

# GENERAL ORDER

G.O. 4-351

## SUBJECT: PERFORMANCE EVALUATIONS



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### I. PURPOSE AND RESPONSIBILITY:

- A. Purpose: To set the policy and establish the procedures for the evaluation of employees at the Monroe Police Department.
- B. Responsibility:
  - 1. It will be the responsibility of personnel assigned to supervisory positions to regularly evaluate the work performance of subordinate officers.
  - 2. It will be the responsibility of command level personnel, where applicable, to review employee evaluations prepared and submitted by supervisors under their command.
  - 3. It will be the responsibility of personnel assigned to supervisory positions to take appropriate action whenever the supervisor observes inappropriate employee conduct.

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4. It will be the responsibility of command level personnel to determine the appropriate action to be taken to correct an employee behavioral problem and report to the Chief of Police.
5. It will be the responsibility of the Support Services Commander to annually review the Personnel Early Warning System (PEWS) reports to determine the effectiveness of the system.

### II. DISCUSSION:

- A. This general order deals with employee performance evaluations that are the measurements of the workers' on-the-job performance of assigned tasks and duties. The basic objectives of a sound employee performance evaluation system are to: (1) insure the best use of human resources of the organization; (2) facilitate proper decisions concerning probationary employees; (3) foster fair and impartial personnel decisions; and (4) assist in identifying training needs. The most important asset of any organization is its personnel. It is imperative in any organization that maximum results are obtained from the efforts of its labor forces, while at the same time attempting to identify and address employee needs and objectives. It is desired that the use of a performance evaluation system and a personnel early warning system will enable this Department to continue to maintain the deliverance of quality service to our community.

### III. DEFINITIONS:

- A. COUNSELING: The giving of advice and guidance. As used in this directive, discussions between the rated employee and the rater, including advice to the employee concerning performance enhancement.
- B. EAP: Employee Assistance Program.
- C. PERFORMANCE: Something done or performed. Actions taken or omitted with regard to specific tasks or assignments.
- D. PEWS: The Personnel Early Warning System.
- E. RATING: The estimate of value, worth, strength, capacity of, etc.; an appraisal. As used in this directive, an indication of the quality of performance or attributes.

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- F. UNSATISFACTORY PERFORMANCE: Employee behavior or work performance that is substandard and may lead to disciplinary action.

### IV. POLICY:

- A. It will be the policy of the Monroe Police Department to regularly evaluate the performance of personnel.
- B. It will be the policy of the Monroe Police Department to have command level personnel review evaluations conducted by supervisory personnel under their command.
- C. It will be the policy of the Monroe Police Department to discuss evaluations with the rated employee. Employees may make written comments pertaining to the evaluations and may contest evaluations through the chain of command to the Chief of Police, if necessary.
- D. It will be the policy of the Monroe Police Department to establish and maintain a "Personnel Early Warning System" to identify and change the behavior of individual employees who have problematic performance records.

### V. PROCEDURES:

- A. EVALUATION SYSTEM DEFINED: This Department's performance evaluation system shall consist of a simple scheme in which an employee's performance shall be graded on an acceptable or unacceptable method while allowing for a commentary by the rating supervisor.
  - 1. EVALUATION FORMS: The Department's evaluation form will be divided into the following general areas:
    - a. General information section to include:
      - 1. Employee being rated;
      - 2. Rating period;

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3. Purpose (probationary, merit, promotional);
4. Rating supervisor.
- b. General Required Standards: Consists of criteria to be reviewed and rated utilizing the numerical system referred to in section 1. The criteria in this section may include:
  1. Motor Vehicle Activity;
  2. Initiative;
  3. Investigative Ability;
  4. Quality Of Work;
  5. Work Habits;
  6. Work Behavior;
  7. Attitude;
  8. Ability To Accept Constructive Criticism;
  9. Accepts Responsibility/Assignments Willingly;
  10. Supervisory/Other Skills Exhibited;
  11. Attendance.
- c. Overall Rating:
  1. Goals and Objectives: Provides employee with specific attainable objectives to work toward during rating period. Employee may set goals with approval of supervisor or by both employee and supervisor together.

