



SAN JOAQUIN COUNTY WORKNET EMPLOYMENT AND ECONOMIC DEVELOPMENT DEPARTMENT POLICIES AND PROCEDURES DIRECTIVE

DIRECTIVE NO.	EFFECTIVE DATE	APPLICABILITY	PAGE
25-22	March 9, 2026	Departmental	1 of 5
SUBJECT: EMPLOYEE PERFORMANCE EVALUATIONS			

I. PURPOSE

The purpose of this directive is to provide a structure for effective communication between supervisor and staff and establish uniform policies and procedures for preparing employee performance evaluations in accordance with San Joaquin County Civil Service Rules.

II. GENERAL INFORMATION

In accordance with Civil Service Rule 13, the performance of each employee in the classified service shall be evaluated regularly, and the reports shall be submitted to the Human Resources Division.

Performance evaluations form part of the employee's official personnel record and are considered in granting leaves, transfers, entry into promotional exams, step increases, and other personnel actions. In addition, unsatisfactory periods of service do not count toward an employee's seniority for lay-off purposes in accordance with Civil Service Rule 17 – Reduction in Staff.

This directive supersedes PPD 24-08, Employee Performance Evaluations, dated August 15, 2024.

References

- San Joaquin County Civil Service Rules 13 and 17

III. POLICY

Regular performance evaluations provide a review of past work performance and create the opportunity to develop new performance goals and establish lines of

communication about employee performance. This will also create an opportunity to discuss professional development goals and objectives and document employee performance and provide support for merit increases, promotions, corrective action necessary to improve work performance, or terminations. It is the supervisor's and manager's responsibility to monitor, evaluate and coach employees.

Civil Service Rule 13 requires probationary status employees receive performance evaluations following the fourth, seventh, and eleventh months of the probationary period. Permanent status employees are evaluated yearly. The department may also prepare special evaluations on any employee at any time. Any employee whose performance is rated unsatisfactory must be re-evaluated within ninety (90) days.

IV. PROCEDURE

The performance evaluation should be based on job-related factors only. It should focus on what the employee does on the job and use specific job-related terms and clearly define the intent of comments. The performance evaluation should measure employee performance against the job specifications. San Joaquin County Guidelines for preparing employee performance evaluations are available from the San Joaquin County Human Resources Division.

Whenever possible an employee's performance evaluation will be prepared by their immediate supervisor using the San Joaquin County Employee Performance Report form (Attachment 1). Prior to meeting with the employee, the supervisor must submit the completed draft evaluation to their manager by email for review. The manager's review ensures consistency, compliance with Civil Service Rules, and proper documentation.

The manager's review occurs before the evaluation is discussed with the employee; however, the manager's signature indicates final approval and will be completed only after the supervisor and employee have met to review the evaluation and any revisions have been made, if applicable.

If employee performance is considered satisfactory:

- Supervisors are encouraged to complete the Satisfactory Sections A, B, and C, as appropriate.
- Through the performance evaluation, supervisors should convey positive contributions the employee has made in the position.
- The Special Recognition section highlights exceptional performance or areas where an employee is performing well. Raters should use specific examples to support the rating or special recognition.

- If performance issues exist, careful attention must be made when marking “Satisfactory”. If a supervisor or manager has performance-related concerns, a consultation with Human Resources is recommended.
- Section C establishes plans for employee development. If Section B identifies areas for performance improvement, Section C must outline appropriate development or corrective actions.

If employee performance is considered unsatisfactory:

- Any regular or special evaluation with a rating of “unsatisfactory” must include an employee improvement plan.
- An employee improvement plan will outline specific steps the employee must take to improve their job performance. These steps must be written in a manner to ensure the employee understands what must be done to improve their performance. This documentation is a requirement and must be submitted with the performance report form.
- Except in cases of termination, release from probation, or leave of absence, employees who receive an unsatisfactory performance evaluation must receive a follow-up evaluation within 90 calendar days from the date of the final review of the initial unsatisfactory evaluation. If an employee does not meet satisfactory expectations during the follow-up evaluation, the special evaluation period may be extended with additional goals, or the employee may be subject to the next step of the disciplinary process.
- Periods of unsatisfactory employment are excluded from seniority accumulation for layoff purposes or credit for promotional examinations. Therefore, a follow-up meeting is mandatory within 90 calendar days from the date of the initial unsatisfactory evaluation to review job performance with the employee.

