

**IMPROVED EVALUATIONS FOR CORRECTIONAL OFFICERS  
WORKING IN THE COUNTY JAIL**

**A Staff Study Submitted to the  
Northwestern University Center for Public Safety  
School of Police Staff & Command**

## **Improved Evaluations for Correctional Officers Working in the County Jail**

### **Problem**

The County Sheriff's Office has had a policy (Annex A) outlining performance standards for correctional officers since 1994. However, annual evaluations were not regularly done until 2005 (Rhoades, 2007). The evaluation form (Annex B) does not correlate to the evaluation policy.

In practice, each supervisor has great latitude in what objective is being evaluated and the standard of measurement. This format does not lend itself to comparing evaluations since there are no objective performance measurements. This prevents management from effectively using evaluations in the pursuit of departmental goals.

If a meaningful and standardized evaluation system is not developed for the Winnebago County Sheriff's Office to measure correctional officer performance, management will not be able to effectively use evaluations in the pursuit of achieving departmental goals.

### **Assumptions**

- If continued, evaluations will occur on an annual basis.
- If continued, supervisors will evaluate subordinates.
- While there are many different methods of evaluation, the focus of this study is on creating a meaningful and standardized evaluation system – not focusing on strengths and weakness of one evaluation method over another.

### **Facts**

- The corrections division has 49 correctional officer and 10 shift supervisor positions authorized on the table of organization (Annex C).
- Employee performance evaluations have been conducted annually since 2005 (Rhoades, 2007).
- There is a current correctional officer performance evaluation policy (Annex A).
- There is a current evaluation form (Annex B).

### **Discussion**

Part of the mission of the County Sheriff's Office is to focus on individual growth (Annex D). Departmental expectations, such as organizational goals, missions and values, and the resulting desired direction of individual growth, need to be communicated to the correctional officers. Continual reinforcement of these expectations is needed to ensure minimum performance standards are met (Grinder, 2003).

The current policy identifies performance standards; however, it does not identify performance that constitutes exceeding or not meeting the standard (Annex A). Even so, with the current evaluation form (Annex B), there is no standardization to reinforce departmental expectations.

Potential solutions include: discontinue conducting performance evaluations for correctional officers, modify the policy to match the evaluation form, modify the evaluation form to match the policy, or modify both the evaluation policy and form.

#### Option 1: Discontinue Conducting Performance Evaluations

County Sheriff's Office correctional officers are in a collective bargaining unit. Monetary compensation is based upon a labor contract – not individual performance. When the employee performance evaluation doesn't have strong ties to a reward system (such as pay) they may be viewed as being a bureaucratic exercise (Nelson, Mathis, Daft, Bennett & Lewis, 2006).

The goal of conducting employee performance evaluations is not to either reward well-performing employees or to punish poor performers. The purpose of conducting employee performance evaluations is to improve organizational performance (Walters, 2001).

“In addition, performance evaluation gives employees feedback about their work and provides administrators with a credible, defensible instrument on which to base personnel decisions. Finally, performance evaluations are an ideal way to communicate and reinforce organizational values” (Kramer, 1998).

Benefits to discontinuing performance evaluations include:

- It stops a “bureaucratic exercise” (Nelson et al., 2006).

Disadvantages to discontinuing performance evaluations include:

- It eliminates one way of communicating departmental values and expectations to employees.
- It reduces one way to improve organizational performance.
- Feedback is critical to improving performance. Without it, there is a greater likelihood that mistakes and errors will become ingrained through repetition (DeLorenzi, Shane & Amendola, 2006).

#### Option 2: Modify the Policy to Match the Evaluation Form

Another potential solution would be to revise the policy to more closely reflect the evaluation form. However, the current format of the evaluation form does not lend itself to comparing evaluations since there are no objective performance measurements (Annex B). Each supervisor has great latitude in what performance is being evaluated and the standard of measurement.

The performances being evaluated can differ among supervisors, which leads to inconsistent messages from supervisors to employees. “Ambiguity breeds confusion, confusion breeds discontent, and discontent lowers morale, which can be directly related to marginal performance” (Grinder, 2003).

The County Sheriff's Office is unable to realistically hold correctional officers accountable on an evaluation without clearly communicating the department's goals and objectives in the evaluation process (Gove, 2007). The current form does not clearly communicate specific expectations to employees.

Benefits to modifying the policy to match the evaluation form include:

- The narrative method of the current form has the potential to facilitate employee development because of the potential for greater amounts of feedback information (Nelson et al., 2006).
- The current form gives supervisors more autonomy than a more structured format.

Disadvantages to modifying the policy to match the evaluation form include:

- The current form is so unstructured due to a lack of criteria or standards that it is of little value (Nelson et al., 2006).
- Low morale and marginal performance may actually be encouraged due to the ambiguous nature of the current evaluation form (Grinder, 2003).
- Departmental goals and objectives would still not be clearly communicated to the employees (Annex B).

#### Option 3: Modify the Evaluation Form to Match the Policy

A third possible solution would modify the evaluation form to match the current policy. Each standard that is rated needs to have specific, obtainable criteria that the officer's performance can be compared to (Kramer, 1995). However, the current policy does not identify performance that constitutes exceeding or not meeting the standard (Annex A).

Benefits to modifying the evaluation form to match the policy include:

- It decreases the ambiguity of the current form.
- It more clearly communicates department goals and objectives.

Disadvantages to modifying the evaluation form to match the policy include:

- There is still not enough clarity in defining the specific, obtainable performance that is expected from correctional officers.

#### Option 4: Modify Both the Evaluation Policy and Form

The current policy clearly defines performance standards. Clarification could be added to define performance that exceeds and does not meet those standards. "It is incumbent upon police leaders to clearly articulate the values and beliefs of the department" (Sullivan, 2004). This would more clearly define departmental goals, objectives, and expectations to employees which would reduce ambiguity and confusion. The policy would be modeled after the current County Sheriff's Office patrol officer evaluation policy (Annex E).

The evaluation form could retain a narrative portion on the form to facilitate employee development through greater amounts of feedback information (Nelson et al., 2006). However, to add structure and value, the form could document specific performance and whether that performance exceeded, met, or did not meet set standards. The form would be modeled after the County Sheriff's Office patrol officer evaluation form (Annex F).

Benefits to modifying both the evaluation policy and form include:

- It more clearly defines and communicates departmental goals, objectives, and expectations.
- It reduces ambiguity and confusion.
- It retains the benefits of a narrative method of evaluation, while adding specific performance standards.

Disadvantages to modifying both the evaluation policy and form include:

- It requires an investment of time into developing a customized policy and evaluation form specific to the needs of the County Sheriff's Office.

## **Conclusion**

The management staff of the County Sheriff's Office will be able to effectively use correctional officer evaluations in the pursuit of achieving departmental goals by standardizing the evaluation system.

Discontinuing performance evaluations should be considered if they are no more than a bureaucratic exercise – a piece of paper to languish in a file for the sake of filling that same file. However, feedback is critical to improving performance (DeLorenzi et al., 2006). If the County Sheriff's Office is committed to utilizing them to improve organizational performance, they should continue to conduct performance evaluations, albeit in a different manner.

