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1789

PERFORMANCE EVALUATIONS AND CAREER DEVELOPMENT
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PURPOSE: The purpose of this policy is to establish procedures for an objective way of evaluating the intangibles of work performance. Evaluation allows management to identify areas of weakness and areas of strength; not only on an individual basis, but for the entire department. Evaluations further help in identifying training needs, as well as provide for more effective supervision.

POLICY: It is the policy of the Albany Police Department to evaluate each full time employee by conducting a documented annual performance evaluation, with the exception of the department’s chief executive officer, elected officials, or employees exempt by controlling legislation.

I. PERFORMANCE EVALUATIONS

A. Personnel Performance Evaluation System:

1. The personnel performance evaluation system currently used by the City of Albany Police Department was instituted to meet the needs of the department and evaluate the work performance of an employee. The system is a basic measurement instrument that serves both management and the individual employee.
2. Sworn employees shall be evaluated by their immediate supervisor on an annual basis utilizing the Albany Police Department [Sworn Employees Annual Performance Evaluation Form](#), APD Form # 295 shown on pages 6-10 of this order, which measures specific job related competencies that are defined on the form.
 - a. The performance evaluation criteria, specific to the assignment for the employee during the rating period, consists of the following:
 - i. Knowledge and patrol of assigned area(s);
 - ii. Investigative skills;
 - iii. Knowledge/application of laws, rules, regulations, and policy/procedures;
 - iv. Professional work ethic;
 - v. Public professional relationships;

- vi. Administrative responsibilities;
 - vii. Time and attendance;
 - viii. Safety and employee well being;
 - ix. General appearance and grooming standards;
 - x. Written and oral expression;
 - xi. Equipment maintenance and use; and
 - xii. Supervisory skills (for supervisors only).
- b. The employee's supervisor shall assign a performance rating, which should reflect the employee's overall performance for the rating period. The rating categories are measured according to the following definitions:
- i. Outstanding – The employee's performance clearly is exceptional in comparison with expectations, thereby causing the employee to stand out and above others in the work unit. Performance consistently exceeds expectations for all tasks. The employee can be relied upon to perform the most difficult tasks and has made exceptional contributions to the work of the employee's work unit or department.
 - ii. Excellent – The employee always meets and frequently exceeds performance expectations for all tasks. The employee is performing better than expected for many of the tasks and is recognized as a particular asset to the work unit.
 - iii. Good – The employee meets performance expectations for all tasks and performs in a good, competent manner. This is the expected and usual level performance for most employees.
 - iv. Needs Improvement – The employee meets performance expectations at a minimally acceptable level.
 - v. Unsatisfactory – The employee clearly does not meet performance expectations, not even at a minimally acceptable level.

II. RATER TRAINING, RESPONSIBILITY AND EVALUATION

A. Training:

1. All newly promoted sergeants shall attend twenty-four (24) hours of in-service training in which a segment of instruction shall be dedicated to rater training, and include, at a minimum, the following:
 - a. Objectives of the performance evaluation report;
 - b. Procedures for the use of forms;
 - c. Measurement criteria and definitions;
 - d. Common rating errors;
 - e. Conducting rating interviews;
 - f. Career development; and
 - g. Rater responsibilities.

2. Supervisor raters shall be evaluated by their immediate supervisor

regarding the quality of ratings given to department members.

- a. This shall be conducted upon review and signature of the performance evaluation by the next line supervisor, according to the following:

MEMBER RATED	RATER	REVIEW RATER
Chief of Police		
Deputy Chief of Police	Chief of Police	
Commander	Deputy Chief of Police	Chief of Police
Lieutenant	Commander	Deputy Chief of Police
Sergeant	Lieutenant	Commander
Police Officer/Detective	Sergeant	Lieutenant
Probationary Police Officer	Field Training Officer	Sergeant
Police Recruit	Academy Counselor	Training Unit Sergeant

B. Responsibility:

- 1. It is a supervisor’s responsibility to improve and correct the performance of personnel under his/her supervision and to make the employee aware of their deficiencies, as well as give positive recommendations to improve performance. The supervisor shall ensure that personnel under their command possess the knowledge and direction to maintain a satisfactory performance level.
 - a. It is the immediate supervisor who is most familiar with the employee’s performance and most capable of accurately evaluating that performance. The responsibility of rating employees by their immediate supervisor cannot be delegated. If an employee has more than one supervisor during a rating period, then the rating supervisor should confer with all other supervisors when completing the evaluation.

