



**AUDIT REPORT OF  
CONSISTENT ADMINISTRATION OF  
PERFORMANCE MANAGEMENT SYSTEM**

**July 12, 2023**

**Cuyahoga County  
Personnel Review Commission**

## **INTRODUCTION**

Cuyahoga County Charter Article IX (Charter), Section 9.02, sets forth various responsibilities for the Personnel Review Commission (PRC), one of which is reviewing and auditing compliance with federal, state, and local laws regarding personnel matters within the County Executive's organization and departments. Charter section 9.02(3) authorizes the PRC to review, audit, report, and make recommendations regarding the consistent administration of a performance management system (PMS).

## **BACKGROUND**

A brief review of the County's recent history regarding this subject provides important background. After the new government was established in 2011, the County's Human Resources department developed a performance evaluation form which was distributed to the County Executive's leadership team with the clear expectation that these forms would be completed annually. This practice continued until the County's administration changed in 2015. At that time, the Director of Human Resources directed that the previous system be discontinued as the new HR leadership explored additional options for a Performance Management system.

In 2017, the County issued a Request for Proposals from consultants to develop a performance management system. That process led to a contract with Findley Davies, Inc., a consulting firm that partnered with Human Resources leadership to create a performance management system (PMS) for non-bargaining employees in the County's Department of Health and Human Services (HHS). According to the County's Training Manager, who was instrumental in the original implementation of the system, the plan at that time was to implement the PMS in all County Executive departments and agencies after a four-year testing period. The result of this engagement was the creation of the Developing 4 Excellence (D4E) performance management system. The County should be commended for their efforts at that time, as they had begun working toward a systematic, structured performance management system that would eventually be implemented on a County-wide basis.

The PRC has learned that from 2018 to 2021, the HR department successfully administered D4E for non-bargaining employees in HHS, but it was not extended for use in other County departments. The D4E forms were available on the County's MyHR system and departments were encouraged to use them; the PRC was not able to locate a directive from the Executive or HR Director that mandated the use of these forms beyond the HHS department.

In 2021, the County implemented an Enterprise Resource Planning System (INFOR) that includes several HR modules, one of which is a Performance Management module. The County has indicated it has plans to study the performance management module to understand how the system will work and the breadth of what it can do. At that time, the County has indicated it will make any necessary revisions to the Employee Handbook, including but not limited to Section 6.10.

## **OBJECTIVE AND SCOPE OF THE AUDIT**

The objective of this audit is to comply with the PRC's responsibility as it is defined in the Charter. However, the Charter lacks specificity because it does not include a definition of 'consistent administration'. The PRC has determined that the County's Employee Handbook for non-bargaining unit employees includes a Performance Management System, so the PRC has limited the objective and scope of this initial audit to evaluating whether, in 2022, the County followed its own policy for non-bargaining employees as defined in the Handbook. Future audits of the County's administration of a PMS are likely to include more granular reviews of specific elements of the County's PMS to assess how those are aligned with best practices.

The County's current PMS for non-bargaining employees is described in the County's Employee Handbook Section 6.10 as an 'on-going' process that includes three phases and culminates in a performance review. The general objectives of the system are listed as follows:

- to clarify performance expectations,
- provide regular performance feedback,
- identify development opportunities, and
- address performance that does not meet expectations.

The three phases of the program include:

- A planning phase, when individual SMART (specific, measurable, achievable, relevant and time-based) goals and objectives are set for the performance period. Although the performance period is not defined in the policy, the PRC found that an annual performance period is implied in the process.
- A managing phase, when the parties (rater and ratee) discuss progress towards the goals and objectives through a series of formal and informal discussions throughout the performance period.
- A reviewing phase which occurs after the evaluation cycle when the supervisor meets with the employee to conduct the performance review.

The focus of this audit was three-fold: 1) to examine whether HR complied with its Performance Management process described in section 6.10 of the Employee Handbook in 2022, 2) to assess whether the County includes accountability measures in administration of the policy, and 3) to determine whether and how HR kept records of its administration of the PMS for calendar year 2022.

## **METHODOLOGY**

To gather information necessary to complete this audit, the PRC reviewed several sources and interviewed multiple County representatives. The PRC held information-gathering meetings with Interim HR Director Sheba Marshall, the current HR Director Sarah Nemastil, and Training Manager Kathy Jackson to gain information about the County's administration of the PMS.

