

Rob Wehrman, Chair
Jenny Costa Honeycutt
Brantley Moody
Dickie Schweers



Human Resources Committee Agenda
January 13, 2022 at 5:00 PM
4045 Bridgeview Drive, North Charleston, SC 29405

- 1 APPROVAL OF MINUTES OF JUNE 17, 2021**
- 2 PERFORMANCE APPRAISAL FORMS FOR COUNCIL EMPLOYEES**
 - 2A Administrator's Performance Appraisal Form - Request to Consider**

Charleston County Council

Memorandum

To: Members of the Human Resources Committee

From: Kristen Salisbury, Clerk of Council

Date: January 7, 2022

Subject: Minutes of January 4, 2022

At the Human Resources Committee meeting of January 13, 2022, the draft minutes of June 17, 2021, will be presented for approval.

Charleston County Council

Memorandum

To: Members of the Human Resources Committee
From: Kristen Salisbury, Clerk of Council
Date: January 12, 2022
Subject: Administrator's Evaluation Form

At the Human Resources Committee of January 13, 2022, the Committee will consider a new performance appraisal form for the County Administrator.

Performance Appraisal

County Administrator

Name _____

Evaluator _____

Evaluation Period

From _____ to _____

Ratings:

- **Outstanding:** Performance over a sustained period of time clearly and consistently exceeds expectations and is outstanding. Both results and how they are achieved are outstanding.
- **Very Good:** Performance clearly meets and sometimes exceeds job requirements and significant contributions are made well beyond job demands.
- **Acceptable:** Solid and occasionally impressive performance.
- **Improvement needed:** Performance is frequently unsatisfactory.

Section 4-9-630. Powers and Duties of Administrator.

The Powers and duties of the Administrator shall include, but not be limited to, the following:

- 1) To serve as the Chief Administrative Officer of the County Government;
- 2) To execute the policies, directives and legislative actions of the Council;
- 3) To direct and coordinate operational agencies and administrative activities of the County Government;
- 4) To prepare annual operating and capital improvement budgets for submission to the Council and in the exercise of these responsibilities he shall be empowered to require such reports, estimates and statistics on an annual or periodic basis as he deems necessary from all County departments and agencies;
- 5) To supervise the expenditure of appropriated funds;
- 6) To prepare annual, monthly and other reports for Council on finances and administrative activities of the County;
- 7) To be responsible for the administration of the County personnel policies including salary and classification plans approved by Council;
- 8) To be responsible for employment and discharge of personnel subject to the provisions of subsection (7) of Section 4-9-30 and subject to the appropriation of funds by the Council for that purpose.
- 9) To perform such other duties as may be required by the Council

1. Manages the County Organization (to fulfill Duties 1, 3, 7 & 8)

<p>A. Demonstrates an understanding of each County department, and the interworkings and interconnections of all departments.</p>	<p style="text-align: center;">Rating:</p> <hr/> <p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>B. Effectively executes Council’s policies, directives, and philosophy.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>C. Establishes and effectively uses appropriate mechanisms to anticipate trends and opportunities inside and outside the organization. Develops and implements alternative strategies for dealing with change and planning for the future.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>D. Fosters a climate of innovation and continuous improvement. Takes appropriate and prudent risks to move the County forward.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>

Examples Justifying Rating –

2. Communication with Council (to fulfill Duty 2)

	Rating:
<p>A. Practices timely and effective communication with Council. Keeps Council informed of issues that may be brought to their attention by constituents or the media. Provides information, education and solutions on issues as appropriate.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>B. Provides an ongoing update of progress on Council's strategic initiatives.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>C. Speaks and writes logically, clearly, and concisely. Makes logical, concise, and well-organized presentations.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>D. Listens attentively and effectively. Encourages and uses feedback.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>

Examples Justifying Rating –

3. Fiscal Responsibility (to fulfill Duties 4, 5 & 6)

	Rating:
A. Demonstrates an understanding of County funding sources	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Ensures that prudent financial management is maintained for the continued success of the county.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Presents timely annual operating and capital improvement budgets to Council.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Ensures that programs, services, and projects provide results that matter to the County cost effectively and within budget.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

4. Leadership – Direct Reports, Department Heads, Elected and Appointed Officials

<p>A. Inspires trust and confidence.</p>	<p style="text-align: center;">Rating:</p> <hr/> <p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>B. Sets an effective example of high personal standards and integrity with the drive and energy to achieve established goals.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>C. Leads, Guides, and directs the County Administrator’s Team – Deputy County Administrators (DCA’s), Public Information Officer (PIO), Economic Development Director and County Administrator’s Support Staff.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>D. Practices timely and effective communication with Deputy County Administrators (DCAs), Department Heads, Elected and Appointed Officials.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>

Examples Justifying Rating -

5. Leadership for all County employees

<p>A. Inspires trust and confidence with all Charleston County employees through regularly planned and impromptu communication.</p>	<p style="text-align: center;">Rating:</p> <hr/> <p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>B. Leads by example showing the importance of County values and initiatives.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>C. Leads the County employees through conflict and change providing security and trust.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>
<p>D. Values employees and recognizes their contributions.</p>	<p>___ Outstanding ___ Very Good ___ Acceptable ___ Improvement Needed</p>

Examples Justifying Rating –

6. Community

	Rating:
<p>A. Professionally represents the County in public, has the respect of peers in local, State, and national government. Always interacts professionally with the various publics in an effective manner insuring to promote the County in the best possible light.</p>	<p>____ Outstanding ____ Very Good ____ Acceptable ____ Improvement Needed</p>
<p>B. Seeks input from other local governments in the Tri-County region to determine if a potential synergy is available to make County services more effective and efficient.</p>	<p>____ Outstanding ____ Very Good ____ Acceptable ____ Improvement Needed</p>
<p>C. Seeks ways to cooperate, collaborate, or consolidate programs as appropriate.</p>	<p>____ Outstanding ____ Very Good ____ Acceptable ____ Improvement Needed</p>
<p>D. Seeks information from other similar governments that may assist the County in providing services without need to redevelop them.</p>	<p>____ Outstanding ____ Very Good ____ Acceptable ____ Improvement Needed</p>

Examples Justifying Rating –

7. Personal/Professional Development

A. Builds and maintains relationships with associates in similar organizations through personal contact, committees/boards, and professional associations/organizations.	<p style="text-align: center;">Rating:</p> <hr/> <p><input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed</p>
B. Demonstrates commitment to continuously enhancing professional knowledge and capability – professional reading and research, attends seminars and conferences, actively participates in professional development opportunities.	<p><input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed</p>

Examples Justifying Rating –

DRAFT

8. Decision Making & Problem Solving

	Rating:
A. Has a systemic view of problem solving - Seeks input from those who are closest to the problem, those who will be responsible for implementing the solution and those who will be affected by the solution.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Makes sound decisions in a timely manner.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Analyzes situations to determine root causes and develops realistic alternative solutions.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating -