

Performance Review Process



SEMINOLE COUNTY
BOARD OF COUNTY COMMISSIONERS
DECEMBER 14, 2021

Performance Appraisal Background

Regardless of the performance appraisal process the BoCC chooses, many benefits can be derived from a quality performance review process:

- A. Public accountability/close media scrutiny dictate the BoCC be prepared to defend Manager/Attorney compensation package w/ more than, “they’re doing a great job.”
- B. Citizen stakeholders are more interested in the results achieved, and knowing that their Board and the County Manager/Attorney are, “on the same page.”
- C. Reinforces relationship of trust and support where Commissioners, Manager and Attorney can have an honest dialogue about accomplishments, performance gaps, and maintaining progress.
- D. Good relationships promote candor and constructive planning.

Unique Aspects of a Facilitated Performance Appraisal

Multiple “Bosses” and singular “Direct reports” create unique performance appraisals

- A. Facilitated performance appraisals are designed to increase communication between multiple BoCC Members (**Bosses**) and the Manager/Attorney (**Direct Reports**) regarding job performance.
- B. Recognizes progress made towards accomplishing assigned duties and responsibilities, and the establishment of specific work-related goals and objectives, as well as expectations of the BoCC.
- C. Recommend all members of the BoCC participate, by completing the rating instrument and then discussing their ratings collectively to develop performance expectations consensus.
- D. It is useful, if the BoCC Members are inexperienced in performance appraisals, to use a Facilitator, or Consultant to help the BoCC prepare for and conduct the Manager/Attorney evaluation.
- E. After collecting the information, the consultant meets with the Manager/Attorney to provide an overview of the results, and then facilitates a discussion with the BoCC and Manager/Attorney to review conclusions, build consensus on ratings, and assist in setting expectations for next review.

Purpose of a Performance Appraisal

- A. Allows Board & Individual to review annual accomplishments.
- B. Sets foundation of goals and objectives for the upcoming year.
- C. After completing the appraisal, review it with the individual.
- D. Come to agreement on the self-assessment & Board appraisal.
- E. Incorporate the individual's comments along with the Board's.
- F. Create a public record for the public to access.

Premise of Performance Appraisals

- A. Objective/quantitative assessment of an individual's performance against well-defined expectations to create a "scorecard."
- B. Supportive subjective/qualitative comments will provide insights.
- C. Formal, structured system of measuring and evaluating an individual's job-related behaviors and outcomes:
 - Discover how and why the Manager/Attorney is presently performing on the job
 - Direct the Manager/Attorney how he/she can perform more effectively in the future to the benefit of the individual, the organization and to society
- D. Evaluating factors include job knowledge, quality and quantity of output, leadership qualities, supervision, co-operation, judgment, versatility, etc.

Assessing Performance

- ✓ Effectively assessed during regularly-scheduled check-in sessions
- ✓ Clearly determines the critical elements of the job
- ✓ Clearly communicates job expectations, goals and objectives
- ✓ Expresses concerns or constraints (*faced by either party*)
- ✓ Identifies tools or resources needed for growth/improvement
- ✓ Allows for coaching, guidance, & professional support
- ✓ Increases retention, builds trust, maximizes potential

Role of the Board Members

1. Knowledge of Charter provisions/BoCC policies defining delegation & how monitored;
2. Knowledge of the Manager/Attorney's role and his/her authority and accountability;
3. Knowledge of what the BoCC intends for the County to achieve (*link to strategic plan*);
4. Discussion of the appraisal form with the Manager; meets the needs of both parties;
5. Set the frequency for review of performance & achievements (*annually at a minimum*);
6. Balance support & trust with a relationship of accountability for the Manager/Attorney;
7. Based on results of the appraisal, BoCC determines need for professional development, training, or education for the Manager, ultimately adjusting compensation to match.

