



Garner Police Department Written Directive

Chapter: 300 - Personnel Management

Directive: 310.06 - Performance Evaluations

Authorized by: Chief Brandon Zuidema

Effective Date: August 10, 2016

CALEA Standards: 35.1.1, 35.1.2, 35.1.3, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8, 35.1.9

Last Revision: August 21, 2013

310.6.1 - Purpose

The purpose of this Directive is to establish policy and procedure for the administration of the Department's performance appraisal system. To achieve its stated objectives, a law enforcement agency must be able to depend upon satisfactory work performance from all its employees. The nature and the quality of an employee's performance have a bearing on their working life in the agency, on the manner in which they relate to management, and on their assignments and promotions. It is important that the principles of appraisal be applied 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.

310.6.2 - Policy

It is the policy of the Garner Police Department to administer a fair and impartial performance appraisal system for its employees in accordance with guidelines established by the Town of Garner.

310.6.3 - Definitions

- A. Formal Performance Appraisal – a written and scored appraisal provided to an employee on a recurring schedule based on their tenure with the Department.
- B. Informal Performance Appraisal – a written, non-scored appraisal provided to an employee by their immediate supervisor on a recurring basis in-between formal appraisals. Informal appraisals will occur quarterly for probationary employees and semi-annually for non-probationary employees.
- C. Performance - Actions taken or omitted with regard to specific tasks or assignments.
- D. Performance Appraisal – the evaluation and rating of the employee's on-the-job performance of assigned duties by the employee's direct supervisor.
- E. Rating - The assessment of the values, worth, strength, and capacity of the quality of performance.

310.6.4 - System Administration (35.1.1; 35.1.4; 35.1.9)

- A. The Department's performance appraisal system is designed and provided by the Town Human Resources Department. Modifications necessary to meet the Department's particular needs are made in accordance with the guidelines of the Town's system.

B. General Guidelines:

1. Performance appraisal system scheduling is based on each employee's hire date, also known as their "anniversary date." All quarterly, semi-annual, and annual appraisals are scheduled based off of the employee's anniversary date.
2. Performance appraisals are based only on performance occurring during the designated appraisal period.
3. Each employee is assigned to a performance appraisal form based on their rank and assignment.
 - a. If an employee has a change in rank or assignment during an appraisal period that requires a different performance appraisal form, the employee will be moved to the appropriate form at the time of the change.
 - b. The employee will be appraised based on their assigned performance appraisal form at the conclusion of the appraisal period.
4. Each performance appraisal form includes performance level definitions with ratings assigned from one (1) to five (5) with one (1) being the lowest level of performance and five (5) being the highest level. Specific definitions and examples of the rating scores are in the Town's performance appraisal system guidelines.
5. Performance appraisals will be completed, approved through the chain-of-command, and reviewed with the employee no later than forty-five (45) days after the end of the appraisal period.

C. The objectives of the Department's performance appraisal system are to:

1. Maintain and improve employee performance;
2. Foster fair and impartial personnel decisions;
3. Provide a medium for personnel counseling;
4. Facilitate proper decisions regarding probationary members;
5. Identify training needs; and
6. Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines.

D. The results of performance appraisals are used to assist in decision-making in personnel matters. Although this information is not the sole determinant, it constitutes a significant factor when considering the following:

1. Training needs;
2. Suitability for specialized assignment;
3. Promotion; and
4. Merit pay (when available).

E. Performance appraisals may be considered as a component of an Early Intervention System intervention as outlined in GPD Directive 310.11, *Early Intervention System*.

