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Effective Date: July 1998	Revision Date: November 2011
Amends/Supersedes: 800.40 /July 2007	Approved by: Chief Kevin Higdon
Meets Accreditation Standard:	Chapter 15.1, 16.2, 16.9, 16.10, 16.11, 16.12

Section 400.90 Performance Evaluation

Policy

This policy sets forth the department's performance evaluation system. There is a direct relationship between performance evaluation and subjects addressed in other Policies and Procedures, particularly, those on recruitment, selection, career development, promotion, classification, and grievance procedures. This relationship is based on the fact that the nature and quality of the 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 assignment, advancements, and promotions. This Policy consists of the following numbered sections:

- I. Definition, Goals, and Objectives**
- II. Department Performance Evaluation System**
- III. Utilization**

I. Definition, Goals and Objectives

Performance evaluation is the measurement of the employee's on the job performance of assigned duties by the employee's supervisor. The department's performance evaluation system is intended to provide an objective measure of member performance and to assist in employee development.

Objectives

The department's performance evaluation system seeks to:

1. Clarify employee perceptions of department goals and objectives.
2. Provide constructive feedback on the degree to which employees are meeting goals and objectives.
3. Provide supervisory staff with information regarding employee:
 - a. Training needs,
 - b. Effectiveness in assignment, and
 - c. Suitability for new assignment.
4. Recognize employees whose performances meet or exceed departmental goals.
5. Reduce the influence of personal bias often fostered through informal evaluations of performance:

II. Department Performance Evaluation System

Purpose

An evaluation system serves both management and the employee. Performance evaluation should be viewed by the supervisor, as well as by the employee, as positive means of improving individual performance. Performance deficiencies should be detected and proper measures taken to correct them. Performance evaluation should not be construed as a punitive measure, nor should employees feel threatened by performance evaluation. Supervisors will conduct semi-annual evaluations of each employee they supervise. These evaluations will be forwarded to the Chief of Police and placed in the employee's personnel file.

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Description

The performance evaluation system includes the following:

1. **Rater responsibilities:** The rater is responsible for careful, fair evaluation of the employee's performance for the entire period covered by the evaluation with the employee. The evaluation should be substantiated by facts, careful observation, and notes from previous informal review. The supervisor shall discuss the evaluation with the employee.
- 2.. **Rater training.** Evaluations reflect observations and perceptions by rating personnel, and are, therefore, inherently subjective. Whenever a new supervisor becomes responsible for the evaluation of another employee, he or she shall receive appropriate and sufficient training on the departmental performance evaluation system, measurement definitions, procedures for the use of forms, and Rater responsibilities. Supervisors shall receive training on the importance of impartial ratings, the rater's role in the performance evaluation system, and how to counsel and guide employees.

The following performance evaluations are conducted within the department.

1. **Performance Recognition** – A review to recognize positive performance
2. **Corrective Action** – A review to correct issues/performance that is not in compliance with policy or departmental expectations.
3. **Monthly Review**- A review during each month of an employee's performance.
4. **Yearly Review** - A review during each calendar year to combine the monthly reviews into an overall evaluation of the employee's performance.
5. **Promotional** - Conducted for those employees participating in the promotional process.

An employee's performance gives information concerning suitability for assignment, training needs, ability for absorbing more responsibilities, and effectiveness in the assigned position. Evaluations of performance are conducted according to the following procedures:

1. Immediate supervisor evaluates employees.
2. Each employee's performance is documented through the department's evaluation forms.
 - . Criteria used to define the quality of work are descriptive, measurable, and allow a characterization regarding how the work is expected to be performed.
3. Evaluations cover the employee's performance during a specific time.
4. Short term and Long term Goals must be specified and a timeline given for each goal.
5. Each employee is given the opportunity to agree/ disagree with the assessment and make comments if appropriate. The employee will also sign this section of the form.
6. The Supervisor must detail his/her responsibilities in assisting the employee with any improvement needed or continuation of performance.
7. Reports are kept as part of a permanent personnel file that is maintained by the Department's personnel officer.

III. Utilization

General Description

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A separate set of criteria is used in rating personnel on probation in order to determine, at the earliest point, their suitability for continued employment. The principal objective of a supervisor rating probationary employees is to ascertain whether they can actually perform the required functions. Probationary personnel are rated every month or as prescribed by existing Police Training Officer Program.

