

KERN COUNTY SHERIFF'S OFFICE

Detentions Bureau Policies and Procedures

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

EFFECTIVE:	REVIEWED:	REVISED:	UPDATED:
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REFERENCE: Title 15, Section §1029

POLICY

The Kern County Sheriff's Office Detention Bureau has developed employee performance standards to assist employees in understanding what is expected of them; to show in many areas what is appropriate work behavior, to improve the consistency of employee performance evaluations.

These performance standards relate to many of the rating categories found on the county employee performance report form and apply to all officials assigned to the Detention Bureau.

Minimum performance standards are levels of work performance that are expected of fully competent employees. Employees who have already demonstrated an ability to comply with the minimum levels are expected to expand their abilities and exceed these levels whenever possible.

It will be the discretion of the employee's immediate supervisor to determine what level of performance corresponds to a particular evaluation. Performance standards should not be determined by selecting a specific number of mistakes as being acceptable. Instead, a supervisor should rely on their own perception of total work behavior when evaluating an employee's performance.

Procedure A. Rating Categories for all Employees

1. ATTENDANCE
2. PUNCTUALITY

Minimum Standards

An employee is expected to report to their assigned duty station, in proper uniform, at the assigned time and on a regular basis.

Examples of Unacceptable Conduct:

- An abuse of sick leave privileges (i.e., utilizing sick leave when unjustified or unnecessary).
- Absence from work without prior permission.
- The failure to give the on-duty Shift Supervisor at least two (2) hours of prior notice before not reporting to work.
- Excessive unexcused tardiness.

3. PHYSICAL FITNESS

Minimum Standard:

An employee is expected to maintain a personal level of physical fitness which will allow the employee to adequately and safely perform the assigned job duties.

Examples of Unacceptable Conduct:

- The continued existence of an overweight condition that prevents an employee from safely performing the job.
- The refusal of an employee to use those corrective lenses or other prothesis that are necessary in order for the employee to continue to perform at employment standards.

4. SAFETY PRACTICES

Minimum Standard:

An employee is expected to consistently follow established facility safety practices when dealing with incarcerated people and other employees. An employee is expected to perform assigned work tasks, without unnecessarily

TITLE:	MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL ASSIGNED TO THE DETENTIONS BUREAU	J-600
---------------	--	--------------

injuring themselves or others, or exposing themselves or others, to unnecessary risks or dangers.

Examples of Unacceptable Conduct:

- Allowing the introduction of weapons or contraband into the facility by failing to properly conduct a thorough incarcerated person search.
- Failing to obtain adequate back-up assistance prior to entering a cell to investigate a disturbance.
- Failing to use the appropriate degree of force necessary to control a combative or resistive incarcerated person.
- Causing injury to an incarcerated person or co-worker through the negligent operation of facility equipment (i.e., closing a door on an incarcerated person's body).
- Failing to provide for adequate incarcerated person supervision during incarcerated person movement periods.
- Failing to summon the medical staff to evaluate the condition of an obviously injured incarcerated person.
- Failing to make the required and necessary cell checks.
- Improper key control.
- Allowing an incarcerated person to leave the facility without appropriate restraints being in place and properly secured.
- Failure to make "incarcerated person head" counts at designated time intervals.

5. PERSONAL NEATNESS

Minimum Standard:

An employee is expected to maintain a level of personal grooming and dress on the jobsite which is in compliance with departmental standards (as outlined in the Sheriff's Procedures Manual).

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

Examples of Unacceptable Conduct:

- Failure to cut the hair or mustache in compliance with departmental grooming standards.
- The wearing of a uniform which is not neat or is in need of repair.

6. COMPLIANCE WITH RULES AND REGULATIONS

Minimum Standard:

An employee is expected to carry out all reasonable and lawful orders of a ranking officer of the Sheriff's Department, or any other officer placed in a supervisor role (whether the orders be in written or oral form). An employee is also expected to follow all lawful policies and procedures established by ranking members of the Sheriff's Department or any other officer placed in a supervisory role (whether the policies and procedures be in written or oral form).

Examples of Unacceptable Conduct:

- The refusal of an employee to promptly carry out all reasonable and lawful orders of a ranking officer, or other supervisor.
- Failure to perform an assigned task in compliance with established policy or procedure.

7. COOPERATION

Minimum Standard:

An employee is expected to interact with co-workers in a manner that allows for the prompt accomplishment of the assigned duties.

Examples of Unacceptable Conduct:

- Failure to provide a fellow employee with a reasonable amount of courtesy or respect by unnecessarily arguing or gossiping.
- Failure to properly brief a relieving co-worker regarding critical "condition of the watch" information.

8. ACCEPTANCE OF NEW IDEAS AND PROCEDURES

9. PERFORMANCE IN NEW WORK SITUATIONS

Minimum Standard:

An employee is expected to accept the constructive criticism of a ranking officer (or other supervisor) in a positive manner, and to apply such suggestions towards improving performance. An employee is also expected to demonstrate the ability to adapt within a reasonable amount of time, to changing situations and to learn and implement new skills as required by the assignment.

