

**FAIRFAX COUNTY SHERIFF'S OFFICE
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 021
SUBJECT: EMPLOYEE PERFORMANCE
EVALUATION**

I. PURPOSE

To provide guidelines for the rating and reviewing process to be followed when completing performance evaluations for sworn and civilian employees.

II. POLICY

It is the policy of the Fairfax County Sheriff's Office that all employees receive honest, timely performance evaluations.

III. PROCEDURE

- A. Performance evaluations and subsequent review will be completed by supervisory personnel.
- B. Evaluations will be documented on the designated performance evaluation form for sworn and civilian employees.
- C. Performance evaluations for each employee will be rendered according to the schedule below:

Probationary – Civilian Employees:

- 1. Probationary employees shall receive a written evaluation no later than two weeks before the end of the sixth month of probationary employment, and again during the annual performance review period.
- 2. Successful completion of the 12-month probationary period must be documented in the employee's personnel file on the designated form.

Probationary – Sworn Employees:

- 1. Probationary employees shall be evaluated in writing not later than two weeks before the end of the sixth month of probationary employment, exclusive of the time spent in training at the respective training academy.
- 2. Because the Performance Pay Increase (PPI) date is determined by the date of initial appointment to the respective training academy, the first PPI date will occur before the probationary period ends. These employees therefore will be reviewed not less than two weeks before the PPI date and need not be reevaluated at the end of the probationary period unless a negative determination rating was given at the PPI date or is to be made at the end of the probationary period.

Non-Probationary:

- 1. Non-probationary employees shall be evaluated in writing, at least annually, during the performance review period. Annual evaluation is required whether or not the employee is otherwise eligible for a PPI. The evaluation date for sworn employees will correspond with the annual merit increment date, if applicable, of the employee. The evaluation date for civilian employees will correspond with the county's fiscal year (begins July 1 and ends June 30 of the following year).

**FAIRFAX COUNTY SHERIFF'S OFFICE
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 021
SUBJECT: EMPLOYEE PERFORMANCE
EVALUATION**

Newly Promoted:

1. Newly promoted employees shall be evaluated in writing, at least annually, not later than two weeks before the end of the sixth month following the date of the promotion and will be reviewed again two weeks before the end of the 12th month following the date of promotion.
- D. Evaluators must be familiar with [Chapter 12, Performance Management](#), of the Fairfax County Personnel Rules and Regulations prior to completing an evaluation on any employee. Evaluators for all sworn employees will be in the rank of Second Lieutenant or higher. When a line staff deputy's (MDS and below) chain of command does not include a supervisor in the rank of Second Lieutenant, the lowest ranking supervisor in the chain of command will assume the role of the evaluator.
1. Performance Management: A continuing process for establishing a shared understanding between the supervisor and the employee about what is expected on the job and how it is to be achieved. Performance management promotes improved job performance, encourages skill development, and fosters performance at the highest level while increasing the probability of success for the employee and the workgroup through enhanced communication.
 2. Performance Management Cycle: A year-round collaborative process between the employee and his/her immediate supervisor. The process involves planning, coaching, developing, and reviewing job performance throughout the year through ongoing two-way communication.
- E. Performance Management - Civilian Employees:
1. Employees are rated in six evaluation categories and must receive a rating of "meets" in four of the six categories to meet eligibility for a PPI.
 2. If an employee is expected to receive a rating of "does not meet" in three or more rating categories, a 10-week advance notice and work improvement plan will be required, pursuant to [Chapter 12 of the Fairfax County Personnel Regulations](#).
 3. Supervisors shall document their comments in the summary comments section when completing performance evaluations.
 4. Employees shall be encouraged to complete the Career Management Plan (CMP) prior to the start of the annual evaluation cycle.
 5. Supervisors shall meet with employees, at minimum, on a quarterly basis throughout the annual evaluation cycle (performance management cycle) for the purpose of a developmental discussion. Developmental discussions can be formal or informal and should include a review of skills and abilities gained during the past year, current performance, and identification of important growth areas and career goals for the coming year. The Career Management Plan for an employee, if applicable, shall also be reviewed during quarterly developmental discussions.
- F. Performance Management - Sworn Employees:
1. Employees are rated in eight evaluation categories and must receive a rating of "meets standard" or "exceeds standard" in five or more of the eight categories to

**FAIRFAX COUNTY SHERIFF'S OFFICE
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 021
SUBJECT: EMPLOYEE PERFORMANCE
EVALUATION**

meet eligibility for a PPI.

2. If an employee is expected to receive a "needs development" in four or more rating categories, a 10-week advance notice and work improvement plan will be required, pursuant to Chapter 12 of the Fairfax County Personnel Regulations.
 3. Supervisors shall document their comments for each of the rating categories and summary comments section.
 4. Supervisors shall meet with employees, at minimum, on a quarterly basis throughout the annual evaluation cycle (performance management cycle) for the purpose of a developmental discussion. Developmental discussions can be formal or informal and should include a review of skills and abilities gained during the past year, current performance, and identification of important growth areas and career goals for the coming year.
- G. When an individual (Second Lieutenant or below in rank) has been supervised by more than one immediate supervisor during the rating period, the current supervisor will complete the evaluation after obtaining input from all previous supervisors who had the individual under their command for 60 days or longer within the rating period.
1. If the current supervisor has not been supervising the individual for 60 days or longer, the evaluation will be performed by the next most recent supervisor under whom the individual worked for at least 60 days.
- H. The supervisor and the employee should meet to discuss performance requirements and accomplishments during the rating period. The supervisor finalizes the evaluation form based on discussion with the employee. The supervisor will submit the final evaluation to the reviewing authority for comments and review. Both the supervisor and reviewing authority must sign the evaluation prior to the presentation of the final review to the employee. The supervisor and reviewing authority will discuss and resolve differences, which will be reflected on the evaluation form.
- I. After review, the evaluation will be returned to the supervisor. The supervisor will then meet with the employee in a confidential setting and present the final evaluation form. The supervisor shall discuss all aspects of the evaluation form with the employee, including the comments and ratings. The employee will be given adequate time to add their comments in each of the rating categories. This discussion is an important part of the performance management process and should be used to provide any additional clarity needed to support the employee in the next review period. At the end of the discussion, the employee is asked to sign the evaluation. It does not affect the employee's right to appeal if he or she disagrees with the evaluation. If the employee elects not to sign the evaluation, the supervisor should note the date the employee was given the evaluation and that the employee opted not to sign. Should the employee be dissatisfied with the rating, s/he should follow the instructions outlined in [Chapter 12 of the Fairfax County Personnel Regulations](#) to seek relief.
- J. Advance Notice of Possible Negative Determination:
1. If a supervisor determines that an employee might receive a negative determination, the supervisor shall consult with the reviewing authority. If the reviewing authority concurs, the supervisor shall notify the employee in writing as outlined in [Chapter 12 of the Fairfax County Personnel Regulations](#).

**FAIRFAX COUNTY SHERIFF'S OFFICE
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 021
SUBJECT: EMPLOYEE PERFORMANCE
EVALUATION**

**11/02/98
DATE APPROVED**

**08/03/2020
EFFECTIVE DATE**

A handwritten signature in black ink that reads "Stacey A. Kincaid". The signature is written in a cursive, flowing style.

**STACEY A. KINCAID
SHERIFF**

Revised: June 1998, August 2015, July 2020