

POLICE DEPARTMENT HANOVER PARK, ILLINOIS



DIRECTIVE: 129-A

REFERENCE STANDARDS: 35.1.1 35.1.2 35.1.4 35.1.5
 35.1.6 35.1.7 35.1.8 35.1.9
 35.1.10 35.1.11 35.1.12 35.1.13
 35.1.14

SUBJECT: Performance Evaluations

POLICY: It shall be the policy of the Hanover Park Police Department to establish and maintain a system for employee evaluations. Our evaluation system shall be a management tool utilized to:

- provide information to employees about their performance
- assist in personnel decisions
- improve work performance

I. Procedure

A. PERFORMANCE EVALUATION SYSTEMS

1. Performance Evaluations shall be conducted by supervisors a minimum of once each year. The evaluation period shall cover the calendar year. (35.1.2) (35.1.5)
2. Supervisors shall utilize the Performance Evaluation computer program approved by the Department of Human Resources for the Village of Hanover Park. This program will be available to the rated employee's supervisor prior to the due date of the annual evaluation. This program does utilize a numerical scoring system that encompasses competencies, current goals, future goals, development plans, and an overall summary. The supervisor selects the most accurate description for each dimension presented. (35.1.1a)
 - a. Supervisors shall receive formal training in performance appraisal from the Department of Human Resources. (35.1.1d)
 - b. In completing the Performance Evaluation Program, supervisors shall comply with the instructions presented to the evaluator. (35.1.1c)
 - c. The Performance Evaluation Program is only a tool used in performing the evaluation function. It should not interfere with the process. If additional information pertinent to employee performance is warranted, the rating supervisor will attach a descriptive memorandum to the completed Performance Evaluation Form.

POLICE OPERATIONS MANUAL

Dir.#: 129-A

Issued: 01/24/2001

Eff: 01/24/2001

Rev: 04/15/2019

VILLAGE OF HANOVER PARK

Rescinds:

Auth:

3. The program will be completed by the employee's supervisor, indicating that appropriate trait exhibited by the employee during the evaluation period. Examples of the habits to be evaluated are as follows: (35.1.1b)
 - a. Work Quality
 - b. Productivity
 - c. Planning/Organization
 - d. Decision Making/Problem Solving
 - e. Internal/External Customer Service Attitude
 - f. Innovation
 - g. Oral Communication Skills
 - h. Written Communication Skills
 - i. Safety Awareness (Non-supervisory)
 - j. Attendance
 - k. Equipment and Tool Utilization
 - l. Supervisory Skills (only used if employee is performing in a supervisory capacity or has during rating period).
 - 1) Supervisory Ability
 - 2) Leadership
 - 3) Safety Awareness
 - 4) Development/Empowerment of Staff
 - 5) Rating Subordinates' Performance (35.1.14)
 - Supervisors shall be rated, in part, based on their ability to effectively evaluate employees assigned them. This ability to fairly, impartially, accurately, and completely evaluate the performance of staff is a fundamental supervisory skill and demands daily preparation.
 - Supervisors shall insure that ratings are applied uniformly to other employees performing the same functions.
 - Supervisors shall only evaluate an employee against those dimensions pertinent to their specific job requirements.
4. A narrative section may also be completed containing an evaluation of other behavior/skill traits or require tasks evaluated by the supervisor which are not indicated on the form. These additional ratings shall be specifically related to the assignment of the employee. (35.1.4)
5. Any rated area where performance is categorized as *outstanding* or *unsatisfactory* shall be supported by the narrative comments. (35.1.7)
 - a. Every supervisor may maintain a narrative note file on each employee under his supervision.
 - b. This file, which is kept in the performance evaluation program for that employee, shall include:
 - 1) The date and time of the incident
 - 2) A brief description of the incident
 - 3) Any resultant disciplinary or award action

