

TAKOMA PARK POLICE DEPARTMENT - GENERAL ORDERS



TITLE: PERFORMANCE EVALUATIONS	NUMBER: 409
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New X Amends Rescinds	General Order 409, dated March 18, 2002
AUTHORITY: Chief Ronald A. Ricucci	ACCREDITATION STANDARDS: 35.1.1 - 35.1.9
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01 Purpose: To describe the principles of performance evaluations and the manner in which they will be carried out. The purposes of performance evaluations are to:

- A. Standardize the nature of the personnel decision-making process;
- B. Assure the public that the Department’s employees are qualified to carry out their assigned duties;
- C. Provide employees with necessary behavior modification information so they can maintain appropriate behavior and eliminate inappropriate behavior.

02 Policy: There is a direct relationship between performance evaluation and subjects dealt with in General Orders on recruitment, selection, career development, promotion, classification, training and grievance procedures. This relationship is based on the fact that the nature and quality of employee’s performance must have a bearing on their working life in the Department; on the manner in which they relate to management; and on their assignments, advancement, and promotion. The principles of evaluation will be used by the Takoma Park Police Department to best utilize the human resources available, to assure that personnel problems can be identified and dealt with promptly and fairly, and to assure maximum job satisfaction on the part of each employee. The Chief of Police will give constant attention to and monitor the system to ensure it is impartial and fair. The Chief will also consider appeals (as described later) and may routinely review the evaluations of the Division Commanders.

03 Objectives: A good evaluation system serves both management and the individual employee and will:

- * allow fair, impartial personnel decisions
- * maintain and improve performance
- * provide a medium for personnel counseling
- * facilitate proper decisions concerning probationary employees
- * provide an objective, fair way to recognize and measure individual performance in accordance with guidelines
- * identify training needs

04 General Requirements:

A. An annual performance evaluation of each employee, except probationers, will be conducted and documented, and it will be based only on performance during the prior year. An employee will be rated by their immediate supervisor. If there are multiple supervisors, because of a transfer for example, they will confer and prepare a joint evaluation.

B. Probationary officers are rated upon completion of their academy training, and daily during field training. The probationary officer will be evaluated quarterly by his/her immediate supervisor for one (1) year. Experienced officers on probation are rated daily during field training and will be evaluated quarterly by their immediate supervisor for one (1) year. The rating shall use a special performance evaluation just for probationary officers until they are released from probation.

C. A rater's superior then reviews an evaluation and brings any discrepancies/inaccuracies to the supervisor's attention for correction.

D. Each employee will be counseled at the beginning of a rating period concerning:

- * tasks of the position occupied
- * level of performance expected
- * evaluation of rating criteria
- * goals
- * career advancement, specialization, and training

E. Criteria used for performance evaluation are 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 what work is to be performed. Criteria used to define the quality of work will be descriptive, measurable, and give an idea of how the work is to be performed.

F. If an officer is on extended light duty (30 days or more) there shall be, if necessary, a mutually agreed upon change in the evaluation criteria between the officer and his/her supervisor.

G. If an officer is on leave for more than three (3) months, there may be an extension of the evaluation period.

H. The supervisor will:

1. Give written notification to an employee whenever performance is deemed below average, at least 90 days prior to the end of the rating period, whenever possible. At such time, the rater will also tell the employee what actions should be taken to improve his/her performance. If the below average performance continues, the information will be included in the formal rating.

2. Fully substantiate ratings in the lowest and highest categories by giving specific reasons in the narrative of an evaluation.

3. Interview the subordinate after an evaluation is complete, encouraging employee comments both written, on the rating sheet, and verbal. The employee is to be counseled as to the results of the

evaluation just completed; level of performance expected, rating criteria or goals for the new reporting period; and such career-related topics as advancement, specialization, or training appropriate for his/her position. After the interview the supervisor may alter the evaluation, if appropriate.

4. Give the employee an opportunity to sign and make written comments to supplement the completed evaluation. The employee's signature is meant to indicate only that he/she has read and discussed it. If the employee refuses to sign, the supervisor will so note and record the reason or reasons, if given.