Examples of Unacceptable Conduct:

- An employee who rationalizes mistakes.
- Denies committing an error.
- Is argumentative when counseled by the supervisor.
- Refuses to or does not attempt to make corrections in behavior.
- An employee who cannot demonstrate competence within various areas of facility functions (i.e., receiving, booking, station control, etc.).

10. APPLICATION OF EFFORT

11. INTEREST IN JOB

Minimum Standard:

An employee is expected to perform the assigned duties diligently and to complete the tasks within an appropriate amount of time, given the complexity of the task and other related circumstances.

Examples of Unacceptable Conduct:

- Failing to complete waiting work and thereby forcing others to take care of it.

TITLE:	MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL ASSIGNED TO THE DETENTIONS BUREAU	J-600
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- Failure to complete a duty within a reasonable period of time, relative to a period of time a fully competent employee would require to complete the same tasks under the same circumstances.
- Failing to pay attention during training sessions, whether they are Inservice or formal training classes.
- Failing to report for assigned training or being late for training classes.

12. ACCURACY OF WORK

Minimum Standard:

An employee is expected to perform the assigned duties with reasonable accuracy and thoroughness.

Examples of Unacceptable Conduct:

- Incomplete or inaccurate incarcerated person bookings.
- Releasing incarcerated people in error.
- Inaccurate or incomplete citations.
- Accepting an incomplete or improperly filled out arrest data form from the arresting officer.
- Conducting inaccurate incarcerated person counts.
- Inaccurate inventory of prisoner's property.
- Failure to locate contraband during an incarcerated person search.

13. QUALITY OF JUDGMENT

Minimum Standard:

An employee is expected to demonstrate the ability to reason through a problem and to arrive at an acceptable conclusion based on information available to the employee at the time. An employee is also expected to take the appropriate action when required.

Examples of Unacceptable Conduct:

- The use of excessive force in controlling a combative or resistive incarcerated person.
- The failure to have an obviously injured incarcerated person evaluated by the facility medical staff.
- The failure to have the medical staff, or psychological technicians evaluate an incarcerated person who shows obvious signs of mental instability.
- The failure to complete incident reports as required by procedures.
- The failure to notify the Shift Supervisor of any extraordinary circumstances occurring within the facility.

14. PUBLIC RELATIONS

Minimum Standard:

An employee is expected to treat the public and incarcerated people with that degree of civility and courtesy that is warranted by a particular situation or is dictated by the attitude or response of the person with whom the employee is in contact.

Examples of Unacceptable Conduct:

- Criticizes co-workers in front of incarcerated people or members of the public.
- Makes unnecessary derogatory remarks about other officers of this or allied agencies.

15. WRITTEN EXPRESSION

Minimum Standard:

An employee's report-writing skills are expected to reflect an ability to:

- Accurately reflect a situation and present relevant information in an organized manner that complies with the Sheriff's Procedure Manual.

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

- Reflect the proper usage of the English language, correct spelling and neat writing.
- Satisfactorily complete the report, in an appropriate time.

Examples of Unacceptable Conduct:

- The writer is unable to organize the information and reduce it to writing. Pertinent details are omitted from the report.
- Reports are not legible due to sloppy handwriting. Reports contain an excessive number of misspelled words.
- Reports contain improper sentence structure, or the word usage is improper or incomplete.
- Reports require an excessive amount of time for the writer to satisfactorily complete, as compared to similar reports prepared by fully competent employees under similar circumstances.

16. ORAL EXPRESSION

Minimum Standard:

An employee is expected to possess the ability to gain and maintain control of a situation, when possible, through the use of oral commands and instruction. Employees are expected to speak with authority, in a calm, clear voice, demonstrating an ability to properly select words and a knowledge of when and how to use them. An employee is also expected to have the ability to convey information in a manner that will minimize the need for the listener to ask for clarification.

Examples of Unacceptable Conduct:

- An employee who often speaks too softly, too loudly, confuses or unnecessarily angers the listener by what is said and how it is said.

17. EQUIPMENT OPERATION

Minimum Standard:

An employee is expected to demonstrate an ability to operate the various types of facility equipment effectively, properly and in a safe manner.

Examples of Unacceptable Conduct:

- Unable to effectively operate the computer terminal in order to perform the various computer-assisted procedures.
- Unable to safely apply incarcerated person restraints such as handcuffs, leg irons or waist chains.
- Unable to correctly operate control panels.
- Unable to properly use the self contained breathing apparatus or fire extinguisher.

18. PERFORMANCE WITH MINIMUM SUPERVISION

19. PROMPTNESS IN COMPLETING WORK

20. VOLUME OF WORK PRODUCED

Minimum Standard:

An employee is expected to complete an assigned duty in a timely fashion and in an acceptable manner, without prodding by a Supervisor or fellow employee. An employee is also expected to consistently accomplish a day's work for a day's pay, and to perform a fair share of the workload. The employee shall not rely on a coworker to perform tasks they themselves should have taken care of.

