

The background of the slide features a close-up, slightly blurred view of the official seal of the San Diego County Sheriff's Department. The seal is circular and contains a central figure of a grizzly bear. The words "SAN DIEGO COUNTY SHERIFF'S DEPT." are inscribed around the perimeter of the seal in a blue, sans-serif font. The overall color palette is dominated by the blue and brown tones of the seal, with a soft, out-of-focus background.

PERFORMANCE MANAGEMENT

Maria-Elena Davidson



PERFORMANCE MANAGEMENT

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 weaknesses- but more importantly, finding ways to work on these areas to allow employees to grow and develop.

Objectives

- Probationary Period
- Employee Performance Review
- Performance Improvement Plan
- Grievance

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

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

- Monthly Appraisals
- Mid Probation
- Final Probation

Probationary Extensions

Only the Final Probationary review is extended.

- **FML or Limited Duty**
- **Employees with 6th month Probationary Period**

Contact:

- **Sworn: Career Path Sgt.**
- **Professional Staff: DHRO**



Did the employee pass Probation? YES or NO

Non-Retention/Failure on Probation

- **Significant Unresolved Performance Issues**
- **Multiple Discussion with Employee**
- **Documentation**
 - **What documents are required to move forward?**
 - **What is the process?**
- **Discuss with Command /Employee Relations**

Non-Retention Review

Were job expectations provided to the employee?

Was proper training provided to the employee?

Were monthlies completed on time?

Was consistent feedback provided to employee?

Were all required training completed on time?

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

Did you do enough for employee to succeed?

Employee Performance Reviews

The purpose of the Employee Performance Review 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.

The image displays three overlapping forms titled "EMPLOYEE PERFORMANCE APPRAISAL REPORT" for the "COUNTY OF SAN DIEGO SHERIFF'S DEPARTMENT". Each form is divided into several sections:

- SECTION A - IDENTIFYING INFORMATION:** Includes fields for "ADDRESS" and "EMPLOYEE INFORMATION".
- SECTION B - TITIALIZED CHECK LIST:** A grid of performance criteria with columns for "YES", "NO", and "N/A". The criteria include:
 - 1. JOB KNOWLEDGE
 - 2. ATTENDANCE/PUNCTUALITY
 - 3. COMPLIANCE WITH POLICE AND REGULATIONS
 - 4. COOPERATION
 - 5. ADAPTABILITY
 - 6. CUSTOMER SERVICE
 - 7. CLEARANCE / VIOLENT OR WORK PROCEDURE
 - 8. ACCURACY / TECHNICAL SKILLS
 - 9. COMMUNICATION
 - 9.1. PERFORMANCE WITH MESSAGES
 - 9.2. PREPARATION OF COMPLAINT WORK ASSIGNMENTS
 - 9.3. ACCURACY / CLARITY OF WORK
 - 9.4. PROBLEM SOLVING SKILLS
 - 9.5. INTERPERSONAL SKILLS
 - 10. ADDITIONAL ITEMS AS IDENTIFIED BY SUPERVISOR WORK ASSIGNMENT
 - 11. INITIATION OF WORKLOAD
 - 12. MANAGERIAL SKILLS
 - 13. CONFLICT RESOLUTION SKILLS
- SECTION C - SPECIAL RATING:** Includes a "GENERAL COMMENTS" section.

At the bottom of each form, there are fields for "SUPERVISOR'S SIGNATURE", "EMPLOYEE'S SIGNATURE", and "DATE". The forms are slightly tilted and overlap each other, showing different parts of the document.

Measure Performance to a Rating Factor

- Job Knowledge
- Attendance
 - Sick Leave Abuse
- Customer Service
 - Courtesy
- Communication
- Accuracy/Quality of work

EMPLOYEE PERFORMANCE APPRAISAL REPORT
COUNTY OF SAN DIEGO – SHERIFF'S DEPARTMENT

SECTION A – IDENTIFYING INFORMATION				FOR SHERIFF'S PERSONNEL ONLY (WHEN COMPLETED, MAKE TWO COPIES (FRONT AND BACK), CHECK APPROPRIATE BOX AND DISTRIBUTE: Original – DPR Copy – Employee Copy – Department File	
BUSINESS UNIT A4980	BUSINESS UNIT TITLE San Diego County Sheriff's Department	EMPLOYEE ID []			
JOB CODE []	JOB TITLE []	EMPLOYEE NAME []			
REASON FOR RATING <input type="checkbox"/> NO PROMOTION <input type="checkbox"/> SPECIAL PROMOTION <input type="checkbox"/> RETIRED <input type="checkbox"/> SUPERSEDDED <small>STATE REASON(S) SEPARATION, PROMOTION, DEMOTION, TRANSFER, SUPPLEMENTARY, ETC.</small>		RATING PERIOD FROM [] TO []			
SECTION B – ITEMIZED CHECK LIST EMPLOYEE'S IMMEDIATE SUPERVISOR SHOULD CHECK EACH ITEM IN THE APPROPRIATE COLUMN. REPORT MUST HAVE ALL REQUIRED SIGNATURES BEFORE SUBMITTING. ANY CHANGES TO THE REPORT AFTER THE EMPLOYEE'S SIGNATURE REQUIRE INITIALING BY THE EMPLOYEE AND PERSON MAKING THE CHANGE(S).			SECTION C – OVERALL RATING Does employee meet expectations? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes and Exceeds Any competency marked "No" or an Overall rating of "No" must be described under General Comments. If the Overall rating is "Yes and Exceeds", a description of how the employee exceeded expectation(s) should be included in General Comments. Additional pages may be attached.		
			GENERAL COMMENTS		
			THE RATINGS IN THIS EMPLOYEE PERFORMANCE REPORT MAY NOT REFLECT ANY INCIDENT THAT MAY BE CURRENTLY UNDER INVESTIGATION.		
			SECTION D – SIGNATURES		
			I HAVE DISCUSSED THIS REPORT WITH MY SUPERVISOR		
			EMPLOYEE'S SIGNATURE _____ DATE _____		
			RATED BY: _____		
			PRINT NAME [] TITLE [] DATE []		
			REVIEWED BY: _____		
			PRINT NAME [] TITLE [] DATE []		
			APPEAL'S SECTION		
			I REQUEST AN APPOINTMENT TO DISCUSS THE RULING WITH THE APPEAL OFFICER DESIGNATED BY MY APPOINTING AUTHORITY		
			EMPLOYEE'S SIGNATURE _____ DATE _____		
			PRINT NAME []		
			APPEAL REVIEW COMPLETED		
			APPEAL OFFICER'S SIGNATURE _____ DATE _____		
			PRINT NAME []		
			1. DELEGATION OF WORKLOAD [] [] []		
			2. MANAGING EMPLOYEES [] [] []		
			3. CONFLICT RESOLUTION SKILLS [] [] []		

