DEKALB COUNTY GOVERNMENT
EXEMPT EVALUATION POLICY

Reviewed For Updates March 1, 2018

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EXEMPT EVALUATION POLICY

1.1.0 Whereas, the DeKalb County Board did, on September 17, 2003, adopt Resolution 2003-54. Based on a recommendation from the Executive Committee the Resolution created a new "Exempt Evaluation Policy" that was successfully implemented an4 has been in use for the past two fiscal years, and

- *(Revised 12/21/2005)*

1.2.0 Whereas, in reviewing the policy for use in FY 2006, the Executive Committee recommended that it be modified. to make the Executive Committee responsible for annually determining the amount of the "Career Steps' used in the plan, and

- *(Revised 12/21/2005)*

1.3.0 Whereas, based on the recommendation of the Executive Committee a modification of the "Exempt Evaluation Policy" has been prepared. and is attached to this resolution and hereby incorporated by reference. Changes to the previous policy are noted by underlining and **bold** type.

- *(Revised 12/21/2005)*

1.4.0 It was the unanimous recommendation of the Executive Committee that the DeKalb County Board adopt the attached “Exempt Evaluation Policy” and begin work on implementation of this policy as soon as possible.

- *(Revised 12/21/2005)*

1.5.0 NOW, THEREFORE, BE IT RESOLVED that the DeKalb. County Board does concur in the recommendation of the Executive Committee and does adopt the modified "Exempt Evaluation Policy"
for use in the evaluation of the exempt management staff on an annual basis.

- *(Revised 12/21/2005)*

2.1.0 **A. Goals of the DeKalb County Exempt Compensation Policy**

The first goal of the Exempt Compensation Policy is the attraction of highly qualified managers to fill vacancies as they occur or as new positions are created.
The second goal of the Exempt Compensation Policy is the retention of those highly qualified individuals who consistently perform as expected while in their positions.
The third goal of the Exempt Compensation Policy is to encourage creativity, innovation and performance that exceed normal expectations.

- (*Revised 9/17/2003)*

2.2.0 B. **Methods of Achieving the Goals of the DeKalb County Exempt Compensation Policy**

(1.) The first Goal, attraction, is achieved by keeping current compensation levels competitive relative to the labor market for each position. It is recognized that some positions are more likely to be filled from regional solicitations while others may be filled from national searches. In both cases competitive compensation rates allow the County Board the opportunity to review the most highly qualified candidates. This flexibility is maintained by annually moving compensation rates the rate of inflation for all positions. Periodic reviews by third parties, as authorized by the County Board, may be employed to test compensation levels against those appropriate labor markets.

- *(Revised 9/17/2003)*

2.3.0 (2-1.) The second Goal, retention, is achieved by fostering a nurturing environment in which productivity and professional development are ongoing expectations. The Professional Development component is addressed as follows: Each Exempt Employee covered by the plan will be required to commit as least 40 hours per year to professional development. Annually the employee, in consultation with the County Administrator, will develop a plan as to how to best allocate these hours in one or more of four broad areas:

- (*Revised 9/17/2003)*

2.3.0a 1. Staff Management. Includes Team Leading, Delegating, Coaching and Personnel Management.
- *(Revised 9/17/2003)*

2.3.0b 2. Financial Management. Budgeting, Forecasting, Resource Management and Financial Innovation.
- *(Revised 9/17/2003)*

2.3.0c 3. Policy Facilitation/Implementation. Facilitating Board Committee Policy deliberations, Implementing results.
- *(Revised 9/17/2003)*

2.3.0d 4. Service Delivery. Includes Strategic Planning Anticipation of Future Needs, Quality Assurance, Advocacy and Interpersonal Communications.
- *(Revised 9/17/2003)*

2.3.1 The variety of methods that may be employed to achieve this annual plan includes, but is certainly not limited to, conferences, workshops, University coursework, distance learning, professional readings, etc. The County Administrator at an annual meeting with the Exempt Employee will determine successful completion.

- *(Revised 9/17/2003)*

2.3.2 The second component, productivity, will be measured by the Exempt Employee's satisfactory completion of a "Standard Work Plan". This plan will be developed by the employee and the County Administrator and presented for approval to that employee's oversight committee. The Plan will contain a simplified statement of the major elements of the job in question and either a quantitative or qualitative statement of what constitutes acceptable performance of that element. It will be the joint responsibility of the oversight committee and the County Administrator to determine if the Exempt Employee has successfully completed the "Standard Work Plan" for the preceding year.

■ *(Revised 9/17/2003)*

2.3.3 Exempt Employees who have acceptably completed their "Standard Work Plan" and have successfully completed their professional development objectives for the year will be advanced one Career Step on the Exempt Career Step Plan. Increases granted through career step movements are added to base compensation. The Career Steps will be adjusted annually **by an amount determined by the DeKalb County Executive Committee at their October meeting.**

■ *(Revised 12/21/2005)*

2.3.4 The third goal of the Exempt Compensation Plan, the encouragement of exceptional performance, utilizes one time rewards to recognize achievement that is clearly above that which is expected in the annual "Standard Work Plan". Any member of the DeKalb County Board or the Exempt Employee may initiate an application for recognition under this section. The application shall state the basis for which recognition is sought and shall be forwarded both to the County Administrator and the appropriate committee. If the Administrator and a majority of the oversight committee recommend such recognition it shall be the sole determination of the DeKalb County Executive Committee as to what manner and/or amount of recognition to award. Accomplishments submitted may cover any time period but may be eligible only once per accomplishment. Exceptional Achievement recognitions, if financial, will not be added to base compensation. The Executive Committee shall recommend financial recognition as part of the budget process for the coming fiscal year.

■ *(Revised 9/17/2003)*

2.3.5 Implementation. I would suggest closing out the current year under the old system by awarding 2% merit to all exempt personnel qualifying for merit. The implementation of the new system would begin by working with exempt managers to develop "Standard Work Plans" for each with objective measures of accomplishment fo each work element. These would be presented to oversight committees for review and approval. These plans would contain both elements to be assessed by the committee and elements to be assessed by the County Administrator. Privately, professional development plans would be by the County Administrator. I would also suggest that the Executive Committee entertain exceptional performance proposals in advance as well as after the fact. The Executive Committee should also consider an appropriation this year to recognize exceptional performance at the end of FY2004. Finally, I don't think the County Administrator position should be eligible for inclusion in the plan.

■ *(Revised 9/17/2003)*