

CHAPTER TEN
PERFORMANCE EVALUATIONS

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CHAPTER TEN PERFORMANCE EVALUATIONS

I. PURPOSE

The purpose of this directive is to establish guidelines for assessing the job performance of Sheriff's personnel.

II. DISCUSSION

This directive shall apply to all Sheriff's Office personnel, to include Reserve Deputies. An accurate system of evaluation is of paramount importance to individual personnel and the Sheriff's Office in providing an objective and fair means for measurement and recognition of individual performance and specific needs. **All or a part of the performance evaluation procedure may be superceded by a collective bargaining agreement entered into between the Sheriff and a recognized collective bargaining unit.** The objectives of the performance evaluation system are to:

1. Allow fair and impartial personnel decisions;
2. Maintain and improve performance;
3. Provide a medium for personnel counseling;
4. Facilitate proper decisions regarding Members under intensive evaluation;
5. Provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines; and
6. Identify training needs.

III. POLICY AND PROCEDURE

- A. Each member shall be evaluated at least once annually for the previous twelve months by their immediate supervisor, unless such Member is on intensive evaluation. In such case, Members on intensive evaluation shall be rated and evaluated bimonthly.
- B. The criteria used for the performance evaluation shall be specific to the position occupied by the Member and shall be based solely on the performance during the rating period. At the beginning of each rating period, each Member shall be informed concerning:
 1. The tasks of the position occupied;
 2. The level of performance expected;
 3. The evaluation of the rating criteria.
- C. Each member's performance evaluation shall be documented, reviewed, and signed by the rater's supervisor.
- D. Each member shall be given the opportunity to sign the completed performance evaluation report to indicate the Member has read such evaluation. Should there be a discrepancy in the evaluation the member shall advise their Sector Commander or Director. Each member shall receive a copy of their performance evaluation. (Members wishing to appeal their performance evaluation need to refer to Chapter 14.)

(revised on 7-2-01)

The Commander or Director shall take appropriate action and investigate any allegations of rater misconduct or prejudice.

E. Performance evaluations will be retained in conformity of the State Records Retention.

F. Responsibility of the Rater

1. The rater shall be trained to evaluate personnel and in the preparation of evaluation reports.
2. The rater shall insure that the individual's evaluation is based only on performance during the time period covered by the current rating period.
3. The rater shall be judicious on behalf of the Office but fair, impartial, and open-minded to the individual being rated.
4. The rater shall meet the required time frames to facilitate timely submission of the evaluation.
5. The rater shall evaluate the individual using the following criteria:
 - a. Fulfillment of the duties and responsibilities of the individuals position;
 - b. Daily work production and work quality;
 - c. Statistical comparison with other personnel where possible;
 - d. Rater's observations of the individual's dress, demeanor, attitude, cooperation, and condition of equipment.
6. **Above standard and below standard performance rating documentation criteria: The rater shall complete the performance evaluation, utilizing the following criteria:**
 - a. **Above Standard Ratings: A rater shall support, by comment, each rating of above standard on the member's performance evaluation. An above standard performance rating requires approved documentation completed by the rater or other ranking member which has been compiled throughout the rating cycle. All above standard ratings shall be documented to support this rating.**
 - b. **Below Standard Ratings : A rater shall support, by comment and when applicable previously produced approved documentation, , i.e., Career Counseling Report, Letter of Reprimand, or other formal disciplinary action, completed by the rater or other ranking member compiled throughout the rating cycle, for each performance rating of below standard on the member's performance evaluation.**

G. In completing the individual's performance evaluations, the rater shall:

1. Inspect the individual's Florida Driver License to determine if it is current (Road Patrol & Transportation).
2. Inspect Office issued equipment to include manuals, weapons, and assigned vehicle.

(revised on 5-14-01)

3. Review notes, memorandums, and the personnel service record regarding behavior for the period being rated.
4. For those individuals receiving a substandard or unsatisfactory evaluation, the rater shall submit a special evaluation report every month for a six (6) month period. At the conclusion of six (6) months, the individual shall be informed, in writing, that work performance has improved to the extent that observation is discontinued, that observation shall be continued for an additional ninety (90) days because of improvement short of meeting Office standards, or that the report shall be forwarded to the Sheriff for final disposition.

H. Whenever the performance of any Member is deemed unsatisfactory, notification in writing shall be given at least ninety (90) days prior to the end of the reporting period. Explanatory comments shall accompany the notification.

I. Responsibility of the Reviewer (Rater's Supervisor)

1. Upon receipt, the reviewer shall check the performance evaluation for completeness, initial the report above the rater's signature and return it to the rater with instructions to discuss the evaluation with the individual and allow for comment or attachments.
2. Upon receipt of a performance evaluation that is rated outstanding or unsatisfactory, the reviewer shall check the evaluation for completeness, insure explanatory comments are included, initial the report above the rater's signature and forwarded it to the Sector Commander or Director for review and recommendation.
3. The reviewer shall evaluate raters regarding the fairness and impartiality of ratings given, their participation in counseling, and guidance for rated individuals and their ability to carry out the rater's role in the performance evaluation system. The supervisor shall insure that the rater applies ratings uniformly.
4. If the evaluation is contested, the reviewer shall supplement the evaluation documenting findings.

J. Responsibility of the Individual Rated

1. In an interview between the rater and Member, each evaluation report of an individual's performance shall be read received, and acknowledged by the signature of the individual. The signature shall indicate only that the individual has read the report and shall not imply agreement or disagreement with the content. If the individual refuses to sign the evaluation report, the rater shall note the refusal and record the reason given.
2. After the rater has discussed the evaluation with the individual, the rated individual may submit comments in the form of a memorandum to the Sector Commander or Director for review.

K. Evaluation Results and Utilization - Annual Evaluations shall be used to:

1. Determine individual training needs that have not been met;
2. Assess the strong points of the individual for possible future duty assignments;
3. Aid supervisors in conjunction with other evaluation for promotional consideration;
4. Determine suitability and effectiveness in present assignment; and

5. Assess ability for assuming added responsibility;

6. To assist the employee with career development needs;

7. Merit increases.

L. There shall be an Annual Review and Inspection of the evaluation by Inspection Services.

M. The performance evaluation system manual shall be issued to all supervisory personnel and is available for review by any member, in the Human Resources Division.

(revised on 1-16-02)