

<b>PERFORMANCE EVALUATION</b>	<b>Chapter No. 35</b>
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### 35.1.1 PERFORMANCE EVALUATION SYSTEM

The purpose of performance evaluations is to provide feedback, document past performance, set goals for the future, and, if necessary, note areas needing improvement. Recognizing and measuring individual performance in accordance with prescribed guidelines accomplishes this.

Evaluations are used for the following reasons:

1. Identify employee strengths and weaknesses
2. Formulate training needs
3. Goal setting and career development
4. Recognize above-average work
5. Document substandard performance
6. Review for specialty assignments and promotions

At the direction of the Chief of Police, performance evaluations/action plans may be used to supplement personnel management decisions. Job assignment, transfer, discipline, training, advancement, and promotion may be affected because of performance ratings. A performance evaluation will be completed at the time an employee is eligible for a pay step increase otherwise provided for by the labor contract.

Unless otherwise directed by the Chief of Police, their immediate supervisor will evaluate employees. If more than one supervisor supervised an employee, the rating supervisor will confer with the other supervisor(s). The responsibility to complete timely and accurate evaluations should not be delegated.

#### A. Measurement Definitions

Employee performance will be rated by using the benchmarks outlined in the evaluation form.

1. Does Not Meet Standards: Performance occasionally or periodically falls short of normal standards. This evaluation indicates the supervisor's belief that the employee is capable of, and will make necessary improvements, after having the matter brought to their attention.
2. Meets Standards: Competent performance in which the employee meets the standard prescribed for the category. Most employees will be rated in this column. It indicates a competent, acceptable level of performance without the need for correction or improvements.
3. Exceeds Standards: Total performance is well above standard for the category. Only a few employees can normally be expected to qualify for this category, as it indicates consistent performance, which exceeds what is acceptable by department standards.

## **B. Use of Forms**

Employees of the Pasco Police Department will be evaluated by using the City of Pasco Performance and Development Review form and procedure pertained in AO 205 – Employee Performance & Development Review. Raters will complete the evaluation report as outlined in this city AO.

## **C. Rater Responsibilities**

The rating supervisor is responsible for objectively documenting and evaluating an employee's job performance. The supervisor is also responsible to explain to the employee how to meet the department standard in any given category. Within this framework, that rating supervisor shall also:

1. Meet with the employee at the beginning of the rating period to review job performance requirements, rating criteria, and procedures regarding the evaluation system.
2. Review job performance outcomes from the previous rating period and discuss the employee's self-rating.
3. Determine the necessity for performance planning to assist job skill development and/or career development for the coming rating period(s).
4. Develop a performance action plan intended to assist the employee in achieving the required standards of performance and/or achieve personal goals.
5. Collect all relevant and timely accounts of the employee's job performance outcomes from credible sources.
6. Assign ratings based on job performance outcomes. Justify ratings using specific and objective measures (i.e., observations, data, etc.) of job performance.
7. Provide the employee with frequent job performance feedback during the rating period.
8. Complete all training requirements as set forth by the department.

## **D. Rater Training**

Supervisors conducting employee evaluations will be knowledgeable in department standards and the use of the evaluation form. Supervisors receive training in evaluating employees in first-line supervisor's training or in-house training. All raters use AO 205 as a reference. Evaluations shall include specific references to the employee's involvement with Community Oriented Policing and problem-solving efforts.

### **35.1.2 ANNUAL EVALUATION**

It is the intent of the Pasco Police Department to complete performance evaluations consistently across all divisions of the agency. Supervisors are responsible for evaluation tracking while the Chief's Administrative Assistant will develop and maintain the tracking of completed evaluations.

#### **A. Uniform Personnel**

- Full-Time Regular: All sworn uniform employees will be evaluated at least every twelve months, receiving a completed evaluation by the end of each calendar year.

- Probationary Officers: Probationary officers will have monthly observation reports completed by their supervisors once they leave the Field Training Program. An evaluation will be completed at the end of their probationary period after which the officer will follow the full-time regular evaluation schedule.

## **B. Non-Uniform Personnel**

- Non-uniform personnel will receive their evaluations on the employee's hire or promotional anniversary date. Probationary employees shall be evaluated upon completion of six and eleven months of employment.

### **35.1.3 EVALUATION OF NEW HIRE PERSONNEL**

To enhance the development of all new hires, personnel will receive evaluations.

#### **Entry-Level Uniform**

Entry-level probationary police officers complete four phases of training prior to being released to a non-probationary status. During these phases, the probationary employee is evaluated by Field Training Officers (FTOs) and/or a supervisor on a regular basis.

