

AUG 14 2015

TASSI O'NEIL  
CLERK**MINUTES – TILLAMOOK COUNTY BOARD OF COMMISSIONERS' LEADERSHIP  
TEAM MEETING – Monday, June 1, 2015**

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**WORKSHOP****COMMISSIONERS PRESENT:** Bill Baertlein  
Mark Labhart**COMMISSIONER ABSENT:** Tim Josi**STAFF PRESENT:** Denise Vandecoevering, Assessor; Del Schleichert, Director, Parks Department; Sara Charlton, Library Director; Bill Sargent, County Counsel; Deb Clark, Treasurer; Mona Hamblen, Director, Human Resources; Gordon McCraw, Director, Emergency Management; Michael Soots, Director, Information Services; Bryan Pohl, Director, Department of Community Development; and Dan Krein, Director, Juvenile Department.**CALL TO ORDER:** By Denise Vandecoevering at 8:05 a.m. in Commissioners' Meeting Rooms A and B.**ITEM NO. 1: ANNOUNCEMENTS/INTRODUCTIONS:** There were none.**ITEM NO. 2: DISCUSSION REGARDING EMPLOYEE PERFORMANCE EVALUATIONS:** Mona Hamblen stated that during AFSCME negotiations employees commented that they were not provided with or reviewing their job description during their annual performance evaluation. She provided copies of the three styles of performance evaluation forms; AFSCME, non-represented and Teamster employees. Ms. Hamblen also provided a copy of a job description. In the past, the job description was provided to the supervisor in conjunction with the performance evaluation form. This practice of providing the job description was stopped for a short period as the Human Resource Department rarely received them back. The purpose is for the supervisor to review the job description with the employee during the annual performance evaluation and make changes, if necessary. They have restarted this practice.

Michael Soots suggested it may be more effective to put the job descriptions on the Intranet. Human Resources is working on changing the format of the performance evaluation form and is starting with the Teamsters evaluation form. Ms. Hamblen stated that "outstanding" marks in all categories are not realistic. Mr. Soots suggested it is much like grading on the curve; 50% are average and the grading declines. He stated that things happen in people's lives and they may become disgruntled and this leads to discipline problems. Disciplining is difficult and should not be addressed only at their annual review.

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Ms. Hamblen likes that the Board of County Commissioners ask the department heads to do a self-evaluation at their annual review. Ms. Hamblen asked that supervisors be professional in their evaluations because the annual performance evaluations are in the employee's personnel file "forever". She has two copies left of the "Performance Appraisal Phrase Book" for any department head or manager who wants a copy.

We may need to budget for a classification and compensation study in fiscal year 2016/2017.

Ms. Hamblen also stressed the importance of completing an employee's evaluation before their probationary period ends. It is imperative to work with an employee within three (3) months of their hire date and provide a work plan, if needed. If not performing satisfactorily within the probationary period, the new employee should be terminated.

John Dalen, CIS representative, phoned in to present a two year history of the County's current Plan V-E health insurance coverage utilization summary (see summary attached). This information was delivered to the group in response to a letter Liane Welch wrote to the Board of Commissioners and Human Resources Director.

Del Schleichert asked how "our" group was rated. The claims suggest that we are getting healthier. Gordon McCraw believes that the opening of the urgent care facilities has helped with this. Mr. Dalen stated the \$20 copay goes toward meeting the out-of-pocket maximum but does not towards the deductible.

Mark Labhart stated that Liane Welch, Public Works Director, had asked to revisit changing the health insurance plan. Mr. Soots and Bryan Pohl see no reason to change the decision to move to Copay Plan B and stay the course. Commissioner Labhart will discuss this decision with Ms. Welch.

**ITEM NO. 3: DISCUSSION CONCERNING STRATEGIC LONG TERM PLANNING  
FOR THE COUNTY USING MODEL DEVELOPED BY UMATILLA COUNTY:**

Commissioner Labhart deferred to Mr. Soots. Mr. Soots stated that since the last leadership team meeting no additional departments have provided the requested information. He will be asking Deb Clark to provide the General Information Forms the departments submit with their budget. He will still have to contact each department to have them prioritize the top five to eight.