- c. Incidents of both positive and negative actions shall be recorded in this file.
- 6. Performance Resources. Each supervisor must thoroughly know and observe the employee's behavior before an effective performance evaluation can be conducted. Additional indications of performance shall be gathered from review of:
 - a. Attendance records
 - b. Reports written by the employee
 - c. Inspectional records
 - d. Commendations
 - e. Complaints
 - f. Observations from peers
 - g. Training records
- 7. When an employee's performance is deemed to be unacceptable and continues in an unfavorable manner after counseling or coaching sessions have taken place, they shall be notified of such in written format. This should occur as soon as the supervisor becomes aware of it. When overall performance is unacceptable; the employee shall be notified in writing in a timely manner prior to the end of the rating period. (35.1.6)
 - a. The evaluator shall be prepared to substantiate ratings at the unsatisfactory level, to advise the employee of unsatisfactory performance, and to define actions that should be taken to improve performance. If unsatisfactory performance continues, this information shall be included in the evaluation report.
- 8. The supervisor will indicate the employee's appropriate level of performance in the general report category after a summary consideration of the behavioral traits as marked.
- 9. The evaluating supervisor will sign and date the rating form.
- 10. The evaluation shall then be sent to the rater's immediate supervisor for their signature before holding the evaluation interview with the employee (35.1.8)

II. ERRORS AND PROBLEMS COMMON IN PERFORMANCE EVALUATION

The immediate supervisor of the evaluated employee may seek to measure the wrong qualities or fail to look at each quality separately and independently from others. In evaluating performance, supervisors should be aware of the following evaluation errors and seek to avoid them.

- A. Negligence - May result from attempting to apply different values to various components of performance. For example:
 - 1. It is easy to confuse *Quality* of work with *Volume* of work when, in reality, each should be considered separately.

2. Improper, inaccurate, or inconsistent *documentation of observed behavior* throughout the evaluation period must be avoided by the immediate supervisor.
- B. Prejudice of the rater - Evaluations must be based on objective observations and compared, as much as possible, against objective performance expectations. These questions should be considered:
1. How much of this trait does the employee exhibit? Is it constant or rare?
 2. What does Command expect? What level of performance is typical for the unit or section?
 3. Halo/Horn Effect - The halo effect is the tendency to allow one highly favorable or unfavorable trait to color judgment of all other traits. For this reason, each evaluation shall be limited to observations made only during the specific rating period involved.
 4. Inadequate Knowledge - The first job of an immediate supervisor is to know their employees. He/she should learn their needs, career goals, problems, interest, and other aspects of behavior which make that person an individual and which may impact upon their performance. This can be done through:
 - a. A proper, comprehensive evaluation interview;
 - b. Spending time with employees while they are on duty;
 - c. Occasionally having a lunch or dinner break with them. Evaluation of each new subordinate (due to transfer or recently hired) should be undertaken only after consultation of the employee's previous supervisor and/or examination of relevant records.
 5. Error of Central Tendency - This error is common among raters who feel they have inadequate information on which to base their evaluation and who seek to avoid the extremes of the rating scale being used. Instead, the supervisor tends to keep their evaluation "safe" in the "middle of the road." Such errors of central tendency are due to a fear on the part of the rater to have to defend a "high" or "low" rating to his subordinate or to his supervisor who would review the evaluation report.
 6. Leniency - Some supervisors seek to avoid hostilities by over-rating their employees. Another motive is to attempt to divert attention of supervisors from what could otherwise be a reflection on the supervisor's ability to direct, train, and discipline his/her subordinates.
 7. Severity - Some supervisors are too severe in the expectations they have of their subordinates. The qualities they seek are much greater than that expected by Command and are unrealistic, in light of the actual requirements of the job.

III. THE PERFORMANCE EVALUATION INTERVIEW

The evaluation interview is an extremely important part of the performance evaluation process. In many ways it is more important than the completion of the rating form, because, properly conducted, the interview sets the tone for future development of the employee. The interview must be properly planned and executed by the supervisor—it is a high priority supervisory function, and outside interruptions should be avoided, if possible. Adequate time should be allocated to the interview to permit a thorough, meaningful discussion between the employee and the supervisor. This interview should never be hastily completed nor "fit in where fill time is available."