1. Application, testing, background, interviews, medical, pre-academy, and attendance at WSCJTC police academy.
2. Post academy and participation in the FTO program.
  - During this phase of training, the employee will be evaluated on a daily basis by the FTO he/she is assigned to.
3. During the final phase the employee is assigned to a supervisor. The supervisor completes monthly evaluations on the employee's performance.
4. End of Probation Evaluation

#### **Lateral Uniform**

Lateral officers will be evaluated as follows:

1. Participation in the FTO program
  - During this phase of training, the employee will be evaluated on a daily basis by the FTO he/she is assigned to.
2. During the final phase, the employee is assigned to a supervisor; the supervisor completes monthly evaluations on the employee's performance.
3. End of Probation Evaluation

#### **Non-Uniformed Personnel**

All non-uniformed personnel will receive formal evaluations per City policy (at the probationary end and anniversary) as well as informal evaluations from their supervisor to ensure they are receiving quarterly evaluations.

#### **35.1.4 EVALUATION CRITERIA**

Employees will be evaluated based on criteria established and recorded on a standard evaluation form. The evaluation form contains criteria that apply to all positions in the organization. Position-specific job tasks can be more fully explained in the narrative portions of the evaluation form contained in Section I – “Job Function Performance.” Special attention will be given to C.O.P. and problem-solving based performance.

#### **35.1.5 EVALUATION COMPONENTS**

##### **A. Time Period**

Performance evaluations will document job performance during a specific period of time. The actual dates covered by the evaluation are shown on the face of the evaluation form.

##### **B. Explanatory Comments**

If a supervisor rates an employee's performance as anything but "meets standards" a written narrative will be provided explaining the specific reasons for this rating.

##### **C. Rater Review**

Prior to the final distribution of evaluations, the rater's supervisor shall review and sign the completed form.

##### **D. Employee Written Comments**

Once the evaluation is reviewed and approved, supervisors will provide employees with a written copy and discuss it with them. The employee is given the opportunity to sign the evaluation. The signature indicates only that the evaluation was reviewed and discussed. If an employee refuses to sign the evaluation report in the space provided, the supervisor records the refusal on the form and follows normal routing procedures.

If an employee wants to make written comments about the current evaluation, they are given that opportunity. The employee can draft a separate document containing specific facts that address their performance level and have this placed in the file along with the evaluation.

##### **E. Copy of Completed**

Each employee will be provided a copy of the completed performance evaluation.

##### **F. Contested Evaluations**

Contested evaluations will be subject to review by the Chief of Police. The protocol for contested performance evaluation reviews is as follows:

1. The employee requesting the performance evaluation review will submit a memo to the Chief of Police which:
  - Requests a review to be conducted.
  - Lists those issues/concerns as they relate to the performance evaluation in question.
2. The Chief of Police will respond to the employee within 10 working days of receiving the request.

3. The Chief of Police will notify all parties contacted during the review of the final disposition.

#### **G. Evaluation Retention**

All performance evaluation reports will be maintained for the entire duration of an employee's tenure and for the period designated by Washington State Archives Record Retention Schedule following separation of employment with the Pasco Police Department.

#### **35.1.6 UNSATISFACTORY PERFORMANCE**

If a supervisor observes work performance of an employee, including probationary employees that would result in a "Does Not Meet Standards" rating on an evaluation the supervisor notifies that employee immediately. This notification is in writing, and should contain the following information:

- Explanation of the specific work performance the supervisor deems unacceptable.
- Outline of actions the employee needs to take to improve their performance.
- Notice that the performance will be documented in the employee's performance evaluation at least in a narrative form. This documentation will occur if:
  1. The "Does Not Meet Standards" performance continues, or
  2. Will note the performance has occurred and has improved.
- Notice that if the performance does not improve, the employee may be subject to mandatory training with passing scores. The employee may be subject to discipline up to and including termination for sustained unacceptable performance.
- Notice that the employee may receive performance evaluations on a frequency chosen by the rating supervisor that will be more frequent than annually. The purpose of these evaluations will be to provide the employee with periodic feedback necessary for continued performance improvement. These special evaluations will continue until such time as the rating supervisor deems the performance corrected and the evaluations are no longer necessary.

#### **35.1.7 COUNSELING SESSION**

At the end of an evaluation period, supervisors will arrange a meeting with the rated employee to discuss the contents of the evaluation. Employees should be given a specific time for the meeting when they are given their written evaluation. During this meeting, the supervisor should discuss important issues with the employee. Items to be included:

- The results of the performance evaluation just completed.
- Areas for improvement in the next evaluation period.
- Career counseling for the employee. Supervisors should discuss and document career goals with the employee and provide insight as to how they could meet these goals.
- Expected work levels, training, and resources to assist the employee.