5. Give his/her superior the evaluation for review and signature. The Superior's review should assess the rating as to fairness and impartiality, and the amount and kind of guidance/counseling/coaching given by the rater to the rated employee.

6. Copies of the completed evaluation, signed by the supervisor and next level superior, will be provided to the employee and the Chief of Police, and the latter will forward a copy to the City Office of Human Resources.

05 The Performance Evaluation System:

A. Measurement Definitions: The evaluation covers multiple job dimensions. The evaluator ranks each dimension on a scale of 1 to 3. A one is a Below Requirements and Expectations rating. The employee demonstrates a less than satisfactory and less than expected level of performance. Performance does not meet all job requirements. Improvement is necessary to reach a satisfactory level of performance. A two is a Meets or Sometimes Exceeds Requirements and Expectations rating. The employee consistently demonstrates a satisfactory and sometimes better than expected level of performance. Performance meets or sometimes exceeds job requirements. A three is a distinguished rating. The employee clearly stands out among the best in the organization. The rating indicates an employee who consistently demonstrates superior performance and provides outstanding service above and beyond expectations. Performance consistently exceeds job requirements. The evaluator should also include comments on each. Job dimensions measured are:

- * work and duty related punctuality
- * knowledge of and compliance with written General Orders
- * meeting deadlines
- * following orders
- * grooming and appearance
- * health and physical condition
- * maintenance and operation of equipment
- * cooperation/community relations
- * effectiveness under stress
- * attitude
- * dependability
- * judgment

- * planning and coordination
- * initiative
- * adaptability
- * accepting direction & criticism
- * quality of work
- * volume of acceptable work
- * professional job knowledge
- * court presentation
- * suspect contact

1. It should be noted that a Meets, Sometimes Exceeds Requirements, or Expectations rating is necessary on the two most recent evaluations to be eligible for promotion.

B. Rater Responsibility:

1. Department policy requires that supervisors maintain ongoing, written records on the performance of their subordinates. This information can assist in determining training needs, preparing performance evaluations and identifying outstanding as well as marginal employees. Daily observation and records will reflect ability, skills, enthusiasm, cooperative attitude, motivation, understanding of the job and ability to work under pressure.

2. Counseling and coaching will be employed by the rater whenever possible.

a. Counseling is a personal interview to help the employee understand and solve problems; coaching is a personal job-related discussion or demonstration conducted by the supervisor to aid in improving a subordinate's performance.

b. Whenever a supervisor documents a shortcoming, the affected employee will be allowed to comment in writing on a counseling form, a copy of which will be supplied to the employee.

3. Documentation concerning police officers will include written notes of jobs well done, or shortcomings, including, for example:

- * quality of written reports
- * quality and number of follow-up investigations
- * quality and amount of crime scene processing
- * good community relations/crime prevention, including victim assistance
- * performance on time and under pressure
- * absenteeism, illness
- * use and maintenance of vehicles and other equipment
- * effect and attitude on others, willingness to assist
- * complaints/commendations received
- * degree of enforcement effort

4. All notes or other documentation will be retained for at least 18 months and will follow a transferred employee.

5. Supervisors will be evaluated on the fairness and impartiality of their ratings and on the amount and kind of guidance/counseling/coaching given their subordinates.

6. Supervisors shall notify the affected employee when they have finished an evaluation and want to present it to them. The notification allows employees time to prepare themselves and retrieve any documentation they may need. Supervisors shall present the evaluation, and any documentation, to the employee in a private conference. Supervisors shall talk openly and honestly with employees and listen to any ideas and suggestions they may make.

C. Evaluation Form Use:

1. Supervisors evaluate employees once a year using the evaluation form. The evaluation form is used to determine an employee's suitability for new assignments, training needed, current effectiveness and ability, and suitability for more responsibility, as well as deciding on granting permanent status to probationers, whether new employees or newly promoted employees.

2. The evaluation form becomes part of the employee's permanent personnel file.

3. Supervisors should retain the form for three years, and then destroy it.

D. Contesting an Evaluation:

1. An employee who believes he/she has received an unfair evaluation may appeal directly to the Chief of Police. A grievance may be submitted to the City Manager only where it is alleged that:

* improper procedures were used in the evaluation process and/or that

* sex, race and/or religious discrimination resulted in an unfair evaluation.

