




Santa Cruz Consolidated Emergency Communications Center

495 Upper Park Road
Santa Cruz, California 95065
(831) 471-1000 Fax (831) 471-1010

Michael J. McDougall
General Manager

9-1-1 FIRE
POLICE
MEDICAL

COMMUNICATIONS PERSONNEL POLICY/PROCEDURE

Policy No.	1200	Date Issued:	December 16, 1993
Section:	1000 -- Personnel Policies	Date Revised:	October 23, 2003
Accreditation Standards: CALEA 3.4.1, 3.4.2, 3.4.3, 3.4.5, 3.4.6, 3.4.7			
SUBJECT: MANAGEMENT PERFORMANCE APPRAISALS			
APPROVED:			
	Board Chairperson		

1. The Management Performance Appraisal process is of prime importance to all Managers as it:
 - 1.1 Permits a broad approach to the evaluation of a manager's performance in that specific responsibilities can be identified, measurement criteria established and the results achieved determined.
 - 1.2 Can be used to determine Authority development goals and objectives common to all managers and employees and how successful each manager is in contributing to those goals and objectives.
 - 1.3 Can measure a wide range of management performance factors to determine how well the manager performs.
 - 1.4 Furnishes necessary substantiated information for a manager to be retained beyond the end of the probationary period
 - 1.5 Provides a forum for an individual manager to collaborate with the General Manager in developing his/her own specific career development and/or performance goals and objectives.
 - 1.6 Can be used to assist in determining a manager's salary during each successive year.

2. For the purpose of this Policy, Manager also means professional and other overtime exempt employees.
3. Ratings are defined as follows:
 - 3.1 **Outstanding** means consistently performs beyond established job requirements, and contributes beyond current job responsibilities. Produces results of exceptional quality. Demonstrates unusual talent, ability or expertise.
 - 3.2 **Exceeds** means consistently exceeds job standards as defined.
 - 3.3 **Meets** means consistently fulfills job requirements. Meets the standard(s) as described. Meeting job standards is an indication of good work.
 - 3.4 **Improvement Needed** means performance falls short of meeting the requirements, standards and/or expectations of the position. Does not necessarily indicate completely unsatisfactory or unacceptable performance but addresses a performance area or factor which needs additional attention, effort or development.
 - 3.5 **Unsatisfactory** means performance falls short of meeting job requirements. Indicates completely unacceptable performance. Further development is needed in the position or termination or return to former position will result.
4. The Management Evaluation Appraisal process is divided into four (4) parts as follows:
 - 4.1 **Part I - Major Responsibilities/Results Expected and Achieved.** This section contains the following elements:
 - 4.1.1 Written, clear and concise statements of the principal responsibilities, results, tasks, and assignments expected of the management position and the measurement criteria or performance standard(s) to be used to evaluate results.
 - 4.1.1.1 Measurement Criteria and Performance Standards should provide an ability to measure quantity and/or quality of work, target dates, time spent, etc.
 - 4.1.2 Written comments indicating how well the measurement criteria or performance standard from the previous appraisal was met during the rating period.
 - 4.2 **Part II - Management Performance Factors**, consists of a series of general management performance factors and sub-factors rated by the General Manager.

The Management Performance Factors are as follows (not all factors may apply to every manager):

- 4.2.1 Response to Customers. Maintains a high standard of customer service; maintains a positive image of self and Authority; creates an atmosphere that fosters teamwork, creativity, and open communications; actively seeks customer feedback.
- 4.2.2 Job Knowledge. Maintains and updates technical and operational knowledge; participates in self development programs; considered as a resource by peers, Users, and subordinates; applies skills to achieve goals and overcome obstacles to success; understands customer/user needs.
- 4.2.3 Problem Solving. Gathers facts before making key decisions; identifies and weighs alternatives; utilizes foresight to make difficult decisions; develops effective strategies; makes timely decisions with good judgment.
- 4.2.4 Planning and Organizing. Develops short and long range goals and objectives to address Authority needs; implementation occurs with the support/involvement of subordinates, customers/users, and superiors; monitors progress towards objectives; allocates resources consistent with organizational goals.
- 4.2.5 Interpersonal/Communications Skills. Tactfully achieves desired results in spite of differing opinions; encourages contributions and acknowledges accomplishments of others; makes knowledgeable presentations; speaks and writes clearly, concisely, and accurately.
- 4.2.6 Teamwork. Works well with the various working groups, user task forces, and committees; openly shares ideas; supports group and organizational decisions; coordinates plans and efforts of various work teams.
- 4.2.7 Creativity. Supports and implements change; seeks out and suggests new ways to meet requirements and improve quality; promotes an atmosphere that encourages creative thought; seeks appropriate risk opportunities.
- 4.2.8 Productivity and Service. Seeks out and initiates programs to increase productivity and service quality; work is completed on schedule; work is of good quality.
- 4.2.9 Flexibility. Responds positively to new situations and issues; responds to unscheduled requests on a timely basis; is open to new ideas; holds firm when necessary.