Revising the policy to more closely reflect the evaluation form is an option that should be rejected. The current evaluation form suffers from a lack of structure, because it does not clearly communicate the objective to be measured or what standard of measurement to use. This cannot be solved by rewriting the policy to match the ambiguous form.

Modifying the current evaluation form to match the current policy only offers a partial solution and should be rejected.

Modifying both the evaluation policy and form would be the most time consuming of all options but should be implemented because it offers a comprehensive solution. Ultimately, this would lead to improving organizational performance and achieving departmental goals.

## **Recommendation**

In order to improve the evaluation process for correctional officers working in the County Jail, it is recommended that the County Sheriff's Office modify both the evaluation policy and form (Annex H & I). In addition, the attached plan (Annex G) should be implemented.

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## ANNEX A

### COUNTY SHERIFF'S OFFICE

#### CORRECTIONAL OFFICER PERFORMANCE EVALUATION

<b>Policy Section:</b>	<b>Effective Date:</b>  04/06/94	<b>Revision Date:</b>		<b>Page:</b>  1 of 6
<b>Reference:</b>	<b>Number: 109</b>			
<b>Legal Review</b>				
<b>Sheriff's Approval</b>				
<b>WI State Statute</b>				
<b>WI Administrative Code</b>				
<b>Related SOP'S</b>	109-S01 109-S02			
<b>Related Forms</b>				

109.01     **Purpose and General Policy**

This policy is intended to establish minimum job standards. The standards will be used for evaluating employees of the County Sheriff's Department and will help to achieve an acceptable job performance. **The standards listed are intended to be illustrative rather than exhaustive.**

109.02     **Definitions**

- A.     Meets Performance Standards - Task performance which when completed meets the standards set forth in this policy and procedures.
- B.     Does not meet Performance Standards - Failure to achieve minimum standards as established.
- C.     Job Knowledge - The employees ability to apply department policies, procedures, regulation training and experience to working condition.

**Comment:** Job knowledge must be taken into consideration in every category of the evaluation process.

109.03     **Department Functions**

- A. Employee Safety - Evaluates the officer's ability to perform job duties in a safe manner.

**Standard:** Measures the employee's ability to recognize potential danger. Maintains position of advantage and is alert to changing conditions. Understands and practices principles of officer safety.

- B. Acceptance of Direction - Evaluates the way an employee accepts a supervisor's direction and how that is used to further the learning process and improve performance.

**Standard:** Measures the employee's ability to accept direction in a positive manner and applies it to improve performance and further learning.

- C. Problem Solving Judgement/Decision-Making - Evaluates the employee's performance in terms of ability to perceive, from valid conclusions, arrive at sound judgements, and make proper decisions.

**Standard:** Measures the employee's ability to accurately assess situations. Isolates and identifies the problem. Evaluates alternative courses of action and makes a logical decision. Employs good judgement and common sense. Knows when to take action and what type of action is appropriate.

- D. Dependability - Evaluates the employee's reliability in the area of observance of work hours, attendance, and completion of job assignments.

**Standard:** Measures the employee's ability to be punctual in reporting to and leaving duty station. Does not make improper or excessive use of leave privileges. Can be counted on to successfully complete job assignments with a normal level of supervision.

- E. Communication - Evaluates the employee's ability to effectively communicate in written, verbal, and non-verbal forms, with others in accordance to department policy and procedure.

**Standard:** Measures the employee's ability to speak and listen to others, comprehends and retains essential information. Communicates in an unbiased manner and works to establish a productive rapport.



- F. Report and Dictation - This evaluates the employee's ability to prepare reports that accurately reflect the situation and in a detailed organized manner. Employee's ability to effectively communicate in written form. Employees document reports in a timely manner.

**Standard:** Measures the employee's ability to complete reports, organizing information in a clear, logical manner. Consistently gathers required information.

- G. Routine Forms: Evaluates employees ability to properly utilize department forms necessary to job accomplishments.

**Standard:** Measures the employee's ability to complete forms in detail, demonstrates high degree of accuracy, reports submitted are in a timely manner for review and are complete.

- H. General Appearance - Evaluates employee's personal hygiene, dress and demeanor.

**Standard:** The employee's dress/uniform is neat, clean, fits and is worn properly. Weapon and equipment is clean and operative. Hair and personal hygiene is within regulations, leather and shoes are shined.

- I. Conflict Management - Evaluates the employee's ability to effectively work and interact with other employees in an appropriate and efficient manner.

**Standard:** Measures the employee's ability to be courteous and objective, communicates in an unbiased manner and works to establish productive rapport, understands each individual and agency's role and limitations, is effective in dealing with people without arousing antagonism, does not cause situation to deteriorate, makes appropriate use of persuasion and shows sensitivity.

- J. Performance Under Pressure - Evaluates the employee's ability to perform in moderate and high stress situations.

**Standard:** Measures the employee's ability to demonstrate control of their feelings and emotions so that they do not influence judgement. Maintains composure in order to make sound, logical decisions. Recognizes the consequences of actions in

pressure situations. Maintains awareness of and is able to properly react to others even in a stressful situation.

- K. Knowledge of and Care of Equipment/Work Area - Evaluates the employee's concern for safe, responsible, and reasonable operation or use of equipment.

**Standard:** Measures the employee's ability to maintain their equipment/work area and inspects equipment prior to use to ensure it is in working order. Exercises necessary care in handling equipment. Is aware of available equipment, its proper use and function.

- L. Work Relations With Others - Evaluates employee's ability to effectively work with other agencies and the general public.

**Standard:** Measures the employee's ability to be tactful and professional when dealing with others. Is aware of the needs and expectation of other agencies/people and is assertive in providing to those needs. Maintains control and command through professionalism.

**Comment: Job knowledge must be taken into consideration in every category of the evaluation process.**

109.04 **Division Function**

- A. Jail Operation - Evaluates employee's understanding of their duties as spelled out in their job description and responsibility dealing with the day to day operation of the jail.

**Standard:** Measures the employee's ability to gather and submit required information necessary for accurate identification of prisoners. Collects and identifies all prisoners property. Performs medical requirements according to policy. Performs all officers daily assignments in an acceptable manner.

- B. Prisoner and Facility Security - Evaluates the officers performance in dealing with security procedures with prisoners and the correctional facility.

**Standard:** Measures the employee's ability to conduct thorough searches of prisoners and prisoner's property. Conducts a systematic and complete search when

doing cell/structure search. Performs random pat down search of prisoners and consistently follows security S.O.P. and officer safety procedures.

- C. Staff Inmate Relation - Evaluates the officers ability to effectively interact with prisoners dealing with their care and custody.

**Standard:** Measures the employee's ability to treat all prisoners with human dignity, incidents and confrontation with prisoners are handled on a fair and equal basis. Officer uses the force option effectively, explains or gives direction to prisoner before taking action. Imposes disciplinary action consistent with policy, ability to perceive potential problem by actions, conduct or attitude of the prisoners and takes appropriate preventative action. Communicates effectively with prisoners, sensitive to the prisoner's needs within the scope of the officer's job description.

- D. Legal Testimony - Evaluate officer's ability to give testimony in legal proceedings.

**Standard:** Measures the employee's ability to be properly prepared with all material and documents necessary for court. Testifies in a clear concise manner. Conducts themselves in a professional manner, both inside and outside of the courtroom.