- A. Objectives of the Evaluation Interview - The supervisor shall plan and execute the interview with the following objectives in mind: (35.1.9)
 - 1. Results of the performance evaluation just completed.
 - 2. Level of performance expected, rating criteria or establishing objectives and goals for the new reporting period; and
 - 3. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.
 - 4. Voluntary program of continuing education or training for development of employee skills or knowledge. Does not have to be related to employment.
- B. Setting - The location of the evaluation should be in a quiet, business-like atmosphere. Privacy is extremely important so that the employee does not feel as if the supervisor is opening the records to examination by third parties. Though business-like, the setting should establish a rapport between the supervisor and the employee conducive to constructive discussion.
- C. At the conclusion of the interview the employee will be afforded the opportunity to sign and date the rating form. They will be allowed to make written comments that shall become a permanent part of the evaluation report. (35.1.10)
 - 1. The employee's signature is not required as an indication of agreement with the evaluation. The signature indicates the employee was given an opportunity to both view and discuss their evaluation as prepared by the rater.
 - a. If an employee refuses to sign the evaluation report, the supervisor, with an independent witness present, shall write "refused to sign" on the rating form. The supervisor shall then prepare a narrative report detailing the reasons, if given, the employee refused to sign.
- D. Distribution of Forms - At the conclusion of the interview, the rater will distribute the evaluation reports as follows:
 - 1 set to the employee (35.1.11)

- 1 set to the supervisor's personnel file
- 1 set up the Chain of Command (originals).

- E. Further Review of Performance Evaluations – Further review of performance evaluations are to be made through the grievance procedure outlined in the Village of Hanover Park Personnel Rules and Regulations or existing labor agreement in effect. (35.1.12)
- F. Retention of Evaluation Forms - The original record shall be forwarded to the Director of Human Resources, Village of Hanover Park and shall be retained in that department no less than the statutory requirements following the termination, resignation, or retirement of the employee. (35.1.13)

IV. PROBATION PERIODS

- A. All employees of the Department recommended for removal or extension of probationary status will sign their names and date of review on the report, which is prepared by their immediate supervisor.
- B. Probationary periods of all employees will exist for a period of twelve months after employment and six months for promotion and may be extended an additional period with approval of the Chief of Police.

V. EXCEPTIONAL PERFORMANCE EVALUATION REPORTS

- A. Performance Evaluation For Entry-Level, Probationary Employees
1. An in-depth evaluation of an employee's job performance during their probationary period shall be conducted for sworn positions and general employees. Such evaluations should include the following issues and observations:
 - a. Specific examples of job performance
 - b. Current level of development
 - c. Work attitude
 - d. Quality and volume of work
 - e. Judgment
 - f. Other appropriate indicators of performance appropriate to the job
 2. Evaluation processes for probationary police officers shall be conducted as follows:
 - a. During Academy Training: The Deputy Chief of Support Services shall continuously evaluate performance based upon test performance, inspections, and evaluation of conduct. Written feedback shall be provided for critical incidents and substandard performance.
 - b. During Field Training and Evaluation Program the Performance Evaluations Field Training officer becomes the Recruit Officer's

"immediate supervisor" for training and evaluation purposes. During this period, the FTO will complete the reports outlined in DIR 512-S, Field Training Officer Program.

- 1) Following Field Training: During the balance of the probationary period, the Shift Supervisor will utilize the Village of Hanover Park approved performance evaluation rating form to evaluate performance.

VI. PERSONNEL INFORMATION UPDATE

- A. In order to maintain the most current personal information regarding employees, each employee will be required to complete a Personnel Information Form that is maintained in the patrol supervisor's office on an annual basis. The third shift patrol supervisor shall be responsible for maintaining this information.
 1. A copy of the completed form will be forwarded to the Human Resource Department for general records update on an annual basis.