

PERFORMANCE MANAGEMENT

The image features a close-up, angled view of the official seal of the San Diego County Sheriff's Department. The seal is circular and rendered in a light blue, semi-transparent style. It contains a central illustration of a grizzly bear standing on a rocky outcrop. The text "SAN DIEGO COUNTY SHERIFF'S DEPT." is inscribed around the perimeter of the seal in a matching blue font. The background is a blurred, high-angle shot of a modern building's exterior, showing architectural details like windows and structural elements. In the bottom-left corner, there is a solid black rectangular box.

SAN DIEGO
COUNTY SHERIFF'S DEPT.

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 can be 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

Discuss with:

- Sworn – Personnel Lt.
- Pro-Staff - ER/DHRO or HR Manager

Non-Retention Packet

Personnel Lt. or DHRO/HR Manager provides packet to supervisor

- Prepare letter of non-retention
- Prepare folder to include: cover sheet, table of contents and documentation of failure to meet standards
- Endorsement sheet
- Route through chain of command

If approved DHRO/HR Manager provides letter to employee on Non-Retention



Name
retention
waiting
Example: A Law
obtain certification

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 Addressee, Addressee Title, Appraiser, and Appraiser Title.
- SECTION B - ITEMIZED CHECK LIST:** A table with columns for "JOB FUNCTIONS" and "JOB EXPECTATIONS". It lists various skills and competencies such as "JOB KNOWLEDGE", "ATTITUDE / POSITIVITY", "COMMUNICATION WITH PEERS AND SUPERVISORS", "COORDINATION", "ADAPTABILITY", "CUSTOMER SERVICE", "KNOWLEDGE / COLLEGE OR WORK EXPERIENCE / TECHNICAL SKILLS", "JUDGEMENT / LOGICAL REASONING SKILLS", "COMMUNICATION", "PERFORMANCE WITH RESOURCES", "PROFITABILITY / QUALITY OF WORK", "ACCURACY / QUALITY OF WORK", "PROBLEM SOLVING SKILLS", and "INTERPERSONAL SKILLS".
- SECTION C - OVERALL RATING:** Includes a "GENERAL COMMENTS" section and a "RATING" section with a scale from 1 to 5.

The forms are tilted and overlapping, showing different stages or examples of the appraisal process.

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, NARRATIVE COMMENTS, FRONT AND BACK, CHECK APPROPRIATE BOX AND DISTRIBUTE: Orange – OPR Green – GPR Blue – BPR Grey – Department File	
BUSINESS UNIT A4980	BUSINESS UNIT TITLE San Diego County Sheriff's Department	EMPLOYEE ID []	REASON FOR RATING: <input type="checkbox"/> NO PROBATION <input type="checkbox"/> PROBATION <input type="checkbox"/> ANNUAL <input type="checkbox"/> SUPERVISOR'S STATE REASON(S) SEPARATELY (PROMOTION, DEMOTION, TRANSFER, SUPERSENIORITY, ETC.)		
JOB CODE []	JOB TITLE []	EMPLOYEE NAME []			
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? Yes <input type="checkbox"/> No <input type="checkbox"/> Yes and Exceeds <input type="checkbox"/>	
1. JOB KNOWLEDGE [] [] [] 2. ATTENDANCE / PUNCTUALITY [] [] [] 3. COMPLIANCE WITH RULES AND REGULATIONS [] [] [] 4. COOPERATION [] [] [] 5. ADAPTABILITY [] [] [] 6. CUSTOMER SERVICE [] [] [] 7. DILIGENCE / VOLUME OF WORK PRODUCED [] [] [] 8. JUDGEMENT / DECISION MAKING SKILLS [] [] [] 9. COMMUNICATION [] [] [] 10. PERFORMANCE WITH MINIMUM SUPERVISION [] [] [] 11. PROMPTNESS IN COMPLETING WORK [] [] [] 12. ACCURACY / QUALITY OF WORK [] [] [] 13. PROBLEM SOLVING SKILLS [] [] [] 14. INTERPERSONAL SKILLS [] [] []				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."	
ADDITIONAL ITEMS IF REQUIRED BY SPECIALIZED WORK ASSIGNMENT [] [] [] [] [] []				APPEAL SECTION I REQUEST AN APPOINTMENT TO DISCUSS THIS REPORT WITH THE APPEAL OFFICER DESIGNATED BY MY APPOINTING AUTHORITY. EMPLOYEE'S SIGNATURE: _____ DATE: _____ APPEAL OFFICER'S SIGNATURE: _____ DATE: _____ APPEAL REVIEW COMPLETED	
ADDITIONAL JOB - SPECIFIC COMPETENCIES IF NEEDED [] [] [] 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 OF THE EMPLOYEE BEING APPRAISED.