Dan Krein suggested that we can use 90% of Umatilla County's information as both counties provide similar services. Mr. Soots did not think this would be a possibility as Tillamook County's focus and goals may be much different than Umatilla County.

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The discussion shifted to Mr. Krein wanting to make changes to the County's web page. He has some ideas of changes he would like to make. Ms. Hamblen recommended looking into a professional website builder such as aHa! Consulting. Mr. Soots stated that departments have the ability to make changes to their page and he needs support from the departments regarding content. Sara Charlton confirmed that it took the library seven months and \$43,000 for their new website. Ms. Vandecoevering suggested restarting the webmaster meetings.

**ITEM NO. 4: NEWSWORTHY DEPARTMENT UPDATES:** Mr. Schleichert stated the County parks collected \$36,000 in revenue over the Memorial Day weekend. The parks will have a few weeks of slow down with the season peaking over the July 4<sup>th</sup> weekend and continuing through Labor Day.

Commissioner Labhart reported the legislation was still working on a transportation package. State Highway 131 is slipping again at MP 1.95. The Oregon Department of Transportation will start a three week stabilization project. The County is applying for a Tiger Grant to help fund the repairs to Cape Meares Loop.

Commissioner Labhart said Senator Wyden had a Town Hall meeting in Tillamook last Saturday. One of the discussions was regarding the drone project in relation to drones under fifty-five pounds to be flown during daylight hours only with a maximum height of two-hundred feet. Senator Wyden has sponsored a VA bill for military spouses receiving benefits for personnel killed in action. The original wording did not include benefits to spouses of females killed in action. Also, veterans will be able to seek medical services at other than a VA Medical Center if they live more than forty miles from the Center.

Commissioner Labhart reported that marijuana is back in the legislature joint committee. He will attend the Solid Waste Advisory Committee meeting this afternoon and find out more information regarding county recycling.

Ms. Charlton noted the main library will be closed for one week beginning August 24 for replacement of the carpet and minor building repairs. The carpet replacement project will take two weeks, but the library will be open the second week. Library employees will use this time to tag materials for the security system. This is the first step toward moving to self-checkout. Some main branch library personnel will be working at the outlying branches during this time. The library will have an insert in "The Shopper" listing all their programs. The strategic plan is completed. Two library employees will be leaving through resignation and retirement.

Ms. Clark reminded the leadership team that claim vouchers are due Friday, June 5, to be paid in the final check run on Wednesday, June 10.

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Mr. Sargent reported that the Safety Committee was meeting on a regular basis. The members of the Safety Committee are: Amy Lake, Bev Anderson (Laurie Caspell will replace Ms. Anderson after her retirement), Gordon McCraw, Jeanette Steinbach, Ryan Allinger, Ken Staples and Ron Weninger. The County has one open litigation case regarding the Bowling Alley on Third Street.

Ms. Hamblen related that the Teamster contract was close to ratification. The County's Policy and Procedures Manual has been sent to Tamara Jones, CIS pre-loss legal attorney, for review. AFSCME and Management contract negotiations have six articles open. At the last bargaining meeting AFSCME informed the management team that they proposed going to mediation.

Mr. Krein spoke with Marlene Putman, Health and Human Services Director, regarding the Juvenile Crime Prevention funds that were previously managed by the Commission on Children and Families. The Commission no longer exists. He will be going to the Board of Commissioners to be the lead agency. Historically there has been \$25,000 available to the County.

Mr. McCraw stated that the Search and Rescue Team was still searching for two suicidal missing persons. Jail population continues to be between eighty and ninety inmates per day. The Emergency Management Performance Grant (EMPG) will be going to the board for approval. Facebook is very effective. His last post was viewed by 7,500 people. Jon Briscoe will be retiring at the end of June and Troy Jackson will replace him as the new jail commander/lieutenant.

Mr. Soots reported his department is finishing up server moves and is in the final installation of software. He researched Cloud services. The in-house cost is \$115,000 and contracted out it would be \$205,000.

