


LEESBURG POLICE DEPARTMENT REGULATIONS AND GENERAL ORDERS MANUAL		
General Order Number: 404	Section: PERSONNEL	Effective Date: OCTOBER 2022
Title: PERFORMANCE EVALUATION		
Accreditation Standards: PER.06.01, PER.06.02		
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I. ADMINISTRATION

A. Performance Evaluation System

1. The performance evaluation system provides a standard format that is used by a supervisor to assess the conduct of and work performed by an employee for their permanent record. This evaluation serves to:
 - a. Initiate and maintain a flow of communication between personnel and supervisors;
 - b. Illustrate employee strengths and weaknesses;
 - c. Provide information needed in order to devise methods for improving employee performance;
 - d. Provide information to be used in the career development of personnel;
 - e. Identify areas of performance where personnel need special training;
 - f. Provide a fair, impartial and uniform system in making personnel decisions.
2. The Human Resources Director will coordinate the performance evaluation system. These directives will include:
 - a. Measurement definitions;
 - b. Procedures for use of forms;
 - c. Evaluator responsibilities;
 - d. The Human Resources Director will conduct rater training and provide written performance evaluation directives to Department supervisors.

B. Annual Performance Evaluation

1. The performance evaluation process consists of the following:
 - a. An agreement on goals and objectives by employee and supervisor;
 - b. A formal 12-month written evaluation report completed by the supervisor.
2. Performance evaluation forms will be provided by the Human Resources Department. The appropriate supervisor will complete the form with the employee's name, job position, grade, date assigned to position, department, and time period covered. To facilitate the work of supervisors, the Human Resources Department will provide the appropriate evaluation forms to the various departments. The current fiscal year's version of the Annual Performance Evaluation form must be used. The Police Office Manager will send reminders to all supervisors when employee biannual and annual evaluations are due.

C. Probationary Reports

1. Police Officers

Daily observations reports, weekly performance evaluation reports, and monthly performance evaluation reports will be completed for all officers during their field training by the Field Training Officer and their immediate supervisor. Once probationary officers complete their field training, a monthly performance evaluation report will be completed by their immediate supervisor during their probationary period. A six-month performance evaluation report will also be completed and forwarded to the Human Resources Department.
2. Civilian Employees

All civilian employees will participate in training to prepare them for the responsibilities of their position. A six-month performance evaluation report will be completed by their immediate supervisor and forwarded to the Human Resources Department.

3. All probationary employees will receive their annual evaluation on the anniversary of their hire date.

D. Performance Criteria/Rating

The employee's performance will be rated only for the period of time listed on the face of the performance evaluation form. The criteria used to form the basis of the employee's performance evaluation will reflect the tasks that the employee performs relative to the job description of their position.

E. Evaluation Period

Leesburg Police personnel will be given written performance evaluations annually. An employee may be evaluated more often for good reason and with the approval of the Chief of Police. The actual dates covered by the evaluation will be listed on the face of the performance evaluation form.

F. Unsatisfactory Performance

Personnel shall be notified in writing by their supervisor if their performance is unsatisfactory. This notice should include reasons for the unsatisfactory appraisal and suggest measures that should be taken to improve the employee's performance. The notification must be approved by the Chief of Police through the chain of command prior to issuance. If no improvement is made by the end of the rating period, this information should be included in the employee's performance evaluation.

G. Narrative Explanations

Performance ratings in any specific performance area that are improving or declining will be detailed by a narration in the "Comments" section of the performance evaluation form.

H. Supervisory Evaluation Review

Prior to being given to the evaluated employee, the annual performance evaluation form will be reviewed by the evaluator's supervisor and forwarded to the Chief of Police through the chain of command. The Chief of Police will be the final reviewing authority. The reviewer and the evaluator should discuss the results of the performance evaluation prior to the presentation of these ratings to the employee. In cases where there is disagreement, the reviewer will discuss the discrepancy with the evaluator and reach an agreement on the appropriate evaluation ratings prior to the presentation of these ratings to the employee. If agreement cannot be reached, the reviewer has the authority to change ratings or make comments on the evaluation form and reflect a new overall rating. Before a reviewer makes any rating change, the Chief of Police will be consulted. If the Chief of Police is the evaluator doing an employee's initial evaluation, no review is required. The Chief of Police is evaluated by the Town Manager.

I. Employee Evaluation Review

1. Evaluations will be completed by the employee's immediate supervisor. If the employee has had more than one supervisor during a rating period, the evaluator shall confer with the previous supervisor(s) prior to completing the performance evaluation.
2. After the performance evaluation form has been reviewed according to this order, the evaluator will review and discuss the performance evaluation with the employee. This discussion is a key element in the performance evaluation process. It provides an opportunity for a constructive exchange of information about the employee's performance in relation to their position.
 - a. The evaluator must explain to the employee the results of the evaluation and what was taken into consideration in making the evaluation.
 - b. Specific examples of performance should be discussed in detail. The employee should be commended for work well done and suggestions for improvements should be specified. The level of performance expected and goals/objectives for the next reporting period should be discussed.
 - c. The discussion will also provide the supervisor with an opportunity to provide the employee with career counseling (Refer to Career Development Program). Because the performance evaluation is a key component when considering employees for training, specialization, and advancement, the supervisor should address these issues during the performance evaluation discussion.
3. After the performance evaluation form has been discussed with the employee, the employee will be

requested to sign the evaluation. The employee's signature indicates that the evaluation has been reviewed and does not necessarily indicate that the employee agrees with the evaluation.

J. Evaluation Written Response

Employees may comment regarding their performance evaluation by filing a written attachment. This attachment may include suggestions for improved performance, ways to improve the overall operations of the section, division, or Department, and concurrence or disagreement with the evaluation

K. Distribution of Performance Evaluation

Completed annual performance evaluations and six-month probationary evaluations, are sent to the Human Resources Director for filing in the employee's personnel file. The Department will retain a copy in the employee's file and forward a copy to the employee.

L. Appeal Process

If an employee disagrees with a performance evaluation, he/she should first discuss the issues of concern and disagreement with the reviewing supervisor. If resolution is not obtained, and if the employee would like to appeal the evaluation beyond their immediate supervisor, the employee shall set forth the basis of an appeal in writing, and provide supporting documentation to justify any requested revisions within 5 days of receiving the evaluation. The written appeal will be reviewed through the chain of command until a mutually acceptable resolution is obtained. A written response will be provided to the employee. This appeal is not a formal grievance because performance evaluations are non-grievable, but this review process will enable the employee to go beyond the review of their immediate supervisor. Any change in score of an evaluation will be reviewed through the chain of command and must be approved by the Chief of Police. The Chief of Police is empowered with the final decision at the department level. Should the employee be dissatisfied with the Chief's decision, the employee may appeal in writing within five business days of the Chief's decision to the Human Resources Director per 11.14 B. of the Town of Leesburg Personnel Manual.

M. Retention of Performance Evaluations

Completed performance evaluations will be retained by the Human Resources Office in the employee's personnel file.

N. Evaluator's Performance

As part of the annual performance evaluations, supervisors will be rated on their ability to fairly evaluate and provide guidance and counseling to their subordinates. When performance evaluations are reviewed by the evaluator's supervisor, the reviewer shall ensure that comments and ratings are consistent, uniform with other evaluations, and complete.