



CENTREVILLE POLICE DEPARTMENT

Title: Employee Evaluations	Directive #: 4.4
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Approved by: Charles M. Rhodes, Jr. Chief of Police	

A. Policy

Performance Appraisals will be completed on all CPD Employees by their Supervisor.

B. Definitions

PERFORMANCE APPRAISAL SYSTEM:

- The system designed to evaluate the performance of CPD Personnel.

QUOTA:

- A performance expectation stated in strict numerical terms which ignores qualitative measures.

WORK:

- The performance of job tasks and duties which require the possession and exercise of police powers.

D. Procedures

1. Applicability

All CPD Personnel are subject to and will have a work appraisal completed as outlined in this policy.

2. Performance Appraisal System

- a. There is one performance appraisal period each year, beginning January 1 and ending December 31.

- b. The guideline contained in the Performance Appraisal System Handbook, will assist supervisors in monitoring and appraising the job performance of Officers.
- c. The factors and standards listed in the handbook constitute a master list of observable work behaviors.
 - (1.) Supervisors will determine which job tasks and duties are applicable to a position when completing the performance appraisal.
- d. These guidelines provide a framework whereby Officers, Supervisors and Commanders will:
 - (1.) Develop performance expectations; and
 - (2.) measure individual performance during the appraisal period against predetermined expectations for the position.
- e. Expectations
 - (1.) A performance expectation is a statement indicating the acceptable level of performance for each job task and duty for a specific position.
 - (a) The expectation is what task or duty is an officer must do and how well task or duty must be done.
 - (b) When setting expectations, the supervisor will define acceptable performance for the position, not the officer in the position.
- f. Quotas
 - (1.) Quotas are unacceptable because they:
 - (a) are seldom reasonable or attainable;
 - (b) inhibit proactive patrol actions; and
 - (c) are counterproductive to achieving a balance of public safety activity.
 - (2.) Quotas will never be used by any supervisor, commander or the Chief when setting expectations or when assessing an Officer's performance.
- g. Supervisors must recognize that external factors or events, over which the employee has no control, can affect the employee's performance. External factors can be placed into one of five categories; staffing, policies and procedures, workload, equipment and supplies, and budget. To the extent possible, foreseeable external factors should be considered when establishing performance expectations and when conducting the performance appraisal.

3. Officer Performance Appraisal

- a. The Officer Performance Appraisal provides a structured means of evaluating an Officer's work behaviors.
- b. Instructions for completing the performance appraisal, as well as further information and specific details about the performance appraisal are contained in the Performance Appraisal System Handbook.
- c. Supervisors will complete a Performance Appraisal for each subordinate and:
 - (1.) review the performance appraisal with the subordinate
 - (2.) allow the officer to make comments in the 'Employee Comments' section of the performance appraisal
 - (3.) have the officer sign the performance appraisal
 - (4.) after reviewing the performance appraisal with the subordinate, discuss relevant, career-related topics with the officer and provide guidance to him in support of his career goals.
 - (5.) submit the performance appraisal, through chain of command, to the Chief of Police.

4. Job Observation Report (JOR)

The Job Observation Report provides a structured means of documenting employee work behaviors and supervisory communications.

5. Job Observation Record

The Job Observation Record is the supervisor's log of each JOR, email, observation, letter of commendation or complaint for the appraisal period. The Job Observation Record should be reviewed monthly by the supervisor and subordinate to assist in early intervention of any undesirable performance of the subordinate.

6. Personnel Counseling Record

- a. Within their capabilities, supervisors are expected to formally counsel employees concerning job related matters, and to remain aware that circumstances other than the job itself, including family or other personal matters, may be having an impact on performance. Therefore, to effect any major change, the cause of the unacceptable behavior or attitude must be determined and addressed. Note that:
 - (1.) While normally, counseling takes place at the first line supervisory level, serious matters may require counseling with the Lieutenant or Chief of Police.

(2.) Supervisors should keep in mind and utilize other employees as counselors, when the other employees have specialized areas of experience and expertise.

(3.) A variety of counseling resources are available outside the Department. Psychological resources may be obtained through the Insurance Carrier.

- b. Supervisors must let employees know how they are performing by discussing their work performance, not only when performance evaluations are due, but on a regular basis.
- c. Counseling and coaching will be employed by the rater whenever possible.
- d. Counseling is a personal interview to help the employee understand and solve problems; coaching is a personal job related discussion or demonstration conducted by the supervisor to aid the employee in improving a subordinate's performance.
- e. Whenever a supervisor documents a shortcoming, the affected employee will be allowed to comment in writing on the Personnel Counseling Record. A copy will be supplied to the employee. The counseling form will be sent to the Chief of Police, and will be maintained in the employee's personnel file for two years. After two years, the employee may request that the counseling form be removed.
- f. Supervisors will be evaluated on the fairness and impartiality of their ratings and on the amount and kind of guidance/counseling/ coaching given their subordinates.
- g. Counseling and coaching is not a disciplinary action covered under the Law Enforcement Officer's Bill of Rights. The Counseling Record is used to discuss and correct job problems and carries no punitive action.