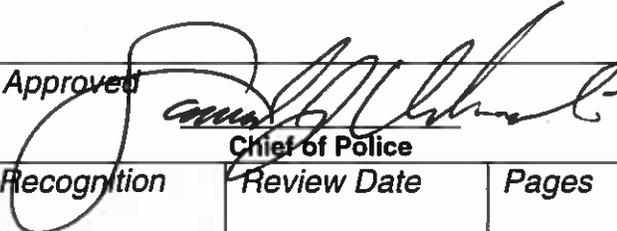


**LANCASTER POLICE DEPARTMENT
GENERAL ORDERS MANUAL**

<i>Effective Date</i> August 19, 2015		<i>Amended Date</i>		<i>Directive</i> 4.04.1	
<i>Subject</i> Performance Evaluations					
<i>Reference</i>			<i>Approved</i>  Chief of Police		
<i>Distribution</i> All Personnel City Manager City Attorney		<i>TPCA Best Practices Recognition Program Reference</i> 4.08, 4.09		<i>Review Date</i> July 14, 2017	
				<i>Pages</i> 5	

This Operations Directive is for internal use only and does not enhance an officer's civil or criminal liability in any way. It should not be construed as a creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of this Operations Directive, if proven, may only form the basis for a complaint by this Department, and only in a non-judicial administrative setting.

SECTION 1 PURPOSE

The purpose of this policy is to outline and describe the departmental evaluation process.

SECTION 2 POLICY

It is the policy of the department to provide employees with a fair and impartial performance evaluation and supporting processes for the purpose of both career development and promoting a competent and professional department.

The department bears an obligation to the public and its own personnel to hire and retain the best qualified employees. Further, meeting the challenges of the law enforcement profession demands that employees exhibit not only competent skills but also succeed in communicating with many different individuals in a variety of contexts. To that end, the department regularly and formally evaluates the performance of all department employees. The evaluation system discussed herein serves both the interests of management and employees.

SECTION 3 PROCEDURES

A. PURPOSE OF EVALUATION SYSTEM

1. Allow fair and impartial personnel decisions.
2. Maintain and improve performance.
3. Provide a basis and a medium for personnel counseling.
4. Assist in the decisions about the tenure of probationary employees.
5. Identify training needs.

B. WHEN PERFORMANCE EVALUATIONS ARE REQUIRED

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1. Performance Evaluations are completed annually on the employee's date of hire or date of promotion for all department employees, sworn and non-sworn. (TPCA 4.08)

C. GENERAL PROCEDURES

1. All employees shall be evaluated using the departmentally approved forms only.
2. All supervisory personnel will be trained in the personnel performance evaluation process prior to conducting any evaluations. (TPCA 4.09)

D. EVALUATION PROCESS

1. Supervisors conducting an annual employee evaluation should first determine the "Job Family" the employee belongs in. A list of all job families is located on the City of Lancaster employee website. Once the job family has been identified, the supervisor should use the correct performance manual for that specific job family. Each job family has different job competencies related to their specific job.
2. Supervisors should then complete each section of the performance manual for the employee. The sections include:
 - a. Employee information
 - i. This section includes the employee's name, review date, position, department, present grade, period covered by this review, time in present position and the supervisor's name that is completing the review. (TPCA 4.08)
 - b. Job Requirements
 - i. This section indicates the requirement for each area (professional courses, state courses, experience requirements, internal exam requirements) in accordance with the job description and if the employee has met the requirement.
 - c. Competency Ratings
 - i. This section is for the supervisor to rate the employee's performance for each competency area identified. The supervisor will rate the employee with a number one (1) through five (5) and provide rationale for the rating.
 - d. Objectives
 - i. This section should include the following:
 - ii. List the goal, performance, project or work objective to be accomplished within the upcoming performance cycle. (Identify specific actions, behaviors or goals the employee needs to begin, quit, continue and/or accomplish.)
 - iii. Describe the expected outcomes and criteria used to evaluate year-end results.

