


Atlanta Police Department Policy Manual		Standard Operating Procedure
Effective Date July 6, 2022		APD.SOP.2090 Performance Evaluations
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Approval Authority: Interim Chief Darin Schierbaum		
Signature: Signed by DS		Date Signed: 7/5/2022

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1. PURPOSE

To establish Department procedures for the City's Performance Management System to measure the achievement(s) of employees' performance and set goals aligned with the organization's mission, while attempting to maximize individual, team, and organizational results.

2. POLICY

The Atlanta Police Department will implement the City's Performance Management System by working towards the following objectives. (CALEA 6th Edition, Standard 35.1.1a)

1. To measure employees achievement(s) to a set of goals and competencies;
2. To promote a high-performance culture by establishing performance indicators that measures the successful completion of key duties and responsibilities; and

City Code Section 114-126 provides for salary increases based on a satisfactory performance evaluation.

3. RESPONSIBILITIES

- 3.1 Division and section commanders will implement this directive in their respective commands. Division commanders will appoint Performance Management Coordinators and may appoint Performance Management Teams. Each section commander will appoint a Performance Management System Coordinator and submit their name to the Human Resources Unit.



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- 3.2 The Human Resource manager (DHR) will:
 - 3.2.1 Manage the Performance Management System process (e.g., process files, submitted evaluation forms, and answer questions about the policy and procedures).
 - 3.2.2 Provide division commanders the rating histories of their subordinate supervisor(s) for the previous year within the 1st quarter of the subsequent year.
- 3.3 Performance Management System coordinators designated within each division and section will assist with the implementation of the Performance Management System.
- 3.4 Supervisors will implement the Performance Management System process with their employees and will work with the DHR to identify and resolve problems, and ways to improve the system. Supervisors will meet with their employees as required to review performance management progress, to ensure they receive an annual evaluation, and to ensure that probationary employees receive evaluations consistent with Section 4.4. (CALEA 5th Ed., Standards 35.1.3)
- 3.5 Employees will participate in the Performance Management System Feedback process and will work with their supervisors to identify and resolve problems and ways to improve the system.
- 3.6 The Training Academy will be responsible for training all new supervisors in the Performance Management System process and reviewing the Performance Management System process with all supervisors every three years or after significant changes to the Performance Management System process. (CALEA 6th Edition, Standards 35.1.1d)
- 3.7 The Staff Inspections Unit commander will monitor the evaluation of members of the Atlanta Retired Police Reserve in accordance with APD.SOP.2190, "Atlanta Retired Police Reserve Officers."
- 4. ACTION
 - 4.1 Goal Setting Session
 - 4.1.1 In preparation for the Goal Setting Session, each supervisor will review the following background information: The performance management system process, employees' job descriptions, and any sample goals and competencies developed by the Performance Management System Team. (CALEA 6th Edition, Standard 35.1.7b)
 - 4.1.2 Supervisor will meet with each of the employees under his or her direct supervision in a Goal Setting Session to develop goals. The supervisor will conduct this process at the start of each successive evaluation period, within 15 calendar days of the signing for the prior appraisal or within 15 calendar days of an employee being hired, transferred, promoted, or demoted. (CALEA 6th Edition, Standard 35.1.7b)
 - 4.1.3 During the Goal Setting Session, the supervisor will share the background information and will be open to the employee's ideas and input.
 - 4.1.4 Supervisors will base the goals and competencies to be used during the evaluation period on the following factors:
 - 1. The employee's job description;



