

**OKLAHOMA COUNTY JUVENILE BUREAU
POLICY AND PROCEDURE MANUAL**

CHAPTER THREE : PERSONNEL
POLICY 3.14: EMPLOYEE PERFORMANCE EVALUATIONS

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I. POLICY:

The Oklahoma County Juvenile Bureau (OCJB) utilizes formal employee performance evaluations as constructive tools in a system of regular and ongoing feedback to determine employee strengths and developmental needs, improve employee performance, and increase overall growth and productivity.

Performance evaluations shall be based on specific job criteria and objective performance standards, consistent with the appropriate job description, and discussed with the employee at the beginning of the evaluation period **(3-JDF-1C-16) (2-7027) (2-7043)**.

Although all County employees are "at will" employees, the initial/probationary evaluation is of critical importance because it is a strong indicator of whether the employee can meet the demands of the job. Nothing in this policy is intended to nor shall be interpreted to amend or alter the "at will" employment policy.

II. DEFINITIONS:

- A. **Annual Review:** A performance evaluation report (PER) that reviews the previous twelve (12) months. **(2-7043)**
- B. **Close Out Review:** A performance evaluation report (PER) completed upon the occurrence of certain personnel actions (promotion, demotion, transfer, change of supervisor, termination, and/or resignation of any employee). The close out PER reviews the time period from the most recent PER through the time of the personnel action.
- C. **Corrective Action Plan:** A formal plan designed to correct any deficiencies or deficits in an employee's performance, as identified in the performance evaluation report (PER). Corrective action plans shall be specific in identifying areas of improvement, steps to be taken by the employee, supervisor, and any other party involved, and shall include a set timetable for follow up and subsequent review.
- D. **Employee Comments:** The employee's written response to any part of the performance evaluation report (PER), which can be used to express agreement, suggestions, or disagreement **(2-7043)**.
- E. **Evaluator:** The person responsible for conducting an employee's performance evaluation and recording the evaluation on the performance

evaluation report (PER). In most cases, the evaluator is the employee's immediate supervisor.

- F. **Evaluator's Comments:** The evaluator's written statement on the employee's performance evaluation report (PER) justifying the rating and need, if any, for corrective action to assist the employee in maintaining or improving the current performance level.
- G. **Initial/Probationary Review:** A performance evaluation report (PER) conducted on all new employees and on employees who have changed positions or have had significant changes in their duties and responsibilities (such as a considerable revision of a job description). The initial/probationary review shall be conducted at the end of an employee's initial six (6) month probationary period in a new position (**2-7038**).
- H. **Numerical Rating System:** A set of categories, each corresponding to a number, which is used to describe and classify an employee's level of performance. The numerical rating categories are, from highest to lowest: (5) "exceeds standard," (4) "above standard," (3) "meets standard," (2) "needs improvement," and (1) "does not meet standard."
- I. **Performance Evaluation:** A continuous process of measuring an employee's job performance against defined expectations.
- J. **Performance Evaluation Report (PER):** A written permanent record of the performance evaluation.
- K. **Performance Rating:** A numerical score, utilizing the numerical rating system, that identifies the level at which the employee has performed an individual performance standard. This rating is calculated by multiplying the numerical rating by the numerical value of the weight assigned to the performance standard.
- L. **Performance Standards:** Objective standards for employee performance that are based on specific job criteria found in the job description and which clearly establish the expected level of performance.
- M. **Reviewer:** The individual responsible for reviewing a performance evaluation report (PER) to ensure completion and to verify the evaluator's entries are reasonable and consistent. In most cases, the reviewer is the evaluator's immediate supervisor.
- N. **Reviewer's Comments:** The written response of the reviewer, recorded on the performance evaluation report (PER).
- O. **Special Review:** A formal and scored review of an employee's level of performance that may be conducted at any time during the evaluation cycle at the discretion of the evaluator or at the request of the employee. Special reviews may be used as the beginning or ending record of any corrective action. Special reviews shall be the most recent performance evaluation on record, but shall not restart the annual evaluation process.
- P. **Weight Scale:** A numerical weighting, utilizing percentages, which is assigned to each performance standard. The percentage weight

assigned reflects the importance of the standard, and may be influenced by the amount of time spent performing the standard.