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- iv. At the year-end review, the employee should describe any activities indicating performance towards the objective, areas where performance exceeded expectations and areas needing improvement. Employees should also note any unforeseen circumstances that aided or hindered the completion of the objective.
 - v. The supervisor then writes their comments and establishes a rating between one (1) and five (5) for each objective, based upon the results (How close did the employee come to completing the objective? How much of the goal/objective did they complete?)
- e. Action Plans/Training and Development goals
- i. This section should identify specific training required to increase the employee's effectiveness on the present job and prepare the employee for future job assignments. This may include one or more of the following:
 - 1. State courses or Seminars
 - 2. Professional Courses or Seminars
 - 3. College Courses
 - 4. Internal courses
 - 5. Hands-on Training and Testing
3. Competency Rating Number System
- a. Exceptional Performance (5) - Performance is consistently outstanding and accomplishments make notable contributions to the organization. Continuous use of the competency behaviors. Example for how others should display the competency behaviors. Teaches others in effective use of this competency.
 - b. Exceeds Expectations (4) - Consistently displays use of the competency behaviors. Some development needed to more consistently and effectively use the competency behaviors. Performance exceeds minimum job requirements.
 - c. Meets Expectations (3) - Performance is what is expected of a qualified person in this job. Frequently displays use of the competency behaviors.
 - d. Marginal Performance (2) - Sometimes displays use of this competency. Requires closer supervision than is necessary for the job. Needs intensive development in the more consistent and effective use of the competency behaviors.
 - e. Unsatisfactory Performance (1) - Performance below minimum requirements of the job. Disregard for or consistently improper use of the competency behaviors.
4. Objective Rating Number System

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- a. 5 - 100% - Objective met and all criteria fulfilled. All conditions and expectations of the objective were met and/or exceeded.
- b. 4 - 75-99% - Great effort towards objective. Work activities displayed much effort and progress towards the completion of the objective. Objective should be carried over into the next review cycle.
- c. 3 - 50-74% - Some effort towards objective. Work activities displayed occasional effort and progress towards the completion of the objective. Objective should be carried over into the next review cycle.
- d. 2 - 25-49% - Little effort towards the objective. Work activities displayed little effort and progress towards the completion of the objective. Some progress towards the objective may have begun.
- e. 1 - 0-24% - No effort towards the objective. No progress was made towards the completion of the objective.

5. Overall Rating

- a. The supervisor should then transfer the competency ratings and objective ratings over to this section. A total competencies rating will be determined by adding all competency ratings together and dividing them by the number of competencies evaluated. A total objectives rating will be determined by adding all objective ratings together and dividing them by the number of objectives evaluated. A total overall rating will be determined by adding the total competencies and total objectives ratings together and dividing by two (2)
- b. The overall rating of the employee will be defined by using the competency scale.

6. Signature Page

- a. The supervisor will indicate which type of employee evaluation is being conducted and the final review date. The supervisor will sign and date the form before going over the evaluation with the employee.

7. Whenever a rating supervisor gives an employee a rating of two (2) or lower, then the supervisor is required to provide a Performance Improvement Plan.

8. The Performance Improvement Plan must identify the performance that is unsatisfactory or in need of improvement and define what actions should be taken to improve the performance to a satisfactory level.

9. Supervisors must provide explanations to justify the rating for each competency indicated "Marginal Performance" or "Unsatisfactory Performance"

10. Supervisors must review and discuss the performance evaluation with their assigned supervisor prior to the employee interview.

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E. EMPLOYEE INTERVIEW

1. All employees will be given an opportunity to review the completed evaluation form.
2. An interview between the rater and the employee will be conducted after the evaluation is completed. The rater shall explain each specific section, the rating given and the reason for the rating. The rater shall also provide direction for the employee to help him or her understand how to achieve a higher rating in the specific tasks.
3. The employee shall be given the opportunity to sign the completed evaluation form to indicate that he or she has read it. The employee may make any written comments that pertain to the evaluation on the form. Any areas that any employee does not feel is a correct measurement of their past performance should be indicated on their evaluation in writing explaining why they disagree with a respective ratings and/or comments.
4. The employee will be given a copy of the completed evaluation report, if desired.

F. COMPLETED EVALUATIONS

1. Once the evaluation has all of the required signatures, the original signed evaluation should be forwarded to the Office of Professional Responsibility for processing and filing to include the following tasks:
 - a. A copy of the evaluation, performance improvement plan and related documents will be filed in the employee's Lancaster Police Department personnel file;
 - b. All original documents will be forwarded to Human Resources for inclusion into the employee's City of Lancaster personnel file.

G. APPEAL

1. Evaluations are not subject to appeal
2. An employee within ten (10) business days after the date the employee is provided a copy of his or her completed evaluation form; the employee may provide a written response to the evaluation to the evaluator. The response shall be provided to the next level manager and forwarded to Human Resources with the completed evaluation form.

H. SCOPE OF RESPONSIBILITY

1. All members of the department shall know and comply with all aspects of this directive.
2. All Division Commanders and supervisory personnel are responsible for ensuring compliance with the provisions and intent of this directive.