**ANNEX B**  
**EVALUATION**  
**REVIEW/COUNSELING SESSION**

EMPLOYEE NAME \_\_\_\_\_

Employee's strongest area of performance: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Employee's performance area in need of improvement: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Recommend performance improvement plan: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Career development goals: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Employee's comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date of Re-evaluation: \_\_\_\_\_

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Division Captain: \_\_\_\_\_ Date: \_\_\_\_\_

Chief Deputy: \_\_\_\_\_ Date: \_\_\_\_\_

Distribution: White/Personnel, Yellow/Officer, Pink/Evaluator

## **Annex C**

(The original of this annex contained personal information and has been omitted for this posting)

(Agency identifiers deleted)

## ANNEX D

### MISSION STATEMENT

The Mission Statement of the County Sheriff's Office is to provide Law Enforcement and Related Services to the Citizens of (the) County in a Professional and Cost Effective Manner.

In order to accomplish the Sheriff's Office mission, emphasis is placed on values such as teamwork, professionalism, compassion and individual growth. The Office strives to maintain positive interaction with the community.

## ANNEX E

### COUNTY SHERIFF'S OFFICE

<b>PATROL PERFORMANCE EVALUATION</b>
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<b>Policy Section:</b>	<b>Effective Date:</b>  02/08/95	<b>Revision Date:</b>		<b>Page:</b>  1 of 11
		07/17/06		
<b>Reference:</b>	<b><u>Number: 108</u></b>			
<b>Legal Review</b>				
<b>Sheriff's Approval</b>				
<b>State Statute</b>				
<b>Administrative Code</b>				
<b>Related SOPs</b>				
<b>Related Forms</b>				

#### 108.01 Purpose and General Policy

This policy is intended to establish minimum job Meets Standards. The Meets Standards will be used for evaluating Officers of the County Sheriff's Office and will help to achieve an acceptable job performance. The Standards listed are intended to be illustrative rather than exhaustive.

#### 108.02 Definitions

A. Meets Performance Standards - Task performance which, when completed consistently, meets the Standards set forth in this policy and procedures.

B. Does not meet Performance Standards – **Task performance which, upon completion, fail to achieve minimum Standards as established, or are not performed in a complete, correct or timely manner.**

C. Exceeds Performance Standards – **Task performance which, upon completion, consistently exceeds the Standards set forth in this policy and procedures.**

D. Job Knowledge - The Officer's ability to apply Department policies, procedures, regulations, training and experience to working conditions.

E. Self-Initiated Contacts - Any personal contact with members of the public where written documentation is obtained by the officer, i.e.: citations, warrant arrest, equipment repair notices, traffic warnings, field interrogations.

**Comment: Training/Job Knowledge** must be taken into consideration in every category of the evaluation process.

### 108.03 Department Functions

A. Officer Safety - Evaluates the Officer's ability to perform job duties in a safe manner.

**1. Meets Standard:** The Officer consistently demonstrates the ability to recognize potential danger. Maintains position of advantage and is alert to changing conditions. Understands and practices principles of officer's safety.

**2. Does Not Meet: The Officer does not consistently meet Standard. Exposes him/herself and/or others to unnecessary danger or risk. Fails to control incidents. Over- or under-reacts to presented situations.**

**3. Exceeds Standard: The Officer consistently anticipates or reacts appropriately to physical and verbal actions that could place him/herself and/or others at risk.**

B. Acceptance of Direction - Evaluates the way an Officer accepts a supervisor's direction and how that is used to further the learning process and improve performance.

**1. Meets Standard:** The Officer consistently accepts direction in a positive manner and applies it to improve performance and further learning.

**2. Does Not Meet: The Officer demonstrates a confrontational attitude toward supervisor-Officer counseling sessions. Fails to improve performance.**

**3. Exceeds Standard: The Officer consistently strives to improve performance in a positive manner. Serves as a role model to others.**



C. Problem Solving Judgment/Decision Making - Evaluates the Officer's performance in terms of ability to proceed from valid conclusions, arrive at sound judgments and make proper decisions.

**1. Meets Standard:** The Officer accurately assesses situations consistently. Isolates and identifies problems, evaluates alternative courses of action, makes logical decisions, employs good judgment and common sense, knows when to take action and what type of action is appropriate.

**2. Does Not Meet: The Officer does not consistently use good judgment or uses poor judgment. Decisions are not consistent with Departmental policies, procedures and goals. Relies solely on supervisor's decisions.**

**3. Exceeds Standard: The Officer consistently makes accurate decisions with minimal supervision. Isolates and identifies a problem then evaluates alternative courses of action.**

D. Dependability - Evaluates the Officer's reliability in adherence to work hours, attendance and completion of job assignments.

**1. Meets Standard:** The Officer consistently demonstrates punctuality in reporting to and leaving duty station. Does not make improper, unauthorized or unnecessary use of break time or sick leave. Can be counted on to successfully complete job assignments with a normal level of supervision.

**2. Does Not Meet: The Officer reports late for work, exceeds standard break time and/or has a pattern of sick time abuse. Leaves assigned duty area without authorization.**

**3. Exceeds Standard: The Officer accepts special assignments, volunteers for others' calls when they are busy and is available for department needs beyond the scope of job. Frequently exceeds Departmental expectations.**

E. Communication - Evaluates the Officer's ability to communicate with others, verbally, non-verbally and in **writing**.

**1. Meets Standard:** The Officer consistently demonstrates the ability to effectively speak and listen to others, comprehend written orders and directives, and retain essential information.

Maintains awareness of non-verbal messages and is able to properly react to others even in a stressful situation.

**2. Does Not Meet: The Officer does not consistently listen, speak or otherwise work effectively and/or does not interact well with others. Causes a situation to deteriorate or escalate. Lacks appropriate compassion or empathy and is condescending to others. Does not accurately perceive and/or properly respond to non-verbal cues.**

**3. Exceeds Standard: The Officer consistently demonstrates an ability to clearly show that he/she is in control of a situation. Has a high degree of ability to communicate with others, verbally, non-verbally and in written form, and in stressful situations.**

F. Report and Dictation - Evaluates the Officer's ability to prepare reports that accurately reflect the situation in a detailed, organized manner. The Officer is able to effectively communicate in written form. The Officer completes and submits documents **timely**.

**1. Meets Standard:** The Officer consistently demonstrates the ability to timely complete reports and organize information in a clear, logical manner to accurately reflect situations. Consistently gathers required information.

**2. Does Not Meet: The Officer does not consistently complete reports on time. Reports are incomplete or inaccurate. Dictation is hard to understand. Waits until the end of shift to complete reports. Fails to consistently gather required information.**

**3. Exceeds Standard: The Officer consistently completes reports in an organized, clear, logical manner. Reports are rarely returned for clarification. Includes all elements of the crime. Uses skill to gain insight into the nature or facts of situations.**

G. Routine Forms: Evaluates the Officer's ability to properly use department forms necessary to job accomplishments.

**1. Meets Standard:** The Officer consistently demonstrates the ability to complete forms in detail, and demonstrate a high degree of accuracy. Reports are submitted timely for review, and are complete.

