

**AUG 31 RECD**

RAY MYERS, *HR Director*



*Recruitments • Classification • Employee Relations • EEO • Training • Volunteers & Interns*

August 23, 2004

Honorable Allan Hardcastle, Presiding Judge  
Presiding Judge, Sonoma County Superior Court  
600 Administration Drive  
Santa Rosa, CA 65403

# 1867

**GRAND JURY**

SUBJECT: Response to "Evaluation, Discipline and Termination"

Dear Judge Hardcastle:

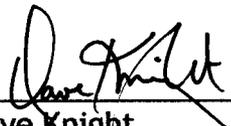
Enclosed is the consolidated response to the 2003-2004 Grand Jury Report entitled "Evaluation, Discipline and Termination." This response incorporates the responses to the recommendations listed on page 41 of the report from Human Resources, Probation, Sheriff, and Transportation and Public Works. The signature of each department head indicated below, acknowledges and supports these responses.

If you have any questions or need further information regarding these responses, please feel free to contact me at 565-2875.

Yours truly,

  
Ray Myers  
Director of Human Resources

  
Cora Guy  
Chief Probation Officer

  
Dave Knight  
Director of Transportation and Public Works

  
Bill Cogbill  
Sheriff-Coroner

C: Board of Supervisors  
County Administrator  
Court Executive Officer  
County Clerk

Enclosure: Joint response to "Evaluation, Discipline and Termination," 2003-2004 Grand Jury Report

SONOMA COUNTY JOINT RESPONSE TO THE 2003-2004 GRAND JURY REPORT  
EVALUATION, DISCIPLINE AND TERMINATION

Recommendation, Page 41 (R2)

*Within the next 2 years, the Department of Human Resources, Sheriff's, Probation, Transportation and Public Works, and all other departments should implement a computer program for employee evaluations comparable to that used by Health Services and Human Services.*

Response: The recommendation requires further analysis.

Human Resources will survey all County departments and agencies to determine which computer programs or systems are being used for employee performance evaluations. An analysis of the costs and benefits of upgrading departments to at least a word processor-based system or a commercial product for employee performance evaluations would follow. This survey and analysis can integrate or compliment reviews already being undertaken by some departments. The results of this study can be shared with the Grand Jury. The individual departments involved in this study can take action as deemed appropriate. Budgetary concerns, if present, may require further study or be dealt with in the next fiscal year budgeting process.

Human Resources will develop the survey and review it with the County Administrator's Office and department heads. It is estimated that this study can be completed by end of January 2005.

AUG 31 RECD

#1868

RAY MYERS, *HR Director*



*Recruitments • Classification • Employee Relations • EEO • Training • Volunteers & Interns*

August 24, 2004

Honorable Allan Hardcastle, Presiding Judge  
Presiding Judge, Sonoma County Superior Court  
600 Administration Drive  
Santa Rosa, CA 65403

**GRAND JURY**

SUBJECT: Response to "Evaluation, Discipline and Termination"

Dear Judge Hardcastle:

Enclosed are the responses to five specific recommendations contained in the 2003-2004 Grand Jury Report entitled "Evaluation, Discipline and Termination." These responses pertain to Recommendations R1 through R5 as listed on page 41 and 42 of the Grand Jury's Report. Please note that the response to Recommendation R2 is the same as the joint response sent to you yesterday from me, the Chief Probation Officer, the Sheriff, and the Director of Transportation and Public Works Department.

If you have any questions or need further information regarding these responses, please feel free to contact me at 565-2875.