#### **35.1.8 RATER EVALUATION**

Supervisors will evaluate raters regarding the fairness and impartiality of ratings given, their

participation in counseling and guidance for rated employees, and their ability to carry out the rater's role in the performance evaluation/action planning system.

Raters will be evaluated on their ability to prepare performance evaluation/action plans under the category "Performance Management," which would be one of the functions in Section 1 of the "Performance and Development Review."

### 35.1.9 PERSONNEL EARLY INTERVENTION SYSTEM

The Pasco Police Department tracks and reviews incidents of risk to the agency. The Personnel Early Intervention System is used to identify patterns and review employee performance in high-risk incidents and intervene where appropriate.

#### A. Definitions of Employee Behaviors or Actions for Review

**Use of Force** – Efforts employed by an officer to compel compliance from an unwilling subject.

**Excessive Use of Force** – The application of an amount and/or duration of force greater than that required compelling compliance of a non-compliant subject.

**Pursuits** – The use of a marked police vehicle with the intent to stop a violator who is intentionally trying to elude the pursuing officer (defined per 41.2.2).

**Accident/Collision** – Vehicle damage caused to a City vehicle or vehicle belonging to the public to include Pursuit Intervention Technique (PIT) and ramming.

**Complaints** – Actions or conduct that result in complaints from the public or members of the department.

#### B. Threshold Levels to Initiate Review

Uniformed & Non- Uniformed Personnel	
Indicator Factor	Threshold Level
Use of Force	3 or more within 3 months
Pursuits	3 or more within 2 months
Accidents/Collisions	2 or more within 12 months
Internal Complaints	1 or more within 12 months
External Complaints	3 or more within 6 months
Weapons Discharge	2 or more within 12 months
Accidental Discharge	1 or more within 12 months
Documentation Errors	2 or more within 6 months

#### C. Review of Current Patterns

Each indicator factor incident is reviewed by Command Staff. As the keeper of records, the Chief's Administrative Assistant will log each indicator factor occurrence and send the report to Supervisor and Training Sergeant (both designated by the Police Chief) if personnel meet one or more threshold levels.

Supervisors will review identified occurrences and meet with the officer to explain the purpose of the process of the Personnel Early Intervention System review, discuss the factors that lead to a review, and attempt to identify any causes that may have led to the review.

To obtain a more complete view of an officer's situation, the Personnel Early Intervention System review may include, but is not limited to, a review and discussion of the following:

Assignments during and immediately prior to the identified period (during period of time which the criteria that triggered the review)

- Performance evaluations
- Personnel file
- Complaints and findings
- Disciplinary action
- Use of Force
- On-duty collisions & accidents
- Absenteeism and other leave usage
- Any other information that may prove helpful to the overall review

Should corrective action be determined, it could include, but is not limited to:

- Remedial Training
- Performance Improvement Plan
- Fitness for duty referral
- Counseling
- Recommendation to the Employee Assistance Program (EAP)

The Supervisor will prepare a memo of their review that outlines the initial meeting with the officer and the information reviewed and any recommendations, which may include the recommendation for no further action. This memo will be submitted to the appropriate Captain, and if no further review is needed, the Captain will forward the memo to the Police Chief for review. Once reviewed, the Police Chief will sign the memo and the Administrative Assistant will keep it for annual evaluation.

#### **D. Annual Evaluation of Personnel Early Intervention System**

The Deputy Chief will conduct an annual evaluation that will include outcomes, operations, and needs of the system. This will include employee behaviors/actions reviewed, if they are still applicable, and if the threshold trigger levels remain appropriate. A report will be forwarded to the Chief of Police.

#### **E. Role of First and Second Level Supervision**

The availability of the Personnel Early Intervention System does not alter the critical role of line supervisors for direct monitoring of the performance and behavior of personnel under their charge on a daily basis.

Supervisory personnel shall be familiar with alternatives and authorized actions they may take in response to personnel exhibiting behavioral problems with or without information provided through the Personnel Early Intervention System.

Supervisors shall review reports with the subject officer and encourage him or her to provide insight into the itemized incident and perceived problems identified in the report.

The subject's Captain and supervisor shall meet to discuss the report and other relevant information and determine if corrective actions are warranted. These actions may include, but are not limited, to the following:

- Refer the officer to an agency-authorized mental health professional or other mental health care provider authorized by the department.
- Require that the officer participates in agency-authorized training, targeting personal or professional problems that the officer may be facing (e.g., communications, cultural awareness, coping with stress, anger management).
- Initiate reassignment or transfer; or
- Conclude that the officer's actions do not warrant immediate corrective action.
- The City of Pasco provides an EAP to all City employees and their families. EAP services are provided through the City's health and welfare program and are cost-free, convenient, and confidential.