

CAMBRIDGE POLICE DEPARTMENT

Title: *PERFORMANCE EVALUATIONS*

Procedure: 3.900

Date Issued:

Revised: January 18, 2007

PURPOSE:

To provide for the constructive evaluation of an employee's overall performance.

To provide a management system for detecting possible employee problems.

To bring consistent superior performance of employees to the attention of management.

To provide a basis for training needs and assessments.

Illustrate employee strengths and weaknesses.

Provide background needed in order to devise methods for improving the employees performance.

Provide information used in developing employees for higher level and more responsible positions.

Point out areas of performance where the employee needs special training.

Provide information used as a factor in promotions and reclassification.

POLICY:

The Police Department will evaluate Department employees' performance on a formal and periodic basis. The performance evaluation is intended to: promote a common understanding of individual needs, work objectives and standards of acceptable performance; provide employees with feedback as to how well the supervisor feels the employee is meeting expectations; suggest specific courses of action the employee can take in order to meet or exceed expectations; provide supervisors with feedback as to how they can help employees in their personal growth and development and to set objectives for future performance.

2. An annual performance evaluation will be given to each employee during **December** of every year. This evaluation will cover the preceding one year performance. Completed evaluations will be returned to the Chief through the chain of command **by December 15TH**.

3. Whenever an employees' performance is deemed unsatisfactory, the supervisor will discuss this with the employee. The supervisor should be prepared to substantiate ratings at the unsatisfactory level with written documentation.

4. An evaluation form has been developed to provide for common evaluation traits of all sworn personnel.

5. A Performance Appraisal Manual will be provided to all supervisors for use in evaluating the performance of their personnel. The manual includes specific instructions on the proper application of the

PROCEDURE:

ORGANIZATION

1. The performance evaluation system provides a standard format which is used by a supervisor to assess the conduct and work performance of an employee. Performance evaluation objectives are to:

Initiate and maintain a communication channel between employee and supervisor.

Performance Evaluation form and should be read in its entirety before appraising the performance of employees.

6. The rater of an employee will be the employees' immediate supervisor, and is responsible for the following:

The performance evaluation should be representative of the employee's total performance and contribution for the entire evaluation period.

The rater should make sure that the criteria used for that performance evaluation is specific to the position(s) occupied by the employee during that rating period. The rater should review the job description for that employee before starting the evaluation process.

Evaluations require well planned, accurate and detailed information. Raters should take enough time and be thorough with each evaluation.

The rater must explain when performance ratings are unsatisfactory or outstanding.

The rater will complete the performance evaluation form accurately and in a timely manner.

The rater must discuss the performance evaluation with the employee. The rater and employee must review and understand the content of the evaluation. The supervisor must sign the evaluation form to acknowledge that it has been read and discussed.

7. Raters will receive informal training in the use of evaluation forms by Staff Officer. Raters should conduct evaluations uniformly. The raters will be rated by the Chief of Police regarding the fairness and impartiality of the ratings given to their employees.

8. All performance evaluations will be reviewed by Staff Officers.

9. The employee must sign the performance evaluation report. Signing the performance evaluation report acknowledges that the employee has read and discussed the evaluation with his immediate supervisor. Signing the evaluation report does not indicate agreement or disagreement with the contents of the report. The employee may make written comments which will be attached to the evaluation report. These comments may include suggestions for improved performance, ways to improve the overall operation of the work unit, or concurrence or disagreement with the evaluation.

10. The completed evaluation report form and any attachments will be copied in duplicate. One copy will be given to the employee during the evaluation conference. One copy is retained by the rater, and the original is sent to the Chief of Police to be retained as part of the employee's permanent record.

11. Contested performance evaluations will be reviewed by a Staff Officer. Employees will document the reasons for the contested evaluation and request a formal review with the Staff Officer. If the employee still contests the evaluation the employee may request a formal review with the Chief of Police. The request must be made in writing within five days of the review by the Staff Officer.

COUNSELING

1. At the conclusion of the annual rating period each employee will be counseled by their supervisor concerning:

The results of the performance evaluation just completed;
The level of performance expected, rating criteria or goals for the new reporting period; and

Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

2. Supervisors will counsel their employees when necessary. Supervisors

should review each periods' activity with their personnel.

3. Performance evaluations will be discussed between the employee and the rater. This will provide an opportunity for an open and constructive discussion of the employee's performance in relation to the requirements of their classification. It is the supervisor's responsibility to clearly explain to the employee what was taken into consideration in making the evaluation. The employee should be commended for work well done and helped to understand the areas in which they need improvement.

PROBATIONARY EMPLOYEES

1. Probationary officers and Police Communication Officers will be evaluated in accordance with training procedures #3.702 and 3.708.

2. Probationary civilian employees will be evaluated bimonthly by their immediate supervisor during their probationary period.