REFER TO RATER GUIDELINES AND EMPLOYEE INFORMATION ON THE REVERSE

EMPLOYEE PERFORMANCE APPRAISAL REPORT
COUNTY OF SAN DIEGO - SHERIFF'S DEPARTMENT

SECTION A - IDENTIFYING INFORMATION

FOR EMPLOYER, SUPERVISOR ONLY
THIS REPORT IS TO BE COMPLETED BY THE SUPERVISOR AND NOT THE EMPLOYEE.

SECTION B - ITEMIZED CHECK LIST

SECTION C - OVERALL RATING

SECTION D - SIGNATURES

APPEALS SECTION

REFER TO RATER GUIDELINES AND EMPLOYEE INFORMATION ON THE REVERSE

Type of Employee Performance Reviews

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 previous supervisor/employee
- Review assignments, achievements, and/or trainings taken
- Review status of previous goals
 - Were they met?
 - Were they not met?



Tips: Writing the Draft

No Surprises to the employee

Evaluate for the entire rating period

Be sure that any “Need Improvement” categories were:

- Discussed with employee
- Documentation justifies the “Need Improvement”

Rate appropriately

DO NOT

- Do not add your personal opinion
- Do not add medical information



What if employee has an IA /LOA



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....”

Employee is on temporary assignment duty

Supervisor can indicate:

- “Employee was on a Temporary Assignment Duty from DATE to DATE. While on Temporary Assignment Duty they performed....”

What IF the Employee...



What is the purpose of a performance improvement plan?

It 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.

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 disability-related 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.

Grievance

An allegation by an employee or a group of employees that the County has failed to provide a condition of employment which is established by Memorandum of Agreement or by a Departmental Policy or Procedure Manual



Informal Grievance

- Employee shall discuss issue with supervisor
- Parties shall attempt to reach satisfactory solution

Formal Grievance

- Written – Form served upon supervisor
- Ensure it's a grievable issue
- Supervisor review and provide written response **TIMELY**

COUNTY OF SAN DIEGO

GRIEVANCE FORM

The purpose of the grievance procedure is to provide a just and equitable method for the resolution of grievances as quickly as possible without discrimination, coercion, restraint or reprisal against any employee or management representative who maybe involved in a grievance or its resolution. Before filling out this form, consult the grievance procedure provisions applicable to your bargaining unit regarding time limits and other requirements.

I verbally notified my supervisor of my complaint and the remedy sought on _____
(date)

_____ Employee's Name (Print)	_____ Employee's Signature
Work Phone: _____	Department: _____
Division: _____	Classification: _____
Date delivered to supervisor: _____	Representative: _____ (if any)

DESCRIPTION OF GRIEVANCE:

Always partner with Employee Relations

Grievances – Formal Procedure

DSA

- Employee writes the grievance to immediate supervisor within 14-WORKING days.
- Supervisor has 7-WORKING days after receipt of the written grievance in which to review and answer the grievance in writing after receipt.

SEIU

- Employee writes the grievance to immediate supervisor within 10-CALENDAR days.
- Supervisor has 10-CALENDAR days after receipt of the written grievance in which to review and answer the grievance in writing after receipt.

TEAMSTERS

- Employee writes grievance to immediate supervisor within 7-WORKING days.
- Supervisor has 7-WORKING days after receipt of the written grievance in which to review and answer the grievance in writing after receipt.



Always partner with Employee Relations

Grievances – Formal Procedure

DSA

If the grievance is not resolved at this level, the employee shall have seven 7-WORKING days from receipt of the supervisor's answer within which to file an appeal to the next level.

SEIU

If the grievance is not resolved at this level, the employee shall have ten 10-CALENDAR days from receipt of the supervisor's answer within which to file an appeal to the next level.

TEAMSTERS

If the grievance is not resolved at this level, the employee shall have seven 7-WORKING days from receipt of the supervisor's answer within which to file an appeal to the next level.



Always partner with Employee Relations