

Policy Number: 07-001

# Lucas County Sheriff's Office Policy and Procedure



Approved by Sheriff:

*Michael J. Navarre*

Sheriff Michael J. Navarre

DATE FOR REVIEW:

Pages:

4

SECTION: PERSONNEL

## EVALUATION OF EMPLOYEES

### I. PURPOSE

The Agency's evaluation system is designed to record work performance for both the Agency and the employee, providing recognition for good work and developing a guide for improvement.

### II. POLICY

The Lucas County Sheriff's Office utilizes a performance evaluation report to measure performance and to use as a factor in making personnel decisions that relate to merit increases, promotion, reassignment, discipline, demotion, and termination. The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.

The Agency evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

### III. EVALUATION PROCESS

Evaluation reports will cover a specific period of time and should be based on documented performance during that period. Evaluation reports will be completed by each employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for his/her input.

All sworn and civilian supervisory personnel shall attend an approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisory appointment.

Each supervisor should discuss the tasks of the position, standards of performance expected and the evaluation criteria with each employee at the beginning of the rating period. Supervisors should document this discussion in the prescribed manner.

Assessment of an employee’s job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise.

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the annual evaluation period.

Employees who disagree with their evaluation and who desire to provide a formal response or a rebuttal may do so in writing in the prescribed format and time period.

**IV. EVALUATION FREQUENCY**

Employees are evaluated based on the following chart:

<b>Position</b>	<b>Evaluated Every Month</b>	<b>Evaluated Yearly</b>	<b>Length of Probation</b>
<b>Probationary Sworn Employees</b>	<b>X</b>		<b>1 Year</b>
<b>Non-Probationary Sworn Employees</b>		<b>X</b>	
<b>Probationary Civilian Employees</b>	<b>X</b>		<b>1 Year</b>
<b>Non-Probationary, Civilian Employees</b>		<b>X</b>	

**A. AUXILIARY AND RESERVE DEPUTIES’ EVALUATIONS**

Auxiliary and reserve deputy evaluations are covered in the Reserve and Auxiliary Deputies Policy.

**B. VOLUNTEER EVALUATIONS**

Volunteer evaluations are covered in the Volunteers Policy.

## V. FULL-TIME PROBATIONARY PERSONNEL

Personnel must successfully complete the probationary period before being eligible for certification as regular employees. An evaluation will be completed monthly for all full-time civilian personnel during the probationary period. Probationary sworn personnel are evaluated daily, weekly and monthly during the probationary period.

## VI. FULL-TIME REGULAR STATUS PERSONNEL

Regular employees are subject to three types of performance evaluations:

**Regular** - An employee performance evaluation shall be completed once each year by the employee's immediate supervisor on or near the anniversary of the employee's date of hire, except for employees who have been promoted, in which case an employee performance evaluation shall be completed on the anniversary of the employee's date of last promotion.

**Transfer** - If an employee is transferred from one assignment to another in the middle of an evaluation period and less than six months have transpired since the transfer, an evaluation shall be completed by the current supervisor with input from the previous supervisor.

**Special** - A special evaluation may be completed anytime the rater or the rater's supervisor determines one is necessary due to employee performance that is deemed less than standard. Generally, the special evaluation will be the tool used to demonstrate those areas of performance deemed less than standard when follow-up action is planned (e.g., action plan, remedial training, retraining). The evaluation form and the attached documentation shall be submitted as one package.

### A. RATINGS

The definition of each rating category is as follows:

**Outstanding** - Actual performance that is well beyond that required for the position. It is exceptional performance, definitely superior or extraordinary.

**Exceeds standards** - Represents performance that is better than expected of a fully competent employee. It is superior to what is expected but is not of such rare nature to warrant outstanding.

**Meets standards** - Performance of a fully competent employee. It means satisfactory performance that meets the standards required of the position.

**Needs improvement** - A level of performance less than that expected of a fully competent employee and less than the standards required of the position. A needs-improvement rating must be thoroughly discussed with the employee.

**Unsatisfactory** - Performance is inferior to the standards required of the position. It is very inadequate or undesirable performance that cannot be tolerated.

Space for written comments is provided at the end of the evaluation in the rater comments

section. This section allows the rater to document the employee's strengths, weaknesses and suggestions for improvement. Any rating under any job dimension marked unsatisfactory or outstanding shall be substantiated in the rater comments section.

**VII. EVALUATION INTERVIEW**

When the supervisor has completed the preliminary evaluation, arrangements shall be made for a private discussion of the evaluation with the employee. The supervisor should discuss the results of the recently completed rating period and clarify any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Areas needing improvement and goals for reaching the expected level of performance should be identified and discussed. The supervisor should also provide relevant counseling regarding advancement, specialty positions and training opportunities. The supervisor and employee will sign and date the evaluation. Employees may also write comments in the employee comments section of the performance evaluation report.

**VIII. EVALUATION REVIEW**

After the supervisor finishes the discussion with the employee, the signed performance evaluation is forwarded to the Major. The Major shall review the evaluation for fairness, impartiality, uniformity and consistency. The Major shall use the quality of performance ratings prepared as a factor to evaluate the supervisor.

**IX. EVALUATION DISTRIBUTION**

The original performance evaluation shall be maintained in the employee's personnel file in the office of the Sheriff for the employee's tenure. A copy will be given to the employee and a copy will be forwarded to County Personnel Department.