

17.00.020 JOB PERFORMANCE (CALEA 35.1.1)

The Department believes that providing its employees with timely feedback on their work performance improves productivity performance awareness resulting in a highly informed and professional employee. Monitoring of employee on-the-job performance is essential to recognizing and giving credit for exemplary work. It also provides an early warning and opportunity for correction if work behavior is below an acceptable level. The Department shall use a performance appraisal reporting system to accomplish this task.

All employees of the Department are subject to a performance appraisal (evaluation) by their immediate supervisor or other command staff designated person. The performance appraisal shall be used to provide the employee with an in-depth report of their work productivity during the appraisal period. Fulltime employees who are not on probation shall undergo a performance appraisal biannually. Probationary employees shall undergo monthly evaluations.

At the discretion of the Chief of Police, performance evaluations may be used to supplement personnel management decisions. Job assignment, transfer, discipline, training, and promotion may be affected as a result of performance ratings.

Annual Performance Evaluations (CALEA 35.1.2)

A job-specific performance evaluation will be conducted with each employee bi-annually. The supervisor in charge of the employee, at the evaluation due date, is responsible for timely and accurate submission of the completed evaluation. Performance of the employee prior to or after the established annual rating period shall be excluded from the current evaluation unless circumstances exist where a performance issue spans more than one rating period.

The rating period shall be one calendar year. A mid-year evaluation covers January 1 through June 30th, and will be completed by July 15th. A final year evaluation will be completed by January 15th, and will include a written review of the Sexual Harassment Policy.

Unless otherwise directed, employees will be evaluated by their immediate supervisor. If an employee was supervised by more than one supervisor, or if more than one supervisor was incorporated into the management of a work plan, the rating supervisor will confer with the other supervisor(s). The other supervisors may complete a written addendum to be included with the biannual evaluation.

Performance Appraisal of Probationary Employees (CALEA 35.1.3)

Upon release from the field training (FTO) program, probationary employees will continue to be evaluated on a monthly basis until the end of their probationary period. Employees promoted to a higher rank will also be evaluated on a monthly basis during their probationary period.

Performance problems will be addressed immediately by the employee's direct supervisor and not held until the end of the probationary period. Performance problems will be called to the attention of command staff by the supervisor and a work plan developed to correct deficiencies at the earliest opportunity.

One month prior to completion of the probationary period (or earlier if performance problems exist and warrant intervention), the employee's supervisor will meet with command staff to discuss the employee's progress and whether or not the employee is on-track to successfully complete probation. At this time the employee will be notified of any potential problems affecting successful completion of probation.

Performance Appraisal of Supervisory Probationary Employees

Newly promoted regular employees shall serve a probationary period. Each probationary employee shall, at the least, be evaluated in writing by his/her supervisor at the end of his/her first, second, third, sixth, ninth and eleventh months. These evaluations shall include discussion of any performance problems noted and the corrective action required of the employee. See City of Bellevue Civil Service rules for additional information.

Performance Measurement (CALEA 35.1.4 & 35.1.5b)

The criteria used to evaluate job performance are related to the assignment of the employee during the rating period. These criteria may be in the form of behavioral anchors, performance standards, or found within the narrative prepared by the rater. The evaluation criteria used will be explained to the employee during the evaluation process.

The evaluation of an employee's performance is accomplished through use of both documentation and observation of the employee's work.

Non-probationary employees are evaluated according to supervisory observations, subjective ratings and/or behavioral anchors. The Employee Performance Evaluation Report rating standards are categorized as follows:

- ❖ Exceeds Standards: Accomplishes more than is required to perform satisfactorily; gives extra effort to the work
- ❖ Meets Standards: Sufficiently accomplishes the duties and requirements of the job; overall satisfactory performance
- ❖ Below Standards: Performance is in need of immediate improvement in order to meet job expectations.

Explanatory documentation is necessary to justify each rating level, and to provide employees with constructive feedback in regards to their work product.

Written Notification of Unsatisfactory Job Performance (CALEA 35.1.6)

Notification of unsatisfactory job performance will be given when any process/review/investigation concludes that a performance deficiency exists or existed. The supervisor will notify Command staff within the employee's chain of command as soon as this condition is recognized.

