

## Evaluation of Employees

### 1002.1 PURPOSE AND SCOPE

The Department's employee performance evaluation system is designed to record work performance for both the Department and the employee, providing recognition for good work and developing a guide for improvement.

### 1002.2 POLICY

The Union City Police Department utilizes a performance evaluation report to measure performance and to use as a factor in making personnel decisions that relate to merit increases, promotion, reassignment, discipline, demotion, and termination. The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to sex, race, color, national origin, religion, age, disability or other protected classes. Each evaluation will cover a specific period and should be based on performance during that period. The employee's immediate supervisor will complete each evaluation. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for their input. Failure to meet established performance standards is justification for an unsatisfactory rating.

All sworn and civilian staff supervisory personnel shall be sent to a POST approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisory appointment.

### 1002.3 EVALUATION FREQUENCY AND EVALUATION PLANS

Non-probationary sworn staff assigned to Patrol shall be evaluated at the conclusion of each 6-month shift cycle. At the beginning of the rating period, patrol sergeants shall meet with each officer under their supervision and facilitate the completion of a Shift Expectation Plan that articulates the officer's goals and objectives for that shift cycle. The Shift Expectation Plan should focus on the officer's discretionary patrol time when not responding to emergency calls for service. An emphasis should be placed on addressing Community Policing - Quality of Life Issues. Officers should be encouraged to develop their own strategies that are geared towards problem-solving specific to their assigned areas of responsibility.

Non-probationary sworn and civilian staff specially or administratively assigned shall be evaluated annually.

Sworn personnel are on probation for up to 2 years before being eligible for certification as permanent employees. Probationary sworn personnel are evaluated daily and weekly while assigned to the Field Training Program and quarterly for the duration of the probationary period.

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#### 1002.3.1 RESERVE OFFICER EVALUATIONS

Reserve Officer evaluations shall be completed by the Reserve's immediate supervisor consistent with Department' mandates of full-time sworn officer requirements. Refer to the Reserve Officers Policy.

#### 1002.3.2 EVALUATIONS UPON TRANSFER OF ASSIGNMENTS

An evaluation shall be completed on all personnel (sworn & civilian staff) whenever they are transferred to another assignment. If an employee was evaluated within three months of the transfer, then an evaluation upon transfer to another assignment is not necessary.

#### **1002.4 SUPERVISORY NOTES AND OBSERVATION LOGS AS PREPARATORY MATERIAL**

A Supervisory Notes and Observations Form (SNO) UCPD-045, is a voluntary tool for supervisors to document employee performance that is either below or exceeding expectations within an evaluation period. Pursuant to this policy, SNO forms only serve as preparation material for employee performance evaluations. An SNO form shall not be used to document anything other than employee performance unless otherwise directed by the Chief of Police, or his/her designee.

When documenting formal discipline, supervisors shall follow the format described in the Standards of Conduct Policy. When documenting instances, such as, but not limited to line-up training, employee inspections, employee expectations, and animal destruction, supervisors shall document the details of the event on a memorandum addressed to the Division Commander through the chain of command.

SNO forms are primarily used by the employee's direct supervisor. However, a supervisor managing the employee on an overtime shift or during a special event may complete an SNO form and forward it to the employee's direct supervisor. The SNO form shall be filled out in the following format:

- (a) Introduction: Describe what is being documented.
- (b) Policy & Performance Dimension: State the associated policy and performance dimension that is applicable to the performance.
- (c) Situation: Describe the circumstances around the performance.
- (d) Impact: Describe the impact that their performance can have on themselves, their coworkers, this organization and/or community members.
- (e) Expectations: Describe what is expected of the employee if documenting performance that is below expectations. This section should be used to provide recommendations to remedy the issue.

Once thoroughly complete, supervisors are required to review and discuss completed SNO forms with the employee. The employee can voluntarily provide a response in written form on a separate memorandum within 30 days of issuance. Both the supervisor and the employee should sign the SNO form acknowledging its receipt. If the employee refuses to sign, that fact shall be noted on the SNO form and signed or initialed by the supervisor. A copy will be provided to the employee upon request at any time during the evaluation period.

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At the end of each evaluation phase, the employee's direct supervisor has the option to memorialize the content from the SNO form into an employee's performance evaluation. It will be the responsibility of both the supervisor and the employee to discuss existing SNO forms and performance-related issues in preparation for employee evaluations.

#### 1002.4.1 STORAGE AND RETENTION OF SNO FORMS

SNO forms will be temporarily stored in a locked supervisor's file maintained by the employee's supervisor. The supervisor's file is a secured folder with restricted access. SNO forms should be maintained in the supervisor's file for one full evaluation period and/or for a minimum of six months. Supervisors will have up to 30 days at the conclusion of the evaluation period to purge SNO forms from the supervisor's file that have reached their purge date. Under no circumstance, shall an SNO form be attached to a performance evaluation. Periodic checks of the supervisor's file by managers shall be conducted to ensure that files are properly purged in accordance with this policy. Employees may inspect their supervisory file upon reasonable request.

