



## **General Order 35.1 - Performance Evaluation**

**PURPOSE:** Define objectives of performance evaluation; describe the performance evaluation system; define performance evaluation; define evaluation documentation; define the specified time period of evaluations, time limitations of the evaluation periods, and the criteria specific to a position; describe supervisory review of performance evaluations, and define employee signature on evaluations.

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### **INDEX AS:**

[35.1.1 Objectives of Performance Evaluation](#)

[35.1.2 Performance Evaluation System](#)

[35.1.3 Performance Evaluation](#)

[35.1.4 Evaluation Documentation](#)

[35.1.5 Specified Time Period of Evaluations](#)

[35.1.6 Time Limitations of Evaluation Periods](#)

[35.1.7 Criteria Specific to Position](#)

[35.1.8 Supervisory Review of Performance Evaluations](#)

[35.1.9 Employee Signature on Evaluations](#)

### **35.1.1 OBJECTIVES OF PERFORMANCE EVALUATION**

A. Evaluations are used to provide a measure for on-the-job performance and to:

1. Facilitate fair and impartial personnel decisions;
2. Maintain and improve job performance;

3. Provide a medium for personnel counseling;
4. Assist the employee with career development;
5. Determine suitability for individual assignments;
6. Identify areas of training;
7. Assist in the promotional process

### **35.1.2 PERFORMANCE EVALUATION SYSTEM**

- A. **(R)** Civil Service personnel and non-Civil Service personnel are evaluated in the same manner using the same forms.
  1. See Civil Service policy 3.2 for procedures.
- B. Measurement definitions are specified on the evaluation form for each performance factor rated.
- C. It is the responsibility of the supervisor doing the evaluation to be consistently fair, impartial, and accurate in rating the job performance of an employee.
  1. When rating an employee, supervisors should balance praise with constructive criticism, stating how improvement may be accomplished when improvement is required.
- D. Supervisors will receive instruction on performance evaluating in the areas of:
  1. How the performance evaluation is administered;
  2. The need for efficient performance evaluation; and
  3. The need for impartiality and objectivity in performing an evaluation.
- E. The supervisor completing the performance evaluation should justify all ratings.
- F. Probationary supervisors shall not perform an employee evaluation until they receive instruction as outlined in D above.
  1. Probationary supervisors may assist in performance evaluations as part of the learning process.

### **35.1.3 PERFORMANCE EVALUATION**

- A. **(R)** Civil Service employees and non civil service employees will be evaluated formally at least once a year as outlined in Civil Service policy 3.2.
  1. Employees shall be evaluated jointly by all supervisors for whom they have worked during the rating period.
- B. Supervisory personnel are encouraged to use "mock" performance evaluations on their subordinates as an additional management tool. Such mock evaluations can:
  1. Assist in determining that personnel are qualified to carry out assigned duties;
  2. Provide employees with behavior modification information; and

3. Provide specific feedback on strong and weak points.
- C. Any such mock evaluations performed by supervisory personnel and employees shall be treated as a career development aid rather than a formal evaluation.
  1. Mock evaluations will be retained until a formal performance evaluation is conducted.

#### **35.1.4 EVALUATION DOCUMENTATION**

- A. Supervisory personnel are expected to be able to substantiate and/or document any and all ratings given to an employee on a performance evaluation.
- B. Supervisors are to keep a record of supervisor/employee communications regarding job performance outside of written reprimands, suspensions, and demotions. Such communications may include:
  1. Verbal counseling's;
  2. Verbal commendations; and
  3. Remedial training.
- C. Each supervisor should be kept informed by higher authority of the existence of official records affecting their subordinates in regards to performance evaluations. Such official records may include:
  1. Letters of commendations;
  2. Letters of reprimands; and
  3. Suspensions.

#### **35.1.5 SPECIFIED TIME PERIOD OF EVALUATIONS**

- A. Performance evaluations will cover a specific time period as shown on the evaluation form.
  1. The length of the time period may vary, depending on whether the evaluation is an annual, extended probation, or other.

#### **35.1.6 TIME LIMITATIONS OF EVALUATION PERIODS**

- A. Performance evaluations will be strictly based only on performance during the specified rating period.
- B. Activity of the employee prior to or following the rating period will be excluded from consideration.

#### **35.1.7 CRITERIA SPECIFIC TO POSITION**

- A. Employees shall be rated for performance in the position held during the rating period.
  1. In the event a promotion, transfer, or any change of assignment, etc., divides the rating period, a joint performance evaluation involving the supervisors under whom the employee has been assigned during that period will be conducted. The

performance evaluation should reflect the work product of the employee for the entire rating period, taking all assignments into account.

- a. The performance evaluation will be presented by the current assigned supervisor.
- B. Criteria used for performance evaluations will be specific to the position occupied by the employee, as defined by the job description.

#### **35.1.8 SUPERVISORY REVIEW OF PERFORMANCE EVALUATIONS**

- A. Performance evaluations will get a preliminary review by the evaluators supervisor before being presented to the employee. The evaluators supervisor will again review the evaluation after it has been presented to the employee, sign it, and forward it to division commander.

#### **35.1.9 EMPLOYEE SIGNATURE ON EVALUATIONS**

- A. All employees are expected to sign their performance evaluations.
- B. Signing the evaluation only acknowledges that the employee is aware that the performance evaluation was completed and the employee was given the opportunity to read it. A signature does not indicate agreement nor disagreement with the contents.