



POLICY COMMITTEE

Friday, March 24, 2023
2:30 P.M.

Courthouse & Government Center
Board of Commissioner's Room

AGENDA

1. Call to Order
2. Public Comment
3. New Business
 - a. Performance Appraisal Form – Appendix A
4. Old Business
 - a. Performance Merit Program Guideline Policy – Appendix B
5. Other items from Committee members
6. Adjournment

Performance Appraisal Form

Employee Name:		Position:	
Supervisor:		Department:	
Hire Date:		Position Date:	
Appraisal Period:		Date Delivered:	

JOB KNOWLEDGE

Knowledge of services, policies and procedures, techniques, skills, equipment, and materials

Has in-depth grasp of all phases of job; very well informed; a "go-to" person for others.	5 <input type="checkbox"/>
Has thorough grasp of most phases of job; seldom requires assistance and instruction beyond consultation.	4 <input type="checkbox"/>
Satisfactory job knowledge; understands and performs most phases of job well; occasionally requires assistance or instruction beyond expected consultation.	3 <input type="checkbox"/>
Limited knowledge of job, further training required, frequently requires assistance or instruction beyond expected consultation.	2 <input type="checkbox"/>
Lacks knowledge to perform job properly.	1 <input type="checkbox"/>

QUALITY OF WORK

Freedom from errors and mistakes...Accuracy, quality of work in general

Outstanding quality with consistent accuracy and attention to detail.	5 <input type="checkbox"/>
Quality very satisfactory, usually produces error free work.	4 <input type="checkbox"/>
Quality average; often accurate.	3 <input type="checkbox"/>
Room for improvement, frequent errors, work requires checking & re-doing.	2 <input type="checkbox"/>
Excessive errors and mistakes, very poor quality.	1 <input type="checkbox"/>

QUANTITY OF WORK

Work output of the employee

Consistently does more than is expected or required; consistently exceeds agency expectations for productivity; consistently produces more than most.	5 <input type="checkbox"/>
Routinely does more than is expected or required; often exceeds agency expectations for productivity; often produces more than is expected.	4 <input type="checkbox"/>
Handles a satisfactory volume of work; consistently meets agency expectations for productivity; occasionally does more than is required.	3 <input type="checkbox"/>
Minimally acceptable, low output, below average.	2 <input type="checkbox"/>
Extremely low output; not acceptable.	1 <input type="checkbox"/>

RELIABILITY

The extent to which the employee can be depended upon to be available for work, do it properly, and complete it on time...The degree to which the employee is reliable, trustworthy, and persistent

Highly reliable, always gets the job done on time.	5 <input type="checkbox"/>
Very reliable, consistently gets the job done on time, communicates timely when deadlines may be missed.	4 <input type="checkbox"/>
Reliable; often gets the job done on time and communicates timely when deadlines may be missed.	3 <input type="checkbox"/>
Minimally reliable; seldom gets the job done on time and seldom communicates timely when deadlines may be missed.	2 <input type="checkbox"/>
Usually unreliable, does not accept responsibility; gives up easily.	1 <input type="checkbox"/>

Performance Appraisal Form

INITIATIVE AND CREATIVITY

The ability to plan work and to go ahead with a task with minimal direction/guidance, and the ability to make constructive suggestions

Self-starter; displays exceptional drive and perseverance; anticipates needed actions, frequently suggests better ways of doing things; ideas are often implemented.	5 <input type="checkbox"/>
Consistently high initiative; regularly displays drive and perseverance; anticipates needed actions, regularly provides suggestions for improvement.	4 <input type="checkbox"/>
Average initiative; proceeds on own with little or no direction; makes some suggestions for improvement.	3 <input type="checkbox"/>
Minimal initiative; waits for direction.	2 <input type="checkbox"/>
Lacks initiative, less than satisfactory performance.	1 <input type="checkbox"/>

JUDGMENT

The extent to which the employee makes decisions which are sound...Ability to remain objective

Uses exceptionally good judgment when analyzing facts and solving problems in most situations.	5 <input type="checkbox"/>
Consistently handles situations well and makes sound decisions in sometimes unusual circumstances.	4 <input type="checkbox"/>
Handles most situations well and usually makes sound decisions under normal circumstances.	3 <input type="checkbox"/>
Uses questionable judgment at times, room for improvement.	2 <input type="checkbox"/>
Uses poor judgment often.	1 <input type="checkbox"/>

COOPERATION

Willingness to work harmoniously with others in getting a job done...Readiness to respond positively to instructions and procedures

Extremely cooperative; consistently displays collaborative/cooperative behaviors in situations; consistently evokes teamwork and promotes a positive culture.	5 <input type="checkbox"/>
Very cooperative; regularly displays collaborative/cooperative behaviors in situations; often evokes teamwork and a positive culture.	4 <input type="checkbox"/>
Cooperative; gets along well with others.	3 <input type="checkbox"/>
Makes little effort to cooperate and/or display collaborative/cooperative behaviors in situations.	2 <input type="checkbox"/>
Negative; detracts from a positive culture/contributes to a negative culture.	1 <input type="checkbox"/>

ATTENDANCE

Committed to coming to work daily and working scheduled hours.