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2. Any sample job duties and performance measurements indicators developed by the Performance Management System Team;
 3. Department mission and objectives for the division and section; and
 4. The supervisor and employees' expectations for the assignment.
- 4.1.5 The supervisor and employee will identify four goals that best describe significant objectives of the employee's job. For each goal, the supervisor and employee will develop at least three performance indicators. The performance indicators must be measurable and have a realistic timeframe. These goals will be documented Section 3 – GOALS of Form APD 153 Performance Evaluation Package. (CALEA 6th Edition, Standards, 35.1.4)
- 4.1.6 The employee's goals should be set by the S.M.A.R.T. goal methodology.
1. The goals should be **Specific**- precise and detailed;
 2. **Measurable** – criteria for determining progress and success;
 3. **Attainable** – achievable and action based;
 4. **Relevant** – aligned with COA/Department strategy and desired outcomes, and employee's current job duties; and
 5. **Timely** – set within a realistic timeframe.
- (**S.M.A.R.T.** goal example: Send an accurate weekly crime analysis report to the commander by Tuesday each week.)
- 4.1.7 Form APD 153 Performance Evaluation Package is used to evaluate employee performance. The form has a goals section. The City of Atlanta is using a weighted standard averages system, which assigns weights to goals based on how important they are to achieve the Department's strategic objectives. Each goal for that employee's work assignment will be weighted 20 percent each, comprising 80 percent of the total. The Evaluation section will comprise the remaining 20 percent. The total percentage score for all goals should be 100 percent. (CALEA 6th ed., standard 35.1.1b)
- 4.1.8 The documentation used to justify the performance indicators must be identified in this section of the evaluation; such as, weekly and monthly reports, incident reports, memos, e-mails, citations, awards, etc. The source documentation should include positive and negative types of information and should be updated on a monthly basis. For example, if the performance indicator is to "report to work on time as scheduled," the documentation would consist of the (Kronos) attendance log and/or Sign-in/out sheet(s).
- 4.1.9 The supervisor has the following options:
1. Setting common goals, performance indicators for employees with similar jobs; and
 2. Setting shared goals and performance indicators for employees whose performance is best measured as a team. In these cases, the supervisor may meet with the employees as a group. (CALEA 6th ed., standard 35.1.4)



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4.1.10 If the employee being rated supervises other employees and conducts appraisals, their goals must include the following:

1. Supervision of subordinates;
2. Evaluation of subordinates and the quality of the ratings;
3. Leadership skills.

(CALEA, 6th ed., standard 35.1.8)

4.1.11 At the conclusion of the Goal Setting Session, the supervisor and employee will sign and date section 5 of Form APD 153 Performance Package. The supervisor will submit this package to their immediate supervisor for approval. If the supervisor and employee cannot reach an agreement on the setting goals, the supervisor's immediate supervisor will resolve the issue(s).

4.2 During the Evaluation Period
(CALEA 6th Edition, Standard 35.1.5a &d)

4.2.1 The supervisor will:

1. Make opportunities to observe the employee's performance and keep notes on the employee's performance on a daily, weekly, and monthly basis. The supervisor will collect source documentation and retain in a file. The file will remain at the unit level;
2. Gather information on performance results and compare with the performance indicators;
3. Meet with the employee at least on the scheduled semi-annual and annual basis to assess, coach, counsel, and review performance progress. The employee will be given an opportunity to review, make written comments, and sign all evaluation forms completed on their performance. If more frequent review is needed due to performance issues, documentation will be completed;
4. Communicate with the employee about progress and areas needing improvement;
5. Use positive feedback to reinforce the employee's successes;
6. Identify systemic, procedural, and performance problems before they impact the outcome and help to remove obstacles;
7. Set specific goals to correct current performance problems and develop the employee's skills;
8. Discuss opportunities for career advancement, specialized training opportunities, or other relevant career counseling matters. (CALEA 6th Edition, Standard 35.1.7. (c));
9. When necessary, propose changes to the goals should be submitted to the supervisor's immediate supervisor for approval;
10. The supervisor and employee will establish employee development goals to correct deficiencies in performance. On all other occasions, the supervisor may document



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unsatisfactory performance composing a memo to file to be placed in the employee's personnel file at the worksite; and

