) If not, the previous supervisor will complete the appraisal.
 - (3) If the previous supervisor is no longer available, the next level supervisor will complete the report, and the department head will review the appraisal to ensure that it is accurate and fair.
 - (4) When possible, an employee appraisal is completed prior to the change of rater to reduce the occurrence of such situations mentioned above.
- **Departmental Review** – A department head, including any intermediate supervisor in an employee's chain of command, reviews and approves the performance appraisal.
 - (1) Department heads, or their designee, must approve and sign performance appraisals for all employees in their respective departments.
 - (2) Department heads and intermediate supervisors may comment and indicate approval or disapproval of the immediate supervisor's ratings, but may not change such ratings prior to discussion with the immediate supervisor.
 - (3) In case of disagreement between the immediate supervisor and the department head regarding an employee's rating, the two may discuss the rating with the Director to clarify points of disagreement, but the department head's decision will be final.
- **Performance Meeting with Employee** - Once the performance appraisal has been approved and signed by the department head, or designee, the immediate supervisor can then discuss it with the employee. The employee can sign the appraisal to indicate that such discussion has taken place and may comment in the space provided. The signature indicates acknowledgement of receipt and not agreement. If an employee refuses to sign the appraisal, the manager/supervisor should notate employee's decision not to sign.
- **Human Resources Review** - Human Resources will remind departments periodically of the performance management program expectations. Training and technical assistance will be ongoing.

Preservation of Records

Based on Georgia law, employee personnel files must be maintained for seven years after the employee is no longer employed. See *Section 20-12 of the Personnel Code and Retention Schedule for Local Government for Paper and Electronic Records* for further details.