

PERFORMANCE MANAGEMENT



PERFORMANCE APPRAISALS



Agenda

- **Policy and Procedures**
- **Types Appraisal and Process**
- **Timelines /Extensions/Guidelines**
- **Writing the Performance Appraisal**
- **Electronic Appraisal Submission**
- **PIP**

RULES

POLICIES

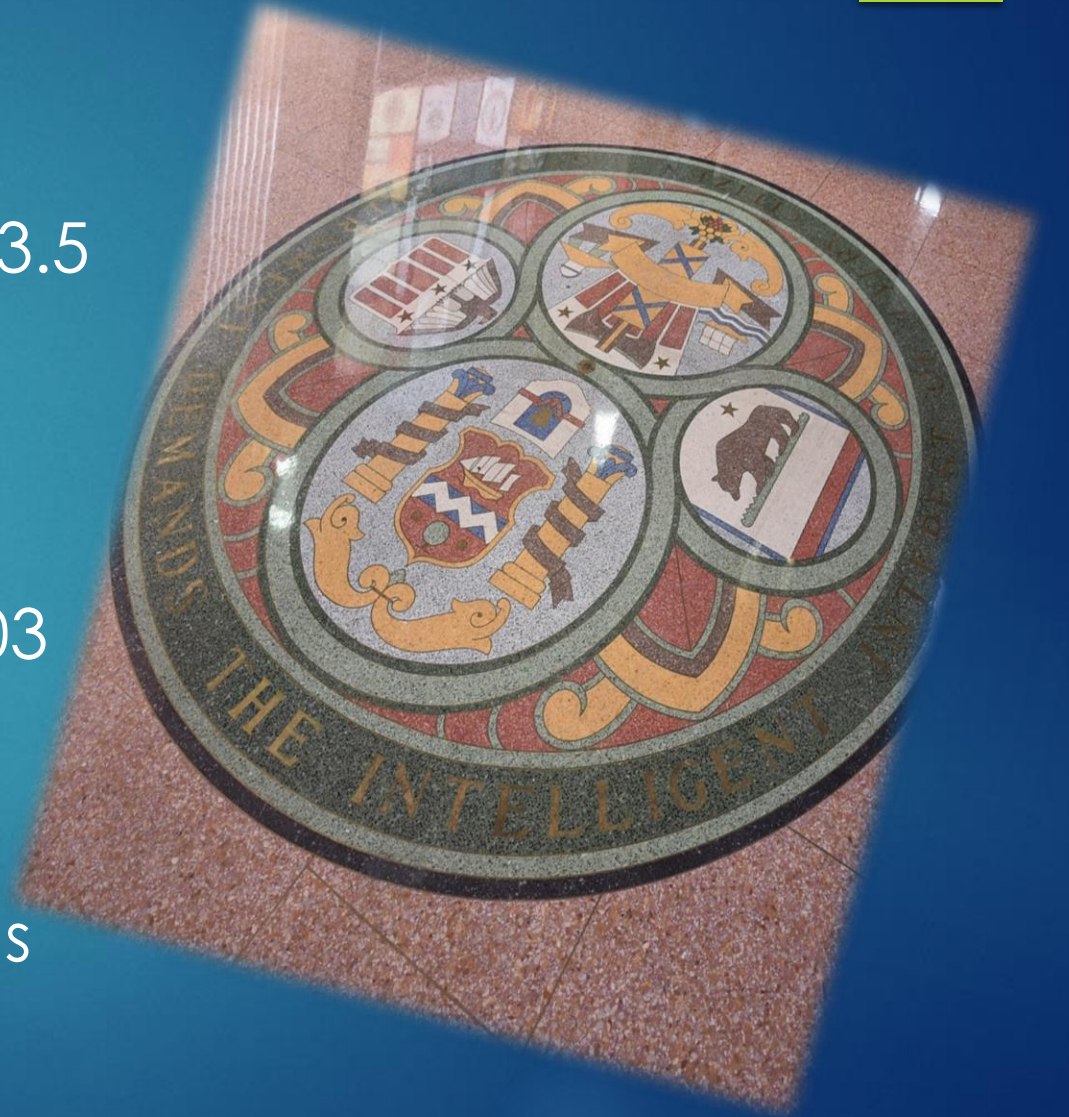
COMPLIANCE

LAWS



Performance Appraisals

- ▶ Sheriff's Policy and Procedure 3.5
Employee Performance
Appraisal
- ▶ DHR Policy and Procedure 1003
and Civil Service Rule V
- ▶ Timely Performance appraisals



