

SACRAMENTO POLICE DEPARTMENT

EMPLOYEE PERFORMANCE EVALUATION MANUAL



RM 257.03



SACRAMENTO POLICE DEPARTMENT REFERENCE MANUAL 257.03



257.03 EMPLOYEE PERFORMANCE EVALUATION MANUAL 05-03-16

TO: ALL PERSONNEL

The Employee Performance Evaluation manual is designed to assist and guide employees on the appropriate use and completion of evaluations. The goals of this manual are to provide accurate and timely-written assessments of employee performance on a bi-annual and consistent basis, coach and develop Non-probationary employees and establish professional goals as identified by the employee and the Department.



SACRAMENTO POLICE DEPARTMENT

REFERENCE MANUAL 257.03



A. DEFINITION

1. Employee Performance Evaluation Report (SPD 257) - a document that shall be used by supervisors and/or managers to evaluate the performance of their career non-probationary subordinate employees. The SPD 257 is comprised of six core areas:
 - (a) Goals
 1. Team Goal(s) - The team/unit supervisor with the concurrence of the division manager will identify a team/unit goal(s) that is SMART (Specific, Measurable, Attainable, Relevant, and Timely). The team/unit goal will also be substantial enough that all team members can actively contribute toward its achievement.
 2. Personal Development Goal - The employee, with the concurrence of their supervisor, shall identify a goal that directly improves the employee's skills and/or abilities and that is SMART. The personal development goal shall be agreed upon by the supervisor and/or manager.
 - (b) Departmental Criteria - Performance, Knowledge, Teamwork, Support of Department Core Principles, Supervision and Leadership.
 - (c) Narrative - This section shall be used to thoroughly document all areas of the performance evaluation.
 - (d) Review of Employee's Watch File – The employee and his/her supervisor shall review the employee's watch file at the beginning of the year or as soon as practical when the employee transfers to a new assignment.
 - (e) Policy Review - Departmental policies identified by the division manager that shall be reviewed yearly with the employee.
 - (f) Specialized Assignment Retention Recommendation. - The employee's supervisor and manager shall make a determination as to the employee being retained in a specialized assignment.
2. Career/Non-probationary employees - Employees that have successfully completed probation and are represented by the SPOA.

B. EVALUATION PROCEDURE

1. Managers/Supervisors shall meet with their non-probationary, subordinate employees that are represented by the SPOA at the start of their assignment, or as soon as practical to:
 - (a) establish agreed upon goals for the rating period.
 - (b) thoroughly review the designated policies with the employee. (Employees shall initial and date each relevant policy to confirm comprehension and acknowledgement.)
2. A copy of the SPD 257 with the completed "Team and Personal Development Goals" shall be printed out, initialed by the employee and placed in the employee's watch file.
3. At the mid-year date, the supervisor shall complete the SPD 257 by:
 - (a) Assessing the employee's progress on the goals and documenting the progress on the SPD 257.
 - (b) Evaluating the five Departmental criteria (Performance, Knowledge, Teamwork, Support of Department Core Principles, Supervision and Leadership) and assigning numerical values that correspond with the employee's performance in each area.
 - (c) Providing narrative documentation to support all rating scores.
 - (d) Making a determination as to retention in a specialized assignment (if applicable).
4. The SPD 257 shall be reviewed and approved by a Division Manager prior to being presented to the employee.
5. The approved SPD 257 shall be reviewed with the employee.
 - (a) If the employee disagrees with the content, he/she may submit written comments within 10 working days of the issuance of the evaluation. Comments shall be filed with the evaluation.
 - (b) Appeals regarding the employee's performance evaluation are not subject to the grievance procedure.
 - (c) Employees may informally appeal to the supervisor of the evaluator, and in no case higher than the Division Manager.



SACRAMENTO POLICE DEPARTMENT

REFERENCE MANUAL 257.03



6. The SPD 257 forms shall be maintained in the employee's watch file to be used for the usual and customary employment purposes including, but not limited to, transfers, promotions, and salary step increases.
7. The SPD 257 shall not reference formal disciplinary dispositions, outcome documents or related investigations/allegations.
8. The end-of-year evaluations shall be conducted the same as the mid-year evaluations.
9. The end-of-year SPD 257 shall be forwarded to PSD for scanning into the employee's personnel file.

