

603.2 POLICE EVALUATION RATER'S MANUAL

- I. **DISCUSSION:** It is the intent and purpose of the evaluation form to provide raters and employees with a document that is simple, informative and useful. The performance evaluation is not a mechanical process that can be properly accomplished by relying only on the adequacy of the forms and procedures; the thoughtful participation of those using the system is critical to its success.

There is a substantial body of case law from a number of court cases that have established four important criteria for the design and administration of a performance evaluation program. This system is designed to meet those requirements, which are:

- A. The evaluation process must be standardized and as objective as possible.
- B. The evaluation must be job related.
- C. Those conducting the evaluation must be properly trained in its use.
- D. The evaluation must be carefully reviewed by the next higher management level to help eliminate subjectivity.

The progress of employees on the job must be monitored and evaluated. Sound evaluation methods, properly implemented and followed, make it possible to distribute rewards, take corrective action on a timely basis, and identify employees with promotional potential. The rater must be concerned with observed and documented facts and concrete results rather than personality traits and subjective impressions. Employees must be evaluated on a continuing basis during the rating period rather than being evaluated at the last moment with limited facts. The consistent and proper use of the Pending Evaluation File will ensure that documented facts are the basis of evaluation.

II. RESPONSIBILITY:

- A. It is the responsibility of each sworn employee, whether supervisor or subordinate, to familiarize themselves with the concepts of the evaluation system and the practical application of it by use through the rater's guide.
- B. It is the responsibility of the Training Unit to ensure that all personnel receive the necessary training to ensure knowledge of and compliance with the evaluation system and to provide continued training, as needed, to guarantee that all goals related to the evaluation process are met.

III. DEFINITIONS:

- A. Pending Evaluation File: The pending evaluation file is maintained by the supervisor for each employee. The entering of documentation in this file will help ensure that the performance evaluation is based on employee performance material representative of the entire evaluation period. In the situation of employees who are transferred from one supervisor to another, this information is invaluable in assuring that a comprehensive evaluation is done. Positive as well as negative information should be included. It should be noted that subordinates are encouraged to contribute material to their own pending evaluation file. They have a vested interest in bringing positive information to the rater's attention, such as completion of a college degree or other specialized training. Such information should be considered subject to the same guidelines as everything else in the pending evaluation file. Raters are reminded that the employee must initial all items. Materials kept in the pending evaluation file must be maintained until all reviews and appeals relating to the performance evaluation have been completed. At that time, materials in the pending evaluation file can be purged in accordance with department policy as indicated in Operations Manual 603.1.
- B. Mid-year Review: It is required that a mid-year review be conducted with each subordinate, approximately halfway through the evaluation period. This review will consist of the major categories of the evaluation and will include areas in need of improvement. The categories are JOB KNOWLEDGE, JOB PERFORMANCE, WRITTEN AND VERBAL COMMUNICATIONS, DEPENDABILITY, INTERPERSONAL SKILLS, REASONING ABILITY AND PROBLEM SOLVING, and SUPERVISORY SKILLS when appropriate. The review will be briefly documented on TPD 56 and stored in the pending evaluation file. The employee should be given a copy.

The purpose of the mid-year review discussion with the employee is to provide the employee with a general view of where they stand at that point in time. It provides the employee with a "status check" before the annual evaluation is completed and gives adequate time for improvement before the rating period ends.

- C. Individual Goals and Objectives: The Individual Goals and Objectives is a valuable component of the evaluation system, and its use is essential to providing guidance to subordinates in the enhancement and development of skills at a higher level. Goals should be established by the employee and the rater together. Leadership at any level can mandate goals that are objective and are targeted toward the needs of the department and or the community. Necessary guidance should be provided to assist the employee in finding the resources needed to accomplish them. Supervisors should be prepared to do

everything within their power to aid those who work under their leadership in realizing their career goals. The specific objective, i.e., what they should know or be able to do when the goal is achieved, must be stated. Progress toward achieving the goals should be documented in the mid-year review. The success or failure to accomplish goals and objectives will be documented in the annual performance evaluation.

