



County of Riverside

Performance Management Guidebook



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How to Utilize the Guidebook

Welcome, and thank you for accessing the County of Riverside's Performance Management Guidebook. Utilize this document as a resource for:

- The County of Riverside's Performance Management Framework & Philosophy
- Information on the County of Riverside's Competency Model
- Your Role in the Performance Management Process as a Manager or Supervisor
- Performance Management Best Practice
- Information on Riverside County's Performance Management System, RivCo Talent Performance
- Step by Step Instructions for Completing all Important Functions in the System
- Tools, Tips, and Tricks on the System
- Answers to Frequently Asked Questions (FAQ's)
- Links to useful resources, templates, and additional training topics
- ...and much more!



County of Riverside Performance Management Framework & Philosophy

What is Performance Management?

“An ongoing, continuous process of feedback, coaching, and communication between a manager and employee to ensure clarity around job responsibilities, priorities, performance expectations, and development planning, to optimize an individual’s performance and ensure alignment with organizational strategic goals, to cultivate a high-performing public service organization.”- [Board Policy C-21](#)

Performance Management Terms

- **Performance Evaluation:** Also referred to as a performance appraisal, performance review, development discussion, or employee appraisal, is a method by which the job performance of an employee is formally documented and evaluated, usually on an annual basis.
- **Performance Management Cycle:** The ongoing 4-stage process of managing the performance of employees. (Plan, Act, Track, Review)
- **Performance Management System:** One tool used to manage and assist in the development and reporting of performance.
- **Competency Model:** A set of competencies that collectively defines the requirements for effective performance in a specific job, profession, job level, or organization.

Board Policy C-21

County of Riverside Board Policy C-21 dictates that department managers must prepare a written, confidential evaluation of the performance of each regular employee assigned to their management responsibility. Additionally, the policy:

- Dictates frequency and components to be included in a performance evaluation
- Ensures employees perform at required levels to provide quality service
- Improves communication between management and employees, and encourages ongoing feedback
- Stipulates that any overall “Unsuccessful/Needs Development” rating must be reviewed and approved by Employee Relations prior to issuance and must be accompanied by an approved Performance Improvement Plan
- To view Board Policy C-21, click [HERE](#).



County of Riverside Competency Model

Competency Model Overview

Competency: A cluster of highly interrelated attributes, including knowledge, skills, and abilities (KSAs) that give rise to the behaviors needed to perform a given job effectively. Competencies can be either technical or behavioral.

- **Technical Competencies** reflect the knowledge required to perform a specific role.
- **Behavioral Competencies** describe the KSAs that facilitate the application of technical knowledge to job-related behavior.

In other words, technical competencies reflect what knowledge employees apply to their jobs, and Behavioral Competencies reflect how they apply this knowledge.

Competency Model: A set of competencies that collectively defines the requirements for effective performance in a specific job, profession, job level, or organization.

Why Utilize a Competency Model?

The use of a County-wide competency model that assists us with aligning many stages of the employee life cycle to assist with:

- Recruitment and selection, including clear competencies for job level and competency-based interviewing
- Onboarding and setting clear expectations and the competencies needed to help employees be successful
- Employee and leadership development and career planning
- Assistance for those who are coaching and/or mentoring others – they can easily establish clear goals and activities based on competency development, and assist in creating an environment where regular, ongoing feedback on performance and development is provided regularly
- Performance Evaluations:
 - Expectations and goals are established at the start of the reporting period including pre-determined competencies that are rated at the end of the year.
 - Employees are clear on what they will be rated on and expectations for their role, while managers are able to quickly complete annual performance evaluations without the need to identify the components to include before completing the evaluation itself.
 - The competency model also ensures fair and consistent evaluation components across positions. Employees in the same classifications are rated on the same competencies.
 - Lastly, the County-wide competency model allows the performance team over time to be able to analyze performance data and work with departments to provide information on trends, areas needing improvement, and areas where high performance is occurring. We can study what is occurring and if practices can be implemented elsewhere to improve performance where needed, workforce and succession planning, and much more!

With a County-wide competency model, we have the roadmap to becoming a high-performing public service organization.

Job Levels

The County has adopted a job-level competency model that includes the following 6 job levels:

Clerical/Labor/Trade
Paraprofessional/Technical
Professional
Manager/Supervisor
Department Executive
County Leadership

JOB LEVEL	COMPETENCY CATEGORIES			
	F1: Thought	F2: Results	F3: People	F4: Self
Clerical/Trades/Labor	Customer Focus	Ensures Accountability	Communicates Effectively	Self-Development
Technical/Paraprofessional	Customer Focus	Ensures Accountability Plans and Aligns	Communicates Effectively	Self-Development
Professional	Manages Complexity	Ensures Accountability Resourcefulness	Communicates Effectively	Self-Development
Management/Supervisors	Decision Quality	Directs Work	Develops Talent	Instills Trust
Department Executive <i>(Including Assistant Directors, Deputy Directors and equivalent executive titles in Departments)</i>	Department-wide Strategic Mindset	Drives Results	Organizational Savvy	Demonstrates Self-Awareness
County Leadership <i>(including CEO, CAO, COO, Deputy CEOs, Assistant CEOs, Department Heads)</i>	Countywide Strategic Mindset (Global Perspective)	Action Oriented	Builds Effective Teams Drives Vision and Purpose	Demonstrates Self-Awareness

Competencies included in the new model come from the Korn Ferry Leadership Architect (KFLA) competency library, which includes 38 competencies.

County of Riverside Managers and Supervisors: Your Role in the Performance Management Process

Overview & Benefits of Effective Performance Management

There are many benefits that result from managers conducting effective performance management. Performing the stages involved in the performance management cycle and conducting regular performance evaluations generally encourages open communication and maintains stronger relationships with employees, which in turn can lead to higher retention rates, greater performance, and an overall positive culture within the workplace.

Four benefits of effective performance management are:

- **Clarifying an employee's role and status.** Performance management helps clarify the employee's role and status in the organization. Some employees like to know where they stand regarding their job performance and want to see what else they can do for their department. Effective performance management also provides valuable insights that supervisors and managers can use to spot talent and identify their staff's training needs.
- **Providing employee self-development.** This is one of the most important benefits for the employee. Effective performance management and evaluations allow you to provide positive feedback as well as identify areas for improvement. An employee can discuss and create a development plan with you, as their supervisor or manager, so they can improve their skills and develop their competencies.
- **Providing a structured process for an employee to approach their supervisor or manager.** Following the performance management cycle allows the employee to have discussions, identify problems, clarify expectations, and plan for the future. It lets both you and your employee set up long- and short-term goals. A system that encourages open communication and regular feedback can have long-term positive impacts on supervisory or manager and employee relationships.
- **Lastly, effective performance management can provide increased job satisfaction and motivation.** It helps to encourage your employees to better themselves and offer specific steps for improvement. Focus on the positive and show your team how to build on those strengths. A powerful way to increase job satisfaction is to give employees something to look forward to in the future. Helping employees plan for the long term shows them that you're committed to their success and you're willing to invest in them and their future.

The Performance Management Cycle: Plan, Act, Track, Review



- **PLAN:** Identify and clarify goals, role expectations, and competencies. What does success look like? Utilize SMART goals to identify both performance and developmental goals. See the “Managing Employee Goals” section in the following pages for information on creating SMART goals. Discuss and help employees understand competencies. What are they and how do they relate to performance and evaluation?
- **ACT:** Set employees up for success while they perform responsibilities within their role and work toward achieving their goals. This stage may include orientation and onboarding, education and training, mentoring, career development, and any other programs and services available that will set your employees up for success. Providing all this to your employees will lead to improved productivity, engagement, increased employee retention, and encourage new ideas, open communication, and trust. When you provide a genuinely supportive work environment, and take meaningful steps toward their professional development, you all but ensure that the employee will succeed and thrive.
- **TRACK:** Once you’ve set goals and objectives and provided everything necessary to achieve them, continually track employee progress and provide regular, ongoing feedback and coaching. In this stage, you’ll hold the employee accountable to meeting deadlines and achieving milestones; recognize accomplishments; proactively address problems and help solve challenges; mitigate unforeseen obstacles; and acknowledge and accommodate any shifts in organization priorities. Throughout the year, ensure you:
 - Provide ongoing coaching and feedback
 - Hold regular 1:1 Meetings
 - Document, document, document!
- **REVIEW:** This stage focuses on the end of year employee evaluation. To ensure compliance with Board Policy C-21, managers must prepare and present documented performance evaluations on an annual basis, approximately on the anniversary date of initial employment or promotion entry.
 - This is the time for summarizing and highlighting an employee’s contribution over time; formally recognizing and celebrating accomplishments; considering further training and development ideas; discussing opportunities for advancement; and so on. It’s key to stay as consistent, fair, and unbiased during reviews as possible; remain constructive and objective in your feedback; use clear and concise messaging; encourage and facilitate a two-way dialogue; and always involve the employee in decision-making.
 - The County’s 3-point rating scale for performance evaluations is as follows:
 - **Exceptional:** Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of the department and the County of Riverside. Steps outside of existing responsibilities to add value to the work group and/or department. Employee demonstrated role model behaviors.
 - **Successful:** Employee met all performance expectations and may have exceeded some. Employee was a solid contributor to the success of the workgroup, department, and the County of Riverside. Performance consistently met the demands placed upon the position. Required minimal supervision and complied with work rules and regulatory requirements.
 - **Unsuccessful/Needs Development:** Employee did not meet all or most of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.

For more information on your role in the performance management process as a county supervisor or manager, take our on-demand Performance Management training! Access this on-demand training by clicking the link below:

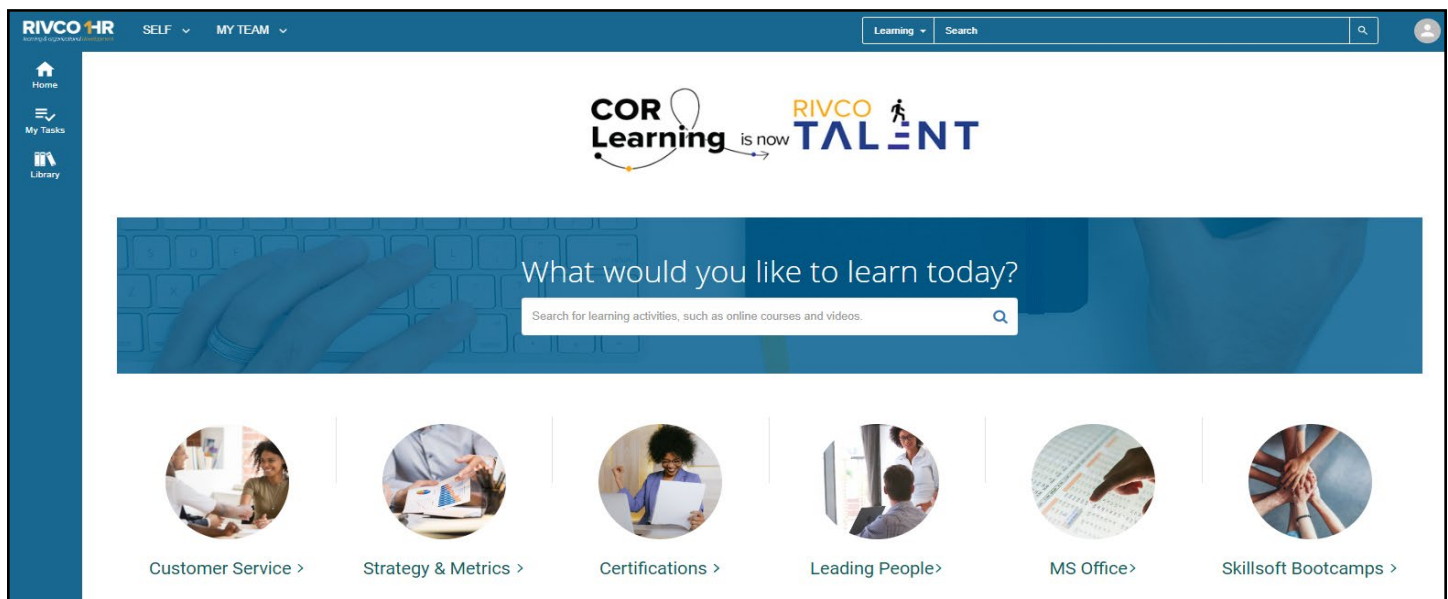
[RivCo Performance Management](#)

Overview of RivCo Talent Performance Management System

The County of Riverside utilizes RivCo Talent as its performance management system. RivCo Talent helps the County of Riverside as an organization continually develop and improve our workforce by providing a comprehensive, integrated set of tools for measuring employee performance, tracking goals, and fostering continuous development.

Components of the performance management system that will be detailed in the subsequent sections of this guidebook are as follows:

- **Getting Started:** Log in to the system and familiarize yourself with its general navigation.
- **Managing Employee Development Plans:** Create and track development plans for yourself and your staff. Development plans are an optional tool and are not rated in the evaluation but can be used as a component of the evaluation form to help justify competency rating.
- **Managing Employee Goals:** Utilize the system to create, track, and assess your employee's professional and developmental goals for the current and upcoming review periods.
- **Completing Employee Evaluations (Including the Performance Improvement Plan, or PIP, Process):** Complete your employee's annual evaluations in the system. Should you rate an employee as "Unsuccessful/Needs Development," the Performance Improvement Plan, or PIP, process will be initiated in the system. Components of a standard employee evaluation in the system are competencies, goals, development plan, year-end rating, and signature. Review the "Completing Employee Performance Evaluations" section of this guidebook for more information on the components of an evaluation in the system.
- **Continuous Feedback:** Request and provide continuous feedback in the system. Create 1:1 journals between managers and direct reports to maintain a constant stream of continuous feedback throughout the performance management cycle.
- **Notes Functionality:** Track employee accomplishments, one-on-one meeting notes, or anything you'd like to include in an evaluation using the "Notes" feature in the system. All notes saved throughout the year can easily be accessed and pulled into an evaluation form! **Important note* Please check with your department to ensure there are no policies around maintaining private notes prior to utilizing this function.*



Important System Terms & Definitions

RivCo Talent: RivCo Talent (formerly known as CORLearning) is the County of Riverside’s system for learning and performance management and includes the SkillSoft Online Learning Library.

“My Team” tab: If you are a manager or supervisor and have employees who report to you in the system, you will have the “My Team” tab. Utilize the “My Team” tab to view your employee’s development plans, as well as their progress on them.

“Self” tab: Use the “Self” tab to access important learning and performance features, such as your upcoming training, goals, and development plans. Access the “Self” tab on the top-left-hand side of the screen.

My Tasks: Use your “My Tasks” tab to act on or review any task assigned to you - current, overdue, or future. The timeline lists current and overdue items first, so you can easily find and accomplish your most critical tasks. Access your timeline by clicking “My Tasks” on the left-hand side of the screen.

Task: Let’s face it, if you have an assigned task you want to be able to get in, complete the task, and get out as quickly as possible so you can get back to your normal duties. Thankfully, our system makes it easy for you to see what’s assigned to you and complete these tasks. A task is assigned in the system to alert you that you have an item to complete. Access all current, overdue, or future tasks through your “My Tasks” timeline.

Library: Use the SkillSoft Online Learning Library to browse and search for available learning activities in the system. You can access the library by clicking “Library” on the left-hand side of the screen, under your “My Tasks” tab.



Getting Started

Utilize the information below to initially log in to the system and familiarize yourself with the general navigation, including how to view and update your profile in the system. The tips, tools, and tricks section below contains useful information when initially familiarizing yourself with the system, as well as who to contact should you experience any difficulty or require any additional assistance.