Types of Appraisals

While Employee is on Probation

- ▶ Monthly
- ▶ Mid Probation
- ▶ Final Probation

Employee has passed Probation

- ▶ Annual
- ▶ Supplemental



Probationary Period Basics

- Evaluate if Employee is Fully Qualified to do the Job.
- Provide Proper Training/Job shadowing
- Regularly Meet with Employee about their Performance
- Document

Appraisal key points

- All Probationary Employees receive monthly appraisals
- Ongoing Communication between the Supervisor and Employee
- Address any Good and Bad Performance
- Supervisors Responsibility to Track Due Date.

Probationary Extension Basics

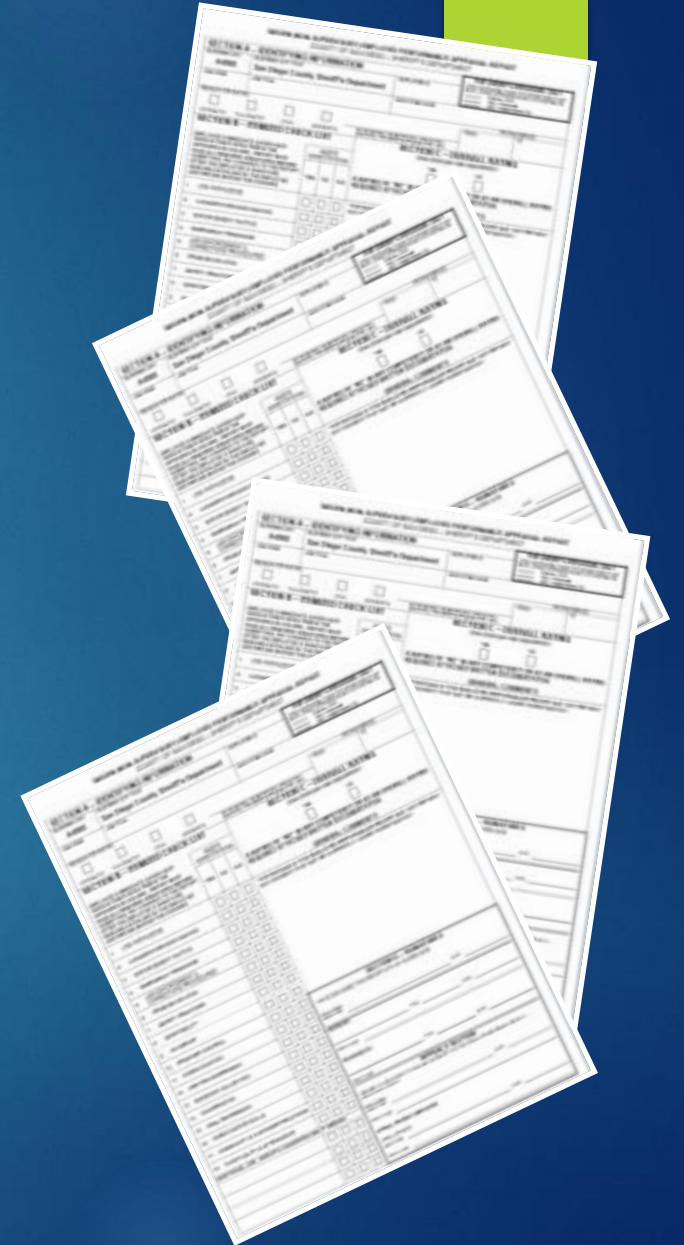
- ▶ Absences or Limited Duty
- ▶ BEFORE the end of the Final Rating Period.
- ▶ Only Final Probation is Extended
- ▶ Contact - Sworn- Career Path Sergeant Contact
 - Professional - DHRO

Performance Appraisals While on leave or light duty

- ▶ Original supervisor is responsible for completing the appraisal, but should ask the TAD supervisor for input.
- ▶ **Appraisal Statement: "Employee was on approved leave/ Limited Duty from DATE to DATE."**
- ▶ Medical information should never be documented on a Performance Appraisal form
- ▶ The reason for the leave or limited duty is not included.

