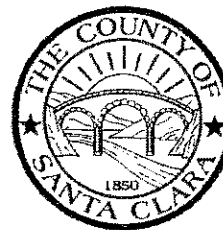


# County of Santa Clara

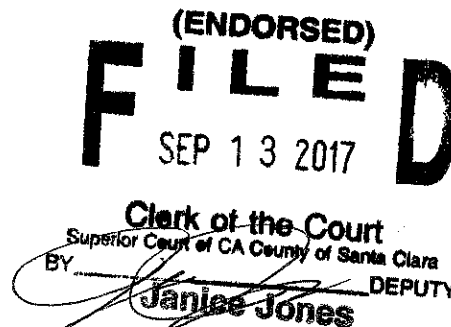
Office of the Clerk of the Board of Supervisors  
County Government Center, East Wing  
70 West Hedding Street  
San Jose, California 95110-1770  
(408) 299-5001 FAX 938-4525 TDD 993-8272



Megan Doyle  
Clerk of the Board

September 12, 2017

The Honorable Patricia M. Lucas  
Presiding Judge  
Santa Clara County Superior Court  
191 North First Street  
San Jose, CA 95113



RE: Grand Jury Report: To Have or Have Not: Performance Appraisals For  
Santa Clara County Employees.

Dear Judge Lucas:

At the August 29, 2017 meeting of the County of Santa Clara Board of Supervisors (Item No. 52), the Board adopted the response from County Administration to the Final Grand Jury Report entitled To Have or Have Not: Performance Appraisals for Santa Clara County Employees.

As directed by the Board of Supervisors and on behalf of the Board President, our office is forwarding to you the enclosed copy of the response to the Final Grand Jury Report. This response constitutes the response of the Board of Supervisors, consistent with provisions of California Penal Section 933(c).

If there are any questions concerning this issue, please contact our office at (408) 299-5001 or by email at [boardoperations@cob.sccgov.org](mailto:boardoperations@cob.sccgov.org).

Sincerely,

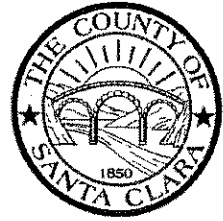
Tina Purpura  
Deputy Clerk, Board of Supervisors  
County of Santa Clara

Enclosures

# County of Santa Clara

## Employee Services Agency

County Government Center, East Wing  
70 West Hedding Street, 8<sup>th</sup> Floor  
San Jose, California 95110-1705



**DATE:** August 14, 2017

**TO:** Miguel Marquez, Chief Operating Officer

**FROM:** John P. Mills, Deputy County Executive/Director, Employee Services Agency  
Leslie Crowell, Deputy County Executive

**SUBJECT:** Response to Santa Clara County Civil Grand Jury Report: *To Have or Have Not: Performance Appraisals for Santa Clara County Employees*

The Santa Clara County Civil Grand Jury's Final Report, *To Have or Have Not: Performance Appraisals for Santa Clara County Employees*, contained six Findings and six Recommendations. The County's response to the Recommendations is as follows:

***Recommendation 1:*** *Santa Clara County should ensure that managers provide annual performance appraisals.*

**County Response: Agree.** It is the County's goal that managers provide annual performance appraisals to their direct reports.

***Recommendation 2:*** *Santa Clara County should evaluate its managers on the completion of annual performance appraisals for employees who report directly to them or for whom they have administrative responsibility.*

**County Response: Agree.** The County encourages executive leadership to discuss with their managers, in the context of the managers' evaluations, the value of appraisals of the managers' direct reports as opportunities to check in and provide feedback to employees.

***Recommendation 3:*** *Santa Clara County should require each manager to complete training on the performance appraisal process.*

**County Response: Agree.** The County encourages executive leadership to review with managers the performance appraisal processes and forms so that managers are equipped to evaluate their direct reports appropriately and effectively.

***Recommendation 4:*** *Santa Clara County should direct that the appraisal process for County executives be revised to include a measurement on completed annual performance appraisals for all employees within their organization(s).*

Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, Ken Yeager, S. Joseph Simitian  
County Executive: Jeffrey V. Smith

Adopted: 08/29/2017

**County Response: Agree.** The appraisal process for County executives already includes direction to the executive to take into consideration development of staff, including the inclusion of a plan to inform and involve staff in discussions about individual and organizational performance, when developing fiscal year goals.

*Recommendation 5: Santa Clara County should try to negotiate in all new union contracts a provision that performance appraisals may be utilized for promotions, transfers, and discipline.*

**County Response: Agree.** The County will evaluate including such a provision in its proposal for the next round of labor contract negotiations.

*Recommendation 6a: Santa Clara County should allocate or realign resources needed to track the status of appraisals for all Santa Clara County employees in PeopleSoft.*

*Recommendation 6b: Santa Clara County should define and implement a system that accurately tracks the delivery of performance appraisals for all Santa Clara County employees if PeopleSoft proves inadequate for this purpose.*

**County Response: Agree.** The County is currently evaluating the ability of PeopleSoft to track the status of appraisals, as well as various other potential functionalities. If PeopleSoft proves inadequate for these needs, the County will explore seeking an alternate solution.