

DOUGLAS COUNTY SHERIFF'S OFFICE		Policy and Procedure
Specific Personnel / Administrative Policies		P&P-D-100
Employee Evaluations		
Effective Date: 05-04-17 Supersedes: 11-16-16	Approval: Sheriff	Number of Pages: 5
References:	Reevaluation Date: Annually or as needed	Standards: CALEA 32.2.10, 35.1.1, 35.1.2, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8 COM 3.4.1, 3.4.2, 3.4.3, 3.4.4, 3.4.5, 3.4.6, 4.3.11 PREA 115.17

I. POLICY

It is the policy of this Office that supervisors shall periodically evaluate their subordinates' performance using standardized measures. The evaluation is intended to provide an objective measurement of performance; to provide an opportunity to reinforce productive job behaviors; to identify and correct unsatisfactory performance, training, or education; and to identify potential for growth and promotion among employees. All employees promoted to supervisory status will receive training in the proper employee evaluation process before evaluating subordinates. <35.1.1c><35.1.1d><COM 3.4.1d> The current evaluation forms can be found in PowerDMS. The evaluation forms are completed on the electronic format and then submitted through Guardian Tracking for the required Office approval.

II. EMPLOYEE MEASUREMENT DEFINITIONS

Above Proficient

Superior performance; most work is characterized by accomplishments beyond the job requirements; significantly and consistently performs at a level above that expected.

Proficient

Consistently meets expectations and job requirements; is consistently effective and competent; achieves results expected.

Developing

Needs additional development and experience to become fully proficient.

Below Proficient

Work is inconsistent in meeting job requirements and specific performance issues have been identified.

<35.1.1a><COM 3.4.1>

III. PROCEDURE

A. Evaluation Process

All employees and reserve deputies will be evaluated annually by their immediate supervisor in accordance with this policy, with the exception of the Sheriff. All employees' annual performance evaluations will be documented. This evaluation will be completed in the month of their date of hire or position change date that is specific to the assignment the employee has worked during the rating period. The standard Office *Employee Evaluation Form* will be used to evaluate all employees.

<35.1.1b><35.1.2><COM 3.4.1b-c><COM 3.4.2a>

Criminal background checks are conducted annually on all employees and reserve deputies. <115.17>

Employees will be evaluated on their performance of the assignment held during the evaluation period. Above and below proficient ratings must be justified in the narrative portion of the evaluation. Employees transferred to another assignment within the rating period will have the performance of both assignments evaluated through a joint effort of the supervisors from each assignment. <35.1.4><35.1.5a><35.1.5b><COM 3.4.1b-c><COM 3.4.2b>

While explaining the results of the written performance evaluation, supervisors will counsel their employees on the level of performance expected during the next rating period and as well as the goals of the employee. Career counseling and suggested training will also be discussed with the employee during the evaluation and noted on the written evaluation in the designated field. <35.1.7><COM3.4.1c><COM 3.4.3>

The employee will review their evaluation with their supervisor and may also add written comments. The employee will receive a copy of the completed evaluation after it is reviewed and approved through Guardian Tracking by each member of employee's chain of command. The Guarding Tracking audit log will serve as an electronic signature for both the employee and the chain of command review. <35.1.5c><35.1.5d><35.1.5e><COM 3.4.1b-c><COM 3.4.2c-e>

Supervisory personnel should note that the evaluation of their subordinate's performance is one of their key supervisory responsibilities. Supervisors will evaluate raters regarding their fairness and impartiality of ratings given, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The supervisors will ensure that the raters apply ratings uniformly. <35.1.8><COM 3.4.1c><COM 3.4.6>

B. Probationary Employees <32.2.10><COM 4.3.11>

All newly hired probationary Sheriff's Office personnel (including volunteers) are required to be evaluated on a quarterly basis. <35.1.3>

All personnel, including reserve deputies, are initially hired on probationary status for a prescribed period of time. Members may be placed back on probationary status as a result of disciplinary action and be subject to the same conditions as probationary members when first hired. The probationary time period is:

Commissioned Personnel	One (1) Year
Dispatcher	One (1) Year
Lab Technician	One (1) Year
Detention Specialist	One (1) Year
Other Civilian Personnel	One (1) Year

A promotion or demotion (a skill level change other than reclassification) will be cause for the employee to be placed on a six (6) month probationary period. All ***newly promoted or demoted*** probationary employees will receive a quarterly

evaluation from their immediate supervisor during the first six (6) months of their promotion or demotion. All **newly hired** probationary employees, **including reserve deputies**, will receive a quarterly evaluation from their immediate supervisor during the first year of their employment. The *Probationary Quarterly Employee Evaluation Form* will be used for this purpose. <35.1.1b><35.1.3><COM 3.4.1b-c><COM 3.4.5>

A special evaluation may be completed as part of a work performance plan or due to a specific performance issue requiring additional documentation.