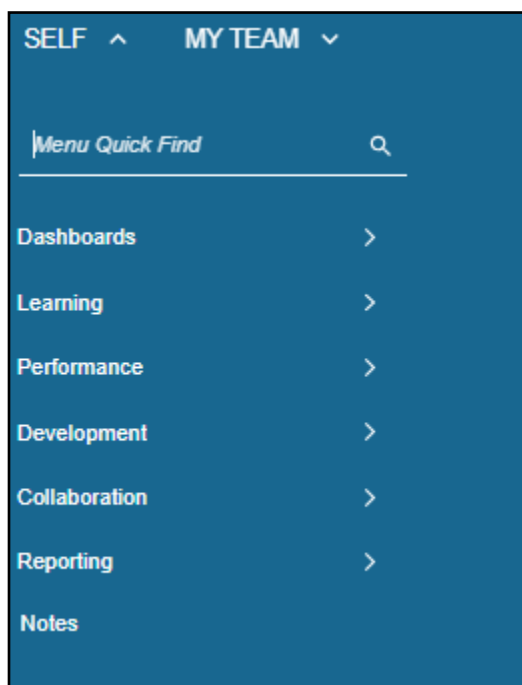
Log in to the system:

- Navigate to <https://corlearning.sumtotal.host/>
- When accessing the system through the County network, you will be signed on via Single Sign On (SSO).

Click [HERE](#) to access RivCo Talent

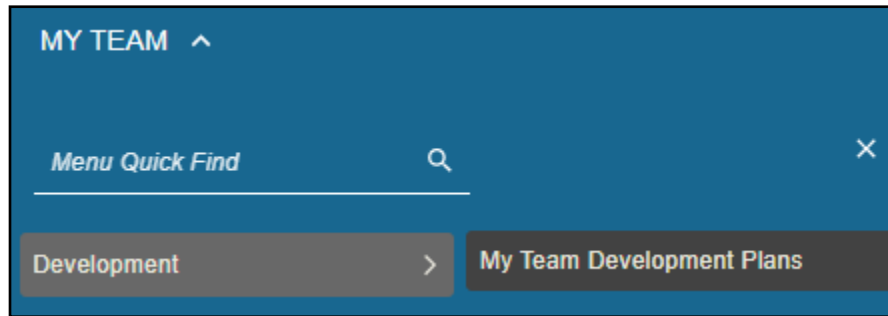
General navigation:

- Navigate to the “Self” tab on the top left-hand side of the screen. Here, you will find the following menu options:

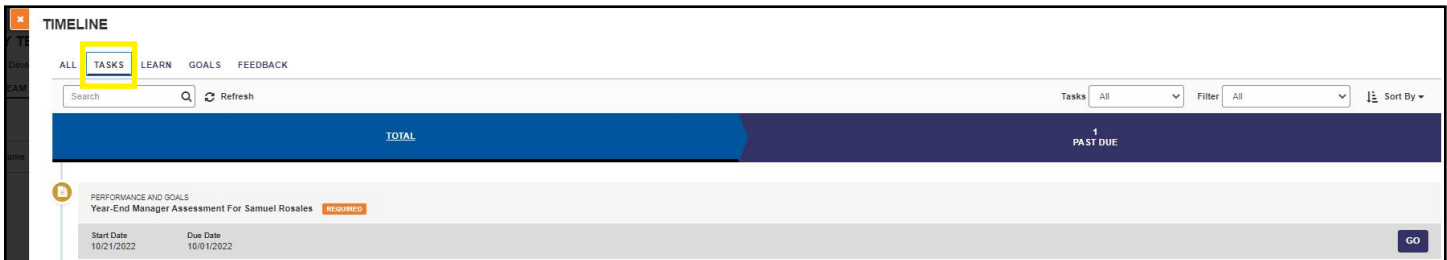


- Utilize the Dashboards menu to:
 - Access the RIVCO Talent Dashboard.
- Utilize the Performance menu to:
 - Access your own performance evaluations, your own goals, and goal explorer to access your employees' goals.
- Utilize the Development menu to:
 - Access your own development plan.
- Utilize the Collaboration menu to:
 - Access the Continuous Feedback tool.
- Utilize the Notes tab to:
 - Access your notes for self or direct reports

- Navigate to the “My Team” tab on the top left-hand side of the screen. Here, you will find the following menu options:



- Utilize the Development menu to:
 - Access your team’s development plan.
- Navigate to the “My Tasks” on the left-hand side of the screen.
 - Click on “Tasks”
 - If a performance evaluation for a direct report is due or if you’re an employee and you need to review and acknowledge your evaluation, it will populate as a task in your timeline. Click “Go” on the bottom right-hand side of the screen to launch.



Getting Started Tips, Tools, and Tricks:

- If you do not have access to the system or need help with your login user ID or password, please contact the IT Help Desk at 951-955-9900.
- RivCO Talent Performance runs best when accessed via the Chrome internet browser.
- New employees will be granted access to the system within approximately two weeks of their hire date.
- Your “Profile” is a specialized dashboard where you can view important information related to your assigned tasks, work history, anniversary date, and any direct reports. To access your profile, click your profile photo.
- Information in the system is populated through PeopleSoft. Information is refreshed on a nightly basis. If any of the information that has already been pre-populated is incorrect, please contact PerformanceMgmt@Rivco.org.

Managing Employee Goals

This section is optional in the system: One of the most critical tools of a performance process is the assessment of an employee's goals for the year. Goals are added to the system to track the status or completion, they are automatically populated to the employee's performance evaluation for the selected evaluation year.

To change the Goal Period to reflect the correct evaluation year, click on "Filter By", hover over "Period" and select the correct evaluation period.

Each goal generated in the system helps to identify the specific, targeted goals that the employee is expected to meet for the year. Both employees and their managers can add goals for a current review period. Goals are only visible to the employee and their chain of command (manager/supervisor and above).

Sample Goal Plan:

Name	Type	Weight	Status	Due Date
Career Counseling Ce...	Performance Goal		In Draft	11/30/2022

Managing Goals Tips, Tools, and Tricks

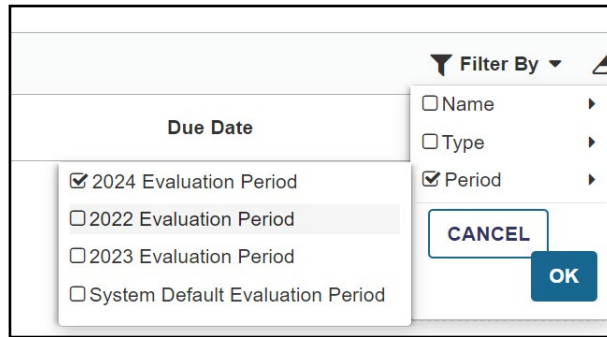
- Goals are not rated on the evaluation. They are visible on the Evaluation to show what goals were worked on and what will be worked on in the next evaluation period.
- To change the Goal Period to reflect the correct evaluation year, click on "Filter By", hover over "Period" and select the correct evaluation period.
- You can align your Goals to your Manager or Organization if they are available.
- You can share your goals with your team, this would enable them to align their goals with yours.

Create a Goal

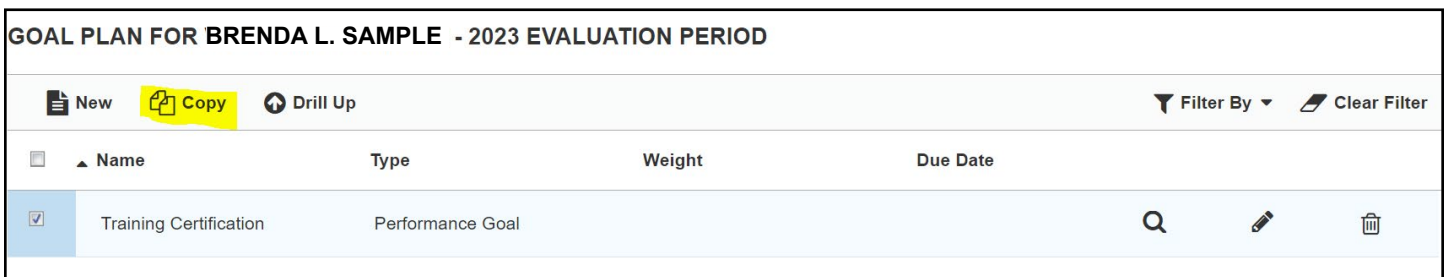
To view your Goal Plan or create a new goal, perform the following:

- Under the "Self" tab on the top left-hand side of the screen:
 - Navigate to Self -> Performance -> My Goals
- To create a goal for an employee, navigate to Self-> Performance -> My Team Goal Explorer. All of your direct reports goal plans will be displayed here. Select the employee to whom you will be assigning a goal to.

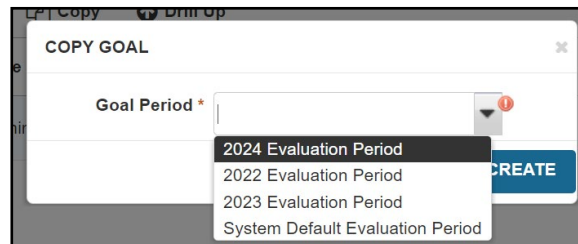
- By default, the current (most recent) evaluation period will be selected for the Goal. Evaluation periods determine which year’s evaluation form the goal will populate on. If you want to assign the goal to another evaluation period, select it from the “Filter By” drop-down, and hover over the arrow next to the Goal Period you would like to use.



- If you need to copy a goal over from the previous evaluation period, then select the goal and click “Copy”.



- This will allow you to select the correct evaluation to copy your goal to
- Example: If you have already received your evaluation for the 2023 year, then you will need to select the 2024 evaluation period to ensure your new goals appear on your next evaluation.



- By default, the “Target Recipient” is the employee from whose Goal Plan you accessed the Goal Details page. If you want to assign the goal to another user, click the icon and use the Employee Selector to select the employee.
- Required field: Enter a name for the goal, as it will appear in the employee’s Goal Plan and any other Talent forms that use the goal (such as the Goals section of an evaluation form).
- Required field: Enter a detailed description of the goal, including specific objectives and any metrics.
- As the goal period progresses, you can edit the goal and use the “Results Achieved” field to include any results that the employee has achieved toward completing the goal.
- If the goal is weighted and will be rated against other goals, you may use the textbox under “Weight” to indicate the weight of the goal. This is optional and not required to create a goal.
- Specify a Start Date and End Date for when you expect the goal to be completed (not required).
- Required field: Select a Completion Status and Percent Complete for the goal.

When you are finished configuring the personal goal, perform the following:

- Click “Save” To add the goal to the employee’s goal plan for the selected evaluation period.

Utilize the SMART Goal Wizard

You can use the SMART Goal Wizard, which asks you a series of questions that will help you determine an appropriate goal, based on goal metrics and the expected outcomes. The name and description you enter in the wizard will populate in the goal details applicable fields when you click “Finish.”

S.M.A.R.T. Goal

To utilize the SMART Goal Wizard:

- From the “Goal Details” screen when adding a new goal, click “SMART Wizard” at the bottom right-hand side of the screen.
- Enter in the requested information in the pop-up window, similar to the one shown below. Select “Finish” once complete and the SMART Wizard will enter in your new SMART goal to your goal details screen.

WIZARD

CREATE S.M.A.R.T. GOAL

Please answer all the questions below. Then click 'Create S.M.A.R.T. Goal' button to preview the suggested goal.

What is being measured?
Employee

On what aspect?
Training

Goal 'To Do' Action?
Increase

By 'When'?
December
2023

What is the Current/Starting Baseline?
NEW

What are the Expected Results?
ADD CERTIFICATIONS AND TRAINING ENROLLMENT

OUTCOME

Suggested Goal Name
EMPLOYEE DEVELOPMENT 2023

Suggested Goal Description
YEARLY EMPLOYEE DEVELOPMENT GOALS 2023

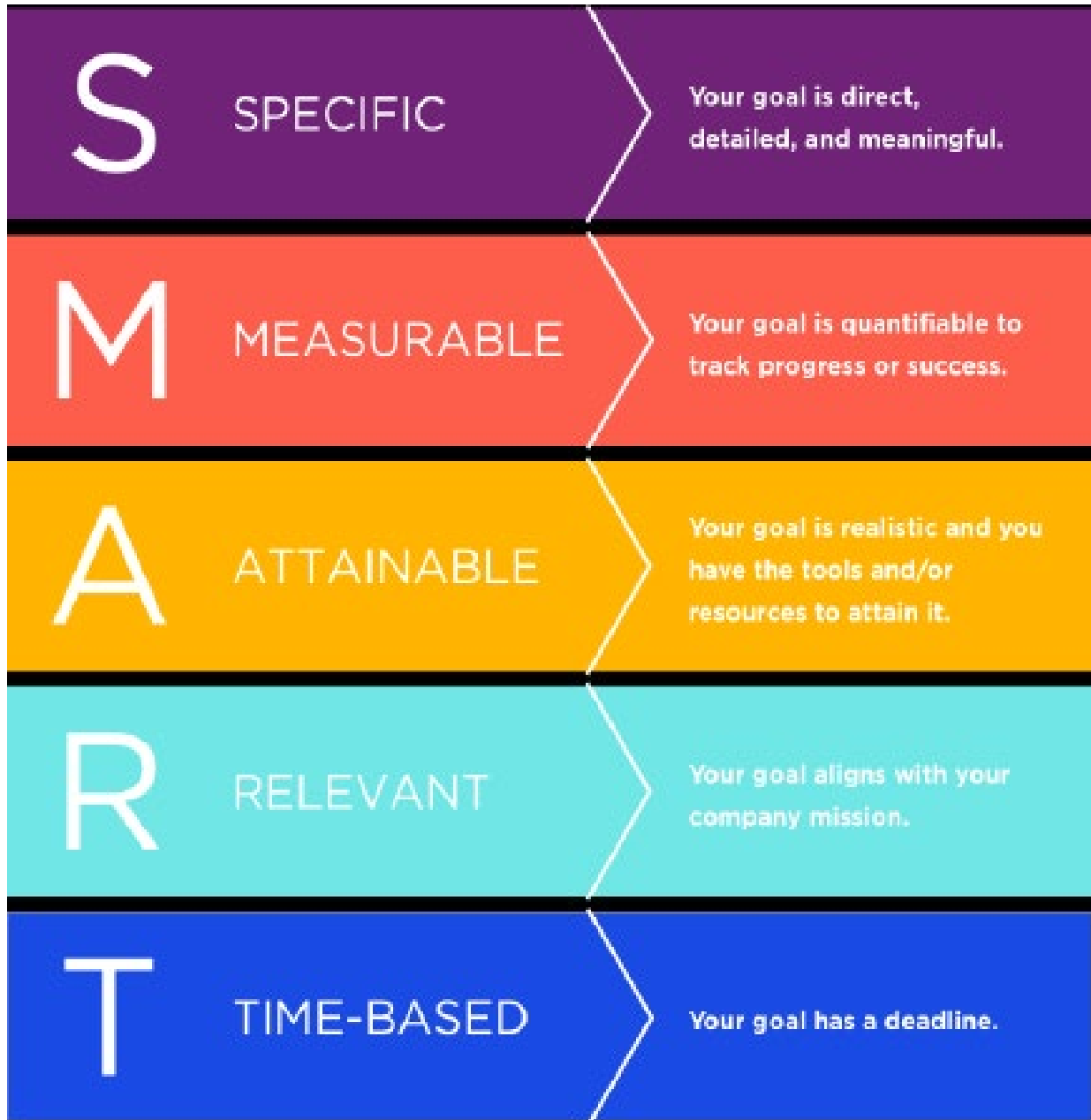
OUTCOME

Suggested Goal Name
Employee - Training

Suggested Goal Description
Increase: Employee - Training
Date: December 2023
Baseline: NEW
Results: ADD CERTIFICATIONS AND TRAINING ENROLLMENT

Creating SMART Goals

Goals setting is an important component of your regular one-on-one meetings and performance reviews with your employees. When working with your employees to formulate goals for the upcoming performance evaluation cycle, ensure you are formulating goals that are SMART (Specific, Measurable, Attainable, Relevant and Time-based). Using SMART performance goals leaves little to the imagination and provides clear communication between employees, managers, and supervisors. Before you set your goals, you should review the organizational objectives and justify what you can do to contribute to them. Your efforts will only pay off if you know why you are setting the SMART goals and you align them to the wider organizational goals of the department you work for.



