

Performance Evaluations

1001.1 PURPOSE AND SCOPE

This policy provides guidelines for the Bozeman Police Department performance evaluation system.

1001.2 POLICY

The Bozeman Police Department shall use a performance evaluation system established by the Human Resources Department to measure, document, and recognize work performance. The performance evaluation will serve as an objective guide for the recognition of good work and the development of a process for improvement.

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 TYPES OF EVALUATIONS

The Department shall use the following types of evaluations:

Regular - An evaluation completed at regular intervals by the employee's immediate supervisor. Employees who have been promoted should be evaluated as established by the Human Resources Department or, minimally, on the anniversary of the date of the last promotion.

When an employee transfers to a different assignment in the middle of an evaluation period and less than six months has transpired since the transfer, the evaluation should be completed by the current supervisor with input from the previous supervisor.

Special - An evaluation that may be completed at any time the supervisor and Division Commander or the authorized designee determine an evaluation is necessary to address less than standard performance. The evaluation may include a plan for follow-up action (e.g., performance improvement plan (PIP), remedial training, retraining).

1001.3.1 RATINGS

When completing an evaluation, the supervisor will identify the rating category that best describes the employee's performance. The definition of each rating category is as follows:

Sets a new standard - Consistently performs work in an exceptional manner; employee is performing at the highest level and can teach and train others; accomplishments towards goals and demonstrated personal skills are exceptional, even under challenging circumstances; maintains self-motivation and seeks out opportunities to improve results on own initiative; performance is consistently and significantly beyond established standards. Describes those few employees whose contribution to work unit and City far exceeds job requirements on a sustained basis, and sets a new standard for the expectation of the work of the position.

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Exceeds expectations - Performance is above satisfactory and expected level of performance; contributions and work activities consistently exceed job requirements; accomplishments toward goals and demonstrated personal skills generally surpass expectations; achieves performance objectives, often beyond expectations; frequently performs work in an excellent manner and exceeds expected results.

Meets expectations - Satisfactory and expected performance; job requirements are performed in a full and complete manner; consistently performs work in a satisfactory and acceptable manner and achieves expected results; behavior is always appropriate for the workplace.

Needs improvement - Some improvement needed to fully achieve the expected level of performance; work activities do not consistently meet requirements due to specific weaknesses observed in one or more areas; performance fails to meet what is routinely expected, but is not unsatisfactory all the time; direction, supervision, and learning are required if performance objectives are to be achieved; behavior is not consistently appropriate for the workplace. This rating is appropriate when: - Employee does not consistently display commitment to one or more of the City's core values. - Performance concerns that impact the employee's ability to perform one or more of the essential functions of their job have been identified in the "Development Opportunities" section. Training or other corrective action is required. - Employee is currently under formal or informal disciplinary action. Supervisor must work with Human Resources to assess need for disciplinary action.

Unsatisfactory - Employee is not meeting the expected level of performance; consistently fails to meet job requirements and performance objectives; displays poor work performance; behavior is consistently inappropriate for the workplace; immediate remedial action is needed. This rating is appropriate when: - Employee does not consistently display commitment to one or more of the City's core values. - Performance concerns that impact the employee's ability to perform one or more of the essential functions of their job have been identified in the "Development Opportunities" section. Training has already been provided and immediate corrective and/or disciplinary action is required. - Employee is currently under formal or informal disciplinary action. Supervisor must work with Human Resources to assess need for disciplinary action.

Supervisor comments may be included in the evaluation to document the employee's strengths, weaknesses and requirements for improvement. Any job dimension rating marked as needs improvement, unsatisfactory or sets a new standard shall be substantiated with supervisor comments.

1001.3.2 PERFORMANCE IMPROVEMENT PLAN (PIP)

Employees who receive an overall unsatisfactory rating may be subject to a PIP. The PIP shall identify areas that need improvement, any improvement measures and a timetable in which to demonstrate improvement. The issuing supervisor shall meet with the employee to review their performance and the status of the PIP at least monthly.

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1001.4 EVALUATION PROCESS

Supervisors should meet with the employees they supervise at the beginning of the evaluation period to discuss expectations, goals and development opportunities and establish performance standards. Each supervisor should discuss the tasks of the position, standards of expected performance and the evaluation criteria with each employee.

Performance evaluations cover a specific period and should be based upon documented performance dimensions that are applicable to the duties and authorities granted to the employee during that period. Evaluations should 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 evaluating supervisor for input.

Assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise and to acknowledge good work. Periodic discussions with the employee during the course of the evaluation period are encouraged. Supervisors should document all discussions in the prescribed manner.

Non-probationary employees demonstrating substandard performance shall be notified in writing 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.

All supervisors shall receive training on performance evaluations within one year of a supervisory appointment.

1001.5 EVALUATION FREQUENCY

Supervisors shall ensure that all employees they supervise are evaluated in accordance with the requirements of the Human Resources Department. Current regular intervals are as follows:

Sergeant - six months

Patrol Officer - four months

Detective, SRO, Drug Task Force - six months

Newly hired police officers will be on a twelve month probationary status following their date of hire. Upon completion of the Field Training Evaluation Program, Probationary Officers shall receive monthly performance appraisals until the end of the probationary period.

Employees who have been promoted to the rank of Lieutenant, and above, should be evaluated as established by the Human Resources Department.

When an employee transfers to a different assignment, or is promoted, in the middle of an evaluation period and less than six months has transpired since the transfer, the evaluation should be completed by the current supervisor with input from the previous supervisor.

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1001.6 EVALUATION INTERVIEW

When the supervisor has completed his/her evaluation, a private discussion of the evaluation should be scheduled with the employee. The supervisor should discuss the evaluation ratings and respond to any questions the employee may have. The supervisor should provide relevant counseling regarding advancement, specialty positions and training opportunities. Any performance areas in need of improvement and goals for reaching the expected level of performance should be identified and discussed. If the employee has reasonable objections to any of the ratings, the supervisor may make appropriate adjustments to the evaluation. The reason for such adjustments shall be documented.

Employees may write comments in an identified section of the evaluation. The supervisor and employee will sign and date the evaluation.

1001.7 APPEAL

An employee who disagrees with their evaluation, and wishes to appeal, will follow their specific labor contract or the Employee Handbook concerning appeal procedures.

1001.8 CHAIN OF REVIEW

The signed performance evaluation and any employee attachment should be forwarded to the evaluating supervisor's Division Commander or the authorized designee. The Division Commander or the authorized designee shall review the evaluation for fairness, impartiality, uniformity and consistency, and shall consider any written response or appeal made by the employee.

The Division Commander or the authorized designee should evaluate the supervisor on the quality of ratings given.

1001.9 RETENTION AND DISTRIBUTION

The original performance evaluation and any original correspondence related to an appeal shall be maintained by the Department in accordance with the Employee Handbook.

A copy of the evaluation and any documentation of a related appeal shall be provided to the employee and also forwarded to the Human Resources Department.