#### **1002.5 PERFORMANCE EVALUATIONS FOR FULL-TIME PERMANENT STATUS PERSONNEL**

Permanent employees are subject to three types of performance evaluations:

**Patrol** – Officers assigned to patrol shall receive an Employee Performance Evaluation after each six-month deployment.

**Regular** - An Employee Performance Evaluation shall be completed at least once each year by the employee's immediate supervisor at the end of each calendar or fiscal year per the employee's Division Commander.

**Other** - An employee Performance Evaluation shall be completed when it is time for a permanent status recommendation or for a pay step increase. A memo can be submitted when an employee has received an evaluation within the past two months.

#### 1002.5.1 ASSIGNMENT TRANSFERS

There are instances where employees transfer to and from special assignments at any time during an evaluation period. As stated in the Evaluation of Employees Policy, the Division Commander or his/ her designee where the employee is transferring will determine whether the previous supervisor, the new supervisor or both will craft the performance evaluation.

#### **1002.6 EMPLOYEE RATING CRITERIA**

When completing the Employee Performance Evaluation, the rater will place a check mark in the column that best describes the employee's performance. The definition of each rating category is as follows:

**Superior** - Represents performance that is outstanding and results in extraordinary and exceptional accomplishments with significant contributions to goals of the organization, department, and/or community.

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**Above Standard** - Is the performance of a fully competent employee with good, solid performance who meets expectations and may, on occasion, generate results above those expected of the position.

**Meets Standard** – Is the performance of a fully competent employee. It means satisfactory performance that meets the standards required for the position.

**Needs Some Improvement** - Is a level of performance less than that expected of a fully competent employee and less than standards required of the position. A needs some improvement rating must be thoroughly discussed with the employee.

**Unacceptable** – Is a level of performance well below the minimum position requirements.

Requires immediate review and action. Continued unacceptable performance may result in demotion, reassignment, or termination.

Space for written comments is provided at the end of the evaluation in the rater comments section. This section allows the rater to document the employee's strengths, weaknesses, and suggestions for improvement. Any rating under any job dimension marked unsatisfactory or outstanding shall be substantiated in the rater comments section.

#### **1002.7 EVALUATION INTERVIEW**

When the supervisor has completed the preliminary evaluation and it has been reviewed by the supervisor's manager, arrangements shall be made for a private discussion of the evaluation with the employee. The supervisor should include in this discussion:

- (a) Discuss the results of the performance evaluation just completed.
- (b) Discuss the level of performance expected, rating criteria or goals for the new reporting period; and
- (c) Career Development counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

Elements of Career Development Include:

- (a) Career Counseling - interaction between a supervisor, manager or mentor and an employee during which the employee's goals, skills, knowledge, and abilities are discussed relative to improving work performance.
- (b) Goal Setting - supervisors, managers, and mentors should assist the employee in setting goals; both short and long term.
- (c) Education - employees are encouraged to continue their formal education by attending college classes, outside training classes and job-related training through the Commission on Peace Officer Standards and Training (POST).
- (d) Special Assignments - employees are encouraged to work in as many special assignments as possible to gain a variety of experience, thereby increasing their value to the Department.

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- (e) Training - all supervisory personnel should undergo orientation and subsequent annual training, which will provide enhanced knowledge and skills for conducting career development activities. This training should include, but is not limited to: General counseling techniques. Skills, knowledge, and abilities assessment techniques. Educational opportunities and incentive programs. Availability of outside resources.

The supervisor shall clarify any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Employees may also write comments in the Employee Comments section of the performance evaluation report. The supervisor and employee will sign and date the evaluation.

#### **1002.7.1 APPEAL PROCESS**

If an employee wishes to contest information within their written evaluation, they shall be given the opportunity to comment in writing on the appraisal report. Comments may be made on the report in a space provided or submitted separately for attachment to the report. No comments will be accepted after thirty calendar days after the date the appraisal report is given to the employee for signature.

#### **1002.8 EVALUATION REVIEW**

After the supervisor finishes the discussion with the employee, the supervisor of the person issuing the performance evaluation shall review the evaluation for fairness, impartiality, uniformity, and consistency. Once signed by the supervisor of the rater, the performance evaluation shall then be forwarded to through the rater's chain of command to the rater's Division Commander for information and review. The quality of ratings and written evaluations given to employees shall be included as one of the elements by which supervisors are in turn evaluated by their superiors.

#### **1002.9 EVALUATION DISTRIBUTION**

The original performance evaluation shall be maintained in the employee's personnel file in the office of the Chief of Police for the tenure of the employee's employment. Required regular evaluations of probationary employees are maintained in Supervisors' files. A copy of the signed evaluation will be provided to the employee after all signatures and comments are noted by the appropriate Chain of Command. The original evaluation will be stamped "Copy Provided to Employee" once this has been done.

#### **1002.10 REVISIONS**

Revised: February 2, 2017

Revised: February 28, 2017

Revised: June 20, 2019