



**Alameda County General Services Agency  
Employee Development and Performance Assessment Plan  
Policy and Procedures**

**I. PURPOSE:** To implement an Employee Development and Performance Assessment Plan (EDPA) that will: (1) support the Alameda County General Services Agency's mission, vision, goals, and initiatives; and (2) motivate and guide employees toward greater self-development and improved performance.

**II. POLICY:** It is the policy of the Alameda General Services Agency for supervisors to complete regularly scheduled EDPA for all employees as outlined in this procedure. The EDPA process should help employees understand their responsibilities, what they are expected to accomplish, and what standards are used to evaluate performance. The EDPA and relevant documents are highly confidential and should not be discussed outside authorized management personnel. EDPA documents shall be maintained in the employee's confidential personnel file in the GSA Human Resources Department.

**III. SCOPE:** This policy applies to all GSA employees, including permanent, provisional, full-time, part-time, and services-as-needed.

**IV. ROLES AND RESPONSIBILITIES:**

**A. Employee**

- Engage and provide feedback regarding performance, accomplishments, performance/career goals/objectives, and training needs
- Perform job duties and responsibilities at a satisfactory level
- Meet goals, objectives, and job expectations
- Adhere to GSA policies and procedures
- Meet with the supervisor to discuss the EDPA

**B. Supervisor**

- Set goals and objectives aligned with GSA's goals and initiatives
- Assess and coach employees to develop employee skills and improve performance
- Identify training needs and develop training plans
- Maintain documentation of performance throughout the assessment period
- Meet with employee to discuss goals, accomplishments, job performance, and expectations on an ongoing basis throughout the year
- Complete the EDPA in an accurate, objective, and timely manner

**C. Reviewer (Next-Level Supervisor)**

- Review EDPA, Training and Development Plan (TDP), and relevant documentation
- Provide feedback to evaluating supervisor

**D. Human Resources**

- Develop, implement, and evaluate the Performance Management Program
- Maintain and update the EDPA Policy and Procedures
- Coordinate performance management training
- Review the Performance Improvement Plans for accuracy and objectivity
- Provide consultation and make recommendations

**E. GSA Director**

- Ensure the EDPA meets the needs of the Agency

## V. PROCEDURES:

Tasks	Responsibility
1. Send automatic notifications to supervisor 2 months prior to EDPA due date.	HR Secretary/ Electronic System
2. Forward the EDPA to the employee for him/her to complete the employee sections.	Supervisor
3. Complete employee comment sections. Provide feedback and recommendations to supervisor regarding accomplishments, training needs, and performance and professional development goals/objectives.	Employee
4. Review employee's feedback and supporting documentation of employee's performance, including input from customers, peers, leads, and other relevant parties. 5. Complete the EDPA and consult with the Reviewer, if needed. 6. Prepare a Performance Improvement Plan (PIP) for deficiencies, if needed. 7. Submit EDPA for Reviewer to review and authorize.	Supervisor
8. Review EDPA and all relevant documents. If consultation is needed, review EDPA with HR Officer. HR Officer must review all PIPs prior to issuing to employees.	Reviewer
9. Review EDPA, PIP, and related documents; and provide consultation.	HR Officer
10. Make necessary changes and approves the EDPA in the system for the supervisor to issue.	Reviewer
11. Schedule a meeting with the employee to review the EDPA.	Supervisor
12. Review EDPA and provide input.	Employee
13. Submit EDPA to employee for electronic signature.	Supervisor
14. Provide written comments to the EDPA (optional). 15. Acknowledge receipt of the EDPA.	Employee
16. Send automatic notification that the EDPA has been completed to the Supervisor, Reviewer, and Human Resources.	HR Secretary/ Electronic System
17. Print and file hard copy of EDPA and relevant documents into the employee's confidential personnel file.	GSA Human Resources
18. Provide automatic EDPA Compliance Report to the HR Officer on a monthly basis.	HR Secretary/ Electronic System
19. Send out notification of non-compliance to executive and senior management staff, as appropriate.	Chief Human Resources Administrator

### A. Frequency

Conducting EDPA on a regular basis and in a timely manner is essential. The EDPA can help motivate and guide employees toward greater self-development and improve performance by discussing accomplishments, goals, good performance, and areas needing improvement in a positive and constructive manner. Furthermore, a performance evaluation may assist employees in pursuing promotional opportunities or more challenging assignments. If employees listen to constructive feedback and change their performance accordingly, GSA will benefit from improved quality and quantity of performance and service delivery. Therefore, timely reviews are a benefit for both employees and GSA.

Supervisors are to conduct EDPA for employees as follows:

- For tenured employees, on an annual basis.
- For 6-month probationary employees, on the **5<sup>th</sup> month**.
- For 12-month probationary employees, on the **11<sup>th</sup> month**.

## B. Employee's Assessment

The Employee's Assessment sections will engage employees in the process and enable them to provide feedback regarding their performance, accomplishments, performance/career goals, and training needs.

The following key items may be included by employees when writing their accomplishments:

- the situation or circumstances faced by the employee;
- a description of what specific actions the employee took to achieve results; and
- a description of the impact of the accomplishment on the work unit or organization.

