

TITLE: PERSONNEL PERFORMANCE EVALUATION

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PURPOSE

The purpose of this directive is to establish uniform guidelines for performance evaluations.

DISCUSSION

The City of Santa Fe has adopted the Performance and Development Plan for documenting the work performance of personnel. This plan includes rating of personnel by their direct supervisors in four possible categories, to include quantity, quality, time, and cost.

In addition to rating by the supervisor, employees are required to set goals and objectives for themselves at the beginning of the rating period and identify behaviors that they feel are important in rating of their overall job performance. This system of evaluation allows for objective rating, while allowing the employees to begin directing themselves toward a career goal.

POLICY

It shall be the policy of the Santa Fe Police Department to maintain and administer a fair and equitable performance evaluation program for all employees.

PROCEDURES

19.1.01 Notice of Evaluation Due

- A. The Human Resources Department and the Police Department’s Office Manager shall distribute a reminder each month, which lists those employees who are due for evaluation during the following thirty-day period.
- B. The rating period shall normally cover the last 12 months, prior to the evaluation due date. In all cases, the dates of the specified rating period must be include on the form. This is to ensure that employees are rated only on performance during the specified rating period.

19.1.02 Supervisor Duties

- A. Supervisors who will be rating employees shall be responsible for distributing the Employee Performance Planning Work Sheet to each employee listed in the reminder notice at least two weeks prior to the Performance/Planning meeting.
 - 1. This section allows for input by the employee regarding information that the employee may feel is important for rating performance of duties and responsibilities.
- B. Immediate supervisors are responsible for rating those employees who work directly under their supervision and for ensuring that the existing job description is still current for the position being rated.
 - 1. In the event that an employee has worked for more than one supervisor during the rating period, both supervisors will be required to confer and agree on the rating for that twelve-month period.
- C. The supervisor must retrieve the evaluation form from the Police Personnel Files located in the Administrative Offices of the Chief, where it has been stored since completion of the Planning Section at the beginning of the rating period.
- D. The supervisor must now complete the employee responsibility rating section, while still being open to input from the employee.

1. Explanations must be provided in the comment section of the rating form for each responsibility the employee is rated on.
- E.** The supervisor and employee meet for the Performance/Planning meeting. The supervisor should fully explain the ratings to the employee, to include providing direction to the employee about improving any mediocre or substandard ratings.
- F.** Both the supervisor and the employee must sign the completed rating section, and the completed forms are routed through the chain of command for review and signature, then forwarded to the office of the Chief. The employee's signature does not indicate agreement or disagreement, it simply signifies that he/she has read the evaluation.
1. Should the employee refuse to sign the completed evaluation, the supervisor will route the forms through the chain of command, giving the employee the opportunity to meet with his/her commanders and the Chief of Police for mediation.
 2. In the event that the employee still refuses to sign the forms, the Chief of Police will note this on the form and route the evaluation to the Human Resources Director.
 3. At this point, the employee is given another opportunity for mediation prior to the evaluation being placed in his/her personnel file.
 4. At any point, the employee may decide to sign the form and indicate any comments in the employee comment section of the rating form.
- G.** After the Supervisor has signed the forms, a copy is retained in the employee's Personnel File at the Police Department, and the original is routed for inclusion in the employee's Personnel File at the City Human Resources Department.
- Retention is governed by the Personnel Rules and Regulations and the Records Retention Act.
- H.** A copy of the completed evaluation will also be given to the employee once all signatures are obtained.
- I.** Upon completion of the rating portion of the meeting, the supervisor must now assist the employee in the planning portion of the form for the upcoming twelve months. The supervisor obtains the Planning Worksheet from the employee in order to fill out the Planning Section of a new form for the coming year.
1. The supervisor and employee agree on areas of responsibility and the list of behaviors for the upcoming year. The employee is also counseled regarding the level of performance expected along with the evaluation rating criteria. The supervisor will then assist the employee in determining goals for the year and both persons sign the form.
- J.** Upon completion of the Planning portion, the supervisor is responsible for routing the completed forms to the Police Department Office Manager for filing in the employee's personnel file. The forms shall remain in this file until such time the supervisor is notified of evaluation being due. At this point, the process begins again.
- K.** The supervisor shall also be responsible for routing a copy of the employee's goals to the Training Unit Commander for filing. This information will be used by the Training Unit to assist with the Police Department Career Development Program. For details, refer to the Career Development Program Manual maintained by the Training Unit.

19.1.03 Optional Review

- A.** An optional review may be conducted at any point during the rating year for probationary employees, for those whose duties and

responsibilities change significantly during the rating period, or for those who experience a significant increase or decrease in performance.

1. The rating will follow the steps in the regular performance evaluation to allow for feedback to the employee.
- B.** Probationary employees shall be rated on a daily, weekly, and monthly basis in accordance with the Field Training Officer Program. Upon successful completion of the **FTO** Program, all probationary employees shall be rated on the approved **PDP** forms every two months until permanent status is reached.
- C.** In addition to the Performance and Development Plan, all immediate supervisors are responsible for advising employees in writing, ninety (90) days prior to evaluation that their performance is deemed unsatisfactory. This ninety (90) day period is set to allow counseling, retraining, remedial training, or improvement by the employee prior to the end of the rating period.
- D.** Commanders are responsible for rating subordinate commanders on an annual basis, as listed herein. One of the listed responsibilities shall be directed at the quality of ratings given to employees, to include the fairness and impartiality of the rater, performance during counseling of rated employees, the ability to carry out the rater's role in the process, and application of uniform rating of employees.

19.1.04 Rater Training

- A.** All supervisors are trained to conduct ratings in accordance with the Performance and Development Plan, as well as in employee counseling techniques. The training is conducted by the City of Santa Fe Human Resources Department and newly appointed supervisors shall receive training within 30 days of promotion and/or before rating of any employees is required.

- B.** All supervisors are provided with a copy of the **PDP** manual to assist them in the process.

19.1.05 Employee Training

- A.** All newly appointed City employees are trained in the Performance and Development plan within 30 days of hiring. The training is conducted by the Human Resources Department and is held in conjunction with Employee Orientation.

19.1.06 Inspection of the Performance and Development Plan

- A.** The Chief of Police and the Police Department's Office Manager will conduct an annual review of the Performance and Development Plan Evaluation process.
1. This review will be conducted in the month of August, each year and a final report to the Chief is due fifteen (15) days after the review.
- B.** The Department's Office Manager shall provide an annual report containing a list of all extreme (high and low) ratings and the number of contested ratings.
1. This report shall also contain documentation as to the reasons for extreme or contested ratings. A pattern of these types shall be investigated and dealt with on a case-by-case basis to assure fairness in all aspects of the **PDP** process.

19.1.07 Objectives of the Performance and Development Plan

- A.** The objectives of the City of Santa Fe Performance and Development system are as follows:
1. To foster fair and impartial personnel decisions and standardize the nature of the personnel decision making process;
 2. Maintain and improve performance to assure the public that he agency's personnel

are qualified to carry out their assigned duties;

3. Provide a medium for personnel counseling and provide job incumbents with necessary behavior modification information to allow them to maintain behaviors that are appropriate from the agency's standpoint and to eliminate inappropriate behaviors;
4. Facilitate proper decisions regarding probationary employees;
5. Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines;
6. Identify training needs; and
7. Provide a means for documenting individual employees career goals and allow the Department a means by which to allow employees to progress toward those goals.

Drafted (awm) 01/03

APPROVED: 
BEVERLY K. LENNEN
Chief of Police

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