



Charleston County Sheriff's Office Policy and Procedures Manual

Sheriff Carl Ritchie

4-05 Performance Evaluations

- ☐ New
- ☐ Revised
- ☒ Reviewed

ACA Standards Reference:

CALEA Standards Reference: 15.1.4, 35.1.1, 35.1.2, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8

NCCHC Standards Reference:

PREA Standards: 115-17e

SCLEA Standards Reference:

SC Minimum Standards:

This policy dated 01/28/2025 replaces prior policies cited above and supersedes all previously issued directives.

I. Purpose:

To establish fair and impartial methods of evaluating work behavior and job performance by Charleston County Sheriff's Office personnel.

II. Policy:

All employees of Charleston County Sheriff's Office will perform their duties and responsibilities in an acceptable manner within a reasonable time period after being placed in their positions and continuing throughout their employment with the agency. It is the policy of this agency to inform employees of the expectations regarding their job performance and provide them with information concerning performance appraisals.

III. Definitions:

- A. For purposes of this procedure, the word "deputy" applies to all agency employees with a certification classification of Class I, Class II, Class III, or Reserve Deputy, as defined by the South Carolina Criminal Justice Academy.

The following terms are used interchangeably; however, they carry guidance to specific employees based on usage of the term:

1. Deputy, deputies, deputy sheriff, detention deputy, sworn employee, uniformed sworn employee, sworn administrative employee, and
 2. civilian, non-sworn employee.
- B. *Employee:* When used without further clarification, the term employee is inclusive of all agency members (sworn and non-sworn).
- C. *Performance Appraisal:* An annual review program which provides a systematic procedure by which each employee can be objectively evaluated in the performance of their duties.
- D. *Probationary Status:* A conditional status into which employees are placed, for example, when they are hired, rehired, moved to a new job assignment requiring a probationary period, promoted or demoted, or as a condition of disciplinary action. During this time, employees should be counseled and trained and will be evaluated to determine their ability to meet requirements of the position.

- E. *Rater:* The immediate supervisor of the employee evaluated at the end of the evaluation period. In the event the employee being evaluated worked for more than one supervisor during the rating period, the rater should contact the other supervisor(s) for additional information relevant to the performance evaluation.
- F. *Reviewer:* Supervisors of raters who will review and sign each performance evaluation to ensure the rater is being fair and impartial; and to ensure that ratings are given uniformly.

IV. Procedure:

- A. Employees will be evaluated on their performance in meeting the standards for their current positions. These standards are to be defined, explained, and documented as part of the requirements of the position at the time of hire and reviewed and updated as appropriate at the beginning of each evaluation period. Employees should be given a copy of job criteria at the time new duties are assumed or within thirty (30) days of hire.
- B. Performance evaluations will be specific to the position held by the employee and based solely upon job performance during the specific rating period.
(Ref: CALEA 35.1.4 and 35.1.5 item a)
- C. The performance appraisal process will be used for, but not limited to, the following:
 - 1. developing and establishing realistic performance standards which provide a basis for understanding the level of performance expected of the employee;
 - 2. informing each employee of where they stand in terms of these standards;
 - 3. providing objective information in order to support salary adjustments, transfers, reclassifications, professional development, and advancement opportunities;
 - 4. documenting the employee's performance;
 - 5. conducting periodic discussion sessions with the employee to monitor performance; and
 - 6. providing the basis for appropriate corrective action.

- D. Performance evaluations will be conducted according to the following schedule:
1. Probationary:
 - a. Recruits (i.e., certified detention deputy trainees and certified deputy sheriff trainees) will be evaluated daily during field training using *Daily Observation Reports* (DOR's). Thereafter, these employees will receive at least monthly appraisals using the *Chronological Record* until the probationary period is completed (see [Policy 4-04 Employee Chronological Record](#)).
 - b. All other entry-level probationary employees will be evaluated by their supervisor at least monthly using the *Chronological Record*. Chronological entries on all entry level probationary employees should ascertain whether they can actually perform the required functions. This includes part-time employees and reserve deputies.
 - c. All new employees will be evaluated using the *Performance Appraisal form* prior to the completion of their probationary period.
 - d. Employees who are in a probationary status for promotional, transfer, disciplinary, annual performance appraisal, or other reasons will be evaluated prior to the completion of their probationary period. Employees will be considered probationary until the evaluation is completed and signed by the appropriate rater and reviewer.
 2. Annually:
 - a. All employees, other than the Sheriff, will receive a documented performance evaluation at the end of their annual evaluation period. This includes part-time employees and reserve deputies. (Ref: CALEA 35.1.2)
 - b. All employees, other than new employees, will be evaluated at the end of the annual evaluation period during the month of hire for that employee. New employees are those who are in a new hire probationary status or who have received their new hire probationary evaluation within ninety (90) days of the annual performance appraisal deadline. In those cases, the

new hire probationary evaluation may fulfill the requirements of the annual performance appraisal at the department captain's discretion.