**2. Does Not Meet: The Officer fails to use appropriate/current forms. Fails to submit completed/accurate forms.**

**3. Exceeds Standard: The Officer's submitted forms are consistently clear, legible, accurate and organized. Consistently uses required forms with minimal supervision. Is a model in the use of forms.**

H. General Appearance - Evaluates the Officer's personal hygiene, dress and demeanor. Policy 101 and 113.

**1. Meets Standard:** The Officer's dress/uniform is consistently neat, clean, fits and is worn properly. Weapon and equipment are clean and in proper working condition. Hair and personal hygiene are within regulations. Leather and shoes are shined.

**2. Does Not Meet: The Officer has reported for duty without all required equipment. Has unauthorized equipment or uniform. Uniforms are poorly maintained and worn.**

**Equipment/uniform is not cleaned or maintained. Has poor or unacceptable hygiene.**

**3. Exceeds Standard: The Officer consistently demonstrates a highly maintained uniform, equipment and hygiene. Officer is a role model for other personnel.**

I. Conflict Management - Evaluates the Officer's ability to effectively work and interact with other Officers and the public in an appropriate and efficient manner.

**1. Meets Standard:** The Officer consistently demonstrates the ability to be courteous and objective, communicate in an unbiased manner, work to establish productive rapport and understand each individual and agency's role and limitations. Is effective in dealing with people without arousing antagonism, does not cause situations to deteriorate or escalate, makes appropriate use of persuasion and shows appropriate compassion or empathy.

**2. Does Not Meet: The Officer does not consistently work effectively and interact well with others. Causes a situation to deteriorate or escalate. Lacks appropriate compassion or empathy.**

**3. Exceeds Standard: The Officer consistently demonstrates and models exceptional communication skills in resolving sensitive issues. Creates a positive work environment. Has a positive impact on the public's perception of the Department.**

J. Performance Under Pressure - Evaluates the Officer's ability to perform in moderate- and high-stress situations.

**1. Meets Standard:** The Officer consistently demonstrates the ability to control his/her feelings and emotions so they do not influence judgment, maintains composure in order to make sound, logical decisions and recognizes the consequences of actions in pressure situations.

**2. Does Not Meet: The Officer does not consistently control his/her feelings and emotions. Does not maintain composure. Does not make sound and logical decisions. Does not recognize consequences of words or actions in pressure situations. Overreacts or under reacts under pressure.**

**3. Exceeds Standard: The Officer consistently displays positive interpersonal and leadership skills. Demonstrates high ability to perform in moderate- to high- stress situations. Consistently makes sound, swift decisions.**

K. Knowledge of and Care of Equipment/Work Area - Evaluates the Officer's concern for safe, responsible and reasonable operation or use of equipment.

**1. Meets Standard:** The Officer consistently demonstrates the ability to maintain his/her equipment/work area and inspect equipment prior to use to ensure it is in working order. Exercises necessary care in handling equipment. Is aware of available equipment and its proper use and function. Keeps proper supplemental equipment in required amounts and in operating condition. Maintains vehicles according to Departmental schedule, treats/handles County-owned equipment with respect and according to proper application for which it is designed, has a good working knowledge of all assigned equipment and is able to function effectively with it.

**2. Does Not Meet: The Officer fails to consistently display knowledge of equipment. Does not inspect equipment prior to use. Does not exercise care in handling equipment. Is not aware of available equipment. Does not operate equipment within guidelines.**

**3. Exceeds Standard: The Officer consistently demonstrates a high concern for safe and reasonable operation or use of equipment. Is proficient with all assigned equipment.**

L. Work Relations With Others - Evaluates the Officer's ability to effectively work with other agencies and the public.

**1. Meets Standard:** The Officer consistently demonstrates tact and professionalism when dealing with others. Is aware of the needs and expectations of other agencies/people and is assertive in attending to those needs. Maintains control and command through professionalism.

**2. Does Not Meet: The Officer is often confrontational, antagonistic or demeaning to others and/or is not tactful and professional with others and/or is disrespectful to co-workers and/or the public. The officer does not interact appropriately with certain co-workers. The officer inappropriately avoids or ignores certain co-workers.**

**3. Exceeds Standard: The Officer consistently demonstrates a high degree of professionalism to effectively work with other Officers and the public. He/she creates a climate of mutual trust and responsiveness to and from others and aggressively seeks to improve interpersonal skills and performance.**

#### 108.04 **Division Functions**

Complaint Investigation - Evaluates the Officer's ability to implement investigative techniques to identify defendants and establish elements of crimes.

**1. Meets Standard:** The Officer consistently obtains accurate and pertinent information, verifies information when possible, contacts available witnesses and suspects, effectively gathers, handles, and preserves evidence, and initiates investigations based upon information received or by personal observation.

**2. Does Not Meet: The Officer does not consistently obtain accurate information or verify information regarding witnesses and suspects; Does not properly gather, handle and preserve evidence; Does not properly fill out evidence/inventory forms; Does not do follow up when warranted; Fails to recognize elements of criminal offenses; Fails to use proper procedures regarding arrest, search and seizure.**

**3. Exceeds Standard: Consistently demonstrates a high degree of knowledge and ability to use proper procedures when dealing with criminal and non-criminal activity. Takes the initiative to actively work with other divisions and/or agencies to assure complete, accurate investigations.**

B. Traffic Accident Investigation - Evaluates Officers' ability to accurately recreate the scene, assess responsibility for negligence, and prepare proper documentation.

**1. Meets Standard:** The Officer consistently demonstrates the ability to use caution in responding to and approaching scene. Evaluates the need for special equipment, controls and protects the scene. Gathers accurate information. Secures and protects evidence. Accurately diagrams the scene, evidence, witnesses, drivers, and passengers interviewed. Obtains useful written statements. Assists fellow Officers in improving accident investigations, and aggressively investigates hit-and-run accidents.

**2. Does Not Meet: Officer fails to consistently demonstrate knowledge of motor vehicle codes/ordinances and does not take proper enforcement action. The officer does not properly control traffic/accident scenes. The Officer does not properly document information regarding accident investigations. His/her reports require extensive correction/revision.**

**3. Exceeds Standard: Officer consistently demonstrates a high ability to accurately perform traffic enforcement/accident investigations with minimal supervision and takes a leadership role in organizing an accident scene.**

C. Self-Initiated Contacts - Evaluates the Officer's ability to generate a diversified amount of traffic contacts (**preset by a percentage of each shift average**) and field contacts from various locations within assigned areas, and to provide documentation of a variety of self-generated work productivity. Excludes parking tickets, grant details, and withdrawn citations.

**1. Meets Standard: The Officer consistently achieves the minimum number of reasonable self-initiated contacts as averaged by shift.**

**2. Does Not Meet: The Officer does not consistently meet the minimum number of reasonable self-initiated contacts as averaged by shift.**

**3. Exceeds Standard: The Officer consistently exceeds the number of reasonable self-initiated contacts as averaged by shift.**

D. Patrol - Evaluates the Officer's basic knowledge of his/her job description, patrol functions and patrol procedures.

**1. Meets Standard:** The Officer consistently demonstrates the ability and **diligence** to patrol entire assigned area, check business places, and handle special requests in assigned areas. Is inquisitive and investigates situations which are not always an obvious violation, patrols the assigned area and seldom misses observable activity.

**2. Does Not Meet: The Officer does not consistently patrol entire assigned area or check business places. The Officer fails to recognize obvious criminal activity. The Officer fails to be cognizant of problem locations in area of patrol and fails to stay in assigned area.**

**3. Exceeds Standard: The Officer consistently demonstrates a high degree of knowledge of patrol duties and procedures and is familiar with locations in area of patrol. The Officer adjusts patrol habits to address area needs and is diligent in patrol activities.**

E. Legal Testimony - Evaluates the Officer's ability to give testimony in legal proceedings.

**1. Meets Standard:** Measures the Officer's ability to be consistently and properly prepared with all material and documents necessary for court and other legal forums. Testifies in a clear concise manner. Conducts him/herself in a professional manner, both inside and outside of the courtroom or **other proceedings**.

**2. Does Not Meet: Does not consistently prepare for court. Does not testify in a clear, concise manner. Does not act in a professional manner in and out of the courtroom or other legal proceedings. Misses subpoenaed court dates.**

**3. Exceeds Standard: Is confident and prepared when giving testimony. Has a high degree of knowledge of courtroom and other relevant legal procedures.**

**Overall Evaluation of Employee**

**Excellent**

**Success**

**Needs Improvement (some)**

**Needs Improvement (much)**

**Overall Potential for Promotion and/or Positions of Greater Responsibility.**

**Among the Best**

**Fully Capable**

**Marginal**



**ANNEX F**  
**PATROL EVALUATION**

EMPLOYEE NAME: \_\_\_\_\_  
START DATE: \_\_\_\_\_ END DATE: \_\_\_\_\_

DEPARTMENT FUNCTIONS (108.08)

1. **EMPLOYEE SAFETY**

- Does Not Meet Performance Standards:** Fails to safely execute field operations
- Meets Performance Standards:** Does not place self or other at physical risk
- Exceeds Performance Standards:** Anticipates and reacts to physical/verbal actions that could place self/others at risk

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. **ACCEPTANCE OF DIRECTION**

- Does Not Meet Performance Standards:** Fails to accept direction and improve performance
- Meets Performance Standards:** Accepts direction and strives to improve performance
- Exceeds Performance Standards:** Accepts direction and strives to improve performance in a positive manner. Serves as a role model to others

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. **PROBLEM SOLVING JUDGEMENT/DECISION MAKING**

- Does Not Meet Performance Standards:** Uses poor judgement or makes improper decisions
- Meets Performance Standards:** Arrives at sound judgements and makes proper decisions
- Exceeds Performance Standards:** Isolates and identifies a problem and evaluates an alternate course of action

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. **DEPENDABILITY**

- Does Not Meet Performance Standards:** Late for work, excessive use of break time and sick leave
- Meets Performance Standards:** Not late for work and makes proper use of break time or sick leave
- Exceeds Performance Standards:** Is reliable to fill in for last minute overtime

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. **COMMUNICATION**

- Does Not Meet Performance Standards:** Fails to comprehend orders, fails to pass on information
- Meets Performance Standards:** Listens to others, comprehends orders/directives, aware of non-verbal messages
- Exceeds Performance Standards:** Has a high degree of ability to communicate with others, verbally, non-verbally, and in written form

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. **REPORTS AND DICTATION**

- Does Not Meet Performance Standards:** Does not complete reports on time, reports are incomplete or inaccurate, and dictation is hard to understand
- Meets Performance Standards:** Reports are complete and accurate in a detailed, organized manner
- Exceeds Performance Standards:** Consistently completes reports in an organized, clear, logical manner

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. **ROUTINE FORMS**

- Does Not Meet Performance Standards:** Fails to utilize appropriate department forms and does not have completed forms
- Meets Performance Standards:** Completes forms in detail with a high degree of accuracy in a timely manner
- Exceeds Performance Standards:** Consistently utilizes the necessary department forms with minimal supervision

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. **GENERAL APPEARANCE**

- Does Not Meet Performance Standards:** Shabby, worn uniforms. Equipment not properly maintained. Hygiene is not within regulations
- Meets Performance Standards:** Uniform/dress is clean, fits properly. Equipment is clean and maintained. Personal hygiene is within regulations
- Exceeds Performance Standards:** Highly maintained uniform, equipment, and hygiene

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. **CONFLICT MANAGEMENT**

- Does Not Meet Performance Standards:** Does not work effectively and interact with other people. Causes a situation to deteriorate. Lacks sensitivity
- Meets Performance Standards:** Courteous, objective, and unbiased with individuals. Effective in dealing with people without antagonizing and does not cause a situation to deteriorate
- Exceeds Performance Standards:** Effective communication skills in resolving sensitive issues

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. **PERFORMANCE UNDER PRESSURE**

- Does Not Meet Performance Standards:** Does not control feelings and emotions. Does not maintain composure. Does not make sound, logical decisions or recognize consequences in a pressure situation
- Meets Performance Standards:** Demonstrates control of feelings and emotions. Maintains composure, makes sound logical decisions and recognized consequences in a pressure situation
- Exceeds Performance Standards:** High ability to perform in moderate and high stress situations

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**ANNEX G**

**Implementation Plan**

<b>Task</b>	<b>Date Needed By</b>	<b>Person Responsible</b>
Establish a multi-rank committee to review draft policy and evaluation form and offer feedback.	January 2008	Captain s
Draft revised policy and evaluation form	March 2008	Lieutenant
Final approval for policy and evaluation changes	March 2008	Sheriff and Corporation Counsel Attorney
Training supervisors in new evaluation policy	April 2008	Lieutenant
New policy implementation	May 2008	Captain

ANNEX H

Changes highlighted

COUNTY SHERIFF'S OFFICE

Corrections Division

CORRECTIONAL OFFICER PERFORMANCE EVALUATION

<b>Policy Section:</b>	<b>Effective Date:</b>  04/06/94	<b>Revision Date:</b>		<b>Page:</b>  1 of 10
		10/16/07		
<b>Reference:</b>	<b>Number: 109</b>			
<b>Legal Review</b>				
<b>Sheriff's Approval</b>				
<b>State Statute</b>				
<b>Administrative Code</b>				
<b>Related SOP'S</b>	<b>Correctional Officer Evaluation Form</b>			
<b>Related Forms</b>				

109.01 **Purpose and General Policy**

This policy is intended to establish minimum job standards. The standards will be used for evaluating employees of the Winnebago County Sheriff's Department and will help to achieve an acceptable job performance. **The standards listed are intended to be illustrative rather than exhaustive.**

109.02 **Definitions**

- A. Meets Performance Standards - Task performance which when completed meets the standards set forth in this policy and procedures.
- B. Does not meet Performance Standards - Failure to achieve minimum standards as established.

- C. Job Knowledge - The employees ability to apply department policies, procedures, regulation training and experience to working condition.

**Comment:** Job knowledge must be taken into consideration in every category of the evaluation process.

109.03 **Department Functions**

- A. Employee Safety - Evaluates the officer's ability to perform job duties in a safe manner.

**Standard:** Measures the employee's ability to recognize potential danger. Maintains position of advantage and is alert to changing conditions. Understands and practices principles of officer safety.

**Does Not Meet:** The employee performs below Standard by exposing him/herself and/or others to unnecessary danger or risk. Fails to control incident/inmate. Over or under reacts to presented situations.

**Exceeds:** Anticipates or reacts to physical and verbal actions that could place self and/or others at risk.

- B. Acceptance of Direction - Evaluates the way an employee accepts a supervisor's direction and how that is used to further the learning process and improve performance.

**Standard:** Measures the employee's ability to accept direction in a positive manner and applies it to improve performance and further learning.

**Does Not Meet:** Confrontational attitude towards supervisor/employee counseling sessions. Fails to improve performance.

**Exceeds:** Strives to improve performance in a positive manner. Serves as a role model to others.

- C. Problem Solving Judgement/Decision-Making - Evaluates the employee's performance in terms of ability to perceive, from valid conclusions, arrive at sound judgements, and make proper decisions.

**Standard:** Measures the employee's ability to accurately assess situations. Isolates and identifies the problem. Evaluates alternative courses of action and makes a logical decision. Employs good judgement and common sense. Knows when to take action and what type of action is appropriate.

**Does Not Meet:** Uses poor judgement. Decisions are not consistent with departmental policies, procedures and goals. Relies solely on supervisor's decisions.

**Exceeds:** Consistently make accurate decision with minimal supervision. Isolates and identifies a problem then evaluates alternate courses of action.

- D. Dependability - Evaluates the employee's reliability in the area of observance of work hours, attendance, and completion of job assignments.

**Standard:** Measures the employee's ability to be punctual in reporting to and leaving duty station. Does not make improper or excessive use of leave privileges. Can be counted on to successfully complete job assignments with a normal level of supervision.

**Does Not Meet:** Late for work, exceeds break time, has a pattern of sick time abuse. Leaves assigned duty area without permission.

**Exceeds:** Accepts special assignments, volunteers for calls of others when they are busy, available for department needs beyond the scope of job.

- E. Communication - Evaluates the employee's ability to effectively communicate in written, verbal, and non-verbal forms, with others in accordance to department policy and procedure.

**Standard:** Measures the employee's ability to speak and listen to others, comprehends and retains essential information. Communicates in an unbiased manner and works to establish a productive rapport.

**Does Not Meet:** Does not work effectively, does not interact well with others. Causes a situation to deteriorate. Lacks sensitivity and is condescending to others.

**Exceeds:** Demonstrates an ability to clearly show that he/she is in control of a situation. Has a high degree of ability to communicate with others, verbally, non-verbally and in written form.

- F. Report and Dictation - This evaluates the employee's ability to prepare reports that accurately reflect the situation and in a detailed organized manner. Employee's ability to effectively communicate in written form. Employees document reports in a timely manner.

**Standard:** Measures the employee's ability to complete reports, organizing information in a clear, logical manner. Consistently gathers required information.

**Does Not Meet:** Does not complete reports on time. Reports are incomplete or inaccurate. Dictation is hard to understand. Waits until the end of shift to complete reports.

**Exceeds:** Consistently completes reports in an organized, clear, logical manner. Reports are rarely returned for clarification. Includes all elements of the crime.

- G. Routine Forms: Evaluates employees ability to properly utilize department forms necessary to job accomplishments.

**Standard:** Measures the employee's ability to complete forms in detail, demonstrates high degree of accuracy, reports submitted are in a timely manner for review and are complete.

**Does Not Meet:** Fails to utilize appropriate/current forms. Does not have a completed/accurate form.

**Exceeds:** Forms are clear, legible and organized. Consistently utilizes required forms with minimal supervision.

- H. General Appearance - Evaluates employee's personal hygiene, dress and demeanor.

**Standard:** The employee's dress/uniform is neat, clean, fits and is worn properly. Weapon and equipment is clean and operative. Hair and personal hygiene is within regulations, leather and shoes are shined.

**Does Not Meet:** Reports for duty without all required equipment. Has unauthorized equipment or uniform. Uniforms are shabby and worn. Equipment/uniform is not cleaned or maintained. Has poor hygiene.

**Exceeds:** Highly maintained uniform, equipment and hygiene. Employee is a role model for other personnel.

- I. Conflict Management - Evaluates the employee's ability to effectively work and interact with other employees in an appropriate and efficient manner.

**Standard:** Measures the employee's ability to be courteous and objective, communicates in an unbiased manner and works to establish productive rapport, understands each individual and agency's role and limitations, is effective in dealing with people without arousing antagonism, does not cause situation to deteriorate, makes appropriate use of persuasion and shows sensitivity.

**Does Not Meet:** Does not work effectively and interact well with others. Causes a situation to deteriorate. Lacks sensitivity.

**Exceeds:** Is effective with communication skills in resolving sensitive issues. Creates a positive work environment.

- J. Performance Under Pressure - Evaluates the employee's ability to perform in moderate and high stress situations.

**Standard:** Measures the employee's ability to demonstrate control of their feelings and emotions so that they do not influence judgement. Maintains composure in order to make sound, logical decisions. Recognizes the consequences of actions in pressure situations. Maintains awareness of and is able to properly react to others even in a stressful situation.

**Does Not Meet:** Does not control feelings and emotions. Does not maintain composure. Does not make sound and logical decisions. Does not recognize consequences in a pressure situation. Over reacts under pressure.

**Exceeds:** Displays positive interpersonal and leadership skills. High ability to perform in a moderate to high stress situation. Consistently make sound, swift decisions.

- K. Knowledge of and Care of Equipment/Work Area - Evaluates the employee's concern for safe, responsible, and reasonable operation or use of equipment.

**Standard:** Measures the employee's ability to maintain their equipment/work area and inspects equipment prior to use to ensure it is in working order. Exercises necessary care in handling equipment. Is aware of available equipment, its proper use and function.

**Does Not Meet:** Displays a lack of knowledge of equipment. Does not inspect equipment prior to use. Does not exercise care in handling equipment. Is not aware of available equipment. Does not operate equipment within guidelines.

**Exceeds:** Has a high concern for safe reasonable and reasonable operation or use of equipment. Is proficient with all assigned equipment.

- L. Work Relations With Others - Evaluates employee's ability to effectively work with other agencies and the general public.



**Standard:** Measures the employee's ability to be tactful and professional when dealing with others. Is aware of the needs and expectation of other agencies/people and is assertive in providing to those needs. Maintains control and command through professionalism.

**Does Not Meet:** Is confrontational, antagonistic or demeaning to others. Is not tactful and professional with others. Is disrespectful to co-workers. Does not interact with certain co-workers. Avoids or ignores other co-workers.

**Exceeds:** Has a high degree of professionalism to effectively work with others and the general public. Creates a climate of mutual trust and responsiveness to and form others. Aggressively seeks to improve performance.

**Comment:** Job knowledge must be taken into consideration in every category of the evaluation process.

#### 109.04 **Division Function**

- A. **Jail Operation** - Evaluates employee's understanding of their duties as spelled out in their job description and responsibility dealing with the day to day operation of the jail.

**Standard:** Measures the employee's ability to gather and submit required information necessary for accurate identification of prisoners. Collects and identifies all prisoners property. Performs medical requirements according to policy. Performs all officers daily assignments in an acceptable manner.

