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## Evaluation of Employees

### 901.1 PURPOSE AND SCOPE

The Department's employee performance evaluation system is designed to record work performance for both the Department and the employee, providing recognition for good work and developing a guide for improvement when necessary.

### 901.2 POLICY

The San Diego County Probation Department utilizes performance appraisals to measure performance and to use as a factor in making personnel decisions that relate to, promotion, reassignment, discipline, demotion and termination. The performance appraisal is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to sex, race, color, national origin, religion, age, disability or other protected classes.

### 901.3 EVALUATION PROCESS

Performance appraisals will cover a specific period of time and should be based on documented performance during that period. Performance appraisals will be completed by each employee's current supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for their input.

Performance appraisals shall be completed at mid-probation, final probation and annually thereafter.

Supplementary department generated reports may be initiated at any time. A supplemental performance appraisal is only required at the time an employee terminates, transfers, promotes or demotes if their performance has changed significantly since their last rating.

All sworn and support staff supervisory personnel shall attend an approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisory appointment.

Each supervisor should discuss the tasks of the position, standards of performance expected and the evaluation criteria with each employee at the beginning of the rating period. Supervisors should document this discussion in the employee's site file. For sworn staff, the performance appraisal form identifies and defines rating competencies with specific, measurable standards incorporating Evidence Based Principles and Practices into all appraisals. For Probation departments to be evidenced based, the focus of our work with offenders has to be more on behavior and behavior change, than just conditions of probation. To that end, performance competencies emphasize in effective case planning, and case management in general while the specific standards describe expected behavior from intervention (IBIS) model. The use of quality

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assurance (QA) tools, including but not limited to the Quality Contact Checklist (QCC) and the Case Management Review Instrument (CMRI), is expected during each rating period. Personal observation and input from lead officers, peers, partners, and other supervisors are also helpful in generating the overall performance appraisal.

Assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise.

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the evaluation period.

Performance appraisals shall be issued to the employee within 30 calendar days from the end of the rating period.

### **901.4 FULL TIME PROBATIONARY PERSONNEL**

The probationary period for each employee is based on their job classification. The responsibility for separating an unsatisfactory probationary employee before his or her probation period expires rests with the employee's supervisor. However, the Chief Probation Officer must concur with the failure of probation and the process is to be coordinated with the Senior Department Human Resource Officer.

### **901.5 EVALUATION INTERVIEW**

When the supervisor has completed the preliminary evaluation, the ratings should be discussed with the reviewer before discussing it with the employee. Arrangements shall then be made for a private discussion of the evaluation with the employee. The supervisor should discuss the results of the just completed rating period and clarify any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Areas needing improvement and goals for reaching the expected level of performance should be identified and discussed. The supervisor should also provide relevant counseling regarding advancement, specialty positions and training opportunities. The supervisor and employee will sign and date the evaluation.

The employee shall have five calendar days in which to consider the performance appraisal before signing it.

### **901.6 EVALUATION REVIEW**

After the supervisor finishes the discussion with the employee, the signed performance evaluation is forwarded to the rater's supervisor. The Division Chief/next level supervisor shall review the evaluation for fairness, impartiality, uniformity, and consistency.

# San Diego County Probation Department

## Policy Manual

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#### **901.7 EVALUATION DISTRIBUTION**

The original performance evaluation shall be maintained in the employee's personnel file in the office of the Chief Probation Officer for the tenure of the employee's employment. A copy will be given to the employee and a copy will be forwarded to County Department of Human Resources.

#### **901.8 APPEALS**

An employee may appeal a performance appraisal by signing the performance report on the line requesting an appeal. The appeal procedure outlined in Department of Human Resources policy number 1003 will be followed.

The findings and recommendations of the appeal officer are forwarded to the Assistant Chief Probation Officer for final decision.

The appeal process and any necessary changes to the performance appraisal as a result of an appeal, are then coordinated by the Departmental Human Resource Officer for the service.