



Is the way organizations engage with their employees to evaluate their efforts and contribution to the Sheriff's Department. It's a way of assessing strengths and identifying any weaknessesbut more importantly, finding ways to work on these areas to allow employees to grow and develop.





Objectives

- Probationary Period
- **©** Employee Performance Evaluations
- **OAddressing Performance**
- **OPerformance Improvement Plan**



The Probationary period is a key step in determining whether a new employee can do the job or not.

As a supervisor it's your job to TRAIN, PREPARE and EVALUATE a probationary employee.



Probationary Period

Training

- Increases productivity
- Increases employee confidence
- Improves their job skills to become effective in the workplace

Prepare

- Providing tools to complete their job
- set SMART goals and strive to achieve them

Evaluate

Work Quality

- One on One
- Monthly Review
- Mid Probation
- Final Probation



Did the employee pass Probation? YES or NO



Non-Retention Process

Were job expectations provided to the employee?
Was proper training provided to the employee?
Were monthlies completed on time?
Was feedback provided to employee?
Were all required training completed on time?

Did you as a supervisor provide all resources and tools to complete the job requirement?

Did you do enough for employee to succeed?



Non-Retention Process

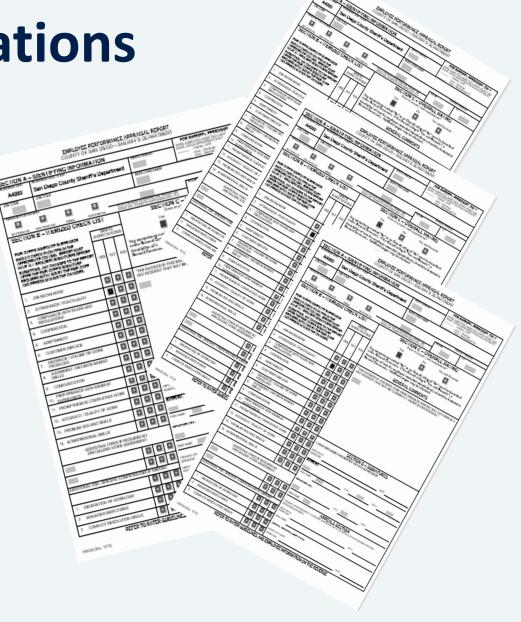
What's Next?
Who do you call/inform?
What documents are required to move forward?



Employee Performance Evaluations

The purpose of the Employee Performance Evaluation is to make sure that employees are meeting the standard set forth for the position they were hired for.

In order to manage performance an employee must know what is expected of them in their position.





Measure Performance to a Rating Factor

- Job Knowledge
- Attendance
- Customer Service
- Communication
- Accuracy/Quality of work

EMPLOYEE PERFORMANCE APPRAISAL REPORT COUNTY OF SAN DIEGO – SHERIFF'S DEPARTMENT												
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4. COOPERATION												
5. ADAPTABILITY												
6. CUSTOMER SERVICE												
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9. COMMUNICATION												
10. PERFORMANCE WITH MINIMUM SUPERVISION				SECTION D - SIGNATURES I HAVE DISCUSSED THIS REPORT WITH MY SUPERMISOR								
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Type of Employee Performance Evaluation

Monthly Review

Mid Probation

Final Probation

Annual Evaluation

Supplemental Evaluation

Timelines

Supervisors receives 45 days in advance Supervisor must issue within 30 calendar days

after end of rating period

Employee has 5 calendar days to review & sign



Guidelines

- Know when the evaluation is due
- Gather all documentation
 - Station file
 - Log Events/MODs
 - Emails/Kudos
- Solicit input from employee
- Review assignments, achievements, and/or trainings taken
- Review status of previous goals
 - Were they met?
 - Were they not met?



What if employee has an IA /Leave of Absence

Employee has a current IA investigation

The appraisal should not address any IA information

Employee had a sustained IA investigation

Supervisor can indicate:

"Employee had a sustained IA for Policy Section XX and receive a..... On DATE"

Employee is on a leave of absence

Supervisor can indicate:

"Employee was on approved leave of absence from DATE to DATE"

Employee is on limited duty

Supervisor can indicate:

"Employee was on approved limited duty from DATE to DATE. While on limited duty they performed...."

What IF the Employee...





Addressing Performance

Consider taking these steps to manage poor performance within your team:

- Establish the issue
- Address the issue immediately
- Document the process
- Ask questions
- Encourage accountability
- Recognize the person's strengths
- Provide honest feedback



Addressing Performance

- Stick to the facts and underline expectations
- Emphasize behavior
- Align records of past performance
- Describe proof of misconduct
- Identify and present consequences



Performance Improvement Plans (PIP)

- The PIP is not appropriate when department or agency rules have been violated that warrant immediate corrective action.
- The PIP is not appropriate as an alternative to the accommodation of disabilityrelated work restrictions.
- The PIP is not appropriate when an issue only occurs sporadically.
- The PIP is not appropriate for most attendance issues.





Performance Improvement Plans (PIP)

Cite the standards and how the employee failed to meet them.

State how the employee can improve performance. Specific expectations and how the employee can attain them must be included.

Supervisory Guidance and Assistance is essential.

One on One weekly/bi-weekly meetings

Time Frames and Consequences: Critical benchmarks must be included in writing. The beginning of the PIP, when the supervisor will meet with employee and length of PIP (30,60,90 days)

Performance Management Goal

Employee - knows exactly where he or she stands in relation to achieving goals and reaching performance milestones that contribute to career development, promotions and more.

Supervisor - gains insights into the motivations of the people working for him/her through the required conversations.

Department - retains motivated employees who understand their role and the roles of others in contributing to the overall success of the organization.