## C. Supervisor's Assessment

The supervisor's assessment should simply be a recap of what has occurred throughout the rating period. Therefore, there should be no surprises in the review process.

## D. Goal/Objective Setting

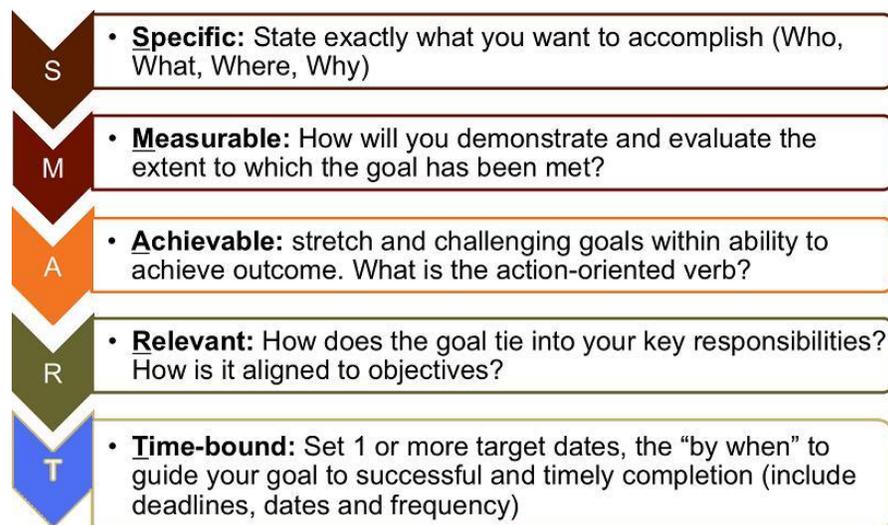
A **goal** can be viewed as an aim or desired outcome. An **objective** is a step or a sub-goal that assist individuals achieve their **goal**.

While objectives and expected results (goals) can be established for the entire rating cycle, many employees are in job classifications that are characterized by continual change. Under these circumstances, it may be necessary to set nearer-term objectives in order to ensure that they are sufficiently specific and achievable to have positive motivating effects.

To obtain buy-in and commitment from employees, it is essential that: (1) employees participate in developing goals/objectives, and (2) supervisors communicate their willingness to assist employees in achieving their goals/objectives by providing guidance and resources needed to be successful.

To establish effective performance goals/objectives, they must clearly define the end results to be accomplished, and have a direct and clear link to GSA's goals and initiatives.

Taking into consideration employee feedback, supervisors will identify goals/objectives for the next review period and develop a plan on how they will be accomplished. In order for goals to be strong, they must be S.M.A.R.T. by incorporating the following criteria:



For positions that have fixed performance objectives (e.g., janitors, painters, gardeners, auto mechanics, installers, and electricians), criteria-based standards/objectives specific to the job responsibilities will be developed for each position. Employees will be assessed based on such standards/objectives.

#### **E. Training and Development Plan**

The Training and Development Plan (TDP) is a tool to assist employees in career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance. A TDP is not a Performance Improvement Plan (PIP).

During this process, both the employee and the supervisor will plan and develop a TDP based on feedback received. When developing a TDP, the following are questions employees can ask themselves:

1. What direction is GSA going and what will the Agency need from employees in the future?
2. What are my goals over the next five years?
3. What are my greatest strengths and how can I build on them more effectively?
4. Are there any areas needing development, which currently make it difficult to do my job or will prevent me from reaching my goals?

#### **F. Performance Improvement Plan**

A Performance Improvement Plan (PIP) provides the employee with an opportunity to bring performance to an acceptable level by creating a written plan of action to help the employee improve/correct the identified performance deficiencies. The Reviewer (next-level supervisor) and the HR Officer must review the PIP prior to the supervisor delivering the document to the employee.

The PIP should clearly identify the following:

- Performance to be improved
- Responsibilities of the employee and supervisor throughout the PIP review period
- Period of time covered by the PIP (e.g., 30, 60 or 90 days) depending on the level of the position and the nature of the duties
- Strategies, actions and/or tasks that should be taken in order to correct/improve deficiencies
- Expected outcomes and how they will be measured
- Consequences of not meeting the expectations
- Follow-up with the employee on a regularly scheduled basis to provide feedback on progress

An employee's failure to show significant sustained improvement through the review period may result in an extended performance improvement review period and/or disciplinary action (e.g., pay step reduction, suspension, demotion or termination).

Please note that the PIP is not necessarily linked to the EDPA and can be given at any time throughout the year, as needed.

## G. Coaching and Development Update Form (CDU)

The purpose of the Coaching and Development Update Form is to increase communication between the employee and supervisor. This is a tool for the supervisor to obtain information and provide regular feedback on job performance, goals, and objectives.

The Coaching and Development Update Form is to be completed in between EDPAs on a quarterly basis to ensure frequent and timely communication. The following is an example of a timeline:

1/2019	4/2019	7/2019	10/2019	1/2020
EDPA	CDU	CDU	CDU	EDPA

The Coaching and Development Update Form are maintained in the supervisor's working file. Only the EDPA is maintained in the employee's confidential personnel file.