

SEMINOLE COUNTY SHERIFF'S OFFICE GENERAL ORDER	NUMBER: G - 33
	RESCINDS:
SUBJECT: Performance Review System	
EFFECTIVE: November 14, 1994	
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I. PURPOSE:

The Human Resources Division is responsible for administering a system providing for fair, objective, and equitable review and evaluation of the work performance and effectiveness of all Sheriff's Office employees.

II. SCOPE:

This directive provides an overview and introduction of the employee performance review system. Performance review training is provided to all newly promoted Supervisors, which can take place before their promotion (but which must occur within the first few months following their promotion). Training includes procedures for the use of the review forms, and the overall responsibilities of Supervisors who review employees.

III. GENERAL:

On at least an annual basis, the Human Resources Division will update, revise or amend the training as needed.

IV. OVERVIEW AND INTRODUCTION:

- A. The performance review system is designed to:
 - 1. Provide employees with feedback regarding a Supervisor's perception of their job performance,
 - 2. Assist an employee in realizing their highest potential, and
 - 3. Assist Supervisors in improving their operations and areas of responsibility.
- B. The primary purposes of the performance review system include:

1. Advising employees of their strengths and weaknesses in the performance of assigned duties,
 2. Serving as a basis for discussion as to how an employee might improve performance,
 3. Counseling employees on position duties and responsibilities and level of expected performance,
 4. Assisting in the determination of order of layoff or reinstatement,
 5. Providing a basis for employee counseling or training, and
 6. Providing a basis for demotion, transfer or termination.
- C. The forms used in the performance review system, and all subsequent criteria used to evaluate an employee, are designed to assess specific position functions and responsibilities.
- D. A narrative explanation is required for ratings given to an employee by a rating Supervisor when ratings indicate that improvement in job performance is needed or when the rating reflects that the employee exceeds standards.
- E. Supervisors who rate employees shall be evaluated in regard to the fairness and impartiality of review ratings given to their employees, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance review system. Supervisors who evaluate employees shall be rated by the next higher supervising authority.

V. REVIEW PERIODS:

Reviews measure an employee's performance over a specified time period. This review is conducted at the beginning of the review period. Supervisors ensure the due date and Evaluation Program title reflects the time period during which the named employee is rated.

A. Probationary:

Entry level employees and Reserve Deputy Sheriffs serving an initial probationary period will receive quarterly performance reviews at 3 months, 6 months, 9 months, and at 12 months of employment. After the review process, probationary reviews are submitted to the Human Resources Division for inclusion in the employee's personnel file. The division notifies the appropriate Chief or Captain/Director when reviews are due on probationary employees under their command.

NOTE: Daily Observation Reports completed by field trainers may be used instead of the 3, 6 or 9-month review depending on any training extensions or reserve status which allows 36 months to complete training.

B. Annual:

Full time, non-probationary, non-command staff employees are evaluated during their anniversary month. Members of the command staff are evaluated annually in September. Reserve Deputy Sheriffs' evaluations are completed on a calendar year schedule. Based on the overall rating (meets or above standards), and pursuant to budgetary restraints, employees may be eligible for consideration of a merit increase. Merit increases, if given, are distributed in October. The annual performance review reflects 12 months of continuous employment, and takes into account any action by employees to correct unsatisfactory performance.

NOTE: The responsibility for completing the annual evaluation falls with the employees' current Supervisor. However, if the employee has only been assigned to their current Supervisor for less than four (4) months, the employees' former Supervisor will complete the evaluation, unless transferred to a new job duty (refer to section D: Transfers)

C. Promotional:

Employees promoted to Supervisory positions are given 2 performance evaluations over the 6 months immediately following their actual promotion. Evaluations occur at 3 months and 6 months, and are completed by the Supervisor in the employee's immediate chain of command.