The PRC reviewed documents including the following:

- Cuyahoga County Employee Handbook, section 6.10
- Cuyahoga County Request for Proposal No. 39993, dated July 5, 2017
- Revised Proposal to RFP No. 39993 of Findley Davies, dated September 27, 2017
- Contract between Cuyahoga County and Findley Davies, dated February 12, 2018

We also obtained performance evaluation forms from the County's Intranet and reviewed information from the MyLearning and Talent modules of the County's Enterprise Resource Planning system INFOR. The audit also included a review of information on the County's MyHR system.

### **AUDIT FINDINGS**

The PRC has determined that the County has a performance management instrument (D4E) and policy, but the County did not administer a performance management system for the County Executive's non-bargaining employees (excluding the Sheriff's Department) in 2022. This finding was confirmed by Interim HR Director Sheba Marshall, Training Manager Kathy Jackson, and recently appointed Director of Human Resources Sarah Nemastil.

The D4E instrument was crafted as the result of a deliberate effort of the County in 2017 to solicit proposals from consultants to create a performance management system for the Health and Human Services department, with the expectation that it would eventually be implemented across the County Executive's administration. In 2017, after engaging in the RFP process, the County selected and engaged Findley Davies, Inc., to collaboratively design a performance management system that was ultimately called Developing 4 Excellence (referred to as D4E). D4E was implemented and employed in the Department of Health and Human Services (HHS) from 2018 through 2021 as a pilot to test its effectiveness; the plan at the time was to expand its use for all non-bargaining employees of the County Executive beginning in 2022.

The D4E system includes two forms, one for the evaluation of leadership and another for the evaluation of staff. The forms are in Excel format and have six (staff) or seven (leadership) tabs titled Instructions, Cover, Goals, Job Competencies, Core Values, Leadership Competencies (for the leadership form only), Development Plan, and Signatures and Weightings. The D4E form for leadership is attached to this Report as Attachment A. The D4E form for staff is virtually identical to the form for leadership, absent the Leadership Competencies tab. The County's Training Manager administered the D4E plan for HHS from 2018-2021. In doing so, she created a schedule of due dates for documents, selected dates for the manager-employee check-ins, and coached employees throughout the year. Ms. Jackson kept copies of all the completed D4E forms and added the appropriate forms to each employee's personnel file in compliance with County policy.

In reviewing the D4E system, the PRC found that it was accessible to management personnel of the County Executive via MyHR, which included an overview of D4E. (It is important to note that MyHR has been replaced by the new Enterprise Resource Planning system, INFOR.) Some

portions of MyHR are still accessible, and it still includes an overview of the D4E system available which includes recommendations to develop performance goals for chiefs, directors, non-union managers, and supervisors, and any direct reports that management wanted to include in the process. HR encouraged management to develop individual performance goals that cascaded from the County's Strategic Plan goals as well as department goals that management established. A copy of the information provided in the D4E overview in MyHR is attached to this Report as Attachment B. The County's INFOR system replaced MyHR mid-year 2021.

The overview available to management included general direction as to how to implement the process. It included a description of the three (3) primary steps to a comprehensive performance management system. The steps included: defining goals using the SMART goal framework; monitoring progress on goals; and the appraising process. In the defining goals step, HR directed that it should be a collaborative process. HR further advised that major job functions and responsibilities, both shared and individual, should also be addressed using a SMART goal framework. In monitoring progress on goals, HR noted it was important for employees to track their progress. HR stated that the most important part of the appraisal process was to provide constructive feedback which should focus on what the employee has successfully learned and still needs to learn, and then to create a plan to provide the employee an opportunity to develop necessary skills to achieve the goals.

This overview of the D4E Plan is currently not accessible on INFOR. However, the MyLearning platform of INFOR includes four non-active trainings for the D4E Plan, which are:

- D4E – Creating Development Plans
- D4E – Evaluating Core Values, Job & Leadership Competencies
- D4E – Goal Setting & Effective Written Communications
- D4E – Rating Scale and Managing Conflict

Three of the classes are part of the "Enhancing Individual & Organizational Performance Learning Path" and the forms needed to use D4E are accessible on the County's Intranet in the Forms Repository.