11. The supervisor must notify non-probationary employees and the Human Resources Unit (HRU)-in writing at least 90 days before the evaluation period ends if performance is unacceptable or needs improvement. Written notification will be in the form of a memorandum accompanied by supporting documentation.
- 4.2.2 The employee will advise their supervisor of the necessity for revising the goals. The employee and their supervisor will identify work performance problems and jointly establish objectives for improving work performance. The employee will complete training and development activities designed to improve current or future job performance that are directed by their supervisor.
- 4.3 Appraisal (Semi-Annual and Annual Closing)
 - 4.3.1 All Department employees will receive semi-annual and annual evaluations as designated by the City's Department of Human Resources (DHR) at least 30 calendar days in advance of the designated evaluation cutoff date. The HRU will notify the division commanders of the requirement for an evaluation. The division commander will immediately notify the employees' supervisors. The HRU will also notify the division commander of past due performance evaluations.
 - 4.3.2 The supervisor will complete the Form APD 153 Performance Evaluation Package for each employee in accordance with the following:
 1. Section 1 – Employee Information: Complete all employee's information including employee's position number as well as the period of evaluation and the type of evaluation or performance improvement plan.
 2. Section 2 – Evaluation
 - a. Familiarize yourself with the rating scale before evaluating.
 - b. Read through every question as it relates to the employee being evaluated.
 - c. Rate the employee's performance based on the scale.
 - d. Add the total numbers in each of the 5 columns.
 - e. Place the sum total in the boxes in the "Overall Evaluation" row.
 - f. Add the total numbers in the "Overall Evaluation" row. This will give the rater a sub-total.
 - g. Divide the sub-total by the number of categories the employee was evaluated on.
 - h. This will give the rater a grade between 0 – 5.
 - i. Place final grade in box to right of "Overall Evaluation."
 3. Section 3 – Goals: The employee is rated on each of the four goals established during the Goal Setting Section (see section 4.1) using the same scale used in the Evaluation Section.



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Check the appropriate box (1 – 5) to register the employee's rating. If you have any additional comments regarding the particular goal, write that in the box below the corresponding goal.

4. Section 4 – Comments and Recommendations: State any final comments that were not covered in the goals section. Also, state any recommendation that you may have regarding work performance.
 5. Section 6 – Overall: Take the number listed in “Overall Evaluation” in Section 2 – Evaluation. Then take the rated number from each of the four (4) goals listed in Section 3 – Goals. Add these five (5) number ratings together. Last, divide the sum of the five rating numbers by five (5). This will give you the final grade on the employee's evaluation. Place this grade in the appropriate box labels in accordance with the rating scale in section two.
 6. Section 7 - Statement of Employee: Take the time to explain in detail the employee's evaluation score, not just the employee's final grade. Give the employee an opportunity to make any comments and ask any questions they may have. After you and the employee are finished discussing the evaluation, have the employee read the questions in the section and record their response. Once finished, have them sign the evaluation, reminding them that they are signing the document to record that they have received their evaluation. Inform the employee that signing the evaluation does not mean that he/she agrees with its contents and/or result.
 7. Section 8 – Extension of Probation: If the employee that has been evaluated is a probationary employee and you feel their performance warrants an extension to their probationary period, check the appropriate box on the left side of the section, requesting an extension to their probationary period.
- 4.3.3 The supervisor will schedule an employee semi-annual or annual evaluation feedback meeting. The supervisor will give the employee at least a week's notice, and request that the employee conduct a self-assessment of their performance.
- 4.3.4 Employee evaluation feedback meeting will be held in a private place, and the supervisor will allow adequate time for the meeting. The employee will be allowed to provide feedback for all comments regarding each goal. The employee should be allowed to review the comments for accuracy.
- 4.3.5 Personal knowledge of the employee's job performance may include combinations of personal observation, reports, statistics, other supervisors, citizens, disciplinary reports, etc. This is considered supporting documentation and will remain in the employee's unit file with the evaluation in the event it is needed to resolve an appeal. Observations will be reduced to writing at the time of their occurrence to be considered valid.
- 4.3.6 The supervisor will submit the performance evaluation package to the employee who is being evaluated. The supervisor will review the performance evaluation package with the employee and provide feedback to the employee regarding the performance ratings. At this time, the supervisor will begin the process of opening a new Form APD 153 Performance Evaluation Package on the employee; discuss goals, competencies, and performance indicators for the next evaluation period, and any specialized or advanced training opportunities that are available to the employee.