310.6.5 – Performance Appraisal Scheduling (35.1.2; 35.1.3; 35.1.5; 35.1.6)

- A. Employees will be provided with formal appraisals utilizing the Town's designated performance appraisal software in accordance with the following guidelines:
 - 1. Probationary employees will receive semi-annual formal appraisals.
 - 2. Non-probationary employees who fall within the Developmental Pay Range will receive semi-annual formal appraisals.
 - 3. Non-probationary employees (full-time and part-time) who fall within the Market or Proficiency Pay Ranges will receive formal appraisals annually on their anniversary date.
- B. All employees will be provided with informal appraisals.
 - 1. Informal appraisals will, at a minimum, consist of a face-to-face meeting between the employee and their immediate supervisor for the purpose of reviewing the employee's performance as it relates to their performance appraisal rating categories and for reviewing the employee's progress toward their goals.
 - 2. Any performance that is deemed to be unsatisfactory will be addressed with the employee and documented as feedback for the employee in the performance appraisal system at the time it occurs and will be reviewed again with the employee during the informal appraisal.
 - 3. Each occurrence of an informal appraisal will be documented. Supervisors are expected to document notes from appraisal meetings to be used in completing the employee's subsequent formal performance appraisal.

310.6.6 – Formal Performance Appraisal Process (35.1.1; 35.1.5; 35.1.7)

- A. The formal performance appraisal process has four primary components:
 - 1. Employee self-appraisal: the purpose of the self-appraisal is to encourage the employee to consider their own performance during the appraisal period and to identify any significant deviations from the supervisor's perception of the employee's performance so that appropriate discussion can be had.
 - 2. Immediate supervisor input (see "B" below).
 - 3. Other supervisor input: if the employee has worked directly for other supervisors during the appraisal period as the result of a transfer, promotion, temporary assignment, or specialized assignment for a period of thirty (30) days or more, those supervisors shall provide feedback on the employee's performance during their supervision of the employee.
 - 4. Chain-of-command review and approval of the completed performance appraisal.
- B. The employee's immediate supervisor at the time any formal appraisal is due is responsible for completing the appraisal.
 - 1. The supervisor is responsible for gathering feedback from any other supervisor that served as the employee's immediate supervisor for thirty (30) or more days on a full or part-time basis during the appraisal period.
 - 2. Once the supervisor has the employee's completed self-appraisal and any feedback from other supervisors, the supervisor shall review that information as well as any performance feedback provided for the employee in the performance appraisal software.

3. The supervisor will then rate the employee in each of the assigned performance appraisal categories based on the employee's overall performance during the appraisal period.
 - a. Performance appraisal ratings will be supported by observed behavior as noted by the immediate supervisor and as documented throughout the appraisal period in the performance appraisal software.
 - b. No single incident or observation should be the sole basis for the score assigned to a category.
 - c. Supervisory narrative will be provided for each performance category; particular attention should be paid to outstanding or unsatisfactory ratings.
 4. The supervisor will also evaluate the employee's progress toward or completion of any goals established for the appraisal period and will rate the employee's performance for each goal.
- C. Once the supervisor has completed the formal performance appraisal, it will be submitted up chain-of-command through the Chief of Police for approval.
- D. Upon approval by the chain-of-command, the supervisor will meet with the employee for an appraisal conference. The purpose of this conference includes (but is not limited to) the following:
1. Reviewing the results of the performance appraisal;
 2. Discussing the level of performance expected and the rating criteria for the upcoming appraisal period;
 3. Providing the employee an opportunity to make comments regarding their appraisal;
 4. Discussing the employee's goals for the upcoming appraisal period;
 5. Providing the employee with career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position; and
 6. Discussing any merit award resulting from the performance appraisal score (if applicable).
- E. Upon the conclusion of the appraisal conference, the completed appraisal will be maintained electronically by the Town Human Resources Department for filing.
- F. A completed copy of each formal performance appraisal is available to the employee through the performance appraisal software once complete.
- G. Employees wishing to contest a performance appraisal may do so informally through the chain-of-command up to and including the Chief of Police. If the employee is not satisfied with the results of the informal process, he/she may formally appeal the performance appraisal via the Town's Grievance Policy.

310.6.8 Supervisory Evaluation and Training (35.1.1)

- A. Supervisory personnel receive training in the specific procedures of the performance appraisal system and in supervision as it relates to performance appraisal. Training is provided through the Town Human Resources Department.
- B. Raters are evaluated by their supervisor regarding the quality, fairness, and impartiality of ratings given to their employees as part of the rater's performance appraisal.