C. RATING SCALE

1. Ratings should not be arbitrary but based on data. Narrative documentation is required to justify all ratings.
2. Ratings should be given according to the following numerical scale:
 - (a) 1- Needs Improvement
 - (b) 2- Meets Standards
 - (c) 3 - Exceeds Standards
 - (d) N/A- Not Applicable

D. PERFORMANCE MEASURES

1. Clearly communicates both orally and in writing
 - (a) Needs Improvement– does not speak clearly or confidently; unprofessional demeanor; written product lacks organization, logical structure and contains numerous errors.
 - (b) Exceeds Standards – very professional demeanor; speaks articulately; written product is organized, logical and contains no errors; diplomatic and tactful.
2. Demonstrates good judgment and decision making
 - (a) Needs Improvement – unable to make independent decisions; heavy reliance on supervisor(s); overlooks logical solutions; actions or decisions are inappropriate for the situation; slow to process information.
 - (b) Exceeds Standards – consistently makes sound decisions; anticipates potential problems and offers solutions; effectively chooses between alternatives; quickly and consistently arrives at logical solutions.
3. Prioritizes work and uses time efficiently
 - (a) Needs Improvement – does not properly prioritize tasks and assignments, arrives late to work; unprepared to start shift; missing proper equipment; takes excessive or extended breaks; inefficient at completing assigned tasks.
 - (b) Exceeds Standards – meets deadlines and often completes work ahead of schedule, arrives early to work; is prepared to begin shift; has required equipment on hand; manages workload and completes tasks efficiently.
4. Demonstrates proficiency in assignment
 - (a) Needs Improvement - lacks required skill level for assignment; fails to improve personal skill set; requires constant direction and supervision to complete tasks; is inefficient; unable to work independently.
 - (b) Exceeds Standards – possesses superior skills; considered a subject matter expert in assignment; is a team leader; provides training to other unit members; work product is completed in a timely manner, error- free and is consistently superior.
5. Follows through on commitments and responsibilities
 - (a) Needs Improvement - fails to meet deadlines; does not complete assignments in a timely manner.
 - (b) Exceeds Standards – fulfills all commitments and responsibilities; completes tasks ahead of deadlines; tasks are error free; seeks additional responsibilities.



SACRAMENTO POLICE DEPARTMENT

REFERENCE MANUAL 257.03



E. KNOWLEDGE MEASURES

1. Understanding of applicable orders, codes, policies, laws and technology.
 - (a) Needs Improvement – does not understand Department orders and applicable laws; unable to follow or apply policy and procedure; unable to access manuals and databases; continually asks questions about written protocols; unable to apply knowledge to new situations.
 - (b) Exceeds Standards – comprehends, applies and follows law, protocol and procedures; able to apply knowledge to new situations; asks few questions about written policies; can quickly and easily access databases, manuals and reference materials to obtain necessary information.
2. Understanding of job duties and responsibilities
 - (a) Needs Improvement – unable to perform tasks without seeking clarification about job functions and assigned tasks from a supervisor; does not recognize the significance or priority of duties.
 - (b) Exceeds Standards – performs job duties competently with minimal direction from a supervisor; completes job functions and assigned tasks without unnecessary clarifying questions.
3. Continues to expand knowledge, skills and abilities
 - (a) Needs Improvement – refuses to keep up with changing job dynamics; lacks efficiency and skill with techniques, equipment and/or technology; fails to self-motivate and learn new skills and mandates.
 - (b) Exceeds Standards – constantly seeks opportunities to learn and increase skill set; shares job knowledge with unit/team members and other employees; is considered a subject matter expert in regards to skills, abilities, equipment and technology.

F. TEAMWORK

1. Demonstrates a positive attitude and work ethic
 - (a) Needs Improvement – has poor attitude; criticizes directions and orders; does not self-motivate and waits for assignments.
 - (b) Exceeds Standards – has superior attitude; constantly seeks new and challenging assignments; self-motivator.
2. Works well with co-workers/teammates/supervisors
 - (a) Needs Improvement – makes negative comments about coworkers and/or supervisors; devalues the contributions of others; when assigned team projects, fails to complete tasks.
 - (b) Exceeds Standards – constantly seeks team/partnership opportunities to improve efficiencies; praises the contributions of others; is self-motivated and continually motivates coworkers/teammates.
3. Effective use of resources
 - (a) Needs Improvement – fails to utilize proper resources, personnel, technology or equipment.
 - (b) Exceeds Standards – anticipates resource needs and plans accordingly; uses resources efficiently as a force multiplier.

G. SUPPORT OF DEPARTMENT CORE PRINCIPALS

1. Proactively Protects our Community
 - (a) Needs Improvement – fails to proactively address crime and disorder; fails to address problem locations; fails to self-initiate enforcement activity.
 - (b) Exceeds Standards – proactively addresses crime and disorder; efficiently and expediently solves problems; continually seeks creative solutions to problem areas.
2. Fosters and/or supports Partnerships with internal and external customers
 - (a) Needs Improvement – makes no effort to develop new partnerships or foster existing partnerships that directly benefit or support team and/or Department goals.
 - (b) Exceeds Standards – continually and actively pursues professional partnerships that support team and/or Department goals.
3. Exhibits Professionalism in appearance, interactions and behaviors
 - (a) Needs Improvement – uniform and/or appearance is not professional or within established



