



# City of Manassas Police Department General Duty Manual



Effective Date: 07-29-2011	<b>GENERAL ORDER</b>	Number: 03-11
Subject: Performance Evaluation		
<input type="checkbox"/> New <input type="checkbox"/> Amends <input checked="" type="checkbox"/> Rescinds <input checked="" type="checkbox"/> Reviewed 08-04-2014 General Order # 3-11 Dated: 07-01-2008		Reevaluation: <input type="checkbox"/> 1 yr. <input type="checkbox"/> 18 months <input checked="" type="checkbox"/> N/A
Accreditation Standards: 3.1.1/ 35.1.1/ 35.1.2/ 35.1.4/ 35.1.5/ 35.1.6/ 35.1.7/ 35.1.8	By Authority Of:  Douglas W. Keen, Chief of Police	Total Pages: 4

**PURPOSE:**

To provide procedures for the evaluation of job performance.

**POLICY:**

The Chief of Police is responsible for monitoring the performance evaluation system to ensure that it is fair, impartial and consistent with sound personnel management. The Commander of Administrative Services is the Department's liaison with the Department of Human Resources to help ensure the integrity of the performance evaluation system.

Performance evaluations are based only on performance during the specified rating period. Tasks of the position, as set forth in the position description, form the basis for the description of the work that should be performed. Criteria used to define the quality of work should be descriptive, measurable, and allow a characterization regarding how the work is performed.

**DISCUSSION:**

The objectives of the performance evaluation system are to:

- A. Foster fair and impartial personnel decisions.
- B. Maintain and improve performance.
- C. Provide a medium for personnel counseling.
- D. Facilitate proper decisions regarding probationary employees.
- E. Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines.
- F. Identify training needs.

**PROCEDURE:**

**I. Types of Evaluations.**

- A. Annual City Employee Performance Review.
  - 1. The City Employee Performance Review is governed by Section 2.17 of the City Employee Handbook.
  - 2. The annual performance review is conducted on the anniversary date of employment, promotion or the end of the probationary period (for probationary officers) by the sworn or non-sworn member's immediate supervisor. The annual performance review is connected to merit increases in pay.
  - 3. Annual Employee Performance Reviews are completed in accordance with instructions from the Human Resources Manager and applicable sections of the City Employee Handbook. This also includes any instructional guide provided by the current company related to the city's software program for performance evaluations.
  - 4. Sworn Supervisors are trained in the use of the e-form and the consistent application of the ratings during the Sergeant's Orientation Program. This training includes the following components:
    - a. Measurement Definitions
    - b. How to use review forms
    - c. Responsibilities of the rater in completing and utilizing the review as a performance management tool.
  - 5. The rater or sworn supervisor is also trained in the use of a Critical Incident File in order to construct the most accurate and thorough Employee Performance Review.
  - 6. It is the responsibility of the newly promoted or hired non-sworn employee's supervisor to provide training in the performance review process and e-form.

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7. The Performance Pro Appraiser’s Guide provides instruction for completing the e-form appropriately.
    - a. The e-form also includes, for ease of reference for the rater and the employee a graduated, qualitative “Rating Scale” that ranges from “Outstanding” to “Unsatisfactory” with “Excellent”, “Fully Successful” and “Needs Improvement” categories. Each of the rating scale categories contains a measurement definition for that rating. This enables the rater to define performance based on the scale, and the employee to see what is expected in each category.
    - b. Examples of specific behaviors are provided for each performance factor to denote the criteria for the range of ratings.
    - c. The Performance Pro guide provides the rater direction in how to reach an overall performance rating
  8. The criteria used for the performance evaluation are specific to the assignment of the employee for that time period, i.e. a School Resource Officer is not measured with the same criteria as a patrol officer.
  9. The time period covered by the review should be specifically stated on the form.
  10. Explanatory comments must be included in the narrative sections when performance ratings are other than "Fully Successful." The rater provides narrative explanation and/or examples of past performance to justify the rating given.
  11. In cases of recent transfers, the supervisor having the most opportunity to observe performance criteria is assigned the duty of conducting the annual performance evaluation.
  12. Whenever a sworn or non-sworn member is transferred or reassigned to new duties, the involved supervisors should meet and discuss the general performance of the transferred member to facilitate a smooth transfer and to ensure that the member's strengths, weaknesses, and career development needs are identified. The interim review may be used in lieu of a conference.
  13. New or recently transferred sworn and non-sworn members must be familiarized with the appropriate evaluation forms and counseled by their supervisor concerning expectations. Topics discussed during the counseling must include:
    - a. Tasks of the position occupied.
    - b. Level of performance expected.
    - c. Evaluation rating criteria.
- B. Verbal evaluation.
1. New or recently transferred sworn and non-sworn members should be familiarized with the appropriate evaluation forms and counseled by their supervisor concerning expectations. Topics covered during the counseling should include:
    - a. Tasks of the position occupied.
    - b. Level of performance expected.
    - c. Evaluation rating criteria.
  2. Counseling regarding performance is an ongoing responsibility of supervisors.
- C. Field Training Officer reports.
1. Field Training Officers (FTO's) submit a daily report and an evaluation form during the on - the - job training phase of the hiring process.
  2. The FTO report is discussed between the FTO and the Trainee Officer. Completed reports are forwarded to the designated Lieutenant for a review and inclusion in the Trainee Officer's file.
  3. Trainee Officer files are maintained by the designated Lieutenant and are available for review by the Commander of Patrol Services.
  4. The FTO report is made a part of the Recruit Officer's training record.
- D. Quarterly Interim Performance Review.
1. The immediate supervisor or FTO of an entry-level probationary employee conducts the interim performance review at least quarterly, during the probationary period for any entry-level sworn or non-sworn member. Quarterly reviews for officers in field training will be reviewed by the Planning and Resource Management Lieutenant. Quarterly reviews for Public Safety Communications Specialists will be completed by a Public Safety Emergency Communications Supervisor as assigned by the Technical Services Sergeant.

