

## DEPARTMENT HEAD EVALUATION PROCESS

5/14/91

### Purpose

The purpose of the annual Department Head evaluation process is to provide a formal mechanism for Department Heads to review with the Board of Supervisors and the County Executive Officer, (CEO) their departmental goals and objectives for the year and to receive a formal written appraisal of their performance. ~~This process is not intended to be punitive. Rather, it is to provide a forum for the Board to discuss with its appointed Department Heads, their expectations and observations of the Department Head's performance.~~

The Department Head Annual Evaluation will include input by both the CEO and the Board of Supervisors. Each year, the CEO will meet with the Department Head and establish goals and objectives for the following year. Within 30 days, the CEO will schedule a Closed Session with the Board of Supervisors for the purpose of receiving input on the Department Heads goals and objectives. The Closed Session will be conducted with both the CEO and the Department Head present.

### Included ~~Affected~~ Department Heads

~~Those Department Heads included in this process are:~~

<del>Airport Director (March)</del>	<del>Personnel Director (February)</del>
<del>Director of Corrections (August)</del>	<del>Director of Env. Mgmt. (Dec.)</del>
<del>County Administrator (January)</del>	<del>Public Defender (May)</del>
<del>Director of Health Services (June)</del>	<del>Director of Public Works (September)</del>
<del>Director of Human Services (July)</del>	<del>Library Director* (September)</del>
<del>Director of Conservation;</del>	
<del>Development and Planning (March)</del>	

~~Elected Department Heads and those appointed by the Judges are not included in this process, nor are Department Heads who hold contracts (although a provision to be included in this process could be included in future contracts).~~

~~\* Material to be reviewed by the Library Commission prior to presentation to The Board of Supervisors.~~

Child Support Services Director  
Director of Conversation, Development & Planning  
Director of Corrections  
Director of Environmental Management  
Director of Health & Human Services  
Director of Public Works  
Library Director,

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1) Performance evaluation jointly conducted by the County and the Napa Superior Court.

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## Process

The goal setting process will begin July 1, 1991. During FY 1991-92, each affected Department Head will present a draft of his/her goals and objectives to the County Administrator no later than the 10th of the month in which his/her anniversary of appointment falls as noted in parenthesis above. The County Administrator will review the goals and objectives, and any mutually agreed upon changes will be made to the document. Goals and objectives of either the Department Head or the County Administrator which are not mutually agreed upon will also be included, with a notation of the disagreement and the reason for same. This material will be presented to the Board of Supervisors by the end of the anniversary month in a closed personnel session. The Board may accept the goals and objectives or amend them in any way it sees fit. Once the Board has acted, those goals and objectives that it has approved become the basis for the Department Head's annual evaluation.

With the annual cycle beginning July 1, 1992 written evaluations will be added. During the first ten days of the anniversary month, the County Administrator and Department Head will discuss their perceptions of the Department Head's performance during the previous year as well as goals and objectives for the Department Head for the next year. By the 20th of the month, the Department Head will have received a written evaluation from the County Administrator and presented his/her goals and objectives to the County Administrator following the process outlined in the paragraph above. Goals and objectives of either the Department Head or the County Administrator which are not mutually agreed upon will also be included, with a notation of the disagreement and the reason for same. Likewise, if the Department Head disagrees with the County Administrator regarding the contents of his/her evaluation, he/she should note his/her disagreement and the reason for same on the evaluation form. During the last ten days of the month, the County Administrator and the Department Head will meet with the Board of Supervisors in a closed personnel session to discuss the Department Head's evaluation and goals and objectives for the following year. Again, the Board may act to revise the evaluation and/or goals and objectives in any way it sees fit.

This process continues as long as the incumbent remains in the position and begins again with the appointment of a new head of any of the departments listed above. Goals and objectives may be amended mid-year with the concurrence of the County Administrator if significant changes occur in the department, such as a *major* reorganization or loss of funding.

The evaluation will proceed as follows:

1. The Department Head will meet with the CEO to present a draft of his/her goals and objectives for the following year.

2. Within 30 days, the CEO and Department Head will meet in Closed Session with the Board of Supervisors to receive input on the annual goals and objectives.
3. Following the Closed Session, the CEO and Department Head will meet to finalize the Performance Review completed by the CEO (attached) including input from the Board of Supervisors.
4. Goals and objectives may be amended mid-year with the concurrence of the CEO if significant changes occur in the department, such as a major reorganization or loss of funding.

#### **Format for Goals and Objectives**

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~~The format for the Statement of Goals and Objectives should be simple and based on the department's mission statement. A sample is attached.~~

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#### **Content for Closed Session**

- Departmental Mission Statement
- Organization chart
- Prior year accomplishments and status of performance measures
- Goals and Objectives for the coming year
- Challenges, trends and critical issues

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#### **Evaluation Form**

~~A copy of the evaluation form is attached for your information. Ratings include: Exceeds Goals and Objectives, Meets Goals and Objectives, Does Not Meet Goals and Objectives. Areas to be covered include:~~

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#### **A. Planning and Organization**

~~\_\_\_\_\_ Demonstrates skill in establishing goals, priorities and courses of action.~~

~~\_\_\_\_\_ Demonstrates ability to organize programs in cost-effective and efficient ways.~~

~~\_\_\_\_\_ Reviews program results and keeps Board and County Administrator advised through timely communications.~~

~~\_\_\_\_\_ Develops long-range plans and monitors progress against plans.~~

~~\_\_\_\_\_ preparedness plans.~~

#### **B. Directing and Controlling**

~~\_\_\_\_\_ Accepts responsibility and accountability for making decisions.~~

~~\_\_\_\_\_ Takes into consideration future needs and events that are predictable.~~

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- Monitors financial status of department and takes necessary actions to stay within budgetary limits.
- Demonstrates ability to take effective action in crisis/emergency situations.

**C. Personnel Management**

- Keeps informed and follows County Personnel rules, policies and procedures.
- Motivates employees and encourages their participation in decisions affecting them.
- Establishes and maintains an effective internal personnel management system.
- Understands and effectively complies with Affirmative Action, Sexual Harassment and other like plans.
- Develops and implements professional development plans for self and subordinates.
- Recognizes the needs and desires of others and treats others with regard, courtesy and respect.
- Maintains effective employee attendance practices based on established County policy.

**D. Policy Development**

- Effectively interprets Board policy and concerns and attempts to develop a consistent departmental policy direction.
- Initiates departmental policy changes so they are in conformance with established Board policy.
- Acts creatively to evaluate and recommend new programs or policies when aware of existing inconsistencies, irregularities and/or needs.

**E. Communications**

- Written reports, proposals, etc. reflect complete staff work.
- Speaks and writes clearly, concisely and logically, using understandable terminology.
- Keeps Board and CAO informed and chooses appropriate methods to communicate with departmental staff.
- Functions in a responsible manner when representing the department before the Board, other agencies, community groups, commissions and the public.

**F. Overall**

- Overall evaluation of ability of Department Head to meet Board of Supervisors' expectations.

**G. Other Comments**

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