
LAURENS COUNTY LAW ENFORCEMENT CENTER

STANDARD OPERATING PROCEDURES

SOP# A-190

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SUBJECT: PERFORMANCE EVALUATION

INDEX AS: EVALUATION: PERFORMANCE EVALUATION

EFFECTIVE DATE: 6/24/2005

REVISED DATE:

I. PURPOSE:

The purpose of the employee performance evaluation shall be primarily to inform employees how well they are performing their work and how they can improve their work performance. The performance evaluation provides a medium for personnel counseling, facilitates proper decisions regarding probationary employees and provides an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines. The performance evaluation may also be used in determining a salary increment; as a basis for training, promotion, demotion, transfer, dismissal or other purposes.

II. SCOPE:

The policies and procedures set forth in this standard shall apply to all Laurens County Law Enforcement personnel.

III. POLICY:

All employees shall be periodically (not less than once each year) be appraised regarding job performance. The general objectives of the performance appraisal process are to:

- a. Maintain and/or improve each employee's understanding of the accountability and expected results in the job.

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- b. Serve as a systematic guide for employees and supervisors to collaborate in determining training goals for future periods and for the employee's personal development.
- c. Assure considered opinions rather than arbitrary judgments of each employee's job performance.
- d. Assist in planning and/or making personnel changes and placements that will best utilize each employee's capabilities while meeting the short and longer term needs of both the Sheriff's Office and the employee.
- e. Assist in identifying each employee's special skills and/or occupational interest that may be utilized and/or developed for the good of the employee, consistent with the needs of the Sheriff's Office.
- f. Provide an opportunity for employees to discuss job issues, problems and/or interests with their supervisors.
- g. Assemble substantiating data for use as a guide, although not necessarily the sole governing factor, for such purposes as training assignments, compensation, adjustments, promotions, counseling and reassignments.
- h. The performance of all personnel shall be appraised by their Immediate Supervisor, unless stated separately in this policy, at least annually. Supervisors shall use job-related criteria in assessing subordinates-specifically that include the major duties and job requirements.
* Patrol Deputies will have their evaluations completed by the Patrol Sergeant with assistance from the Corporal.

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- i. The appraising supervisor shall discuss all appraisals of subordinates with their Immediate Supervisor and obtain agreement prior to review with the employee. At the completion of review with the employee, the employee shall sign the appraisal form indicating knowledge of , but not necessarily concurrence with, the content. The completed and signed appraisal form shall be forwarded to the Office Manager for submission to the Personnel Office to be included in the employee personnel file. All employees may, with appropriate notice to the Laurens County Personnel Office, review their performance appraisals and any other document in their personnel file.

IV. GENERAL GUIDELINES:

All employees of the Laurens County Law Enforcement Center shall be periodically (not less than once each year) appraised regarding their individual job performance.

A. Annual Appraisal:

The performance of all employees shall be appraised at least annually.

B. Probationary Review:

The performance of all employees shall, upon entering a new position, be appraised at three month intervals until the completion of the six month probationary period, which may be extended upon approval of the Chief Deputy.

New employees entering the Police Academy will be on a nine month probation. After completing the nine months, it will be retroactive back to when the six months probation would have been completed.

New employees already P.O.S.T. certified and not required to go through the Police Academy will be on six months probation.

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C. Probationary Period:

Six months is the designated probationary period for most jobs. When an employee's performance proves to be marginal, the Sheriff or Chief Deputy may extend the probationary period twice by three month intervals. Employees that fail to reach an acceptable level of performance shall be returned to their former level/position (if available), reassigned (if a job vacancy for which they are qualified exists) , or dismissed.

D. Appraisals for all Personnel:

All personnel shall be appraised by using the Performance Evaluation Report (PER).

SEE EXHIBIT A

1. The Immediate Supervisor(or designated Supervisor) shall complete the performance appraisal section of the Performance Evaluation Report.
2. The Supervisor shall discuss the appraisal and Performance Evaluation Report with the Reviewing Supervisor. The Reviewing Supervisor indicating concurrence.
3. The completed and signed PER shall then be discussed with the employee and his/her signature obtained on the Summary Sheet. The appraisal shall then be forwarded to the Sheriff for final acknowledgment. The original shall be forwarded to the Commissioners Office to be included in the personnel file of the employee.

E. Completing the Performance Evaluation Form

Each section of the form will count as a certain number of points. This will allow a score 1- 25 for each section . If not applicable mark NA. We will use the first section of the form for an example.

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Rating Definitions 21-25- Superior- Outstanding Performance - Exceeds Standards
16-20 Excellent- Often Exceeds Standards
11-15 Good- Consistently Meets Standards
6-10 Needs Improvement-Performance Standards Partially Met
1-5 Unsatisfactory- Does not Meet Acceptable Level of Performance
NA- The criteria is not applicable.

**** Justification Required for ratings of Needs Improvement (6-10) or Unsatisfactory (1-5) ****

Job Specific Duties: Performs all assigned duties and tasks relative to the assignment during this rating.

Score _____

Justification: _____

2. Totaling the form- Add the total points for each Section. For the average rating, Divide the total points by the number of sections rated. You will not include the sections that were not applicable for that employee.

