

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 6th and 12th months of employment, and annually after that. Performance assessments will be done at a minimum on an annual cycle, normally around the employee's anniversary date, for regular-status employees with four (4) or less years of service in the same position. For regular-status employees with more than four years of service, a formal, written performance evaluation is required only once every fourth year. The supervisor may complete a waiver in lieu of the formal evaluation for up to three consecutive evaluations. However, nothing in this policy limits a supervisor's discretion to provide evaluations more frequently.

Performance evaluations are required annually for employees with more than four (4) years of service when any of the following apply:

- The employee has been subject to formal discipline during the prior twelve (12) months;
- The employee has moved to a position in a different classification, whether by reclassification, promotion, demotion or lateral transfer, since their last evaluation;
- The employee has been recalled from layoff within the past twelve months;

- The employee has requested an annual evaluation.

Additional evaluations may be done during an employee's training or probationary periods.

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. 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

PROCEDURE

The evaluator should normally be the employee's immediate supervisor. The evaluator should be familiar with the employee's performance during the entire period for which the employee is to be evaluated. The evaluator should seek input from the employee by requesting that the employee complete the self-evaluation section of the form.

The evaluator and employee meet to discuss the performance assessment. The employee is given a copy of the evaluation for their records.

The completed forms are sent to Human Resources for filing in the employee's personnel file.

When a supervisor elects to not provide an annual evaluation to an employee with more than four years of service, the supervisor will complete a "Performance Assessment Waiver" to inform Human Resources that the employee will not be receiving an evaluation.

Supervisor's Responsibility:

All supervisors shall be held responsible for the accurate completion of performance evaluation reports for the employees assigned to their work unit. The Human Resources Department will provide timely notice of evaluations which are due for all employees in the supervisor's work unit. It is the supervisor's responsibility to ensure that these employees are evaluated in accordance with City policy and to return the completed performance evaluation forms in a timely manner to the Human Resources Department.

Supervisors who fail to return the completed forms in accordance with this requirement may have their noncompliance noted in their next performance evaluation.

Provide frequent informal constructive feedback. Employees should not be surprised during the review process if there is a performance issue. Keep track of commendations and complaints regarding work performance and communicate these with the employee as they happen.

Give the employee ample notice and time to complete the self-evaluation portions of the assessment document. Review the information provided by the employee. Assess the performance and accomplishments against goals and objectives set previously.

Review the job description associated with the position. Consider if it appropriately describes the duties and responsibilities, or if the work has changed. Contact Human Resources if the description needs updated or if the employee is no longer appropriately classified

Meet with the employee in a timely manner. Be prepared to discuss accomplishments, goals and ways the employee can develop and improve. Ask questions and remove barriers to good performance. Consider any changes or updates to goals, objectives, competencies, and development plans for the next performance review cycle.

Fully consider employee comments when compiling the final document. Include any additional information or documents provided by the employee to complete the assessment packet.

Supervisors, Division Commanders, and/ or Chief of Police shall review and sign the evaluations in the spaces provided.

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.

Employee's Responsibility:

Participate in the performance assessment process including signing the final document. Signing indicates participation in the process, not agreement or disagreement with outcomes.

Complete the self-evaluation parts of the assessment document including the accomplishments section and employee self-rating column. Review your personal performance over the year. Assess your performance and accomplishments against goals and objectives set previously.

Be prepared to discuss your progress as well as any obstacles to improvement so the supervisor can help remove the barriers to good performance. Consider any changes or updates to goals, objectives, competencies, and development plans for the next performance review cycle.

Provide additional comments/rebuttal documentation if necessary to be kept with the assessment tool.

Review the job description associated with your position. Ask for direction or clarification on job duties and behaviors that aren't clear or that have changed over time. Consider any revisions needed to your key position responsibilities.

Andrew Shearer
Chief of Police