

DEPARTMENT: Administration

BY: Rick Benson
PHONE: 966-3222

RECOMMENDED ACTION AND JUSTIFICATION: Discussion and possible direction to staff regarding department head performance evaluations.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION: Department head evaluations will not be conducted.

Financial Impact? () Yes (x) No	Current FY Cost: \$	Annual Recurring Cost: \$
Budgeted In Current FY? () Yes () No () Partially Funded		
Amount in Budget: \$		List Attachments, number pages consecutively
Additional Funding Needed: \$		Staff report
Source:		
Internal Transfer		
Unanticipated Revenue	4/5's vote	
Transfer Between Funds	4/5's vote	
Contingency	4/5's vote	
() General () Other		


CLERK'S USE ONLY:

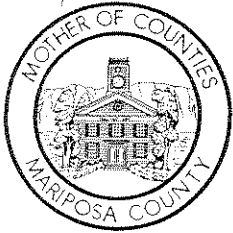
Res. No.: 10-406 Ord. No. _____
 Vote - Ayes: 5 Noes: _____
 Absent: _____
 Approved _____
 Minute Order Attached () No Action Necessary

COUNTY ADMINISTRATIVE OFFICER:

Requested Action Recommended
 No Opinion
 Comments:

The foregoing instrument is a correct copy of the original on file in this office.
 Date: _____
 Attest: MARGIE WILLIAMS, Clerk of the Board
 County of Mariposa, State of California
 By: _____
 Deputy

CAO: 



COUNTY of MARIPOSA

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KEVIN CANN, CHAIR
JIM ALLEN, VICE-CHAIR
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DISTRICT IV
DISTRICT V
DISTRICT I
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MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: RICK BENSON, CAO
FROM: MARGIE WILLIAMS, Clerk of the Board *MW*
SUBJECT: Department Head Performance Evaluations
Resolution No. 10-406

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA

ADOPTED THIS Order on August 17, 2010

ACTION AND VOTE:

- 6 **Administration**
Discussion and Possible Direction to Staff Regarding Department Head Performance Evaluations
BOARD ACTION: Rick Benson reviewed recommendations for conducting department head performance evaluations; and discussion was held. (M)Aborn, (S)Allen, Res. 10-406 was adopted approving the evaluations format and process, and directing the County Administrative Officer to begin the process as recommended/Ayes: Unanimous. The Board concurred that the evaluations would be scheduled separate from the regular Tuesday Board meeting agenda.

Cc: Sandi Laird, Personnel
File

MARIPOSA COUNTY

Richard J. Benson
County Administrative Officer



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August 10, 2010

TO: Board of Supervisors
FROM: Rick Benson, County Administrative Officer
SUBJECT: Department Head Performance Evaluations

Performance evaluations are a tool which have been used for decades in both the public and private sector in order to encourage excellence in the workplace. Annual reviews are required within the County for all employees with one notable exception. Reviews are not given on an annual basis to department heads.

Under the current structure, department heads report directly to the Board of Supervisors. This in itself can be challenging for employees since they essentially have five bosses. Often individual members of the Board of Supervisors have very different expectations regarding the duties and performance of the leaders of the County's departments. By having a formal review process department heads will be given the opportunity to better understand the Board's expectations.

Performance reviews also provide another very important opportunity for department heads. It allows them to fully explain to the Board important issues within their departments. The process further allows for development of the work plan whereby the department head can work directly with the Board in developing goals that he or she would like to see accomplished in their department.

In order to support the goal of providing for the most effective delivery of services possible, it is recommended that your Board initiate a performance evaluation for all appointed department heads.

It is recommended that the format for the evaluation be as follows:

1. Prior to the evaluation; the department head prepares a written overview of the previous year's accomplishments and report on emerging issues. The department head should also present goals for the upcoming year and a draft work plan.
2. At the evaluation; the department head presents data on internal operations.

3. Board members discuss privately (without the department head) strengths, areas for improvement or attention and questions, revisions or modifications to goals for upcoming year.
4. Department head returns to session and the Board Chair or other designated Board member presents feedback and follow-up actions and allows for department head response. The work plan and goals are also discussed and may ultimately be revised through a consensus with both the Board and the department head.
5. Two to three weeks following the evaluation; the department head and CAO meet. At that meeting the department head presents a one page written summary of the evaluation session that includes a list of follow-up actions and future direction/emerging issue items agreed to for the coming year. The report is finalized with the concurrence of the CAO.

Suggested areas of evaluation include:

1. Program/Operations/Fiscal Management
2. Personnel Management and Development
3. Responsiveness to the Public
4. Collaboration and Innovation
5. Interaction with the Board
6. Leadership, Professional Development and Professionalism

Future year evaluations will include a review of the success in meeting the prior year's goals.

If the Board desires to implement this recommendation, a determination is to be made regarding the timing of these reviews. Although they can be conducted at any time, it is suggested that March or April may be most appropriate. At that time of the year most departments have a fairly clear perception of the condition of their department and they are formulating the budget for the upcoming year. This is then an ideal time to have these discussions so that the shared goals can be included in crafting the upcoming budget.

Other recommendations regarding the format of the evaluation process include:

- The County Administrative Officer will be present as staff to the Board. No other staff will attend.
- If included as part of a regular Tuesday session, no more than two evaluations will be scheduled on a given date otherwise the Board will set aside two or three special meeting dates to conduct evaluations.
- An evaluation session may be rescheduled at the request of the department head if all five members of the Board cannot attend.
- Since elected officials do not report to the Board, no evaluations will be conducted for the Sheriff, District Attorney, Auditor, Treasurer/Tax Collector or Assessor. The Chief Probation Officer reports to the presiding judge, therefore, he or she will not be evaluated. Although the current Farm

Advisor is filling the position on an interim basis, ultimately the position does not report directly to the Board of Supervisors but it is recommended that a review still be conducted for this position.

It should be noted that these evaluations are being recommended in order to provide a valuable tool for the County and the department heads. This recommendation should not be interpreted in any way as a negative reflection on any of the County's department heads.

Therefore, it is recommended that your Board direct the County Administrative Officer to begin the process of scheduling performance evaluations for all department heads.