

Evaluation of Employees

1001.1 PURPOSE AND SCOPE

The Department's employee performance evaluation system is designed to record work performance for both the Department and the employee, providing recognition for good work and developing a guide for improvement.

1001.2 POLICY

The Santa Ana Police Department utilizes a performance evaluation report to measure performance and to use as a factor in making personnel decisions that relate to merit increases, promotion, reassignment, discipline, demotion, and termination. The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

1001.3 EVALUATION PROCESS

Evaluation reports will cover a specific period of time and should be based on documented performance during that period. Evaluation reports will be completed by each employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for their input.

All sworn and non-sworn supervisory personnel shall attend an approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisory appointment.

Each supervisor should discuss the tasks of the position, standards of performance expected and the evaluation criteria with each employee at the beginning of the rating period. Supervisors should document this discussion in a supervisor's log

An assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with the opportunity to correct performance issues as they arise.

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the evaluation period.

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Employees who disagree with their evaluation and who desire to provide a formal response or a rebuttal may do so in writing in the prescribed format and time period.

1001.3.1 RESERVE OFFICER EVALUATIONS

Reserve officer evaluations are covered under the Reserve Officers Policy.

1001.4 FULL TIME PROBATIONARY PERSONNEL

Non-sworn personnel are on probation for 12 months before being eligible for certification as permanent employees. An evaluation is completed every four months for all full-time non-sworn personnel during the probationary period.

Sworn personnel are on probation for 12 months before being eligible for certification as permanent employees. Probationary officers are evaluated every four months during the probationary period.

1001.5 FULL-TIME PERMANENT STATUS PERSONNEL

Permanent employees are subject to three types of performance evaluations:

Regular - An Employee Performance Evaluation shall be completed once each year by the employee's immediate supervisor on the anniversary of the employee's date of hire except for employees who have been promoted in which case an Employee Performance Evaluation shall be completed on the anniversary of the employee's date of last promotion.

Transfer - If an employee is transferred from one assignment to another in the middle of an evaluation period and less than six months have transpired since the transfer, then an evaluation shall be completed by the current supervisor with input from the previous supervisor.

Special - A special evaluation may be completed any time the rater and the rater's supervisor feel one is necessary due to employee performance that is deemed less than standard. Generally, the special evaluation will be the tool used to demonstrate those areas of performance deemed less than standard when follow-up action is planned (action plan, remedial training, retraining, etc.). The evaluation form and the attached documentation shall be submitted as one package.

1001.5.1 RATINGS

When completing the Employee Performance Evaluation, the rater will place a number in the column that best describes the employee's performance. The definition of each rating category is as follows:

1. DOES NOT MEET ESTABLISHED STANDARDS

The employee is substantially and consistently below established standards and shows no signs of significant improvement. Efforts have been made to assist, train or empower the individual to improve performance, but efforts have not succeeded. Errors, omissions or inaccuracies are repeated even after the employee has been counseled or shown how to perform the work (a major error or problem of the most serious nature may be grounds for a "does not meet established standards" rating, irrespective of performance in other areas). The employee requires

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considerably more supervision, guidance or assistance to perform work than is consistent with the employee's experience and training.

2. NEEDS IMPROVEMENT

The employee's performance does not meet established standards and improvement is necessary for the areas noted in the evaluation. Efforts have or are being made to ensure the employee has the proper training, assistance, etc. to help improve performance. This employee often performs the job below established standards. The employee may usually perform the function in question satisfactorily, but there are periods or incidents of unsatisfactory performance, which are severe or repeated to the extent that overall performance in this area is erratic and inconsistent. The employee requires more supervision, guidance or assistance to perform work than is consistent with experience and training.

3. MEETS JOB STANDARDS

The employee is performing responsibilities competently and generally meets established standards. The employee requires normal supervision and does the job in a timely manner and generally consistent with the established standards. Errors, problems or concerns, after counseling, are almost always corrected. The employee recognizes and identifies problems and, considering the circumstances, makes appropriate decisions consistent with training and experience. The employee requires supervision, guidance, and assistance consistent with the employee's level of training and experience.

4. EXCEEDS JOB STANDARDS

The employee's performance is consistently above the established standards, and the results show achievement, which is valuable to the organization and beyond the job's objectives. Such performance exceeds what is reasonably expected of an individual who is fully performing the responsibilities of the job classification in question. This individual requires only that supervision which is necessary to set direction and/or assist in problem-solving. This employee does not have to be reminded of tasks and responsibilities and willingly accepts new and varied assignments.

5. OUTSTANDING

The employee's performance is consistently far above the established standards in virtually all respects. This individual's performance is indicative of a high degree of initiative, requires minimum supervision and performs exceedingly well in virtually all situations and under all conditions. This rating should be reserved for those individuals who exhibit outstanding results over and above what is specified in the performance standards, and who consistently and effectively perform even the most difficult and demanding of tasks in an exemplary manner.

1001.6 EVALUATION INTERVIEW

When the supervisor has completed the evaluation he/she will forward to his/her immediate Commander/Manager for review, comment and signature. The Commander / Manager shall evaluate the supervisor on the quality of ratings given. The Commander / Manager will return the evaluation to the supervisor and arrangements shall be made for a private discussion of the

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evaluation with the employee. The supervisor should discuss the results of the just-completed rating period and clarify any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Areas needing improvement and goals for reaching the expected level of performance should be identified and discussed. The supervisor should also provide relevant counseling regarding advancement, specialty positions, and training opportunities. The supervisor and employee will sign and date the evaluation. Permanent employees may also write comments in the Employee Comments section of the performance evaluation report.

1001.6.1 DISCRIMINATORY HARASSMENT FORM

At the time of each employee's annual evaluation, the reviewing supervisor shall require the employee to read the City and Department harassment and discrimination policies. Following such policy review, the supervisor shall provide the employee with a form to be completed and returned by the employee certifying the following:

- (a) That the employee understands the harassment and discrimination policies.
- (b) Whether any questions the employee has have been sufficiently addressed.
- (c) That the employee knows how and where to report harassment policy violations.
- (d) Whether the employee has been the subject of, or witness to, any conduct that violates the discrimination or harassment policy which has not been previously reported.

The completed form should be returned to the supervisor (or other authorized individual if the employee is uncomfortable returning the form to the presenting supervisor) within one week.

The employee's completed answers shall be attached to the evaluation. If the employee has expressed any questions or concerns, the receiving supervisor or other authorized individual shall ensure that appropriate follow up action is taken.

1001.7 EVALUATION REVIEW

After the supervisor finishes the discussion with the employee, the signed performance evaluation is forwarded to the rater's Bureau Commander. The Bureau Commander shall review the evaluation for fairness, impartiality, uniformity, and consistency.

1001.8 EVALUATION DISTRIBUTION

The original performance evaluation shall be maintained in the employee's personnel file for the tenure of the employee's employment. A copy will be given to the employee and a copy will be forwarded to City Human Resources Division.