SACRAMENTO POLICE DEPARTMENT

REFERENCE MANUAL 257.03



- polices; interaction with internal and external customers is curt or lacks tact and/or empathy.
- (b) Exceeds Standards – consistently dresses in a clean and professional manner; delivers superior service to both internal and external customers.
- 4. Develops and/or supports Prevention and Intervention strategies
 - (a) Needs Improvement – lacks creativity and/or makes no effort to develop or support strategies and efficiencies that would prevent crime.
 - (b) Exceeds Standards – consistently seeks out creative or established ways to prevent crime and disorder.
- 5. Demonstrates Ownership of task and problems
 - (a) Needs Improvement – does not accept responsibility or ownership for tasks and problems; does not actively seek out methods or strategies to reduce crime and disorder in their area of responsibility.
 - (b) Exceeds Standards – is empathetic and invested in his/her area of responsibility and actively seeks ways to improve public safety and reduce crime and disorder.

H. SUPERVISION AND LEADERSHIP (SUPERVISORS ONLY)

- 1. Provides and encourages training and development opportunities
 - (a) Needs Improvement – refuses to self-improve; refuses to take advantage of training opportunities; refuses to share experience and expertise or provide training; refuses to take opportunities to develop their subordinates.
 - (b) Exceeds Standards – constantly seeks to increase skill set and development opportunities; constantly shares personal expertise/knowledge; provides superior training to co-workers; actively engages in developing the skill set of their subordinates.
- 2. Effectively addresses outstanding and/or substandard performance
 - (a) Needs Improvement – does not recognize or identify poor performance of his/her employees nor does he/she identify, recognize or reward superior performance.
 - (b) Exceeds Standards – consistently monitors employee performance and identifies and addresses poor performers as well as consistently recognizes and rewards superior performance.
- 3. Actively leads employees towards the furtherance of Department goals and team goals
 - (a) Needs Improvement – fails to ensure that their subordinates understand and actively and consistently work towards identified team and Department goals and fails to measure progress.
 - (b) Exceeds Standards– ensures that all team members are trained and/or understand team and Department goals; consistently motivates employees to reach identified goals and measures employee progress toward same.
- 4. Demonstrates quality supervisory decision making skills
 - (a) Needs Improvement – consistently makes poor decisions, or makes no decision and routinely fails to take charge and perform supervisory duties.
 - (b) Exceeds Standards– consistently and quickly processes information and makes sound decisions.

I. TIME LINE

- 1. The following dates shall be the benchmarks for the completion of the employee's performance evaluation.
 - (a) Second week of January:
 - 1. The employee and supervisor shall discuss the evaluation process, the Team/Unit Goal(s), the Personal Development Goal(s), and review relevant policy and procedure. This evaluation will be known as the "Start of Year" evaluation.
 - 2. The employee and supervisor shall review the employee's watch file.
 - 3. If the employee transfers into a new assignment or position, the meeting shall occur as soon as possible.
 - (b) Second week of February:
 - 1. The employee and the supervisor shall establish goals and document them on the SPD



SACRAMENTO POLICE DEPARTMENT REFERENCE MANUAL 257.03



257.

2. One copy of the SPD 257 shall be made and placed in the employee's watch file. The original shall be given to the employee.

(c) The second week of June:

1. Supervisors shall complete the mid-year evaluation.
2. The completed SPD 257 shall be submitted to the Division Manager for review and approval.
3. The supervisor shall meet with the employee, discuss and review the evaluation, amend employee goals as necessary and have the employee initial and date the approved SPD 257.
4. One copy of the mid-year SPD 257 shall be made and placed in the employee's watch file. The original shall be given to the employee.

(d) Second week of November:

1. Supervisors shall re-evaluate their employees and complete the end of year evaluation. NOTE: The same procedures shall be followed as outlined in the mid-year evaluation section of the Employee Performance Evaluation Manual.
2. The completed SPD 257 shall be submitted to the Division Manager for review and signature.
3. The supervisor shall have the employee initial and date the approved SPD 257.
4. Two copies of the SPD 257 shall be made. The first copy shall be placed in the employee's watch file, and the second copy shall be forwarded to PSD for scanning into the employee's personnel file. The original shall be given to the employee.

J. PERFORMANCE REBUTTALS/COMMENTS

1. Employees shall have 10 working days from the date of acknowledgement to submit written comments/rebuttals.
2. All written comments will be routed through the chain of command and attached to the SPD 257 in the employee's watch file.
3. A copy of the written comments shall be forwarded to PSD. PSD will ensure that the comments are attached to the employee's SPD 257 and scanned into the employee's personnel file.

K. FILE STORAGE

1. The SPD 257 shall be maintained in the employee's watch file for a period of one year from the completion date.
2. PSD shall maintain permanent electronic copies of the employee's SPD 257.