After Probation, evaluation reports form a key resource for actions to be taken by management in the following areas:

1. Career Development
2. Promotion

Using the Performance Evaluation Form

1. All comments should be typed or in ink.
2. The employee must initial any corrections or changes to the evaluation if changes occurred after the interview. Correction Fluid should be avoided where possible. If a correction needs to be made, strike through the error one time so that it is still legible and make the needed correction.
3. All signatures shall be in ink.

The Evaluation Interview

Supervisors should begin every evaluation with instructions on the following:

1. Position tasks, duties and responsibilities:
2. Level of performance expected.
3. Evaluation criteria.

Performance evaluation interviews are conducted by the evaluation supervisor in order to:

1. Explain the evaluation.
2. Solicit oral or written comments from the employee.
3. Give the employee the opportunity to sign the completed evaluation report.

Unsatisfactory Performance

Employee shall be advised in writing whenever their performance is deemed to be unsatisfactory or below the acceptable standard. An evaluation form will include the following items and must be preceded by an informal interview between the immediate supervisor and the involved member:

1. The job performance that is deficient.
2. Actions that should be taken to improve his or her performance.
3. What the supervisor's responsibility in assisting the employee will be.
4. A specific time frame to accomplish both long and short term goals.

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An evaluation form regarding unacceptable performance must be tendered to the member within a reasonable period of time prior to the end of the rating period in order to allow the member time to take appropriate corrective action.

Review and Appeals

Each performance evaluation must undergo an Assessment of The Plan of Action. During the final assessment, the evaluator must determine if the Short Term and Long Term goals have been achieved. The Evaluator must also reassess if he/she has met the responsibilities set forth for him/her to assist the employee.

Employees may request additional review by the Chief of Police and may offer their own statistical information or opinion. After additional review by the Chief of Police, a letter that includes his finding will be permanently attached to the review. The decision of the Chief of Police in any such arbitration is final.

Annual Inspection

The performance evaluation system is inspected annually by the Chief or his designee. Objectives of the inspection are to:

1. Study suggestions for modification or improvements in the process,
2. Review the number of contested evaluations and the reason, and
3. Assess instances of unsatisfactory performance evaluations and the reasons for them.

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SHIVELY POLICE PERFORMANCE EVALUATION FORM			
The purpose of this form is to document both good behavior and deficiencies in any Shively Police Department employee and is to be used to assist in tracking their performance. This form can and should be used as an administrative tool for employment at this agency.			
PART I - ADMINISTRATIVE DATA			
Name	Position/Rank	Social Security No.	Date of Evaluation
Performance Code:		Name and Title of Person Completing the Form	
PART II - BACKGROUND INFORMATION			
Purpose of Evaluation:			
PART III - SUMMARY OF EVALUATION			
Complete this section during or immediately subsequent to evaluation.			
Key Points of Discussion:			
<ul style="list-style-type: none"> • • • • • • • • • • • 			
OTHER INSTRUCTIONS			
This form will kept in the employee's file and used only in accordance with Federal, State, and Local laws, to include the Shively Police policies and the current contract between the City of Shively and Shively FOP Lodge #17.			

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<p>Plan of Action: (Outlines actions that the employee will do after the evaluation session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the employee's behavior and include a specific time line for implementation and assessment (Part IV below):</p> <p>Short Term Goals –</p> <p>Long Term Goals –</p> <p>Key Areas of Needing Improvement –</p>
<p>Session Closing: (The evaluator summarizes the key points of the session and checks if the employee <u>understands the plan of action</u>. The employee agrees/disagrees and provides remarks if appropriate):</p> <p>Individual evaluated: I agree <input type="checkbox"/> / disagree <input type="checkbox"/> with the information above</p> <p>Individual evaluated remarks:</p> <p>Signature of Individual Evaluated: _____ Date: _____</p>
<p>Evaluator's Responsibilities: (Evaluator's responsibilities in implementing the plan of action):</p> <p>Signature of Evaluated: _____ Date: _____</p>
<p>PART IV - ASSESSMENT OF THE PLAN OF ACTION</p>
<p>Assessment: (Did the plan of action achieve the desired results? This section is completed by both the evaluator and the individual evaluated and provides useful information for follow-up evaluation):</p> <p>Evaluator: _____ Individual Evaluated: _____ Date of Assessment: _____</p> <p>Note: Both the evaluator and the individual evaluated should retain a record of the evaluation.</p>