Supplemental Performance Appraisal

- Has Significant Performance Changes
- Transfers, Terminates, Promotes or Retires
- Has not received a Performance Appraisal for the Regular Cycle



Non-Retention / Failure of Probation

- ▶ Significant Unresolvable Performance Issues
- ▶ Multiple Discussions with Employee
- ▶ Documentation
- ▶ Discuss with Command / Employee Relations

Supervisor's Responsibilities

- ❖ Supervisor receives Appraisal 45 days in Advance
- ❖ If you have not received the appropriate contact the Personnel Performance Management

<https://ssp.sdsheriff.com/HRB/Personnel/Employee%20Performance%20Measurement/default.aspx>

- ❖ **Tip: Add a Calendar Appointment for a reminder for all your Staff's Appraisals**

Appraisal Timelines

**30
Calendar
Days**

Supervisor Must
Issue 30
Calendar Days
After End of
Rating Period

**5
Calendar
Days**

Employee
Review/Sig
n the
Performan
ce
Appraisal

**Really
25
Days**

Employee
Can Sign

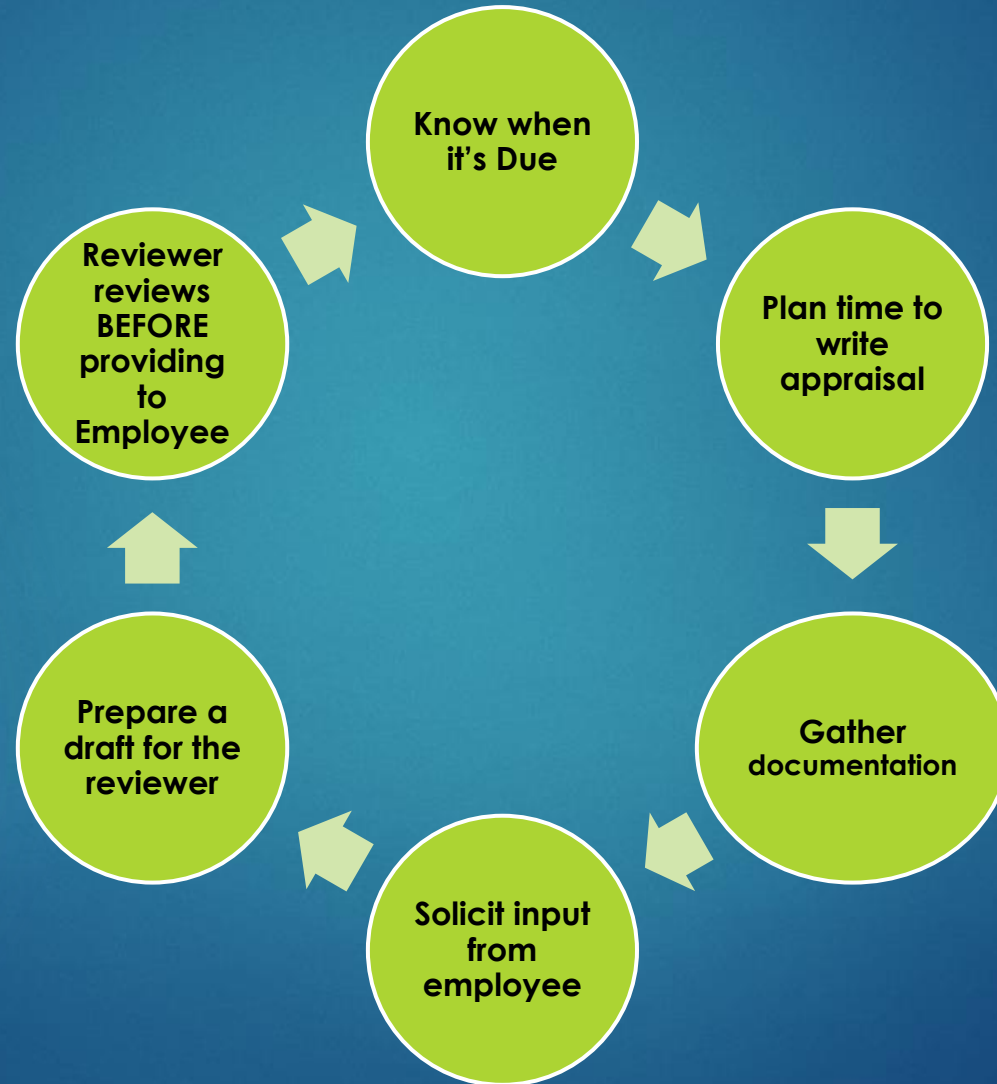
Don't Miss the

DEADLINE!

