



# PERFORMANCE EVALUATIONS

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### **I. POLICY**

The performance of each County employee will be evaluated by that employee's immediate supervisor. The written evaluation forms used are determined by each collective bargaining unit, with a specific form for non-represented employees. For all employees, the job responsibilities are tailored to the specific position of the employee. The department has developed supplementary evaluation requirements to meet its special needs.

### **II. OBJECTIVES OF PERFORMANCE EVALUATIONS**

The work of all employees is subject to periodic evaluation for the following reasons:

- A. To assist supervisors and managers in their responsibility to evaluate and develop employees.
- B. To assure communication between workers and their supervisors relative to both expectations and performance.
- C. To provide employees with timely information about the quality of their current performance.
- D. To allow opportunities for recognition and reward of strong performance.
- E. To offer opportunities for employees to strengthen their performance when necessary by becoming aware of shortcomings and methods for improvement.
- F. To provide reliable, objective performance data for use in personnel decisions.
- G. To assure that every employee is aware of and understands his/her responsibilities and the criteria for appropriate performance of his/her assigned tasks.
- H. To assist in checking the effectiveness of employee recruitment, placement and training efforts.
- I. To assist in the creation and maintenance of the cooperative and complementary progress of the entire work toward the goals and objectives of the Department.

### **III. ELEMENTS OF THE SYSTEM**

All positions of classified employees are categorized by a class name as established through County law. The duties and responsibilities of each class of employee are described in broad terms and governed by a designated wage scale. Because several specific positions fit within each broad classification statement, it is necessary for evaluation purposes to define each actual position in terms of its specific tasks, responsibilities and purpose. Position descriptions for each department employee have been developed for this rating system. Within the position description are "job responsibilities". Job responsibilities are the major categories of work performed within a

particular position. Put all together, the job responsibilities cover all work done in a particular position. It is on these job responsibilities that individual performance is rated.

There are *four (4)* distinct evaluation forms used by the Police Department. 1) **Performance Planning & Appraisal Form for Represented Employees** (used for FOP, *Supervisors Association & AFSCME 2563*), 2) **Performance Planning & Appraisal Form for Represented Employees, AFSCME 582** (used for AFSCME 582), 3) *Police Lieutenants Performance Planning & Appraisal Form (used for Police Lieutenants)* and 4) **Performance Planning & Appraisal Form for Non-Represented Employees** (used for all employees not covered by a bargaining agreement).

All of the appraisal forms contain the following elements:

- A. ***For FOP, Supervisors Association, AFSCME 582 & AFSCME 2563*** – Five (5) job responsibilities for each position. Job responsibilities are the major categories of work performed within a particular position. The responsibilities are those tasks that complete the accomplishment of an activity.
- B. ***For Police Lieutenants and non-represented employees – Six (6) essential duties for each position.***
- C. Performance Factors - generic performance indicators used for all employees, i.e., Productivity, Work Standards, etc.
- D. Individual Development Plan - includes strengths, goals, etc.
- E. Overall Performance Rating -the overall rating for the appraisal.
- F. Signatures - portion for signatures of employee, rater, and reviewing official.

The Performance Planning & Appraisal Form for Represented Employees has only two (2) rating levels - 1 (Satisfactory) and 2 (Unsatisfactory).

The Performance Planning & Appraisal Form for Represented Employees, AFSCME 582, has only two (2) rating levels - 'S' (Satisfactory) and 'US' (Unsatisfactory).

The Performance Planning & Appraisal Form for *Police Lieutenants and Non-Represented Employees* have three (3) rating levels – ‘A’ (*Above Standards*), ‘M’ (*Meets Standards*) and ‘B’ (*Below Standards*).

The rating supervisor will provide explanatory comments for all performance ratings, whether they are satisfactory or unsatisfactory.

#### **IV. RESPONSIBILITIES**

##### **A. Employees' Responsibilities**

1. Performing against expectations to the best of their abilities, including improving performance when such improvement is warranted and expected.
2. Reviewing their own job responsibilities and performance in preparation for meetings with the supervisor to discuss performance expectations, or review progress, including advising the supervisor of any circumstances or conditions which may affect performance.