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2. The quarterly interim performance review is documented on the Quarterly Interim Performance Review form. See Attachment "A."

**II. Notice of Unsatisfactory Performance**

- A. Supervisors should be prepared to substantiate ratings at the level of "Needs Improvement" or "Unsatisfactory" in order to advise the member, and to define actions that should be taken to improve his performance.
  1. A written notice of unsatisfactory performance is given at least 90 days prior to the end of the annual evaluation period, when possible. An interim evaluation, counseling record, written reprimand or other written documentation fulfills this requirement if it specifies the nature of the unsatisfactory performance and defines actions that should be taken to improve performance.
  2. If unsatisfactory performance continues, this information should be included in the annual evaluation at the end of the 90- day period. This may be considered a second notice of unsatisfactory performance.
  3. Timely written notification of unsatisfactory performance is not immediately required in the event that notification could compromise an on-going investigation.
- B. Nothing in this section is intended to preclude the immediate dismissal of a probationary sworn or non-sworn member in accordance with the provisions of the City Employee Handbook without benefit of a hearing.

**III. Utilization**

- A. A sworn or non-sworn member's performance, as defined in the evaluation reports, provides information concerning:
  1. Suitability for assignment.
  2. Training needs.
  3. Ability to assume more responsibility.
  4. Effectiveness in the assigned position.
  5. Career development needs.
- B. Review.
  1. Raters should ensure a private setting for an interview with the sworn or non-sworn member concerning the annual Employee Performance Review and for any other evaluation where the rater deems an interview is necessary.
  2. It is the responsibility of the rater to provide a fair, consistent, and well-documented review of employee performance. Included within this discussion the following topics should be covered:
    - a. Counseling specific to the overall and individual rating factor results of the evaluation just completed.
    - b. The level of performance and goals to be accomplished for the new reporting period.
    - c. Career development counseling to include advancement, specialization and training goals for the employee in the short and long term.
  3. The sworn or non-sworn member is offered the opportunity to comment on the ratings verbally and / or in writing.
    - a. The evaluations contain a signature line for the person evaluated, as well as a space for his comments.
    - b. The sworn or non-sworn member shall sign his evaluation following his opportunity to review and comment on it verbally and in writing. A signature indicates only that the evaluation was reviewed by the sworn or non-sworn member, and does not constitute concurrence or nonconcurrence with the content.
    - c. In the event that the sworn or non-sworn member refuses to sign, the rater on the signature line indicates this. The sworn or non-sworn member's refusal to sign his evaluation may constitute insubordination and subject the member to disciplinary action.
    - d. Sworn or non-sworn members may attach additional paper for their comments when necessary.

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4. The sworn or non-sworn member must be provided a copy of the completed annual Employee Performance Review, and may be provided a copy of any interim evaluation or periodic evaluation forms upon request. The employee's copy should be provided after the rater has signed and the rater's supervisor has reviewed and signed the performance review.
5. The rater's supervisors review all evaluations completed regarding the quality of ratings given to sworn or non-sworn members. Supervisors should evaluate raters regarding:
  - a. The fairness and impartiality of ratings given.
  - b. Their participation in counseling their subordinate in the areas of career development and job performance.
  - c. Their ability to effectively carry out the rater's role in the performance evaluation system.
6. Performance Review copies are maintained in the employee's personnel file in Human Resources until five years after termination of employment with the City.
7. The Commander of Administrative Services may conduct an inspection of the performance evaluation system at the discretion of the Chief of Police. The objectives of the inspection are to identify instances of extreme ratings and the reasons for them and the number of contested appraisals and the reasons for them.

#### **IV. Appeal**

- A. Unless the sworn or non-sworn member can show an evaluation was arbitrary or capricious, it is not a grievable issue through the City Grievance Procedure (see General Order 3-10 and Section 6.12.4 of the City Employee Handbook).
- B. After reviewing any evaluation, sworn and non-sworn members may appeal to the Chief of Police through the appropriate chain of command if they disagree with the ratings, content, or any portion of the evaluation.
  1. Such an appeal must be requested, in writing, within seven calendar days of reading the evaluation.
  2. The Chief of Police makes an appointment for an interview of the sworn or non-sworn member to occur within seven calendar days. The rater should be present during the interview.
  3. The sworn or non-sworn member may, at his option, enter written documentation to support his assertion that the evaluation is incorrect or inappropriate. Such documentation is made a part of the evaluation and should be submitted during the interview with the Chief of Police.
  4. The rater, the Human Resources Manager, or others may assist the Chief of Police during the interview or appeal process.
- C. The Chief of Police advises the sworn or non-sworn member of his decision immediately or in writing within seven calendar days.
  1. In the event that the sworn or non-sworn member can not show an evaluation was arbitrary or capricious, the decision of the Chief of Police shall be final.
  2. In the event that the sworn or non-sworn member can show an evaluation was arbitrary or capricious, the member may avail himself of the City Grievance Procedure

Attachments: "A" Quarterly Interim Performance Review for Entry-Level Probationary Members.

Index as: Performance Evaluation.  
Interim Evaluation.  
Evaluation.  
Counseling.

References: N/A