

## Appraisal of Employees

### 1001.1 PURPOSE AND SCOPE

The Department's employee performance appraisal 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 San Leandro Police Department utilizes a performance appraisal 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 appraisal 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 appraises employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to sex, race, color, national origin, religion, age, disability or other protected classes.

### 1001.3 APPRAISAL PROCESS

Appraisal reports will cover a specific period of time and should be based on documented performance during that period. Appraisal 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 supervisory personnel should attend an approved supervisory course that includes training on the completion of performance appraisals within one year of the supervisory appointment.

Each supervisor should discuss the tasks of the position, standards of performance expected and the appraisal criteria with each employee at the beginning of the rating period. Supervisors should document this discussion in the prescribed manner.

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.

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 appraisal period.

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

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### **1001.4 FULL-TIME PROBATIONARY PERSONNEL**

An appraisal is completed at the end of each three-month period for all full-time personnel during the probationary period. Full-time personnel may have a probation period of 12, 18, or 24 months based on job classification and employment terms.

### **1001.5 FULL-TIME PERMANENT STATUS PERSONNEL**

Permanent employees are subject to three types of performance evaluations:

**Annual** – An employee performance appraisal shall be completed once a year by the employee's immediate supervisor. Once completed, the annual appraisal will be reviewed at each level of the employee's chain of command and will be entered into the employee's personnel file.

**Semi-Annual** – Half-way through the annual rating period, the employee's immediate supervisor shall conduct an informal semi-annual performance appraisal. The semi-annual appraisal is designed to communicate performance and identify areas of concern, allowing the employee an opportunity to focus on identified areas for the remainder of the annual appraisal period. Semi-annual appraisals are a supervisory tool and will be stored in the Employee Reference File (ERF) until the annual appraisal has been completed.

#### 1001.5.1 RATINGS

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

**Outstanding** - Is actual performance well beyond that required for the position. It is exceptional performance, definitely superior or extraordinary. An outstanding rating is rare in nature and should be supported in the comments with an explanation as to why the employee has received this rating.

**Above Standard/Exceeds Expectations** - Represents performance that is better than expected of a fully competent employee. It is superior to what is expected, but is not of such rare nature to warrant outstanding.

**Meets Standard /Meets Expectations** - Is the performance of a fully competent employee. It means satisfactory performance that meets the standards required of the position.

**Below Standard/Improvement Needed** - Is a level of performance less than that expected of a fully competent employee and less than standards required of the position. A below standard rating must be thoroughly discussed with the employee and supported in the comments section with how the employee can improve performance.

**Unsatisfactory** - Performance is inferior to the standards required of the position. It is very inadequate or undesirable performance that cannot be tolerated. An unsatisfactory rating is rare in nature for full-time employees and must be thoroughly documented in the comments section with an explanation as to why the employee has received this rating.

Space for written comments is provided at the end of the appraisal in the rater comments section. This section allows the rater to document the employee's strengths, weaknesses, and suggestions

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for improvement. Any rating under any job dimension marked unsatisfactory or outstanding shall be substantiated in the rater comments section.

### **1001.6 APPRAISAL INTERVIEW**

When the supervisor has completed the preliminary appraisal, arrangements shall be made for a private discussion of the appraisal 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 appraisal. 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 appraisal. Permanent employees may also write comments in the Employee Comments section of the performance appraisal report.

#### **1001.6.1 DISCRIMINATORY HARASSMENT FORM**

At the time of each employee's annual appraisal, 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 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 appraisal. If the employee has expressed any questions or concerns, the receiving supervisor or other authorized individual shall insure that appropriate follow up action is taken.

### **1001.7 APPRAISAL REVIEW**

After the supervisor finishes the discussion with the employee, the signed performance appraisal is forwarded to the rater's supervisor (Division Commander). The Division Commander shall review the appraisal for fairness, impartiality, uniformity, and consistency. The Division Commander shall then forward the appraisal to the Chief of Police via chain of command.

### **1001.8 APPRAISAL DISTRIBUTION**

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

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### **1001.9 RESCINDED POLICY**

This policy rescinds San Leandro Operations Directive 91-02.