2. The matter of a performance evaluation used to deny successful completion of any probationary period is not appealable to the City Manager. Final authority is reserved for the Chief of Police.

E. Rater training is the responsibility of the Training Officer or designee. Each new Rater shall be instructed in how to record documentation and use it in preparing an evaluation. They shall also be instructed in how to fill out the evaluation form itself. As is stated elsewhere in this General Order, raters will be evaluated on the fairness and impartiality of ratings given and their participation in counseling/coaching.

F. Annual Inspection: The commitment of the Chief of Police to the performance evaluation system will be supported by a yearly inspection to determine how well the system functions. The objectives of the inspection are to:

* identify instances of extreme ratings and reasons for them

* identify the number of contested evaluations and reasons for them

06 City Code Provision: The City Code makes the following provisions for performance evaluations. Note that the Police Department has the authority to go further in its requirements.

A. Maintenance of the System. The City Manager's office is responsible for overseeing the employee performance evaluation system. Employee evaluations shall be an ongoing, day-to-day

responsibility of all employees at the supervisory level, who shall prepare written evaluation forms for their subordinates as scheduled below.

B. Procedure.

1. Employee performance evaluations shall be conducted on an annual basis for all non-probationary employees.

2. The supervisor shall evaluate the employee based on a variety of factors as applied to the assigned duties and responsibilities of the position occupied by the employee as outlined in the job description for that position. The supervisor shall note conspicuous strengths, capabilities and skills as well as weaknesses. The supervisor shall then discuss the evaluation with the employee so that the employee will be informed of his/her performance in relation to the evaluation standards. The supervisor shall also solicit the employee's observations of the Department's program and his/her assignments, especially his/her suggestions for improving assignments, functions, or work procedures, and any special problems noted. The employee shall have the opportunity to discuss any other point(s) he/she feels the supervisor may have overlooked and may write any comments he/she wishes to make on their evaluation form. The employee shall sign the form confirming that a discussion was held with the supervisor.

3. At the time of the evaluation discussion, the supervisor shall also thoroughly review the job description with the employee to note any major changes either of them feels have taken place in the employee's job, and to clarify duties the supervisor assigns to the job. The supervisor, with the assistance of the employee, shall prepare a written description of major changes, additions, or deletions in the employee's duties, and shall forward this description up the chain of command to the Department Head (Chief of Police) for his/her review and approval, and therefrom to the City Office of Human Resources for classification review.

4. The Department Head shall review all employees' evaluation forms for completeness and content. The Department Head shall pay particular attention to the employee's suggestions for improving department procedures. The Department Head must submit all evaluation forms to the City's Office of Human Resources no later than twenty days after completion.

C. Evaluation Results and Consequences.

1. A Distinguished rating. The employee clearly stands out among the best in the organization. The rating indicates an employee who consistently demonstrates superior performance and provides outstanding service above and beyond expectations. Performance consistently exceeds job requirements.

2. A Meets or Sometimes Exceeds Requirements and Expectations rating. The employee consistently demonstrates a satisfactory and sometimes better than expected level of performance. Performance meets or sometimes exceeds job requirements.

3. A Below Requirements and Expectations rating. The employee demonstrates a less than satisfactory and less than expected level of performance. Performance does not meet all job requirements. Improvement is necessary to reach a satisfactory level of performance.

4. Pay step increases shall be determined by the level of competence review rendered by the employee's supervisor on the following basis:

a. When an employee receives a Distinguished review on their evaluation he/she will receive the Market Adjustment and Performance Incentive noted on the Performance Summary Form, and if in the first five years at the employee's grade shall receive a one-step increase.

b. When an employee receives a Meets or Exceeds rating on their evaluation he/she will receive the Market Adjustment noted on the Performance Summary Form, and if in the first five years at the employees grade shall receive a one-step increase.

c. When an employee receives a Below Requirements and Expectations rating on their evaluation he/she will not receive a Market Adjustment, and if in the first five years at the employees grade, shall be denied a one-step increase.

d. Should an employee receive two consecutive Below Requirements and Expectations ratings he or she shall be subject to dismissal.