Role of the Manager/Attorney

1. Discuss the appraisal form with the BoCC, should meet the needs of both parties;
2. Ensure BoCC has adopted a Vision, Mission, Goals & Objectives that can be measured/tracked to determine progress/success as part of the performance appraisal process;
3. Self-evaluation provides BoCC perspective on organizational and individual goals, and perceptions of your success or failure in meeting those goals during the review period;
4. Written compilation of individual & organizational accomplishments and challenges, during the entire evaluation period, minimizes risk of BoCC focusing on recent agenda item, controversy, or news story immediately preceding the performance appraisal;
5. List recommended goals, objectives and strategies serving as discussion foundation for BoCC to establish expectations & desired outcomes for subsequent review period.

Outline for Conducting an Effective Performance Review

Before the Review

- ✓ Prepare yourself and the individual (schedule ample time, notify in advance, in writing)
- ✓ Encourage participation of the Manager/Attorney
- ✓ Review documentation (notes, files, etc.) before evaluation
- ✓ Performance management is a key element of effective governance.
- ✓ Make it “priority time” minimize interruptions
- ✓ Create an agenda for the meeting
- ✓ Be clear about your purpose

During the Review

- ✓ Set a tone of collaboration and start on a positive note
- ✓ Focus discussion on strengths and areas for improvement
- ✓ Discuss performance that is below, meets and exceeds expectations
- ✓ Use clear/specific terms & examples
- ✓ Focus on behaviors not personality
- ✓ Ask what they think (allow them to speak freely before responding)
- ✓ Actively listen, clarify, address concerns

Wrapping-up & Moving Forward

- ✓ Set goals to:
 - ~ Improve in targeted areas
 - ~ Build on strengths
 - ~ Develop knowledge & abilities
 - ~ Align behavior w/ County needs
- ✓ Agree to follow up; at least one interim check-in during the year
- ✓ How should success be recognized
- ✓ Close with encouragement; Offer your help and support
- ✓ End on a positive note; summarizing strengths and contributions
- ✓ Schedule the interim check-in

Performance Appraisal Timeline

Pre-Review

- Contact all parties involved
- Calendar appointments
- Distribute forms and process instructions
- Draft Personal Summary of Accomplishments
- One-on-one to review forms and instructions
- Revise forms as needed
- (typically 45 days prior to presentation workshop)

Review

- One-on-one interviews with each reviewer
- Compile Objective scores
- Transcribe corresponding subjective comments
- One-on-one meeting with the individual to clarify scoring and commentary
- Revise draft and publish for each Commissioner
- (typically 1 or 2 weeks prior to presentation workshop)

Post Review

- Public presentation with facilitated discussion
- Facilitator provides an overview/summary of the individual's review
- Each commissioner shares clarifying comments about expectations
- Individual responds and asks clarifying questions
- Facilitator invites process feedback for possible process improvement
- Date set for next review

Appraisal Process Pitfalls to Avoid

- ✓ Do not violate the spirit of the Sunshine Law requirements.
- ✓ Do not offer general feedback; be specific on what you want to stop, start & continue.
- ✓ Do not sugarcoat poor performance; this is an opportunity for improvement.
- ✓ BoCC represents a diverse group of voices, may not be unified in their expectations.
- ✓ If relationships are too close/friendly, there may be a reluctance to bring up areas of performance that need improvement and may be a tendency to avoid conflict.
- ✓ Post-election, newly-elected board-member orientation should include established performance goals, measures, and an overview of the appraisal process.
- ✓ Compensation should not exclusively reflect the results of the annual review.
- ✓ BoCC Members may have little to no experience in performance reviews.

BoCC Expectations/What's Next?

- A.** Complete current performance appraisal for the County Attorney with consideration for improving the review form, the review process, and/or the use of the performance appraisal in the future
- B.** Develop a Request for Proposal to contract with a new process facilitator.
- C.** Identify a list of possible facilitators and invite each to submit proposal. Select and transition to new process facilitator.
- D.** Incorporate the performance appraisal process into the recruiting and selection process for the new County Manager.