**Does Not Meet:** Needs reminders to complete assigned tasks. Does not use downtime effectively. Does not display initiative by seeking out extra tasks to complete (or assist fellow staff in completing their duties). Assigned tasks are not completed correctly.

**Exceeds:** Performs all assigned duties completely and correctly without supervision or direction. Takes the initiative to look for tasks to complete during downtime.

- B. Prisoner and Facility Security - Evaluates the officers performance in dealing with security procedures with prisoners and the correctional facility.

**Standard:** Measures the employee's ability to conduct thorough searches of prisoners and prisoner's property. Conducts a systematic and complete search when doing cell/structure search. Performs random pat down search of prisoners and consistently follows security S.O.P. and officer safety procedures.

**Does Not Meet:** Displays a lack of initiative when searching inmates or inmate spaces. Exhibits “presumed compliance” when interacting with inmates, especially high risk inmates. Fails to follow policies and procedures set forth regarding prisoner and facility security.

**Exceeds:** Is systematic and thorough when conducting inmate or cell searches. Initiates searches during shift. Takes initiative to conduct searches of inmate property and jail equipment brought to pods by inmate workers. Develops confidential informants to gather information on possible security threats to facility, staff, and inmates.

- C. Staff Inmate Relations - Evaluates the officers ability to effectively interact with prisoners dealing with their care and custody.

**Standard:** Measures the employee's ability to treat all prisoners with human dignity, incidents and confrontation with prisoners are handled on a fair and equal basis. Officer uses the force option effectively, explains or gives direction to prisoner before taking action. Imposes disciplinary action consistent with policy, ability to perceive potential problem by actions, conduct or attitude of the prisoners and takes appropriate preventative action. Communicates effectively with prisoners, sensitive to the prisoner's needs within the scope of the officer's job description.

**Does Not Meet:** Employee is ineffective in communicating with prisoners by relying on either avoidance or authoritarian techniques. Does not attend to basic needs of inmates on a timely basis.

**Exceeds:** Employee proactively develops professional rapport with inmates. Officer anticipates basic needs of inmates and fulfills them within the scope of the officer's job description.

- D. Complaint / Incident Investigation - Evaluates officers ability to implement investigative techniques to identify defendants and establish elements of the crime.

**Standard:** Measures the employee's ability to obtain accurate and pertinent information, verifies information when possible, contacts available witnesses and suspects, effectively gathers, handles, and preserves evidence, initiates investigation based upon information received or by personal observation.

**Does Not Meet:** Does not obtain accurate information or verify information regarding witnesses and suspects. Does not properly gather, handle and preserve evidence. Does not properly fill out evidence/inventory forms. Does not do follow-up when warranted. Fails to recognize elements of criminal offenses.

**Exceeds:** Has a high degree of knowledge and ability to use proper procedures when dealing with criminal and non-criminal activity. Takes the initiative to actively work with other divisions and/or agencies to assure complete accurate investigations.

- E. Legal Testimony - Evaluate officer's ability to give testimony in legal proceedings.

**Standard:** Measures the employee's ability to be properly prepared with all material and documents necessary for court. Testifies in a clear concise

manner. Conducts themselves in a professional manner, both inside and outside of the courtroom.

**Does Not Meet:** Does not properly prepare for court. Does not testify in a clear, concise manner. Does not act in a professional manner in and out of the courtroom. Misses subpoenaed court dates.

**Exceeds:** Is confident in courtroom testimony. Has a high degree of knowledge of courtroom procedures.

- F. **Court Services Duties** - Evaluates officer's ability to function within their job description and specific duty assignments.

**Standard:** Measures the employee's ability to transport persons, prisoners, mental and alcoholic commitments from one institution to another. Employee incorporates effective use of restraints and searching techniques and conducts transport in a safe and expeditious manner. Measures the employee's ability to maintain court schedule for prisoners and insures that they make court appearances on time.

**Does Not Meet:** Employee has difficulty working with limited supervision. Employee does not use restraints effectively or conduct thorough searches. Exhibits "presumed compliance" when transporting inmates.

**Exceeds:** Performs all assigned duties completely and correctly without supervision or direction. Anticipates potential issues and conflicts with court appearances or paperwork and takes steps to minimize or eliminate those problems. Shows initiative to look for tasks to complete during downtime.

# ANNEX I

## CORRECTIONAL OFFICER EVALUATION

**EMPLOYEE NAME (LAST, FIRST):**

**EVALUATION DATE:**

**EVALUATION PERIOD:** ANNUAL

DEPARTMENT FUNCTIONS (POLICY #109)

### 1. EMPLOYEE SAFETY

- Does Not Meet Performance Standards:** Fails to safely execute field operations
- Meets Performance Standards:** Does not place self or others at physical risk
- Exceeds Performance Standards:** Anticipates and reacts to physical/verbal actions that could place self/others at risk

COMMENTS:

### 2. ACCEPTANCE OF DIRECTION

- Does Not Meet Performance Standards:** Fails to accept direction and improve performance
- Meets Performance Standards:** Accepts direction and strives to improve performance
- Exceeds Performance Standards:** Accepts direction and strives to improve performance in a positive manner. Serves as a role model to other employees.

COMMENTS:

### 3. PROBLEM SOLVING JUDGEMENT / DECISION MAKING

- Does Not Meet Performance Standards:** Uses poor judgment or makes improper decisions
- Meets Performance Standards:** Arrives at sound judgments and makes proper decisions

- Exceeds Performance Standards:** Isolates and identifies a problem and evaluates an alternate course of action

COMMENTS:

#### 4. DEPENDABILITY

**Does Not Meet Performance Standards:** Late for work, excessive use of break time and/or sick leave

**Meets Performance Standards:** Not late for work and makes a proper use of break time or sick leave

**Exceeds Performance Standards:** Is reliable to fill in for last minute overtime

COMMENTS:

#### 5. COMMUNICATION

**Does Not Meet Performance Standards:** Fails to comprehend orders, fails to pass on information

**Meets Performance Standards:** Listens to others, comprehends orders/directives, aware of nonverbal messages

**Exceeds Performance Standards:** Consistently completes reports in an organized, clear, logical manner

COMMENTS:

#### 6. REPORTS AND DICTATION

**Does Not Meet Performance Standards:** Does not complete reports on time, reports are incomplete or inaccurate, and dictation is hard to understand

**Meets Performance Standards:** Reports are complete and accurate in a detailed, organized manner

**Exceeds Performance Standards:** Consistently completes reports in an organized, clear, logical manner

COMMENTS:

## 7. ROUTINE FORMS

**Does Not Meet Performance Standards:** Fails to utilize appropriate department forms and does not have completed forms

**Meets Performance Standards:** Completes forms in detail with a high degree of accuracy in a timely manner

**Exceeds Performance Standards:** Consistently utilizes the necessary department forms with minimal supervision

COMMENTS:

## 8. GENERAL APPEARANCE

**Does Not Meet Performance Standards:** Shabby, worn uniforms. Equipment is not properly maintained. Hygiene is not within regulations.

**Meets Performance Standards:** Uniform/dress is clean, fits properly. Equipment is clean and maintained. Personal hygiene is within regulations.

