

DEPARTMENT OF  
**HUMAN RESOURCES**

Our Mission: To create a thriving organization, providing meaningful careers in public service.

April 5, 2016

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INTERIM DIRECTOR

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**SUBJECT:** Revise Personnel Management Regulations (PMR) 43, Performance Planning and Evaluation

Dear Board Members:

**RECOMMENDATION:** Conduct first reading of the Ordinance (attached) to revise PMR 43 and set the merit hearing for April 12, 2016.

**SUMMARY:** The Department of Human Resources has revised PMR 43, Performance Planning and Evaluation, through the meet and confer process with the Coalition of Labor Associations (COLA). The revisions to this PMR were negotiated as a part of Human Resources' on-going efforts to revise/update through this process all of the County's PMR's.

PMR 43 is being brought to your Board for adoption in advance of other PMR's because this policy is part of the Performance Excellence Program (PEP) that the Human Resources Department is in the process of implementing in order to accomplish the following:

- Increase staff performance evaluation and feedback rates across the organization;
- Engage staff with a supportive year-round County of Marin performance management cycle; and
- Effectively link training opportunities and requirements with performance management throughout the year

The revisions to PMR 43 underscore the following best practices regarding the performance management and evaluation process: 1.) Performance management and evaluation is an on-going process, rather than an annual event; 2.) It is an interactive process; 3.) Employee achievements should be recognized and reflected in written performance evaluations as much as the areas of deficiency; 4.) Performance evaluations should be supported with details and examples in order to assist employees to understand the strengths in their performance and areas for growth or needed improvements.

In addition to the points of emphasis noted above, the revisions include two important procedural changes. First, it allows an employee who receives an overall rating below "competent and effective" to request a meeting with the next level of management. This is not an appeal but an opportunity for an employee to request and provide reasons for reconsideration of any areas in their evaluation.

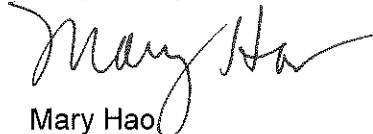
Secondly, the revisions to this PMR also allow employees limited rights to raise procedural violations through the grievance procedure. In particular, the failure to grant an employee the opportunity to meet with the next level of management under the conditions described above (receiving a rating of less than competent and effective rating) is grievable up to step 2 of the grievance procedure. Additionally, the failure of management to evaluate an employee within sixty (60) days of the timeline described in this PMR is grievable up to step 2 of the grievance procedure.

With these revisions to PMR 43, Human Resources is implementing revised performance evaluation and planning forms which have been designed to be more concise, clearer and easier to interpret for evaluators and those being evaluated. All departments using the new Performance Excellence Platform (PEP Platform) will begin using the new performance evaluation forms associated with the revised PMR 43 as the departments join the PEP Platform. The PEP Platform is the County of Marin's new software tool for conducting performance evaluation and participating in skills building through training. The PEP Platform is TalentQuest, Inc. cloud-based software that was approved for use by your board last summer via a multi-year contract.

**FISCAL IMPACT:** The revised PMR 43 does not have any fiscal impact.

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|---------------------|-------------------------------------|------------------------|-------------------------------------|------------|
| <b>REVIEWED BY:</b> | <input type="checkbox"/>            | <b>Finance</b>         | <input checked="" type="checkbox"/> | <b>N/A</b> |
|                     | <input type="checkbox"/>            | <b>County Counsel</b>  | <input checked="" type="checkbox"/> |            |
|                     | <input checked="" type="checkbox"/> | <b>Human Resources</b> | <input type="checkbox"/>            |            |

Respectfully Submitted,



Mary Hao  
Director of Human Resources

cc: Department Heads / Assistant Department Heads  
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