C. Transfer / Demotion / Promotion

Employees who have not been evaluated within six months prior to their change in status will be evaluated by their immediate supervisor prior to assuming their new position. A special evaluation will be completed as part of any transfer to a new supervisor due to a change in status or assignment.

<COM 3.4.1c>

IV. DISSEMINATION/FILING OF COMPLETED EVALUATION REPORTS

A. All evaluation reports will become a permanent part of the employee's Office personnel file. A copy of all evaluations will be maintained in the employee's file along with the supervisor documentation relating to the evaluations. All evaluations and supervisory documentation are kept in Guardian Tracking. <35.1.5g><COM 3.4.2g>

B. All FTO packages will be forwarded to Professional Standards upon the successful/unsuccessful completion of the program or when the final *Daily Field Activity Report* is completed and will be imaged.

C. A copy of the completed evaluation report will be provided to the employee.

V. WRITTEN NOTIFICATION OF BELOW PROFICIENT PERFORMANCE

Written notification shall be provided to any employee whose performance is below proficient at any time during the rating period. The written notification shall be provided to the employee at least 90 days prior to the annual evaluation if below proficient performance is present unless the below proficient performance falls within the 90 days prior to the employee's annual evaluation. This written notification can be a formal memorandum for more serious performance issues or supervisor/coaching notes that have been reviewed with and signed by the employee having below proficient performance. It is the intent to provide adequate time for the employee to re-mediate below proficient performance. <35.1.6><COM 3.4.4>

VI. APPEAL PROCESS

Any employee who wishes to contest the contents of an evaluation shall, within five business days of receipt of the evaluation, forward a memorandum to his division captain, through his chain of command, substantiating the basis for appeal. The chief deputy shall act as the appellate authority for all personnel below the rank of captain.

The undersheriff shall be the appellate authority for the rank of captain who wants to contest the contents of their evaluation and the Sheriff shall be the appellate level for chief deputy. The decision of the appellate authority shall be rendered in writing to the

employee within five business days of receipt of the memorandum contesting the evaluation, and shall be considered final. <35.1.5f><COM 3.4.2f>

VII. SALARY ADJUSTMENT

Annual salary increases are based on whether or not an employee is in the commissioned member Tier plan or not and based on performance. A Personnel Action Form (PAF) will be completed and placed in the file each year.

An employee receiving an evaluation marked as overall 'Below Proficient' in any calendar year, may not receive a pay raise in December of that year. For any employee that received a 'Below Proficient' evaluation during the first half of a calendar year, a Special Evaluation will be submitted in December indicating if the majority of the year was overall 'Proficient' or 'Below Proficient'. If the majority of any calendar year is deemed to be 'Below Proficient', the commissioned employee will not advance to the next Tier, or if civilian, the employee will not receive a salary increase. Both employees will have to wait until the following December. If a second 'Below Proficient' evaluation is received, an Unsatisfactory Performance internal investigation will be initiated and the employee may be subject to demotion or termination.

*This does not include any market changes in the Tier plan where there is an increase within Tiers. No commissioned employee should fall in-between Tiers. If the Tier plan moves upward, the employee will still move within their Tier, even with a 'Below Proficient' evaluation, but they will not move to the next Tier.

**An overall 'Developing' evaluation is NOT 'Below Proficient'. However, categories rated in 'Developing' should only be done so for an employee for the first or second year within a position or assignment. After that time, an employee who is overall 'Developing' should be re-categorized as overall 'Below Proficient'.

A. Performance Improvement Plans

Non-commissioned and commissioned employees currently on active Performance Improvement Plans, although they received an overall 'Proficient' evaluation during the year, will not receive a pay raise or advance to the next Tier until the Performance Improvement Plan is completed successfully.

Commissioned Employee Tier Plan Evaluation and Pay

Throughout Current Year	Evaluation	December of Current Year Pay	
Completion of # of years of service during current year results in below top Tier or will become top Tier upon advancement	Proficient evaluation at any time that year	Movement to next Tier + Market movement if available	
Completion of # of years of service results in below top Tier or will become top Tier upon advancement	Below-Proficient evaluation within first 6 months of the year.	Special Evaluation conducted to see if majority of year is Proficient or Below-Proficient	<p>) Proficient: Tier movement and Market movement if available</p> <p>) Below-Proficient no Tier movement but Market movement if available</p>
Completion of # of years of service results in below top Tier or will become top Tier upon advancement	Below-Proficient evaluation within the last 6 months of the year.	No movement to next Tier. Market movement within that Tier if available.	
Commissioned Employee is already at Top Tier	Proficient evaluation anytime that year	Market movement within that Tier if available	
Commissioned Employee is already at top Tier	Below-Proficient evaluation anytime that year	Market movement within that tier if available	Employee should already be on a performance plan which should result in improvement to Proficient at the next evaluation. If not and another year is Below-Proficient, Unsatisfactory Performance Internal Investigation should be initiated if not already, and employee should be subject to possible demotion or termination.

By Order of the Sheriff