A close-up photograph of a blue book with the word "GUIDELINES" printed in white on its spine. A red bookmark is visible at the bottom of the book. The book is set against a light blue background. A thin blue border surrounds the image, and a small lime green rectangle is located in the top right corner.

GUIDELINES

GUIDELINES



Writing the Performance Appraisal



Review Documentation

- ▶ Review the Station File for the Rating Period
- ▶ Ask for previous Supervisor for Feedback .
- ▶ Gather all Log Events
- ▶ Review assignments, achievements, training, and documentation
 - ▶ Was all required training completed on time?
 - ▶ Review the status of previous goals, if the goal was completed, or not completed, why?

Writing the Performance Appraisal

- ▶ Performance based on rating period
- ▶ Entire rating period, not just the last couple of months
- ▶ Supporting documentation
- ▶ Halo and Horn effect



Tip: Writing the Draft

- ▶ NO Surprises to the Employee.
- ▶ Be sure that any need improvement categories were:
 - ▶ Discussed with the employee
 - ▶ Documentation that justifies the need for improvement
 - ▶ Rate appropriate
- ▶ **Tip:** Consult with HR if there are any questions.

DO NOT INCLUDE



- ▶ Personal Opinion
- ▶ Personal Information
- ▶ (Race, Disability, Age, Sex, Religion, etc)
- ▶ Medical Information
- ▶ Past Performance

IA Investigation

ACTIVE IA

- ❖ **Situation:** Employee has a current IA investigation.
- ❖ **Supervisor Responsibility:** The Appraisal forms should not address an IA investigation until completed.

❖ Sustained Completed IA

- ❖ **Situation:** Employee had a sustained IA.
- ❖ **Supervisor Responsibility:** The supervisor can indicate:
- ❖ " Employee had a sustained IA for Policy Section ### and received a....."



Supervisory Responsibility:

- ✓ Create a draft
- ✓ Review proposed appraisal with the reviewer
- ✓ Finalize the appraisal.
- ✓ Provide the finalized appraisal to the employee within 30 days of the end of the rating period.

▶ **IMPORTANT: The employee has 5 days to consider the Evaluation.**

WHAT HAPPENS NEXT



Employee Signs

- ▶ Employee electronically signs the appraisal and sends to rater.
- ▶ Rater electronically signs the appraisal and sends to the Reviewer
- ▶ Reviewer signs the appraisal. Sends the electronic appraisal via email to Personnel.



Employee Refuses to Sign

- ▶ Rater writes, "Employee refuses to sign" on the employee signature block.
- ▶ Rater and Reviewer sign the appraisal.
- ▶ Rater scans and sends the electronic appraisal via email to Personnel, employee and supervisor.
- ▶ The hard copy can be mailed to Personnel.



Employee Wants to Appeal

- ✓ Employee electronically signs the appraisal in the "Appeal" section and emails the signed appraisal to the rater.
- ✓ Rater electronically Signs the Appraisal, emails the Reviewer and Copies the Employee.
- ✓ Reviewer signs the Appraisal and Sends to Personnel, Employee and Supervisor.
- ✓ Personnel provides the Appraisal to the Appeals Coordinator to start the Appeal Process.

Employee Wants to Write a Rebuttal

- POBR, Department Policy and SEIU MOA provide for the ability for an employee to write a rebuttal
- Employee provides the written rebuttal to the Rater
- Rater reviews the rebuttal and addresses the items in the rebuttal.



Employee Wants to Seal the Appraisal

Civil Service Rule V - Employees requests the Civil Service Commission to seal their appraisal.

Civil Service Commission decides if it should be sealed

Refer any questions the employee may have to Employee Relations.



