



Contra  
Costa  
County

To: Board of Supervisors  
From: David Twa, County Administrator  
Date: August 21, 2012

Subject: RESPONSE TO 2011/12 CIVIL GRAND JURY REPORT NO. 1214 ENTITLED "EMPLOYEE EVALUATION AND RECOGNITION"

**RECOMMENDATION(S):**

APPROVE response to 2011/12 Civil Grand Jury Report No. 1214 entitled, "Employee Evaluation and Recognition - Time to Stop Talking and Take Action" and DIRECT the Clerk to the Board to send the response to the Superior Court no later than September 7, 2012.

**FISCAL IMPACT:**

None. This is an informational report.

**BACKGROUND:**

On June 12, 2012, the County received 2011/12 Civil Grand Jury Report No. 1214 entitled, "Employee Evaluation and Recognition - Time to Stop Talking and Take Action", attached, which was filed on June 5, 2012. Penal Code section 933 provides for final grand jury reports at any time during the grand jury's term and requires the governing body of any agency whose operations are the subject of a report to comment on the grand jury's findings and recommendations

APPROVE

OTHER

RECOMMENDATION OF CNTY ADMINISTRATOR

RECOMMENDATION OF BOARD COMMITTEE

Action of Board On: 08/21/2012  APPROVED AS RECOMMENDED  OTHER

Clerks Notes:

**VOTE OF SUPERVISORS**

AYES 5 NOES \_\_\_\_\_

ABSENT \_\_\_\_\_ ABSTAIN \_\_\_\_\_

RECUSE \_\_\_\_\_

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: August 21, 2012

David J. Twa, County Administrator and Clerk of the Board of Supervisors

Contact: JULIE ENEA (925)  
335-1077

By: June McHuen, Deputy

cc:

**BACKGROUND: (CONT'D)**

to the presiding judge of the superior court within 90 days from the date the governing body receives the report, making the Board's response deadline for Report No. 1214 on September 10, 2012.

The Board of Supervisors referred Report 1214 to the County Administrator with instruction to return to the Board not later than August 21 with a draft response for the Board's consideration.

## FINDINGS

1. The County has not followed the recommendations of previous Grand Juries and its own policy that all employees should receive an annual performance evaluation.

**Response:** *Partially disagree. The majority of County departments are conducting annual employee performance evaluations for most employees. Regular and formal review of employee performance continues to be a goal but has been hindered by staff reductions, rotations, and reassignment through layoff and countywide reorganization.*

2. Evaluations that do not include feedback regarding the quality of performance are not useful to employees.

**Response:** *Partially disagree. Evaluations are more effective when they include feedback regarding the quality of an employee's performance. However, an evaluation that simply verifies job expectations and associates those expectations with a department's mission can also be useful to employees.*

3. The performance evaluation process already in place in the Clerk-Recorder/Elections Department could provide lessons and guidance as to what practices are effective.

**Response:** *Agree. Several County departments are operating effective performance evaluation programs that can serve as models to other County departments and local agencies.*

4. Contrary to the beliefs held by some County managers, numerous methods exist to recognize and thereby motivate employees aside from monetary remuneration.

**Response:** *Agree. County departments currently utilize a variety of no or low cost methods to recognize excellence including letters of commendation, a congratulatory mention in a department newsletter or intranet site, public recognition at a staff meeting, certificates and small awards such as a gift card for a cup of gourmet coffee.*

5. Because there is no process for sharing performance management initiatives and experiences between departments, the County may not be getting the benefits of lessons learned.

**Response:** *Partially disagree. While there is not an interdepartmental sharing process specific to employee performance management, there are existing forums for networking across departments on any topic of interest, e.g. monthly department head meetings, countywide employment practices training (through the Risk Management Division of the County Administrator). As the County provides the public a heterogeneous array of programs and services, management best practices do not always translate successfully across County departments. Consequently, department heads are delegated the responsibility to develop their own best management practices as influenced by professional organizations that are specific to the type of business operated by the department. All County department heads and many management employees are active members of professional organizations that network on a variety of management topics.*

6. The County can use the State's Employee Performance Management Cycle as a model for a performance evaluation program.

**Response:** *Agree. It is possible for the County to use the State's Employee Performance Management Cycle as a model for a performance evaluation program.*

## RECOMMENDATIONS

1. The Board of Supervisors should take all steps necessary to ensure that County employees are receiving annual performance reviews, per current policy.

**Response:** *Has been implemented. The Board of Supervisors has committed to a policy of annual employee performance reviews and has authorized the County Administrator to oversee the policy through the annual performance review of department heads. Department heads have been granted authority and responsibility to conduct employee performance evaluation programs and the County provides training for first-line supervisors that covers performance management.*

2. The Board of Supervisors should direct that these reviews be based upon the five key processes identified in the State's Employee Performance Management Cycle.

**Response:** *Has been implemented. The employee performance evaluation forms used by County departments substantially address each of the five performance management elements identified in the State's Employee Performance Management Cycle (planning and setting expectations, observing individual performance, developing the capacity to perform, evaluating performance, and recognizing successful performance). Within 90 days, we will verify the County's conformance to these elements and bring any deficient practices into accord with the five elements.*

3. The Board of Supervisors should assign responsibility for tracking annual performance reviews.

**Response:** *Has been implemented. Responsibility for tracking annual performance reviews was delegated to County department heads, under the oversight of the County Administrator.*