



NORTH MIAMI POLICE DEPARTMENT

STANDARD OPERATING PROCEDURES



PERFORMANCE EVALUATIONS 200.12

EFFECTIVE DATE: 07-27-21

APPROVED: 
Chief of Police

SUPERSEDES: 09-18-20

CFA: 12.01, 12.02, 12.03, 12.04,
12.05, 12.06

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I. PURPOSE

To standardize the evaluation of Department employees' job performance based on their assigned duties. In addition, to ensure the ongoing review, development, progression, and encouragement of behaviors that are commensurate with Departmental policies, procedures, core values, and accreditation standards, as well as foster and encourage employees' professional growth.

II. POLICY

Department supervisors will maintain and administer a fair and equitable performance evaluation program for all full-time employees. The performance evaluation process must be a continuous process of communication and feedback between the supervisor and his/her employee during any given rating period.

III. SCOPE

This policy applies to all full-time employees of the Department.

IV. DEFINITIONS

- A. **Rater:** The employee's immediate supervisor.
- B. **Reviewer:** Command staff member, or his/her designee.
- C. **Performance Rating Criteria:** **CFA 12.01B**
 - 1. **Exceptional:** A rating of *Exceptional* is distinctly superior. Work performance is consistently and substantially well above the standard expected of a thoroughly competent employee. Employee exceeds established work standards and objectives for the position. Employee responds well to change and handles unanticipated problems/situations.
 - 2. **Exceeds Objectives:** A rating of *Exceeds Objectives* is given when employees exceed performance objectives on a regular basis. Employee is making a valuable contribution to the city. Errors are infrequent and are typically detected and corrected by the employee.
 - 3. **Expected Performance:** A rating of *Expected Performance* is given when work performance is consistently up to the standard expected of a thoroughly competent employee in that position. Employee is able to establish and meet reasonable goals and objectives.
 - 4. **Marginal/Needs Improvement:** A rating of *Marginal/Needs Improvement* is given when the employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
 - 5. **Unsatisfactory:** A rating of *Unsatisfactory* is given when the employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Improvement is greatly needed and will require increased effort and training. *(If the overall rating is unsatisfactory, the Rater will attach copies of disciplinary actions, as well as Informal and Formal counseling and corrective actions.)*

D. **Language clarification:**

Should: Indicates a general or expected action, absent a rational basis for failing to conform.

Shall or Will: Indicates a mandatory action.

V. OBJECTIVES

Performance evaluations must provide the employee with a clear understanding of what skills and abilities they must master to effectively perform their duties and identify areas of excellence and/or where improvement is needed.

Performance evaluations will be utilized to: **CFA 12.01A, 12.03**

- A. Assist management and supervisors in determining the employee's suitability for other assignments, such as transfers to specialized units;
- B. Identify individual training needs;
- C. Assist in determining the employee's ability to assume additional responsibilities;
- D. Determine the employee's effectiveness in the assigned position;
- E. Assist in career development;
- F. Reinforce positive performance and behavior; and
- G. Correct, improve, and deter behavior that is contrary to established Departmental standards.

VI. PROCEDURES

- A. Annual documented performance evaluations will be conducted of each sworn and civilian full-time employee only, and will be conducted by their immediate supervisor. The evaluation will occur on the anniversary date of the employee's initial date of employment, or date of promotion.
CFA 12.01D,G
 - 1. Reserve Officers and School Safety Officers will not require a performance evaluation; however, if School Safety Officers are required at full capacity (part time), performance evaluations will commence on the date of assignment and continue as described in this policy.

- B. All performance evaluations shall cover the specific rating period, and the criteria used for the performance evaluation will be specific to the employee's job description, as well as other directives provided during the rating period. **CFA 12.01E**
- C. Each employee shall be advised in writing (via formal counseling, or other disciplinary action, if applicable) whenever his/her performance is deemed to be unsatisfactory, and the written notification be given to them prior to the end of the annual rating period. **CFA 12.05**
- D. All entry level sworn employees will have a written performance evaluation report completed daily while in the Field Training phase. This will be conducted by the Field Training Officer (FTO), to be reviewed by the FTO's supervisor.
- E. All ratings (Exceptional, Exceeds Objectives, Expected Performance, Marginal/Needs Improvement, and Unsatisfactory) require explanatory comments. **CFA 12.01C**
- F. Upon receipt of a completed performance evaluation, each employee will have an opportunity to discuss and review the evaluation with the Rater, sign the evaluation, and make written comments on the evaluation. Each employee will sign the performance evaluation as acknowledgement that they have read and received the documented performance evaluation. The employee will then be provided a copy of the evaluation. If the employee refuses to sign the documented performance evaluation as directed in this policy, the Rater will write on the employee's signature line, "Refused to Sign." Employees may attach a separate page for comment.
CFA 12.01H, 12.02B,C
- G. Contesting an Evaluation: **CFA 12.01I**
 - 1. Non-bargaining unit employees who receives an overall performance evaluation of less than "Expected Performance," may appeal the evaluation with the Personnel Director within fourteen (14) calendar days of the employee signing the performance evaluation. Refer to the Civil Service Rules, Rule XIV, Section A, for additional information on the appeal process.
 - 2. Bargaining unit employees, upon presenting supporting facts and evidence that the performance rating was not determined as described in this policy, may present documentation to the Personnel Department for review. If the results are not satisfactory, the employee may submit an appeal to the Personnel Board within fourteen (14)

calendar days of the employee receiving notification of the rating results. Refer to the Civil Service Rules, Rule XIV, Section B, for additional information on the appeal process. Information is also contained in the Grievance section of the current collective bargaining agreement.