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- 4.3.7 The employee will be given the opportunity to review the appraisal, sign and date the Form APD 153 Performance Evaluation Package and make written comments or type in comments on the computer to the electronic form. The employee's signature indicates only that the employee has read the appraisal and does not imply agreement or disagreement with the appraisal. The employee will return the signed evaluation to the supervisor for further processing. If the employee refuses to sign the evaluation form, the supervisor will write, "Employee refused to sign" in the block reserved for the employee's signature and continue to process the unsigned evaluation.
- 4.3.8 The supervisor will submit the completed performance evaluation package to their supervisor at least one week prior to the employee's evaluation cutoff date. The supervisor's supervisor will review and sign each performance evaluation package to ensure that performance evaluation ratings are being administered in a fair, impartial, and uniform manner.
- 4.3.9 Employees who disagree with the rating score may appeal the appraisal to the employee's chain of command, documenting the reasons for the appeal on the Form APD 153 Performance Evaluation Package and/or an attachment. If the employee has appealed the appraisal, the supervisor's supervisor will meet with the employee to discuss the reasons for the appeal. The supervisor's supervisor will review the supporting documentation as it correlates to the goals, competencies, and performance indicators that resulted in the employee's rating as indicated by the evaluation rating scores (1 to 5).
- 4.3.10 If approving the evaluation, the supervisor's immediate supervisor will sign and date the third page of the Form APD 153 Performance Evaluation Package in the block "Statement of Supervisor's Superior" and return the performance evaluation package to the supervisor. The supervisor will forward the approved performance evaluation package to the division commander as in Section 4.4.15 below.
- 4.3.11 If disapproving the evaluation, the supervisor will forward the evaluation up their chain of command documenting their reasons and will discuss the reasons with the next higher-ranking employee.
- 4.3.12 If the employee still wishes to appeal the evaluation, the supervisor will ask the employee to sign the evaluation and to attach a written statement to the evaluation that will become part of the evaluation. If the employee refuses to sign, the supervisor will write "Employee refuses to sign" in the block reserved for the employee's signature and will process the unsigned evaluation as in Section 4.3.15 below.
- 4.3.13 If the supervisor's supervisor cannot resolve the dispute, employees may appeal to the Department Performance Evaluation Team (on behalf of the Chief of Police). When the performance evaluation reaches the HRU, the Performance Evaluation Coordinator will forward the evaluation to the Department Performance Evaluation Team. All relevant written supporting documentation will be requested at that time to be forwarded with the employee's evaluation. The Department Performance Evaluation Team will review the performance evaluation and make recommendations to the Chief of Police. The Chief of Police's determination is the final decision and conclusion of the dispute process. Employees may not file a grievance over the results of an evaluation.
- 4.3.14 The supervisor will provide a copy of the performance evaluation package to the employee after the supervisor's immediate supervisor has signed it. The supervisor will attach a Form APD 234 Performance Evaluation Transmittal Form to the original performance evaluation packages and forward the packages through the chain of command for the division commander's review and



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- signature. The division commander will retain a copy of each performance evaluation package for the unit files. The division commander will forward the original signed packages to the HRU. The HRU will not accept performance evaluations that are not accompanied by the Performance Evaluation Transmittal Form, which is on page 5 of the Form APD 153 Performance Evaluation Package. The unit copy of the Form APD 153 Performance Evaluation Package and its source documentation will be maintained in the employee's unit file for three (3) years. Then, evaluations will be maintained in compliance with the City of Atlanta's records retention schedule.
- 4.3.15 The Human Resources (HRU) will conduct an administrative review of performance evaluation packages. If administrative errors are found, HRU will return the packages to the division of origin for correction. The corrected evaluation will be returned to the HRU within seven (7) business days where the package will undergo review. After review, HRU will forward the packages to the Chief of Police for approval and signature.
- 4.3.16 The returned signed performance evaluation package will be filed in the employee's personnel file with the original forwarded to the DHR. The HRU will maintain a copy of the completed performance evaluation package for a minimum of three (3) years.
- 4.5 Performance Probation
- 4.5.1 If an employee is rated "Marginal" or "Requires Improvement" on semi-annual or annual performance evaluation, the supervisor will prepare an improvement plan for the employee checking Performance Improvement Plan (PIP) in section 1 of Form APD 153 Performance Evaluation Package, then establishing the PIP goals on Section 3 of the package. The requirements of the PIP will be measurable, attainable, relevant, and timely. This process is used when an employee is placed on performance probation. This will be attached to the annual evaluation package.
- 4.5.2 The improvement plan will be for a minimum of 90 days but will not exceed 180 days. The supervisor will specify the improvement plan time period in section 1 of the PIP.
- 4.5.3 The supervisor will evaluate the employee on a quarterly basis with the Form APD 153 Performance Evaluation Package. The supervisor will check the appropriate quarter in section 1 of the form.
- 4.5.4 At the end of the probationary period, or after the employee's performance has been acceptable for 60 days; the supervisor may close the probation. To remove the employee from probation, the supervisor will:
1. Complete the Performance Improvement Plan (PIP);
 2. Forward the original through employee's chain of command;
 3. Forward to the Human Resources manager in the HRU; and
 4. Retain a copy of the Performance Improvement Plan in the unit.
- NOTE: The period covered on the annual appraisal will include the performance probation period.