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2. Recommendation: Supervisor's recommendations for action can include pass probation, training required, etc.
    3. Acknowledgment Section: Requires the rated employee's signature acknowledging the evaluation report. It must be stressed that the signature is for acknowledgment purposes only and does not construe acceptance of the evaluation.
  2. RATER RESPONSIBILITIES: The rater of an employee will generally be the employee's immediate supervisor for the rating period involved. The rater(s) will:
    - a. Be all the supervisors that employee has had during a rating period, if there has been more than one;
    - b. Restrict evaluations to the current rating period.
  3. RATER TRAINING: Supervisors will receive training on an informal basis in the following areas:
    - a. The role of the supervisor in the evaluation process;
    - b. Definitions of the performance factors and criteria to be measured;
    - c. Procedures for completion of the rating form;
    - d. Other relevant material as may be deemed proper or necessary.
- B. ANNUAL EMPLOYEE EVALUATIONS: Each employee of this Department shall have their work performance evaluated and documented at least once a year for the following purposes:
  1. To standardize the nature of the personnel decision making process;
  2. To insure the Department's personnel are qualified to carry out assigned duties;
  3. To provide personnel with necessary behavior modification information to maintain appropriate behaviors relating to their positions;

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4. To identify areas of need for training purposes.
- C. EVALUATION OF PROBATIONARY EMPLOYEES: Probationary employees at the entry level shall be evaluated on a regular basis as outlined:
  1. Probationary employees assigned to the Field Training Officer (FTO) program will have their respective FTOs prepare a Daily Observation Report (DOR), and the Patrol Division Commander will submit an ending evaluation report.
  2. Probationary employees who have advanced beyond the FTO program will be evaluated by their immediate supervisors on at least a quarterly basis.
- D. EVALUATION CRITERIA: The evaluation of an employee's performance shall reflect the duties and tasks performed relative to their respective positions.
- E. EVALUATION PERIOD: The dates of the evaluation period shall be clearly indicated on the evaluation form:
  1. Personnel of this Department will be given a written performance evaluation on a regular basis as outlined in this directive;
  2. The Chief of Police may direct the evaluation of specific employees on a more frequent basis.
- F. UNSATISFACTORY PERFORMANCE: Whenever the work performance of a non-probationary Department employee is deemed unsatisfactory, the employee shall be notified in writing by their immediate supervisor at least ninety (90) days prior to the end of the rating period. If the unsatisfactory performance continues, this information shall be included in the evaluation report.
- G. EXTREME RATINGS EXPLANATIONS: Each rating supervisor is required to explain all ratings given in each of the six categories. The narrative section of the evaluation form will be used for the explanation. The command evaluation summary will indicate when a supervisor gives an extreme rating.
- H. EVALUATION REVIEW: Upon completion of the Department's evaluation form,

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supervisors will submit the form to their respective division commander or the Chief of Police, if the supervisor is a division commander, for review. The Division Commander or Chief of Police reviewing an employee's evaluation form, may record additional comments, if necessary. Upon completion and review, the Division Commander or Chief of Police will meet with the rated employee to discuss the evaluation and goals and objectives. The division commander or the Chief of Police shall document the review by signing or initialing the form.