3. Both, the Civil Service Rules, and the current collective bargaining agreements, are available in PowerDMS.

VII. RATER'S RESPONSIBILITY

- A. It is the employee's immediate supervisor's responsibility to provide recognition of each employee's performance in an objective and fair manner, and has the direct responsibility to rate and develop the employee with respect to total job performance.
- B. If an employee is not performing at an acceptable level during the rating period, the immediate supervisor will inform the employee in what respect he or she is not meeting Departmental standards, and will review with the employee applicable policies relating to the performance in question, and will discuss with the employee methods to improve their performance.
- C. Supervisors will document performance counseling sessions occurring during the rating period, as noted on the Office of Professional Compliance policy, 300.06, Sections VII and XVI.
- D. Rater responsibilities include:
 1. To provide counseling, coaching, direction and establish expectations;
 2. To evaluate the employee's overall work performance during the entire performance evaluation period, not just the most recent or most significance events;
 3. To keep the counseling/coaching sessions positive, constructive and motivational;
 4. To request input on performance from the employee's previous supervisor should the employee transfer from another unit or shift;
 5. Substantiating all ratings; and

6. When applicable, seek input from any other supervisor having direct knowledge of the employee's performance during the rating period when preparing a performance evaluation.
7. Raters must complete the section labeled "Development Plan and Objectives for the Next Evaluation Period" in the performance evaluation form. This will provide the employee, regardless of their overall rating, an opportunity to improve or be challenged with new experiences during the next performance evaluation period. The Rater must consider actions, activities, special continuing education, specialized training, or new on-the-job experiences that will challenge the employee.

VIII. REVIEWER'S RESPONSIBILITY

- A. All performance evaluations are reviewed by the Rater's supervisor, a command staff member, or designee, regarding the quality of ratings given to employees. Reviewers will evaluate Raters regarding:
 1. The fairness and impartiality of ratings given;
 2. Their participation in counseling/coaching the rated employees; and
 3. Their ability to carry out the Rater's role within the performance evaluation system.

IX. PROBATIONARY EMPLOYEES

The rating of personnel on probation is critical to determine, as early as possible, their suitability for continued employment or promotion.

- A. Supervisors shall complete a performance evaluation for all probationary officers no longer in the FTO phase, as well as newly promoted bargaining unit employees, at six (6) months and annually; **CFA 12.06**
- B. The probationary period for employees will be one year;
- C. Each probationary employee shall be advised in writing (via formal counseling, or other disciplinary action, if applicable) whenever his/her performance is deemed to be unsatisfactory and the written notification shall be given to him/her prior to the end of the annual rating period.

X. EMPLOYEE UNDERSTANDING

Employees will receive orientation on the performance evaluation system when hired; however, the employee's supervisor should review and discuss the performance expectations and the evaluation process with their employees within the first week of being newly assigned.

- A. Supervisors are encouraged to schedule regular informal meetings with the employee throughout the performance evaluation period to discuss the employee's progress, strengths and weaknesses. These meetings should be well-planned coaching and counseling sessions.
- B. Supervisors must assist the employee to embrace the Department's core values and mission statement.

XI. EMPLOYEE REVIEW

At the conclusion of the rating period, the supervisor will thoroughly review the following with the employee:

- A. Results of the performance evaluation just completed;
- B. The level of performance expected, and the rating criteria or goals for the new reporting period. It is important that the Rater discuss the evaluation thoroughly and completely with the employee. The performance evaluation interview provides the supervisor the opportunity to again review the position requirements with the employee and advise on the methods, procedures, techniques, and practices that must be applied in order to improve their performance; and **CFA 12.02A**
- C. Career development relative to such topics as advancement, specialization, or training appropriate for the employee's position.

XII. TRAINING

- A. Each employee will be informed during initial orientation of the performance evaluation process, to include: **CFA 12.04A-C**
 - 1. Tasks of the assigned position;
 - 2. The level of the performance expected; and
 - 3. The criteria used for the ratings on the performance evaluation.

- B. Reviewers will ensure that new supervisors/Raters under their purview, sworn and civilian, are properly trained on the standard performance evaluation form, and the evaluation system delineated in this policy. Reviewers will also provide guidance to Raters on how to conduct fair and impartial evaluations, as needed. **CFA 12.01F**
- C. Performance Evaluation training documentation will be forwarded to the Training Unit for inclusion in the employee's training file.