Bryan Pohl stated Department of Community Development had their second LUBA appeal of the year. They probably will have a total of four this year. Contentious things are being brought to their department. The Code Modernization project was completed and is in-line with state law. The Pacific City flood plan building moratorium will end on June 3, 2015.

Commissioner Baertlein stated there was a Workforce Oregon meeting today. Kilchis Point bird watching station was dedicated yesterday. There will be a Poverty Summit that the County will be participating in. This will include a mapping program of County and housing needs. There is a three year wait list for low-income housing. The County needs more moderate income housing. The County is losing ninety-one units of low income housing.

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Ms. Vandecoevering has three tax court appeals. Her department is preparing for Rose Harris' retirement. The legislature has completed language clean-up bills that will be helpful. The Assessor's Group and Department of Revenue are supportive.

**ITEM NO. 5: DATE AND TIME OF NEXT MEETING:** July 6, 2015 at 8:00 a.m.

There being no further business Denise Vandecoevering adjourned the meeting at 10:15 a.m.

**RESPECTFULLY SUBMITTED** this 14<sup>th</sup> day of August, 2015.

County Clerk: Tassi O'Neil

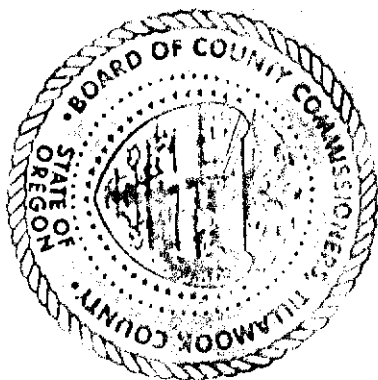
Susan D. Becraft  
Susan Becraft, Recording Secretary  
& Special Deputy

**APPROVED BY:**

Carri Pi  
Chair

Mark Zeller  
Vice Chair

Bill Bantle  
Commissioner



**NOTICE OF LEADERSHIP TEAM MEETING**

**of the**

**TILLAMOOK COUNTY BOARD OF COMMISSIONERS**

with Tillamook County Elected Officials  
and Department Heads

to be held

**Monday, June 1, 2015 at 8:00 a.m.**

**Commissioners' Meeting Rooms A & B**

County Courthouse, 201 Laurel Avenue, Tillamook, Oregon

**BOARD OF COMMISSIONERS**

Tim Josi, Chair

E-mail: [tjosi@co.tillamook.or.us](mailto:tjosi@co.tillamook.or.us)

Mark Labhart, Vice Chair

E-mail: [mlabhart@co.tillamook.or.us](mailto:mlabhart@co.tillamook.or.us)

Bill Baertlein, Commissioner

E-mail: [bbaertle@co.tillamook.or.us](mailto:bbaertle@co.tillamook.or.us)

201 Laurel Avenue

Tillamook, Oregon 97141

Phone: (503) 842-3403 FAX: (503) 842-1384

**ANY QUESTIONS? Contact**

Paul Levesque (503) 842-1809

E-mail: [plevesqu@co.tillamook.or.us](mailto:plevesqu@co.tillamook.or.us)

**COUNTY WEBSITE:** <http://www.co.tillamook.or.us>

**NOTE:** The Tillamook County Courthouse is accessible to persons with disabilities. If special accommodations are needed for persons with hearing, visual or manual impairments who wish to participate in the meeting, please contact (503) 842-3403 at least 24 hours prior to the meeting so that the appropriate communications assistance can be arranged.

## AGENDA

CALL TO ORDER: Monday, June 1, 2015 8:00 a.m.

### 1. ANNOUNCEMENTS/INTRODUCTIONS

#### NEW BUSINESS

2. Discussion Regarding Employee Performance Evaluations/Mona Hamblen
3. Discussion Concerning Strategic Long Term Planning for the County Using Model Developed by Umatilla County/Mark Labhart, Michael Soots

#### OLD BUSINESS

4. Newsworthy Department Updates/Elected Officials, Department Heads

#### FUTURE BUSINESS

5. Date and Time of Next Meeting – July 6, 2015 at 8:00 a.m.

#### ADJOURN

### BOARD MEETINGS AND ANNOUNCEMENTS

The commissioners will hold an executive session on **Monday, June 1, 2015** at **10:00 a.m.** pursuant to ORS 192.660(2)(i) to conduct a performance evaluation. The executive session will held in the in the commissioners' meeting room B at the Tillamook County Courthouse, 201 Laurel Avenue, Tillamook, Oregon. The executive session is not open to the public.

The commissioners will hold an executive session on **Tuesday, June 9, 2015** at **9:00 a.m.** pursuant to ORS 192.660(2)(i) to conduct a performance evaluation. The executive session will held in the Nehalem Conference Room in the basement of the Tillamook County Courthouse, 201 Laurel Avenue, Tillamook. The executive session is not open to the public.

The commissioners will meet with representatives of the Grand Ronde Tribes for their regular quarterly meeting on **Thursday, June 11, 2015** at **12:00 noon** in a conference room at the Spirit Mountain Casino, 27100 Salmon River Hwy, Grand Ronde, Oregon.

As a result of an increase in timber forest revenues the County Commissioners has rescinded their Order to close the Courthouse on June 12, 2015. This means that all the county offices in the Courthouse, Community Development Department and Surveyor's office located in the TLC Federal Credit Union building will be open. The Road Department, during construction season, works ten-hour days Monday through Thursday.

The commissioners' evening meeting schedule will resume in October.

**BOARD OF COMMISSIONERS'  
LEADERSHIP TEAM  
MEETING**

**June 1, 2015**

PLEASE PRINT

Name

Denise Vandecore

Del Schleicher

Mark Zabor

Sara Charlton

Bill Sargent

Deb Clark

Mona Hambleton

Gordon McCraw

Michael Scott

Bryan Paul

Bill Burt

Dan Keen

(Please use reverse if necessary)



# TILLAMOOK COUNTY

## *Performance Evaluation*

NAME \_\_\_\_\_

DATE \_\_\_\_\_

POSITION \_\_\_\_\_

DEPARTMENT \_\_\_\_\_

CHECK ONE:    Annual    Probationary    Other \_\_\_\_\_

GENERAL FACTORS	RATING	COMMENTS
1. Quality - The accuracy, neatness and thoroughness of work performed	OO VO SO IO UO	
2. Productivity - The volume of work and accomplishments.	OO VO SO IO UO	
3. Job Knowledge - The practical and technical skills and information used on the job.	OO VO SO IO UO	
4. Dependability/Reliability Can you rely upon this employee to be on time, complete tasks and come to work?	OO VO SO IO UO	
5. Cooperation - The ability to work willingly with associates, subordinates, supervisors and the public.	OO VO SO IO UO	
6. Initiative - The extent to which employee proposes ideas, improves procedures and performs work with little or no supervision.	OO VO SO IO UO	

7. Overall Rating: Outstanding	Γ
Very Good	Γ
Satisfactory	Γ
Improvement Needed	Γ
8. General Comments on Employee's Strengths:	
9. Plan of Action to Improve Performance:	
10. Goals for the Next Year:	
11. Employee Comments: <i>(Please include suggestions of what your supervisor can do to help you in your work)</i>	

**SIGNATURES:**

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Department Head \_\_\_\_\_ Date \_\_\_\_\_

**I have read and have had the opportunity to discuss this evaluation with my supervisor.**  
*(The employee's signature does not necessarily indicate agreement with this evaluation.)*

Employee \_\_\_\_\_ Date \_\_\_\_\_

Personnel Department \_\_\_\_\_ Date \_\_\_\_\_

**TILLAMOOK COUNTY SHERIFF'S OFFICE  
EMPLOYEE PERFORMANCE EVALUATION**

EMPLOYEE NAME

POSITION

DATE

**TYPE OF EVALUATION**

Annual       Probationary       Other \_\_\_\_\_

RATING SCALE						
1	2	3	4	5	6	7
Unsatisfactory			Satisfactory			Outstanding
<i>Ratings of 1-3 and 5-7 must be addressed in comments</i>						