##### **B. Rating Supervisors**

Employees will be rated by their immediate supervisors. After completion, the rating supervisor will sign the evaluation form and then forward it to his/her immediate supervisor (reviewing official) for review and signature. After signature by the reviewing official, the rating supervisor will conduct a performance interview with the employee. The rating supervisor will ensure that the following areas are discussed with the employee:

1. Results of the performance evaluation just completed;
2. Level of performance expected, rating criteria or goals for the new reporting period; and
3. Career Counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

After the performance interview, the rating supervisor will allow the employee to make written comments if so desired. The rating supervisor will then have the employee sign the appraisal, and give a copy of the completed evaluation to him/her.

After all signatures are obtained, the evaluation will be forwarded to the Police Personnel Section.

Employees will be advised in writing whenever their performance is unsatisfactory. Written notification of the unsatisfactory performance must be given to the employee at least 90 days prior to the end of the annual rating period.

**C. Rater Training**

All newly promoted sergeants and applicable civilian supervisors will receive training on the completion of performance evaluations.

**D. Reviewing Officials**

The reviewing official is normally the next level supervisor above the immediate supervisor or rating official. The reviewing official is responsible for the following:

1. Reviewing and signing the performance evaluation.
2. Reviewing and resolving disagreements upon request between employees and supervisors arising at any point in the performance management process.
3. Reviewing and making final appraisal either in all cases or when an employee makes such a request.
4. Designating the appraising official under special circumstances, such as the absence of the immediate supervisor.
5. Evaluating rating supervisors regarding the quality of ratings given employees.

**E. Personnel Section**

The Police Personnel Section will review the evaluation report, forward the original form, with the exception of Progress Reports & Probationary Employee Evaluations, to the County Personnel Office and will maintain a copy in the Police Department employee personnel file as a permanent record.

**V. FREQUENCY AND TYPES OF PERFORMANCE EVALUATIONS**

Performance evaluations will be based only on performance during the rating period.

At the beginning of the rating period, the supervisor will counsel the employee concerning the tasks of the position occupied, the level of performance expected, and evaluation rating criteria.

Employees will be advised in writing whenever their performance is unsatisfactory. This written notification will be made at least 90 days prior to the end of the rating period.

For all performance ratings, the rater will provide explanatory comments on the rating form.

All classified employees will be evaluated at the following times and frequencies:

**A. Probationary Performance Evaluations**

A Probationary Employee Evaluation Form (PD# 639) will be completed at least quarterly for all entry-level probationary employees.

The Police Personnel Section will send the rating supervisor a PD#639 to be completed for the probationary employee as outlined below:

**1. Sworn Employees – Entry-Level**

Three (3) months after graduation from the Training Academy.

**2. Sworn Employees – Lateral-Entry & Comparative Compliance**

Three (3) months after date of hire.

**3. Civilian Employees**

Three (3) months after date of hire. If probation is extended, it will be justified on the PD# 639. An additional PD# 639 will be sent to the rating supervisor three (3) months later.

Completed PD# 639's will be forwarded to the Police Personnel Section and will be placed in the employee's personnel file.

Probationary Employee Evaluation Forms will be reviewed with the probationary employee. The employee will be given an opportunity to comment in writing on the evaluation, and will be given a copy of the completed evaluation.

If the probationary employee agrees with the evaluation, he/she will sign the form, and the supervisor will forward it to the Police Personnel Section.

If the probationary employee disagrees with the evaluation, he/she may request a meeting with the next supervisor in the chain of command. If agreement is not reached at that level, an appointment may be scheduled with the district or division commander. Reviewing supervisors have the discretion of supporting the original evaluation or adjusting it, if appropriate.

Probationary Employee Evaluation Forms are not subject to the appeal process described in Section VII as it relates to the performance evaluation process.

**B. Annual Performance Review**

An annual performance review is completed one year from the previous evaluation. This review must be completed whether or not the employee is eligible for a salary increase.

There are *two* (2) different types of annual reviews: 1) Merit and 2) Scheduled.

A merit review is completed when the employee is entitled to a salary increase because of their placement on their respective pay scales. Any employee that is at the maximum salary on their pay scale is not eligible for a merit increase.

Non-Represented employees are under a pay for performance system. These employees are evaluated yearly with their ratings tied to performance with possible salary increases.