Click [HERE](#) for our SMART Goals fillable worksheet!

Managing Employee Development Plans

As an employee or manager, you can use the Development Plan to assemble and track activities and goals that are specially tailored to help you, or your employees grow and develop. Depending on current responsibilities and those of any future job, employees may require a different set of abilities. Employees and managers collaborate to create a Development Plan with activities that will help you improve these abilities and become more successful in your career.

Development plans can be created by either an employee or their manager/supervisor. Development plans should, in performance management best practice, be created at the start of the review period (during the Performance Management cycle phase one: Plan) so that there is agreement between both employee and manager/supervisor on the activities, goals, and tasks that will be completed during the review period. Information added to an employee's development plan is populated to their annual performance review form for the selected review year. See the information below for step-by-step instructions on creating a development plan, as well as utilizing the Development Plan Smart Wizard.

Sample Development Plan:

The screenshot displays a user interface for 'My Development Plan'. At the top, there is a breadcrumb trail and a title 'MY DEVELOPMENT PLAN' with 'Print' and 'View Comments' options. Below this is a 'PROGRESS: ALL' section with three horizontal progress bars, each labeled '0% Completed', '0% In Progress', and '0% Not Started'. The main area is split into two panels: 'OBJECTIVES' on the left and 'TASKS: ALL' on the right. The 'OBJECTIVES' panel has an 'Add Objective' button and a 'Default Objective' entry. The 'TASKS: ALL' panel includes a search bar, a filter dropdown set to 'All', and tabs for 'ALL', 'COMPANY', and 'PERSONAL'. Below these is a table with columns for 'Task Name', 'Origin', 'Jobs, Competencies', 'Due Date', 'Progress', 'Status', and 'Actions'. The table currently shows 'No records found'.

Development Plan Tools, Tips, and Tricks

- Utilize the Development Wizard to create plans based on competencies or aspirational jobs. For more information on the development wizard, please refer to the Development Plan Tutorial available on RivCo Talent, coming soon!
- Add objectives to organize tasks. Create a title and link tasks and learning for easy access for employee and manager.
- Add a “Library Task” by linking to the Learning Management library to access hundreds of learning activities for the development plan or create an “Other Task” and enter in any outside training that will be useful to your team or an individual employee.
- If you are a manager, you can go to the “My Team” tab -> Development -> My Team Development Plans. Here you can create development plans for your whole team instead of adding tasks individually.

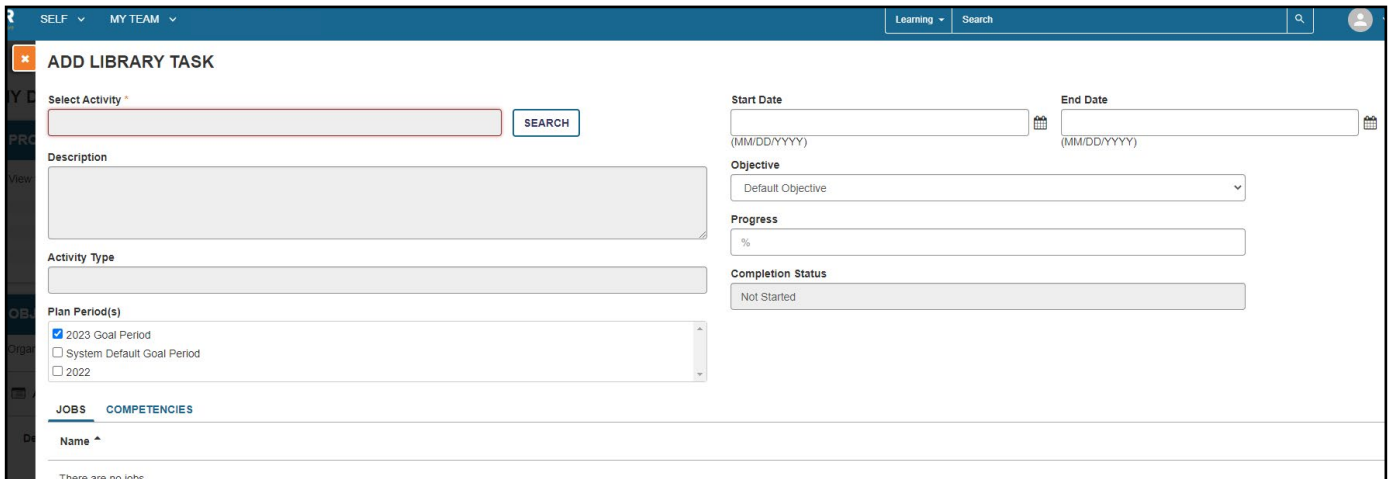
Create a Development Plan

The Development Plan provides an interface where employees and their managers can identify and manage any activities the employee should complete to close any gaps between current capabilities and those of a current or a future position.

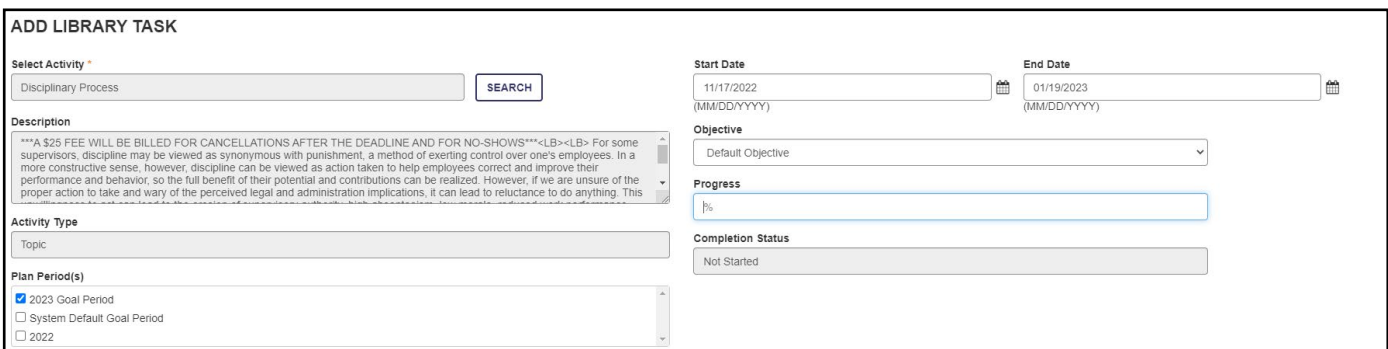
Users can group activities, enabling employees to understand how they are developing, and to target the activities that are most important to their career goals. Key metrics and summaries help users understand how much they have progressed toward their development goals. Special planning tools allow managers and administrators to manage Development Plans for their team or anyone in the organization, respectively - including mass activity assignment, and plan review and approval.

To start a Development Plan, follow the steps outlined below:

- Using the “Self” Menu at the top of the screen, navigate down to Development -> My Development Plan
- Click “Add Task”
- Select “Library Task” from drop-down menu.



- Utilize the search bar to add an activity. Click the “Search” button next to the “Select Activity” bar.
- Enter the name of the activity you would like to add to your Development Plan.
- Select the title of the activity.
- Back on the “Add Library Task” screen, select the Evaluation Period year this activity will be applied to.
- Enter the Start and End dates for this activity. (optional)
- Select an objective to associate the activity to from the Objective drop-down menu. (optional)
- Click “Save” at the bottom of the screen.



Instructor-led activities in the system are any activities, classes, or courses that are scheduled and led by a facilitator or trainer. For any instructor-led activities in the library (Example: Disciplinary Process), you must register for an offering. Select the activity under Tasks, then click the kebab menu under Actions. Or you can access this by going into your development plan under Tasks: All and click the 3 dots under Actions and you can start or register for the course. *Note:* most eCourses and Skillssoft content do not require registration.

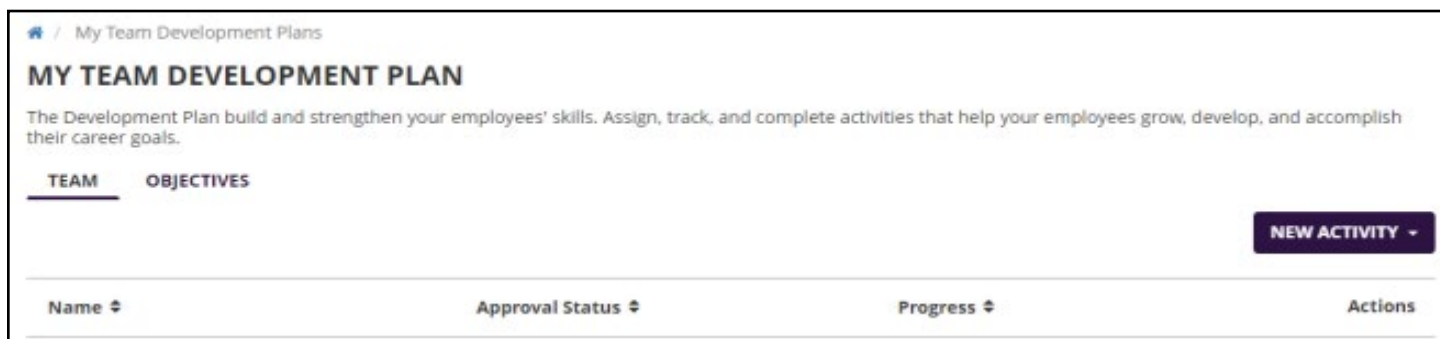
To add an instructor-led activity to your Development Plan:

- Select the instructor-led activity in your search results.
- Click “Register”
- Complete the standard registration process to enroll in the development activity.

Development activities are at the heart of the Development Plan. When included in a Development Plan, these activities help you improve in your current responsibilities, obtain the abilities needed for a future job, and track progress toward earning these abilities. You can assign new activities to yourself, manage these activities, track their completion, and group them by category.

Assign a Development Activity to Your Team

If you want all your direct reports to complete a development activity, you can use the My Team Development Plan page to assign the activity to your entire team. Doing so assigns the activity to each of your direct reports, and you and your employees can track their progress against completing these activities individually as part of their Development Plans.

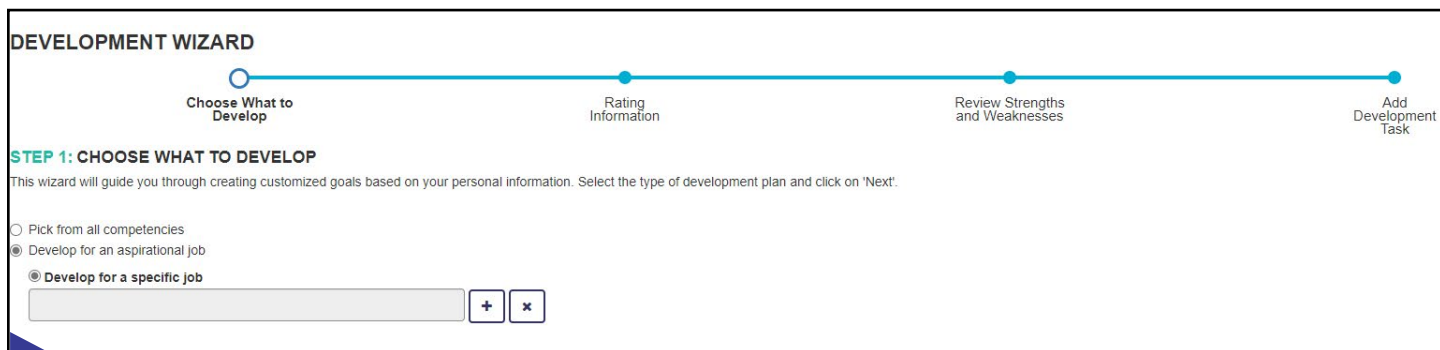


- To assign a Learning Management or Growth activity to all your direct reports, from the My Team Development Plan page, click New Activity and select Catalog/Internal Activity.
- To assign an external activity, such as a reading (online or offline), film, and so on, from the My Team Development Plan page, click New Activity and select External Activity.

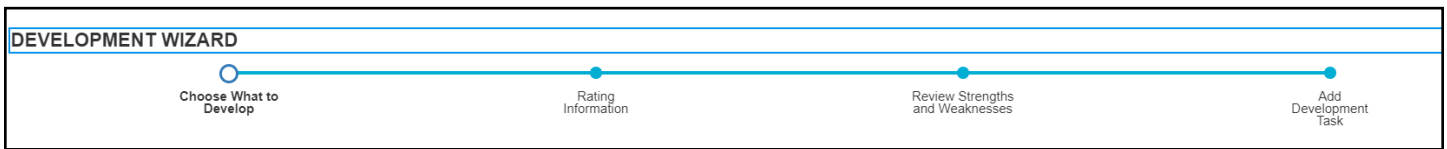
Utilize the Development Plan Smart Wizard

You can use the Development Wizard to help you determine which competencies you need to improve in and assign activities to help you improve in those areas.

- From your “My Development Plan”, select the Plan Period whose details you want to update.
- Click “Development Wizard” and choose from the following options:
 - Pick from all competencies: Develop for competencies you select.
 - Develop for an aspirational job: Develop for a specific job.
- You will enter the job classification in the Search bar, once you see the classification you wish to develop towards you will click ok to get it added.



- Click “Next”.



- Complete an on-demand assessment of the competencies in the selected position or job competency model. If you had selected to pick from all competencies, the assessment includes all competencies in the system. Please note: if your employee does not have a completed evaluation you will need to assess your employees current proficiency level from 0-5 with 5 being highly proficient.

The screenshot shows the "DEVELOPMENT WIZARD" progress bar with the second step, "Rating Information", active. Below the progress bar, the text reads "STEP 2: RATING INFORMATION" and "Previous ratings are reflected below. For unassessed competencies, feel free to provide a rating as a baseline for development." Below this, there is a list of competencies with corresponding dropdown menus for rating:

Competency	Rating
Action Oriented	--Select--
Attracts Top Talent	--Select--
Balances Stakeholders	--Select--
Being Resilient	--Select--
Builds Effective Teams	--Select--

- A “Reviewing Strengths and Weaknesses” screen appears. Use this screen to analyze your performance against competencies and select which to include in the development action plan.

The screenshot shows the "DEVELOPMENT WIZARD" progress bar with the third step, "Review Strengths and Weaknesses", active. Below the progress bar, the text reads "STEP 3: REVIEW STRENGTHS AND WEAKNESSES". Below this, there is a table titled "ASSESSED COMPETENCIES" with columns for Competency, Rating, Target Rating, and Gap. Each row includes a checkbox, a description of the competency, a rating, a target rating, and a visual gap indicator.

Competency	Rating	Target Rating	Gap
<input type="checkbox"/> Action Oriented - Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm. - Readily takes action on challenges, without unnecessary planning. - Identifies and seizes new opportunities. - Displays a can-do attitude in good and bad times. - Steps up to handle tough issues.	2	2	0
<input type="checkbox"/> Balances Stakeholders - Anticipating and balancing the needs of multiple stakeholders.	1	1	0

- Select each competency to include in the development action plan. Click “Next.”