**Exceeds Performance Standards:** Highly maintained uniform, equipment, and hygiene

COMMENTS:

## 9. CONFLICT MANAGEMENT

**Does Not Meet Performance Standards:** Does not work effectively and interact with other people. Causes a situation to deteriorate. Lacks sensitivity.

**Meets Performance Standards:** Courteous, objective, and unbiased with individuals. Effective in dealing with people without antagonizing and does not cause a situation to deteriorate.

**Exceeds Performance Standards:** Effective communication skills in resolving sensitive issues.

COMMENTS:

## 10. PERFORMANCE UNDER PRESSURE

**Does Not Meet Performance Standards:** Does not control feelings and emotions. Does not maintain composure. Does not make sound, logical decisions or recognize consequences in a pressure situation.

- Meets Performance Standards:** Demonstrates control of feelings and emotions. Maintains composure, makes sound logical decisions and recognized consequences in a pressure situation.
- Exceeds Performance Standards:** High ability to perform in moderate and high stress situations.

COMMENTS:

## **11. KNOWLEDGE OF AND CARE OF EQUIPMENT / WORK AREA**

- Does Not Meet Performance Standards:** Does not maintain or inspect equipment prior to use. Does not exercise care in handling equipment. Is not aware of available equipment or the proper use and function of equipment, and does not maintain vehicles or other County-owned equipment within guidelines. Does not have a good working knowledge of all equipment.
- Meets Performance Standards:** Maintains and inspects equipment. Has a good working knowledge of proper use and function of equipment. Maintains vehicles and other County-owned equipment within guidelines.
- Exceeds Performance Standards:** Has a high concern for safe, responsible, and reasonable operation or use of equipment.

COMMENTS:

## **12. WORK RELATIONS WITH OTHERS**

- Does Not Meet Performance Standards:** Does not act tactful and professional when dealing with others. Is disrespectful to co-workers. Demonstrates bias and prejudice toward others.
- Meets Performance Standards:** Possesses the ability to be tactful and professional when dealing with others. Is aware of the needs of others. Enforcement action is neutral and not influenced by predetermined beliefs and opinions.
- Exceeds Performance Standards:** Possesses a high degree of professionalism to effectively work with others and the general public. Creates a climate of mutual trust and responsiveness to and from others. Aggressively seeks to improve performance.

COMMENTS:



## DIVISION FUNCTIONS (POLICY #109)

### 1. JAIL OPERATION

- Does Not Meet Performance Standards:** Needs reminders to complete assigned tasks. Does not use downtime effectively. Does not display initiative by seeking out extra tasks to complete (or assist fellow staff in completing their duties). Needs direction as opposed to self-initiating activity.
- Meets Performance Standards:** Gathers and submits required information necessary for accurate identification of prisoners. Collects and identifies all prisoners' property. Performs medical requirements according to policy. Performs all officer's daily assignments in an acceptable manner.
- Exceeds Performance Standards:** Performs all assigned duties completely and correctly without supervision or direction. Takes the initiative to look for tasks to complete during downtime.

COMMENTS:

### 2. PRISONER AND FACILITY SECURITY

- Does Not Meet Performance Standards:** Displays a lack of initiative when searching inmates or inmate spaces. Exhibits "presumed compliance" when interacting with inmates, especially high risk inmates. Fails to follow policies and procedures set forth regarding prisoner and facility security.
- Meets Performance Standards:** Conducts thorough searches of prisoners and prisoner's property. Conducts a systematic and complete search when doing cell/structure search. Performs random pat down search of prisoners and consistently follows security and officer safety procedures.
- Exceeds Performance Standards:** Is systematic and thorough when conducting inmate or cell searches. Initiates searches during shift. Takes initiative to conduct searches of inmate property and jail equipment brought to pods by inmate workers. Develops confidential informants to gather information on possible security threats to facility, staff, and inmates.

COMMENTS:

### 3. STAFF INMATE RELATIONS

**Does Not Meet Performance Standards:** Is ineffective in communicating with prisoners by relying on either avoidance or authoritarian techniques. Does not attend to basic needs of inmates on a timely basis.

**Meets Performance Standards:** Ability to treat all prisoners with human dignity, incidents and confrontation with prisoners are handled on a fair and equal basis. Officer uses the force options effectively, explains or gives direction to prisoner before taking action. Imposes disciplinary action consistent with policy, ability to perceive potential problems by actions, conduct, or attitude of the prisoners and takes appropriate preventative action. Communicates effectively with prisoners, sensitive to the prisoner's needs within the scope of the officer's job description.

**Exceeds Performance Standards:** Proactively develops professional rapport with inmates. Officer anticipates basic needs of inmates and fulfills them within the scope of the officer's job description.

COMMENTS:

### 4. COMPLAINT / INCIDENT INVESTIGATION

**Does Not Meet Performance Standards:** Does not obtain accurate information or verify information regarding witnesses and suspects. Does not properly gather, handle, or preserve evidence. Does not properly fill out evidence/inventory forms. Does not do follow-up when warranted. Fails to recognize elements of criminal offenses.

**Meets Performance Standards:** Obtains accurate information and establishes elements of the crime. Documents and handles evidence according to policy. Does follow-up when warranted and writes complete reports.

**Exceeds Performance Standards:** Has a high degree of knowledge and ability to use proper procedures when dealing with criminal and non-criminal activity.

COMMENTS:

## 5. LEGAL TESTIMONY

- Does Not Meet Performance Standards:** Does not properly prepare for court. Does not testify in a clear, concise manner. Does not act in a professional manner in and out of the courtroom. Misses court dates.
- Meets Performance Standards:** Is prepared for court. Testifies in a clear, concise manner. Does not miss court dates. Acts in a professional manner in an out of the courtroom.
- Exceeds Performance Standards:** Is confident in courtroom testimony. Has a high degree of knowledge of courtroom procedures.

COMMENTS:

## 6. COURT SERVICES DUTIES

- Does Not Meet Performance Standards:** Has difficulty working with limited supervision. Does not use restraints effectively or conduct thorough searches. Exhibits “presumed compliance” when transporting inmates.
- Meets Performance Standards:** Able to transport persons, prisoners, mental and alcoholic commitments from one institution to another. Incorporates effective use of restraints and searching techniques and conducts transport in a safe and expeditious manner. Able to maintain court schedule for prisoners and insures they make court appearances on time.
- Exceeds Performance Standards:** Performs all assigned duties completely and correctly without supervision or direction. Anticipates potential issues and conflicts with court appearances or paperwork and takes steps to minimize or eliminate those problems. Shows initiative to look for tasks to complete during downtime.

COMMENTS:

**OVERALL EVALUATION OF EMPLOYEE:**

- Excellent
- Successful
- Needs some improvement
- Needs much improvement

**OVERALL POTENTIAL FOR PROMOTION AND/OR POSITIONS OF GREATER  
RESPONSIBILITY:**

- Among the best
- Fully capable
- Marginal

**Recommended Performance Improvement Plan:**

**Career Development Goals:**

**Employee Comments:** Do you wish to attach an addendum to this evaluation?  YES

NO

**Date of Re-evaluation:**

**Employee's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Supervisor's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Division Captain's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Chief Deputy's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_