

GENERAL ORDER 35.1.1

Performance Evaluations

GENERAL ORDER CROSS-REFERENCE: 33.4.1

SUMMARY

Describes the Department's Performance Evaluation process.

DISCUSSION

The purposes of an evaluation system serve both management and the individual employee. Essentially, these are to: foster fair and impartial personnel decisions; maintain and improve performance; provide a medium for personnel counseling; facilitate proper decisions regarding probationary employees; provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines; and identify training needs.

POLICY

I

FREQUENCY OF EVALUATIONS

Newly hired and promoted employees shall be evaluated at the completion of their 3rd, 6th and 12th months of employment, and annually after that. Part-time employees shall also be evaluated annually. Non-probationary employees shall be evaluated annually on or by their anniversary dates.

The Humana Resources department shall be responsible for sending out electronic reminders of these dates.

II

EVALUATION FORMS

Each employee's evaluation shall be in writing on an employee evaluation form. Additional comment pages may be attached and become a part of the official evaluation. Completed evaluations shall be retained in the employee's personnel file in accordance with the Department's document retention schedule.

III

EVALUATION PERIOD

Each employee evaluation shall cover the specific period marked on the face of the evaluation form. Performance evaluations shall be based only on performance during the rating period.

IV

DUTIES TO BE EVALUATED

Criteria used for performance evaluation shall be specific to the position occupied by the employee during the rating period. The employee shall be rated for performance in the position held during the rating period. Tasks of the position, as set forth in the job description, form the basis for the description of what work is to be performed. Criteria used to define the quality of work shall be descriptive, measurable, and allow a characterization regarding how the work is performed.

V

USE OF FORMS

A rating scale is provided for each performance category on the performance evaluation form. Behavior associated with each respective level of rating is identified on the form and should be utilized accordingly. The form provides for comment on specific behavior relative to the category being evaluated. A rating of "3" is considered acceptable performance in each performance category. A rating below "3" on any category may be cause for denial of a merit increase. Supervisors may use the short evaluation form after an employee has reached the top step of their pay scale, and is in good standing with regards to performance. If an employee is receiving less than a "3" in any category, the long form must be used.

The rater shall fill the form out in its entirety. The employee's name and the rating period shall be checked for accuracy. The rater shall check the appropriate performance rating on the scale provided for each performance category. When completing a performance evaluation, raters shall give consideration to the employee's experience and job assignment.

Raters are required to document performance when ratings are noted that reflect other than meeting Department standards represented as a "3" in each criteria.

Supervisors and others assigned to positions requiring them to evaluate other employees (e.g. FTO's) shall be trained in evaluation procedures during their initial training.

VI RATER RESPONSIBILITIES

Employees shall be rated by their immediate supervisors. The supervisor of rated employees is the person most familiar with their performance and able, therefore, to evaluate performance most accurately. This responsibility shall not be delegated. Employees may have been supervised by more than one supervisor during a reporting period. In this case, the rating supervisor should confer with the other supervisors. Prior to completion of an employee's evaluation, the rating supervisor shall consult with his/her bureau commander for input on the involved employee's evaluation. The rating supervisor is responsible and accountable for ensuring the employee being evaluated receives an honest, fair and objective performance evaluation.

Employees who conduct performance evaluations shall themselves be rated, during their own performance evaluation process, on the quality of the ratings given employees.

VII EMPLOYEE REVIEW

The rating supervisor shall provide a copy of the completed performance evaluation to the respective employee at least 24 hours prior to a scheduled appraisal interview. This affords the employee an opportunity to review the information contained in the evaluation and be better prepared to discuss the evaluation during the interview.

The discussion between the supervisor and employee during the appraisal interview must be open and the supervisor must be objective in listening for new information. Each criterion in the evaluation must be reviewed with the employee and feedback is a key element in the appraisal process.

During the review the supervisor shall take the opportunity to discuss the results of the performance evaluation just completed; the level of performance expected, rating criteria and/or goals for the next reporting period; and conduct career counseling relative to advancement, specialization, or training appropriate to the employee's position.

The rating supervisor will ensure that ethics are reviewed with the employee as provided by the Professional Standards Unit and so note in the performance appraisal document.

Employees wishing to contest their evaluations or make written comments concerning their evaluations shall do so through their supervisors, via the chain of command, to the Chief of Police. If an employee contests his/her evaluation, a division commander or the Chief of Police has authority to change the employee's evaluation, if a change is justified.

A copy of the completed evaluation report shall be provided to the employee by the supervisor.

The employee shall be given the opportunity to sign the completed performance evaluation report to indicate the employee has read it. Each performance evaluation should be read and understood by the employee. The signature indicates only that the employee has read the report and does not imply agreement or disagreement with the contents. If the employee refuses to sign, the supervisor should so note and record the reason or reasons, if given. (Note: Section 13.2 of the Association Agreement requires Association members to read and sign any derogatory material that is placed in their personnel files, including merit ratings, written reprimands, demotions, suspensions or discharge.)

VIII UNSATISFACTORY PERFORMANCE

Employees shall be advised in writing whenever their performance is deemed to be unsatisfactory and the written notification shall be given to them at least 90 days prior to the end of the rating period.

The 90 day requirement is waived if the situation or situations resulting in the unsatisfactory performance occur less than 90 days before the end of the rating period. In this case, the written notice shall be given to the employee as soon as possible. Documented discipline is sufficient notice of performance deficiency.

This notice should substantiate the performance at the unsatisfactory level, advise the employee of unsatisfactory performance, and define actions that should be taken by the employee to improve performance. If unsatisfactory performance continues, this information shall be included in the evaluation report.

IX

Completed performance evaluations shall be forwarded via the chain of command to the Chief of Police. Supervisors, division commanders, and the Chief of Police shall review and sign the evaluations in the spaces provided.

X

Once completed evaluations have been reviewed and signed by appropriate persons, they shall be filed in the employee's personnel file. A copy will be sent to the Human Resources department.

Richard L. Lewis
Chief of Police