

Evaluation of Employees

702.1 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. The performance evaluation is also utilized for setting goals, encouraging professional development, and highlighting accomplishments.

702.2 POLICY

The Yolo County Probation Department utilizes the Yolo County official performance evaluation report to measure performance and to use as a factor in making personnel decisions that relate to merit increases, promotion, reassignment, discipline, and termination. The evaluation report 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. In addition to the performance evaluation, Yolo County's new approach to performance management and employee appraisals includes "coaching conversations" that Supervisors conduct quarterly with staff.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to age, race, color, creed, religion, sex, sexual orientation, gender, gender identity, gender expression national origin, ancestry, marital status, veteran status, genetic information or disability.

702.3 FULL-TIME PERMANENT STATUS PERSONNEL

Permanent employees are subject to three (3) types of performance evaluations:

Regular - Annual employee evaluations will be conducted in accordance with the applicable memorandums of understanding covering employees of this Department. If an employee is transferred from one assignment to another in the middle of an evaluation period then the regular evaluation shall be completed by the current Supervisor with input from the previous Supervisor.

Special/Promotion - This evaluation may be utilized to provide expectations and goals for any employee that is promoted, to reinforce expectations and set goals. The Special/Promotion Evaluation may also highlight future training and direction that will serve to ensure the newly promoted employee will be successful.

Performance Improvement Plan (PIP)- A PIP evaluation may be completed when an employee's performance is deemed substandard. A PIP may be initiated by the employee's immediate Supervisor at the direction of the Chief Probation Officer or his or her designee. Generally, the PIP evaluation is a tool used to identify and address areas of performance deemed below standard when follow-up action is needed (action plan, remedial training, re-training, etc.). The PIP shall be completed in compliance with Human Resource Policy guidelines and attached to a Performance

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Evaluation Form, with employees covered under the Public Safety Officers Procedural Bill of Rights Act allowed thirty (30) days to respond/rebut in writing.

702.3.1 RATINGS

When completing the Employee Performance Evaluation, the rater will place a check mark in the column that best describes the employee's performance. The definition of each rating category is as follows:

- **HIGHLY EFFECTIVE (3):**
 - **Work performance has exceeded expectations of the position due to exceptional quality in essential areas of responsibility, the completion of a major goal, and/or an exceptional or unique contribution in support of the unit and/or Department.** Contributions are marked by distinction and excellence and result in a significant move forward in meeting organizational objectives. Projects and responsibilities are completed in a timely manner with little need for supervisory intervention and frequently include consideration and resolution of unanticipated impacts. Employee exhibits strong leadership qualities in addition to personal initiative and insight.
- **EFFECTIVE (2):**
 - **Work performance fully achieves major expectations.** Employee possesses a competence derived from experience and training with a full depth and breadth of role knowledge, initiative, resourcefulness and good judgment are consistently demonstrated. Employee makes solid, reliable and meaningful contributions to the unit, Department and organization. Work performance consistently fulfills expectations given the employee's tenure in the position and often may exceed them. Employee meets goals set for the evaluation period. Employee is perceived by peers, managers, clients and other customers as collaborative, skilled and reliable. The majority of employee ratings will fall in this category.
- **IMPROVEMENT EXPECTED/REQUIRED (1):**
 - **Performance meets minimal expectations in most areas but does not fully meet expectations or is inconsistent on one or more job requirements and/or responsibilities or in the achievement of goals.** Employee may be learning the required role knowledge but not yet fully performing all requirements and duties of the position. Employee may be demonstrating a lack of effort or competency in a particular aspect of the job. Employee carries an adequate workload but requires close supervision to sustain proficiency. A training/development plan (action plan) to improve performance must be outlined and monitored, with opportunities, measures and timelines for improvement established.

Space for written comments is provided for each category of performance, to allow the rater specific feedback for the employee. This allows the rater to document the employee's strengths,

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weaknesses, and suggestions for improvement. Any rating under any job dimension marked **IMPROVEMENT EXPECTED/REQUIRED or HIGHLY EFFECTIVE** shall be substantiated in the rater's comments.

Supervisory and management employees should also be familiar with other performance evaluation requirements that may be found in the various memoranda of understanding covering employees of this Department.

702.4 EXPECTATIONS

Employees shall be evaluated in accordance with personnel rules and regulations adopted by the County. Probationary employees are expected to be evaluated every three (3) months and non-probationary employees annually. Nothing shall preclude Special/PIP evaluations for purposes of monitoring performance improvement or to support off-cycle step advancement or promotion.

Annual employee evaluations will be conducted in accordance with the applicable memorandums of understanding covering employees of this Department. .

702.5 EVALUATION INTERVIEW

The Supervisor will ensure that the performance evaluation is prepared and completed in compliance with the Yolo County Policies and Procedures related to performance evaluations. When the Supervisor has completed the evaluation (after review/approval by his or her own Supervisor), he or she shall make arrangements 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. If an employee refused to sign the evaluation, the Supervisor should indicate so on the performance evaluation. At no time after the employee has reviewed and signed his or her performance evaluation (or refused to sign the evaluation) shall the final evaluation be altered.

An employee covered under the Public Safety Officers Procedural Bill of Rights Act shall have thirty (30) calendar days from receipt of the final evaluation to respond/rebut his or her performance evaluation. All other Department employees shall have ten (10) calendar days from receipt of the final evaluation to respond/rebut it.

702.6 EVALUATION DISTRIBUTION

The original performance evaluation shall be maintained in the employee's personnel file at the Yolo County Human Resources Department, a copy shall be placed in the Department's personnel file for the tenure of the employee's employment, and a copy shall be given to the employee. If an

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employee files a written response/rebuttal to his or her final evaluation, a copy of the response/rebuttal shall be attached to each copy of the performance evaluation in each file.