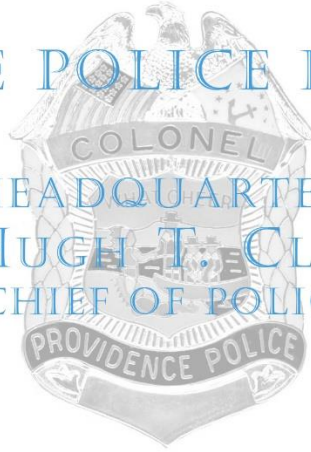


PROVIDENCE POLICE DEPARTMENT

HEADQUARTERS
COLONEL HUGH T. CLEMENTS, JR.
CHIEF OF POLICE



TYPE OF ORDER	NUMBER/SERIES	ISSUE DATE	EFFECTIVE DATE
General Order	230.04	6/17/2015	6/17/2015
SUBJECT TITLE		PREVIOUSLY ISSUED DATES	
Performance Evaluation System		4/7/2015; 2/27/2015; 6/5/2014	
REFERENCE		RE-EVALUATION DATE	
CALEA 35.1.1, 35.1.2, 35.1.7		6/17/2018	
SUBJECT AREA		DISTRIBUTION	
Human Resources		All Personnel	

PURPOSE

The purpose of this policy is to provide for the constructive evaluation of an employee's overall performance and to provide a basis for training needs and assessments.

POLICY

It is the policy of the Providence Police Department to evaluate the performance of both sworn and non-sworn employees in a formal manner and on an annual basis. The performance evaluation system is intended to:

1. Promote a common understanding of individual needs, work objectives and standards of acceptable performance.
2. Provide employees with feedback as to how well they are meeting expectations.
3. Suggest specific courses of action that employees can take in order to meet or exceed expectations.

DISCUSSION

The quality of the services provided by the Providence Police Department greatly depends upon the performance of all of its employees. Performance evaluations provide the Department with an efficient tool by which to assess the level of that quality and determine areas in need of improvement.

A successful rating system can provide both management and the employee with the knowledge of those areas in which improvement can be made. While total objectivity is unobtainable, the Department will strive to maintain the fairest and most impartial system possible by clearly defining criteria; promoting employee participation; training the raters; and evaluating the raters as to the quality, consistency, and impartiality of their ratings.

PROCEDURE

I. ORGANIZATION

- A. The performance evaluation system provides a standard format by which a supervisor can assess the conduct and work performance of an employee. The performance evaluation system strives to achieve the following objectives:
 - 1. Initiate and maintain a communication channel between employee and supervisor.
 - 2. Illustrate employee strengths and weaknesses.
 - 3. Provide background needed in order to devise methods for improving employee performance.
 - 4. Provide information used in developing employees for higher level and more responsible positions.
 - 5. Point out areas of performance where the employee requires special or additional training.
 - 6. Provide information used as a factor in assessing vacancy notice candidates; promotions; and reclassification of sworn personnel.
 - 7. Increase the overall efficiency of the Department, with the goal of providing quality services to the community.
- B. Performance evaluations for all sworn and non-sworn employees will be conducted annually. The evaluation will rate each employee's performance over the preceding calendar year.
 - 1. Personnel exempt from submitting to a performance evaluation are limited to the Chief of Police; constitutionally elected officials; and those employees exempted by controlling legislation.
- C. Raters should be prepared to substantiate ratings at the "Exceeds Expectations" and "Superior" levels, as well as those ratings at the "Below Expectations" and "Unsatisfactory" levels.
 - 1. A written counseling statement shall be provided on a quarterly basis by the rater to any employee who appears to be on track for a

“Below Expectations” or “Unsatisfactory” rating, including at least ninety (90) days from the end of the calendar year. The counseling statement shall detail the actions that must be taken by the employee in order to improve performance. Such counseling statements shall be retained in the employee’s personnel file.