Examples of Unacceptable Conduct:

- A failure to complete a fair share of incarcerated person bookings.
- A failure to submit a completed incident report before going off duty.
- Unnecessary delay before performing incarcerated person reception, booking and releases.

- Failure to investigate a disturbance within a cell.
- Failure to conduct the required amount of deck checks when possible.
- Failure to house processed incarcerated people when time permits.
- Failure to provide incarcerated people with showers or phone calls when time permits.
- Failure to complete any required task when time permits, and instead requires the next shift to perform the duty.

Procedure B. Rating Categories for Employees who Supervise

COORDINATING WORK WITH OTHERS

Minimum Standard:

Whenever possible, supervisors should plan ahead and consult with other supervisors and/or commanders, prior to taking any action on issues which will have an effect on other shifts, facilities, divisions or the bureau. However, when time does not permit preplanning, supervisors, prior to implementation, should consider the effect their decisions will have on their shifts, the facility, division and bureau, and inform the appropriate personnel.

Examples of Unacceptable Conduct:

- Failure to hold personnel over to work in other assignments, such as hospital guard, transportation, or to maintain minimum staffing levels on other shifts.
- Unnecessarily allowing work done by your shift to go uncompleted and spilling over to the next shift.
- Failure to inform other supervisors about incidents which will have an affect on them.
- Failure to make appropriate arrangements and take appropriate precautions, when prior knowledge exists about unusual occurrences such as utilities being turned off.

2. ACCEPTANCE OF RESPONSIBILITIES

Minimum Standard:

Supervisors are expected to be willing to undertake all assignments given to them; not to blame co-workers or subordinates for tasks under their control, which are not done completely or done properly. In addition, Supervisors are expected to accept responsibility for everything their units do, or fail to do.

Examples of Unacceptable Conduct:

- Making excuses rather than holding people accountable for not completing tasks in time or correctly.
- Failing to consult with ranking officers for further direction, clarification, or information when you are unsure of what is expected of you.
- Failure to meet deadlines on assigned staff work.
- Failure to take appropriate disciplinary action, or make appropriate recommendations regarding discipline when situations warrant it.

3. ESTABLISHMENT OF WORK STANDARDS

Minimum Standard:

Supervisors are expected to clearly define acceptable performance levels for subordinates; monitor the quality and quantity of work being performed, and give assignments to staff in terms of results which are desired.

Examples of Unacceptable Conduct:

- Failure to immediately correct subordinates when they are observed making errors or behaving inappropriately.
- Failure to make out oral counseling forms when it is appropriate.
- Failure to justify ratings on the Employee Performance Report Form.
- Failure to give adequate and clear instructions about tasks which subordinates are unfamiliar with.

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

- Failure to monitor subordinates' work to ensure it is being done correctly or if more direction or training is needed.

4. TRAINING AND LEADING STAFF

Minimum Standard:

Supervisors are expected to guide, direct and coach staff by providing an opportunity for growth and increased productivity. This should be done by monitoring employees during the performance of their duties, developing in-service training courses in areas where further instruction is needed, and sharing information (case decisions & other documents) which pertains to the job.

Examples of Unacceptable Conduct:

- Failure to recognize staff deficiencies through inspection of work being performed.
- Approving inadequate reports.
- Failure to prepare proper lesson plans for in-service training.
- Failure to point out to subordinates poor performance and give instruction on how to do the task right as it is observed.
- Failure to share information with subordinates which would help them become more proficient.

5. PLANNING AND ASSIGNING WORK

Minimum Standard:

Supervisors are expected to analyze work loads, set completion goals, distribute tasks evenly and according to competence of subordinates, coordinate resources effectively for maximum production and establish priorities.

Examples of Unacceptable Conduct:

- Allowing too many staff members off at the same time so that minimum staffing levels are not met.

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

- Failure to distribute workloads evenly (i.e., booking/receiving process going slow with numerous incarcerated people staying in the booking area for long periods of time while Search and Escort Officers are standing around with nothing to do).
- Failure to tell your superior when you have too much or not enough staff and failure to document it properly.
- Allowing tasks to take too long before completion thereby necessitating more staff than is really needed.

6. FAIRNESS AND IMPARTIALITY TO STAFF

Minimum Standard:

Supervisors are expected to treat each staff member with an equal amount of respect and give all staff equal opportunity to participate and achieve by assigning challenging tasks evenly.

Examples of Unacceptable Conduct:

- Consistently assigning staff work to the same people.
- Consistently assigning the same staff members to preferred duty stations or extra work.

7. CONTROL OF STAFF

Minimum Standard:

Supervisors are expected to explain what needs to be done by presenting all the facts about a situation to avoid assumptions, explain why things must be done a certain way and check for understanding.

Examples of Unacceptable Conduct:

- Failure to give clear and adequate instruction regarding tasks which need to be accomplished.
- Failure to tell subordinates why things are done a certain way when it is appropriate.

TITLE: MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL J-600
ASSIGNED TO THE DETENTIONS BUREAU

- Failure to inspect subordinates work to be sure it is being done correctly and according to written procedures.