Whenever a non-probationary employee's job performance is deemed unsatisfactory, the supervisor will notify the employee in writing of this condition at least 90 days prior to the end of the annual rating period.

Unsatisfactory job performance within the last 90 days of a rating period does not automatically extend the rating period, but requires immediate intervention by the supervisor.

Performance Documentation

Performance evaluations will include the following:

- ❖ A page listing the employee's name, rating period, and rated level(s) of performance
- ❖ Narrative explaining the supervisor's observations of the employee's performance specifically related to the five identified performance anchors.
- ❖ Documentation of any outside information or consideration given or used to evaluate the employee. (Citizen letters, commendations, etc.)
- ❖ Career counseling relative to advancement and specialization
- ❖ Training as appropriate for the employee's position
- ❖ Discussion between the employee and supervisor regarding short term and long term career goals established/met/unmet from one appraisal period to the next

- ❖ A place where the employee may provide feedback to the supervisor about the quality of supervision (items to start/stop/continue doing) and the overall evaluation process
- ❖ A block for signatures of the employee, supervisor, and Section/Unit commander
- ❖ Behavioral anchors or performance standards to be used to justify the employee's performance level

Use of the Performance Evaluation Report (CALEA 35.1.1)

Use of the performance evaluation may include but not be limited to:

- ❖ Assisting in making administrative decisions on transfers
- ❖ Justifying awarding a step increase in pay to some employees not part of a bargaining unit
- ❖ Developing a work plan to improve job performance
- ❖ Supporting disciplinary action

As part of the work rating component of promotional testing

Completed Performance Evaluations (CALEA 35.1.5)

Employees will have an opportunity to sign a completed performance evaluation report. The signature shall indicate only that the report has been read. **The employee's signature does not imply agreement or disagreement with the content of the report.** If an employee refuses to sign the report, the supervisor shall so note and record the reason(s), if given.

Employees may provide written comments to supplement a completed performance evaluation report. Written comments by the employee will become part of the performance evaluation.

Each annual performance evaluation shall be reviewed and signed by the rater's supervisor.

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

Contested evaluations will be reviewed via the employee's chain of command to the Chief of Police. The Chief of Police or his/her designee will respond to the employee's concerns within 10 working days. If a resolution is not possible, the employee may initiate the grievance process.

Completed annual performance evaluations are maintained within the City of Bellevue's Human Resources Department for a period of six years following separation of employment with the City of Bellevue per State records retention guidelines.

Performance Work Plans shall also include an employee's signature as evidence of a mutually understood performance standard or expectation.

Employee Counseling (CALEA 35.1.7)

Raters/supervisors will, at the conclusion of each rating period, counsel each employee on:

- ❖ The results of their performance during the evaluation period just completed, specific to their job assignment during the relevant review period.

- ❖ The level of future performance expected
- ❖ Rating criteria and performance goals/objectives for the new reporting period
- ❖ Goals regarding career development to include; advancement, specialization, and/or training

Rater Training (CALEA 35.1.1d)

Supervisors responsible for preparing employee evaluations and performance work plans shall receive training designed to introduce and reinforce effective performance management practices. Training is provided by the PSU Commander as part of the new supervisor orientation process.

Rater Responsibilities (CALEA 35.1.1c)

Each rater has the responsibility of providing performance counseling that includes the following:

- ❖ Reviewing performance expectations as they existed at the beginning of the rating period
- ❖ Communicating performance expectations for the next rating period
- ❖ Observing, measuring, and recording employee performance behaviors for the entire rating period
- ❖ Providing prompt feedback to the employee
- ❖ Describing employee performance in clear, concise, behavioral based statements that are proven by documented examples of those behaviors
- ❖ Collecting samples of work behavior outcomes (activity statistics and other measurable performance results)
- ❖ Meeting periodically throughout the rating period to discuss job performance

Raters to be Evaluated by Employees (CALEA 35.1.8)

Employees will have an opportunity to evaluate their Supervisor or rater regarding:

- ❖ The fairness and impartiality of ratings given
- ❖ Their participation in counseling and guidance for rated employees
- ❖ Their ability to carry out the rater's role in the performance evaluation/action planning system

Supervisors or raters will be evaluated by their superiors on their ability to prepare performance evaluations and work plans. This evaluation may include timeliness, uniformity, quality, documentation, and coaching/counseling activities associated with employee performance management.