C. Evaluation:

- 1. Supervisor raters will be evaluated periodically by their immediate supervisor regarding the quality of ratings given to officers.

III. PERFORMANCE EVALUATION PERIOD AND PROCEDURES

A. Evaluation Period:

- 1. Non-Probationary Sworn Employees:
 - a. Non-probationary sworn employees shall receive an annual performance evaluation, which shall be completed by the employee’s immediate supervisor on the employee’s anniversary date of assignment or classification. The evaluation period shall cover the employee’s previous twelve (12) months of performance.
 - b. Upon promotion or reclassification, the employee’s anniversary date for evaluation purposes will change to the date of promotion or reclassification.

2. Probationary Sworn Employees:

- a. Probationary sworn employees shall receive quarterly performance evaluations, in accordance with [GO 4.1.05 – Training: Organization and Functions](#).

B. Rating Review and Counseling:

1. Rater's shall list explanatory comments when performance ratings are unsatisfactory or outstanding.
2. After the evaluation report is complete it shall be reviewed and signed by the rater's supervisor.
3. Each employee shall be counseled at the conclusion of the rating period, to include the following areas:
 - a. Results of the performance evaluation just completed;
 - b. Level of performance expected, rating criteria or goals for the new reporting period;
 - c. Discussion and/or clarification of any performance issues;
 - d. The signature of the employee is required on the evaluation. This signature indicates that the employee has reviewed the evaluation and does NOT signify agreement or disagreement with the evaluation;
 - e. The employee will be give the opportunity to make written comments to supplement the completed evaluation report; and
 - f. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

C. Contested Evaluations:

1. If an employee and rater disagree on any area(s) of the evaluation (and cannot resolve it), the employee may request an appeal of the evaluation, in the following manner:
 - a. Request a meeting with the rater and attempt to correct the disagreement.
 - b. Request review of rating with the rater and the rater's supervisor and attempt to correct the disagreement.
 - c. Request review of rating by the Commanding Officer of the employee's unit/station with the rater's supervisor and employee present.

D. Unsatisfactory Performance:

1. Non-probationary employees shall be advised in writing whenever their performance is deemed to be unsatisfactory and that the written notification be provided to the employee in a timely manner in accordance with collective bargaining agreements and current directives.

E. Employee Copy:

1. Upon completion of employee performance evaluation forms, the employee shall be provided a duly signed copy of the report.
 - a. The department shall retain personnel performance evaluation reports for at least six (6) years after the member has retired or has separated service from employment with the department, in accordance with the [MU-1 Records Retention and Disposition Schedule](#) and current directives.

IV. CAREER DEVELOPMENT

A. Personnel Training:

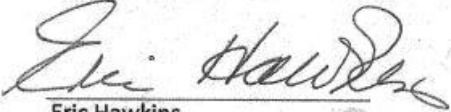
1. In order to adequately provide career counseling services, command and supervisory personnel shall complete [GEN 124 – Career Path Development Training Course](#) in PowerDMS.

B. Career Development Program:

1. The Albany Police Departments Career Development Program is based on career counseling, in-service training, and advanced specialized training.
 - a. Career counseling is a supervisory function in which guidance to individuals is provided for choosing, preparing, entering and progressing in job assignments through short and long term goal setting. The performance appraisal process is ideal for a supervisor to monitor and track the member's goals and progress.
 - b. In-service training and advanced specialized training is provided in order to maintain and enhance member's ability to perform the duties and responsibilities of the assigned job, and to stimulate interest or professional skills in specialized assignments.
 - c. The career development program shall also provide advanced levels of instruction for specialized assignments, and enhance a member's overall potential for upward mobility and job satisfaction.
 - d. Personnel and supervisors shall utilize the department's [Master Course List](#) for planning an employee's career road map (this document must be downloaded in order to be viewed in proper format).