D. *Transfers:*

Employees transferred to a new job duty unrelated to their former job duty a 3, 6, 9 and 12 month Transfer Evaluation will be activated the month following their transfer to be completed by their new Supervisor. At the time of transfer an "End of Assignment" Evaluation will be activated for the former supervisor to complete. (Example: Communications transfers to Fiscal Services). If the evaluation period falls on the employee's Annual Evaluation date the End of Assignment or the Transfer Evaluation for that month will not be activated.

VI. PLACEMENT ON PERFORMANCE PROBATION (PERFORMANCE IMPROVEMENT PLAN):

- A. A performance review may be conducted at any time when, in the opinion of the immediate Supervisor, an employee's performance has deviated from acceptable standards. Said review may be a basis for requesting that an employee be given remedial training, or such other action as may be deemed appropriate by the employee's Chief. Said review may be a determining factor in termination or other disciplinary proceedings.
- B. When a non-probationary employee's performance falls below acceptable standards, the rating Supervisor may complete a Performance Improvement Plan (PIP) using the established evaluation program that can be activated by Human Resources. As an alternative to preparing a formal performance review, the Supervisor may prepare a counseling memorandum or disciplinary action to the employee outlining the areas of concern including specific examples of work deficiencies. The PIP, counseling memorandum, or disciplinary action should advise the employee that a revaluation for the deficient areas may occur at 30, 60 and/or 90 day-increments. Every effort will be made to inform employees of substandard performance at least 90 days prior to their annual performance evaluation.

VII. PROCEDURES (NON-COMMAND STAFF):

- A. The Sheriff's Office uses the NEOGOV Perform software to conduct performance evaluations. NEOGOV Perform is an on-line program that Supervisors use when conducting evaluations of their subordinates.
- B. NEOGOV Perform assists rating Supervisors in identifying employee strengths and weaknesses, develop performance expectations/improvement plans (development plans), and generate reports describing how the employees are performing and rating criteria. The information contained within this software is updated as necessary by the Director of the Human Resources Division, who has the authority to make necessary changes in job descriptions and other performance criteria. The Human Resources Director also has the authority to make necessary changes in job descriptions and other performance criteria.
- C. Rating Supervisors must have a clear understanding of the performance standards for which an employee in that job classification is expected to be responsible.
- D. *Performance Standards:*
Evaluations are for overall performance of the employee and should provide the employee with a clear understanding of what is required to obtain improved job performance.
1. *Job Knowledge:*
This applies to both the rater and the employee. The employee must know his/her duties and responsibilities and have clearly identified goals and objectives.
 2. *Performance Standards:*
Realistic standards must be established in terms of both quality and quantity of work. Supervisors and their employees should understand what is considered satisfactory performance for the job. Supervisors are cautioned to not use the performance of their best worker to establish satisfactory standards.

3. *Knowledge of Employee:*
To be effective, raters must have knowledge of their employees and what job related special abilities or limitations they may have.
4. *Goals:*
Raters must know what the objectives of the job are in relation to the work, program, or operations. Both short and long-term goals and the employee's role in achieving these goals should be considered.

E. *Measurement Definitions:*

1. Performance Ratings:
 - a. 3 = Above Standards
 - b. 2 = Meets Standards
 - c. 1 = Below Standards
 - d. N/A = Not Applicable/Evaluated (N/A)
2. *Above Standards:*
An employee's rating demonstrates very effective levels of performance and routinely performs the task or proficiency with limited supervisor or assistance. Employee both demonstrates and exceeds in the ability to lead others in the performance of the task or proficiency.
3. *Meets Standards:*
An employee demonstrates a satisfactory and expected level of performance. Performance meets the job requirements and standards but does not exceed them consistently enough to warrant a higher rating.
4. *Below Standards:*
An employee does not consistently meet job requirements. Improvement is necessary to reach the expected performance level and the supervisor should consider coaching sessions to enhance the employee's performance. Additionally, the employee may not meet the minimally acceptable standards of performance. Immediate improvement in this area is required; or disciplinary action, up to and including termination could result.
5. *Not Applicable/Evaluated:*
Not observed or does not pertain to job description.