Note: GOALS MUST BE ESTABLISHED FOR ANY ITEM RATED BELOW “ME.” Goals can also be used to enhance an exceptional skill in a category where an employee has been rated “EX.” A minimum of one goal must be included in each evaluation.

- D. The Evaluation Form: This form is derived from previous performance evaluation forms that have been utilized by the police department. It is specifically designed for ease of completion without comprising accuracy and completeness. The form is to be used for all sworn personnel below the rank of Major.

The rating form consists of seven major categories with specific areas to be evaluated. Each specific area will be considered by the rater and (N/A) NOT APPLICABLE will be placed in the blank if the item does not apply to the officer being rated. Those areas that do apply will be rated according to the rating definitions.

- E. Rating Definitions:

1. EXCELS (EX): This rating describes the employee who has performed at the level of master and may well qualify as an expert or be close to such status. It is quite likely that the employee is a resource turned to by other staff and possibly even outside agencies.
2. ABOVE EXPECTATIONS (AE): In brief, this is journeyman level performance. The employee has demonstrated knowledge and/or skill across the full range of the category and is without significant weakness. The supervisor has full confidence in the employee in this area of responsibility. There may be clear indications that the employee has considerable growth potential in this area. The global description would be that the employee does a consistently good or better job.
3. MEETS EXPECTATIONS (ME): This rating applies to the employee who is meeting or somewhat exceeding the expectations of the category. It is inappropriate to think or speak of this as “average” as by definition it recognizes the performance as good and meeting the organization’s requirements. The supervisor must clearly establish in their mind the point where this category begins,

as there is a great deal of sensitivity associated with the line that marks the transition from this to the next lower category. If given a global description, one would say that the employee does a consistently adequate job.

4. BELOW EXPECTATIONS (BE): Performance is below the level considered necessary for satisfactory performance and as such is a matter of supervisory concern. With proper management and guidance, the employee can reasonably be expected to achieve the desired level of performance in an acceptable time frame. From the supervisory perspective, effort invested in subordinates rated at this level has potentially great return on support given to their developmental needs.
5. UNACCEPTABLE (UN): This rating is applicable when the employee is performing at such a low level as to be essentially incompetent and is clearly well below the most minimal level of acceptability. It is not a matter of a reasonable or moderate amount of improvement being necessary but rather of a major improvement in order to meet the minimum of satisfactory performance. Performance in any area of the job at this level is a matter of serious concern and could, in and of itself, be the basis for disciplinary action if the deficiency is not rectified.

F. EXPLANATION OF RATING CATEGORIES: Most of the areas to be evaluated are self-explanatory and only selected areas are defined herein to assist the rater. The rater should refer to the TPD PERFORMANCE RATING DEFINITIONS to determine the appropriate rating and should enter the two-letter rating on the form.

1. Job Knowledge: The job knowledge category refers to the officer's overall knowledge of the job. The rater should consider the employee's knowledge of laws and ordinances, policies and procedures, assigned area, and the community resources available to them.
2. Job Performance: The job performance category is the part of the evaluation where the employee's actual job performance of their particular job is assessed. All police officers will not necessarily perform each of the sub-categories of this section. The rater will place the (N/A) notation in the appropriate blank if the officer did not perform that function. The rater should consider each subcategory and how it relates to the officer's actual job.

(12.) Driving Skills: This category is specifically included to assess the employees' driving skills. This does not mean

that the employee does or does not qualify for the “Safe Driving” award. It refers to the employee’s demonstrated ability to skillfully operate a motor vehicle in a reasonable and prudent manner. Examples that should be documented include observed excessive speed, unnecessary rapid starts, disregard for stop signs, etc.

