

DOUGLAS COUNTY SHERIFF'S OFFICE		Policy and Procedure
Specific Personnel/ Administrative Policies		P&P-D-100
Employee Evaluations		
Effective Date: 02-22-23 Supersedes: 03-28-22	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 evaluations occur in the Talent Center, which is accessible from DCSONet, and if properly provisioned, from a smartphone.

II. EMPLOYEE MEASUREMENT DEFINITIONS

A. For all employees/members -

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. <LE35.1.1a><COM3.4.1>

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 35.1.1b><LE 35.1.2><COM 3.4.1b-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 also documented within the DCSO Talent Center.

1. **Special Evaluations:**

Note: 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>

a) ***Quarterly Probationary Evaluation.*** <LE 32.2.10> All personnel, including reserve deputies, are initially hired on probationary status for a prescribed period (see below). Members may be placed back on probationary status because of disciplinary action and be subject to the same conditions as probationary members when first hired. A promotion or demotion (a skill level change other than reclassification) will be cause for the employee to be placed on a one-year probationary period.

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. This is easily done by adding the additional supervisor as a co-planner within Talent Center. <LE 35.1.4><LE 35.1.5a><LE 35.1.5b><COM 3.4.1b-c><COM 3.4.2b>

- c) ***NOTICE Evaluation.*** When a member's performance falls into a Needs Improvement rating a *NOTICE Evaluation* should be completed. A *NOTICE Evaluation* is intended to make the member aware that their performance has dropped into or remains in the rating category which indicates that they are no longer meeting the requirements of their job and immediate improvement is required.

In most instances, a Performance Improvement Plan (PIP) is drafted within the Talent Center to provide guidance to the member receiving the *NOTICE Evaluation*. A *NOTICE Evaluation* may follow or be the result of an unsuccessful PIP. A *NOTICE Evaluation* and/or a PIP is not a required precursor to take disciplinary action of any kind against a member for violations of policy - including Unsatisfactory Performance. A *NOTICE Evaluation* should be completed when an employee is demoted (not by choice) and in this instance substitutes for a *Transfer Evaluation*.

Within the Talent Center, a supervisor can create a preset goal titled *Performance Notes*, which will remain open during the evaluation period and will automatically transfer all entered notes into the Annual Performance Evaluation. NOTE: Only document items in this preset goal are intended to appear in the member's official Annual Performance Evaluation.

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 35.1.7><COM3.4.1c><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. Each supervisor evaluation needs to have documented within the narrative portion that

as a supervisor they fairly and impartially evaluate their subordinates. <LE 35.1.8><COM 3.4.1c><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 Chain of Command, and the Command Staff in the Talent Center. <LE 35.1.5c><LE 35.1.5d><LE 35.1.5e><COM 3.4.1b-c><COM 3.4.2c-e>

IAU (Professional Standards) personnel conducted criminal background checks annually on all employees and reserve deputies. <115.17>

C. Probationary Employees <LE 32.2.10>

All newly probationary Sheriff's Office personnel (including volunteers) are required to be evaluated every Quarter.

New Hire – All new full-time and part-time employees shall be required to serve a probationary period of (1) year from the date of hire. An employee shall complete the probationary period on the day following the end of the period unless notified by the supervisor, manager, or appropriate COC level that the probationary period will be extended or that their employment is terminated.

Lateral Transfer and Demotion - All employees acquiring a new non-promotional position (lateral or demotion), will be required to serve a probationary period of (1) year from the date the employee begins the new position. An employee shall complete the probationary period on the day following the end of the period, unless notified by the supervisor, manager, or appropriate COC level that the probationary period will be extended, or that the employee will be returned to their prior position or transferred to another job for which they are qualified, or that their employment is terminated.

Promotions – All employees who are promoted shall be required to serve a probationary period of (1) year in the new job classification before being confirmed in the new appointment. An employee shall complete the probationary period on the day following the end of the period, unless notified by the supervisor, manager, or appropriate COC level that the probationary period will be extended, or that the employee will be returned to their prior position or transferred to another job for which they are qualified, or that their employment is terminated.

All 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. <LE35.1.1b><COM 3.4.1b-c>

IV. DISSEMINATION/FILING OF COMPLETED EVALUATION REPORTS

A. All evaluation reports will become a permanent part of the employee's Office
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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 the Talent Center and related systems. <LE 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. This copy is available to the employee in the Talent Center.

V. WRITTEN NOTIFICATION OF NEEDS IMPROVEMENT PERFORMANCE RATING

Written notification shall be provided to any employee whose performance is rated as *Needs Improvement* at any time during the rating period. Section (III) (1) (c) of this policy covers when and how to complete a *NOTICE Evaluation*. The *NOTICE Evaluation* shall be provided to the employee in the Talent Center at least 90 days before the annual evaluation if a *Needs Improvement* performance rating is present 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 re-mediate *Needs Improvement* performance. <LE 35.1.6><COM 3.4.4>

VI. 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 captain (or equivalent), through their Chain of Command, substantiating the basis for appeal. The Bureau Chief 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 or civilian manager who wants to contest the contents of their evaluation and the Sheriff shall be the appellate level for bureau 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>

VII. SALARY ADJUSTMENT

Douglas County Human Resources publishes the Annual Compensation Plan, which is accessible on DCNet. Salary adjustments are based, in part, utilizing the Annual Compensation 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 Compensation. 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 employee receiving an evaluation marked as overall ***Needs Improvement*** may not receive a pay raise during the annual December merit increases or Law Enforcement Tier movement. If most of any calendar year is deemed to be ***Needs Improvement***, the commissioned employee will not advance to the next Tier, or if civilian, the employee will not receive a salary increase.

An overall ***Developing*** evaluation is NOT ***Needs Improvement***. 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 ***Needs Improvement***.

A. Performance Improvement Plan (PIP)

Non-commissioned and commissioned employees currently on active Performance Improvement Plan (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 Performance Improvement Plan (PIP) is completed successfully.

By Order of the Sheriff