Yours truly,



Ray Myers  
Director of Human Resources

C: Board of Supervisors  
County Administrator  
Chief Probation Officer  
Sheriff  
Director of Transportation and Public Works  
Court Executive Officer  
County Clerk

Enclosure: Responses to Five Recommendations in "Evaluation, Discipline and Termination," from the 2003-2004 Grand Jury Report

SONOMA COUNTY DIRECTOR OF HUMAN RESOURCES' RESPONSE  
TO THE 2003-2004 GRAND JURY REPORT

EVALUATION, DISCIPLINE AND TERMINATION  
Recommendations Pages 41-42

Recommendation, Page 41 (R1)

*When the head of a department retires, Human Resources must notify all department managers and supervisors that they are expected to continue monitoring and performing the evaluation, discipline and termination processes during the time of transition.*

**Response:** The recommendation has not yet been implemented, but it will be implemented by November 1, 2004.

The notice recommended by the Grand Jury can be done, but not directly to the managers and supervisors of the department who have lost their department head to retirement. Human Resource will notify each department head prior to their retirement to remind their managers and supervisors to ensure that appropriate management of their employees is expected. When a new department head has taken office, Human Resources will be informing him or her of the County's expectations in this area. Human Resources can attest that department heads who have announced retirements in FY 2004-05, who have recently retired, and those recently hired are all meeting those responsibilities.

Recommendation, Page 41 (R2)

*Within the next 2 years, the Department of Human Resources, Sheriff's, Probation, Transportation and Public Works, and all other departments should implement a computer program for employee evaluations comparable to that used by Health Services and Human Services.*

**Response:** The recommendation requires further analysis.

Human Resources will survey all County departments and agencies to determine which computer programs or systems are being used for employee performance evaluations. An analysis of the costs and benefits of upgrading departments to at least a word processor-based system or a commercial product for employee performance evaluations would follow. This survey and analysis can integrate or compliment reviews already being undertaken by

some departments. The results of this study can be shared with the Grand Jury. The individual departments involved in this study can take action as deemed appropriate. Budgetary concerns, if present, may require further study or be dealt with in the next fiscal year budgeting process.

Human Resources will develop the survey and review it with the County Administrator's Office and department heads. It is estimated that this study can be completed by end of January 2005.

**Recommendation, Page 41 and 42 (R3)**

*Human Resources and department heads should continue to see that all supervisors and managers are trained in the following: performing employee evaluations, using the progressive steps of disciplinary action, writing objective behavioral goals and setting time limits on needed improvements.*

**Response:** The recommendation has been implemented.

Human Resources provides training in the employee performance evaluation process, progressive steps of the disciplinary process, writing behavioral goals and setting time limits on needed improvements. The trainings are now offered through: HR Liaison Training; Supervisory Academy; Supervisory Skills Certificate Program (operated in conjunction with Santa Rosa Junior College); basic training for new supervisors and managers; and an online training program for employee development, which includes modules on employee performance evaluation.

In addition, most County departments require their supervisors and managers to be trained in employee performance evaluation, disciplinary management, and behavior and work performance improvement processes. And supervisors and managers pursue individual training in these skills using educational assistance funds that are part of their benefit packages. County intranet web sites also feature templates, policies and written guidance for supervisors and managers on personnel management subjects. Human Resource Analysts provide direct consultation with individual supervisors and managers on difficult personnel situations.

**Recommendation, Page 42 (R4)**

*The Human Resources Department must remind, in writing, all 28 of the Heads of the Departments that chronically poor performing employees should receive progressive discipline as outlined in the county Memo 00-003-00P Recommended Disciplinary Action Procedures.*

Response: The recommendation has not yet been implemented, but it will be implemented by November 1, 2004.

Human Resources will collaborate with County Counsel to re-issue the policy on recommended disciplinary action procedures.

Recommendation, Page 42 (R5)

*Staff should strive to complete all employee evaluations on time.*

Response: This recommendation has been implemented.

The County notifies department heads on a regular basis to complete employee performance evaluations on a timely basis. All permanent employees are required by policy and labor contracts to be evaluated at least annually until they reach the top of the salary range for their classification. Also, County policy encourages performance evaluations when the employee is going through the probationary period or as often as needed when employee performance needs attention. The County Administrator has regularly notified department heads in writing of this obligation and required each department head to certify in writing that they are compiling with this objective.