F. An employee's performance review is prepared and signed by the employee's rating Supervisor and reviewed by higher levels of supervision up to and/or including the employee's Captain or Director. The higher level of authority reviewing the performance review evaluates the ratings given to an employee, and has authority to change a rating or add comments. The higher authority can deny the evaluation for any additions or changes to the review prior to adding their signature.

G. The rating Supervisor shall discuss all performance reviews with the affected employee in a review interview, only after first obtaining the employee's second level Supervisor concurrence on the review. The Supervisor will counsel the rated employee in at least the following areas:

1. The results of the performance review,
2. The criteria used to rate the employee in the review,
3. The level of performance expected, rating criteria or goals for future rating periods,
4. Career counseling relative to such topics as advancement, specialization, or training appropriate

for the employee's position, and

5. In all areas of an employee's evaluation that have a "Below Standards" rating, the Supervisor will provide a written performance plan for the employee that will include goals for the employee to improve the rating and the expected time frame for improvement.
- H. Employees are given opportunity to add comments to the review form in the area designated for employee comments and signature, regardless of their intent to appeal the review.
- I. Employees will sign the review though NEOGOV Perform indicating they have read it. An employee's signature is to acknowledge receipt of the evaluation not agreement of the evaluation. The rating supervisor will advise the employee where to access a copy of the evaluation via their NEOGOV. An employee's refusal to sign the review will be so indicated by the supervisor in the employee signature block. The supervisor will also be notified and the evaluation will be noted if the refuse to sign feature is selected by the employee.
- J. Reviews are maintained as a permanent record in an employee's personnel file by the Human Resources Division. Completed evaluations are also continuously available to employees via their NEOGOV account.

VIII. PROCEDURES (COMMAND STAFF)

- A. Employees holding the rank classification of Captain/Director and above are considered the Sheriff's appointed Command Staff. Members of the Command Staff serve in appointed positions and as such their performance is informally evaluated on a daily basis.
- B. Members of the Command Staff will be evaluated using the Command Staff Evaluation Program.
- C. Command staff will be evaluated on an annual basis.
- D. Comments for each rating category may be provided by the reviewing supervisor in the comments box.
- E. The Command Staff Evaluation Program will be reviewed and signed by the rater's supervisor.
- F. The member of the Command Staff being evaluated will be given the opportunity to sign and document comments to supplement the completed Command Staff Evaluation.
- G. A copy of the completed Command Staff Evaluation will be accessible through the member's NEOGOV Perform dashboard.
- H. The completed Command Staff Evaluation will be maintained as a permanent record in the employee's personnel file.
- I. Measurement Definitions:
 1. Performance Ratings:
 - a. Satisfactory performance
 - b. Unsatisfactory performance
 2. Satisfactory Performance:
An employee demonstrates a satisfactory and expected level of performance.
 3. Unsatisfactory performance:

An employee does not demonstrate satisfactory and expected level of performance and needs improvement.

IX. PERFORMANCE REVIEW APPEALS:

- A. Employees who have completed the probationary period and have been granted Civil Service status may appeal a performance review.
- B. Appeal rights may be exercised by employees within ten calendar days of receiving their copy of the performance review.
- C. Appeals are made via a memorandum directed to the Chief of Staff, and must contain at least the following elements:
 - 1. Specific areas of disagreement,
 - 2. Statement as to why the employee believes the performance review does not accurately reflect their performance for the review period, and
 - 3. Specific area of the performance review that should be changed.
- D. The Chief of Staff will forward the appeal request to the employee's Department Chief within two days. If the employee falls under the chain of command of the Chief of Staff, then the Chief of Staff will follow the procedures outlined in paragraph E below.
- E. The Chief hearing the appeal has ten days after receipt of the employee's appeal in which to meet with the affected employee to discuss the performance review. After the meeting, the Chief has ten calendar days to change the performance review or uphold the review as originally prepared. The Chief will notify the employee of their decision via written memorandum.
- F. The decision of a Chief is final, and no other appeal options are available to the employee.
- G. The Chief of Staff is responsible to provide the Human Resources Division a copy of the memorandum that was given to the employee.