

PALOS VERDES ESTATES POLICE DEPARTMENT

POLICY MANUAL

SECTION 49

EVALUATIONS

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49.0 PURPOSE

The purpose of this policy is to provide guidelines for writing and administering personnel performance evaluations.

49.1 PHILOSOPHY

A fair, well-written, objective, appraisal of one's performance is among the most valuable tools an organization can possess. Performance evaluations are intended to provide employees with a clear understanding of what is expected of them from

both supervision and management, and to help them achieve their full potential. The purpose of the evaluation process is to provide guidelines for success.

Nothing in a performance rating should come as a surprise to the employee. During the course of the rating period, it is the responsibility of the rater to periodically appraise the employee of his performance and conduct. Periodic appraisals are of paramount importance; this applies to both supportive and corrective feedback. Just as failure to correct poor behavior ratifies bad conduct, failure to praise good performance discourages an extra effort from the employee.

49.2 EXPECTATIONS

Employees are expected to provide a high level of service to the community; to be utilized to the best of their talents and abilities; to be loyal to one another, to superiors, to the Chief of Police, to the Department, and to the City; to show wisdom and discretion; and to be a professional. Employees are expected to adhere to departmental directives, orders, policies, and to perform at an acceptable level; to treat one another with dignity and respect; to set aside any personal preferences or biases and to treat all employees fairly and equally; to be honest and accurate; to set a professional example for others by presenting a positive and professional demeanor at all times, even on occasions where one might feel otherwise; to remain calm and to establish and maintain a peaceful and orderly environment; to abstain from gossip or rumor spreading, and not tolerate it from others; to be a leader, manager, motivator, and a coach.

Employees are expected to provide superiors with honest input regarding departmental matters. Dissenting opinions are of great value and are encouraged; however, such opinions are to be discussed only in the appropriate and proper forum. Once a managerial decision has been made, employees are expected to support it. Failure to do so in the face of subordinate employees displays a lack of loyalty and is detrimental to the department and adverse to the team concept.

Employees are expected to be vertical and lateral team players. This means that employees are expected to support, cooperate with, and assist all members of this organization. By no means does this suggest or connote that an employee is expected to support any unethical or otherwise improper conduct. Such behavior shall not be supported. Employees are, however, expected to exemplify team play and to foster it among others.

Employees are expected to work diligently, to not leave unfinished work for the next watch. However, recognizing that sometimes issues arise late in a shift, employees are expected to be flexible to assist and relieve the off-going shift when possible and practical.

Employees are expected to promote the department and speak positively about accomplishments, particularly when appearing in public, working with other City

staff, or interacting with other agencies.

49.3 POLICY

Performance Ratings will be completed on the standard form in the standard format. The department will maintain a standard form and format for sworn employees and a separate standard form and format for Non-Sworn employees.

I. FREQUENCY

A. Probationary Employees

1. Sworn Police Officer

While on training, the employee will receive daily evaluations from their FTO (Field Training Officer). These evaluations will be completed on a DOR (Daily Observation Report) form. The format for this type of evaluation is specified in the FTO manual. In addition to the daily evaluation, the FTO will complete a monthly evaluation for the employee. This evaluation will be a culmination of the daily evaluations. The specifications for this evaluation are also outlined in the FTO manual. After the probationary employee completes the FTO program, he will continue to receive monthly evaluations. These evaluations will be completed by the probationary employee's supervisor utilizing the standard Sworn Employee Performance form and format.

2. Other Sworn Employee

Sworn employees who are on probation due to a promotion or a recently hired lateral entry officer hired above step A will be rated every sixth month, commencing six months from the date of promotion.

3. Non-Sworn Employee

While on training, the employee will receive daily evaluations from their CTO (Communications Training Officer). These evaluations will be completed on a DOR form. The format for this type of evaluation is specified in the CTO manual. In addition to the daily evaluation, the CTO will complete a monthly evaluation for the employee. This evaluation will be a culmination of the daily evaluations. The specifications for this evaluation are outlined in the CTO manual. After the probationary employee completes the CTO program, he will continue to receive monthly evaluations until the end of probation. This evaluation will be completed by his supervisor on the standard Non-Sworn Employee Performance Rating form, and it will conform to the standard format.

B. Non-Probationary Employee

1. Patrol and Service Officers

Will receive performance evaluations biannually, coinciding

- with shift rotations.
- 2. All Other Personnel
Will receive annual performance ratings on or about their date of hire.
- C. Part Time Employees
Part time employees shall receive a performance rating annually, commencing at the sixth month after the date of hire. Part time employees shall be evaluated on the Non-Sworn Employee Performance Rating Form.
- D. Special Circumstances
In the event that an employee receives an unsatisfactory performance rating, he will be placed on a Performance Improvement Plan (PIP) and receive monthly evaluations to correct the deficiency.