In 2021, the County established a separate Human Resources department for the Sheriff's Office. The PRC has been advised that in 2022, the Sheriff's HR office conducted performance management reviews for non-bargaining employees but did not use the D4E instrument. The Sheriff's HR office directed Sheriff Department managers to use a one-page form that had previously been administered in MyHR. Because MyHR was not available in 2022, management was directed to obtain the forms from the County intranet, maintain them on management's individual computers, and submit the completed forms to the Sheriff's HR office by March 2023. The Sheriff's HR office used a tracking spreadsheet to identify those in the Sheriff's Department who participated in the performance review process, and that the practice in the Sheriff's HR office is to place the final review in employees' personnel folders at the end of the evaluation period.

In conclusion, the Personnel Review Commission has determined that the County had a policy and a system in place for performance management in 2022 that complied with section 6.10 of the Employee Handbook, but the County did not administer the system for non-bargaining County Executive employees in 2022. Sheriff HR provided Sheriff Department management performance evaluation forms to complete non-D4E forms for non-bargaining direct reports and submit them by March 2023.

### **RECOMMENDATIONS**

Performance management systems are foundational to effective organizations. They provide tools to clarify performance expectations, guide employee performance toward organization objectives, create dialogue around performance and address employee development needs and performance concerns. We recommend that the County administer the policy already documented in the Employee Handbook using the D4E tool developed by the consultant to implement a county-wide performance management system.

We further recommend that the HR Department create, implement, and adhere to written internal procedures to ensure it consistently administers a performance management plan. These procedures should include training for both management and employees on how to employ the system, engage in effective dialogue about performance, and avoid common rating errors in the performance management process. The PRC also recommends that responsibility for administration of the system be assigned to a 'division' of professional HR employees who have the resources and knowledge to maintain the process in the event of a leadership change in the department. Finally, we recommend the County explore the possibility of capitalizing on the investment made in INFOR and adapt the D4E tool for use in the performance management module of INFOR.

The PRC concludes that a lack of consistent leadership in various roles in the Human Resources department has contributed significantly to the lack of consistency in administration of the performance management policy stated in section 6.10 of the Employee Handbook. To illustrate that point, the County has had a series of eight (8) Directors of Human Resources, including Interim appointments, in the eight (8) years prior to this audit. Turnover in various key roles and shifting priorities have detracted from the momentum that was achieved in the successful implementation of the D4E process in HHS.

We are encouraged by recent conversations with the new County Executive's administration, and we understand there is renewed commitment to implementing an effective performance management system. The County recently hired a new Director of Human Resources and a new Director of Organizational and Employee Development, Talent Management Administration, who will be responsible for the performance management system. The PRC will continue to monitor the County's efforts to address this important policy issue and will continue to fulfill its Charter responsibility to audit and report on the County's consistent administration of a performance management system.

This report and its attachments will be posted on the PRC's website at <https://www.cuyahogacounty.us/personnel-review-commission/about-us/compliance-reporting>.

# **ATTACHMENT A**





# DEVELOPING 4 EXCELLENCE

## Instructions for Completing the Developing 4 Excellence (D4E) Form

### Tab One: Cover Page

The cover page contains the employee review information. Contact the Human Resources department if any information is missing or requires updating.

The four ratings used to measure performance are also defined on this page.

### Tab Two: Goals

This section is used to document an individual's goals for the coming year. At the beginning of the review cycle, the employee and supervisor should meet and document one to three goals that the employee will focus on during the review period. List all tasks/activities in Step 4. Make sure the tasks/activities are SMART goals: Specific, Measurable, Attainable, Relevant, Time-bound.

At the end of the performance evaluation period, the supervisor/manager should select the rating that most accurately reflects the employee's performance related to each goal.

### Tab Three: Job Competencies

On this tab, there are job-related competencies that focus on the kind of behavior, style, and approach that employees are expected to embody as they accomplish their work. Competencies are often described as "how" one does a job, as opposed to "what" someone does, although there may be some overlap.

At the beginning of the review cycle, the employee and supervisor should meet and document the ways in which the employee is expected to demonstrate each job competency and how it will be measured.

At the end of the performance evaluation period, the supervisor will complete the form indicating the individual's performance rating for each competency. In the comment section, the supervisor may offer feedback on a particular competency or competencies.

### Tab Four: Core Values

Cuyahoga County's five Core Values are listed and defined on this tab. At the beginning of the review cycle, the employee and supervisor should meet and document the ways in which the employee is expected to demonstrate each core value and document how that core value will be measured.

At the end of the performance evaluation period, the supervisor will then complete the form indicating the individual's performance rating for each core value. In the comment section, the supervisor may offer feedback on particular core values.

