

Oakland County Sheriff's Office
GENERAL ORDERS # 2.7



SUBJECT: Employee Performance and Attendance Documentation		NUMBER: 2.7
EFFECTIVE DATE: 02/23/2023 REVIEW DATE: Annually	MACP Standard Impact: 2.2.1 and 2.2.2	
REPLACES AND RESCINDS: GO 2.7 Dated 8/21/2023	DISTRIBUTION: All Personnel	NUMBER OF PAGES: 4

This order replaces and rescinds all previously issued orders, procedures, rules and regulations, notices and/or practices in conflict with this General Order.

I. PURPOSE

The Sheriff's Office values employees who demonstrate motivation and pride in work performance, and who help foster a work environment that is conducive to creativity and innovation with opportunities for individual and collective growth, development and recognition. The purpose of this General Order is to provide an objective guideline for evaluating work performance and providing positive career development for personnel as guided by the Oakland County Sheriff's Office Mission and Values. **(MACP Standard 2.2.1 a)**

II. POLICY

The Oakland County Sheriff's Office continuously strives to improve the level of service provided to the community; therefore, we must also evaluate our employees' work performance. Using a fair and consistent process outlined in this General Order, we will recognize excellent performance and offer chances for improvement in areas where deficiencies are identified. The intent of the performance evaluation process is to identify how well an employee is performing in each of the categories. It is not intended to be used as a disciplinary tool. Employees and supervisors will work together to ensure that regular feedback and guidance is based on documented performance.

This General Order in no way prevents the Sheriff's Office from utilizing department General Orders in addressing deficient performance.

III. DEFINITIONS

A. Evaluation Period: Yearly, on or around employee's review date. An employee's direct supervisor shall complete the performance evaluations.

B. Employee Performance Documentation: Recorded documentation containing identifying information about the employee's performance for the period of the performance evaluation. The employee and supervisors may add comments to the form at any time.

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- C. Performance Appraisal: Recorded documentation completed by the employee's direct supervisor to evaluate their performance.
- D. Probationary Period Report: Recorded documentation completed by the employee's direct supervisor throughout their probationary period. The probationary period is a trial period given to newly hired, rehired or promoted employees. After completing probation, the employee shall be subject to this General Order.
- E. Performance Evaluation Meeting: A meeting between a supervisor and the employee held upon completion of the evaluation. The supervisor will provide the employee with a completed Performance Appraisal, discuss the rating and goals for next period and provide direction for improvement, as necessary.

IV. PROCEDURES

A. Performance Evaluation Process

- 1. Recorded Documents
 - a. Evaluations applicable to the Sheriff's Office are outlined in this General Order and include the following:
 - i. Oakland County Human Resources Performance Appraisal.
 - ii. Oakland County Human Resources Probationary Period Report.
 - iii. Oakland County Sheriff's Office Employee Performance Documentation.
 - b. Supervisors will utilize these methods to properly document performance both quantitatively and qualitatively (which the evaluation allows).
- 2. Rating Scale and Behavioral Criteria
 - a. The rating scale used in the Sheriff's Office performance evaluation for employees is defined in the Oakland County Merit System Performance Appraisal Definitions and Guidelines manual, dated March 1992. These guidelines are designed to assist supervisors in the completion of the employee performance evaluations.
 - b. Behavioral criteria for each job function are listed in the evaluation form. These will be the areas in which the employee is evaluated, such as: Initiative, Quantity of Work, Quality of Work, Adaptability, Cooperation with Fellow Employees, Cooperation with Supervision, and Attendance/Punctuality. **(MACP Standard 2.2.1 b)**
 - c. Each criterion shall be rated using the specific guidelines listed: Outstanding, Above Average, Average, Below Average and Poor. **(MACP Standard 2.2.1 c)**
 - d. The employee's performance will be rated only for the period listed on the Performance Evaluation.
- 3. Evaluating Supervisor Responsibilities **(MACP Standard 2.2.1 f)**
 - a. The supervisors are responsible for maintaining the Employee Performance Documentation for each member under his/her command. This documentation is utilized to complete the Performance Appraisal.
 - b. The Employee Performance Documentation shall be reviewed periodically to ensure potential problems are addressed in a timely fashion. The supervisor shall meet with employees as needed to provide feedback about positive and negative evaluation factors so that the employee can continue performance or correct behavior prior to the final evaluation meeting. Methods to improve rating can include additional training (internal/external), shadowing of veteran officers, Performance Improvement Plans, etc.
 - c. Employee Performance Documentation shall not be accessed by unauthorized personnel. Employees may view their entries upon request to their supervisor.

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- d. Employee Performance Documentation Entries
 - i. The entries will contain employee information, supervisor's name and performance documented for the period of the performance evaluation.
 - ii. Supervisors may make entries regarding employees not under their immediate supervision, but the entry must still follow the requirements of discussing the entry with the employee.
 - iii. The supervisor shall document dates and observations relating to the behavioral criteria for each employee for use in their evaluation. Care should be exercised to document both quantity of work and quality of work. Notations should be made indicating specific incidents where the employee exceeded expectations. Also note any positive comments received by other supervisors, co-workers, citizens, etc.
 - iv. Notation shall also be made to indicate specific incidents where the employee failed to meet expectations or failed to comply with a Sheriff's Order or the Rules and Regulations. The supervisor shall document what corrective action or direction was provided to the employee. All negative entries will be discussed with the employee and the employee shall initial indicating he/she was counseled.
- e. Completed Evaluation (**MACP Standard 2.2.1 d**)
 - i. Supervisors will meet with the employee at the end of each rating period to discuss and sign the completed Performance Appraisal or Probationary Report.
- 4. Employee Responsibilities
 - a. Employees are encouraged to communicate openly with their supervisors.
 - b. Employees should discuss additional training needs or desires with their supervisors.
 - c. Any employee who disagrees with their evaluation may contest the evaluation based on the appeal process below.
 - d. Employees are encouraged to discuss their desired career path during the performance evaluation process.
- 5. Rating Period / Annual Evaluations (**MACP Standard 2.2.2**)
 - a. Annual evaluations shall be conducted for all full-time employees of the Sheriff's Office.
 - b. Employees on a probation period are evaluated semi-annually.
- 6. Training (**MACP Standard 2.2.1 h**)
 - a. Those involved in the evaluation of employees shall be trained in the County of Oakland's guidelines for evaluation. The Training Unit shall be responsible for assuring this training has been completed and documented.
- 7. Retention of Evaluation Documents (**MACP Standard 2.2.1 g**)
 - a. A copy of the completed Performance Appraisal and/or Probationary Report shall be submitted to Administrative Services upon completion. It will be maintained in the employee's personnel file for a minimum of seven (7) years after employment separation.
 - b. The Employee Performance Documentation with entries, shall be forwarded to the Sheriff's Administration Division by February 1st of the new calendar year. These documents will be maintained in the employee's personnel file for a minimum of seven (7) years after employment separation.

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V. APPEAL PROCESS (MACP Standard 2.2.1 e)

- A. An employee who disagrees with any section of their Performance Evaluation may request a review. This review is intended to be beyond the review of the immediate supervisor.
- B. The review is initiated by the employee, advising the supervisor of their disagreement during the performance evaluation meeting. The employee and the supervisor should work together to come to a resolution.
- C. If the employee is still unsatisfied, the supervisor shall instruct the employee to put their disagreement into writing, including details of why they believe the rating was improper. The supervisor shall forward all documentation to their division commander, via chain of command, for appeal review within seven (7) days of the last meeting with the supervisor.
- D. The division commander shall discuss the employee's rating with the employee's direct supervisor(s) and review all available documentation pertinent to the rating prior to meeting with the employee.
 - 1. The division commander will meet with the employee to discuss the rating.
 - 2. If agreement cannot be reached, the division commander will attach additional documentation explaining the performance evaluation review and attempt(s) at a resolution. All documentation shall be forwarded to Sheriff's Administrative Services.
- E. The division commander is the final step for any dispute regarding performance evaluation.

VI. DISTRIBUTION OF THE PERFORMANCE EVALUATIONS (MACP Standard 2.2.1 d,g)

- A. The completed performance evaluation will be copied and processed as follows:
 - 1. The supervisor and employee will sign and date the evaluation.
 - 2. The original evaluation will be provided to the employee.
 - 3. The copy will be sent to Sheriff's Administrative Services.
 - 4. Sheriff's Administrative Services will retain a copy of the evaluation in the employee's electronic file.
 - 5. A copy will be forward to the Oakland County Human Resources to be retained in the employee's permanent Personnel File.

VII. ATTENDANCE

- A. Attendance documentation for Sheriff's Office employees is maintained in the Telestaff system.
 - 1. All planned and unplanned leave shall be documented by adding work codes to the employee's calendar or on the appropriate roster.
 - 2. The note field shall be utilized to clarify all unplanned leave; i.e., called in sick, late due to car trouble, etc.
 - 3. No entries should be made indicating a diagnosis of any employee illness. The entry should strictly indicate that the employee was ill.


ISSUED BY: Sheriff Michael J. Bouchard