II. RATINGS

Each category within the Employee Performance Rating contains seven possible ratings

- A. Unsatisfactory
Work performance which is substantially deficient or incompetent.
- B. Poor
Work performance which is consistently below the acceptable standards for the assignment and/or the employee has failed to make an effort to improve an area rated improvement needed on the previous evaluation.
- C. Improvement Needed
Work performance which is frequently below that which is necessary to meet the acceptable standard.
- D. Competent
Work performance which minimally meets the acceptable standards for the assignment.
- E. Above Average
Work performance which is frequently above the acceptable standard established for the assignment.
- F. Exceeds Expectations
Work performance which is consistently above the standard established for the assignment.
- G. Outstanding
Work performance which is consistent and substantially above the standard acceptable level for the assignment.

III. GUIDELINES FOR UTILIZING THE CHECK BOXES

The Performance Rating Form is divided into categories and sub-categories. The employee is to be evaluated by checking the appropriate box for each sub-category. The below definitions are offered to denote what the sub-

categories entail.

A. Work Habits

1. Care of Equipment
The amount of care, consideration, and maintenance of all City equipment and of all personal equipment used in the City employment
2. Compliance with Instructions
The obedience to orders, directives, rules, and regulations, and the promptness in carrying them out
3. Willingness to Comply with Instructions
The willingness, respectfulness, and eagerness to comply with orders and other work instructions
4. Efficient use of Time
The employee's focus on staying on task, task prioritizing, and time management
5. Organization
An employee's organizational skills in his person, effects, and equipment necessary to perform official duties

B. Interpersonal Skills

1. Abstains from Gossip and Rumor Spreading
An employee's willingness to abstain from rumor spreading, his discipline to avoid lending an ear to gossip, and dedication to dispel rumors and discourage others from gossiping
2. Accepts Critique
The employee's attitudes toward accepting critique. Does the employee accept correction without making excuses or becoming angry?
3. Gets Along with Co-Workers
The employee's congeniality and people skills in dealing with co-workers, also the ability to let go of grudges and personal biases
4. Gets Along with Supervisors
The humility in dealing with authority, and the ability to work harmoniously with supervisors
5. Use of Appropriate language and tone
An assessment of the employee's tone of voice in dealing with others
6. Attitude
Is the employee's attitude optimistic, upbeat, and supportive? Or is it negative, pessimistic, looking for problems rather than solutions?
7. Team Player
The employee's willingness to offer assistance to fellow

employees without being asked and an attitude of seeking team recognition rather than personal. This pertains to employees on opposite shifts as well as the same shift.

C. Investigative Skills

1. Crime Scene Investigation

Methods in crime scene investigation. Does the employee utilize a logical, sequential, thorough method of crime scene investigation? Does the employee process the crime scene well and preserve evidence? Does the employee package evidence in accordance with acceptable standards?

2. Interview Techniques

Skill in interviewing and interrogating. Is the employee able to solicit information from an uncooperative witness or suspect?

3. Listening Skills

The employee's discipline in listening and recording statements accurately

4. Search and Seizure: Knowledge of Laws

The employee's knowledge of pertinent laws and recent case rulings pertinent to search and seizure

D. Tactics and Procedure

1. Booking Procedure

The employee's familiarity with the booking procedures and regulations, and thoroughness in prisoner searches

2. Officer Safety

The employee's proficiency and knowledge of procedures in dealing with suspects pertaining to the employee's personal safety and the safety of others

3. Remains Calm

The ability to stay cool and collective in stressful situations

4. Tactical Planning

The use and knowledge of sound, strategic, tactical planning

5. Use of Force

The knowledge of Departmental Policies related to the Use of Force, and the employee's willingness to take reasonable and prompt action when necessary within departmental guidelines

E. Appearance and Physical Condition

1. Grooming

This pertains to the employee's hair being neatly trimmed and maintained, facial hair neatly trimmed, and leather gear and shoes well polished.

2. Personal Hygiene

An employee's cleanliness in his person and effects

3. Physical Condition
The ability to physically carry out the tasks for which the employee has a duty to complete
- F. Policies and Procedures
1. Adherence to and Knowledge of Department Policies and Procedures
Knowledge of Department policies and procedures as well as the adherence to them
 2. Knowledge of Penal and Other Codes
The employee's working knowledge of Penal and other applicable codes, including the ability to know where and how to access the needed information
- G. Work Product
1. Productivity
The employee's diligence and hard work, making the most out of their on duty time
 2. Quality
The quality of the employee's work, to put out a thorough, complete work product, which is done neatly and in good order
- H. Operation of Vehicle
1. Inspects Vehicle Properly
The employee's continuous inspection of the police vehicle to assure that it is equipped with the necessary equipment; that it is in operating condition; to see that it has not been damaged or otherwise misused at the beginning and end of each shift; the employees prompt report of such damage.
 2. Driving of Vehicle
The employee's reasonableness in driving, and compliance with the rules of the road under normal conditions
 3. Emergency Driving
The employee's skill and prudence in emergency driving
- I. Attendance
1. Appropriate use of Sick Leave
The amount of sick leave used and the appropriate use thereof
 2. Punctuality
The employee's arrival (dressed, equipped and ready for to begin work) on time
 3. Readiness to Work Overtime with Short Notice
The employee's willingness to work overtime on short notice without having to be ordered

- 4. Court Attendance
The employee's diligence in checking for and retrieving his subpoenas from the subpoena binder and the punctual obedience to the subpoena

J. Written Communication

- 1. Organization
The sequential or logical organization of the employee's written work
- 2. Thoroughness
The completeness of the employee's written work product
- 3. Neatness
Penmanship in the employee's hand written work product
- 4. Grammar and Spelling
The grammatical and spelling correctness in the employee's written work product

K. Verbal Communication

- 1. Retention/Comprehension
The ability of the employee to understand and remember verbal statements
- 2. Accuracy
The employee's discipline to accurately state the facts
- 3. Listening
A measure of the employee's discipline to not speak when he should be listening, and to retain the information given him
- 4. Ability to Express Oneself
The employee's articulation skills
- 5. Speaking to Groups
The employee's confidence and eloquence in speaking to a group of people
- 6. Knowledge and Use of Radio Codes
The employee's knowledge of radio codes and the proper protocol regarding usage, as well as the ability to be understood
- 7. Professional Demeanor
The employee's calm, appropriate, professional verbal communication. This also applies to the appropriate professional tone of voice and attitude

L. Use of Safety Equipment

- 1. Handgun Proficiency
The employee's knowledge and proficient use of his side arm.
- 2. Shotgun Proficiency

- The employee's knowledge and proficient use the shotgun
3. Other Safety Equipment
The employee's diligence and proficiency in carrying various authorized safety equipment.

M. Judgment

1. Decision Making
The employee's wisdom and decisiveness
2. Innovation
The employee's ability to improvise
3. Discretion
The employee's wisdom in enforcement of the law, his timing in discussing sensitive matters, and his choice of words
4. Control of Temper
The employee's discipline in controlling his temper
5. Confidant
The employee's ability to keep private matters confidential — the willingness to keep a secret and the prudence of knowing when a secret should not be kept

N. Leadership Qualities

1. Positive Role Model
The employee's conduct is an example to others. This encompasses appearance and demeanor
2. Mentors Others
The employee's assistance to another, or others, in overcoming their weaknesses and a willingness to teach another, or others, from their area of expertise
3. Respected by Co-workers
The amount of respect that the employee's peers demonstrate toward him
4. Knowledgeable About Field
The measure of expertise an employee has in the field of law enforcement with regard to his assignment
5. Encourages Others
A measure of positive reinforcement an employee exhibits toward other employees
6. Fosters Good Morale
The measure of participation the employee has in terms of adding levity to the team
7. Treats Others with Respect
A gauge of how the employee treats other employees, in regards to dignity and respect

O. Supervisory Abilities

1. **Treats Subordinates with Respect**
An assessment of the respect the supervisor demonstrates toward subordinate employees
2. **Fosters Team Play on Shift**
A measure of the supervisors ability and willingness to demonstrate team play; to occasionally assist subordinates with menial tasks; to show, by way of example, that no one is too lofty to assist lower ranking employees
3. **Fairness in Supervision**
A measure of the supervisor's impartiality in dealing with subordinate employees
4. **Training and Instruction**
The supervisor's willingness to teach subordinates through on-going training sessions
5. **Evaluating Subordinates**
The ability of a supervisor to prepare honest, objective appraisals of subordinate employees' performance. The evaluation must be free of undue leniency as well as over intolerance
6. **Development of Personnel**
The ability of a supervisor to recognize the potential in an employee and to help develop the employee
7. **Monitors Subordinates Activities**
A measure of the supervisor's diligence in monitoring the activities, whereabouts, safety, and performance of subordinates
8. **Deployment of Personnel**
An assessment of the supervisor's ability to make good sound tactical deployment decisions
9. **Supervisory Decisions**
Measure the supervisor's decision-making abilities, his wisdom, and his discretion in all facets of his job.
10. **Approachability**
A gauge of the supervisor's approachability, his willingness to allow subordinates to come to him privately and speak frankly without fear of retribution.
11. **Disciplinary Control**
Measures of the supervisor's control over subordinate employees' appearance, performance, and conduct.
12. **Implementation of Department Goals and Objectives**
The ability of the supervisor to get things done for the department, through his own efforts and those with whom he has delegated, in a timely manner
13. **Personnel Investigations**
The measure of the supervisor's prompt diligence in thoroughly

investigating personnel matters brought to his attention

P. Overall

An overall performance rating taking into consideration all of the aforementioned criteria.

IV. NARRATIVE FORMAT

The narrative portion of the evaluation process shall be an overview of the employee's characteristics. The narrative shall outline the employee's strengths and weaknesses, while providing methods, guidelines and suggestions for improvements. Supervisors shall bear in mind that the purpose of this process is to develop the employee. Quality characteristics may be written in general terms, however, weaknesses shall be specific.