


<p>Rabun COUNTY SHERIFF'S OFFICE</p>  <p>General Order Number: 2.07</p>	<p>Date of Issue</p> <p>2/23/2016</p>	<p>Effective Date</p> <p>2/23/2016</p>	<p>Revision Date</p>
<p>Subject: PERFORMANCE EVALUATION REPORT</p>	<p>Amends:</p>	<p>Rescinds:</p>	
<p>Index as: Performance Evaluation Review of Work Performance</p>	<p>State Certification Standards: 3.7, 3.8, 3.9</p>		

PURPOSE

The purpose of this General Order is to establish the policy and procedures for the evaluation of employee work performance.

STATEMENT OF POLICY

It shall be the policy of the Rabun County Sheriff's Office to improve the individual performance of its employees by identifying and measuring strong and weak points of individual performance, recording evaluations in objective terms, encouraging officers in their work, giving constructive counsel to them concerning their shortcomings and providing a written evaluation of all employees based on their work-related performance at least once every 12 months.

DISCUSSION

The performance evaluation provides a medium for personnel counseling, facilitates proper decisions regarding probationary employees and provides an objective and fair means of recognition and measurement of individual performance in accordance with prescribed guidelines. The performance evaluation may also be used in determining salary increments, as a basis for training, promotion, demotion, transfer and dismissal.

The evaluation shall be based only on performance during the specific period listed on the form. All ratings accepted and signed by the employee being rated become a permanent record in the employee's personnel file and are used for promotional evaluation on an as-needed basis. The performance evaluation should also be used to encourage employee growth and development.

Each employee shall be provided with a copy of their job description to ensure that they have an understanding of the basic tasks they are to perform. Supervisors will review the job description with the employee to ensure the employee understands the tasks they are to perform, provide discussion and allow the employee input into the modification of existing descriptions or development of new descriptions. Copies of all job descriptions shall be maintained by the Office of Professional Standards and are available to personnel upon request.

I. RESPONSIBILITIES

- A. The Chief Deputy is responsible for the management of the agency's performance evaluation program, to include:
 - 1. Notifying Division/Senior Commanders when a performance evaluation is due;
 - 2. Maintaining a copy of the employee evaluation reports in a secure and confidential manner;
 - 3. Reviewing performance evaluation reports to ensure that the procedures outlined below are followed and for notifying the appropriate Division Commander of deficiencies noted for correction;
 - 4. Providing a final copy of performance evaluation reports and any attachments to the rated employee; and
 - 5. Allowing individual employee access to his/her personnel file for review.
- B. Division Commanders are responsible for:
 - 1. Performing duties as rating and reviewing officers when required;
 - 2. Ensuring that performance evaluation reports are being completed when required;
 - 3. Evaluating subordinates regarding the quality of ratings given and their compliance with the provisions of this General Order by reviewing and signing off on all completed performance evaluations;
 - 4. Conducting periodic training of all supervisors regarding the duties and responsibilities of rating deputies; and
 - 5. Ensuring that complete evaluation reports are forwarded to the Chief Deputy within 20 working days from the end of the evaluation period.
- C. Sergeant's are responsible for:
 - 1. Performing duties as rating and reviewing officers when required;
 - 2. Ensuring that performance evaluation reports are completed when required; and
 - 3. Evaluating subordinates regarding the quality of ratings given and their compliance with the provisions of this policy by reviewing and signing off on the completed performance evaluation.
- D. Rater

The immediate supervisor, in the grade of sergeant or above (or civilian supervisor), of an assigned employee(s) and are responsible for monitoring all aspects of an assigned employees performance throughout the evaluation period and to record critical incidents of performance in order to prepare a valid performance evaluation report. In addition, raters are required to perform the following tasks:

1. Complete the written performance evaluation report in accordance with the administrative procedures outlined below;
2. Submit the completed performance evaluation report to the immediate reviewing officer within 10 working days or as otherwise directed following the end of the evaluation period;
3. Return for correction(s) any report that is improperly prepared;
4. Prepare and attach to the report, written comments as appropriate, or whenever there are differences of opinion with any portion of an evaluation given by a rater; and
5. Counsel the rated employee as appropriate or whenever written comments are attached to the evaluation.

II. TYPES OF PERFORMANCE EVALUATIONS & FREQUENCY

A. Annual

All employees will receive an annual performance evaluation in March of each year.

B. Special

In addition to the annual performance evaluation, employees will receive a written evaluation under the following circumstances:

1. At any time the supervisor feels an evaluation is necessary. For example, if an employee has shown significant improvement since the last review, a special evaluation should reinforce the approval. On the other hand, if an employee's work were not satisfactory, a special evaluation would give specific comments on where improvements are needed and how to improve. If an employee receives an unsatisfactory evaluation on one of the standard bi annual evaluations, they will receive an additional quarterly evaluation until their performance meets a satisfactory level.
- C. Separation performance evaluations may be done just before an employee leaves the jurisdiction. If done, the evaluation should become a part of the employee's file.

Note: During the year it is recommended that the supervisor take some time to informally talk to each employee at least once every quarter. The performance evaluation system is not intended to take the place of all communications between supervisors and employees. It should be an aid to communication and should help reinforce progress and work accomplished.

III. PERFORMANCE MEASUREMENTS

- A. An individual's performance will be measured by evaluating only those areas that are specifically related to the job assignment of the employee during the rating period and only those areas that the rater actually observed the employee perform. The following job areas shall be evaluated:
 - 1. Technical competence;
 - 2. Interpersonal relations;
 - 3. Responsibility acceptance; and
 - 4. If a supervisor, the employees' supervision and management ability.
- B. Performance Evaluation Criteria are based upon the following five performance levels:
 - 1. Not Meeting Standards – Consistently fails to meet acceptable standards. Substantial improvement required;
 - 2. Meets Standards – Meets standards. Work overall acceptable; rarely needs improvement;
 - 3. Exceeds Standards – Consistently meets acceptable standards, frequently exceeds standards in quality and quantity of work performed; and

IV. EVALUATION

- A. Each employee evaluation will be for a specific period, normally not to exceed 12 months.
- B. The period will be from either the "to date" of the previous report; from the date of hire (in cases of the first report given to a probationary employee); or from the date an employee is promoted, whichever is appropriate.
- C. Report Completion Schedule
 - 1. Raters, unless otherwise specified, will complete their written evaluation of an employee 30 working days prior to the end of the evaluation period.
 - 2. Reviewers, unless otherwise specified, will complete their review 20 working days prior the end of the evaluation period.
 - 3. Division Commanders will ensure all completed evaluation reports are submitted to the Chief Deputy 10 working days prior to the end of the evaluation period.
- D. Exceptions
 - 1. The normal evaluation report completion schedule may be modified when required by the Chief Deputy to satisfy special deadline situations associated with promotion or transfer request.
 - 2. Extensions may be granted to a rater or reviewing deputy, on a case-by-case basis only by an employee's Division Commander, when necessary to ensure that the objectives and integrity of the agency's performance evaluation program are maintained. Examples of situations that may require an extension to a rater or reviewing deputy are:

- a. Pre-approval granted for an authorized absence that would otherwise prevent the timely preparation of the evaluation;
- b. A sickness or injury;
- c. An unexpected family emergency; or
- d. An unusual occurrence that takes the employee away from his/her normal duties for an extended period.

E. Written Notification of Unsatisfactory Performance

1. Supervisors must take appropriate steps to correct unsatisfactory work performance in accordance with the procedures in the agency's Remedial Action policy.
2. Unless the unsatisfactory performance is corrected to an acceptable level, the supervisor will advise the employee in writing of the deficiency **at least 90 days prior to the end of the annual rating period**. Such notification can be made by one of the following methods:
 - a. Written counseling; and/or
 - b. Written reprimand.

F. Explanatory Comments

Raters must be prepared to substantiate ratings in the lowest or highest categories **and** are required to provide written justification(s) for any rating of Not Meeting Standards or Exceeds Standards.

G. Performance Evaluation Review

All employee performance evaluations, except those prepared by the Sheriff, shall be reviewed and signed by the rater's supervisor. Unless otherwise indicated, the signature of the reviewer indicates that the reviewer has checked the evaluation for administrative correctness, accuracy, and that she/he agrees with the rater's evaluation.