1. AGENCY: San Diego County Sheriff's Department

2. EMPLOYEE: [REDACTED]

3. SUPERVISOR: [REDACTED]

4. SUPERVISOR TITLE: [REDACTED]

5. EMPLOYEE TITLE: [REDACTED]

6. EMPLOYEE ID: [REDACTED]

7. SUPERVISOR ID: [REDACTED]

8. PERIOD: [REDACTED]

9. DATE: [REDACTED]

10. TIME: [REDACTED]

11. RATE: [REDACTED]

12. GRADE: [REDACTED]

13. POSITION: [REDACTED]

14. OTHER: [REDACTED]

SECTION B - ITEMIZED CHECK LIST

PERFORMANCE EXPECTATIONS

PERFORMANCE EXPECTATIONS	YES	NO	N/A
1. JOB KNOWLEDGE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. ATTENDANCE / PUNCTUALITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. COMPLIANCE WITH RULES AND REGULATIONS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. COOPERATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. ADMIRABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. CUSTOMER SERVICE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. DEDICATION / COLLAR OR WORK PROUDNESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. JUDGEMENT / DECISION MAKING SKILLS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. PERFORMANCE WITH REASONABLE SUPERVISION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. PARTICIPATION IN COMPLETED WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. ACCURACY / QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. PROBLEM SOLVING SKILLS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. INTERPERSONAL SKILLS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C - OVERALL RATING

Does employee meet expectations?

Yes No Yes and Remarks

Any responsibility checked "No" or an "O" or all of "No" need to have been noted under Reason of Comments. If the Overall rating is "Yes and Remarks", a description of how the employee exceeded expectations should be included in Reason of Comments. Additional pages may be attached.

GENERAL COMMENTS

THE RATING IN THIS EMPLOYEE PERFORMANCE REPORT MAY NOT REFLECT ANY FACTORS THAT MAY BE CURRENTLY UNDER INVESTIGATION.

1. JOB KNOWLEDGE

2. ATTENDANCE / PUNCTUALITY

3. COMPLIANCE WITH RULES AND REGULATIONS

4. COOPERATION

5. ADMIRABILITY

6. CUSTOMER SERVICE

7. DEDICATION / COLLAR OR WORK PROUDNESS

8. JUDGEMENT / DECISION MAKING SKILLS

9. COMMUNICATION

10. PERFORMANCE WITH REASONABLE SUPERVISION

11. PARTICIPATION IN COMPLETED WORK

12. ACCURACY / QUALITY OF WORK

13. PROBLEM SOLVING SKILLS

14. INTERPERSONAL SKILLS

ADDITIONAL ITEMS IF REQUIRED BY SPECIALIZED WORK ASSIGNMENT

1. OBLIGATION OF VERBAL GAIN

2. MANAGED EMPLOYEES

3. CONFLICT RESOLUTION SKILLS

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

Some 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

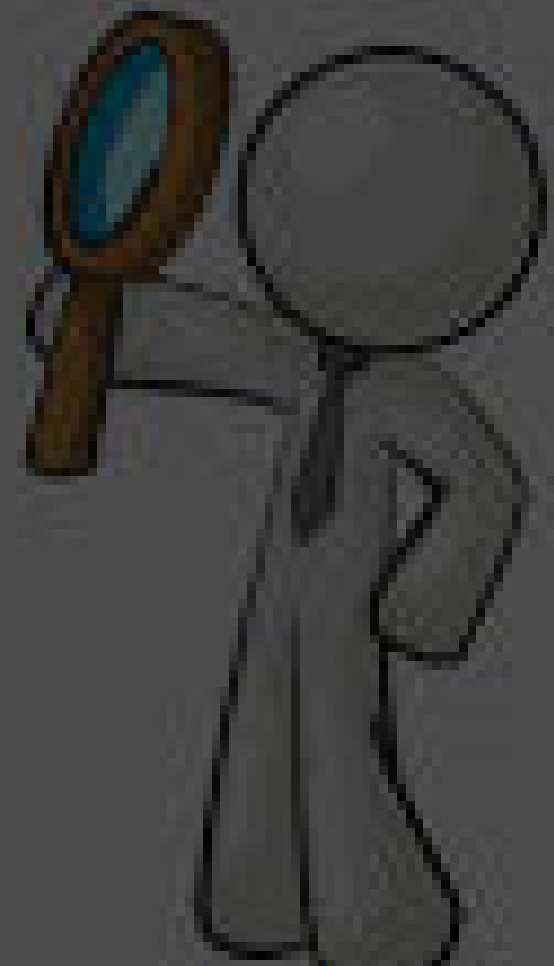
Be sure that any “Need Improvement” categories were:

- 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 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 they stand 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 them 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.

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

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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.



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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.



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Thank You



SAN DIEGO COUNTY SHERIFF