

July 2010

Establishing Performance Standards

By the end of 2010, all County employees must have new performance standards established and communicated to them using the new competency-based forms under the [revised system](#). As previously communicated, these new standards can either be implemented on an individual basis, at the time of an employee's annual performance evaluation, or as a group for employees under the same job classification.

Here are some tips to assist you in developing and communicating the new performance expectations:

- If you are trying to decide which is the most appropriate of the three forms to use for a position in your organization, please refer to [Selecting the Appropriate Appraisal Form](#).
- If you have already established job-specific performance standards for some of your positions and would like to use these same standards under the new system, follow these guidelines:
 - The competencies listed under the first three worksheets (tabs) of the form under the new system (Working With People, Communicating & Networking, and Public Sector Knowledge and Performance) are the same for all employees at the level of the selected form (Field & Office Staff, Professional Staff, or Management Staff..) These cannot be modified or customized and essentially contain the elements that were covered in the old system under the *Dependability, Communication & Interaction Skills, Judgement, and Initiative* performance factors.
 - The job-specific performance standards that need to be established under the last two worksheets (Technical Credibility and Performance Expectation) are where you can capture any previous performance standards you might have established that relate to *Quantity of Work, Quality of Work, Job Knowledge, Safety* and perhaps *Dependability*. If you have not previously established any job-specific standards in these categories, they will need to be established. If you already have established some, they should be revised and updated to meet current job requirements.
 - In developing or transferring job-specific technical requirements, think about what a satisfactory level of performance for that position would be in terms of job knowledge, quantity, quality, and timeliness on an ongoing basis and address those issues on the Technical Credibility worksheet.
 - The Performance Expectations worksheet provides you with the option of listing specific job-related goals you may have for that position that should be accomplished during the upcoming rating period (such as a special project or a process improvement) and/or job-specific standards the employee occupying that position must adhere to (such as specific metrics related to minimum productivity or quality standards that must be met.) Remember that each goal or performance standard added to this worksheet must be assigned a weight.
 - Attendance is no longer a performance factor. The negative impacts of non-Family and Medical Leave Act absences that are excessive may be reflected on other performance factors. Additionally, any recurring attendance issues should be addressed by disciplinary action.

Following these tips and the accompanying [Checklist of Problems to Avoid in Developing Expectations](#) will help ensure that you successfully establish performance standards under the County's new performance appraisal system that are sound, meaningful, and appropriate for the position.