- Select tasks to assign. Below each competency is a list of development activities that are applicable to the competency, including suggested learning activities, goals, readings, and more. There is improved formatting on this page as competencies you selected in Step 3 are organized in Step 4 as clickable headings. You can now select the heading to see activities related to that specific competency, rather than having one long list of all the activities. If a competency was selected that is associated with a learning activity, a learning activity link is suggested under “Suggested Learning Activities.” Clicking on the learning activity link displays a course summary.

DEVELOPMENT WIZARD

Choose What to Develop Rating Information Review Strengths and Weaknesses Add Development Task

STEP 4: ADD DEVELOPMENT TASK

MAP TO OBJECTIVE
 Default Objective

COMPETENCIES (2)
 Balances Stakeholders **Action Oriented**

Action Oriented
 Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm. - Readily takes action on challenges, without unnecessary planning. - Identifies and seizes new opportunities. - Displays a can-do attitude in good and bad times. - Up to handle tough issues.

Suggested Learning Activities
 The team activities below are displayed based on your selection for development

<p>Becoming Your Own Best Boss Have you ever tried managing yourself? Perhaps you could be a better boss.</p> <p>Read More</p>	<p>Big Potential: How Transforming the Pursuit of... This audio edition shows that success and happiness are not incompatible.</p> <p>Read More</p>	<p>Blind Ambition: How to Envision Your Limits... Blind Ambition provides a unique approach to setting and achieving goals.</p> <p>Read More</p>	<p>Blind Ambition: How to Envision Your Limits... Drawing on the author's experience of great adversity—and even greater success.</p> <p>Read More</p>	<p>Check in Strategy Journal: Your Daily Tracker... Offering a time management solution, in the form of a daily and weekly system.</p> <p>Read More</p>	<p>Developing a Growth Mindset In the workplace, there are two specific types of mindsets, or a growth mindset.</p> <p>Read More</p>	<p>Developing a Plan to Further Your Career The whole notion of what a career is has changed. You are now responsible for your own career.</p> <p>Read More</p>
--	---	--	--	---	--	---

- Click “Finish.”



Continuous Feedback

Employees grow and develop best when their supervisors and peers continuously provide feedback on their work. For an organization to perform at its best, feedback cannot be confined to annual or semiannual performance reviews. The Continuous Feedback feature in the system provides a way for you to provide brief feedback on any other employee in the organization, or for managers to request feedback from their direct reports. You can provide or request such feedback at any time, independent of any process or review cycle, empowering our departments and employees to openly communicate and continuously develop.

Continuous Feedback Landing Page

The screenshot displays the 'CONTINUOUS FEEDBACK' interface. At the top, there is a search bar labeled 'Search Feedback'. Below it are navigation tabs: 'ALL FEEDBACK', '1:1 JOURNAL', 'MY FEEDBACK', 'PROVIDED', 'REQUESTS RECEIVED', and 'REQUESTS SENT'. A toolbar contains options: 'Filter', '+ Provide Feedback', '+ Request Feedback', '+ Create 1:1 Journal', and a 'Sort' dropdown set to 'Date'. A pagination indicator shows 'Displaying 3 of 3 records' with options for 10, 25, 50, and 100 items per page.

The first entry shows a request for feedback from Emma Edison regarding the 'Lumina Project'. The feedback question is 'What were your thoughts on our recent project with Lumina?'. The entry includes a table with the following data:

Date	Due Date	Linked Items
11/28/2016	02/28/2017	1

The second entry shows feedback provided for Steve Reese, categorized as 'Above and Beyond' for an 'Awesome Job On Strategic Account'. The feedback text is 'This is a great example of how teams can work together!'. The entry includes a table with the following data:

Date	Category	Impact	Linked Items
09/30/2016	Recognition	--	0

Continuous Feedback Tips, Tools, and Tricks

- 1:1 Journals can only be created between managers and direct reports. 1:1 Journals cannot be created with indirect reports or other managers in the department.
- Giving and receiving feedback can be a complicated endeavor. Manager's roles are critical in fostering a productive, efficient, and engaged work environment. Providing effective feedback that will have an impact developing employees must therefore be constructive, use appropriate language, and use points of observable behavior. Below are points to assist in providing continuous feedback:
 - Make feedback a continuous part of the work environment.
 - Feedback can be very effective when given in small doses on a continuous basis, such as on a weekly basis after a call, meeting, or presentation. Too often, giving feedback becomes a big and stressful event, taking the form of a scheduled review mid-year or at the end of the year. Yes, formal reviews are important, but employees need more frequent one-on-one time to know you care. Managers can create a culture where feedback is used as a positive mechanism to make people aware of what's working and what's not, and to gently adjust behaviors as needed. It makes no sense to wait six months to let someone know they did something well or that they need to focus on a specific area. We need to shift the perception that feedback is a negative event to one that is a normal and frequent part of growth.
 - Be specific and highlight excellence.
 - Too many managers are vague in their feedback or use feedback to only highlight weaknesses. Employees will be much more receptive to feedback if you can be specific and help them

understand how they deliver excellence. This approach will help them identify which behaviors to repeat and how they add value.

- Please note, if you request feedback for an employee, the employee will be able to view the feedback when it is provided on their Timeline.

Five Best Practice Steps for Giving Feedback

Feedback is an essential ingredient for continual improvement. Feedback is defined as “information that is shared with a person or group for the distinct purpose of improving results or relationships. Effective feedback is not venting, shaming, blaming, or yielding to excuses.”

We live in a feedback rich world. We see feedback done well and poorly in a variety of different places, such as on professional sports teams, reality TV, and of course, in a professional setting. Continual feedback, when performed correctly, can work for you and your team as well! Studies on feedback in the workplace show that high-performing teams communicate and provide feedback in a positive manner over 80% of the time.

Utilize the Five Best Practice Steps for Giving Feedback below – from HR Learning & Organizational Development’s iLoveFeedback course! For more information and to enroll in the full-length version of the course, find the link located in the Appendix at the end of this guidebook.

- **Step 1: Find Your Zone**

- Get yourself in to the right zone for providing feedback before you give it.
- How is your energy? When you begin a feedback session energized, you will maintain better self- control.
- How is your attitude? We often give feedback when we are still feeling angry, hurt, or disappointed. When we provide feedback under these conditions, we are not only hurting the relationship, we are also hurting ourselves.
- Are you in the right environment to provide feedback? If your goal in offering feedback is consistent with helping your team member improve, you must select an environment that creates the right energy and attitude to have the conversation.

- **Step 2: Get Smart**

- Be purposeful in your feedback. Take the time to connect the feedback you will be giving to how your information will help or hinder the other person’s success or improvement. What are your reasons for providing the feedback? What is your intent? What is in it for the receiver?

- **Step 3: Create the Message**

- Words carry our meaning. Be intentional in what you say. Ensure you are crafting your message with words and phrases that are specific and observable. Your feedback will be best communicated when all persons seeing or hearing the conversation could also come to the same conclusion.

- **Step 4: Deliver the Feedback**

- Deliver the feedback using three steps:
 - Ask for permission: Asking your team member if they are open to receiving feedback demonstrates respect and puts them in a more receptive mode.
 - Be appreciative: Be appreciative of the positive contribution that this person makes to the team and to the department. Showing appreciation helps set the stage for open acceptance to receiving feedback.
 - Share the feedback: Share the feedback in a way that allows your team member to hear and accept it. Pay attention to your body language and other non-verbal’s during the feedback conversation.

- **Step 5: Encourage, Energize, and End Well**

- Share the feedback in a way that allows your team member to choose to change. Offer your support, encourage dialogue, and listen attentively during the conversation. End by determining the next steps for follow-up, if necessary, and ensure you thank them for being opened to receiving the feedback.

Requesting Feedback

If you are a manager, you can request that any employee provide feedback on yourself or another team member. The request for feedback then appears as a task in the requested employee's Timeline. Feedback you request will be visible to yourself, the feedback provider, and after the feedback is supplied, the target employee, and the employee's direct manager.

If you are an employee, you can request that any employee or manager provide feedback for your performance. You cannot request feedback for any other employees. Feedback you request will be visible on your timeline.

REQUEST NEW FEEDBACK

Enter Feedback Request | Review Feedback Request and Submit

Feedback for *

Due Date * (M/D/YYYY)

+ New Reviewer

Feedback Provider

Subject *

Description *

To request feedback, follow the steps outlined below:

- Navigate to Self -> Collaboration -> Continuous Feedback
- From the Continuous Feedback landing page, click “Request Feedback.”
- Use the “Feedback For” field to select the employee who will receive feedback. If you are an employee, your name will be the only name available in this field.
- Enter all or part of the employee's first name, last name, or Employee ID. The system displays any matching results as you type.
- Select the desired employee from the list of results.
- To add who you would like to receive the feedback from, please add the name in the “new reviewer” field”. To do so, click “+ New Reviewer.” Enter all or part of the employee's first name, last name, or Employee ID. The system displays any matching results as you type.
- Select the desired employee from the list of results and be sure to click Save to be able to move on to the next step.
- To update a reviewer, click “Edit” and perform the above steps.
- To remove a reviewer, select “Remove” from the Actions menu.
- Enter the “Due Date” by which users should provide feedback.
- Enter the “Subject” line of the feedback request.

- Enter a “Description” of the feedback request. This description appears with the request in the requested employees’ Timeline.
- To add a new item, click “New Linked Item.”
- Select the “Type” of item (Competency or Goal).
- You can select any competency associated with the user, their primary job, or their primary position.
- Select the specific Competency or Goal from the menu.
- Click “Save.”
- To edit an existing item, click “Edit” and perform the steps above.
- To remove an item, select “Remove” from its Actions menu.
- Use the “Additional Questions” section to add more questions from a question template, or ad-hoc questions from the Continuous Feedback Question Library.

Providing Feedback

Whether you are a manager or individual contributor, you can provide feedback on any user in the system at any time, regardless of your relationship to the user or group access rights. Feedback you provide appears on the user’s Continuous Feedback landing page, along with any other feedback the user has received.

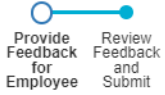
Feedback you provide will be visible to yourself and the target employee.

To provide feedback, follow the steps outlined below:

- From the Continuous Feedback landing page, click “Provide Feedback.”
- Use the “Provide Feedback for Whom” field to select the employee who will receive feedback.
- Enter all or part of the employee’s first name, last name, or Employee ID. The system displays matching results as you type.
- Select the desired employee from the list of results.
- Select the feedback category.
- If you select a Category, also select the “Feedback Type” to further categorize it.
 - For example, if you had selected “Coaching” as the category, you may select “Keep Doing” as the type to encourage the employee to continue doing what they are doing.
- Select the Impact level of the feedback.
- Enter the Subject line of the feedback.
- Enter additional Comments. You can consider this the body of your feedback.
- Use the Linked Items section to link competencies or goals to the feedback:
 - Select the Type of item (Competency or Goal).
 - You can select any competency associated with the user, their primary job, or their primary position.
 - Only users with a particular relationship to the target user can leave unsolicited feedback on competencies or goals, as configured by an administrator.
 - Select the specific Competency or Goal from the menu.
 - Click Save.
- To edit an existing item, click “Edit” and perform the steps above.
- To remove an item, select “Remove” from its Actions menu.

- To add a new ad-hoc question, click “Add” and select the box next to the one or more questions you would like to add.
- To remove an ad-hoc question, click “Remove”.
- You can reorder ad-hoc questions with the order icon.
- Click “Next.”
- If you are satisfied with your feedback, click “Submit.”

PROVIDE FEEDBACK



Provide Feedback for Whom *

Type

▼

Category

- Select -

Subject *

Comments *

↶ ↷
Format
Font
Size
B I U S T
A - A -
List icons
Link
Quote
Table
Media

ADDITIONAL QUESTIONS

Feedback Template

- Select -

Ad-Hoc Questions

Select any pre-set questions you would like to include in your provided feedback

+ Add

No feedback questions

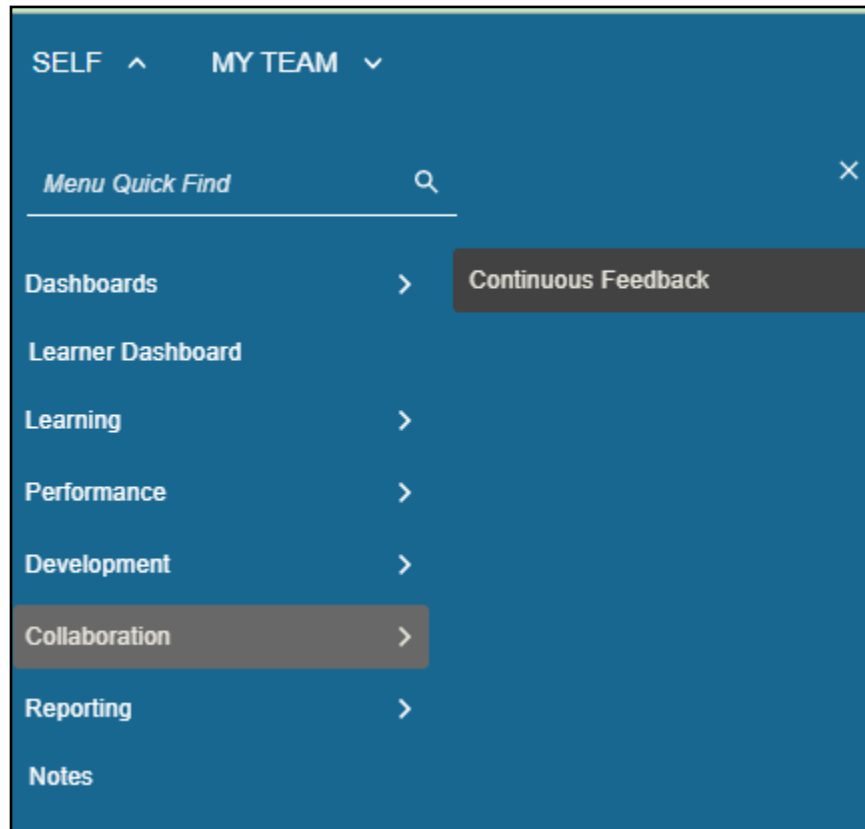
Creating a 1:1 Journal

A good manager-employee relationship relies on good communication. You may stay in frequent contact outside the system, using a variety of methods: email, in-person meetings, or phone calls. You may also have regular 1-on-1 sessions to get a comprehensive status report or provide mentorship.

The Continuous Feedback 1:1 Journal can help you record and track these discussions. The 1:1 Journal allows you to open threads between yourself and your manager or a direct report, then continue to track and respond to that thread until it is complete, at which point you can close it out.

When a manager or direct report takes action on a 1:1 Journal (that is, opens an entry, replies to an entry, or closes one out), you will receive an email notification, and a task appears under the Feedback tab in your Timeline. Open the provided link to view journal details, reply to a thread, or thank them for their feedback.

- From the “Self” tab, select Collaboration > Continuous Feedback.



- Navigate to the “1:1 Journal” tab and select “Create 1:1 Journal”

- Utilize the magnifying glass to select who you would like to create a 1:1 Journal with.
- Type: Select the journal type (1:1 Meeting or Status Update)
- Reminder: If you would like automated reminders sent pertaining to this journal, select the frequency (Daily, Weekly, or Monthly)
- Meeting Link: If you will be meeting with your employee remotely, utilize this field to enter in your virtual meeting link.
- Subject: Enter in the subject of your 1:1 Journal entry
- Description: Enter in the content of your 1:1 Journal entry in this field.
- Click “Next”
- An overview of your Journal entry will pop up for you to review.
 - You have the option to click “Back” and make corrections or click submit and it will be sent to your recipient.
- When you receive a response to your 1:1 Journal, you will get a notification in your e-mail. Go to your Timeline and click the Feedback Tab to see the response.



