

**Employee Performance Management System
Department/Agency Head Questionnaire & Employee Questionnaire
Executive Summary**

Initial steps to develop a Countywide employee performance management system began by seeking input from Johnson County employees. An open-ended electronic questionnaire was sent to all department and agency heads on July 23, 2009. Twenty three department/agency heads responded to the questionnaire and, based upon these responses, the project team developed a more detailed employee questionnaire. The employee questionnaire was delivered both electronically and in paper format, and was administered from August 10-14, 2009, with 1,745 employees responding to the survey, including 473 (25.5%) supervisors.

Summary of Findings

Clear Expectations: Both executives and employees indicated that the criteria used in evaluations must be well defined.

- Employees rated “definition of performance expectations” as the most important item in an evaluation system, followed by “clear definition of ratings used in evaluations.”
- Executives also identified the challenge with some of the current ratings in managing low performers and high performers. There was consistent feedback that the current system could be improved to manage low performers better without a formal personal improvement plan.
- Both executives and employees expressed frustration in the difficulty in attaining the “exceeds” rating, even though employee performance was excellent.

Behaviors: There was strong consensus on the most important behavioral expectations of all employees:

- Employees identified integrity/honesty, reliability/accountability, teamwork, communication, and customer service as most important.
- Executives identified customer service, teamwork, communication, initiative, professionalism, and integrity as the most important behavioral expectations.

Consistency: There was widespread agreement that consistency in the use of rating standards was needed within departments/agencies and throughout the County.

Electronic Forms: There was consensus around the need for an electronic appraisal system to reduce time and increase efficiency.

Flexibility: Executives would like to have the flexibility to customize the performance appraisal to best fit their department/agency’s needs.

Automated Tracking: Both employees and supervisors strongly support using a system that permits tracking of performance and behavior throughout the year.

Supervisor and Employee Comments: Results showed that both employees and executives agreed that having a tool that includes the ability to incorporate employee and supervisor comments is important.

Training: There was widespread agreement that training should be provided to all employees from a technical standpoint on how to use the new system. In addition, they agreed that training should be provided to supervisors on how to effectively conduct employee appraisals.

Self-Assessment: The ability to provide self-evaluations was important to employees, supervisors, and executives.

Coaching: Employees indicated that one competency they looked for in a manager was to be a strong leader capable of coaching and providing opportunities for employee development. Executives identified the need for a coaching tool as part of the appraisal system. This could either replace or be in addition to the development plan or improvement plan. A few executives also identified the need for an optional 360 degree evaluation tool.