I. STATEMENT OF ISSUE

Outstanding performance is one of the most important and positive traits of members of the Davis Police Department. Time spent by members and supervisors encouraging and supporting productive behavior is an integral component of our organizational efficiency.

Position performance standards are statements that quantify or qualify the desired result or behavior of a member. Some standards are universal to all positions while others are unique to an individual job assignment.

This policy describes the method and philosophy used in the evaluation of member performance using position performance standards.

II. PROCEDURE

A. Performance Philosophy

There are several aspects to our performance philosophy and evaluation procedure:

1. To provide innovative and quality service to the public by encouraging members to perform their jobs in the most effective and efficient ways possible.

2. To assist individual members in understanding the duties, responsibilities, priorities, and standards of their individual assignment.

3. To recognize the value of members and what they provide to the organization.

4. To give a basis for fair, objective appraisal of performance.

5. To provide every member feedback on the previous year’s performance.

6. To develop individual goals and training objectives that are reflective of the department mission, goals, and objectives.

B. Supervisory Principles

The primary purpose of the evaluation is to improve the member’s performance and effectiveness through continued evaluation, feedback, and assistance. To achieve this, both the
supervisor and the member must make certain commitments to the evaluation process. The basic supervisory principles are:

1. Accept and respect members for their individual talents.

2. Expect responsible behavior and accountability from members; assist members in understanding how their behavior can influence the achievement of individual and organizational goals and objectives.

3. Encourage members to express opinions, suggestions and ideas, and to independently solve problems.

4. Support personal growth by assisting members to develop their knowledge and skills, and encourage learning.

5. Use evaluation as a mechanism for performance improvement by providing on-going feedback that is immediate and specific to the task.

6. Encourage direct communication including honesty, healthy conflict, cooperation, and teamwork; resolve conflicts through discussions, sound judgment and fair appreciation of rules; alleviate arbitrary rules and use of authority.

C. Overview of the Performance Evaluation

To implement the philosophy and supervisory practices, performance evaluations will include the following components and be documented in the following manner:

1. Non probationary members will be evaluated at least once a year. Probationary employees will be evaluated at least twice prior to the end of their probationary period.

2. Members will be evaluated using the position performance standards for their individual job assignment. Supervisors should avoid evaluating personality traits and instead evaluate the results of work behavior and how those results helped accomplish the mission, goals, and objectives of the Davis Police Department.

3. Evaluation and goal development will be a collaborative effort between the supervisor and member. Members are encouraged to provide supervisors with information or documents that may assist the supervisor in determining their ratings for individual performance standards.

4. Members are encouraged to set goals that are measurable and obtainable.

D. Merit Increases and Performance Improvement Plans

1. All requests for a merit increase will be accompanied by a written performance evaluation. Although the Police Chief retains the final authority to grant or deny a merit increase at the Department level, the following factors should be considered in the review of the request:

   a. Whether the member received overall acceptable or superior ratings on their performance evaluation.

   b. Whether the member met their goals for the evaluation period.

   c. The results of the member’s performance towards the mission, goals, and objectives of the Department.
d. The seriousness of any noted performance gaps towards the accomplishment of the mission, goals, and objectives of the department.

e. The likelihood any performance gaps will be immediately corrected.

f. The disciplinary history of the member, or lack thereof, with emphasis on the disciplinary history during the rated period.

g. Whether the member corrected any performance gaps from the previous rating period.

h. Whether the member was placed on a performance improvement plan and the results of the plan.

2. Members who demonstrate performance gaps during an evaluation period or who receive “needs improvement” ratings on their evaluation may be placed on a performance improvement plan (PIP) at the discretion of the rating supervisor and with concurrence of the Division Manager. The Office of the Police Chief will approve the issuance of a PIP. The PIP may be documented separately from any performance evaluation and will contain:

a. A list of specific performance gaps which are supported by actual examples of performance or behavior that is deficient or does not meet the position performance standards,

b. Clear and obtainable objectives with an established criteria for measuring or evaluating performance during the improvement period,

c. A list of resources or training that may assist the member in obtaining the objectives of the improvement period,

d. Notation of specific time periods the member will be evaluated and what will signal the end of the improvement period.

3. Appropriate action may be taken at the conclusion of the PIP to ensure that members meet position performance standards.

Darren Pytel
Police Chief
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