
Evaluation of Employees

1002.1 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.

1002.2 POLICY

The Irvine 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.

1002.3 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 professional staff 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 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 evaluation period.

Irvine Police Department

Policies

Evaluation of Employees

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.

1002.3.1 RESERVE OFFICER EVALUATIONS

Reserve officer evaluations are covered under the Reserve Officers Policy.

1002.3.2 PERFORMANCE IMPROVEMENT PLANS

When it is determined a performance improvement plan (PIP) should be implemented for an employee, the employee's supervisor will be responsible for its completion, and for the monitoring of the employee during the PIP period. A manager shall review the PIP prior to it being presented to the employee. When the PIP is presented to the employee, the employee should sign the document before it is placed into the employee's personnel file. The employee shall also be provided a copy of the PIP.

Generally, any PIP should contain the following elements:

- (a) An overview of the circumstances leading up to the implementation of the PIP, including a description of any prior efforts to address the substandard performance.
- (b) A specific description of the substandard performance.
- (c) A specific description of the expected performance standard.
- (d) If applicable, a description of specific tasks, or benchmarks the employee is required to complete to successfully complete the performance improvement plan.
- (e) Guidance or direction to the employee to assist the employee achieve the desired performance.
- (f) A timeframe for completion of the PIP.

Generally, any performance improvement plan should be six months in duration. This time frame may be altered, or extended, based on the individual needs of the situation, or if the employee is not performing at a competent level at the end of the PIP.

The employee's direct supervisor shall submit monthly progress reports to the proper manager, after the employee has signed a copy of the progress report and has been provided a copy of it.

1002.4 FULL TIME PROBATIONARY PERSONNEL

Professional Staff personnel are on probation as per their respective MOU before being eligible for certification as permanent employees. An evaluation is completed at the 6 and 12 month period for all full-time professional staff personnel during the probationary period.

Sworn personnel (recruits) are on probation for 18 months before being eligible for certification as permanent employees while lateral sworn personnel are on probation for 12 months. Probationary officers are evaluated daily, weekly and monthly during the probationary period.

Evaluation of Employees

1002.5 EVALUATION INTERVIEW

When the supervisor has completed the preliminary evaluation, arrangements shall be made for a private discussion of the 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. Comments made by the employee will then become a permanent part of the evaluation which is maintained in the employee's personnel file.

1002.5.1 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 a form to be completed and returned by the employee certifying the following:

- (a) The employee understands the harassment and discrimination policies.
- (b) Whether any questions the employee has have been sufficiently addressed.
- (c) 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 insure appropriate follow up action is taken.

1002.6 EVALUATION REVIEW

Prior to any discussion with the employee, the performance evaluation is forwarded to the rater's supervisor (Division Commander). The Division Commander shall review the evaluation for fairness, impartiality, uniformity, and consistency. The Division Commander shall evaluate the supervisor on the quality of ratings given.

1002.7 EVALUATION DISTRIBUTION

The original performance evaluation 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 will be forwarded to City Human Resources Department.