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- 4.5.5 If the employee's rating is still "Marginal" or "Requires Improvement" at the end of the evaluation period, other administrative actions may be necessary. Refer to APD.SOP.2010, "Work Rules" and APD.SOP.2020, "Disciplinary Process."
- 4.5.6 The evaluation process has a rigid time schedule. All parties involved should expedite the process to ensure that deadlines are met.
- 4.6 Transfers
- 4.6.1 When an employee is transferred, the former supervisor will conduct the appraisal, as in Section 4.3, within 15 calendar days after the transfer. When a supervisor is transferred, they may need to close out the appraisal of all subordinates within 15 calendar days after the transfer. The supervisor being transferred will coordinate with the new supervisor to see if the performance evaluation packages will remain open under the new supervisor. If not, the supervisor being transferred will complete a close out report on their former employees and send all closed out evaluation reports through the chain of command to the Human Resources Unit.
- 4.6.2 If the new supervisor and employee agree, and the employee's semi-annual or annual evaluation cutoff date is over 90 days away, the new supervisor may keep the package open and continue the established goals. This agreement will be documented in a Departmental Memorandum. The agreement will include the date the agreement is made and both the employee and supervisor's signatures.
- 4.7 Probationary Evaluations
(CALEA 6th ed., standard 35.1.3)
- 4.7.1 Newly hired civilian employees will be evaluated for six months as probationary employees. Use the performance evaluation procedure for the Goal Setting Session and final appraisal with the following exceptions:
1. Complete and process the Form APD 153 Performance Evaluation Package through the chain of command to the Human Resources Unit at the end of the sixth month.
 2. For the final probationary evaluations (at the sixth month), process the Form APD 153 Performance Evaluation Package through the chain of command to the HRU.
- 4.7.2 Newly sworn probationary employees must be evaluated for a six-month period, upon completion of the Field Training Program and graduation from the Training Academy. Evaluation criteria for the newly sworn probationary employees must determine the employee's suitability for the sworn position and the employee's ability to actually perform the required functions.
- 4.7.3 Follow the following procedures to process the probationary evaluations.
- For the probationary evaluation at the end of the final six (6) months of the probationary sworn employees employment, process the Form APD 153 Performance Evaluation Package through the chain of command to the HRU.
- 4.7.4 If a probationary employee's performance rating is not a minimum of "Satisfactory" and the supervisor had determined that more time is required to assess the employee's ability. The supervisor may request an extension of the probation at the end of the fifth month. To request an extension, the supervisor will:



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1. Submit a memorandum, through the chain of command, to the Human Resources Unit.
2. The HRU will in turn forward a memorandum to the DHR at least 15 days prior to the end of the six-month probationary period.
3. If the probation extension is approved, complete the final evaluation no later than 15 calendar days prior to the expiration date of the extended probationary period.
4. After the extended period, if the employee's performance is still not acceptable, the supervisor may request termination for a probationary employee.
5. After the extended period, if the employee's performance is satisfactory, continue the performance evaluation package until the annual evaluation is due.

