



PERFORMANCE MANAGEMENT GUIDE

Operations Order

4.4.00

PHOENIX POLICE DEPARTMENT

Rev. 04/01

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1. The Performance Management Guide (PMG) establishes a formal structure for the employee developmental process.
 - A. The PMG provides a system for:
 - Communicating performance
 - Assessing skill ability and knowledge
 - Identifying strengths and weaknesses
 - Setting goals
 - Documenting progress
 - B. The annual PMG provides the supervisor and the employee with an opportunity and timetable for face-to-face interaction, incorporating self-analysis, coaching, and discussion concerning performance and career development activities.
2. The Form - Instructions for the completion of the PMG can be found in the Supervisor's Performance Appraisal Guide.

Performance Management Guide (PMG)	<ul style="list-style-type: none"> • The PMG will be used for the following: <ul style="list-style-type: none"> * Annual performance evaluations (non-probationary) * To set new goals and job duties upon reassignment or promotion * Probationary evaluations (3, 6, and 11 months) * Unscheduled evaluations • Non-probationary employees will receive a PMG once a year unless one of the following circumstances exist: <ul style="list-style-type: none"> * Unsatisfactory job performance * Change in the employee's job classification * Significant changes in job duties and goals • The Fiscal Management Bureau (FMB) will generate a computer printout for employees due PMGs and/or merit increases; however, it is the supervisor's responsibility to keep track of dates for performance reviews. • FMB will forward the list to the appropriate precincts/bureaus. • Once the PMG has been completed, it will be distributed as follows: <ul style="list-style-type: none"> * Original to City Personnel Department * Copy to Police Department file * Copy to employee * Copy to rating supervisor
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3. "Met" or "Not Met" Overall Performance

A. Overall Performance Expectations Definitions:

RATING	DESCRIPTION
Met	<ul style="list-style-type: none"> • Performance meets or exceeds job requirements.
Not Met	<ul style="list-style-type: none"> • Performance is unacceptable or is unacceptable often enough that significant improvement is required.

- B. The rating supervisor will ensure that sufficient documentation is contained in the Supervisor's Comments Section to justify the evaluation.




4. **SUPERVISOR'S RESPONSIBILITIES**

A. **Meeting with Employees**

Quarterly	Supervisors will meet quarterly with each employee under their supervision to discuss the employee's performance. <ul style="list-style-type: none"> This informal meeting will be documented in the supervisor's notes as a matter of record for future reference in employee evaluations. The supervisor should discuss any positive or negative comments concerning the employee's performance.
At the Conclusion of the Rating Period	Supervisors will meet with each employee under their supervision at the conclusion of the rating period for a formal performance review to discuss the following: <ul style="list-style-type: none"> The results of the performance evaluation just completed The level of performance expected and goals for the new rating period Career development coaching relative to such topics as advancement, specialization, or training appropriate for the employee's position

B. **The PMG Process**

Employee Receives Notice	<ul style="list-style-type: none"> FMB will notify the employee approximately six weeks prior regarding the upcoming PMG. The employee will begin to gather information for his/her goals for the upcoming year.
Supervisor Receives Notice	<ul style="list-style-type: none"> The supervisor will begin gathering data for completion of the PMG. Sources of data may include the supervisor's notes, commendations, and discipline for the employee being evaluated, and input from the individuals who work with the employee.
Supervisor Sets Meeting	<ul style="list-style-type: none"> The supervisor will meet with the employee to discuss the upcoming PMG and any other relevant issues. The supervisor will ask the employee for their input on goals for the upcoming year.
Preparing a Draft of the PMG	<ul style="list-style-type: none"> The draft will include the overall rating and the supervisor's comments. The Supervisor's Comments Section expands to accommodate information; an attachment sheet is no longer necessary.
Meet and Discuss Draft with the Reviewer	<ul style="list-style-type: none"> The reviewer is the immediate supervisor of the supervisor completing the PMG. Upon approval of the draft, the reviewer will initial the Supervisor's Comments Section.
Meet with the Employee to Review Draft	<p>The supervisor will:</p> <ul style="list-style-type: none"> Provide the employee with a copy of the PMG draft. Discuss the employee's performance. Ask for and respond to any questions. Encourage the employee to share ideas and to help identify areas for improvement.
Develop Goals for Next Review Period	<p>All goals should be:</p> <ul style="list-style-type: none"> Clearly understood by the employee and the supervisor. Consistent with the employee's experience and abilities. Specific to the employee's current work assignment. A challenge to the employee. Measurable. In compliance with the Fair Labor Standards Act (FLSA).