**1. APPEARANCE:** Uniforms  Personal Grooming

COMMENTS:

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**2. REPORTS:** Grammar  Spelling  Accuracy  Completeness  Submitted on time

COMMENTS:

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**3. CITIZEN CONTACTS:** Professionalism  Staying in contact/returning calls

COMMENTS:

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**4. COOPERATION:** With other agencies  With other Sheriff Office members   
Accepts coaching, direction and feedback

COMMENTS:

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**5. RULES AND REGULATIONS:** Works within department policies and procedures   
Warning, reprimands, discipline

COMMENTS:

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**6. RELIABILITY:** Response to assigned calls  Self-initiated activity  Added responsibilities

COMMENTS:

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**7. PROPERTY:** Care of department-issued property  Care of firearms  Care of other equipment

COMMENTS:

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**GENERAL COMMENTS**

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**EMPLOYEE COMMENTS**

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I have read and have had the opportunity to discuss this evaluation with my supervisor. (Employee signature does not necessarily indicate agreement with the evaluation)

**Signatures:**

Employee \_\_\_\_\_ Date \_\_\_\_\_

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Dept Head \_\_\_\_\_ Date \_\_\_\_\_

Personnel \_\_\_\_\_ Date \_\_\_\_\_

## Tillamook County Performance Evaluation

Employee: \_\_\_\_\_ Employee Number: \_\_\_\_\_

Position: \_\_\_\_\_ Review Period: \_\_\_\_\_

### Management Proficiency

Consider each statement individually and circle the appropriate rating.

	1	2	3	4	5	6
	<u>Unsatisfactory</u>	<u>Satisfactory</u>			<u>Superior</u>	
1. <i>Leadership:</i> The ability to motivate, guide, and direct the efforts of others	1	2	3	4	5	6
2. <i>Planning:</i> The timely development of a course of action or statements or objectives related to the future needs of the organization	1	2	3	4	5	6
3. <i>Organizing:</i> The effective use of personnel resources to accomplish the work	1	2	3	4	5	6
4. <i>Managing:</i> The ability to monitor and regulate the operation or the department, assessing the quantity and quality of results, performance against budgets and financial impacts.	1	2	3	4	5	6
5. <i>Development of personnel:</i> Effective coaching, appraising and counseling of subordinates, ensuring attainment of expected levels of performance, and preparation for promotion.	1	2	3	4	5	6
6. <i>Decision making:</i> The ability to analyze a situation and arrive at a timely and appropriate solution.	1	2	3	4	5	6
7. <i>Flexibility:</i> The ability to adjust to new circumstances in a positive manner.	1	2	3	4	5	6
8. <i>Cooperation:</i> The ability to work effectively with others.	1	2	3	4	5	6
9. <i>Communication:</i> The ability to organize ideas and express them effectively, orally and in writing.	1	2	3	4	5	6
10. <i>Initiative:</i> The degree to which the individual responds in a positive and effective manner to the needs of the organization through independent action and leadership.	1	2	3	4	5	6
<b>Overall management proficiency rating:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

**Position Requirements**

	Does Not Meet	Meets	Exceeds
1. According to the education criteria stated in the description of the position held by this manager, the manager's education:	_____	_____	_____
2. According to the experience requirements stated in the job description, the manager's experience:	_____	_____	_____
3. The manager's knowledge and understanding of department(s) function(s) and technical skills:	_____	_____	_____
4. The manager's effectiveness as a representative of the County:	_____	_____	_____

**Summary**

Summary of the job performance during the review period: Comment on strong and weak areas, ability to obtain results and/or need for further improvement.

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**Goals for next Review Period**

Reference both Departmental and Personal goals as they relate to the execution of the management position.

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**Evaluated by:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Received by Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Personnel:** \_\_\_\_\_ **Date:** \_\_\_\_\_



# TILLAMOOK COUNTY

201 Laurel Avenue  
Tillamook, Oregon 97141  
(503) 842-3418

## CLASSIFICATION DESCRIPTION

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### Job Title: Accounting Clerk 2

Department: Various  
FLSA Status: Non-Exempt  
Job Code: A0800023  
Pay Grade: A09

Union: AFSCME  
WC Code: 8810, 8832  
Effective Date: February 22, 2008  
Series Class: 1-3

#### **INTRODUCTION**

Incumbents in this 3-level classification series exercise a practical knowledge of bookkeeping and accounting procedures, practices, and methods.

#### **DISTINGUISHING FEATURES OF THE LEVEL**

At this level, the work involves actions that are covered by established procedures. The employee checks documents for adequacy, inputs standard information or adjustments, determines if a transaction is permitted, understands routine error reports, takes corrective actions, and responds to recurring questions from agency personnel, the public, and others. The employee understands the full processing cycle but is not expected to be a system troubleshooter.

#### **EXAMPLES OF PRINCIPAL DUTIES**

(Duties assigned to this level include, but are not limited to, the following examples. Any one position may not perform all listed tasks.)

Reconcile key accounts in the general ledger, prepare journal vouchers for corrections, and post transactions.

Balance daily and monthly collections of taxes or payments of account receivables. Research supporting documents, payments, and credits to determine if overpayment or underpayment has occurred. Prepare and enter standard adjustments.

Maintain record keeping system for all park user fees, make deposits, and balance accounting records. Attempt collection on NSF checks. Train and answer questions from seasonal fee collection staff.

Process bills to insurance companies. Post charges into information system. Balance collections.

Re-bill unpaid claims as needed. Encourage account receivable payments from patients.

Gather documents, prepare account payable vouchers, and submit to Treasurer for payment.

Review daily, bi-monthly, and monthly computer printouts and reconcile supporting documentation to detect and correct errors. Prepare standard reports.

Assist in the preparation and ongoing tracking of a departmental budget.

### **KNOWLEDGE, SKILLS, ABILITIES**

**Knowledge:** Knowledge of standard bookkeeping and practical accounting principles and techniques. Knowledge of automated accounting systems. Knowledge of the various steps and procedures required to input data or adjustments, understand error reports, take corrective action, and generate a variety of standard reports within one or more accounting systems.

**Skills:** Skill in using computers and accounting software.

**Abilities:** Able to prepare, establish, and maintain detailed financial records and reports. Able to work independently or with a team.

### **QUALIFICATIONS**

Associate's degree in accounting plus one year directly related work experience OR a satisfactory equivalent combination.

### **SUPERVISORY CONTROLS**

Work is performed under the general direction of the supervisor or an administrative employee. Recurring assignments are typically performed independently on the basis of accounting system knowledge and past experience. The employee receives general instructions regarding the scope and approach to projects, but procedures and problem resolution are left to employee discretion and interpretation. Work is reviewed periodically to ensure determinations and decisions are in compliance with accepted accounting practices and department policy. The supervisor or higher technician is available for suggestions and guidance with nonstandard tasks.

### **GUIDELINES**

A number of established procedures and specific guidelines in the form of agency policies and procedures, specific related regulations, precedent actions, and processing manuals are readily available for doing the work. They are clearly applicable to most transactions. The employee uses judgment to select the most appropriate procedures to follow or to decide which precedent action to use as a model. The employee refers situations in which the existing guidelines cannot be applied or significant deviations must be made to the supervisor or a designated employee.

### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

Work is performed in an office environment and is generally sedentary.



## Performance Evaluations: Best Practices

Employee evaluation is an important part of a company's quality assurance. Many companies formally evaluate an employee's performance and progress after an initial trial period and then again on an annual or semi-annual basis. Although performance evaluations can improve productivity and employee morale, many employers do not make them a high priority because they are time-consuming and are sometimes viewed by managers as having little practical value.