Completing Employee Performance Evaluations (Including the Performance Improvement Plan, or PIP, Process)

Completing your staff's regular annual performance evaluation is a simple, two-step process. Components of the annual performance review are as follows:

- **Competencies:** Competencies, based on job role, will auto-populate to the evaluation. Provide a year-end overall rating for each competency.
- **Goals (Optional):** Goals assigned to the current review period will auto-populate to the evaluation. Review, and add any as applicable.
- **Development Plan (Optional):** Utilize this section of the evaluation to identify any activities to complete that will assist in development for the employee's current or future role.
- **Year-end summary/Overall Rating:** Provide any overall comments for the employee's evaluation, as well as your year-end evaluation of the employee.
- **Signature and date**

Should you rate your staff as "Unsuccessful/Needs Development," the Performance Improvement Plan, or PIP, process will begin in the system and is a four to six-step process between you and your employee. The PIP process in the system is detailed below.


Note: Before you hit submit on your employee's "Unsuccessful/Needs Development" evaluation, please reach out to your Chain of Command as well as the Employee Relations Team for guidance.

- **Step One (Manager)** - This step kicks immediately after submitting the "Unsuccessful/Needs Development" evaluation (be sure to meet with employee before submitting). You will only be able to add in Tasks in the Development Plan that your employee will need to work on for the next 60 days, you have 10 days to complete this step.
- **Step Two (Employee)** - Review the PIP evaluation and work on identified tasks in Development Plan.
- **Step Three (Manager)** - Complete a 60-day PIP Evaluation, where you will be working on these areas:
 - **Competencies:** Competencies, based on job role, will auto-populate to the evaluation. Provide a year-end overall rating for each competency.
 - **Goals:** Goals assigned to the current review period will auto-populate to the evaluation. Review, and add any as applicable.
 - **Development Plan:** Utilize this section of the evaluation to identify any activities to complete that will assist in development for the employee's current or future role.
 - **Year-end Summary/Overall Rating:** Provide any overall comments for the employee's evaluation, as well as your year-end evaluation of the employee.
 - **Signature and date**
- **Step Four (Employee)** - Review and Acknowledge the 60-day PIP evaluation. If the employee is rated as "Successful" or higher on this step, then the process is complete. If they received an "Unsuccessful/Needs Development," the process will continue to step five.
- **Step Five (Manager)** - Perform final PIP evaluation, covering all the same areas that were in the 60-day PIP evaluation. Please refer to step three If employee is rated as "Successful" or above, the process is complete. If the employee received an "Unsuccessful/Needs Development," then the manager will reach back out to Employee Relations and the process will continue.
- **Step 6 (Employee)** - Review and Acknowledge final PIP. If the employee received a "Successful" or above rating, the process is closed out. If the employee received an "Unsuccessful/Needs Development," the PIP process will continue.

Sample Regular Performance Evaluation

2023 ANNUAL PERFORMANCE EVALUATION FOR SAMUEL ROSALES ⓘ
Manager: Empty Manager

▼ OVERVIEW



Utilize this form to complete the 2023 performance evaluation. The manager/supervisor has 30 days from the time the evaluation task is assigned to obtain additional feedback from other managers/supervisors and complete the evaluation. The tools below can be utilized to:

- Save your progress
- Submit once complete
- Print a summary of the evaluation
- Access your Notes to copy and paste applicable information into the comment sections below
- Easily navigate to the various components of the evaluation
- Conduct a spell/legal check of any verbiage utilized on the evaluation

Reach out to PerformanceMgmt@Rivco.org should you have questions or experience any difficulty in completing the form.

Please note: If the overall rating is "Unsuccessful/Needs Development", the manager/supervisor must consult with their internal department HR (if applicable) and County Employee Relations (Employee-Relations@RivCo.org) prior to submitting the completed evaluation.

Performance Evaluation Tools, Tips, and Tricks

- A performance evaluation will populate as a Task in your Timeline 60 days prior to when it is due.
- Did your employee report to another manager for a portion of the current review period? Or, did they work with another supervisor or manager on a project? Obtain their feedback using the Continuous feedback feature. Please refer to page 26 for more information on this tool. You can send a request for feedback to another manager or supervisor of your choosing and ask that they provide their feedback and comments about how your employee performed. You can use their comments in their evaluation. Please note, the feedback will be visible on requested employee's "Timeline".
- Utilize the "Spell/Legal Check" to check for spelling errors, typos, as well as to perform a check of any language that should be omitted from an evaluation for legal purposes.
- Overall ratings in the system have changed along with the new system. See below for the new rating scale:
- **Exceptional:** Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of the department and the County of Riverside. Steps outside of existing responsibilities to add value to the work group and/or department. Employee demonstrated role model behaviors.
 - **Successful:** Employee met all performance expectations and may have exceeded some. Employee was a solid contributor to the success of the work group, department, and the County of Riverside. Performance consistently met the demands placed upon the position. Required minimal supervision and complied with work rules and regulatory requirements.
 - **Unsuccessful/Needs Development:** Employee did not meet all or most of the established performance expectations. The employee needs significant improvement in critical areas of expected job results or behavioral competencies.
- An overall rating of "Unsuccessful/Needs Development" will initiate the Performance Improvement Plan/ PIP process in the system.
 - Ensure you reach out to your Employee Relations (ER) Representative prior to submitting a rating of Unsuccessful/Needs Development in the system.

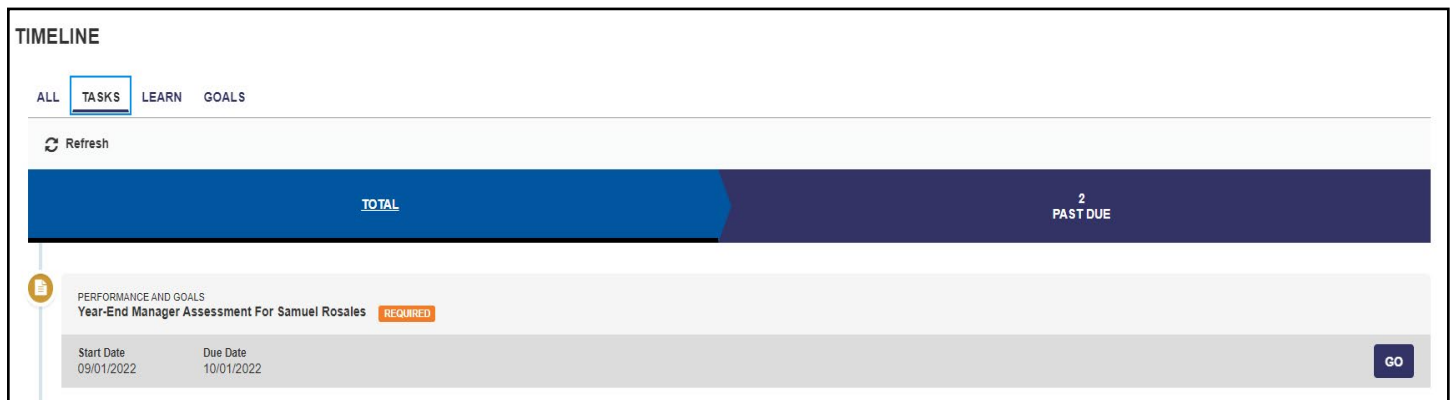
Completing an Evaluation in RivCo Talent

To start an evaluation in RivCo Talent Performance, sign into the system here: <https://corlearning.sumtotal.host/>

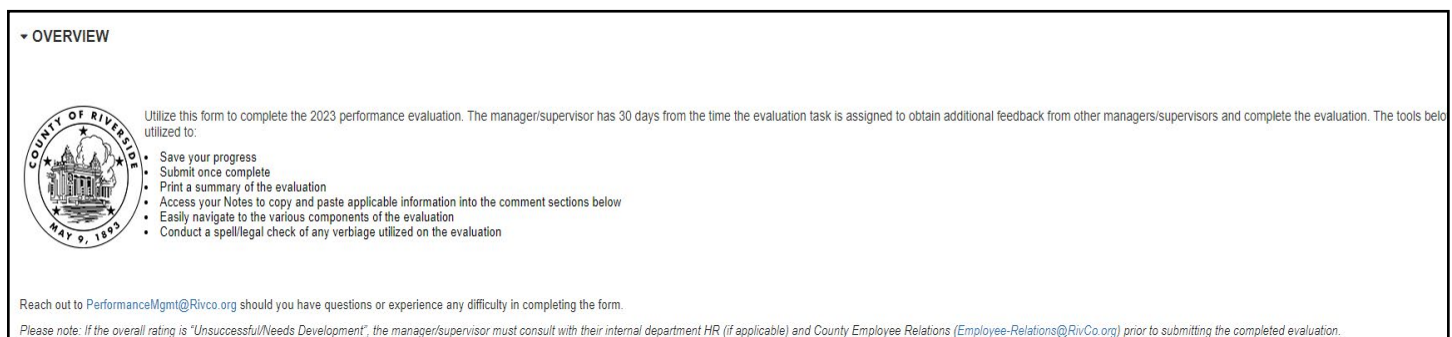
- Once logged in, you will see your profile page.
- On the left corner, click on the “My Tasks” icon to access any evaluations ready to be completed. All evaluations are generated 60 days before the employee’s yearly anniversary date in their current position.



- Once clicked, you will be taken to your Timeline. To quickly access all Tasks, click on the “Tasks” link on the top of the page.
- Here, you will see all Tasks that need to be completed. Click “Go” next to the evaluation you will be working on.



- The evaluation will launch, but before you get started, please be sure to read the overview.



Utilize this form to complete the 2023 performance evaluation. The manager/supervisor has 30 days from the time the evaluation task is assigned to obtain additional feedback from other managers/supervisors and complete the evaluation. The tools below utilized to:

- Save your progress
- Submit once complete
- Print a summary of the evaluation
- Access your Notes to copy and paste applicable information into the comment sections below
- Easily navigate to the various components of the evaluation
- Conduct a spell/legal check of any verbiage utilized on the evaluation

Reach out to PerformanceMgmt@Rivco.org should you have questions or experience any difficulty in completing the form.

Please note: If the overall rating is “Unsuccessful/Needs Development”, the manager/supervisor must consult with their internal department HR (if applicable) and County Employee Relations (Employee-Relations@RivCo.org) prior to submitting the completed evaluation.

- Under the Overview is the Toolbar that has many useful tools to help you complete your evaluation:



Let's quickly review these tools:

Save Use the save icon to save your progress.

Print Summary Once you have completed all the evaluation steps, use the submit button to submit your evaluation.

Submit Is where you can see a preview of the evaluation and are able to Print, export to PDF, or return back to the evaluation.

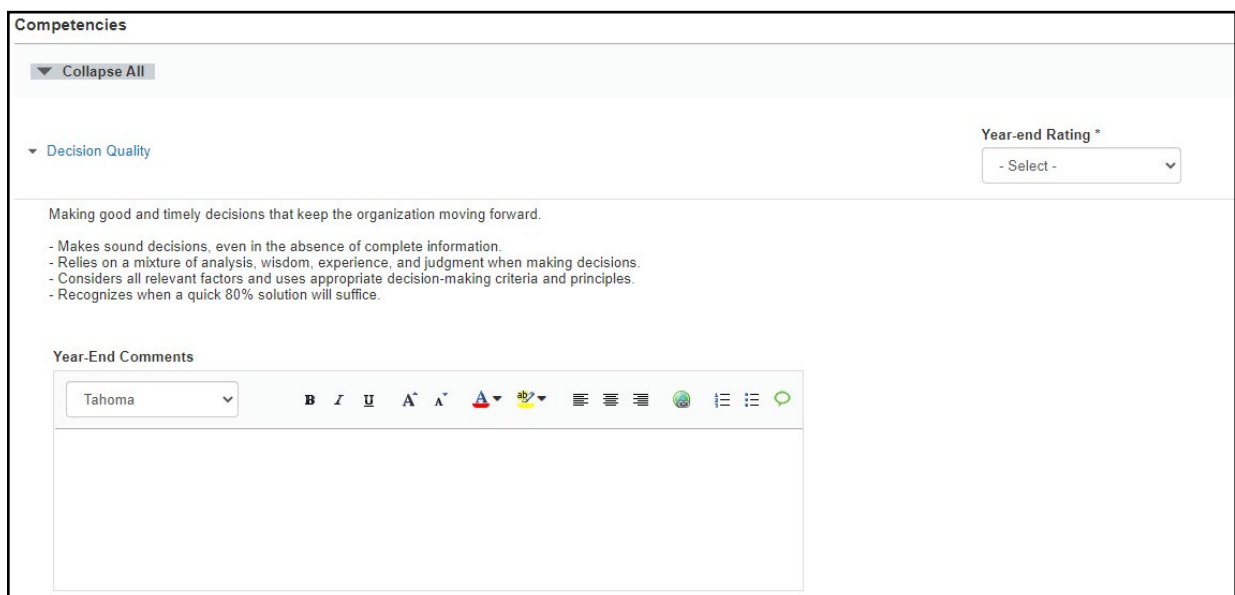
Notes Can be utilized to copy and paste past notes you have with the employee from One-on-One Meetings or any notations you have made about them throughout the year. For more information about the Notes section, please refer to our Notes Functionality section in this guidebook.

Go To Can easily navigate to any of the various components of the evaluation, such as Competencies, Year-end summary, or Attachments.

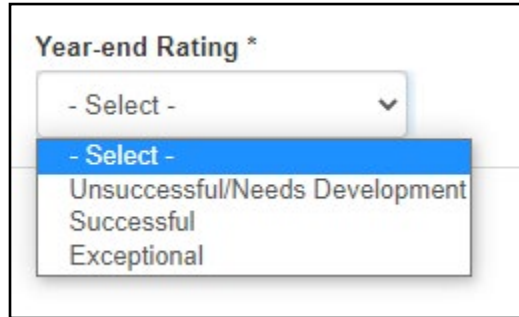
Spell/Legal Check Is a handy tool that will spell check the whole document, as well as make sure you are using legally appropriate words in your evaluation.

Evaluation Components: Competencies (Required)

- Below the Toolbar is where you can begin to rate your employee's competencies. Competencies are now pre-populated for all employees with the County's newly adopted Competency Model that bases an employee's rated competencies on their job level. For additional information on the County of Riverside's new competency model, refer to the Performance Management website which can be accessed by clicking [HERE](#).
- Expand each of the pre-populated competencies by clicking the arrow next to the competency name to see more information, including definition and behavioral descriptions for each.



- Once expanded, you will see “Year-End Rating.” Click the down arrow to select the appropriate rating.