### Tab Five: Leadership Competencies (for designated leaders only) -

On this tab, five additional competencies have been defined for leaders. At the end of the performance evaluation period, the evaluator should select the rating that most accurately describes the leader's overall performance. In the comment section, the evaluator may offer feedback on a particular competency or competencies.

### Tab Six: Development Plan

This part of the form is used to facilitate professional development and identify areas of growth for employees. Areas of focus typically relate to core competencies, professional/industry knowledge or job skills.

At the beginning of the review period, the employee and manager should define and document one or two specific development objectives for the year, along with the key activities to support the objective.

At the end of the review cycle, the employee will complete the first two items in the "Results" section for each objective. Employees should summarize their activities/accomplishments related to the developmental objective and, if appropriate, identify any barriers encountered. The supervisor will then document results and may provide comment. (Note: No ratings are assigned to developmental objectives.)

### Tab Seven: Scoring & Signatures

The manager and employee should both sign and date the form. The employee's signature does not indicate agreement nor disagreement with the appraisal, but is an acknowledgment that they have reviewed or discussed the appraisal with their manager. Both parties may also take the opportunity to provide any additional comments valuable to open discussion.

At the bottom of this page, the goals, core value, and competency scores are weighted to provide an overall score for the performance period.

## Cuyahoga County - Developing 4 Excellence Plan (D4E)

<b>Employee Name</b>	
<b>Position</b>	
<b>Hire Date</b>	
<b>Reviewer Name</b>	
<b>Due Date</b>	
<b>Performance Cycle</b>	

### Quarterly Checklist

	March	June	September
<b>Did the manager and employee meet to discuss goals and development?</b>			
<b>Were the goals discussed to determine if the employee was on-track or off-track?</b>			
<b>Did the manager identify any areas that needed improvement?</b>			
<b>Comments</b>			
<b>Employee Signature</b>			
<b>Supervisor/Manager Signature</b>			

### Performance Rating

<b>Exceeds Performance Expectations</b>	Employee consistently does more than expected for the position. Self-direction is characteristic. The listed Ways to Demonstrate are achieved at an exceptional level and manager can list multiple examples of how employee showed the competency. Achieved more than 100% of goal.
<b>Fully Meets Expectations</b>	Employee meets the requirements and expectations of the position. Requires little or no direction to achieve expectations. Problems or errors are quickly reported and corrected. The listed Ways to Demonstrate are visible and manager can list some examples of how the employee showed the competency. Achieved the goal at an acceptable level based on defined expectations.
<b>Developing Performance</b>	Employee displays inconsistency in meeting the expectations and requirements of the position. Requires some guidance for performance to be completely satisfactory. Tasks may be late at times or incomplete. The Listed Ways to Demonstrate are sometimes visible or some of the key behaviors are missing. Manager can identify at least one area that needs notable improvement. Achieved some parts of the goal or almost achieved the end result but fell short of the goal expectations.
<b>Not Meeting Performance Expectations</b>	Employee performance is poor and requires significant improvement to maintain standards for the position. Requires regular supervision for performance to maintain acceptable standards. May show indifference to certain expectations of the role. The listed Ways to Demonstrate are not visible and the manager can list multiple examples of how the employee is not demonstrating the competency. Achieved less than expected on the work completed for the goal.

**Annual Goals**

**Instructions:** Complete the sections below to develop goals that support the overall goals of the organization and demonstrate how well regular job duties are performed. Make sure that you develop **SMART** goals: **S**pecific, **M**easurable, **A**ttainable, **R**elavent, **T**ime-bound.

**Organizational Aligned Goal #1**

<b>Step 1</b>	List the department or agency goal that your role will support this year.	
<b>Step 2</b>	Write your individual goal that supports this department goal.	
<b>Step 3</b>	Define how success will be measured.	
<b>Step 4</b>	List all activities you will need to accomplish to meet your goal for the full year in the step. Before each quarterly review, list the activities from this step under the quarter in which it was accomplished.	