Meeting to discuss the performance evaluation forms:

The manager or supervisor responsible for completing the evaluation will schedule an appointment with the employee to review and discuss the evaluation’s content and obtain signatures. At the meeting, the supervisor will review and explain each section of the performance report form.

If the evaluation is rated Satisfactory, it is strongly recommended that the evaluation meeting between the supervisor and employee include the development of goals and objectives for the upcoming performance period.

If performance is considered unsatisfactory, the supervisor may choose to have a manager attend the meeting. If the manager has been involved in the evaluation

process prior to the meeting, the employee is entitled to have the evaluation reviewed by a different manager who has not participated in the process to that point. During the meeting, the supervisor should remain objective and allow the employee to present their perspective, listening carefully to assess the validity of the employee's statements. For additional guidance, refer to the "Employee Performance Evaluations" section of the applicable Memorandum of Understanding.

An evaluation is not considered final until the supervisor–employee review meeting has occurred, any necessary revisions have been made, and all required signatures are obtained. If revisions are made following the meeting, the revised evaluation must be resubmitted to the manager for final review and approval.

After the supervisor and employee meeting and any revisions, the manager will sign the "REVIEWED BY" field on the performance report form to indicate final approval.

Signatures and Distribution

If an employee refuses to sign the performance report form, the supervisor must document that on the evaluation and submit the report to Human Resources. Employees have the right to submit written comments regarding any evaluation and have those comments filed with the formal evaluation in the Human Resources Division personnel files.

Employees are granted the opportunity to discuss the performance report with the appointing authority or designee within a reasonable timeframe from the date of the original appointment with the rating supervisor. An appointment with the Reviewing Officer should be scheduled within a reasonable period. Following the meeting with the appointing authority, the performance evaluation will stand as recommended.

The supervisor should retain a copy of the performance report. Once all signatures have been obtained, the Office Technician shall provide the employee with a copy of the performance evaluation for their personal records. The original report, along with any attachments, will be forwarded to the Human Resources Division for inclusion in the employee's personnel file.

V. QUESTIONS REGARDING THIS DIRECTIVE

May be referred to the Executive Director of EEDD via Managers or designee.

VI. UPDATE RESPONSIBILITY

The Executive Director of EEDD and/or designee shall be responsible for updating this directive, as appropriate.

VII. APPROVED

A handwritten signature in cursive script that reads "Patricia Virgen".

PATRICIA VIRGEN
EXECUTIVE DIRECTOR

PV:jl

Attachment 1: San Joaquin County Employee Performance Report Form

**SAN JOAQUIN COUNTY
EMPLOYEE PERFORMANCE REPORT**

EMPLOYEE NAME: (Printed)	CLASSIFICATION	EMPLOYEE ID #	DEPARTMENT EEDD	DEPT # 5055103000
REASON FOR RATING ☐ PROBATION ☐ FINAL PROBATION ☐ REGULAR ☐ SPECIAL		RATING PERIOD FROM: _____ TO: /20		

☐ **SATISFACTORY** (Section A is to be completed for recognition of special performance. If improvement is needed, comments are required in Sections B and C).

Comment Sections (Attach additional sheets if necessary)

A. Special recognition is given this employee for the following aspects, of job performance:

B. Employee needs to improve performance in the following aspects of job performance:

C. Plans for employee development:

☐ **UNSATISFACTORY** (Comments are required) *

This employee does not meet the required standards of work established by this department because of the following:

*NOTE: Periods of unsatisfactory service are excluded from seniority for layoff purposes or credit for promotional examinations. Employees who receive an Unsatisfactory Performance Evaluation must be re-evaluated within 90 days of the date of an Unsatisfactory rating.

☐ I hereby certify that this report was discussed with me. I understand my signature does not necessarily mean I agree with this report.

☐ I request an appointment to discuss this rating with the review officer designated by my appointing authority.

EMPLOYEE SIGNATURE:	DATE:
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RATED BY:	TITLE:	DATE:
REVIEWED BY:	TITLE:	DATE:

Electronic Evaluation Form: 6/02

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