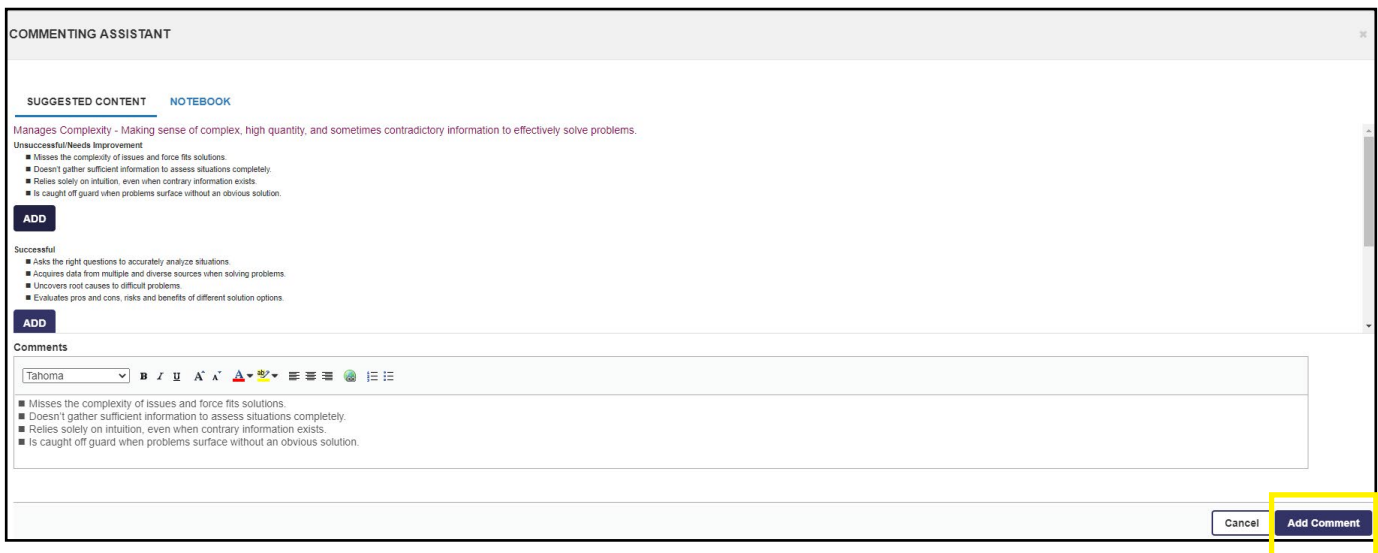


Year-End Comments box: Utilize this box to add in any comments that justify the rating you have given your employee. It is not required but highly suggested that comments be entered for all competencies. If rated “Unsuccessful/Need Development” a comment is required to submit the evaluation.

- In this section you can refer to your notes tool. Utilize it by copying and pasting notes you have for the employee from the past year’s 1:1 meetings and any kudos you have received for the employee. These can all be added in the corresponding competencies comment sections.



- Note: The green chat box icon can be used to help in adding the appropriate comments for each rating by using the “Commenting Assistant.”



- Click “Add Comment” for any comments that you would like to use, and it will appear in the comment box.








▼ **Manages Complexity**

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

Year-End Comments

Tahoma ▼

B *I* U ^A _A       

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.

- Note: We recommend that a comment be written for each competency. A comment is required for all “Unsuccessful/Needs Development” ratings.

Evaluation Components: Goal Section (Optional)


▼ GOALS	
+ Add Expand All	
▶ Career Counseling Certification	Weight: ! Not Started 0%
▶ Employee - Engagement	Weight: ✓ On Track 0%
▶ Employee - Leadership Development	Weight: 100% ✓ On Track 50%

- If your department utilizes the Goal Section, this section will have already been completed earlier in the year. For more information on goals, please refer to the goals section of this guidebook.
- You can expand each goal in this section. You also have the ability to edit the goals as needed.


▼ Employee - Engagement Weight: ✓ On Track 0%



[Delete](#) [Audit History](#)

Name *
Employee - Engagement


Description *
Tahoma **B I U A A** 


Increase: Employee - Engagement
Date: March 2023
Baseline: Never see each other
Results: See each other quarterly

Results Achieved
Tahoma **B I U A A** 

Aligned To
Career Counseling Certification  

Weight

Start Date
 

End Date
 

Share with Team

Completion Status *
On Track

Percent Complete
- Select -

- In this section you are also able to add a new Goal for this evaluation by clicking “+Add.” If a goal is added in the evaluation it will only populate for that years evaluation period and will not carry over to the following years evaluation period.



Evaluation Components: Development Plan Section (Optional)

DEVELOPMENT PLAN

Please utilize this section to identify any activities to complete that will assist in development for current or future role.

Expand All Edit

Default Objective 4%

Communicate effectively 0%

ACTIVITIES

50 Activities For Developing People Skills Progress: 0% View

- A Developmental Plan will have already been completed at the beginning of the evaluation cycle. For more information on this area, please refer to the “Create a Development Plan” tutorial in RivCo Talent, or the Development Plan section of this guidebook.
- You can expand the different Development Plans that have been created, edit any that you created, or add a new one if needed.

DEVELOPMENT PLAN

Please utilize this section to identify any activities to complete that will assist in development for current or future role.

Expand All Edit

Evaluation Components: Year-End Summary

- When clicked, the “Rating Legend” will show all rating choices, as well as their descriptors, to aid in picking the final rating.
 - o *Note:* If rating any employee overall as “Unsuccessful/Needs Improvement,” please refer to the “Start the Performance Improvement Plan Process” and the “Overview of the Performance Improvement Plan Process” tutorials (coming soon).

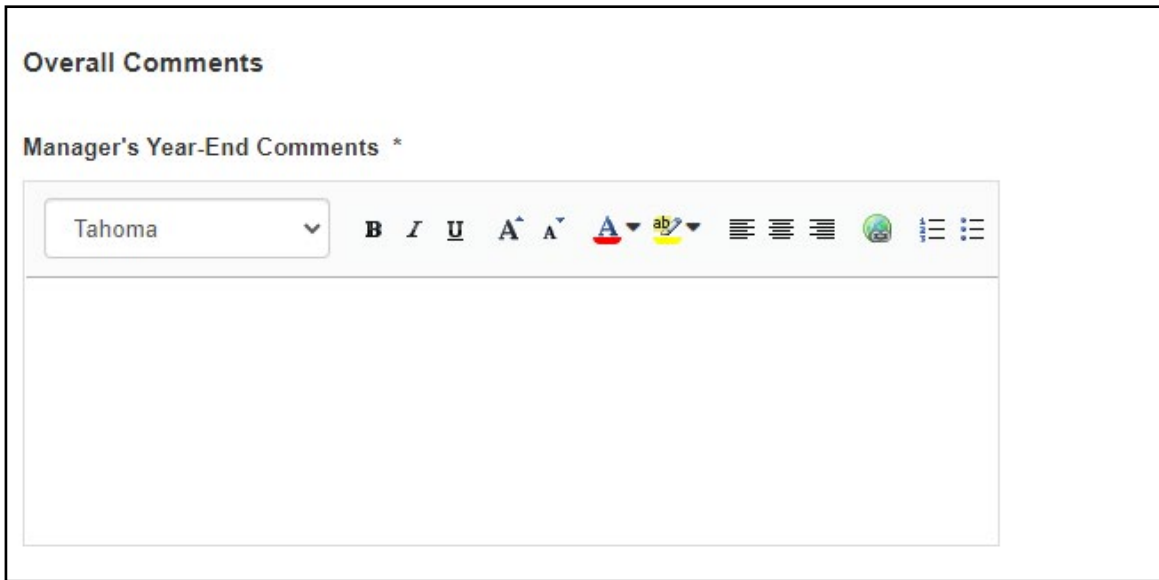
★ Rating Legend

Rating Scale Legend

Other Role Rating	The highlighted rating option is a readonly information showing the self rating given by the assessment owner at previous step.
Unsuccessful/Needs Development	Unsuccessful/Needs Development Employee did not meet all or most of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.
Successful	Successful Employee met all performance expectations and may have exceeded some. Employee was a solid contributor to the success of the work group, department, and the County of Riverside. Performance consistently met the demands placed upon the position. Required minimal supervision and complied with work rules and regulatory requirements.
Exceptional	Exceptional Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of the department and the County of Riverside. Steps outside of existing responsibilities to add value to the work group and/or department. Employee demonstrated role model behaviors.

Evaluation Components: Overall Comments (Required)

The comment box in the “Overall Comments” section is used to summarize the evaluation and give final thoughts on how the employee performed for the year in their current role based on the Manager Year-End Rating.



- When selecting the Manager Year-End Overall Rating, please utilize the Rating Legend.
- Click the down arrow in the box that says “Select,” and add your Year-End Rating.



Evaluation Components: Signatures (Required)

- To enter your Year-End Signature, click on “Sign.” Your name and date will populate in the corresponding boxes.
- Check the “Acknowledgment” box under the signature.

▼ SIGNATURES

Manager Year-End

Manager Year-End *

SIGN **CLEAR**

Sign Date *

I acknowledge that it is my responsibility to review the evaluation with the employee within a reasonable time after submitting to the employee for review and signature. I also acknowledge that if the overall rating is an “Unsuccessful/Needs Development” that I have received the appropriate consultation with my department HR representative and with County Employee Relations prior to submitting for employee review. *



Evaluation Components: Attachments (Optional)

▼ ATTACHMENT(S)

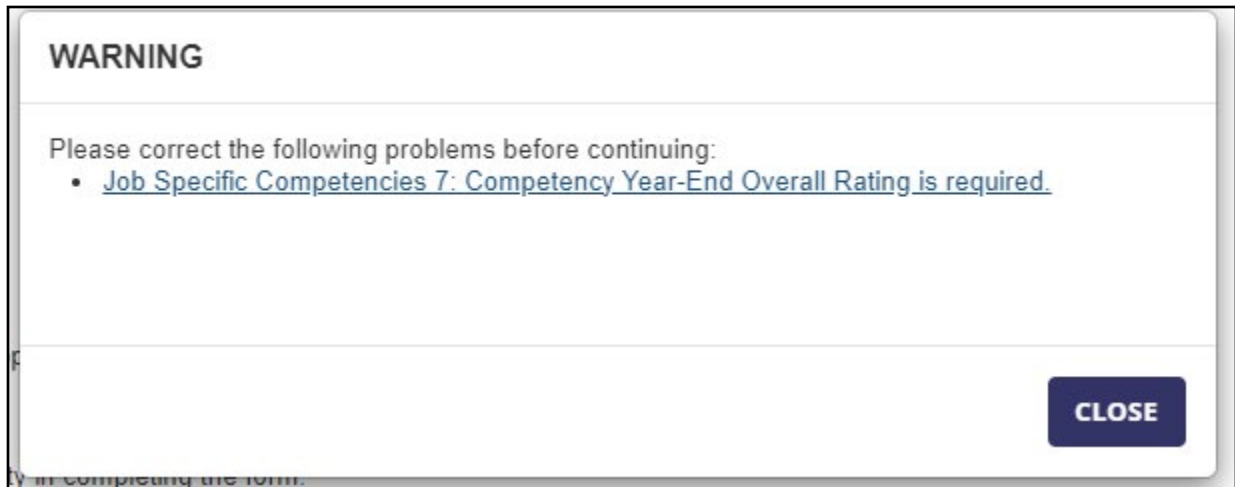
Please upload any supporting documents.

Filename	Actions
<input type="button" value="Choose File"/> No file chosen	<input type="button" value="ADD"/>

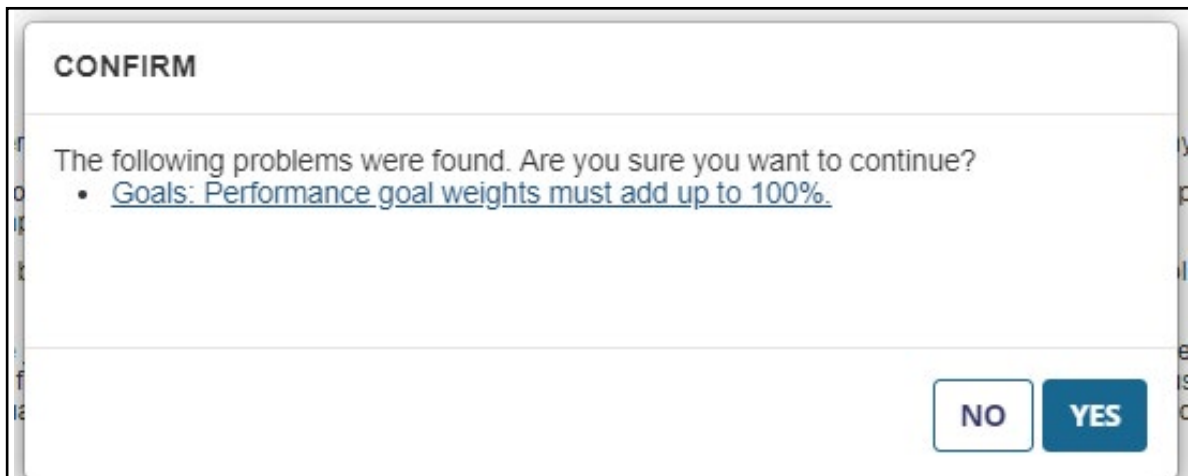
- In this section, add any attachments that you want as documentation for the evaluation.
 - This could be kudos from another manager or employee, a certification, or training transcript they earned during the year. Note: Once a document is added, you can delete it before the evaluation is finalized.

Submitting an Evaluation

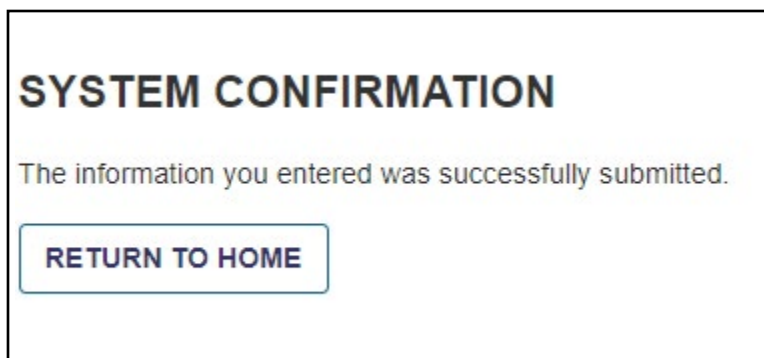
- Scroll up until you see the Tool Bar appear on the top of the evaluation. Review your form for completeness and utilize the spell/legal check tool.
- Click “Submit.” Once submitted, the completed evaluation is electronically submitted to your employee for their review, comments, and signature.
- *Note:* Upon clicking submit, if anything is missing in the evaluation, a warning box will pop up letting you know of any information that is needed prior to submittal:



- If everything is complete when you click submit, a box will pop up saying goal weights must add up to 100%. That is a soft warning.



- Click “Yes” to continue, you will receive a confirmation of submittal.



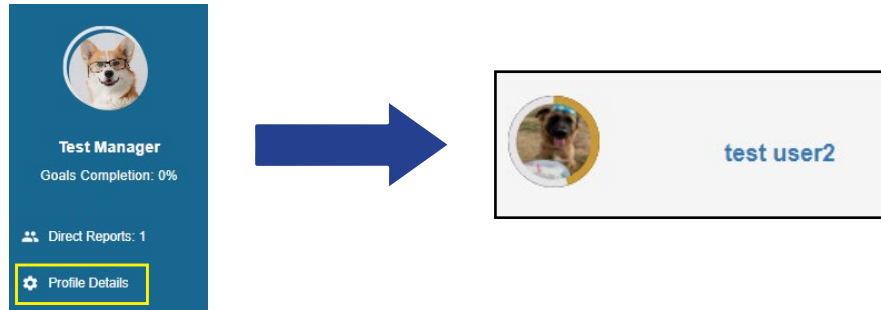
Locating Completed Evaluations

Once the evaluation has been submitted to the employee you are still able to access their evaluations any time moving forward. Below are the steps to access the completed evaluation, or view our tutorial in the RivCo Talent system.

