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## Performance Evaluations

### 802.1 PURPOSE AND SCOPE

This policy provides guidelines for the Humboldt County Probation Department (HCPD) performance evaluation system.

Performance evaluation integrates the appraisal of employee performance with two-way feedback, education, professional growth, and goal setting. It is vital to the career development of line staff and serves as a cross check mechanism for more experienced employees. Performance evaluation is an important aspect of the on-going relationship between the supervisor and employee and should serve as a mutual process for the effective and efficient accomplishment of objectives and duties associated with specific work assignments.

### 802.2 POLICY

The HCPD shall use a performance evaluation system to measure, document, and recognize work performance. The performance evaluation will serve as an objective guide for the recognition of good work and the development of a process for improvement.

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

### 802.3 TYPES OF EVALUATIONS

The Department shall use the following types of evaluations:

**Regular** - An evaluation completed at regular intervals by the employee's immediate supervisor. Employees who have been promoted should be evaluated as established by the Department of Human Resources or, minimally, on the anniversary of the last promotion.

When an employee transfers to a different assignment in the middle of an evaluation period, and fewer than six months has transpired since the transfer, the evaluation should be completed by the current supervisor with input from the previous supervisor.

Regular evaluations, depending on the employee's position, will take place at three, six, twelve, eighteen, and twenty-four month intervals from the period at which an employee is hired or promoted. Once an employee passes their probationary period, their evaluations are still deemed regular, but given on an annual basis from the date the employee's probationary period ends.

**Special** - An evaluation that may be completed at any time the supervisor and Division Director or the authorized designee determine an evaluation is necessary to address less than standard performance. The evaluation may include a plan for follow-up action (e.g., performance improvement plan (PIP), remedial training, or retraining).

# Humboldt County Probation Department

## Probation Manual

### *Performance Evaluations*

---

#### 802.3.1 RATINGS

When completing an evaluation, the supervisor will identify the rating category that best describes the employee's performance for each performance factor. The definition of each rating category is as follows:

**OUTSTANDING** - Performance is repeatedly above expectations; exceptional performance sustained over the evaluation period. This rating should be given to the employee whose performance is considerably and consistently better than expected of a fully competent employee. An outstanding rating should be characterized by not only the ability to complete all assigned job duties within required time frames with minimal errors, but also the ability and the willingness to make significant contributions to the program and agency needs. This may include helping co-workers, volunteering for special assignments, projects, or committee work. The outstanding employee also sets an example for a high degree of professionalism and leadership when dealing with staff, clients, other agencies, and the general public.

**ABOVE AVERAGE** - Performance exceeds most expectations; accomplishments are above job demands. Total work performance is above the standards of performance required for the position and is consistently well above the standard expected of a thoroughly competent employee in that position.

**AVERAGE** - Typically satisfactory performance. Performance consistently meets expectations. The standard expected of an efficient, fully competent employee in the same class after an appropriate period of training. As an overall rating, this evaluation may be assigned even though an employee needs to improve in some aspects of their performance.

**BELOW AVERAGE** - Improvement is needed for the work performance to be fully satisfactory. Additional effort with extended training or experience can bring the performance up to standard.

**UNSATISFACTORY** - Performance is repeatedly below expectations and does not meet minimum standards of work performance required for the position.

Supervisor comments may be included in the evaluation to document the employee's strengths, weaknesses, and requirements for improvement. Any job dimension rating marked as unsatisfactory or outstanding shall be substantiated with supervisor comments.

#### 802.3.2 PERFORMANCE IMPROVEMENT PLAN

Employees who receive an unsatisfactory rating may be subject to a PIP. The PIP shall delineate areas that need improvement, any improvement measures, and a timetable in which to demonstrate improvement. The issuing supervisor shall meet with the employee to review the employee's performance and the status of the PIP at least monthly.

#### 802.4 EVALUATION PROCESS

Supervisors should meet with the employees they supervise at the beginning of the evaluation period to discuss expectations and establish performance standards and objectives. Each supervisor should discuss the tasks of the position, standards of expected performance, and the evaluation criteria with each employee.

# Humboldt County Probation Department

## Probation Manual

### *Performance Evaluations*

---

Performance evaluations cover a specific period and should be based on documented performance dimensions that are applicable to the duties and authorities granted to the employee during that period. Evaluations should be completed by each employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the evaluating supervisor for input.

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 and to acknowledge good work. Periodic discussions with the employee during the course of the evaluation period are encouraged. Supervisors should document all discussions in the prescribed manner.

Non-probationary employees demonstrating substandard performance shall be notified in writing 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.

All supervisors shall receive training on performance evaluations within one year of a supervisory appointment.

#### **802.5 EVALUATION FREQUENCY**

Supervisors shall ensure that all employees they supervise are evaluated at least once every year on the anniversary of the employee's probationary date or one year from the prior evaluation.

Those employees who are required to successfully complete a probationary period will be evaluated at three months from their hire or promotion date, and again at six months from their hire or promotion date. Depending on the length of their probationary period, additional evaluations may be required.

#### **802.6 EVALUATION INTERVIEW**

When the supervisor has completed the employee's evaluation, it will be reviewed and approved by both their Division Director and the Chief Probation Officer. Once approved, the supervisor will schedule a private discussion of the evaluation with the employee. The supervisor should discuss the evaluation ratings and respond to any questions the employee may have. The supervisor should provide relevant counseling regarding advancement, specialty positions, and training opportunities. Any performance areas in need of improvement and goals for reaching the expected level of performance should be identified and discussed. If the employee has reasonable objections to any of the ratings, the supervisor may make appropriate adjustments to the evaluation. The reason for such adjustments shall be documented.

Employees may write comments in an identified section of the evaluation. The supervisor and employee will sign and date the evaluation.

# Humboldt County Probation Department

## Probation Manual

### *Performance Evaluations*

---

#### **802.7 APPEAL**

A probationary employee may be determined unsatisfactory at any time by the appointing power and separated from County service; they shall have no right to appeal such separation.

A non-probationary employee who disagrees with his/her evaluation may provide a formal written response that will be attached to the evaluation, or may request an appeal.

#### **802.8 CHAIN OF REVIEW**

The signed performance evaluation and any employee attachment should be forwarded to the evaluating supervisor's Division Director or the authorized designee. The Division Director or the authorized designee shall review the evaluation for fairness, impartiality, uniformity, and consistency, and shall consider any written response or appeal made by the employee.

The Division Director or the authorized designee should evaluate the supervisor on the quality of ratings given.

Upon completion of review by the Division Director, the evaluation will be forwarded to the Chief Probation Officer for final signature and review.

#### **802.9 RETENTION AND DISTRIBUTION**

The original performance evaluation and any original correspondence related to an appeal shall be given to the Legal Office Services Manager for retention and distribution.

The original evaluation and any original attachments will be provided to Personnel. One copy will be retained in the employee's department file and one copy will be provided to the employee.