### Why Conduct a Performance Evaluation?

1. To promote growth and competence and to increase employee productivity
2. To facilitate employer-employee communication and develop relationships
3. To hold all employees to the same standard of performance and identify high and low performers
4. To let employees know how they are doing
5. To document incidents of poor performance for future reference
6. To establish valid defenses for employment litigation and legitimate reasons for termination
7. To determine the level of salary increases

From a productivity perspective, regular performance reviews can help ensure that employees are meeting performance expectations. They can also help evaluate individuals, teams and managers and find underperformers that need to be addressed.

In addition, the increasing number of discrimination and wrongful termination lawsuits illustrate the importance of performance documentation as a means of justifying the legitimate business

**The increasing number of discrimination and wrongful termination lawsuits illustrate the importance of performance documentation as a means of justifying legitimate business reasons underlying an employer's personnel decisions.**

reasons underlying an employer's personnel decisions. A series of well-documented evaluations that clearly describe an employee's poor performance provides the employer with objective evidence of legitimate and nondiscriminatory reasons to support a job transfer, demotion, layoff or termination. Failure to conduct formal evaluations may leave an employer vulnerable in a discrimination or wrongful discharge lawsuit.

### Best Practices When Implementing a Performance Evaluation Process

1. Perform formal evaluations at the same time for everyone each year

While this increases the workload of managers and supervisors during review time, it forces direct comparisons of employees and establishes a nonbiased system.

2. Have regular meetings with supervisory staff. Supervisors will learn from each other's experiences. Provide adequate training and insist on candid observations.
3. Clearly communicate to employees what their duties are and what is

satisfactory performance. Accomplish this through periodic reviews of job descriptions, training and both formal and informal appraisal.

4. Tell employees the criteria upon which their performance will be reviewed. Develop standards and establish reasonable goals for employees. Make sure that employees understand the consequences of their failure to improve.
5. Don't wait until the annual evaluation to provide feedback; offer it throughout the year. Give both positive and negative feedback.

17. Make a commitment to employees

1. Document your performance review. This can be done in a number of ways. The first is to have a meeting with employees to discuss all evaluations and expectations. Keep a record of the meeting.
2. Have employees sign the evaluation. While the employee may not agree with it, it provides evidence that the employee has seen it and has been given a copy. If the employee refuses to sign, the individual giving the evaluation should sign it along with a witness noting that the employee was given a copy.
3. Establish a review process for evaluations. This will keep the supervisor honest and ensure that supervisory staff is performing reviews consistently.
4. Give employees time to improve and offer resources and assistance if appropriate.
5. Follow established procedures strictly. Apply all procedures and standards equally to all employees.
6. Use other supervisory personnel in the process, if possible, to mitigate claims of personality conflict. This will enhance credibility if all evaluations pertain to the same condition.
7. Make sure employees understand the consequences for failing to perform at an acceptable level. There should be no surprises to employees regarding such consequences and managers should be held responsible for failing to communicate and evaluate consistently.

**Utilization Summary for Plan V-E PPP Rx4 for Plan Year 2013 & 2014**

*Tillamook County*

*Deductible=\$500 Individual; \$1,500 Family*

*Out-of-Pocket=\$1,000 Individual; \$2,500 Family*

Utilization Summary					
Plan Year	Eligible Employees & Dependents (Members)	Members Meeting Deductible	Percent Who Met The Deductible	Members Who Met Out-of-Pocket Max	Percent Who Met OOP Max
2013	533	268	50.3%	106	19.9%
2014	551	275	49.9%	57	10.3%
Combined Average			50.1%		15.0%

Emergency Room Utilization			
Plan Year	Eligible Employees & Dependents (Members)	Members Using The Emergency Room	Percent Who Used the Emergency Room
2013	533	78	14.6%
2014	551	54	9.8%
Combined Average			12.2%

Overnight Hospitalization					
Plan Year	Eligible Employees & Dependents (Members)	Members Hospitalized in a Plan Year	Percent of Members Hospitalized as an Inpatient	Number of Hospitalizations	Average Overnight Stay Per Person
2013	533	12	2.3%	14	4.3 Days
2014	551	12	2.2%	14	3.9 Days
Combined Average			2.2%		4.1 Days