

AGENDA ITEM # II-C.

Five County Association of Governments
Policies and Procedures Manual

Draft
SUBJECT TO REVISION

IV. PERSONNEL EVALUATIONS

A. PERFORMANCE REVIEWS

An effective employee review system should be used primarily to improve the employee's work performance. It should also be used as an important factor in other matters affecting employees, such as promotions, transfers, rehires, reinstatements, and disciplinary actions.

The Program Director is responsible to conduct a performance review. Employee performance shall be reviewed and evaluated after three-months of employment, six-months of employment, and at least annually thereafter. An advancement in pay step or grade, with a corresponding increase in pay, are not automatic, but must be earned. Personnel performance reviews will be used to determine and defend salary adjustments made through the performance pay system. The review process, in conjunction with the potential for a performance salary increase, is an objective method for recognizing an employee's contribution by rewarding meritorious performance. The employee evaluation process is also a means of correcting poor performance.

All requests for salary increases and notices of regular appointments must be accompanied by an Employee Performance Review prepared by the Program Director, clearly justifying the recommended action. Narrative comment on each factor for ratings of improvement needed and unsatisfactory are required. These ratings, by the employee's supervisor will be reviewed by a Deputy Director and then by the Executive Director. Only those employees who are shown to fully meet the requirements of this Article will be eligible for a performance based salary increase or promotion.

Performance Reviews must be discussed with and signed by the employee. The employee has the opportunity to agree or disagree with the rating and submit comments which will be included in his/her personnel file.

B. DISCIPLINE AND PERFORMANCE IMPROVEMENT POLICY

This policy establishes a consistent program of progressive actions to help employees and Program Director discuss and resolve performance deficiencies or employee misconduct. If an employee's performance or conduct does not meet the Association's standards, he/she should be given adequate time and guidance to improve performance or conduct. It is essential that all disciplinary action be adequately and appropriately supported by written documentation to protect both the rights of the Association and the rights of the employee.

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As noted above, advancement from step to step is based on the employee's performance and evaluation. The following is a recommendation but may be adjusted upon recommendation of a Deputy Director and by the Executive Director, with final approval by the Finance Committee.

<u>Performance:</u>	<u>Step Increase:</u>
Meritorious	Variable, upon recommendation of Executive Director
Above Satisfactory	One (1) Step
Satisfactory	None

Unless a job is reclassified, an employee may not move beyond the last step within a grade. When the duties of a position change, the Program Director should present the changes to the Executive Director who will consider a reclassification.

All merit increases are **SUBJECT** to the approval of funds for such increases by the Executive Director, Steering Committee and to **BUDGETARY LIMITATIONS**.

B. RECLASSIFICATION

All job descriptions and job classifications may be reviewed at least every three (3) years by the Program Director and the Executive Director. When the assignments and duties of an employee have changed substantially as to the kind and/or level of work, the Program Director or employee may request a change of classification. The request shall be submitted in writing to the Executive Director and the Program Director accompanied by an updated job description.

The reclassification of a position must be justified based on a definite change in duties and new responsibilities. The reclassification is **SUBJECT** to **BUDGETARY LIMITATIONS** and must be approved by the Program Director and Executive Director.

C. PERSONNEL FILES

The official personnel file containing appropriate information for each AOG employee shall be maintained by the Human Resources Coordinator. Program Director may maintain an individual file of performance appraisals and evaluation on the employees in their respective departments. An employee's employment application, resume' and any employment testing results will be maintained in the personnel file.

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1. Cost of Living Increases/Decreases

Cost of living salary adjustments shall be made at the beginning of each fiscal year based on the adjustment that was adopted by the Finance Committee.

The Human Resources Coordinator shall adjust all steps within grades and provide these adjustments to the Executive Director for verification. All steps within grades shall be adjusted by the same increase/decrease percentage which was adopted by the Finance Committee. The Executive Director will then adjust all employee's salaries based on the increase/decrease.

Any cost of living adjustment shall not change a grade or step within a classification for any employee.

2. Performance-Based Salary Increase

Each job is classified by grade (1-34) and each grade has fourteen (14) wage steps within it.

Advancement within a grade, from step to step, is based upon the employee's performance, and is not automatic based on the time in the grade, and will be determined by the Program Director during the performance appraisal and evaluation. A permanent increase in salary will be based on above satisfactory performance, not longevity.

This performance appraisal and evaluation should be conducted annually between the Program Director and the employee. (See Section IV, Item A). The interview should be held near the employee's anniversary date. Performance appraisals should be conducted at 3 month, and 6 month, intervals for probationary employees.

After the Program Director has made a recommendation, the Deputy Director(s) shall review the recommendations and consult with the Executive Director as to any performance based recommended change in salary to be presented to the Finance Committee for their consideration and approval.

Employees usually start at a step one (1) within a salary grade. They are eligible to move to a higher step, or steps, after one year of full-time employment (or the equivalent). They are then eligible to move additional step(s) each year after the employee evaluation has been completed.

VI. PERSONNEL AND PAYROLL MANAGEMENT

A. SALARY ADMINISTRATION

The Five County Association of Governments has developed a salary pay plan designed to compensate each position for that incumbent's services.

Each classification of positions shall be assigned to a salary range on the applicable pay plan, except for executive positions for which compensation is established by the Steering Committee.

The Executive Director shall be responsible for the development and maintenance of a uniform and equitable salary administration plan. This will include a minimum and maximum rate of pay for each grade and a percent of pay increase/decrease.

Periodically, the Executive Director shall perform a salary survey of significant samples of comparable positions in the surrounding area and other AOG's. This survey shall consider prevailing rates of pay for similar employment in both public and private organizations. The Executive Director shall then develop a preliminary salary recommendation for each grade. These recommendations will be presented to the Finance Committee.

The Executive Director will annually review cost of living considerations, other benefits received by the employees, the financial and economic conditions of the region, and any other factors which would effect uniform and equitable salary administration. After consideration of all of these factors the Executive Director will annually make a recommendation to the Finance Committee.

The recommendation to the Finance Committee shall include: 1) a recommended salary adjustment for cost of living consideration; 2) any recommended salary adjustments for a performance based increase on a case by case basis; 3) a recommended benefits program, and 4) an indirect cost allocation formula.

The Finance Committee will review and approve the recommendations of the Executive Director. Program Director will use these recommendations in preparing the departmental budgets for the next year. The Executive Director shall submit the budget to the Steering Committee for approval prior to June 30th of each year.