

## Chapter 20

### PERFORMANCE EVALUATION

To achieve its stated objectives, a police department must be able to depend on satisfactory work performance from all employees. Performance evaluation is the measurement of the worker's on-the-job performance of assigned duties by the employee's supervisor. This section deals with the principles of performance evaluation and the manner in which it should be carried out, whether structured or not.

It is important that the principles of evaluation be applied by all departments to ensure the best use of human resources available, to ensure that personnel problems can be identified and dealt with promptly and fairly, and to ensure optimum job satisfaction on the part of each employee.

#### 20.1 Organization

##### 20.1.1 A written directive defines objectives of the performance evaluation system.

*Comments: The purposes of an evaluation system serve both management and the individual employee. Essentially, these are to (1) foster fair and impartial personnel decisions; (2) maintain and improve performance; (3) provide a medium for personnel counselling; (4) facilitate proper decisions regarding probationary employees; (5) provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines; (6) identify training needs; and (7) potential candidates for promotion. (M M M)*

##### 20.1.2 A written directive defines the department's performance evaluation system and includes:

- o measurement definitions;
- o procedures for use of forms;
- o rater responsibilities; and
- o rater training.

*Comments: Employees will be more receptive to performance evaluation if they are familiar with the processes involved. (M M M)*

##### 20.1.3 A written directive requires an annual performance evaluation of each employee.

*Comments: The evaluation of the employee's performance covers a specific period and is based on performance during that period. (M M M)*

**20.1.4 The evaluation of each employee's performance is documented.**

*Comments: Since personnel performance evaluation is a basic management instrument, the results are valuable to all supervisors. A record of supervisor-employee communication on the latter's performance protects the employee's rights and prevents misunderstanding. (M M M)*

**20.1.5 A written directive requires that each performance evaluation report is reviewed and signed by the rater's supervisor.**

*Comments: A key management requirement in ensuring the fairness and objectivity of the ratings given is for a reviewing officer to be prepared to comment on the rating officer's performance in order to ensure the uniform application of ratings by subordinate raters and to ensure the fairness and validity of the system. (M M M)*

**20.1.6 A written directive specifies that the employee will be given the opportunity to sign the completed performance evaluation report to indicate the employee has read it.**

*Comments: Each evaluation report on an employee's performance should be read and understood by the employee. The signature should indicate only that the employee has read the report and should not imply agreement or disagreement with the contents. If the employee refuses to sign, the supervisor should so note and record the reason or reasons, if given. (M M M)*

**20.2 Management**

**20.2.1 A written directive specifies that employees are rated by their immediate supervisor.**

*Comments: The supervisor of rated employees is the person most familiar with their performance and able, therefore, to evaluate performance most accurately. This responsibility should not be delegated. Employees may have been supervised by more than one supervisor during a reporting period. In this case, the rating supervisor should confer with the other supervisors. (M M M)*

**20.2.2** A written directive states that raters are to be evaluated by their supervisors regarding the quality of ratings given employees.

*Comments: Supervisors should evaluate raters regarding the fairness and impartiality of ratings given, their participation in counselling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The supervisor should ensure that the raters apply ratings uniformly. (M M M)*

**20.2.3** A written directive requires a review process for contested evaluation reports.

*Comments: A review process, short of the department's full grievance process and beyond the review of the immediate supervisor of the rater, should be established to permit review of the ratings given when protested by the employee. (M M M)*

**20.2.4** A written directive requires the retention of performance evaluation reports.

*Comments: A period of ten years is recommended. (M M M)*

**20.2.5** A written directive requires an annual review of the performance evaluation system.

*Comments: The objectives of such an review should be to identify instances of extreme ratings and the reasons for them and the number of contested appraisals and the reasons for them. (M M M)*

**20.3** Utilization

**20.3.1** A written directive requires a written performance evaluation report on all probationary employees at least twice during the probationary period.

*Comments: A separate set of criteria is important in the rating of personnel on probation in order to determine, at the earliest point, their suitability for continued employment. The principal objective of supervisors rating probationary employees is to ascertain whether they can actually perform the required functions. Performance should be closely monitored, and written evaluations should be a part of this process. (M M M)*

**20.3.2** A written directive requires that each employee be informed at the beginning of the rating period concerning:

o goals and objectives;

- o tasks of the position occupied;
- o level of performance expected; and
- o evaluation rating criteria.

*Comments: It is essential to the success of the system that the employee fully understand specific duties and responsibilities of the position and what is expected of the employee in carrying these out. It is expected also that counselling by the rater regarding performance of the employee will occur at any time during the rating period deemed necessary. (M M M)*

**20.3.3 A written directive requires explanatory comments when performance ratings are unsatisfactory or outstanding.**

*Comments: Raters should be prepared to substantiate ratings in the lowest or highest categories and give specific reasons for the ratings through a narrative comment. (M M M)*

**20.3.4 A written directive specifies procedures for employee review of the completed evaluation report, and includes:**

- o interview between rater and employee; and
- o provision for written comments by employee.

*Comments: A performance evaluation system should include the participation of the employee in the process. This should contribute to the fairness and objectivity of the system. (M M M)*

**20.3.5 A written directive requires that a copy of the completed evaluation report be provided to the employee.**

*Comments: As a full participant in the evaluation process, it is important that the employee be given a copy of the performance evaluation report. (M M M)*