H. Employee Counseling

1. Following the preparation of the evaluation report, direct feedback should be provided by the immediate supervisor regarding the employee's performance.
2. This period of "face-to-face" contact with the employee is designed to keep communications open between the rater and the rated employee; to allow for an exchange of information concerning the employee's future professional development objectives; and to give the employee an opportunity to verbally offer a "self-evaluation" of his/her past performance during the rating period.
3. The counseling should be conducted professionally, in the following manner:
 - a. State the purpose of the interview clearly so that the employee understands why she/he is being counseled;

- b. Go over the performance evaluation item-by-item, allowing the employee to make comments when appropriate;
 - c. Allow sufficient time for discussion of each item of the report by selecting a time that minimizes distractions or interruptions; and
 - d. Do not engage in arguments - listen to what the individual has to say, especially if she/he disagrees with any portion of the report. When there is disagreement, ask for specific examples that support the alternative interpretation and if the employee has made a good point, consider changing the rating.
4. This counseling should cover the following specific areas:
- a. Overall results of the performance evaluation just completed. Whenever possible, the rater should offer specific examples of actual behaviors observed during the rating period; should address both strengths and weaknesses; and should focus special attention on any extreme rating(s) of Not Meeting Standards or Exceeding Standards.
 - b. Level of performance expected. Rating criteria or goals for the new reporting period. If there are areas in which improvement or development is needed, ask the employee for suggestions on how it can be accomplished. Involve the employee in diagnosing and solving the problems. This ensures greater employee "buy-in" to what needs to be done to achieve greater professional development.
 - c. Career development relative to advancement, specialization or training appropriate to the employee's position. It is vital that the employee is given counsel concerning his/her professional growth with the agency; is given advice about the specific training the employee needs in order to comply with the agency's training requirements and is given information concerning the agency's promotion requirements.

I. Retention of Performance Evaluation Reports

The original copy of employee evaluation reports will be retained in the individual's official personnel file until termination of employment plus five years.

V. EMPLOYEE ACTIONS

- A. Each employee receiving a performance evaluation will be given the opportunity to sign, and provide written comments to the report.
- B. By signing and dating the evaluation report, the employee is merely indicating that she/he has reviewed the report and has been afforded the opportunity to discuss its contents with the rating officer.
- C. Employees will also be given the option to provide any written comments they feel may be appropriate and to identify their short term and long-range goals and objectives with the agency. Such goals and objectives may be related to specific steps for self-improvement, training courses to be taken, or desired areas of assignment within the agency.
- D. Written Copy to Employee

The Division Commander will provide a copy of the completed evaluation report and any attachments to the employee.

VI. APPEAL PROCESS

- A. Should an employee disagree with any statement or rating in the performance evaluation, the following actions should be taken:
 - 1. The employee should first discuss his/her concerns with the rater or reviewer and thoroughly explain the reasons for the disagreement.
 - 2. If the employee remains dissatisfied with the results of this discussion, she/he may, within ten days following the conference with the rater/reviewer, submit a written addendum for attachment to the performance evaluation identifying the area(s) of disagreement and explaining why she/he feels another rating or comment would be more appropriate.
 - 3. The employee may also submit a written grievance in accordance with the procedures in the agency's Grievance policy if the employee can show that she/he has been adversely affected by the performance evaluation or has been subjected to unlawful discrimination.

VII. RATER

A. Rater Evaluations

All raters will be evaluated by their supervisors on their ability to properly evaluate their employees and to properly complete the evaluation report. All completed reports will be reviewed and signed by the rater's supervisor.

B. Rater Training

Upon promotion to a supervisory position or upon the transfer of a previously promoted supervisor, the employee's Division Commander shall provide training with the supervisor to ensure that she/he understands how to properly evaluate assigned subordinate employees and that all ratings will be based on reasonable expectations consistent with those of all other supervisors.

C. Confidentiality

A performance evaluation shall be confidential and shall be made available only to the employee evaluated, to members of his/her chain of command, to the Chief Deputy or his designee, or to members of a scheduled promotion board.

D. Rater/Reviewing Officer Differences

It is to be expected that on occasion, there may be differences of opinion between a rater and reviewing officer concerning the content of an employee's evaluation. It is normal that people view others differently and reach varying conclusions about how to document an individual's past performance.

- 1. When this difference of opinion occurs, the reviewing deputy should identify his/her concerns to the rater and allow the rater to explain the reasons for a particular evaluation or rating. Both individuals should then discuss the matter and attempt to reach common agreement.

2. If the reviewing officer is satisfied with the raters' explanation, no further action is required.
3. However, if the reviewing deputy continues to disagree with a rating and/or written comments, the reviewing deputy will then prepare and sign a written addendum for attachment to the performance evaluation containing:
 - a. The specific area(s) of disagreement;
 - b. The alternative rating/written comments; and
 - c. Justification for the alternative rating/comments.
4. Under no circumstances will a reviewing officer direct that a rating or written comment be changed.

