PURPOSE:

Performance appraisals fulfill an ethical and practical need to deal fairly and impartially with employees in all matters affecting their pay, transfer and promotional opportunities, personnel development options, and other matters routinely associated with personnel administration. Supervisory personnel are routinely responsible for completing performance appraisals.

PERFORMANCE APPRAISAL OBJECTIVES:

Properly prepared performance appraisals assist the Sheriff's Office in meeting the following objectives:

1. Maintaining and improving employee performance.
2. Providing a means for personnel development.
3. Identifying training needs.
4. Maximizing productivity and efficiency at all levels.

PERFORMANCE APPRAISAL CLASSIFICATIONS:

Annual Performance Appraisals – Completed for all personnel, including Reserve Deputies. Annual appraisals are to be based on criteria specific to the assignment of the employee during the rating period.

Introductory / Probationary Employee Appraisals - All entry-level employees, including Reserve Deputies, are evaluated during their year introductory period on the following schedule:

Civilian employees – Minimum of six month probationary period and evaluated on a bi-monthly basis.

Communications Personnel – Minimum of one year probationary period and evaluated on a quarterly basis.

Non-Certified Deputies - Minimum of one year probationary period and evaluated on a quarterly basis.

Certified Deputies - Minimum of six month probationary period and evaluated on a bi-monthly basis.

Newly promoted employees are evaluated bi-monthly during their six month probationary period.

PERFORMANCE APPRAISAL PROCEDURES:

Measurement Definitions:

SCORE	LEVEL	DESCRIPTION
5	Substantially Exceeds Expectations	Superior performance; execution of the job performance factor is consistently in the top 5% of the workforce, expertly accomplished, commendable, and worthy of emulation.
4	Exceeds Expectations	Outstanding performance; a self-starter whose execution of the job performance factor is consistent, makes significant contributions to organizational success, and seldom requires review.
3	Meets Expectations	Meets established standards; execution of the job performance factor is consistent, dependable, and may require limited review; accomplishes and supports organizational requirements.
2	Below Expectations	Needs improvement to meet established job performance factor standards; requires excessive supervision to accomplish goals; employee requires additional training to meet expectations.
1	Substantially Below Expectations	Performance is unacceptable; execution of job performance factor demonstrates no substantial improvement; work/actions do not contribute to organizational success; requires intense supervision to perform at minimum level of acceptance.

Performance Forms – Provided by Greenville County Human Resources.

Annual appraisals are conducted by the employee's immediate supervisor. Supervisors are responsible for fair and impartial evaluations, and are held accountable for the quality of ratings arrived at under appraisal guidelines.

Supervisors are to counsel with each employee at the conclusion of a normal rating period in order to familiarize the employee with:

1. Performance standards applicable to the employee's position.
2. Tasks to be performed.
3. The evaluation rating criteria the supervisor will apply to determine the employee's performance rating.

Unsatisfactory Performance Notification - Supervisors are to notify employees in writing whenever their performance is deemed to be unsatisfactory and this notification must be given in a timely manner.

PERFORMANCE RATINGS:

A rating assigned to each performance standard is to be based on the employee's total performance over the course of the entire rating period taking into account the rating possibilities applicable to the standards. The following are additional considerations in the rating process:

1. Does the employee's work record exhibit performance consistently above or below standard?
2. How does the employee's overall performance relate to the performance standards and the rating possibilities?
3. When applicable, letters of commendation and disciplinary action should be considered relative to specific performance standards.

ABOVE AVERAGE / BELOW AVERAGE PERFORMANCE RATINGS - When a rating is above average or substantially above average, the rating supervisor is to provide specific written commentary to fully substantiate the rating assigned to the employee's performance. If a rating is below average or substantially below average, written commentary to fully substantiate the rating is required from the evaluating supervisor.

COMPLETING / ROUTING PERFORMANCE APPRAISALS:

Immediate Supervisor Responsibilities:

1. Complete and sign the performance appraisal form.
2. Discuss the performance appraisal form with the employee.
3. Provide the employee with an opportunity to make written commentary pertinent to the appraisal if he or she so chooses.
4. Discuss level of performance expected and goals for next rating period.
5. Advise the employee that personnel development will be conducted by a member of their chain of command that is two levels above their current rank as to advancement, specialization, or advanced training for employee's position.

6. Request employee to initial each page of the appraisal form and sign where required indicating his or her agreement or lack of agreement concerning the ratings.
7. Provide employee with a copy of the appraisal.

ROUTING - A completed/signed performance appraisal form is to be routed to the rater's supervisor who after review will sign/initial the appraisal form. The appraisal is then forwarded to the affected Division Commander who sends the form to the Administrative Services Division. Appraisals are maintained on file for a minimum of five years.

TRAINING SUPERVISORS:

In conjunction with Greenville County Human Resources, the Administrative Services Division is responsible for the development and delivery of suitable instruction to prepare supervisors to meet performance appraisal responsibilities. The curriculum is to include:

1. An overview of the evaluation process.
2. Familiarization with controlling policies.
3. Orientation with respect to the Sheriff's Office performance goals and objectives.
4. Practice in completing forms and counseling employees.

Training is to occur as soon as possible following an employee's promotion to supervisory status.

PERFORMANCE APPRAISAL APPEALS:

Any employee's objection or disagreement with an appraisal rating is to be resolved with the employee appealing through the chain of command to his or her division commander.

APPRAISER ACCOUNTABILITY:

Supervisors must be able to objectively justify all ratings given to subordinate personnel. When completing evaluations, supervisors are to make every reasonable effort to:

1. Eliminate consideration of any performance that occurred at some time other than the specific rating period under evaluation.
2. Avoid being unduly influenced by perception of the employee's personality when preparing the evaluation. The objective of performance appraisal is to evaluate performance, not personality.
3. Ensure that evaluative judgments are based on a clear understanding of the job standards and adequate documentation of performance.

Superior officers are to consider the quality of performance appraisals prepared by subordinate supervisors when completing subordinate supervisor performance evaluations.

MONITORING THE APPRAISAL SYSTEM:

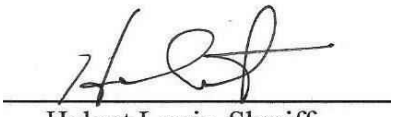
The Administrative Services Division is to conduct an annual inspection of the Sheriff's Office appraisal system as a part of its management responsibilities.
The annual inspection is to contain a statistical analysis designed to identify the percentages of each overall rating category to ensure that the system is continuing to function properly.

PERSONNEL RECORDS:

When an employee's annual performance appraisal is completed, any records of disciplinary action, including counseling, reprimands, suspensions, and any other related documents are to be removed from the employee's divisional file and sent to the Administrative Services Division. Upon receipt, these records will be retained in the employee's personnel file in Administrative Services.

When an employee transfers from one division to another, the employee's division-level records are to be sent to the newly assigned division. When an employee resigns or retires from the Sheriff's Office, the divisional file, training file, and any other related documents are to be sent to Administrative Services where the employee's file will be placed in storage.

When an employee is terminated due to an internal investigation, the employee's personnel file, training file, and any other records are removed from Administrative Services. All documents pertaining to the employee are stored in the Office of Professional Standards with the records of the internal investigation.



Hobart Lewis, Sheriff