C. Educational Incentives:

1. The Albany Police Department is committed to higher education by offering all eligible personnel with educational reimbursements for post-secondary education expenses incurred, as per the respective collective bargaining agreement or the [City of Albany Personnel Policy and Procedures Manual](#).


Eric Hawkins
Chief of Police



**ALBANY POLICE DEPARTMENT
ANNUAL EVALUATION FORM**



SECTION I EMPLOYEE IDENTIFICATION

Employee's Name: _____ PIN: _____

Title: _____ Date: _____

Evaluation Period - From: _____ To: _____ Assignment: _____

SECTION II SUPERVISORY INSTRUCTIONS

Compare the employee's job performance relative to each of the performance factors in Section IV with the ratings described under each factor. Select the rating, which most accurately describes the employee's performance on each factor, and circle the appropriate letter.

If the employee's performance is not exactly described by one of the definitions under a factor, select from all ratings the one which best describes the employee's performance. If an employee's duties are such that a given factor has no applicability, omit that factor.

SECTION III PERFORMANCE FACTORS

1A. KNOWLEDGE AND PATROL OF ASSIGNED AREA(S)

O E G NI U

Consider employee knowledge and performance in planning, coordination and execution of patrol. Consider ability to identify law enforcement related activities, to develop information sources and to respond to enforcement needs of assigned area(s).

OUTSTANDING: Displays superior knowledge of assigned area(s) pursuing a broad range of enforcement activity and gathers intelligence from various sources. Consistently recognizes and/or anticipates illegal activity and trouble spots and takes proper action.

GOOD: Displays a satisfactory knowledge of assigned area(s), recognizing law enforcement activities. Develops information sources/public contacts. Understands specific needs of area and responds to complaints and conducts investigations in an appropriate manner. Plans and coordinates patrol activity. Displays inquisitiveness and documents suspicious activity. Regularly keeps supervisor apprised of situations and activities. Consistently available to station, gives out-of-service locations to station/dispatcher when on duty. Maintains an active performance record.

UNSATISFACTORY: Fails to display a working knowledge of patrol area(s). Unsuccessful in developing information sources and contacts with the public. Does not recognize and/or fails to take proper action in law enforcement related activities. Variety of activity in the assigned area is not reflected in work output. Repeatedly is not available to the station, or does not give out-of-service location to the station/dispatcher when on duty.

1B. INVESTIGATIVE SKILLS

Evaluate ability to conduct a proper investigation. Consider employee's ability to use proper questioning techniques; to vary techniques to fit constitutional guidelines.

OUTSTANDING: Demonstrates an exceptional ability to accurately develop and evaluate factual data. Displays an extremely high level of performance in all facets of the investigative process. Consistently uses proper questioning techniques for investigations. Controls the interview/interrogation even in the most difficult situations.

GOOD: Follows appropriate investigatory procedures. Is usually accurate in diagnosis of factual data collected, is able to recognize readily available evidence. Correctly identifies, collects and preserves evidence. Successfully organizes and coordinates the efforts of the investigation team members. Usually establishes proper rapport with person(s) interviewed/interrogated. Gathers most of the available information and records same. Usually controls interrogations and follows established guidelines.

UNSATISFACTORY: Conducts investigations improperly; unable to accurately diagnose factual data collected. Fails to recognize available evidence, and repeatedly makes mistakes when identifying and collecting evidence, or contaminates evidence. Is easily misled during an investigation. Repeatedly fails to use proper questioning techniques and/or to control the interview/interrogation. Repeatedly does not establish rapport with person(s) being interviewed/interrogated.

2. KNOWLEDGE/APPLICATION OF LAWS, RULES, REGULATIONS, POLICY AND PROCEDURES

Consider knowledge of relevant laws, rules, and regulations required in the performance of assigned duties and judgment used in their application.

OUTSTANDING: Exhibits a thorough, updated knowledge and understanding of relevant laws, rules, regulations, departmental policies, procedures and constitutional guarantees. Consistently applies them in a manner that exhibits good judgement.

GOOD: Exhibits a basic understanding of relevant laws, rules, regulations, departmental policies, procedures and constitutional guarantees. Generally applies them in a manner that exhibits good judgement.

UNSATISFACTORY: Exhibits a lack of understanding and familiarity with relevant laws, rules, regulations, departmental policies, procedures and constitutional guarantees: application is repeatedly arbitrary and/or exhibits poor judgement.

3. PROFESSIONAL WORK ETHIC

Consider self-motivation, adaptability and willingness to accept responsibility when authorized. Also consider acceptance of criticism and use of feedback to further the learning process and improve performance.

OUTSTANDING: Demonstrates enthusiasm in work performance and professional responsibilities. Is self-motivated and reacts well to change in work environment.

GOOD: Demonstrates an active interest in work performance and professional responsibility. Accepts guidance and constructive criticism in a positive manner and applies it to improve performance.

UNSATISFACTORY: Repeatedly fails to demonstrate an interest in work performance and professional responsibilities or to accept constructive criticism.

4. PUBLIC PROFESSIONAL RELATIONSHIPS

Consider the employee's performance in communicating, interacting and cooperating with other departmental employees, the public and other agencies and constituent groups.

OUTSTANDING: Exhibits a high level of enthusiasm and professionalism when interacting with other employees, the public, other agencies, and constituent groups.

GOOD: Works well and cooperates with other employees, the public, other agencies, and constituent groups. Projects a professional image by performing duties in a courteous, helpful and businesslike manner.

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UNSATISFACTORY: Exhibits difficulty in working with other employees, the public, and other agencies, and/or constituent groups. Is repeatedly abrupt and/or unresponsive. Repeatedly does not respond appropriately to requests for assistance, information and/or guidance.

5. ADMINISTRATIVE RESPONSIBILITIES

O E G NI U

Consider performance to include the preparation and submission of required reports, forms and correspondence.

OUTSTANDING: Consistently submits concise, accurate, objective, well-organized reports, forms and correspondence in a timely manner, rarely needs revision.

GOOD: Usually submits accurate, objective reports, forms and correspondence in a timely manner.

UNSATISFACTORY: Repeatedly submits inaccurate, illegible or untimely reports, forms and correspondence.

6. TIME AND ATTENDANCE

O E G NI U

Consider adherence to duty schedule, attendance and punctuality record in relation to generally accepted rules and regulations.

OUTSTANDING: Employee is consistently on time and uses a limited amount of sick leave time. Always advises supervisor of planned or emergency use of leave time and obtains prior approval.

GOOD: Follows appropriate time and attendance rules. Generally uses an acceptable number of sick leave days. Is seldom tardy. Obtains prior approval.

UNSATISFACTORY: Employee is repeatedly tardy and uses an inappropriate amount of sick leave time. Is absent without approval or prior notification.

7. SAFETY AND EMPLOYEE WELL BEING

O E G NI U

Consider performance of tasks without injury to self or others or exposing self or others to unnecessary danger/risks.

OUTSTANDING: Exercises exceptional judgement and risk assessment when confronted with a potentially dangerous situation and takes appropriate action.

GOOD: Follows accepted departmental safety procedures, understands and applies same. Considers safety of self, fellow employees and the general public by adhering to generally accepted safety standards.

UNSATISFACTORY: Does not follow generally accepted departmental safety procedures. Little understanding and application of same. Fails to adhere to generally accepted safety standards. Exposes self and/or others to unnecessary risks.

8. GENERAL APPEARANCE AND GROOMING STANDARDS

O E G NI U

Consider general appearance and grooming as it relates to departmental policy.

OUTSTANDING: Uniform/attire is consistently neat and clean. Appropriate class uniform/attire is always worn. Leather gear is highly polished.

GOOD: Uniform/attire is generally neat, clean, and worn according to departmental policy. Leather gear is polished, personal grooming conforms to regulations.

UNSATISFACTORY: Uniform/attire is repeatedly unkempt/not cleaned. Inappropriate uniforms/attire repeatedly worn. Personal grooming standards repeatedly not met. Leather gear poorly maintained.

9. WRITTEN AND ORAL EXPRESSION



Evaluate ability to communicate orally and in writing. Consider ability to articulate ideas and make oneself understood.

OUTSTANDING: Reports are extremely neat and legible. Rarely contains spelling and/or grammatical errors. Consistently provides a complete and detailed account from beginning to end of event. Is an articulate speaker and listens carefully. Anticipates and clarifies confusing information to prevent misunderstanding.

GOOD: Written reports are legible. Sentence structure, grammar, word usage is proper and complete. Spelling is acceptable. Reports are completed in an organized and logical manner. Maintains and projects a coherent train of thought. Able to gain and maintain verbal control of situations.

UNSATISFACTORY: Unable to organize information and reduce it to writing. Reports are illegible, pertinent information is left out. Sentence structure, word usage is improper or incomplete. Confuses or angers listeners by what is said and/or how it is said.

10. EQUIPMENT MAINTENANCE AND USE



Consider treatment, protection, maintenance and use of vehicles, equipment and/or weapons.

OUTSTANDING: Consistently maintains equipment, vehicles and/or weapons in an exceptional manner.

GOOD: Maintains and uses equipment, weapons and/or vehicles according to current departmental policies and procedures. Practices preventive maintenance and reports defective, damaged and/or lost equipment in a timely manner.

UNSATISFACTORY: Vehicles, equipment and/or weapons are poorly maintained and/or misused. Fails to practice preventive maintenance and/or report defective/missing equipment in a timely manner.

11. SUPERVISORY SKILLS (FOR SUPERVISORS ONLY)



Consider employee's demonstrated ability to provide direction, instruction, motivation and counsel to subordinate staff.

OUTSTANDING: Serves as a motivating factor. Consistently supervises work force effectively to accomplish assigned tasks. Clearly demonstrates leadership ability. Sets performance goals and standards. Consistently available to subordinates when needed.

GOOD: Provides subordinates with direction and counsel as needed. Usually supervises work force effectively to accomplish assigned tasks. Regularly evaluates subordinate staff, recognizing all levels of performance and taking measures to correct or reward performance as appropriate.

UNSATISFACTORY: Fails to provide subordinates with direction or counsel. Has little control of and/or involvement with subordinates. Fails to support directives and policies of management.

SECTION IV PERFORMANCE RATING



After the rating for each of the factors has been recorded, the supervisor assigns a Performance Rating, from the categories below, which should reflect the employee's overall performance for the rating period.

OUTSTANDING: The employee's performance clearly is exceptional in comparison with expectations, thereby causing the employee to stand out above others in the work unit. Performance consistently exceeds expectations for all tasks. The employee can be relied upon to perform the most difficult tasks and has made exceptional contributions to the work of the employee's work unit or the department.

EXCELLENT: The employee always meets and frequently exceeds performance expectations for all tasks. The employee is performing better than expected for many of the tasks and is recognized as a particular asset to the work unit.

GOOD: The employee meets performance expectations for all tasks and performs in a good, competent manner. This is the expected and usual level of performance for most employees.

NEEDS IMPROVEMENT: The employee meets performance expectations at a minimally acceptable level.

UNSATISFACTORY: The employee clearly does not meet performance expectations, not even at a minimally acceptable level.

APD Form # 295 (12/14)

SUPERVISOR'S COMMENTS: Consistent with the values recorded above and the rating given, the Supervisor is to offer comments in the spaces provided below.

DEMONSTRATED STRENGTHS:

AREAS IN NEED OF IMPROVEMENT:

Signature of Supervisor: PIN:

Title: Date:

SECTION V SECOND LEVEL SUPERVISORY REVIEW

My comments on the rating are as follows:

Signature of Reviewer: PIN:

Title: Date:

SECTION VI EMPLOYEE COMMENTS

The employee is afforded the opportunity to comment on the performance of evaluation in the space provided below.

EMPLOYEE REVIEW: I have reviewed this completed rating and it has been discussed with me

By: Date:

Employee's Signature: Date:

APD Form # 295 (12/14)