- c. The agency's Human Resources Office will conduct background checks on all current Sheriff Al Cannon Detention Center (SACDC) employees every five years based upon their date of hire. (PREA 115-17e)
- d. An evaluation with an overall numerical rating below 2.0 or with two (2) or more ratings of "Inconsistent" or "Unsatisfactory" indicates substandard performance, and the rating definition will be "Inconsistent" (regardless of the numerical average). On an annual performance evaluation of "Inconsistent" or "Unsatisfactory," the employee will be placed in a probationary status and the supervisor must develop a Corrective Action Plan for each substandard job duty/element.
- e. At any time when an employee's performance has changed from that of the previous appraisal period, a supervisor may request a special performance appraisal review.

E. Use of Forms:

- 1. Charleston County's performance appraisal process provides a valuable communication tool for supervisors to define expectations, job duties, and standards for each employee. This process is completed through the *Charleston County Employee/Supervisor Performance Appraisal Form*, completed by the supervisor at the end of any probationary periods and annually as scheduled by the Human Resources Office. Supervisors completing the *Appraisal Form* will rate each employee based on their job performance during the specified evaluation period. The *Appraisal Form* addresses the following components: (Ref: CALEA 35.1.5 item a)
 - a. Section I (*Personal Work Traits*): Provides employees with the standards that are expected of all agency employees in the three major categories of work habits, interpersonal relationships, and individual development. This information is provided to all employees when they attend new hire orientation.

- b. **Section II (*Job Performance*):** Used to identify the major job duty/element of each position, and the performance standards for each of these duties/elements. The planning stage should be submitted within 30 days of hire or whenever there is a major change in the duties or standards of a position, including at the time of promotions and transfers. Each employee should receive a copy of the completed form after they, their supervisor, and the reviewer sign it. The agency will keep a copy of each and forward the originals to the Charleston County Human Resources Office for inclusion in the employee's personnel files.
 - c. **Section III (*Development Plan*):** This form is submitted with the annual appraisal sheet and is used to document the employee's job-related goals/objectives for the next appraisal period, as well as the employee's *Personal/Professional Development Plan*. The *Appraisal Rating Sheet* includes an area for the rater to indicate whether or not the employee was successful in completing their goal(s) and objectives set during the previous rating period. (Ref: CALEA 15.1.4)
 - d. **Section IV (*Supervisory Duties/Responsibilities*):** Used to provide specific information regarding supervisors' performance with the rating included on the rating sheet and in the overall evaluation.
 - 2. **Charleston County Management Performance Appraisal:** This form may be used for employees in department/division head positions and upper-level management. (Ref: CALEA 35.1.1 item b)
- F. **Measurement Definitions:**
 - 1. **Outstanding:** Employee consistently performs work in an exceptional manner. Work is characterized by superior accomplishments. An "Outstanding" rating would be assigned a numerical value of four (4).
 - 2. **Exceeds Expectations:** Employee frequently performs work in an excellent manner. An "Exceeds Expectations" rating would be assigned a numerical value of three (3).
 - 3. **Meets Expectations:** Employee consistently performs job functions in a satisfactory and acceptable manner in accordance with all requirements of the job description; maintains an adequate

performance level. A “*Meets Expectations*” rating would be assigned a numerical value of two (2).

4. *Inconsistent*: Employee’s work does not consistently meet expectations; continual supervision is necessary to enhance performance. An “*Inconsistent*” rating would be assigned a numerical value of one (1).
5. *Unsatisfactory*: Employee displays poor work performance; immediate remedial action is needed. An “*Unsatisfactory*” rating would be assigned a numerical value of zero (0). An employee must have received written advisement whenever their performance was deemed to be unsatisfactory to justify this rating. Additionally, the supervisor documenting unsatisfactory performance should define actions for the employee to improve performance. Notification, if possible, should be made at least 90 days prior to the end of the annual rating period. (Ref: CALEA 35.1.1 item a and 35.1.6)
6. Justification statements must be included for all “*Outstanding*,” “*Inconsistent*,” and “*Unsatisfactory*” ratings. “*Inconsistent*” and “*Unsatisfactory*” ratings must include areas for improvement. “*Outstanding*” evaluations must indicate areas of superior accomplishment. (Ref: CALEA 35.1.5 item b)