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4. B. The PMG Process: (Continued)

Finalize and Sign the PMG	<ul style="list-style-type: none"> The supervisor will sign the Supervisor's Comments Section of the PMG before giving the PMG to the employee. The reviewer will initial in this section.
Give the Finalized PMG to the Employee for Signature and Comments	<ul style="list-style-type: none"> The employee is allowed two full working days for review and response.
Provide the Employee with a Copy of the PMG	<ul style="list-style-type: none"> For distribution, see paragraph 2 of this order.
Give the Finalized PMG to the Reviewer to Sign	<ul style="list-style-type: none"> The reviewer will sign the finalized PMG once the employee being evaluated has added his/her comments and has signed the PMG.

C. Supervisor's Comments Section of the PMG

- (1) Information contained in the supervisor's comments section of the PMG should be specific enough to justify the performance evaluation's results.
 - This section expands to accommodate all comments.
- (2) If substandard or exceptional performance is noted in any area of the rating, information regarding the substandard or exceptional performance must be included in the comments section.
 - Include all commendations, formal discipline, mentoring, coaching, and supervisory initiated training in response to policy violations as defined in [Operations Order 2.1.00 Discipline Procedures and Review Boards](#).
- (3) Exceptional Overall Performance - PMGs highlighting exceptional performance will contain sufficient documentation to justify the final evaluation.

D. Multiple Performance Issue Incidents

- (1) Employees who have been coached/trained for multiple policy violations as defined in [Operations Order 2.1.00](#) during a performance year may be given specific goals to improve performance during the annual PMG or and unscheduled PMG process.
- (2) Supervisors will provide the employee with specific performance goals that require improvement.

E. Probationary Employee Evaluations

- (1) Purpose - The principal objective of supervisors rating probationary employees is to determine whether or not probationers can actually perform their required functions and to document their performance throughout the probationary period.
- (2) Frequency of Probationary Evaluations

Daily	Employees in the Field Training Officer (FTO) Program will receive a daily evaluation of their performance from their field training officer.
Third Month of Probation	A three-month PMG will be completed on <u>all</u> probationary employees at the third month of probation.
Sixth and Eleventh Month of Probation	A PMG will be completed on <u>all</u> probationary employees at the sixth and eleventh month of probation.


4. E. (2) Frequency of Probationary Evaluations: (Continued)

Bimonthly	<p>In addition to PMG evaluations, all probationary employees will receive a bimonthly evaluation of their performance.</p> <ul style="list-style-type: none"> • The Supervisor's Monthly Inspection Report (Form 80-38D), or similar reports that fit the needs of the work unit, will be used to document the probationary employee's performance and bimonthly evaluation. • At the time of the probationary employee's bimonthly evaluation, the supervisor will make the Supervisor's Monthly Inspection Report available to the employee for review. • After reviewing the Supervisor's Monthly Inspection Report, the probationary employee and the supervisor will sign the back of the form. • The supervisor will provide a copy of the Supervisor's Monthly Inspection Report to the employee, if requested.
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- (3) Unsatisfactory Probationary Evaluations - All probationary PMGs that indicate the employee has "Not Met" overall performance expectations will be reviewed and signed by a bureau/precinct commander, except for the 11-month final evaluation, which will be reviewed by the division commander.

F. Non-Probationary Employee Unsatisfactory Evaluations

- (1) Employees shall be advised in writing when, in the supervisor's judgment, the employee's general or specific performance is unsatisfactory and may result in the employee receiving a "Not Met" on a scheduled PMG.
- (a) This notification will be given to the employee at least 90 days before the end of the scheduled performance-rating period, if the unsatisfactory performance is prior to that time.
 - (b) The written notification may be in the form of an unscheduled PMG or memorandum.
 - (c) The rating supervisor will identify the unsatisfactory performance and define actions to be taken by the employee.
 - (d) Should any misconduct occur during the 90 day evaluation, an investigation will be initiated and the appropriate action will be taken, to include discipline as outlined in [Operations Order 2.1.01](#), Policy Violation Index.
- (2) This policy does not preclude the rating supervisor from giving an overall "Not Met" if written notification was not given at least 90 days before the end of the scheduled performance rating period.
- The supervisor may identify unsatisfactory performance during the 90 days preceding the scheduled PMG, which may justify the overall "Not Met" rating.
- (3) Unsatisfactory performance that continues will be included in the PMG in addition to specific actions required of the employee in order to improve.

