

HR Standard 1.12

EVALUATION PROCEDURES AND MERITORIOUS PAY INCREASES

PHILOSOPHY

In the past, many PCSAs practiced a traditional method of conducting personnel evaluations and granting pay raises. These agencies typically used the evaluation format available through the state. Pay raises were granted annually based upon longevity and capped after five raises.

More recently, a growing number of PCSAs have begun a review of this process with the goal of revising or creating a system that would recognize the accomplishments of employees via an objective and fair evaluation methodology and reward effort and achievement with meritorious pay increases. The rationale was that pay increases should parallel effort and accomplishment and that longevity, per se, was not a measure of accomplishment. Concomitantly, it was recognized that if an employee continued to achieve in a position, recognition should continue without a cap on meritorious raises.

OUTCOME

The process for evaluating employee performance is uniform and consistent across the PCSA. Pay increases are based upon each employee's individual performance and contribution to the agency's mission.

APPLICATION - (an example from Muskingum County Children Services)

1. All annual employee evaluations (support staff, caseworkers, child care workers) are completed, via a supervisor/administrative group meeting, during the same month of each year.
2. Individual supervisors prepare a preliminary evaluation, including narrative, for each employee. In most instances, much of the evaluation is based upon specific responsibilities and duties for which statistics have been gathered throughout the year. The supervisor may either keep this information in his/her own possession throughout the year or submits the data to the Human Resources Director at regular intervals throughout the year. If the latter method is chosen, the HR Director makes this information available to the supervisor at the time evaluations are being developed.
3. The evaluative process, in which all supervisors participate takes 20 to 30 total hours. Each supervisor presents data for each employee for whom he/she has evaluative responsibility, notes the rating given in each of the evaluated areas, and briefly presents the prepared narrative. Other supervisors and administrators then provide their input to the presenting supervisor. Clarifications are requested, ratings are challenged with rationales, negotiations may ensue, and a final rating with

appropriate narrative is agreed upon with the evaluating supervisor making the final decision. The numerical rating in each of the categories for each employee is flip-charted by unit and posted on the wall.

4. When all employee evaluations have been presented, a final overview of the process and of each evaluation is completed. Adjustments may be made in any evaluation with explanation and justification. At the conclusion of the process, each supervisor agrees that they are comfortable with the evaluations, that they are accurate and fair, and that they will not be altered.

5. A two week period is then decided upon during which all supervisors are required to meet with their employees to discuss their evaluations. It has also been agreed upon that evaluations will not be changed although an employee may appeal an evaluation based upon the procedures outlined in the personnel policies.

6. Meritorious raises are contingent upon the total and average of the points accrued from each of the areas evaluated on the evaluation form. The administrative team recommends which subdivisions should be granted raises and how much the range for each subdivision should be to the agency director. For example, the team may recommend that all individuals who score an average of 4.5 or above be given a 3% raise; those who score between 4.0 and 4.5 be given a 2.5% raise, etc. The appointing authority, in consultation with the agency director, makes a final determination of raises and the application of raises.

This policy was adapted from the Muskingum County Children Services Board