



# Bowie Police Department - General Orders

TITLE: PERFORMANCE EVALUATIONS		NUMBER: 320
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AUTHORITY <b>Chief John K. Nesky</b>	ACCREDITATIONS STANDARDS 35.1.1, 35.1.2, 35.1.3, 35.1.5, 35.1.6,35.1.7, 35.1.8	TOTAL PAGES 6
_ NEW   X_ AMENDS   _ RESCINDS		DATE: 2/23/12

## I. POLICY

All employees of the Bowie Police Department will be formally evaluated once a year by their supervisors. The period of evaluation shall be marked on the evaluation form and the appraisal shall be completed and submitted to the Chief for concurrence and approval of the performance “ratings.” Informal evaluations should be completed periodically throughout the year.

Employees will be considered for performance-based salary increases annually in July. Increases are based on the performance review. The performance review program is the basis for recognizing and rewarding individual levels of accomplishment. Consequently, the better an employee’s work performance, the greater opportunity for pay advancement that is available.

## II. PURPOSE AND OBJECTIVES OF THE PERFORMANCE EVALUATIONS

The purpose of the City of Bowie Police Department appraisal system is to provide an appraisal of the effectiveness and work performance of all officers. It is intended to assist officers with their personal and professional growth as they contribute to the accomplishment of Department objectives. While each officer has the prime responsibility for his/her own development as a member of the Department, supervisors and managers have a vital interest in instructing and guiding officers to develop and perform at the highest level of their ability.

A. The “Electronic Evaluation Form” will inform the officer:

1. What will be considered as meeting and exceeding expectations.
2. How the officer is performing and how he or she can improve performance.
3. What major skills, knowledge, and abilities are necessary for the job.
4. What the supervisor’s future expectations are of the officer.

- B. The performance evaluation should also:
1. Improve communications between supervisors and the officers by requiring joint participation in the appraisal program.
  2. Provide a system to recognize officers' strengths and a means for eliminating or minimizing weaknesses.
  3. Be used as an aid for making a decision on permanent appointment for a probationary officer. An officer is rated at least quarterly during the probationary period to provide an opportunity for correcting any deficiencies before the final decision to recommend permanent appointment. This procedure will not include the officers being evaluated in the Field Training Program.
  4. Provide written documentation when verbal counseling has failed to improve performance to a satisfactory level and clearly record steps for improvement. In addition to verbal counseling, officers should be advised in writing whenever their performance is not consistently meeting expectations. The written notification will be given to the officer in a timely manner prior to the end of the rating period.
  5. Recognize the officer for performance that is exceeding expectations.
  6. Check the accuracy of job descriptions.
  7. Provide an officer with the necessary behavior modification information to allow him or her to maintain behavior that is appropriate from the Department's standpoint and to eliminate inappropriate behavior.
  8. Provide performance information to assist higher ranking officers in personnel decisions including educational needs, transfers and promotions.
  9. Officers who are placed on probationary status due to performance factors or disciplinary action will be evaluated monthly within the areas of past deficiency to monitor and document the officer's progress.

### **III. GUIDELINES**

- A. Evaluations:
1. All employees, with the exception of the Chief of Police, shall have a performance appraisal conducted annually. Sworn employee appraisals shall be recorded on the "Electronic Evaluation Form". Civilian employees' performance appraisals will be recorded on the same form. (CALEA 35.1.2)
  2. Following the annual appraisal, each employee's performance shall be documented on a "Electronic Evaluation Form". (CALEA 35.1.4)
  3. Officers and Call Takers in Field Training shall be evaluated on a daily basis by their Field Training Officer, using the Daily Training Evaluation form in the Field Training manual. (CALEA 35.1.3)

4. Upon completion of the Field Training Program, employees shall be evaluated every quarter until permanent appointment documented on the Supervisor Remedial Action Form. (CALEA 35.1.3)
- B. Forms: All completed annual Performance Appraisals shall be documented on the appropriate forms and forwarded through the chain of command to the Personnel Section via the Office of the Chief of Police.
  - C. Process:
    1. Appraisals shall be based on employee performance during the rating period only. (CALEA 35.1.5.a)
    2. Only material that is dated during the annual evaluation period shall be considered.
    3. Non-Probationary employees, whose performance in a particular evaluation period is unsatisfactory, must be notified in writing in a timely manner-prior to the end of the evaluation period so deficiencies may be corrected prior to the evaluation. (CALEA 35.1.6)
  - D. Criteria:
    1. Employees shall be rated by his or her first line supervisor and by the supervisor of any specialty units the officer is a member.
    2. If an employee has been supervised by more than one supervisor during the evaluation period, the rating supervisor shall confer with the other supervisor(s) prior to the evaluation.
  - E. Explanatory Comments: Explanatory written comments shall be required from the rater when performance ratings of 2 or less, and 5 or more is given in any one rating category. (CALEA 35.1.5.b)
  - F. Routing: Each annual Performance Appraisal shall be reviewed and signed by the appraiser and reviewed by the appropriate Division Commander prior to presenting the evaluation to the officer. The Performance Appraisal shall then be forwarded through the Chain of Command to the Personnel Section for filing and submission. Performance Appraisals shall remain in the employee's file for a period of at least five (5) years after their last day of employment with the City. (CALEA 35.1.5.c & 35.1.5.g)
  - G. Supervisors shall submit all appraisals in a timely manner before the appraisal due date. Each appraisal must be reviewed by the appropriate chain of command and submitted to the Personnel Section through the Office of the Chief of Police. The appraisals shall be reviewed by the appropriate chain of command prior to being served to the member.
  - H. Raters shall be evaluated by their supervisors regarding the quality, thoughtfulness and objectivity of the ratings given to subordinate employees. (CALEA 35.1.8)
  - I. Review of the Appraisal System: The Performance Appraisal System shall be reviewed as

needed by the City's Human Resources Director or designee. The purpose of this review shall be to determine how well the system functions. Items may include, but are not limited to:

1. Ensuring evaluation criteria are realistic and applicable.
2. Identifying instances of extreme ratings and the reasons for them.
3. Identify the number of contested evaluations and the reasons for them.

#### **IV. POST EVALUATION/ANNUAL PERFORMANCE APPRAISALS**

- A. At the conclusion of each rating period, the employee shall be counseled by his/her immediate supervisor concerning:
  1. The results of the performance evaluation just completed. (CALEA 35.1.7.a)
  2. The tasks of the current position occupied by the employee.
  3. The expected levels of performance on each task. (CALEA 35.1.7.b)
  4. The explanation of the evaluation rating criteria.
  5. The development of goals and objectives, career counseling and other relative matters for advancement, specialization or training appropriate for the employee's position. (CALEA 35.1.7.c)
- B. Upon completion of the evaluation, the employee shall be given the opportunity to:
  1. Review and sign the completed evaluation. (CALEA 35.1.5.d)
  2. The employee's signature does not imply agreement or disagreement with the evaluation.
  3. If the employee refuses to sign the evaluation, the supervisor shall so note on the evaluation and record the reason, if given.
  4. Provide written comments concerning the evaluation. These comments shall be attached to, if necessary, and become part of, the evaluation. (CALEA 35.1.5.d)
  5. A copy of the completed evaluation report shall be provided to the employee by the Personnel Section after processing is completed. (CALEA 35.1.5.e)
- C. If the employee wishes to contest the evaluation report, he/she must do the following with in three (3) days of being served:
  1. Compose a written statement stating specific reasons for seeking an appeal;
  2. Submit a copy to the rater and the rater's supervisor.

3. The rater's supervisor will meet with both parties to discuss the matter. The rater's supervisor has the authority to re-evaluate the employee or dismiss the appeal. If the employee remains unsatisfied, he or she may appeal to the Deputy Chief of Police.
  4. The evaluation will be filed and retained in the employee's personnel file.
- D. If the employee has performed his/her duties satisfactorily for the preceding year, the Chief will sign and recommend that the employee receive the appropriate salary increase.

**V. THE PERFORMANCE APPRAISAL SYSTEM (CALEA 35.1.1.a)**

- A. The rating criteria used for the annual review are:
- **Outstanding (4.0-3.6)** – Most performance levels are exceeded, some by a significant amount. Work is completed on time and frequently completed ahead of the agreed upon time.
  - **Commendable (3.5-2.8)** – Most key performance measures are met, some are exceeded. Work is completed on time and occasionally completed ahead of time. This level of performance is above average.
  - **Proficient (2.7-2.0)** – Some key work is regularly completed on time but not all and not consistently. Some performance measures are met. This is satisfactory, acceptable work.
  - **Fails to Meet Standards (1.9-0.0)** – Performance is below acceptable standards, either occasionally or frequently. Tasks are not completed on a regular basis. Employee requires and excessive amount of guidance, re-training or counseling. Any employee who receives a Fails to Meet Standards rating on two consecutive reviews may be subject to non-disciplinary, performance-based termination from employment.

Employees will be evaluated in the following categories:

- Job Knowledge
- Quantity of Work
- Quality of Work
- Dependability
- Amount of Supervision Required in Order to Perform the Job
- Working with Others
- Accepts Responsibility and demonstrates initiative
- Ability to Deal effectively with the Public
- Ability to deal with diverse Groups of people
- Verbal Communication

- Written Communication
- Ability to work with fellow Employees

B. Rating Form: During the evaluation, the rater will evaluate the officer on the Electronic Evaluation Form. (CALEA 35.1.1.b)

1. The rater will assign a performance level of 1-5 on each criterion.
2. If a particular criterion is not applicable to the position of the person being evaluated, the rater will so note by marking "N/A" on the evaluation form. "N/A" should have a short justification in the written comments section.
3. Raters Responsibility: Raters are responsible for providing the employee a fair, objective and unbiased appraisal of his or her job performance for the rating period. (CALEA 35.1.1.c)
4. Rater Training: Upon being assigned to a supervisory position, employees shall be given a block of instruction on proper evaluation and techniques (CALEA 35.1.1.d)