Consistently regular and prompt for work, meetings, etc.; impeccable attendance; exceptional planning for coverage during absence.	5 <input type="checkbox"/>
Routinely regular and prompt; above average attendance; few unplanned absences.	4 <input type="checkbox"/>
Usually present and on time; normally pre-planned absences.	3 <input type="checkbox"/>
Lax in attendance and/or reporting on time; improvement needed to meet expectations.	2 <input type="checkbox"/>
Often absent without sufficient notice and/or frequently reports to work late or leaves early.	1 <input type="checkbox"/>

Performance Merit Program Guidelines

Overview

On <insert date> the Manistee County Board of Commissioners approved the 2023-24 merit program for all employees with a <insert %> budget. The merit program implements salary increases based on an individual's performance and contributions. The program recognizes and rewards outstanding performance based on employee accomplishments.

Purpose

To define the policy of the County to assure that employees receive periodic performance feedback, recognition, and corrective instructions to promote effective job performance. The function of a performance evaluation is to provide staff with positive recognition of strengths and special abilities, and opportunity to correct poor performance. Evaluations also provide an ongoing performance record, which may be used in making personnel actions. The performance evaluation provides staff with a structured opportunity to discuss means for improvement and assists in keeping job descriptions current. The performance evaluation provides probationary staff with a report of their progress and allows for the correction of deficiencies.

The performance evaluation process should be used to set a positive tone for department heads by having a defined system which treats department heads in a uniform manner. It should also be used to emphasize the skills and activities that department heads must demonstrate to ensure the success of the County and their respective departments. Evaluations should be used as a tool to provide a plan for improvement of performance where performance problems are identified. The evaluation process should also provide feedback as to what is expected on the job and provide an opportunity to identify performance problems in a cooperative controlled manner. The process should also provide for recognition of strengths and good performance.

It is intended that the performance evaluation process be a meaningful and productive experience where administration, department heads, elected officials, Judges, and staff openly discuss job performance and expectations. The County expects that positive and constructive relationships be maintained between administration, department heads, elected officials, and staff to foster open communication regarding job performance.

Eligibility Requirements

Employees eligible for the merit program include individuals who:

- Have a 2023-24 appraisal completed by their supervisor with a rating of “Met Expectations” or above.
- Are employed as full-time or part-time employees.
- Are still on the payroll as full-time or part-time employee as of the merit increase date.
- Have completed a probationary period on or before July 1, 2023.
- Individuals with contract appointments are only eligible for the merit if it is stipulated in the terms of the contract.
- Not included, Elected Officials

Structure

The merit program seeks to proportionally recognize and reward individuals with salary increase based on performance. The following guidelines are recommended to determine an individual’s salary increase.

- Met Expectations or greater performance rating is 0% to 4.5%.
- Recommend a minimum of 2% increase for performance ratings of Met Expectations or greater.
- Allocation must balance within the overall budgeted amount.

Performance Rating:	Unacceptable	Improvement Needed	Met Expectations	Consistently Exceeded Expectations	Exceptional
Recommended Increase:	0%	0%	up to 2.5%	up to 3.5%	up to 4.5%

Information about funding staff salary merit increases can be found in the Manistee County Budget Handbook.

Each Department will need to work within the allocated amount budgeted for merit increases. This information is important to ensure that good performers receive sufficient bottom-line increases to effectively recognize and reward performance.

Appraisals received after the due dates, may result in a delay of pay to the employees.

Salary Increase Determination Process

The recommended increase ranges provide guidelines for individual increases. Departments must allocate the increases within the overall budgeted amount. Any deviations from the budgeted amount must be approved by the Board of Commissioners.

We request that Department Heads/Elected Officials promptly provide the letter to their respective employees and Human Resources to ensure that they are notified prior to the payroll date. Distribution of the letter should be accompanied by a discussion of the merit increase to recognize individual contributions and motivate future efforts. A copy of the merit increase letter will be placed in the personnel file by Human Resources.