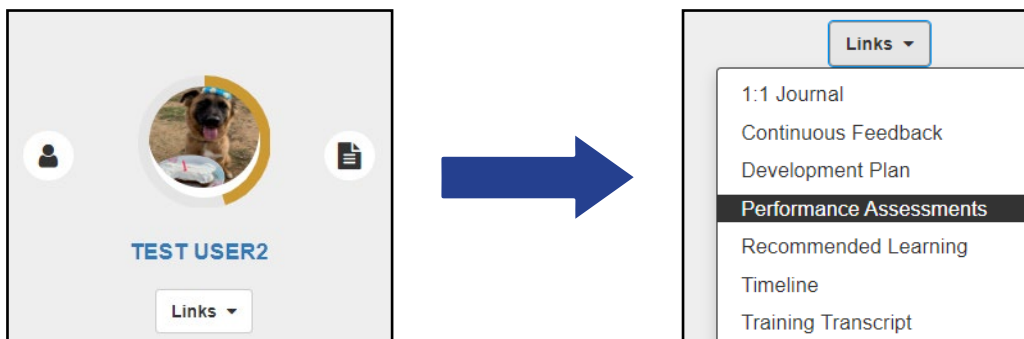
1. Start by clicking on this icon on the top right corner of your home page:



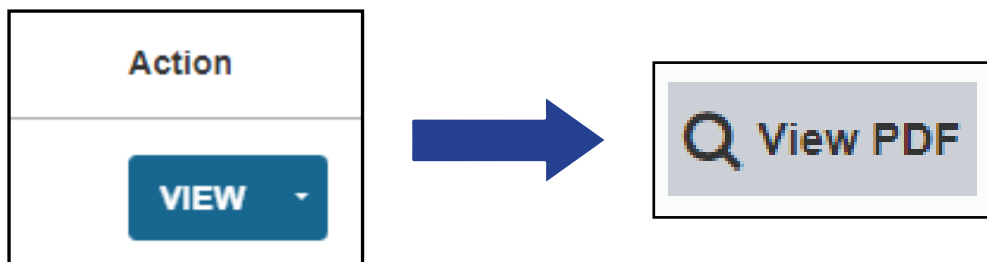
2. Next select “Direct Reports” and click on your employee’s name:



3. Click on “Links” and select “Performance Assessments”



4. Click on “View”, then select “View PDF” to access the completed evaluation.



Performance Recognition Plan (PRP) Evaluations

Performance Recognition Plan (PRP) evaluations are completed in RivCo Talent Performance. See below for additional information on completing PRP evaluations:

- PRP evaluations will generate in the system 60 days before their due date of October 31st of each year.
- Compensation for PRP-related increases is not tied to when a PRP evaluation is submitted. The formal compensation process for PRP-related increases takes place at the end of each calendar year. Reach out to your PRP Support Inbox: PRPSupport@rivco.org for additional information on this process.
- PRP evaluations utilize the County's competency model. See the information in the preceding sections of this guidebook, and the links in the Appendix, for additional information on the County's competency model.

Completing a Performance Improvement Plan (PIP)

First Unsuccessful Evaluation (Begin PIP Process)

1. The **manager drafts the evaluation and** gives the employee an overall annual rating of Unsuccessful/Needs Development. (Save the evaluation, DO NOT Submit)
 - a. The manager should also provide a draft copy of the unsuccessful evaluation to their own manager for review/approval before proceeding to the next step.
2. The **manager** reaches out to Employee Relations to review the draft evaluation, the draft [Performance Improvement Plan](#) (PIP), and obtain additional guidance.
 - a. Contact via e-mail at HRInvestigationsUnit@rivco.org
3. The **manager** finalizes the evaluation and PIP in accordance with guidance and recommendations from Employee Relations, and attaches the PIP to the draft evaluation.
 - a. DO NOT attach discipline to the Performance Management System.
4. The **manager meets with the employee** to review and issue the evaluation, the PIP, and the corrective or disciplinary action.
5. The Manager clicks "submit" on the evaluation, and the employee receives the digital evaluation to acknowledge.
6. Manager creates development tasks for the employee mirroring the areas of improvement listed in the PIP.
 - a. The manager will receive a task in RivCo Talent 1 day after submitting the evaluation reminding them to create their development tasks.
7. Manager clicks submit on the PIP Development Tasks in RivCo Talent, and the employee receives a digital copy to acknowledge.

Second Unsuccessful Evaluation (due 60 days after submitting the first evaluation)

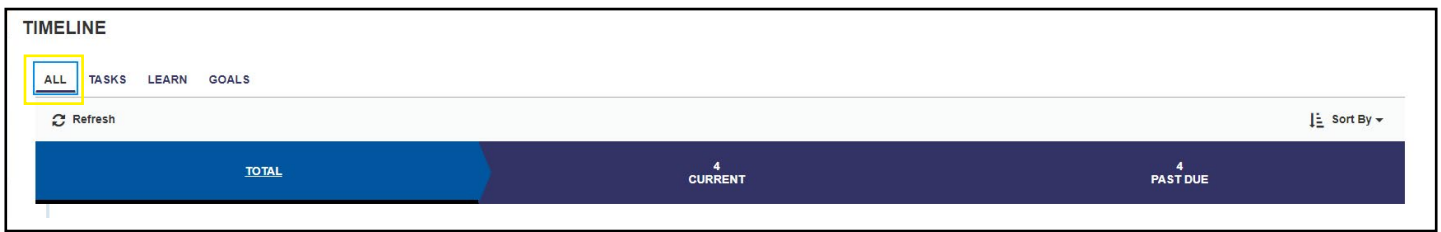
8. The **manager** drafts a second evaluation (Task name will appear as: **(First Initial 60 day PIP evaluation)**
 - a. If the employee is now Successful, complete the evaluation to close the process.
 - b. If the employee is still Unsuccessful, repeat steps 1-5.
9. After repeating steps 1-5, update the Development tasks created in step 6 to match the most recent PIP.

Third/Final Unsuccessful Evaluation (due 60 days after submitting the second evaluation)

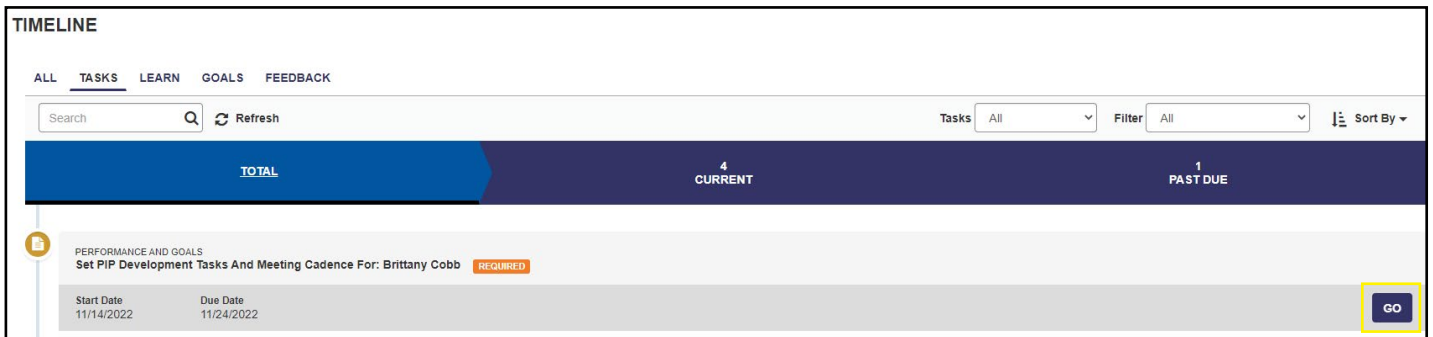
10. The **manager** drafts the final evaluation
 - a. If the employee is now Successful, complete the evaluation to close the process.
 - b. If the employee is still Unsuccessful, repeat steps 1-5.
- **Important note:**
 - Should you reach out to ER and are advised that the unsuccessful rating is incorrect and needs to be changed, you as the manager would change it in the system and then submit the evaluation to the employee.
 - Once the manager submits the form it goes directly to the employee. If for some reason you make an error on the evaluation and need to change it after it has been submitted, contact Department Administrator to route the evaluation back to you for revisions.



First Unsuccessful Evaluation



- Here you will see all Tasks that need to be completed. Click “Go” next to “Set PIP Development Tasks and Meeting Cadence for: *Employee’s name*”.



- As you move down the screen, you will see the PIP Development instructions for this stage in the process.

PIP Development
Supervisor creates tasks, development plan, and meeting schedule for the first PIP.

- Below the Toolbar will be the competencies that are associated with the employees Job Level. You can expand each one to see more information, including definition and behavioral descriptions for each. It should be noted that in this step you are not allowed to edit or add notes to the competencies.
- The focus of this step is to work on your employee’s development plan. This is what your employee will be working on over the next 60 days.
- There are directions for both managers and employees for this section:

Managers: Be specific on what action(s) you want the employee to take going forward. The employee should be able to clearly read what steps they need to take to improve their performance over the next 60 days. The Development Plan should be customized to reflect the competencies from the performance evaluation that were rated Unsuccessful/Needs Development.

Employee: Thoroughly review the Competencies and Development plan to ensure your understanding of the expectations. It is your responsibility to ask for clarification if any of the information is not clear to you.

- The Manager can click edit to access all tasks.

▼ MY DEVELOPMENT PLAN

Manager: Be specific on what action(s) you want the employee to take going forward. The employee should be able to clearly read what steps they need to take to improve their performance over the next 60 days. The Development Plan should be customized to reflect the competencies from the performance evaluation that were rated Unsuccessful/Needs Development.

Employee: Thoroughly review the Competencies and Development plan to ensure your understanding of the expectations. It is your responsibility to ask for clarification if any of the information is not clear to you.

Expand All
Edit

Default Objective	4%
Communicate effectively	0%

Development Plan Comments

- The Manager can edit any existing tasks, and add new tasks based on what the employee will need to work on for the next 60 days. Once you are complete, click “OK” to exit.

test user2's Development Plan

PROGRESS: ALL

View the progress of tasks in your Development Plan as per your selection.

0% Completed
0% In Progress
100% Not Started

OBJECTIVES

Organize your tasks within Objectives.

- PIP Process
- Collaborate Competency
- Default Objective

TASKS: ALL

+ Add Task
Development Wizard
Filter

Search for Tasks Applied Filters: Plan Period

ALL
ORGANIZATIONAL
PERSONAL

Task Name	Origin	Jobs, Competencies	Due Date	Progress	Status	Actions
						OK

- The last step in this process is adding attachments that Employee Relations has guided you in creating.

▼ ATTACHMENT(S)

Upload any policies and/or documentation that are referenced in the tasks and development plan.

Filename Actions

No file chosen
 ADD

- Once the Development Plan and attachments are complete, scroll to the top and hit “Submit.” The PIP will be sent to your employee to review. Please note that a conversation should have been had with employee before the PIP is submitted for the employee’s review.

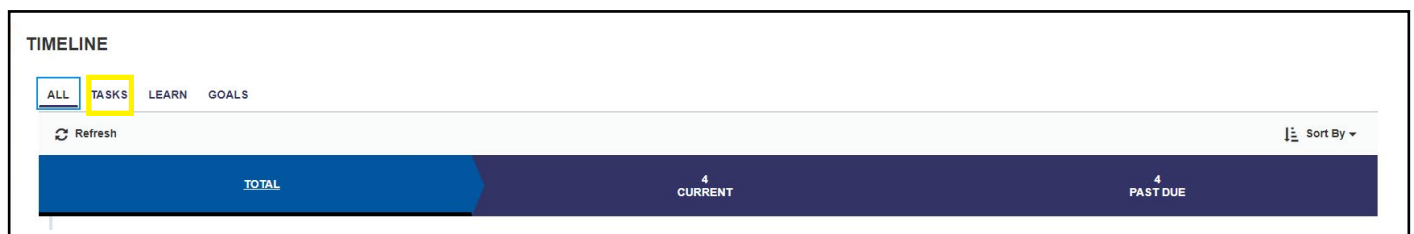
Step Two (Employee) - PIP Review

In this step, the employee will receive a notification that there is a Task ready for them in their Timeline. The employee will access the PIP that their Manager/Supervisor created and review the development plan that has been set for the next 60 days.

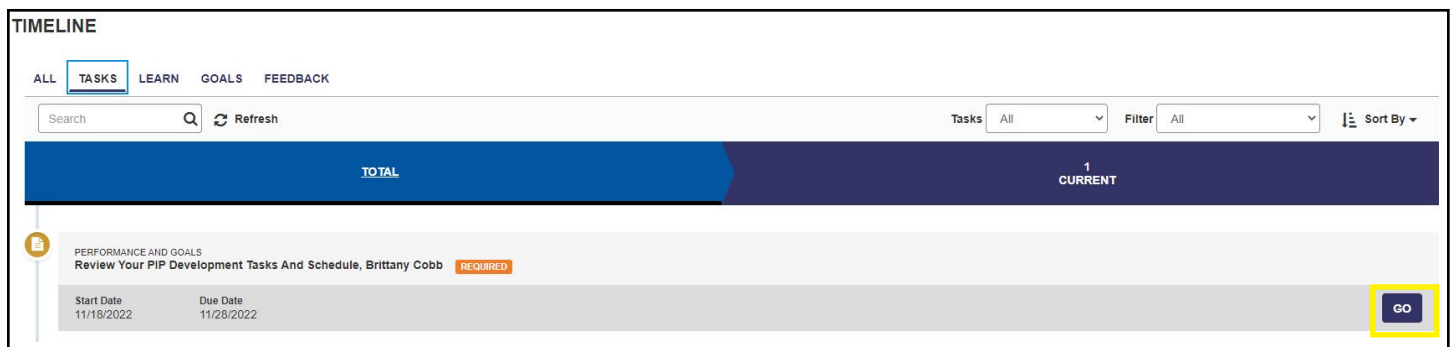
- To access the PIP in RivCo Talent, sign into the system here: <https://corlearning.sumtotal.host/>
- Once logged in, you will see your profile page.
- On the left side of the screen, click on the “My tasks” icon to access any tasks ready to be completed.



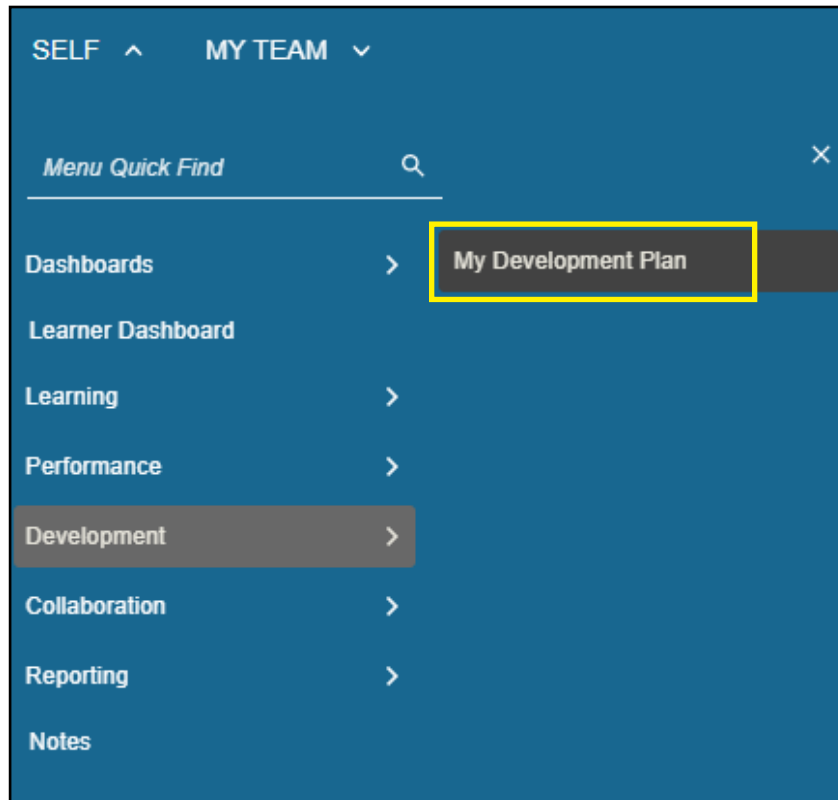
- Once clicked, you will be taken to your Timeline. To quickly access all Tasks, click on the Tasks folder on the top of the page.



