




COLUMBIA POLICE DEPARTMENT

“Policing Excellence through Community Partnerships”

Directive Type: General Order	Effective Date: 01-28-2016	General Order Number: 04.05
Subject: <i>Performance Evaluation</i>		
Amends/Supersedes: Section 04, Chapter 05, Performance Evaluation, 2012	Chief of Police: 	
Distribution: All Human Resources	Review Date: July 1	# of Pages: 4

1.0 DIRECTIVE

The Columbia Police Department will evaluate the performance of its employees in a fair and consistent manner without regard to race, color, sex, religion, national origin, age, disability, military status, political affiliation, sexual orientation, gender identity, or any other identifying characteristic unrelated to a person’s ability to perform assigned job responsibilities.

2.0 OBJECTIVES

The objective of the performance evaluation system is to provide an impartial and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines. The evaluation will assist the employee in maintaining and improving performance and provide the employee’s supervisors with information needed to make proper decisions regarding training needs, probationary employees, and the promotional potential of their employees.

3.0 CLASSIFICATIONS OF PERFORMANCE EVALUATION

The evaluation system of the Police Department will consist of three (3) general classifications of evaluations: annual, probationary and special probationary.

3.1 Probationary and Special Probationary Evaluations

The following employees will be considered to be on six (6) month probationary status:

1. Newly hired
2. Newly appointed
3. Newly promoted
4. Those placed on special probationary status for unsatisfactory performance

Probationary employees will receive a written evaluation at the end of three (3) months and at the end of their six (6) month probationary period. This evaluation will be on the Performance Appraisal form and have the same comments and documentation requirements of a regular annual evaluation.

Evaluators must be mindful that new employees and employees promoted into a position new to them must be rated according to the progress they are making toward acquiring the skills required for their new position.

Should an employee be promoted during the evaluation period, the employee will be evaluated at the higher position if it has been held for more than three (3) months. Examples: A member who spends ten (10) months as a patrol officer and two (2) months as a corporal will be evaluated as a patrol officer. A member who spends eight (8) months as a patrol officer and four (4) months as a corporal will be evaluated as a corporal.

Employees on special probationary status are to be rated on the same scale and with the same expectations as regular employees.

3.2 Annual Evaluation

Annual evaluations will be completed for all personnel on the anniversary of the member's employment as required by the City Human Resources Department. Annual evaluations will be based only upon the employee's performance during that rating period and will be rated against the performance standards established for the employee's job within the Police Department.

4.0 EVALUATION PROCEDURES

Evaluation results will be considered in determining the employee's effectiveness in their assigned position, suitability for special assignments and possible training needs. In addition, the annual evaluation will be a significant factor in determining the employee's suitability for promotion as well as merit increases and merit bonus awards should they be available.

4.1 Basis for Evaluations

The performance indicators used to evaluate employees will be based on the job description for the position occupied by the employee during the rating period. The performance indicators will be reviewed annually and updated should there be a change in the job description for a given position.

4.2 Supervisor Responsibilities

Employees will be evaluated by their immediate supervisor. In the event that two or more supervisors have supervised an employee during the rating period, the supervisors will confer and render a joint opinion.

Anyone transferred or promoted to a position where evaluations are a responsibility of that position, will receive training on the completion of performance appraisals within thirty (30) days of the transfer or promotion.

Each employee will be counseled at the beginning of each rating period as to the expectations for the following year. Employees will be counseled concerning the following:

- The job description of the position occupied
- The level of performance that is expected
- The evaluation rating criteria for the position occupied

4.3 Written Notice of Unsatisfactory Performance

If, by direct observation by the rating supervisor, an employee's performance is deemed to be unsatisfactory, the employee will be given written notice ninety (90) days in advance of the end of the annual evaluation period. All unsatisfactory performance will be properly documented by supervisors on departmental forms. Such documentation will be open to inspection by the employee at any time during the rating period.

4.4 Evaluation Rating

N/A - Not Applicable - The factor being rated does not apply; or, is not applicable.

Less than competent - Needs improvement, work is unacceptable in some respects, does not meet expectations; or, substantial improvement is necessary to meet job requirements. Verbs such as: little, seldom, rarely, never, poor, moderate, inconsistent, fails to, sometimes, occasionally, fair.

Competent - Meets major job requirements; is consistently effective and competent; achieves required results. Verbs such as: good, usually, accepts, consistently, occasional, seldom.

Better than Competent - Excellent performance; most work is characterized by accomplishments beyond the job requirements, performs at a level above that expected. Verbs such as: substantial, more, anticipates, rarely.

Exceptional - Superior performance; work is characterized by unusual accomplishments beyond the job requirements; significantly and consistently performs at a level above that expected. Verbs such as: exceptional, anticipates, outstanding, almost never.

Outstanding - Extraordinary performance; work is exceptional, exemplary and greatly exceeds job requirements. Verbs such as: expert, always, rarely, never, extraordinary, exemplary, flawless, substantial. Key thought: Outstanding results are those rarely achieved by others.

Each performance indicator above “Competent” will require narrative justification on the part of the evaluator. Performance indicators of “Less than Competent” will require commentary concerning what improvements must be made and identify a specified time frame.

4.5 Evaluation Review and Employee Interview

Each completed annual and probationary evaluation will be forwarded through the chain of command to the Chief of Police. It will be reviewed at each step in the chain of command for thoroughness and accuracy and will be signed by the evaluator’s supervisor.

Upon complete approval of the annual evaluation, each employee will be scheduled for an interview with their Division or Region Commander. Also present at this interview will be the employee’s supervisor (rater) and the next higher supervisor in the employee’s chain of command.

During this interview the annual evaluation will be explained to the employee and the employee will be given the opportunity to ask questions or air complaints. The employee will also be given an opportunity to include any written comments that he/she wishes to place in the evaluation package. The employee will be given a copy of the evaluation for his/her private records. Additionally, the interview process will be used by the Division or Region Commander or his designee to provide career counseling relative to such topics as advancement, specialization, or training appropriate for the employee’s position. The topics addressed will be documented and placed in the employee’s evaluation package.

Any regular employee who wishes to contest an annual evaluation will do so at this interview. If not satisfied at this point, the employee will have ten (10) days to submit written documentation outlining the objection to the rating. The employee will then be scheduled for a meeting with the Chief of Police.

After a probationary evaluation has been reviewed through the chain of command to the Chief of Police, the employee’s Division Commander will schedule an interview with the probationary employee to explain the evaluation.

Employees may contest their evaluation up to the Chief of Police but have no recourse beyond the Chief of

Police. Performance Evaluations, annual or probationary, are not subject to the City's Grievance Procedure.

4.6 Supervisory Evaluations

All supervisory evaluations will contain a category concerning supervisory evaluation skills. Supervisors will be rated as to the timeliness, completeness and accuracy of their evaluations of subordinates.

4.7 Retention of Annual and Probationary Evaluations

Annual and probationary evaluations will be retained by the City Human Resources Department for the duration of the member's employment with the City and for a period of one (1) year following separation.

Employees wishing to review past annual evaluations may do so at the City Human Resources Department during regular business hours.

5.0 SIGNING OF EVALUATIONS

Employees will be given the opportunity to sign their annual and probationary evaluations. The employee should understand that their signature does not necessarily indicate agreement with the evaluation but only indicates that the employee has been made aware of its contents. If an employee refuses to sign an evaluation, the supervisor will note the evaluation has been reviewed with the employee, date and sign it.

6.0 PERIODIC REVIEW

The City Human Resources Section will conduct periodic reviews of the evaluation system to determine how well the system is functioning. Adjustments to the system will be made, if necessary, to insure fair and accurate evaluations.