



**CSU FULLERTON POLICE DEPARTMENT
GENERAL ORDER NUMBER 2-5**

PERFORMANCE EVALUATION

SUBJECT: Performance Evaluation Procedures

PURPOSE: To establish procedures and clarify responsibilities for the University's Performance Evaluation process.

POLICY: It is the policy of this Department to provide performance planning and evaluation which will ensure the best use of human resources available, to ensure that personnel problems are identified and dealt with promptly and fairly, and to ensure optimum job satisfaction on the part of each employee. To help further this policy, the performance evaluation process will be utilized as a tool by supervisors to further the development of all employees.

PROCEDURES:

I. Performance Evaluation System for SUPA and CSUEU Employees

A. Definitions of Rating Criteria [CALEA 35.1.1a]

1. Quality – Ability to meet technical or professional standards or work in an efficient manner, using methods that enhance quality. Ability to complete work that contains few errors.
2. Volume of Acceptable Work (Quantity) – Ability to produce an amount of work that meets quality standards and goals for the position.
3. Oral Communication – Ability to provide information that is clear, correct and concise; listens to others and verifies their understanding of what is being communicated.
4. Interpersonal Skills – Ability to maintain cooperative working relationships with both supervisors and co-workers; participates in and encourages teamwork.
5. Initiative – Ability to contribute positively to change, take independent action in making improvements to work methods, identifying and correcting errors, and initiating work activities.

6. Service Orientation – Ability to demonstrate service to internal and external customers on a regular basis, doing what is required to meet Customer’s needs.
7. Adaptability – Ability to adapt to changing work demands and makes suggestions for change.
8. Job Knowledge – Ability to demonstrate skills, knowledge, judgment, and proficiency in performing duties and assignments.
9. Dependability/Reliability – Ability to complete assignments on time, with minimal supervisory oversight.
10. Written Communication – Ability to produce clear, concise, and effective written documents.
11. Problem Solving – Ability to recognize, diagnose, and resolve problems independently.
12. Leading Others – Ability to communicate with employees, delegate tasks, and motivate others to achieve goals.
13. Accepting/Following Directions – Ability to listen to supervisors’ requests and follow directions.
14. Additional Criteria – for Supervisors this will include Performance Evaluation – Ability to complete thorough performance evaluations that are reflective of the performance of subordinates, and ability to utilize the performance evaluation process as both a training and career development tool. [CALEA 35.1.8]

B. Procedures for Use of Forms [CALEA 35.1.1b]

1. At the top of the form, the rater will indicate the review period (actual dates covered by the evaluation), and the evaluation will be based on the performance of the employee during the entire appraisal period. [CALEA 35.1.5a]
2. In Section A. the rater will indicate the importance of the criteria to the position and then indicate a rating for each of the listed performance criteria. The ratings are consistently exceeds expectations, meets and frequently exceeds expectations, satisfactory, needs improvement and does not meet expectations. [CALEA 35.1.4]
3. In Section B, the rater will note which of the optional criteria are applicable. For those criteria noted as applicable, the rater will again note the importance to the position and then indicate a rating for each applicable criterion. At the bottom of this section is an area for additional

criteria to be evaluated. For supervisors, performance evaluation will be evaluated here. If any additional criterion is evaluated, verbiage must be added to the box to define the performance rating. [CALEA 35.1.4, 35.1.8]

4. At the end of Section B, the evaluator must give an overall evaluation of the employee's performance.
5. In Section C, the rater is to note comments to support performance factors and ratings. In part A, specific examples must be given for positive achievements. Specific examples are required for performance rated as "consistently exceeds expectations" or "meets and frequently exceeds expectations". And in part B, specific examples must be given that demonstrate the need for improvement, if any of these areas are noted. Specific examples are required for performance rated as "does not meet expectations" or "needs improvement". A follow-up performance evaluation is required within 90 days if an employee received a "does not meet expectations" rating in any performance area. [CALEA 35.1.5b]
6. Section D covers performance goal setting. In part A, goals from the previous evaluation are restated and it is noted how the employee has or has not met the goals. In part B, goals are established for the next rating period. In part C, the rater is to note specific training or learning experiences that are recommended for the next review period. This information should be compiled following a pre-evaluation meeting with the employee where goals and career advancement or specialized training are discussed as part of the meeting. [CALEA 35.1.7b,c]
7. In Section E, the rater is to sign the evaluation and the rater's supervisor will sign the evaluation after it is reviewed with the rater. Evaluations are not to be given to employees until they have been reviewed by the appropriate administrator. The evaluation will then be reviewed with the employee and the employee will be given the opportunity to sign the evaluation. The employee may attach written comments to the evaluation. A copy of the signed evaluation will be given to the employee. [CALEA 35.1.5c,d,e]
8. Completed and signed performance evaluations will be forwarded to the Human Resources Department for inclusion in the employee's personnel file. [CALEA 35.1.5g]
 - a. A copy of the evaluation will be maintained in the Department's personnel file.
 - b. Personnel evaluations will become a part of the employee's permanent record and will be maintained indefinitely.