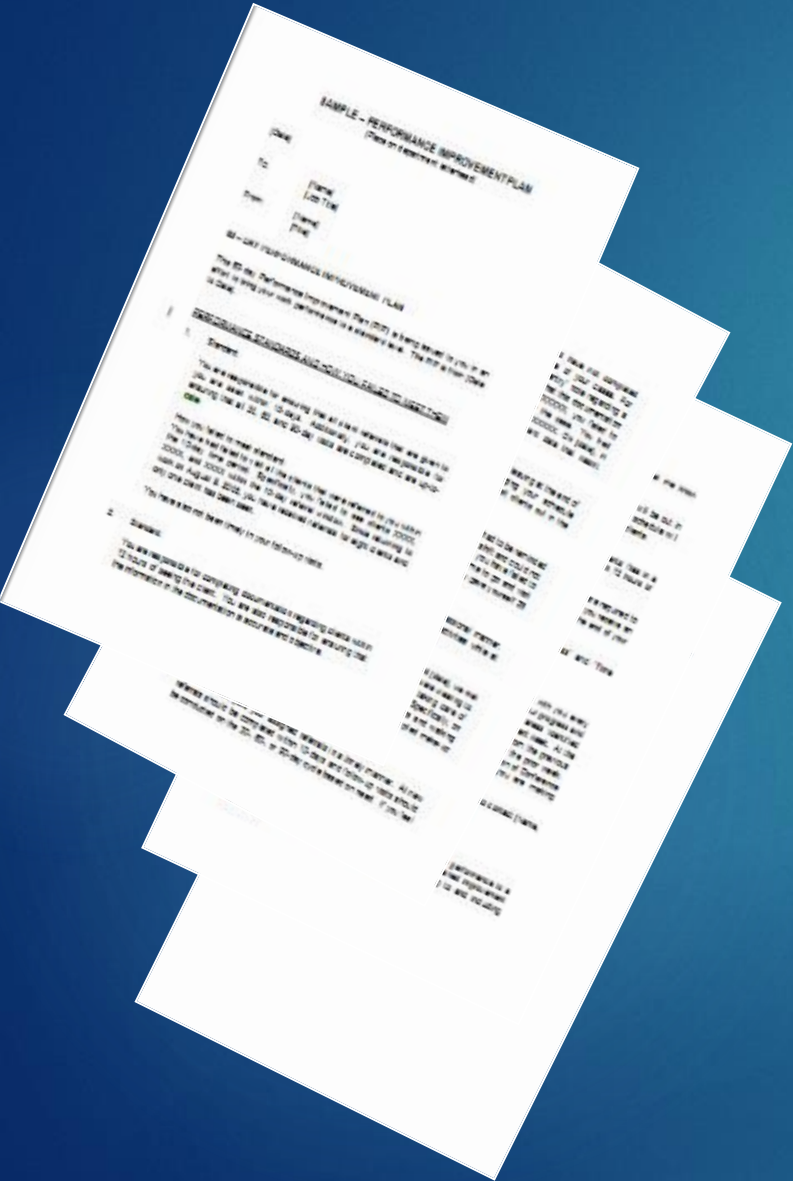
Electronic Performance Appraisals



- ▶ Send electronic copy to performance.reviews@sdsheriff.org
- ▶ Use the following format to title EPRs: last name, first name_PeopleSoft ID
(ex: Doe, Jane_012345)

Performance Improve Plans

Performance Improve Plans



- Understand the Purpose of a PIP
- Appropriate Use of a PIP
- Inappropriate Use of a PIP
- PIP Preparation
- What to Include in a PIP
- Next Steps

Understanding the Purpose of a PIP

- ▶ The purpose of the Performance Improvement Plan (PIP) is an effort to bring an employee's work performance to a standard level.
- ▶ When a chronic work habit or an ongoing performance problem is observed or identified and attempts at remedying the problem by either oral or written communication from the supervisor **have not been successful**, a PIP would be appropriate.

Examples

- Continuous errors
- Behind on case load
- Not completing job duties as assigned

What Resources are available?



- ▶ [The Performance Appraisal Process - A Guide for Supervisors.pdf \(sharepoint.com\)](#)



QUESTIONS

ANSWERS