- You will see all Tasks that need to be completed. Click “Go” next to the task you will be working on.



- Review the competencies. You can expand each one to see more information, including definition and behavioral descriptions for each.
- Below competencies, review the “My Development Plan.” Expand all to see all tasks assigned to you for the next 60 days in more detail.
- You are also able to access your Development Plan at any time by clicking on Self -> Development -> My Development Plan.



- After the My Development Plan section, you will be able to see any attachments that have been uploaded for you to review.

▼ ATTACHMENT(S)

Upload any policies and/or documentation that are referenced in the tasks and development plan.

Filename	Actions
<input type="button" value="Choose File"/> No file chosen	<input type="button" value="ADD"/>

- Once you have reviewed all the above sections, scroll up and click “Submit.” This completes this portion of the process.

Quick Tip for Managers: Keep your employee's PIP Tasks organized!

You can set up an Objective to help your employee keep PIP tasks organized in the “My Team” tab.

Open up My Team Development Plans and create an Objective.

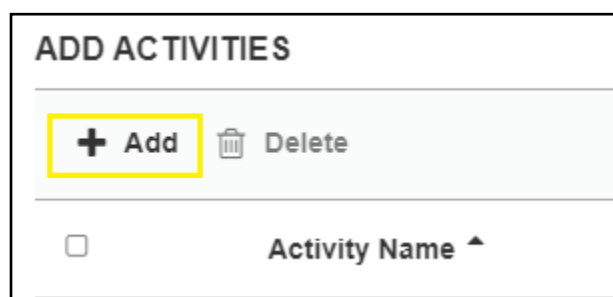
- Click on “Objectives” and click “+ New Objective.”



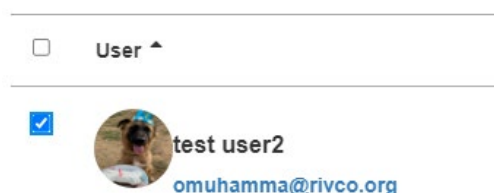
- Fill in the “Objective Name” (required)
- Add a description, start date, and end date. These can coincide with the start and end of the 60-day PIP process.
- Click “Next”



- Select “+Add” to select the tasks you will be adding to the Objective, or you can skip this step and click “Next”



- Select the User (employee) you are creating this objective for checking the box next to their name.



- Once the employee has been selected click “Next” to go to the last screen and click “Save Objective”.



- You are now able to align your employees’ tasks with your newly created objective.
- If you already started creating tasks, go to their Development Plan, click the three dots under actions, and click “Edit.”

ALL COMPANY PERSONAL							
Task Name	Origin	Jobs, Competencies	Due Date	Progress	Status	Actions	
151 Quick Ideas to Improve Your People Skills	Development Plan	0 Jobs 0 Competencies		0%	NOT STARTED	<ul style="list-style-type: none"> View Edit Delete Start View Details 	

- Go to the “Objectives” box.
- Click the down arrow and align it with your PIP Process objective.
- Click “Save” to exit.



- Now, when your employee clicks on the title of the objectives you have created, all their tasks that align to that objective will populate under “Tasks.” This will make it easier for them to keep all the PIP Tasks organized, and easy to work on for the next 60 days.

OBJECTIVES

Organize your tasks within Objectives.

+ Add Objective

- Default Objective
- PIP Process**

TASKS: PIP PROCESS

+ Add Task Development Wizard + Move to Objective Filter

Search for Tasks Applied Filters: Plan Period PIP Process

ALL COMPANY PERSONAL							
Task Name	Origin	Jobs, Competencies	Due Date	Progress	Status	Actions	
151 Quick Ideas to Improve Your People Skills	Development Plan	0 Jobs 0 Competencies		0%	NOT STARTED		

Step Three (Manager) – 60-Day PIP Evaluation

Step three of the PIP process consists of the manager/supervisor completing a 60-day PIP evaluation. You will receive a notification 15 days before it is due. Access RivCo Talent and complete the PIP Evaluation for your employee.

Note: This is the same process that you would follow to complete a regular evaluation. Please refer to the section of this guidebook on how complete a regular employee evaluation or utilize the resources available on RivCo Talent and the [Performance Management website](#) (page 24).

- For the 60-day PIP Evaluation: If you rate your employee as “Successful” or above in their final rating, you have reached the end of the PIP Process. Once your employee Reviews and Acknowledges the evaluation, the process will close out.
 - If you rate the employee as “Unsuccessful/ Needs Development,” reach out to your Employee Relations representative. You will then create another development plan, tasks, and meeting schedule for the second PIP over the next 60 days.

Step Four (Employee) - Review of PIP Status

During step four of the PIP process, the employee will:

- Access their tasks
- Open the 60-day PIP Evaluation. Review and acknowledge the evaluation.
 - *Note:* If the rating is “Successful” or above in the final rating, you have reached the end of the PIP Process. Once the employee has “Reviewed and Acknowledged” the evaluation, the process will close out.
 - If the rating is “Unsuccessful/ Needs Development,” an additional development plan, tasks and meeting schedule will be created and will need to be reviewed.

Step Five (Manager) - Second PIP Review If Needed

Step five of the PIP process consists of the Manager/Supervisor completing a second PIP evaluation after an additional 60 days. The manager/supervisor receives a notification 15 days before it is due. When this notification is received, access the system, and complete the second evaluation for the employee.

- For the second 60-day PIP Evaluation: If you rate your employee as “Successful” or above in their final rating, you have reached the end of the PIP Process. Once your employee Reviews and Acknowledges the evaluation, the process will close out.
 - If you rate the employee as “Unsuccessful/ Needs Development,” reach out to your Employee Relations representative. You will then create another development plan, tasks, and meeting schedule for the third PIP over the next 60 days.

Step Six (Employee) – Review of PIP Status

During step six of the PIP process, the employee will:

- Access their tasks
- Open the 60-day PIP Evaluation. Review and acknowledge the evaluation.
 - *Note:* If the rating is “Successful” or above in the final rating, you have reached the end of the PIP Process. Once the employee has “Reviewed and Acknowledged” the evaluation, the process will close out.
 - If the rating is “Unsuccessful/ Needs Development,” an additional development plan, tasks and meeting schedule will be created and will need to be reviewed.

Step Seven (Manager) – Third and Final PIP Review If Needed

Step seven of the PIP process consists of the Manager/Supervisor completing a third PIP evaluation after an additional 60 days. The manager/supervisor receives a notification 15 days before it is due. When this notification is received, access the system, and complete the second evaluation for the employee.

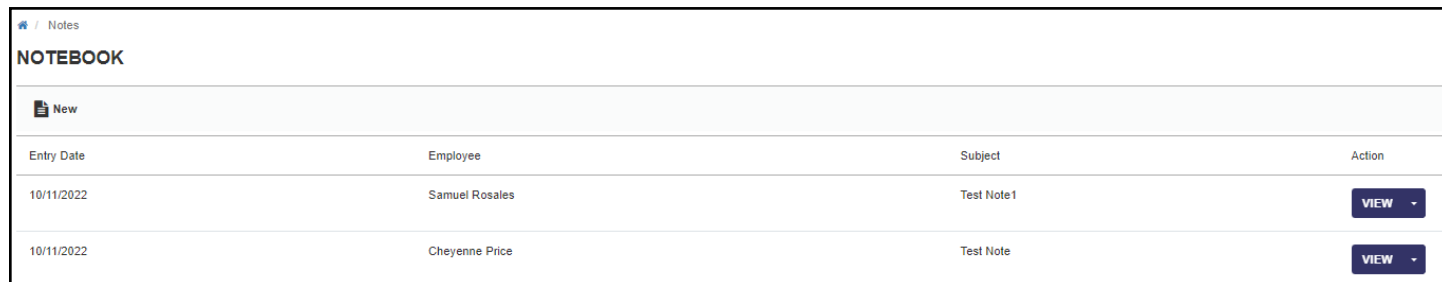
- For the third and final 60-day PIP Evaluation: If you rate your employee as “Successful” or above in their final rating, you have reached the end of the PIP Process. Once your employee Reviews and Acknowledges the evaluation, the process will close out.
 - If you rate the employee as “Unsuccessful/ Needs Development,” reach out to your Employee Relations representative for further instruction.



Notes Functionality

Track employee accomplishments, one-on-one meeting notes, or anything you'd like to include in an evaluation using the "Notes" feature in the system. All notes saved throughout the year can easily be accessed and pulled into an evaluation form!

Sample Notebook



Entry Date	Employee	Subject	Action
10/11/2022	Samuel Rosales	Test Note1	VIEW
10/11/2022	Cheyenne Price	Test Note	VIEW

Notes Tips, Tools, and Tricks

- When completing a performance evaluation, you can add in any applicable notes you've added to the system for your employee. Simply utilize the "Notes" tool at the top of the evaluation form, in the "Overview" section or you can access them in the comment box through the commenting assistance icon. Your employee notebook will populate with any applicable notes you can add for the employee you are reviewing.

Creating a Note

- To create a note, navigate to the "Self" tab.
- Scroll down to "Notes"



If you want to create a new note, click "New"; or, if you want to edit an existing note, select "Edit" from its Action drop-down.

The Note Details screen appears.

Home / Notes

NOTE

Save Print Return Spell Check

Date of Entry* 11/15/2022 < > ...

Name

CLEAR SEARCH

Subject*

Notes

- The “Date of Entry” field pre-populates with the current date. Change the date, if desired; you can also use the arrow buttons to increment/decrement the date by a day or you can click on the 3 dots and select the date from a calendar.
- If the note is regarding another employee, next to the “Name” field, click “Search” and use the employee search to select an employee. The user’s name will populate in the name field

SELECT EMPLOYEE TO VIEW

Myself My Team Recent rosales, sam Q X ?

Last Name	First Name	Employee	Email
Sample	John Q.	JQSamp..	JoQSample@Rivco.org
Sample	John Q.	252000	JoQSample@Rivco.org

< < Page 1 of 1 > > Refresh Records 1 - 2 of 2

- Enter the subject of the note. The Subject will help distinguish the note when you view your library of notes on your Notebook screen.
- Enter the body of the notes in the “Notes” field.
- Click “Save” to save the note. Otherwise, you can print the note, return to the previous screen, or spell check the content of your note for spelling errors or typos.
- Upon saving, the new note you created will appear in your Notebook. You can either view or delete your new note utilizing the “View” button. If you want to delete a note, Click “Delete” in the note’s Action drop down.



Frequently Asked Questions

See below for answers to some common Frequently Asked Questions (FAQs). If your question is not answered here, please reach out to HR's Performance Management team at PerformanceMgmt@Rivco.org.

Q: How do I log in to the system?

A: Navigate to <https://corlearning.sumtotal.host> to log in to the system. If you are on the County network, you will be signed into the system through Single Sign On (SSO).

Q: Are there any trainings I can take on how to utilize RivCo Talent Performance?

A: Yes! We have several tutorials available to you on the homepage of RivCo Talent which will walk you through various features within the system.

Q: Should I be referencing the old EPM system to see when Evaluations are due?

A: No. The EPM and RivCo Talent use different logic when determining when to generate evaluations. RivCo Talent now generates evaluations based on the employee's **job-entry/anniversary** date, whereas the EPM simply looked at whether the employee had an evaluation in the past 365 days.

To see when your employee's evaluation will be due in the new system, simply go to your employee's profile to see what their anniversary date is. The evaluation will generate 60 days before their anniversary date.

Q: What should I do if I recently completed an evaluation in the EPM and it has now generated in the new system?

A: If you have recently completed an evaluation for your employee in the EPM and are now being prompted to complete an evaluation in the new system for that same employee, then please upload the EPM evaluation as an attachment in the new system. Once you rate the competencies, leave a final comment stating, "Refer to attached EPM evaluation completed on..." and submit.

If it has been 6 months or more since you completed the evaluation in the EPM, then please rate the employee based on those 6 months.

Q: What is a competency model?

A: A Competency Model is a set of competencies that collectively defines the requirements for effective performance in a specific job, profession, job level, or organization. Competencies included in the County's competency model come from the Korn Ferry Leadership (KFLA) competency library, which includes 38 competencies.

Q: How are competencies auto populated to jobs in the system?

A: Competencies are auto populated in the system based on job level. Each classification in the County has been assigned to one of the following 6 job levels: Clerical/Trades/Labor, Technical/Paraprofessional, Professional, Management/Supervisor, Department Executive, and County Leadership. Each job level has approximately 4-5 different competencies assigned to it that will auto-populate on an evaluation in the system.

Q: Are there any trainings on how to utilize competencies in an evaluation?

A: Yes. We have an on-demand training that discusses what competencies are, how to utilize them, and how to discuss them with staff. To access that training: [Click Here](#). You can also access our KFLA Competency library: [Click Here](#)

Q: What are the four steps of the Performance Management Cycle?

A: The four steps of the Performance Management Cycle are PLAN, ACT, TRACK, and REVIEW. Please see page 9 of this guidebook or access our on-demand Performance Management training for more information on each phase of the Performance Management Cycle.

Q: What is a competency?

A: A competency is a cluster of highly interrelated attributes, including knowledge, skills, and abilities (KSAs) that give rise to the behaviors needed to perform a given job effectively. Competencies can be either technical or behavioral in nature.

Q: What is the new 3-point evaluation rating scale?

A: The new 3-point evaluation rating scale consists of Exceptional, Successful, and Unsuccessful/Needs Development. See page 38 in this guidebook for more information on the new evaluation rating scale.

Q: Who do I contact if I can't log in to the system?

A: If you are having difficulty logging in, contact the IT Help Desk at 951-955-9900. The Performance Management team does not have access to reset passwords or login information.

Q: Who do I contact if my information in the system is incorrect?

A: If your information in RivCo Talent Performance is incorrect, contact your Departmental PeopleSoft administrator. All information (with the exception of some information in the Talent Profile/Resume section) is populated via a nightly data feed from the PeopleSoft system. Your Departmental PeopleSoft administrator will need to rectify any inaccurate information currently in PeopleSoft.

Q: What is a development plan? How do I create one in the system?

A: As an employee or manager, you can use the Development Plan to assemble and track activities and goals that are specially tailored to help you or your employees grow and develop. See page 19 in this guidebook for step-by-step instructions on creating and managing development plans in the system.

Q: Who can access and view my current and past performance evaluations in the system?

A: Your current and past performance evaluations in the performance management system are viewable by you, your manager/supervisor, and up your chain of command.

Q: Who can access and view my goals in the system?

A: Your goals in the performance management system are viewable by you, your manager/supervisor, and up your chain of command.

Q: Can I use my Talent Profile/Resume to apply for County jobs?

A: No. information stored in the Talent Profile/Resume section of the system is not connected to the County's recruiting system and cannot be utilized to apply for County employment.

Additional Information

Utilize the resources below for additional information on the performance management system and the County's Performance Management Framework!

[Board of Supervisors Policy C-21](#)

[HR Learning & Organizational Development Website](#)

[Skillsoft Online Learning Library](#)

[E-mail the Performance Management Team](#)

[RivCo Performance Management](#)

[RivCo Talent - Performance Management Demo](#)



Appendix/Resources

[Board of Supervisors Board Policy C-21](#)

[Countywide Competency Model](#)

[E-mail Performance Management Team](#)

[HR Learning & Organizational Development Website](#)

[Korn Ferry Leadership Architect Competency Library](#)

[RivCo Performance Management](#)

[RivCo Talent - Performance Management Demo](#)

[Resources: KFLA Competencies](#)

[SkillSoft Online Learning Library](#)

[SMART Goals Worksheet](#)

[View/Enroll in iLoveFeedback Course](#)

[View/Enroll in Coaching Course](#)






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