III. PROCEDURES:

- A. The OCJB shall ensure that all employees are provided with an initial/probationary performance evaluation after six (6) months of employment in a new position and annually, at a minimum, thereafter. Employee performance evaluations shall be recorded on the "Performance Evaluation Report" (PER), Attachment A (2-7038).
- B. Establishing the Performance Evaluation Report (PER):
 1. The evaluator shall meet with the employee within the first thirty (30) days of employment and/or job assignment to:
 - a. Review the employee's job description and clarify the requirements of the position;
 - b. Establish clear, objective, and written performance standards based on the job requirements;
 - c. Establish the weight percentage of each performance standard based on the percentage of time needed to complete the task(s), the impact of the task(s) on attaining agency goals or objectives, the impact of the work on others, the consequences of making errors, or any legal requirements attached to the task(s);
 - d. Ensure that the total weight percentage for all performance standards equals one hundred (100) percent;
 - e. Establish how the performance standards will be measured to determine the level of performance;
 - f. Document the performance standards and weights to be used to evaluate the employee on the "Performance Evaluation Report" (PER), Attachment A; and
 - g. The evaluator and the employee shall sign the PER to acknowledge understanding and receipt of the established PER.
- C. Initial/Probationary Review **(2-7038)**:
 1. All new employees shall have performance standards established on an initial/probationary PER within the first thirty (30) days of employment, which:
 - a. May be used to conduct optional bi-monthly reviews during the first six (6) months of employment to identify the employee's strengths and areas requiring improvement;
 - b. Provide a method for documenting the employee's performance at the conclusion of his/her first six (6) months of employment; and
 - c. May be used to justify termination if the employee fails to meet performance standards during his/her probationary period.
 2. All employees shall have an initial/probationary evaluation established within the first thirty (30) days following a promotion, demotion, or significant change in their duties/responsibilities, documented on the "Performance Evaluation Report (PER)," Attachment A, which:

- a. May be used to conduct optional bi-monthly reviews during the six (6) month probationary period to identify the employee's strengths and areas requiring improvement;
- b. Provides a method for documenting the employee's performance at the conclusion of their first six (6) months of employment in their new position and/or assignment; and
- c. May be used to justify subsequent personnel action if the employee fails to meet performance standards during his/her probationary period.

D. Annual Review (**2-7043**):

1. All employees who have satisfied performance standards on their initial/probationary review shall receive an annual review thereafter, unless circumstances require the utilization of an initial/probationary review, close out review, or special review during their employment.

E. Close Out Review:

1. A close out review shall be conducted upon the promotion, demotion, transfer of supervision, termination, and/or resignation of any employee in order to assess his/her performance in his/her previous position.

F. Special Review:

1. Special reviews shall be formal, scored, and recorded on the PER.
2. Special reviews may be conducted at any time during the evaluation cycle at the discretion of the evaluator, or as prescribed by a corrective action plan. Special reviews may be conducted when there has been a substantial change (positive or negative) in employee performance of one or more established performance standards.
3. Special reviews may be conducted at the commencement or completion of a corrective action plan.
4. The evaluator shall utilize the "Performance Evaluation Report" (PER), Attachment A, and conduct the review according to the standard procedure for performance evaluations outlined in this policy.
5. Special reviews carry the same weight as annual or initial PERs, and shall be the PER of record until the next special or regularly scheduled review is conducted.

G. Numerical Rating System:

1. Numerical ratings are used to score the review on the PER and describe five (5) progressive levels of employee performance:
 - a. Exceeds Standard (5) - Employees at this level:
 - i. Achieve extraordinary results demonstrable to the agency;
 - ii. Consistently exceed overall expectations;
 - iii. Produce an output of work that is exceptional in timeliness, quantity, and quality;
 - iv. Require little or no supervision or direction on projects;
 - v. Effectively manage multiple priorities, tasks, and/or requests;
 - vi. Assume personal responsibility for their own performance;

- vii. Maintain a positive and professional manner, even when under severe provocation or pressure.
- b. Above Standard (4) - Employees at this level:
 - i. Regularly exceed expectations in some areas of the performance standard;
 - ii. Demonstrate a desire and ability to excel consistently in performance;
 - iii. Produce an output of work which is above standard in timeliness, quantity, and quality with a desire to improve in areas as needed;
 - iv. Effectively manage multiple assignments, may require occasional assistance in determining priorities; and
 - v. Maintain a positive and professional manner, rarely affected by provocation or pressure.
- c. Meets Standard (3) - Employees at this level:
 - i. Regularly meet and only occasionally exceed expectations;
 - ii. Regularly meet the quantity, quality, and timeliness requirements of the job;
 - iii. Make occasional errors due to oversight and/or misunderstanding;
 - iv. Will accept change positively once a decision has been made; and
 - v. Rarely demonstrate personal responsibility for their performance and/or skill development.
- d. Needs Improvement (2) - Employees at this level:
 - i. Do not regularly meet overall expectations;
 - ii. Perform in an unreliable and/or inconsistent manner;
 - iii. Regularly fail to meet time requirements;
 - iv. Require considerable supervisory guidance and/or modification to meet goals and establish priorities;
 - v. Produce work that does not meet standards for timeliness, quantity, or quality consistently; and
 - vi. Require corrective action.
- e. Does Not Meet Standard (1) - Employees at this level:
 - i. Clearly and consistently fail to meet all or most significant job expectations;
 - ii. Demonstrate either an unwillingness or an inability to improve;
 - iii. Often fail to recognize and identify routine problems;
 - iv. Require substantial supervisory monitoring or redirection;
 - v. May be willfully insubordinate;
 - vi. May report to work unfit for duty, tardy, or require habitual absences; and
 - vii. Require corrective action.

H. Conclusion of the Evaluation Cycle:

1. At the conclusion of the designated evaluation cycle, the evaluator shall score the performance standards and schedule a private meeting with the employee to discuss his/her performance level **(2-7043)**.
2. The reviewer shall review the PER prior to the meeting with the employee. The evaluator and reviewer shall both record their comments before the meeting with the employee.
3. Meetings shall be scheduled in advance to allow the evaluator and the employee to adequately prepare.
4. Both the employee and evaluator shall utilize the previously established "Performance Evaluation Report" (PER), Attachment A, to evaluate the employee's performance over the evaluation cycle.
5. The evaluator and the employee shall be prepared to provide documentation to justify any performance standard(s) rated as "does not meet standard" (1) or "exceeds standard" (5).

I. Scoring on the "Performance Evaluation Report" (PER), Attachment A:

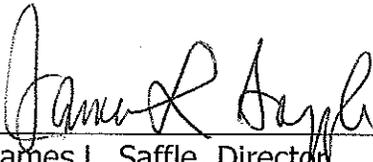
1. Circle or highlight the appropriate type of PER and ensure all information in the heading of the PER is completed and correct.
2. Scoring Performance Standards:
 - a. Place a mark (an x, checkmark, etc.) in the numerical rating box that corresponds to the employee's performance level for each performance standard;
 - b. Multiply the numerical rating by the numerical value of the percentage weight for each performance standard and record that score in the box that corresponds to that performance standard labeled "Performance Rating Score;" and
 - c. Add the points for all performance ratings scores to determine the employee's total score. The total score reflects an overall rating for the employee's performance.
3. Total Score
 - a. A total score of 450 to 500 shall be in the "Exceeds Standard" range;
 - b. A total score of 350 to 449 shall be in the "Above Standard" range;
 - c. A total score of 250 to 349 shall be in the "Meets Standard" range;
 - d. A total score of 150 to 249 shall be in the "Needs Improvement" range; and
 - e. A total score of 100 to 149 shall be in the "Does Not Meet Standard" range.

J. Corrective Action:

1. Anytime an employee receives a rating of "Does Not Meet Standard" (1), or the evaluator determines a need for corrective action, the evaluator shall:
 - a. Meet with the reviewer to determine appropriate options for action that should be taken, which may include either of the following:
 - i. The development of a corrective action plan; or

- ii. A recommendation, accompanied by supporting documentation, of demotion or other corrective discipline up to and including termination.
- 2. Corrective action plans shall:
 - a. Be a collaborative plan involving the employee and evaluator and may involve other appropriate parties (e.g., supervisors, trainers, experienced high-performing coworkers, etc.);
 - b. Identify specific problem areas and performance standards that require improvement;
 - c. Establish clear and detailed expectations for improvement using measurable action steps; and
 - d. Follow an established timeframe, not to exceed six (6) months or the date of the next annual review.
- K. Comments Recorded on the PER:
 - 1. The evaluator shall provide specific and detailed comments on the PER form, ensuring performance standards that were rated as "Does Not Meet Standard" (1) or "Exceeds Standard" (5) are justified and documented;
 - 2. The evaluator shall provide the completed PER to the reviewer, who shall verify consistency and scoring accuracy and may respond to the overall performance rating in the reviewer's comments. After reviewing the document, the reviewer shall sign and date the PER and return the form to the evaluator so that he/she may conduct the meeting with the employee;
 - 3. The evaluator shall provide the employee an opportunity to respond in writing on the PER form **(2-7043)**;
 - 4. The employee and the evaluator sign and date the PER to conclude the process;
 - a. If the employee refuses to sign the PER, the evaluator shall note the refusal on the PER;
 - b. The employee shall sign a statement that he/she has had a chance to review the PER and have it explained to him/her, but refuses to sign the PER; and
 - c. The original refusal statement shall be attached to the PER and filed in the employee's personnel record.
 - 5. The department head shall have the opportunity to review the completed PER and shall sign and date the form; and
 - 6. The department designee shall ensure that all completed PER forms are submitted to the Human Resources Department (HRD).
- L. Responsibilities of the HRD:
 - 1. The HRD shall ensure the completed PER is maintained in the employee's personnel record **(2-7041)**;
 - 2. The HRD shall ensure that the employee and the evaluator receive copies of the completed PER; and

3. The HRD shall provide monthly reports to each evaluator of upcoming employee PER due dates.
- M. Changes in Job Description During the Evaluation Cycle:
1. The evaluator shall review the PER form upon the issuance of a revised job description and establish a new PER if performance standards are affected.
 2. The evaluator shall note the review of the job description on the "Performance Evaluation Report" (PER), Attachment A.
 3. The evaluator shall meet with the affected employee(s), review the revised PER, and provide the employee(s) a copy within thirty (30) days of revision.
- N. Ongoing Feedback:
1. The supervisor shall provide on-going feedback concerning how well the employee is doing throughout the evaluation period and may conduct reviews of the PER with the employee to ensure that the employee is staying informed of his/her performance.
 2. Employee questions about job performance shall be addressed through the chain of command.

Approved:  _____ 7/27/16
James L. Saffle, Director Date

Attachment A: Performance Evaluation Report (PER)

**OKLAHOMA COUNTY JUVENILE BUREAU
Performance Evaluation Report (PER)**

Employee Name: _____ Job Title: _____
 Initial Meeting Date: _____ Job Description Reviewed, Date: _____
 Employee's Signature: _____ Supervisor's Signature: _____

Based on Employee Performance: From: _____ to _____
 Indicate Appropriate PER: (Initial/Probationary Review) (Annual Review) (Special Review) (Close Out Review)

Major Responsibility	Weight	Performance Standards:	Does Not Meet Standard	Needs Improvement	Meets Standard	Above Standard	Exceeds Standard	Performance Rating Score
			1	2	3	4	5	
1.								
2.								
3.								
4.								
5.								

100%

100-149 150-249 250-349 350-449 450-500

Total Score

Corrective Action Plan: Special PER to be established and conducted, with documentation attached. Areas of improvement:

*Employee _____ Date _____ Supervisor _____ Date _____

Evaluator's Comments: _____

Signature _____ Date _____

Reviewer's Comments: _____

Signature _____ Date _____

Employee's Acknowledgement and Comments: _____

*Employee Signature _____ Date _____ Evaluator Signature _____ Date _____

Department Head Signature _____ Date _____

*The Employee's Signature above indicates the employee has read the Performance Evaluation Report or action plan and has had it discussed and explained to him/her. Refusal to sign will be documented by the evaluator.