4.7.5 Newly promoted sworn supervisors

Newly promoted sworn supervisors will serve a 12-month probationary period (except in cases outlined in City Code 114-251). Use the performance evaluation procedure for the Goal Setting Session and final appraisals, using the Form APD 153 Performance Evaluation Package. Use procedures for processing final appraisals in Section 3.4 to process the final probationary evaluation. Unsatisfactory performance may result in returning the employee to the job classification held prior to the promotion. Extension of probation is not permitted for newly promoted sworn supervisors.

4.7.6 Newly promoted civilian supervisors will serve a six-month probationary period. Use the evaluation procedures in Section 4.7.1 to process these evaluations. If performance is unsatisfactory, the supervisor has the following options:

1. Request to return the employee to the job class held prior to the promotion.
2. Follow the steps in Section 4.7.3 to extend probation up to six (6) additional months.
3. After the extended period, if the employee's performance is still not acceptable, the supervisor may request the return of the employee to the job class held prior to the promotion.
4. After the extended period, if the employee's performance is satisfactory, continue the performance evaluation package until the end of extended probation.

4.8 Borrowed Personnel

4.8.1 The unit borrowing an employee temporarily for 90 calendar days or more must complete a Form APD 153 Performance Evaluation Package on the employee while the employee is temporarily assigned. The temporary supervisor will conduct a Goal Setting Session with the employee within ten (10) calendar days after the employee has been temporarily assigned for 30 days.

4.8.2 During the evaluation period, the temporary supervisors who prepare the Form APD 153 Performance Evaluation Package will file the performance evaluation package at the unit level until the completion of the final appraisal. The supervisor shall list in the comments section that the employee is borrowed.



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- 4.8.3 Borrowed personnel will need an interim appraisal if the employee was with the unit for 90 or more calendar days and they transfer out of the unit prior to the requirement for a final appraisal. If the employee transfers out of the borrowed personnel status prior to receipt of a final evaluation, the temporary supervisor will close out the performance evaluation package as in Section 4.3 within 15 calendar days after the transfer and forward the package to the supervisor now responsible for the employee. This supervisor will consider the interim performance evaluation package when completing the final evaluation on the employee.
- 4.8.4 The annual evaluation will serve as the final performance evaluation form if the employee's transfer date is within 90 calendar days of the employee's evaluation cutoff date.
- 4.8.5 Temporary supervisors will complete and process final appraisals on employees temporarily assigned as borrowed personnel if the employee has been assigned for 90 or more calendar days and a final appraisal becomes due. Follow the procedures outlined in Section 4.3 above. In addition, if the employee has a current performance evaluation package on file with another supervisor, the temporary supervisor will include both performance evaluation packages when completing the final appraisal.
- 4.8.6 Performance Probation (Borrowed Personnel)
1. If borrowed personnel are placed on performance probation, the employee will not transfer until they complete the probationary period.
 2. Employees will not be transferred as borrowed personnel while serving on performance probation.
- 4.9 An employee in an inactive status is eligible to receive a performance evaluation only after the employee has been back to duty for at least 90 days.
- 4.10 An employee on administrative absence with pay may be eligible to receive a performance evaluation upon their return to duty if they have worked at least 90 days within their current assignment and with their current supervisor. For further clarification, contact the HRU for assistance.
- 4.11 Employees on Extended Leave
- An employee on inactive status for 30 days or longer; such as, Family Medical Leave (FMLA) or military leave will be evaluated by a supervisor before the designated cut-off date for evaluations. The supervisor will complete a Form APD 153 Performance Evaluation Package and submit the evaluation package through the employee's chain of command to the HRU.
- 4.12 Completed performance evaluation forms and supporting documentation will be maintained in accordance with APD.SOP.6080, "Personnel Files and Orders" and will be available only to those individuals who have a "right to know."
- 4.13 The Performance Evaluation Team will monitor the implementation of the Performance Evaluation System, recommend changes in policy and procedures, interpret policy and procedures, and plan for improvements. The chairman of the Department Performance Evaluation Team will report in writing to the Chief of Police as to progress and problems by July 31st of each year.
5. DEFINITIONS