VIII. **PREPARATION PROCEDURES FOR PERFORMANCE EVALUATION REPORTS**

A. General

Raters should prepare employee evaluation reports with the same degree of care and attention as they expect their report to be given. In addition, raters shall apply the following general factors when evaluating an employee:

1. The evaluation will be based upon the individual's actual job performance, not on unobserved events, rumors, or performance during a previous evaluation period;
2. The employee will be evaluated in an objective manner, without regard to an employee's race, sex, religion, degree of disability, or ethnic background; and
3. The evaluation will accurately identify both strengths and deficiencies.

B. Instructions

All completed Performance Evaluation Reports be should be typed on the Rabun County Sheriff's Office Performance Evaluation form. Handwritten performance evaluation reports are discouraged.

1. Part I: General Information
 - a. The evaluation period will be identified by the month, day of the month, and year.
 - b. The purpose of the evaluation will be checked:
 - (i) Annual if the report is rendered on the employee's anniversary "hire date;"
 - (ii) Probationary if the employee is serving in the initial 12 month period of employment or serving in the 12 month period following selection for promotion;
 - (iii) Quarterly corrective action for special circumstances.

2. Part II: Job Factors

- c. This section should be completed for all employees. Before you begin to rate an employee, read through the listed statements. There are three parts to this section and they are defined as follows.
 - (i) Technical Competence describes the major work skills needed to perform the job;
 - (ii) Interpersonal Relations describes how the employee relates with others in work situations; and
 - (iii) Responsibility Acceptance describes general characteristics needed on the job.
- d. A rating of (+), (=) or (-) will be provided in each area that is related to the work performed by the employee. If an area is not related to the work performed, the rater will draw a line through each statement.
- e. All ratings must be supported with written comments.

3. Part III: Supervisor Factors

- f. This portion of the evaluation will be completed only for those employees serving in a civilian supervisory capacity or if serving in the grade of corporal or above.
- g. All ratings must be supported with written comments.

4. Part IV: Overall Evaluation

- h. Part I ask for evaluation of the employee's PRODUCTIVITY. The rater will mark each area and then give comments or examples to support the ratings.
- i. Part II ask for evaluation of the employee's QUALITY of WORK. The rater will mark each area and then give comments or examples to support the ratings.
- j. Part III asks for evaluation of the employee's ATTITUDE. The rater will mark each area and then give comments or examples to support the ratings.
- k. Part IV asks for the evaluation of SUPERVISORS RESPONSIBILITIES. This only applies to those employee's who are current supervisors. The rater will mark each area and then give comments or examples to support the ratings.
- l. Part V is the overall rating of the employee. This area should summarize the evaluation as a whole and point out any strong or weak areas that may not have been discussed in other areas of the evaluation. Raters should also use this area to give their recommendations for the employee for the upcoming year.

5. Part V: Certification

This section makes the performance evaluation official.

- a. Have all required signature blanks filled.
- b. Give the employee time to make comments. The employee may use the "Employee Comments" section to make any comments related, but not limited to:
 - (i) The (+), (=) and (-) summary rating;
 - (ii) The factors on which the appraisal was completed;
 - (iii) The manner in which the appraisal was completed; and
 - (iv) Statements made by the supervisor in the "Overall Evaluation" section.
- c. The employee's signature verifies that he/she has reviewed the Performance Evaluation instrument and that the employee has discussed the appraisal with his/her supervisor. The employee should fill the number of pages he/she has reviewed in the space provided. The employee understands that his/her signature does not necessarily indicate agreement with the performance rating.
- d. The signatures of the Rater, Watch commander, Division Commander and Chief Deputy verify that the report of performance ratings is based on job-related information and personal knowledge of the employee's work, and that a conference has been held with the employee to discuss the completed report.
- e. The signature of the Sheriff verifies that the report of performance rating and appraisal instrument has been completed in accordance with Rules and Regulations and departmental policies, that a conference has been held with the employee to discuss the completed report, that the responsibilities and tasks used as a basis for appraising the employee's performance are based on the position description and assigned duties and responsibilities, and that the appraisal is approved for inclusion in the employee's permanent personnel file.
- f. Distribution of copies of the completed report. When all procedures as prescribed have been completed and all required signatures have been affixed to the report, the employee is given a copy. A copy is to be maintained in the employee's personnel file as kept by the Patrol Division Commander.



By Order of the Sheriff: **Chad K. Nichols**
Sheriff, Rabun County