DOUGLAS COUNTY SHERIFF'S OFFICE		Policy and Procedure
Specific Personnel / Administrative Policies **Employee Evaluations**		**P&P-D-100**
Effective Date: 07-01-26 Supersedes: 07-31-25	Approval: Sheriff	Number of Pages: 6
References:	Reevaluation Date: Annually or as needed	Standards: CALEA LE 35.1.1, LE 35.1.2, LE 35.1.4, LE 35.1.5, LE 35.1.6, LE 35.1.7, LE 35.1.8 COM 3.4.1,3.4.2, 3.4.3, 3.4.4, 3.4.6, 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 the 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. <LE 35.1.1c >< LE 35.1.1d> <COM 3.4.1d> The annual evaluations occur in the Talent Center, which is accessible from DCSO.Net, and if properly provisioned, from a smartphone.

II. EMPLOYEE MEASUREMENT DEFINITIONS

A. **For all employees/members:**

Other than employees in the first year of their assignment or who are still completing a training program, the overall measurement expectation is proficient, successful, or exceptional.

Exceptional

Performance significantly and consistently exceeds expectations in all essential areas of responsibility, resulting in an overall superior quality of work. Work is a consistent model of excellence. Acts as a resource, by providing guidance and help to others. Takes initiative to anticipate and resolve potential problems. Regularly identifies improvement opportunities.

Successful

Performance consistently exceeds expectations in all essential areas of responsibility, and the overall quality of work is excellent.

Proficient

Performance meets expectations in essential areas of responsibility. The overall quality of work is good to very good.

Developing

Performance did not consistently meet expectations and may indicate that the employee is still learning his/her role. The employee is making progress toward

meeting expectations.

Needs Improvement
Performance did not meet expectations in one or more essential areas of responsibility, and / or one or more critical goals was not met. Requires continued guidance and supervision to complete job duties, exhibit expected behaviors, and / or achieve results. Immediate and consistent improvement is needed. <LE35.1.la><COM 3.4.1>

III. PROCEDURE

A. Evaluation Process

All employees and reserve deputies (except for the Sheriff) will be evaluated annually. Annual evaluations will be completed each year with the evaluation period being from **October 1st to Sept 30th**. Annual evaluations will be completed during the months of October and November. Employees shall have an evaluation rating period of no less than every twelve months.

Evaluations will be completed by their immediate supervisor in accordance with this policy. All employees' annual performance evaluations will be documented. The DCSO Talent Center Performance Evaluations will be used to evaluate all employees. <LE 35.1.lb><LE 35.1.2><COM 3.4.lb-c><COM 3.4.2a>

Employees will be evaluated on their performance in the assignment held during the evaluation period. Ratings of ***Successful*** and ***Exceptional*** require supporting documentation in the narrative portion.

Any evaluation that has ***Needs Improvement*** as the overall rating, must have the written reason(s) for the rating, and a Performance Improvement Plan (PIP) must be initiated if a PIP has not already been started. The PIP is documented in Guardian Tracking.

1. **Evaluation Types**:
   Note: An evaluation will be completed as part of any transfer to a new supervisor due to a change in status or assignment. <COM 3.4.lc>

   a) ***Probationary Evaluation***. All probationary personnel shall receive an evaluation on a standardized form at the completion of their respective training program from their FTO, if applicable, or immediate supervisor at the conclusion of their probationary period. This evaluation will be memorialized in the FTO software, if utilized, or in Talent Center.

   b) ***Transfer Evaluation.*** When an employee is transferred to another assignment a *Transfer Evaluation* will be completed contemporaneously with the transfer with the prior supervisor completing it within thirty (30) days of the employee's transfer.

      A *Transfer Evaluation* is completed to capture the performance rating

and memorialize the work completed for this portion of the member's rating period. When logical, the *Transfer Evaluation* may be combined with another time-appropriate evaluation. It is expected that whenever there is a divisional change resulting in a crossover of supervision within a rating period that the performance of both assignments will be evaluated through a joint effort of the supervisors from each assignment. The *Transfer Evaluation* will be completed on a standardized form and will be memorialized in Professional Standards. <LE 35.1.4><LE 35.1.5a><LE 35.1.5b><COM 3.4.1b-c><COM 3.4.2b>

c) ***NOTICE Evaluation Memorandum.*** A *NOTICE Evaluation Memorandum* (written notification) should be used for three separate instances: (1) when a member's performance falls into a ***Needs Improvement*** rating, (2) when a member has unsuccessfully completed a PIP, and (3) when an employee is demoted (not by choice) and in this instance substitutes for a *Transfer Evaluation*.