Q1 Activities	Q2 Activities	Q3 Activities	Q4 Activities

**Results**

<b>What were the results on this goal?</b>	
<b>Performance Rating</b>	
<b>Make additional comments if the goal was not met or if the goal was exceeded</b>	

**Organizational Aligned Goal #2**

<b>Step 1</b>	List the department or agency goal that your role will support this year.	
<b>Step 2</b>	Write your individual goal that supports this department goal.	
<b>Step 3</b>	Define how success will be measured.	
<b>Step 4</b>	List the activities that need to be completed each quarter to meet your goal	

Q1 Activities	Q2 Activities	Q3 Activities	Q4 Activities

**Results**

<b>What were the results on this goal?</b>	
<b>Performance Rating</b>	
<b>Make additional comments if the goal was not met or if the goal was exceeded</b>	

**Organizational Aligned Goal #3**

<b>Step 1</b>	List the department or organizational goal that your role will support this year.	
<b>Step 2</b>	Write your individual goal that supports this department goal.	
<b>Step 3</b>	Define how success will be measured.	
<b>Step 4</b>	List the activities that need to be completed each quarter to meet your goal	

Q1 Activities	Q2 Activities	Q3 Activities	Q4 Activities

**Results**

<b>What were the results on this goal?</b>	
<b>Performance Rating</b>	
<b>Make additional comments if the goal was not met or if the goal was exceeded</b>	

**Cuyahoga County Job Competencies - Staff**

Core Job Competency	Definition	Ways to Demonstrate & Measure	Rating
<b>Job Knowledge</b>	Demonstrates competency in required job skills and knowledge, ability to learn & apply new skills, requires minimum supervision & understands how job relates to the goals of their Department/Agency and the County.		
<b>Quality of Work</b>	Demonstrates accuracy & thoroughness, meets or exceeds established standards.		
<b>Quantity</b>	Completes assigned tasks, achieves or exceeds established productivity goals.		
<b>Initiative</b>	Proposes improved work methods. May suggest ideas or ways to improve their job. Anticipates departmental needs and acts accordingly.		
<b>Communication</b>	Timely responds to inquiries and requests. Chooses appropriate & efficient methods to convey information. Shares information appropriately.		
<b>Customer Service</b>	Consistently provides prompt & courteous service to customers. Strives to improve confidence in County government through professional customer interactions.		

**Competencies Evaluation**

What are the strongest competencies that are displayed?	
Which competencies need to be developed?	
Explain all ratings of "Exceed Expectations" or "Does not meet Expectations"	
Provide any other comments about how the Leadership Competencies are demonstrated	

**Cuyahoga County Core Values**

<b>Value</b>	<b>Definition</b>	<b>Ways to Demonstrate</b>	<b>Rating</b>
<b>Integrity</b>	Provide reliable and accurate services to all customers, as part of an honest, open and equitable culture.		
<b>Courage</b>	Act boldly and be willing to make change while using good judgment to do the right thing for all citizens of Cuyahoga County.		
<b>Teamwork</b>	Create and strengthen internal and external partnerships to best accomplish our goals through collaborative actions.		
<b>Innovation</b>	Invest in people and their creative ideas and challenge the status quo to positively impact the prosperity and sustainability of our region.		
<b>Results</b>	Define and be accountable for meeting expectations, inspire accomplishment and achieve measureable successes		

**Core Values Evaluation**

<b>What are the strongest core values that are displayed?</b>	
<b>Which core values need to be further developed?</b>	
<b>Explain all ratings of "Exceed Expectations" or "Does not meet Expectations"</b>	
<b>Provide any other comments about how the Core Values are demonstrated</b>	

**Cuyahoga County Leadership Competencies**

Leadership Competency	Definition	Ways to Demonstrate	Rating
<b>Develops Others</b>	Initiates and leads professional and personal growth of others to become stronger performers who drive organizational values		
<b>Drives Organizational Advancement</b>	Promotes mission to achieve the organization's vision		
<b>Cultivates &amp; Champions Change</b>	Empowers others to innovate and foster change initiatives		
<b>Inspires &amp; Fosters Respect &amp; Diversity</b>	Cultivates an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion, and creativity		
<b>Promotes a Culture of Servant Leadership</b>	Serves as an advocate for an organization-wide mentality of caring about all who come to us with their needs and placing an emphasis on delivering high-quality service to others to ensure their well-being		
<b>Leadership Competencies Evaluation</b>			
<b>What are the strongest competencies that are displayed?</b>			
<b>Which competencies need to be developed?</b>			
<b>Explain all ratings that "Exceed Expectations" or "Did not meet Expectations"</b>			
<b>Provide any other comments about how the Leadership Competencies are demonstrated</b>			

Development planning is an important opportunity for employees and managers to plan for an individual's development while aligning the skills with the department's and/or organization's future needs. A developmental objective may focus on growth in one's current role or for a future role. At least one Development Objective is required for each employee. If any ratings of "Almost Meets Expectations" or "Does Not Meet Expectations" were given in a previous performance cycle, be sure to focus on these areas under this Development Plan section.