When any employee has reached the maximum salary on his/her pay scale, the yearly performance review they receive is a **scheduled** review.

**C. Follow-up Reviews**

Employees covered by the FOP bargaining agreement whose overall evaluation is rated unsatisfactory will participate in a follow-up review during the third month following the low evaluation.

**D. Progress Reviews**

A progress review may occur at any time during the reviewing period at the request of either the employee or the supervisor. The purpose of this review is either to adjust the agreed upon job responsibilities to reflect changes in job requirements or to provide the employee with advisory counseling to help improve his/her performance in a timely manner. Changes to job responsibilities and adjustments to rating forms will be coordinated through the Police Personnel Office.

**VI. UTILIZATION OF PERFORMANCE RATINGS**

A. In accordance with County law and contractual agreements with employee bargaining units, the award of merit pay increases will be based on ratings of employee job performance.

B. In cases where ratings are "unsatisfactory", action is required of both the employee and supervisor to correct deficiencies and achieve a performance level of satisfactory in every job responsibility of the employee's position.

## **VII. APPEALS OF PERFORMANCE EVALUATIONS**

A. Employees covered by the following bargaining agreements: FOP, *Supervisors Association*, *Police Lieutenants Association*, and AFSCME (582 and 2563) can only appeal the **overall** rating of their evaluation. Individual rating elements are not eligible for appeal.

B. Employees, supervisors, and reviewing officials should attempt to resolve disagreements over performance evaluations through informal meetings and discussions.

C. Should informal resolution not be reached, the employee will so indicate by signing the evaluation in the space provided for disagreement. If the employee desires to appeal the evaluation, he or she must initiate the appeal procedure as specified in the applicable law or labor contract.

D. Non-Represented employees have an "informal appeal" process only. The employee will attempt to resolve a rating disagreement through a meeting with their supervisor. If a resolution cannot be reached, then the Chief of Police, after review, will render a final resolution. There is no further 'appeal' process for Non-Represented employees.

## **VIII. EVALUATION OF NEWLY PROMOTED EMPLOYEES**

A. In order to assess the progress of newly promoted employees, an advisory evaluation will take place at the completion of six (6) months of service in the new position. The advisory evaluation is designated for Police Department use only. It is a counseling and guidance tool for the supervisor of the newly promoted employee to provide feedback relative to performance in all areas of the new assignment. Advisory evaluation is separate from the formal PP&E evaluation that is completed one year from the date of the previous evaluation.

B. At the beginning of the rating period, the supervisor will counsel the employee concerning the tasks of the position occupied, the level of performance expected, and evaluation rating criteria.

C. Employees will be advised in writing whenever their performance is unsatisfactory. This written notification will be made at least 90 days prior to the end of the rating period.

D. The rating supervisor will provide explanatory comments for all performance ratings, whether they are satisfactory or unsatisfactory.

E. During the fifth month that an employee is serving in the new assignment, Police Personnel will send an advisory evaluation form to the affected supervisor. The evaluation clearly will be identified as an "advisory evaluation". At the completion of six months of service, the supervisor will schedule a meeting with the employee and discuss the advisory evaluation.

F. The advisory evaluation will be signed by the supervisor and the employee to acknowledge that a meeting and an evaluation took place. The employee will be given an opportunity to comment in writing on the evaluation, and will be given a copy of the completed evaluation. The supervisor will maintain the evaluation in the employee's work file for one year from the date of promotion, and then the evaluation will be destroyed.

G. Copies of the advisory evaluation will not become a part of the official records of Police Personnel or the County Office of Personnel, and are not subject to the appeal process described in Section VII as it relates to the performance evaluation process. Disagreements which cannot be resolved between the supervisor and the employee will be reviewed and decided by the next level of supervision above the rating supervisor.

## **IX. REVIEW OF RATING SYSTEM**

The manager of the Police Personnel Section will ensure that a review of the department's job performance evaluation system is conducted at least annually. The objectives of this inspection are to identify instances of extreme ratings and the reasons for them, and to identify the number of contested appraisals and the reasons for them.

**X. PROPONENT UNIT:** Personnel Section.

**XI. CANCELLATION:** This directive cancels Index Code 707, dated 05-31-07.