- I. **EMPLOYEE COUNSELING:** In order for the employee evaluation system to function properly as designed, each employee shall be counseled by their supervisor at the beginning of the rating period. This counseling may also occur at any time during the rating period, when deemed necessary. The counseling will concern the following:
  - 1. Results of the performance evaluation just completed;
  - 2. Level of performance expected and rating criteria or goals for the new reporting period;
  - 3. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.
- J. **EVALUATION ACKNOWLEDGMENT:** Upon the completion of the evaluation interview each employee of this Department shall have the opportunity to sign the evaluation form acknowledging that the employee has been informed of the performance rating. The signing of the evaluation form will not construe agreement or disagreement with the rating given, but only acknowledgment of the evaluation. The employee may make written comments to supplement the completed performance evaluation report.
- K. **EVALUATION DISTRIBUTION:** Employee evaluations shall be copied in duplicate. The original shall be entered into the employee's personnel file. The copy shall be given to the rated employee.
- L. **CONTESTED RATINGS REVIEW:** Employees of this Department shall be afforded the opportunity for the review of contested performance evaluations through the chain of command to the Chief of Police, if necessary. It is intended that this review go beyond the evaluation of the immediate (rating) supervisor and not constitute a formal grievance, and that the decision of the Chief of Police

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be final.

- M. EVALUATION RETENTION: Employee evaluations shall be entered into the employee's personnel file and retained as a permanent record as required by state retention laws.
- N. EVALUATION OF RATERS: Division Commanders or the Chief of Police will assess supervisors who conduct performance evaluations of subordinate personnel and include these assessments in the performance evaluations of each supervisor. The objectives of the rater's evaluation are to:
  - 1. Insure the fairness and impartiality of ratings given;
  - 2. Insure conformity to guidelines for evaluations;
  - 3. Insure uniform application of ratings;
  - 4. Determine the need for additional training of supervisors as raters.
- O. PERSONNEL EARLY WARNING SYSTEM (PEWS:) The PEWS is a system to identify Department employees who may require intervention efforts. The PEWS has three basic phases: selection, intervention, and post intervention monitoring. The PEWS includes:
  - 1. Review: The PEWS is initiated when certain types of incidents occur and there are provisions to initiate a review based on current patterns of collected materials. Such materials include, but are not limited to, statistical reports, performance evaluations, citizen complaints, disciplinary actions, use of force incidents, internal affairs, sick time usage, supervisory and employee reports, such as worker's compensation claims and traffic accidents.
  - 2. Reporting Requirements: The PEWS includes options and reviews available through use of force reporting (Use of Force Report described in General Order 1-014, paragraph V, subparagraph A,) complaint and misconduct reports (Internal Affairs Function Review described in General Order 6-521, paragraph V, subparagraph A, section 3) and performance evaluations described in this General Order, paragraph V.
  - 3. Annual Evaluation of PEWS: The Commander of the Patrol Division (PD)



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will cause an annual review of the PEWS to determine the effectiveness of the system. Input and commentary will be solicited from those employees who have been involved in the system during the previous year, and this information will be used to revise the system in order to make it more responsive to the needs of the employee and the Department.

4. Role of Supervisor and Commander: The first and second levels of supervision are crucial elements to a successful Personnel Early Warning System.
  - a. Supervisor's Role: Supervisors will make every effort to identify employees who have issues which negatively impact their ability to do the job. Supervisors will take appropriate action whenever inappropriate employee conduct is observed. Whenever a supervisor observes a pattern of behavior that requires intervention efforts, the supervisor will forward a written report, in writing, to the employee's Division Commander. The report shall include:
    1. Detail of the pattern of behavior which raised the concern;
    2. Other witnesses to the behavior; and
    3. Recommendation for intervention action, i.e. training, counseling, other discipline, or EAP referral.
  - b. Command Level's Role: The employee's division commander will:
    1. Conduct monthly follow-ups by meeting with the employee and the employee's supervisors for a minimum of three months following the initial report.
    2. File a report with recommendations with the Chief of Police and provide a copy to the affected employee.
5. Remedial Action: Once an employee is identified as having problematic behavior, it will be the decision of the Chief of Police as to what type of remedial action will be taken, such as, but not limited to, training, counseling, other discipline, or EAP referral.

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6.     Employee Assistance Program: Refer to Rule XIV of the Personnel Rules, paragraph 14-1 titled "Employee Assistance Program" and General Order 3-221, paragraph V, subparagraph B, section 10, subsection a.