4.2.10 Leadership (Motivating Others). Provides a positive ("can do" and "upbeat") influence; exhibits good coaching and managing skills; is fair, honest, and impartial; establishes challenging yet realistic goals.

4.2.11 Personnel Management. Encourages excellence by effective motivation, recruitment, selection, training, and development of staff; provides timely evaluation/performance feedback; ensures that employees are chiefly responsible for the decisions that most affect their work.

4.2.12 Budget Management. Operates within the allocated budget; uses resources in a cost-effective manner; properly estimates time and costs; identifies ideas for cost savings and/or revenue increases; forecasts budget trends/issues.

4.3 **Part III - Authority Goals and Objectives**, are those which are set forth within the Annual Report. Each Manager will be evaluated in this section based upon their individual contribution towards the accomplishment of the Authority goals and objectives.

4.4 **Part IV - Manager's Goals and Objectives**. This section contains the following elements:

4.4.1 Individual and/or specific goals and/or performance objectives, measurement criteria and time frames written and developed in collaboration with the General Manager.

4.4.2 Written assessment of the accomplishment, progress made, extenuating circumstances or lack of progress and/or accomplishment during the rating period relative to the individual performance goals and objectives as written on the previous Appraisal.

5. Approximately fifteen (15) days prior to the completion of the Management Performance Appraisal rating period, the manager will submit Parts I and IV in draft form to the evaluating manager for review.

6. A Performance Appraisal meeting will be held between the manager and the evaluating manager upon conclusion of the rating period. This meeting will be generally structured as follows:

6.1 The manager and evaluator will discuss and work towards agreement of the position specific (Part I) and manager specific (Part IV) goals and objectives to be set for the up-coming rating period.

6.1.1 In cases where agreement can not be reached, the General Manager has the exclusive right to set position specific and manager/employee specific goals and objectives.

- 6.2 The evaluator will offer verbal feedback for the manager regarding the progress and/or observed results towards accomplishment of the goals and objectives outlined in Part I, Part III and Part IV of the previous Appraisal and the Management Performance Factors as outlined on the Part II form.
 - 6.2.1 The manager is encouraged to actively participate in this discussion process.
 - 6.2.2 Efforts will be made by both parties to build consensus in areas of initial disagreement.
 - 6.2.3 In cases where agreement can not be reached, the evaluator's assessment of performance will prevail and will be documented in the written Appraisal.
7. Upon completion of the Performance Appraisal meeting, the evaluator will prepare a written Performance Appraisal which summarizes and captures the essence of the meeting discussions and present the Appraisal to the manager for signature.
 - 7.1 The manager's signature does not necessarily indicate agreement with the appraisal content.
 - 7.2 Within thirty (30) days following the sign off, the manager may prepare comments and have them attached to the original Appraisal in the employee personnel file.
 - 7.3 The General Manager will review and sign the completed Appraisal and provide a complete copy to the manager.
8. New managers will be evaluated according to the following schedule:
 - 8.1 The General Manager will meet with the new manager within the first month of hire to jointly develop goals and objectives in accordance with paragraph 6.1 of this policy.
 - 8.2 The first probationary appraisal will take place at the completion of three (3) months of employment, the second appraisal will take place at the completion of six (6) months, the third appraisal will take place at the completion of nine (9) months, and the final probationary appraisal will take place at the completion of eleven (11) months of employment.
 - 8.2.1 The General Manager may extend the due date for the final probationary appraisal by one (1) month.

9. Regular, non-probationary managers will receive a Performance Appraisal at the completion of twelve (12) months following the end of their probation and every twelve (12) months thereafter.

9.1 Special Performance Appraisals may be conducted as appropriate.