2. Raters will also utilize written counseling statements to address issues as they arise. These counseling statements shall contain dates and details of the pre-rating period counseling, as well as records of other discussions related to work performance. Notes should make reference to written reports and samples of work, or any special activities related to work performance. The emphasis of each item recorded should be on observable behavior or performance, rather than on vague personality traits.
 3. The rater must explain the reasons for such high or low ratings given to an employee on his/her evaluation form by utilizing the appropriate comment section of the form.
- D. An evaluation form has been developed to provide for common personnel evaluation traits and specific traits for supervisors. This form shall be utilized by raters when conducting performance evaluations.
- E. A Performance Appraisal Manual will be provided to all raters for use in evaluating the performance of their personnel. The manual includes specific instructions on the proper application of the Performance Evaluation System.
- F. Raters will assign scores for each area of performance under analysis. Definitions of measurement criteria are included in the evaluation form for each trait.
- G. The rater of a sworn employee will be that employee’s immediate, sworn supervisor in his/her chain of command.
1. In most cases, the rater will be a first-line supervisor holding the rank of Sergeant.
 2. A sworn supervisor will be rated by the next-highest ranking sworn supervisor in his/her chain of command.
- H. The rater of a non-sworn employee will be either that employee’s sworn or non-sworn supervisor.
- I. Raters are also responsible for the following:

1. The performance evaluation should be representative of the employee's total performance and contribution for the entire evaluation period.
 2. The rater should ensure that the criteria used for that performance evaluation is specific to the position(s) occupied by the employee during that rating period. The rater should review the job description for that employee before starting the evaluation process.
 3. Evaluations require accurate and detailed information. Raters should take time and be thorough with each evaluation.
 4. The rater will complete the performance evaluation form accurately and in a timely manner.
- J. Raters will receive training in the performance evaluation process and the use of evaluation forms prior to conducting annual evaluations for the first time. Refresher training will be conducted as needed.
- K. Raters should conduct evaluations uniformly, and will themselves be rated by their supervisors regarding the fairness and impartiality of the ratings that they have given to their employees.
- L. All performance evaluations will be reviewed and signed by the rater's supervisor.
- M. The employee must sign the performance evaluation report. Signing the performance evaluation report acknowledges that the employee has discussed the evaluation with his rater. Signing the evaluation report does not indicate agreement or disagreement with the contents with the report. The employee may make written comments on a department form, which will be attached to the evaluation report. These comments may include suggestions for improved performance, ways to improve the overall operation of the work unit, and/or concurrence or disagreement with the evaluation.
- N. The completed evaluation report form and any attachments will be copied in triplicate. One copy will be given to the employee during the evaluation conference; the rater retains one copy; and one copy will be forwarded to the employee's Division Commanding Officer. The original evaluation report shall be forwarded to the Human Resources Bureau to be retained as part of the employee's permanent record.
- O. Employees may contest performance evaluations within ten (10) days of receiving them. The Chief of Police or his designee will review contested performance evaluations. Employees will document the reason for the contested evaluation and request a formal review with the Chief of Police. In this review process, the Chief's decision is final.

II. POST - EVALUATION COUNSELING

- A. At the conclusion of the annual rating period, each employee will be counseled by their raters concerning:
1. The results of the performance evaluation just completed.
 2. The level of performance expected, rating criteria, and goals for the new reporting period.
 3. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.
- B. Performance evaluations shall be discussed between the employee and the rater. This will provide an opportunity for an open and constructive discussion of the employee's performance in relation to the requirements of their classification. It is the rater's responsibility to clearly explain to the employee what was taken into consideration in making the evaluation. The employee should be commended for work well done and helped to understand the areas in which improvement is required. The evaluation form must be signed by both the rater and the employee to acknowledge that it has been read, discussed, and understood.

III. PROBATIONARY OFFICERS

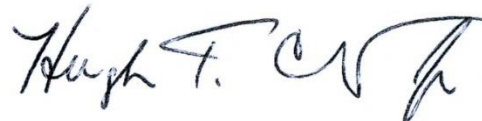
- A. Probationary officers in field training will be evaluated in accordance with the procedures stipulated in the Department directive entitled, "Providence Police Department Field Training and Evaluation Program".
- B. Once the field training program is completed, probationary officers will be evaluated in accordance with this directive.

APPROVED:



STEVEN M. PARÉ
COMMISSIONER
DEPARTMENT OF PUBLIC SAFETY

APPROVED:



HUGH T. CLEMENTS, JR.
COLONEL
CHIEF OF POLICE