V. **ACCOUNTABILITY FOR CONDUCTING PERFORMANCE APPRAISALS:**

- A. Designated Supervisors are accountable for appraising subordinates on their job performance.
- B. Designated Supervisors shall appraise their subordinate's job performance based only upon related criteria.

VI. **EMPLOYEE INTERVIEW:**

- A. All employees will be given the opportunity to review and make comments on the completed evaluation form.

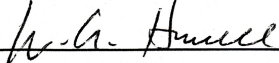
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- B. An interview between the rater and the employee will be conducted after the evaluation is completed. The rater shall provide direction, if needed, for the employee to help him/her understand how to achieve a higher rating in the specific tasks.
- C. The employee shall sign the completed evaluation form to indicate that they have read it and be given a copy of the form after all signatures have been recorded.


W. A. HARRELL
SHERIFF

06/24/2005

DATE

LAURENS COUNTY SHERIFF'S DEPARTMENT
PERFORMANCE EVALUATION

EMPLOYEE'S NAME _____ RANK _____

EVALUATION PERIOD FROM _____ TO _____

JOB TITLE _____ DIVISION _____

EVALUATOR'S NAME _____

Rating Definitions 21-25- Superior- Outstanding Performance -Exceeds Standards
16-20 Excellent- Often Exceeds Standards
11-15 Good- Consistently Meets Standards
6-10 Needs Improvement-Performance Standards Partially Met
1-5 Unsatisfactory- Does not Meet Acceptable Level of Performance
NA- The criteria is not applicable.

**** Justification Required for ratings of Needs Improvement(6-10) or Unsatisfactory (1-5) ****

Job Specific Duties: Performs all assigned duties and tasks relative to the assignment during this rating.

Score _____

Justification: _____

Verbal Communication Skills- How well does the employee verbally communicate? Receive and relay information accurately and understandably.

Score _____

Justification: _____

Electronic/Computer Skills - How well does the employee use the agency's electronic/computer equipment? Are required documents, reports, and messages completed clearly and accurately? Are computer data entry skills acceptable for their position?

Score _____

Justification: _____

Interpersonal Skills- How well does the employee work with others? Is he/she a team player, which includes assisting others to balance the workload? Do they have positive interaction with co-workers, management and the general public? Do they treat others with respect?

Score _____

Justification: _____

Dependability- Completes tasks and assignments on time without continual supervision. Demonstrates the ability to satisfy workload requirements within prescribed guidelines and deadlines. **Score:** _____

Justification: _____

Productivity/ Drive/Quality and Accuracy of Work: Demonstrates ability to handle quantity or work required. Produces and maintains the highest quality of work. Has the desire to attain goals. Uses time effectively. Does not procrastinate. **Score** _____

Justification: _____

Creativity: Has a talent for finding new and better ways of doing things and coming up with new ideas. Very Imaginative. **Score** _____

Justification: _____

Decision Making Skills: Analyzes situations quickly and accurately and reaches decisions in a reasonable amount of time. **Score** _____

Justification: _____

Problem Solving Abilities: Has the ability to analyze problems and to develop and implement solutions. **Score** _____

Justification: _____

Stress Management /Stability: Handles self well under pressure. Deals well with unusual or unexpected situations and work requirements. **Score** _____

Justification: _____

Work Area or Vehicle and Tools and Equipment: Maintains work area and/or vehicle and tools and equipment effectively. Demonstrates responsibility for all assigned equipment. **Score** _____

Justification: _____

Attendance: Maintains required work schedule. Reports for Duty on time and is not absent without prior notification. **Score** _____

Justification: _____

Safety: Follows acceptable safety practices. Identifies potential hazards and notifies supervisor promptly.

Score _____

Justification: _____

Conduct and Demeanor: Follows Department's code of conduct and reflects favorably on the department. Displays a positive attitude.

Score _____

Justification: _____

Grooming and Appearance: Complies with the department's grooming and appearance standards. Presents a professional and positive image.

Score _____

Justification: _____

Physical Fitness: Meets departmental physical fitness standards.

Score _____

Justification: _____

Supervisory Positions Only:

Management Skills- Demonstrates the ability to plan, develop and implement projects. Ability to formulate and complete goals and objectives. Anticipates future requirements and takes positive action.

Score _____

Justification: _____

Supervisory Skills- Motivates and assists employees to achieve their highest potential. Ensures compliance with all rules and regulations. Demonstrates fairness to all employees.

Score _____

Justification: _____

Evaluator Skills- Demonstrates the ability to properly evaluate assigned employees by giving appropriate ratings and when necessary, written comments that adequately describe the employee's performance.

Score _____

Justification: _____

Leadership/Team building skills- Demonstrates ability to promote cooperation between leadership and employees and other organizational units. Motivates employees through positive role modeling and willingness to do what is right.

Score _____

Justification: _____

Certification by Evaluator:

I hereby certify that this report constitutes my best judgement of the job performance of this employee and is based on personal knowledge of his/her work.

Evaluator's Signature: _____ Title _____ Date: _____

Reviewer's Signature: _____ Title _____ Date: _____

Comments:

Division Commander Signature _____ Title _____ Date: _____

Comments:

For Captains:

Chief Deputy/Major Signature _____ Date: _____

Comments:

For All Performance Evaluations:

Sheriff's Signature _____ Date: _____

Comments:
