

**COUNTY OF MONROE
OFFICE OF THE SHERIFF
ROCHESTER, NEW YORK**

GENERAL ORDER MULTI-BUREAU	DATE OF ISSUE December 8, 2025	EFFECTIVE DATE December 8, 2025	No. 030-25
SUBJECT: Performance Evaluation		DISTRIBUTION All Personnel	AMENDS
REFERENCE: NYSLEAP 13.1, NYSSA (JAIL) 29			RESCINDS 030-18

Purpose: To familiarize employees and members with department standards, guidelines, and procedures to be adhered to during the preparation of annual and quarterly performance evaluations. The department standards establish guidelines necessary for the efficient operation of specific functions. An individual is hired with the expectation that they will perform properly and efficiently. Efficiency is affected by the manner and level at which individuals conduct themselves while in the process of performing their required job functions. The evaluation process serves to provide input to the member, both positive and negative, for the purpose of achieving optimal performance, and to provide a continuing record of employee development, and work productivity.

Policy: It is the policy of this agency that all members and employees, both full and part-time, have their work performance evaluated by their immediate supervisor, on an annual and quarterly basis, in accordance with procedures as set forth herein.

I. Evaluator's Responsibilities

Note: An evaluator will be defined as the immediate supervisor who is responsible for performing annual/quarterly evaluations on their respective employees.

- A. Rate each individual's performance in relation to the results in their job functions based upon the performance statement standards noted for each category of evaluation. Criteria used should be specific to the assignment of the member/employee during the rating period.
- B. Rate each individual fairly and objectively on performance for the entire rating period, using the performance statement standard. The evaluation must identify the specific period that is subject to evaluation.
- C. Utilize all administrative tools (i.e. reports, time books, letters of commendation, counseling memorandums, memorandums of record, administrative notes, incident file, etc) available as references when reviewing performance.

- D. Contact other supervisors/command officers who may have information pertinent to the evaluation process (i.e. specialized unit, CIS, other units the member/employee works with, etc) and use that information in the evaluation process.
- E. Participate in performance evaluation training through the Police Supervisor Course, the Jail Supervisor Course, or as directed by the All Bureau Training Unit. Initial training will include, at a minimum, rating procedures and evaluator responsibilities and will be conducted before the evaluator is assigned to conduct performance evaluations.

II. Procedure

- A. Supervisors will conduct annual written evaluations of the work performance over a twelve (12) month period for all employees under their supervision utilizing the appropriate **Standardized Performance Appraisal Evaluation Form/MB-086** or **MB-087** for sworn employee's (members) and the **Performance Appraisal Civilian Form/MB-095** for civilian employees. The evaluation will only be based upon performance during the designated evaluation period. The evaluation must be completed at least two (2) weeks prior to the employee's anniversary/increment date. The evaluation will be signed by the supervisor (rater) on the appropriate form. When an employee has been under the rater's supervision for less than six (6) months, the rater will confer with the employee's previous supervisor for input and include appropriate comments received from that supervisor.
- B. Written evaluations on the work performance for all full-time sworn probationary employees will be conducted in accordance with the Monroe County Sheriff's Office Field Training and Evaluation Program (FTO). Upon completion of the FTO program, supervisors will conduct written evaluations on full-time sworn employees annually as outlined in **Section II, Subsection A** above of this Order.
- C. Supervisors will conduct quarterly (90 day) written evaluations on the work performance of sworn part-time/seasonal employees who are hired as State certified police officers and are therefore, not required to attend a police academy. Form MB 113-08 will be used for this quarterly evaluation with the "bi-weekly" crossed out and "quarterly" written in. Upon reaching the first anniversary of their hire date, supervisors will conduct written evaluations on sworn part-time/seasonal employees annually as outlined in **Section II, Subsection A** above of this Order. The Staff Services Commander will be responsible for notifying the Chief Deputy when the 90 day evaluations are due. For part-time/seasonal deputies who are required to attend a police academy and upon completion of FTO, supervisors will complete bi-weekly reports (MB 113) every two weeks until the part-time/seasonal deputy reaches their one year anniversary. Annual evaluations will be completed thereafter.
- D. Supervisors will conduct quarterly (90 day) written evaluations on the work performance of all probationary civilian employees utilizing the **90 Day Probationary Civilian Evaluation Form (MB-085)** At the conclusion of the fourth quarter, supervisors will conduct an annual written evaluation utilizing the **Performance Appraisal Civilian Form (MB-095)**. Supervisors will also conduct written evaluations on civilian employees annually, as outlined in **Section II, A** of this order. The Staff Services Training unit will be responsible for notifying the respective Bureau Chief when the 90 day evaluations are due.

- E. The evaluator will hold a meeting with the individual to be rated prior to completing the evaluation form. Both the evaluator and the employee will review and discuss the format and complete the evaluation process together. This allows for both individuals to discuss the guidelines and affords the evaluator the opportunity to coach/counsel the individual. The evaluator will discuss tasks related to the member/employee's position, performance expectations of the evaluator, and the evaluation rating criteria to be applied.
- F. The evaluator must view each category of the evaluation separately and compare the performance of the individual to the standardized guidelines. The supervisor will also discuss the member's potential for specialized assignment(s), advancement and promotions, current work assignments, training, awards, and any disciplinary actions that may have occurred.
- G. All rating reports will be reviewed and signed by the next two (2) levels above the evaluator (i.e. sergeants and lieutenants will review all evaluations for deputies under their command). This review will be conducted prior to the evaluation form being signed by the individual. Supervisory and command evaluations will have one (1) level of review.
- H. Evaluation Review
1. The evaluator and member/employee will review the evaluation form together after the command review has been completed.
 2. The evaluator will discuss and clarify any issues raised during the command review and will counsel the member/employee in at least the following areas:
 - a. Results of the performance evaluation just completed.
 - b. Level of performance expected, rating criteria and goals for the coming evaluation period.
 - c. Career counseling relative to such topics as advancement, promotion, and specialization or training which is appropriate for the member/employee's position.
 3. The signature of the employee is required on the evaluation. This signature indicates that he/she has reviewed the evaluation and does not signify agreement or disagreement with the evaluation. The member/employee may make written comment to supplement the completed performance evaluation report by submitting an **Intra-Departmental Correspondence MB-003** to the evaluator within three (3) working days from the date the evaluation was completed.
 4. If the employee and the evaluator disagree on any area(s) of the evaluation and cannot resolve same, the employee may sign the evaluation followed by the words, "signed under protest" and waive appeal or request an appeal of the evaluation.
 5. Upon completion, the evaluation form will be forwarded to the commanding officer.
 6. The commanding officer will forward the evaluation to the appropriate Bureau Chief for processing who, after appropriate data entry, will return a copy to the evaluator and member/employee. The completed evaluation will be forwarded to the Undersheriff for retention in the member/employee's personnel file.

- I. If an employee is absent for more than six months due to military, illness etc. the immediate supervisor will complete a performance evaluation with no score, and place in the comment section, "Evaluation not completed due to..." The performance evaluation will then be sent up the chain of command for signature and placed in the employee's file.

III. Career Development Program

- A. The goal of the Career Development Program is to encourage individual and professional growth and to improve overall job satisfaction and performance. The main components of the program are career counseling, training, and higher education.

1. Career Counseling

- a. Involves an interaction between a supervisor and employee during which the employee's skills, knowledge, and abilities are discussed relative to improvement of work performance, transfer to a specialized unit, or promotion.
- b. Supervisors must incorporate career counseling when conducting annual performance evaluation sessions with all employees under their command.
- c. Supervisors must consider the following information when conducting career counseling sessions:
 - i. Skills, knowledge, and abilities required for employee's current assignment and reasonable performance expectations.
 - ii. Skills, knowledge, and abilities that are required for any assignment or rank that the employee has expressed a desire to obtain.
 - iii. Any improvement required in the employee's skills, knowledge, and abilities based on the employee's current assignment or any assignment or rank that the employee has expressed a desire to obtain.
 - iv. The training and educational opportunities available to address any deficiencies identified.

2. Training

- a. Supervisors must determine, based on employee's current assignment, the need for improvement in the employee's skills, knowledge, and abilities. Remedial training will be utilized to correct any particular deficiency in work performance or knowledge. Refer to MB-108 Remedial Training Worksheet, and MB-142 Remedial Training Worksheet Follow-up.
- b. Such information will be coordinated with the Staff Services Training Unit if necessary.

3. Higher Education

Supervisors will encourage employees to participate in non-mandatory educational opportunities at the college level or by other training courses that may be offered. These opportunities may assist employees in developing new job skills, maintaining and updating technical skills, or help broaden and enrich the employee's career.

B. Documentation:

1. A written summary of career counseling efforts will be annotated in the narrative section of the evaluation for all annual evaluations.
2. Supervisors conducting the review are responsible for checking to ensure that a notation is made prior to approving the evaluation.

IV. Rating Categories

- A. Evaluators must compare the performance of the individual to the performance statement standards in each category of evaluation in the appropriate standardized performance evaluation manual.
- B. A comment for each score will be noted in the comment section below the category grouping. The specific category number will be noted initially and then specific issues and remarks substantiating the score will subsequently be entered.
- C. Ratings are scored and recorded 1 through 7 for all sworn personnel as follows:

Rating Scale Scoring

1. The performance of the individual achieves the performance statements denoted in category 1 of the rating scale.
2. The performance of the individual exceeds all of the performance statements denoted in category 1 and meets less than 50% of the performance statements denoted in category 4 of the rating scale.
3. The performance of the individual exceeds all of the performance statements denoted in category 1 and meets 50% or more of the performance statements denoted in category 4 of the rating scale.
4. The performance of the individual achieves the performance statements denoted in category "4" of the rating scale.
5. The performance of the individual exceeds the performance statements denoted in category 4 and meets less than 50% of the performance statements denoted in category 7 of the rating scale.
6. The performance of the individual exceeds the performance statements denoted in category 4 and meets 50% or more of the performance statements denoted in category 7 of the rating scale.

7. The performance of the individual achieves the performance statements denoted in category 7 of the rating scale.

Note: Whenever performance categories are rated as unsatisfactory (1 through 3) or outstanding (7), the evaluator will substantiate the score with an explanatory narrative comment in the space provided.

- D. Ratings are scored and recorded as superior, exceeds satisfactory, satisfactory, below satisfactory and unacceptable for all civilian employees as follows.

Unacceptable – The performance of the employee achieves the performance statements denoted in the unacceptable rating.

Below Satisfactory – The performance of the employee meets some (but not all) of the criteria in the satisfactory rating.

Satisfactory – The performance of the employee achieves the performance statements denoted in the satisfactory rating.

Exceeds satisfactory – The performance of the employee meets all of the criteria in the satisfactory rating and some (but not all) of the criteria in the superior definition.

Superior – The performance of the employee meets the performance statements denoted in the superior rating.

Note: Any score of 1, 2, or 3 on the evaluation of a sworn employee or any rating of below satisfactory or unacceptable on a civilian evaluation will result in the supervisor completing the evaluation issuing a counseling memorandum to the employee. Further, if the employee receives a subsequent failing score for the same category on their next evaluation, a memorandum of record will be issued to the employee by the supervisor completing the evaluation. If the same employee fails the same category for a third year, the matter may result in disciplinary action, with the exception of successive failures in the sick leave category. Successive failures in the sick leave category shall result in successive memoranda of record, unless abuse of sick leave is suspected, the matter will not be referred for potential disciplinary action.

When an employee has an incident which warrants a counseling memorandum or memorandum of record, the evaluator should not wait until the performance evaluation to issue the counseling memorandum or memorandum of record. The counseling memorandum or memorandum of record should be generated at the time of the incident. For example, if an employee has five frequencies of sick time in a six month period the counseling memorandum or memorandum of record should be issued at the time of the fifth frequency.

- E. The following definition of a sick leave frequency will guide the scoring for the category of "attendance."

1. A frequency of sick time is defined as any continuous use of sick time for an illness or injury or family illness that is a minimum of a full day for the employee.

For example, if an employee/member uses three consecutive work days of sick time for an illness, those three days would be one frequency of sick time. If an employee leaves work sick for a part of the day and then is sick the next two working days, this is one frequency for two days and whatever partial hours are used. These partial hours would not count towards another frequency as defined further below because the employee used more than a full day for the same illness.

2. Sick time is authorized for dental, optical or medical appointments.
3. Any partial use of sick time does not become a frequency until the total partial hours make up a full day based upon the employees' daily hours. So a 70 hour employee would not trigger a frequency until all of their partial sick hours used totaled at least 7 hours. A 75 hour employee would have to use a total of 7.5 hours before a frequency was triggered and an 80 hour employee would have to use a total of 8 hours before a frequency was triggered.
4. All partial uses of sick time count towards a frequency (except as noted in section #1 above). If a 75 hour employee has four uses of sick time for doctor's appointments for two hours each within the evaluation year for a total of 8 hours, this would be counted as one frequency for evaluation purposes. The narrative in the evaluation would be one frequency of sick time for one day and .5 hours partial sick time used.
5. If an employee uses less than a full day of partial sick time throughout the evaluation period and has no other frequencies of sick time, then for evaluation purposes they would not have any frequencies. So, if a 75 hour employee had three partial uses of sick time for a total of 6 hours, the employee would not have any frequencies of sick usage for evaluation purposes. The employee should receive a seven (7) on their evaluation or "superior" if they are a civilian and the narrative should read, zero frequencies for zero days and 6 hours partial sick time used.
6. If an employee uses partial time for an on duty illness but does not use any additional sick time for that illness, those partial hours would count towards a frequency if the employee used any additional partial hours of sick time. For example, if a 75 hour employee left work four (4) hours early due to an illness but reported to work at their next scheduled time, those four (4) hours would count towards partial time. If the same employee had two other partial uses of sick time for a total of 4 hours, then for evaluation purposes, this employee would have one frequency of sick time for one day and .5 hours partial sick time used.