- If a member's performance falls into ***Needs Improvement*** performance rating, a *NOTICE Evaluation Memorandum* should be completed. In most instances, the supervisor will meet with Professional Standards to create a PIP. The PIP shall be provided to the member at least 90 days before the annual evaluation unless the ***Needs Improvement*** behaviors fall within the 90 days before the employee's annual evaluation. It is the intent to provide adequate time for the employee to remediate the ***Needs Improvement*** performance and provide guidance to the member. <LE 35.1.6><COM 3.4.4>

- If a member has unsuccessfully completed a PIP, the Supervisor will meet with Professional Standards to create a *NOTICE Evaluation Memorandum* to present to the member.

- A *NOTICE Evaluation* should be completed when an employee is demoted (not by choice) and in this instance substitutes for a *Transfer Evaluation*. This NOTICE will contain details to include salary, any disciplinary sanctions, and position assignment.

B. **Supervisor Duties when Evaluating Members**

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 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.
<LE 35.I.7><COM3.4.lc><COM3.4.3>

Paramount to supervisory personnel is the evaluation of their subordinate's performance. Supervisors will be evaluated 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.
<LE 35.1.8><COM 3.4.lc><COM 3.4.6>

The employee will review their evaluation with their supervisor and may also add written comments within Talent Center. The employee will receive a copy of the completed evaluation within the Talent Center. The member's evaluation is available for review at any time by the employee's Chain of Command (COC). Talent Center documents the signature of the employee and the supervisor(s). All past reviews completed in Talent Center and are available for examination by the member, the member's COC, and the Command Staff in the Talent Center. <LE 35.1.5c><LE 35.1.5d><LE 35.1.5e><COM 3.4.lb-c><COM 3.4.2c-e>

C. **Probationary Employees**
All probationary employees, **including volunteers and reserve deputies,** will receive an evaluation at the completion of the training program from their FTO and / or immediate supervisor. <LE35.1.lb><COM 3.4.lb-c>

IV. DISSEMINATION/FILING OF COMPLETED EVALUATION REPORTS

A. All evaluation reports will become a permanent part of the employee's electronic file. All evaluations are stored in Talent Center and supervisory documentation are stored in the employee's electronic file. <LE 35.1.5g><COM 3.4.2g>

B. A copy of the completed evaluation report will be provided to the employee. This copy is available to the employee in the Talent Center.

V. APPEAL PROCESS

Any employee who wishes to contest the content(s) of an evaluation shall, within ten (10) business days of receipt of the evaluation, forward a memorandum to their division chief (or equivalent), through their COC, substantiating the basis for appeal. The division chief shall act as the appellate authority for all personnel below the rank of commander.

The Undersheriff shall be the appellate authority for the rank of commander or civilian manager who wants to contest the contents of their evaluation. The Sheriff shall be the appellate level for division chief or any positions that report directly to the Undersheriff. The decision of the appellate authority shall be rendered in writing to the employee within ten (10) business days of receipt of the memorandum contesting the evaluation and shall be considered final. <LE 35.1.5f><COM 3.4.2f>

VI. SALARY ADJUSTMENT

Douglas County Human Resources publishes the Annual Pay Plan, which is accessible on DC.Net. Salary adjustments are based, in part, utilizing the Annual Pay Plan, the budgeted amount available within the annual merit pool, and supervisory input through performance evaluations. Executive Command Staff and more specifically the Undersheriff oversee and have final approval on all salary adjustments.

Commissioned members at the ranks of deputy and sergeant have their compensation

set within the Law Enforcement Tiers, which is published in the above-mentioned Annual Pay Plan. Every deputy hired or sergeant promoted is placed in the proper Law Enforcement Tier based on applicable years of service by the personnel coordinator and approved by the Undersheriff or designee.

Every salary adjustment is documented within the employment records of the member.

An overall ***Developing*** evaluation is NOT ***Needs Improvement.*** However, categories rated in ***Developing*** will only pertain to an employee who is in the first year of their position or assignment and/or still completing training. After that time, an employee who is performing at a level described as ***Developing*** should be categorized as overall ***Needs Improvement***.

An employee receiving an evaluation marked as overall ***Needs Improvement*** or on an active PIP may not receive a pay raise during the annual December merit increases or Law Enforcement Tier movement.

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

By Order of the Sheriff