3. Written and Verbal Communications: The written and verbal communications category is essential to all functions of the employee’s performance. Special care should be given when completing this section in order to identify any recognizable communications problems before serious misinterpretations are made.
4. Dependability: The focus of this category is on the reliability of the employee, in being at work when and where expected and following through on assignments without leaving loose ends. Consideration should be given on how well the employee follows through on assignments, meets deadlines, and satisfies expectations for quantity and quality of work produced.
5. Interpersonal Skills: The ability to relate effectively to the public, to treat others with respect and courtesy, and to establish and maintain sound-working relationships is extremely important in law enforcement. The rater must be cognizant of the employee’s ability to promote the ideals and philosophies of the police department.

(2). Ability to Relate Effectively and Impartially to Others: The emphasis of this category is on the employee’s ability to relate to the public with effectiveness and impartiality. The employee’s demeanor should have a “calming effect” on others in stressful situations; therefore, the ability to be calm, controlled, objective, and generally inoffensive are important considerations for the rater.
6. Reasoning Ability and Problem Solving: Reasoning ability and problem solving includes the ability to recognize a problem, analyze the situation, and arrive at a solution. It requires the recognition of related events and the effect that the situation has on other issues. The rater should focus on the effectiveness of the employee’s decisions.
7. Supervisory Skills: This category may not be applicable to all evaluations but is required for corporals and above. The rater should consider each sub-category to determine if the employee

has demonstrated knowledge or ability in it. It should be recognized that some employees possess these skills even when their official position does not require it.

IV. MISCELLANEOUS:

- A. Commendations: List the number of commendations received by the employee in each category (citizen, department, or other).

NOTE: Exceptional circumstances relating to commendations should be documented in the SUMMARY/COMMENTS section of the evaluation.

- B. Safe Driver: Fill in date and number of years.
- C. Firearms: List the score of qualification as well as the rating (i.e., Master, Qualified), and the date obtained.
- D. Physical Fitness: This is a pass-fail (P/F) qualification. The date of testing should be included.
- E. Personnel File Purged: Date purged should be included.
- F. Evidence Purged: When the supervisor is informed that an evaluation is due, the supervisor will check the employee's case management queue to ensure there are no outstanding property disposal notices. If property notices exist in the employee's queue, the supervisor will ensure that they are cleared. The supervisor will indicate on the evaluation checklist that the queue was checked and cleared.
- G. Valid Florida Driver's License: Fill in the year only that the Driver's License expires and the name of the supervisor that verified the current status of the license.
- H. Updated Photo: Photograph should be replaced every five years. Fill in date of last photo.
- I. Recommended for Step Increase: Check the appropriate block and list the effective date.
- J. Meets Requirements for: Check the appropriate block, to be completed for initial or continuing recommendation ie. MPO, SR CPL/SR DET, SR SGT.
- K. Summary/Contents: Comments are required on all evaluations. Comments should be personalized and be linked to the goals and objectives of the employee. Efforts should be made to identify the "most acceptable" and "least acceptable" areas of performance. More documentation is needed for

ratings at upper and lower ends of performance and is required for ratings of *UN* and *BE*. It is not necessary to address each category and it is acceptable to include a separate ADDENDUM page for the summary. The ADDENDUM page should include a title that reads “Evaluation Addendum for Officer XXX” and a signature line at the bottom of the summary for the author of the ADDENDUM to print and sign. The employee’s talents should be highlighted, and notations should be made of what the employee did accomplish as well as areas that can be improved upon. .

- L. Inventory Control Log: Fill in the required information.
- M. Goals: Additional pages may be attached if more space is needed to document achievement of last year’s goals or list new goals.
- N. Employee’s Acknowledgement: The employee signs the evaluation indicating they received a copy. If an employee does not agree with the evaluation and wishes to contest a rating, the employee will mark disagree and must submit a letter explaining why they feel a different rating is warranted. The supervisor should review the employee letter with the next higher supervisor, including the existing documentation, and communicate a decision in writing to the employee.

Supersedes SOP 603.2, dated 3/24