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- 5.1 Borrowed Personnel: An employee can be "borrowed" from one commander by another. The time worked by the employee and reported by the borrowing commander is recorded on the time book of the employee's commander.
- 5.2 Employee ID Number (KRONOS): The employee's number provided on the KRONOS timekeeping system. This number is also located on the back of the Employee ID badge.
- 5.3 Evaluation Period: The time from the establishment of a Performance Evaluation package by the supervisor and employee until the evaluation is required.
- 5.4 S.M.A.R.T. Goals: One of the three to five goals, or duties, or groups of goals and duties that are critical to the performance of the employee's job.
- 5.5 Evaluation Cutoff Dates: Determined by the Department's Human Resource Manager based on DHR requirements for Mid-Year Review and Annual evaluations.
- 5.6 Review Dates: Determined by the Department's Human Resource Manager based on the evaluation of the Mid-Year Review and Annual due date specified by DHR.
- 5.7 Performance Indicator: A description of the level of accomplishment necessary for the employee to earn a "satisfactory" performance rating. Performance Indicators must be:
1. Objective;
 2. Specific, measurable, attainable, realistic and timely (S.M.A.R.T.); and
 3. Tied to the Department's missions, goals, and objectives.
- 5.8 Performance Rating and Score: The rating for each goal and competency, and overall evaluation.
1. Outstanding (5): Consistently exceeds the expected performance standards and contributes in unexpected areas well beyond job responsibilities;
 2. Highly Satisfactory (4): Exceeds the expected performance standards on a regular basis;
 3. Satisfactory (3): Meets the expected performance standards on a regular basis;
 4. Marginal (2): Meets most, but not all of the expected performance standards; and
 5. Requires Improvement (1): Does not meet most of the expected performance standards or fails to meet significant performance standards.
- 5.9 Inactive Status: An employee who is on approved extended leave for more 30 days (e.g., Family Medical Leave (FMLA), and military leave).
- 5.10 Justification: Proof of an employee's performance extracted from applicable source documentation and summarized in the comment(s) section of the performance evaluation.
- 5.11 Performance Evaluation Package: Form APD 153 Performance Evaluation Form, which is used for the entire evaluation process as well as planning sessions and Performance Improvement



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Plans. This also includes any other relevant documentation completed for the evaluation of an employee's job performance.

- 5.12 Supporting (Source) Documentation: A written document representative of an employee's performance, relating to a particular performance indicator and aiding in its measurement (e.g., log sheets, records, reports, ICIS reports, database printouts, e-mail communication, memo's, awards, and written citizen compliments, etc.).

6. CANCELLATIONS

APD.SOP.2090 "Performance Evaluation," effective March 28, 2022.

7. FORMS

Form APD 153 Performance Evaluation Report
Form APD 234 Performance Evaluation Transmittal Form

8. REFERENCES

Department of Human Resources Performance Evaluation manual

Atlanta City Code of Ordinances: Sections 114-126 (Annual Increments), 114-251 (Probationary Period), 114-328 (Extension of Time), 114-329 (Promotional Appointments), 114-333 (Probationary Period Reports), and 114-396 through 114-401 (Employee Performance Evaluation).

APD.SOP.2010, "Work Rules"

APD.SOP.2020, "Disciplinary Process"

APD.SOP.6080, "Personnel Services Unit"

Commission on Accreditation for Law Enforcement Agencies (CALEA), 6th edition, Standards 35.1.1, 35.1.2, 35.1.3, 35.1.4, 35.1.5, 35.1.6, 35.1.7, and 35.1.8.

9. SIGNIFICANT CHANGES

Revision of Section 4.7 Probationary Employees

10. APPENDIX

10.1 Performance **S.M.A.R.T.** Goals

1. **Specific**-precise and detailed;
2. **Measurable**-criteria for determining progress and success;
3. **Attainable**-achievable and action based;
4. **Relevant**-aligned with COA/Departmental strategy and desired outcomes, and the employee's current job duties;



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5. Timely-set within a realistic timeframe.