F. Rating for the "Attendance/Sick leave" category

The rating for all sworn evaluations for attendance/sick leave will be as follows:

0 – frequencies of sick leave	score – 7
1 – frequencies of sick leave	score – 6
2 – frequencies of sick leave	score – 6
3 – frequencies of sick leave	score – 5
4 – frequencies of sick leave	score – 4
5 – frequencies of sick leave	score – 3
6 – frequencies of sick leave	score – 2
7+ – frequencies of sick leave	score – 1

The rating for all civilian evaluations for attendance/sick leave will be as follows:

0 – frequencies of sick leave	score – Superior
1 – frequencies of sick leave	score – Exceeds Satisfactory
2 – frequencies of sick leave	score – Exceeds Satisfactory
3 – frequencies of sick leave	score – Exceeds Satisfactory
4 – frequencies of sick leave	score – Satisfactory
5 – frequencies of sick leave	score – Below Satisfactory
6 – frequencies of sick leave	score – Below Satisfactory
7+ – frequencies of sick leave	score – Unacceptable

Note: For all employees (sworn or civilian) any incident(s) of unauthorized absence is unacceptable and will result in a score of 1 for sworn members or an “unacceptable” rating for civilian employees.

V. Evaluation Status Report

- A. Any rating of 1, 2, or 3 (unsatisfactory) on a sworn employee evaluation will result in the initiation of an **Evaluation Status Report/MB-089** by the appropriate Bureau Chief administrator. Any rating of below satisfactory or unacceptable on a civilian evaluation will result in the initiation of an **Evaluation Status Report/MB-089** by the appropriate Bureau Chief administrator. This form will be forwarded to the evaluator noting the name and category of deficiency.
- B. After a period of ninety (90) days, the evaluator will complete the status report noting the improvement (or lack of improvement) by the employee.
- C. The evaluator will then forward the status report to the Unit Commander, with a copy to the Bureau Chief. The unit commander will decide what course of action (if any) will be taken after a review of the status report.

VI. Appeal

- A. Members/employees may choose to appeal any portion of their evaluation by submitting a **Performance Evaluation Appeal Form (MB-061)** which can be retrieved from the MCSO Intranet.
- B. The appeal must be made within three (3) working days from the date the evaluation was completed.
- C. If a member/employee indicates that he/she wishes to appeal the evaluation, the evaluator will provide a copy of the evaluation to him or her for that purpose.
- D. The individual may appeal the evaluation as follows:
 - Step 1** Employee requests an appeal by completing the **Performance Evaluation Appeal Form**.
 - Step 2** Evaluator forwards said form, with an attached copy of the employee's evaluation, to the next highest commanding officer (above that of the command officers involved in the initial evaluation and review) who will then review the appeal.
 - Step 3** The reviewing command officer may modify or accept the original evaluation. Appropriate reasons for modification or acceptance must be stated on the form.

- Step 4** The first review officer forwards said form to employee with a copy to the original evaluator.
- Step 5** Employee confirms acceptance or rejection in writing. If an employee rejects the decision, he/she will proceed to **Step 6**.
- Step 6** Employee appeals to the next higher command officer.
- Step 7** See **Step 3**.
- Step 8** The second review officer may modify or accept the original evaluation. Appropriate reasons for modification or acceptance must be stated on the form. The second review officer will forward the **Performance Evaluation Appeal Form** to the employee and forward a copy of same to the previous evaluators.
- Step 9** No further appeal is allowed except as may be provided for within the collective bargaining agreement. These matters will be reviewed by the Sheriff.
- Step 10** After all appeals have been exhausted, the employee evaluation, with the appeal form attached, will be forwarded to the Undersheriff by the commanding officer.

VII. Evaluator Rating

The ability of supervisors to evaluate subordinate employees will be rated by their respective supervisors during the annual performance review and will be considered when scoring the category "Development of Subordinates". The evaluation will include, but not be limited to:

- A. Fairness and impartiality of ratings given and the supervisor's ability to carry out the role of a rater in the performance evaluation system.
- B. Adherence to the procedure of the performance evaluation process, including the use of standardized guidelines and career counseling for those members/employees rated.
- C. Apply ratings uniformly to all subordinates.

Note: A notation must be made in the comments block for the "Developing of Subordinates" category. The purpose is to evaluate the supervisor's ability to apply career counseling, training, and higher education as outlined in **Section III** of this Order to the evaluations of their respective subordinates.

By Order of the Sheriff,



Todd K. Baxter

* Indicates addition or change from previous order.