G. Rater Responsibilities:

1. Supervisors are responsible for continually monitoring the job performance of subordinates. Supervisors must provide performance feedback to praise outstanding job performance and to correct unsatisfactory performance and behavior.
2. The supervisor is responsible for maintaining the employee’s *Chronological Record* to support the evaluation. The supervisor should record in chronological order incidents that occur in the work life of the employee that will be useful in the employee’s proper development. No limitations are placed on the data the supervisor wishes to record, but these and similar incidents should be recorded: special work assignments, training, employee achievements and development, attitude, conduct, merit ratings, transfers, promotions, appearance, tardiness and absenteeism, disciplinary, and commendatory actions, etc.

3. At the beginning of any evaluation period, supervisors are responsible for reviewing and updating the planning stage process with employees. The review would include job duties and responsibilities, as well as standards and expectations for the rating period.
4. Supervisors will ensure all paperwork and documentation associated with the agency's performance evaluation system is completed accurately and within specified time frames.
5. Supervisors conducting performance ratings will base their judgments on personal observations, written reports, chronological entries, citizen/employee interaction, and any other source that the supervisor deems appropriate. Whenever possible, documentation will be used to support these judgments.
6. The rater, reviewer, employee, and the designated department captain must review and sign the performance appraisal form before it is forwarded to the agency's Human Resources office. The employee will sign the performance appraisal form after all other required signatures are accomplished. The rater is the employee's immediate supervisor, and the reviewer is the supervisor of the rater.

(Ref: CALEA 35.1.1 item c and 35.1.5 item c)

H. Rater Training:

1. Supervisory training will include performance evaluation training.
2. Supervisory personnel will receive informal training in the use of *Employee Performance Appraisal forms* to include an instructional information training packet from the agency's Human Resources office.

(Ref: CALEA 35.1.1 item d)

I. Appraisal Completion Follow-up:

1. Each employee will be counseled at the conclusion of the rating period, to include the following areas:
 - a. results of the appraisal just completed;
 - b. level of performance expected, rating criteria, and goals for the new reporting period; and

- c. career counseling concerning advancement, specialization, or training appropriate for the employee's position.
(Ref: CALEA 35.1.7 items *a, b, and c*)
2. The appraisal form includes an *Employee Comment* section which gives employees the opportunity to write comments/rebuttal regarding the appraisal.
 - a. The signature of the employee indicates only that the employee has read the appraisal, not that the employee agrees or disagrees with the appraisal, and has also had a conference with their supervisor.
 - b. An unsigned appraisal will be considered incomplete. No personnel actions (e.g., merit or longevity pay increases) will be processed if the evaluation form is incomplete. An employee who fails to sign their appraisal is subject to disciplinary action.
(Ref: CALEA 35.1.5 item *d*)
3. Employees will receive a copy of the completed appraisal at the conclusion of the supervisor review.
(Ref: CALEA 35.1.5 item *e*)
4. All raters will be evaluated by their supervisors during the review of their *Performance Appraisal* regarding the fairness, uniformity, impartiality of ratings given to subordinates, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance evaluation system.
(Ref: CALEA 35.1.8)
5. Completed *Employee Performance Appraisals* will be forwarded to the agency's Human Resources Office. A copy will be maintained in personnel files in the agency's Human Resources Office with the original forwarded to the Charleston County Human Resources Office for inclusion in permanent employee personnel files in accordance with Charleston County policy regarding the maintenance and destruction of records.
(Ref: CALEA 35.1.5 item *g*)

J. Appraisal Appeal Process:

Contested *Employee Performance Appraisals* may be appealed in accordance with agency grievance procedures (see [Policy 6-03 Grievance Procedures](#)). The appeal should be filed through the Rater to the Reviewer.

(Ref: CALEA 35.1.5 item *f*)

K. Retention of Employee Performance Appraisals:

A copy of all employee performance appraisals are retained in the employee's respective personnel file within the agency's Human Resources office. The original performance appraisal will be forwarded to the Charleston County Human Resources office. All performance appraisals shall be retained by the agency as long as they are an active Charleston County Sheriff's Office employee. Once an employee separates from the agency, the file will be retained for a period of five years, or as dictated by the schedule of retention and destruction of the Archives Division of the State of South Carolina.