Select:	<input type="checkbox"/> Develop a proficiency in current role <input type="checkbox"/> Develop a proficiency for a future responsibility
Define what you want to achieve. This is your development objective.	
List below the experiences that should be completed to accomplish this developmental objective. Note: You don't have to complete activities for each of the columns below; rather these sections are provided to help organize what activities could be completed to achieve the development objective.	



**Development Objective**

<b>Step 1</b>	Select:	<input checked="" type="checkbox"/> Develop a proficiency in current role <input type="checkbox"/> Develop a proficiency for a future responsibility
<b>Step 2</b>	Define what you want to achieve. This is your development objective.	
<b>Step 3</b>	List below the experiences that should be completed to accomplish this developmental objective. Note: You don't have to complete activities for each of the columns below; rather these sections are provided to help organize what activities could be completed to achieve the development objective.	

Development assignments	Formal training	Other activities

**Results**

What was done to achieve this Developmental Objective?	
What were the results of the work completed on this Developmental Objective?	
How has the performance changed with the work that was accomplished on this Developmental Objective?	

## Signatures

Please complete this final section and offer any additional comments that would be valuable to open discussion. Be sure to ONLY complete one Weighting and Scoring section based on the group to which the employee belongs. Sign and submit the completed form to HR.

## Signatures and Comments

<b>Employee Comments (Optional)</b>	
<b>Employee Signature</b>	
<b>Manager Comments (Optional)</b>	
<b>Manager Signature</b>	

## Weightings and Scoring - Leadership Team

Area	Weight	Score
Goals	25%	
Job Competencies	25%	
Core Values	30%	
Leadership Competencies	20%	
<b>Overall Weighted Score</b>		

Weighting Scale		
	Employees	Leaders
Goals	35%	25%
Job Competencies	25%	25%
Core Values	40%	30%
Leadership Competencies	0%	20%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>



# **ATTACHMENT B**

## D4E Performance Management Overview

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### We Thrive: On Strong Organizational Performance

#### Performance Management Overview

One of the most effective ways of achieving organizational success and realizing true organizational performance is through a comprehensive and interactive performance management process. Last year we focused on assigning performance goals to Chiefs and their direct reports. This year we are recommending the development of performance goals for chiefs, directors, non-union managers and supervisors, and any direct reports you would like to include. The performance goals set should cascade from the County's Strategic Plan goals, overall department and individual goals set by management.

#### Primary Steps

There are three (3) primary steps to a comprehensive performance management system. The steps include:

- Defining goals using the SMART framework
- Monitoring progress on goals
- Appraising process

#### Defining Goals

Defining individual goals and aligning them with the organizational strategies and objectives sets the stage for a successful performance management process. The process of setting goals should be a collaborative process between a manager and their employee and should support the "big picture". Major job functions and responsibilities, both shared and individual, should also be addressed using a **SMART** goal framework.

- **Specific:** Well-defined to inform employees exactly what is expected, when, and how much. →
- **Measurable:** Provide milestones to track progress and motivate employees toward achievement.
- **Achievable:** Success needs to be attainable with effort by an average employee, with a bit of a stretch.
- **Relevant:** The goals should focus on the greatest impact to the overall corporate strategy.
- **Timely:** A goal should be grounded within a time-frame to create a sense of urgency for completion.

#### Monitoring Progress on Goals

Managers need to be aware of their employees' progress on goals in order to assist with coaching and provide resources when it appears that goal targets may be missed. This will also allow the opportunity to acknowledge successes with appropriate recognition. In addition to the need for managers to review the employees' productivity, it is also important for the employees to track their own progress related to goals. A form for this purpose will be located on MyHR New Performance Management.

#### Appraisal Process

The most important part of the appraisal process is to provide constructive feedback. The feedback should focus on what the employee has successfully learned and still needs to learn, and then create a plan to provide the opportunity for the employee to develop those necessary skills.

If you have any questions, please contact Kathy Jackson at 216/443-7660 or email at [kljackson@cuyahogacounty.us](mailto:kljackson@cuyahogacounty.us).

#### Downloads

[Coaching & Tracking Log](#)