C. Rater Responsibilities [CALEA 35.1.1c]

1. The rater must gather all available information about the employee's performance prior to completing the evaluation.

- a. The employee's personnel file should be checked to reference any commendations or adverse comments.
 - b. Other employees and supervisors who have worked with the employee should be interviewed to solicit information about events during the rating period, which positively or negatively reflect on the employee's performance.
2. Raters must keep employees advised throughout the rating period of their observations relative to the employee's performance, to give the employee an opportunity to correct deficiencies and ensure that there are no surprises on the performance evaluation.
 3. At the conclusion of the rating period, the rater will conduct a career development counseling session with the employee that will include:
 - a. Results of the performance evaluation just completed [CALEA 35.1.7a];
 - b. The level of performance expected, and goals for the new rating period [CALEA 35.1.7b];
 - c. Career counseling relative to advancement, specialization, or training appropriate to the employee's position. [CALEA 35.1.7c]
- D. Rater Training [CALEA 35.1.1d]
1. All supervisors will receive a block of instruction on preparation of performance evaluations at a POST approved Supervisor's course immediately following promotion.
 2. Employee Training and Development conducts periodic classes for supervisors on the completion of the University's performance evaluation process and all supervisors will attend this training when offered.
 3. Whenever the University revises the performance evaluation form, training will be provided to supervisors in use of the new form and/or any revisions to the process. This training will be conducted at Supervisor's meetings. Human Resources will also provide written guides for completing performance evaluations to all supervisors at the time evaluations are to be completed.

II. Frequency of Performance Evaluations

A. Permanent Employees [CALEA 35.1.6]

1. Will be evaluated at least annually utilizing the Staff Performance Evaluation. [CALEA 35.1.2]
2. If their performance is deemed to be unsatisfactory, written notification will be given in a timely manner.

B. Permanent/Promoted Employees

1. Permanent employees who have been promoted will be evaluated one year after their promotion utilizing the Staff Performance Evaluation.
2. If their performance is deemed to be unsatisfactory, written notification will be given to them at least 90 days prior to the end of their one-year probationary period.

C. Probationary Employees

1. New officer trainees will be evaluated throughout the Field Training Program, utilizing the Daily Observation Reports and the Supervisors Weekly Reports, which are discussed with and signed by the trainee. [CALEA 35.1.3]
2. At the completion of the eighteen-week Field Training Officer (FTO) program the trainee will be evaluated by the administering FTO with an indication as to whether the trainee's performance is satisfactory and the trainee can be released from the formal FTO program. A Staff Performance Evaluation will be completed quarterly thereafter on the employee until the completion of the probationary year. The final probationary evaluation will indicate whether the employee's performance is such that the employee should be released from probation. [CALEA 35.1.3]
3. Probationary civilian employees will be evaluated at least quarterly to help in determining their progress and areas where their performance needs improvement. [CALEA 35.1.3]

III. Appeal Process [CALEA 35.1.5f]

A. Sworn Personnel procedures:

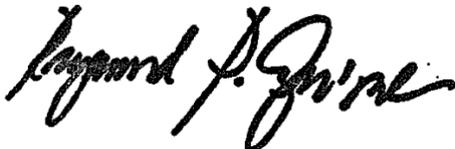
1. At the time the employee reviews the evaluation with the rater, the employee may discuss any items that the employee believes are not a true reflection of their performance.
2. The rater may revise the evaluation if he/ she determines that the points raised by the employee have merit
3. If the rater does not revise the evaluation after discussion with the employee and the employee continues to believe that the evaluation does not reflect their performance, the employee may review the evaluation with the rater's supervisor.

4. The rater's supervisor after speaking with the employee and the rater will make a determination if the evaluation will stand as written.
 5. The employee may attach written comments to supplement the completed evaluation, if they wish.
- B. The Appeal process for CSUEU employees shall follow Article 10 of the CSUEU Contract.
- III. Management Employee Evaluation Process
- A. Management employees (Command Staff) will be evaluated annually by the Chief of Police utilizing the Management Personnel Plan (MPP) Employee Performance Evaluation form.
1. Performance factors that are evaluated include Conceptual Skills, Interpersonal Skills and Technical Skills. Supporting statements for all ratings are required.
 2. The MPP is evaluated on their progress toward goals and objectives established in their last evaluation and performance goals and objectives are established for the next review period.
 3. Professional development activities are also documented.
- B. A MPP employee serves at the pleasure of the campus President and does not serve a probationary period and does not receive permanent status.
- C. All other phases of the evaluation process for MPPs are the same as those stated for other employees.

REVIEWED BY:

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APPROVED:



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