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4. G. Denied Merit Increases - When an employee receives an overall "Not Met" the employee's merit increase will be denied.
- (1) The reporting supervisor will indicate the anticipated date for the next review of the employee's performance in the space provided on the back of the PMG.
 - This will be done for denied merits only.
 - (2) Before the date indicated by the supervisor, a new PMG will be prepared for the affected employee.
 - (3) If the employee receives a satisfactory rating at this time, the reporting supervisor may request that the employee's original merit increase date be reinstated by indicating this request in an attached memorandum to the PMG.
 - (a) The request should indicate the employee's original review date, for example "Request reinstatement of original salary review date of July 26".
 - (b) If no such request is made, the next annual evaluation date will remain as indicated on the back of the unsatisfactory rating.
 - (4) Eligibility for longevity performance pay will be reinstated once the employee receives a scheduled or unscheduled PMG that indicates overall performance as "Met".
- H. Appeals
- (1) An employee who receives a "Not Met" rating may appeal that rating by memorandum through their chain of command to the Police Chief.
 - (2) The appeal must be made within seven calendar days from the date the PMG was received by the employee.
5. **TRAINING OF SUPERVISORS** - Supervisors will receive instruction on how to complete the PMG during supervisory development training.
6. **EVALUATION OF SUPERVISORS** - Supervisors whose responsibilities include conducting performance appraisals for employees under their command will be evaluated on their ability to:
- Prepare fair and impartial ratings
 - Uniformly apply rating criteria
 - Provide appropriate coaching and discussion as part of the annual PMG process
7. **CHECK OF DRIVING RECORDS**
- A. All employees whose duties include driving a City vehicle at any time, or driving a personal vehicle while conducting City business, will have their driving records reviewed at the time of their annual performance evaluation.

7. B. Criminal History/Motor Vehicle Division (MVD) Records Check

- (1) On an annual basis, in conjunction with PMGs, terminal operator certified (TOC) supervisors will be responsible for conducting a criminal history records check, to include:
 - An NCIC Triple I query
 - An MVD records check on all Department employees (sworn and non-sworn) due for an evaluation
 - (a) Supervisors who are not TOC certified will contact a Records and Identification Bureau (RIB) supervisor/lead, who will then be responsible for conducting criminal history/MVD/Triple I records checks.
 - (b) The serial number of the supervisor who performs the NCIC Triple I query will be documented in the narrative section of the PMG (for example "Triple I completed by A1234").
 - (c) The results of the query **will not** be documented, whether positive or negative.
- (2) If the Triple I query reveals an arrest and/or criminal charge that was not reported by the employee to the Department, an administrative investigation will be conducted.
 - Failure by an employee to report an arrest and/or criminal charge shall not be handled as a performance issue.
 - Hard copies will not be placed in the employee's file.
- (3) A hard copy of the employee's criminal history/MVD records will be made **only** if it will be used for justification of a negative, low rating, or used for pending discipline.
 - Those hard copy records retained for disciplinary reasons will be forwarded to the Professional Standards Bureau for disposition, if appropriate.

C. It is the employee's supervisor's responsibility to determine how many points have been assessed against the employee's driver's license.

- (1) Refer to the [Points Assessment Chart](#) of this order for the MVD points assessed by violation.
- (2) Employees will receive the appropriate rating as indicated in the table below.

Less Than Two Points in the Previous 12-Month Period	The employee will receive a "Met" rating in the driving record category, unless other factors exist that would warrant a different rating, (for example, at-fault accidents where no citation is issued, out-of-policy pursuits, etc.).
Two to Ten Points in the Previous 12-Month Period	The employee will receive a "Not Met" rating unless other factors exist that would warrant a different rating.
11 or More Points	The employee will receive a "Not Met" rating.

Last Organizational Review: