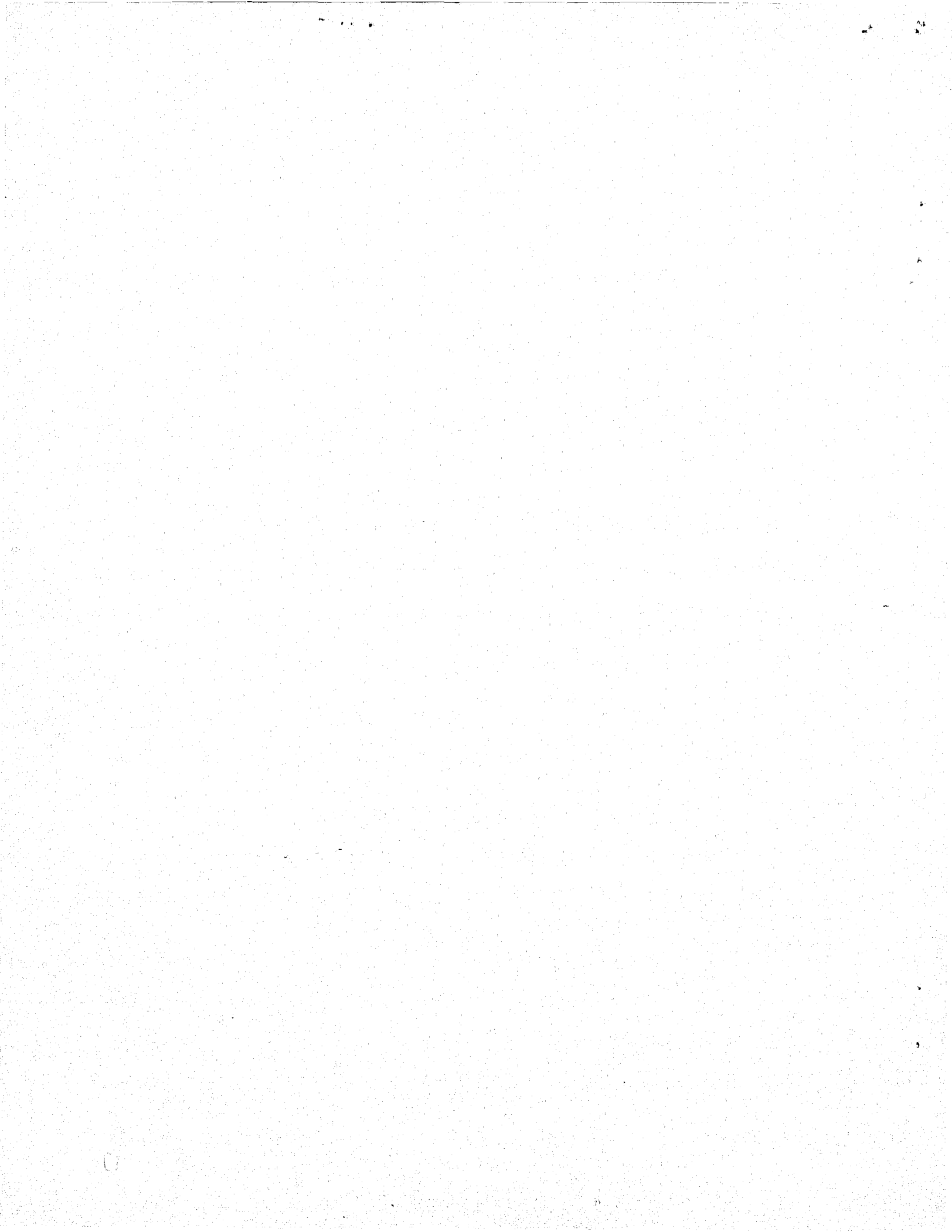


PACIFICA POLICE DEPARTMENT

EMPLOYEE PERFORMANCE EVALUATION BY OBJECTIVES MANUAL

46289

1973
Rev. 1977



PACIFICA POLICE DEPARTMENT

EMPLOYEE PERFORMANCE EVALUATION BY OBJECTIVE MANUAL

BACKGROUND

Prior to 1969 no standardized formula or set of guidelines for employee performance evaluation existed. In 1969, a manual, EMPLOYEE PERFORMANCE EVALUATION, was introduced.

The 1969 method of evaluation was subjectively person-oriented, utilizing a numbering system for rating employee quality, quantity, work habits, personal relations, adaptability, and supervisory ability. Its major failings became apparent in 1972 when the Department introduced a new management system -- Management by Objectives that emphasized participative management. The 1969 system failed to include employee participation in the evaluation process, lacked objectivity and was used as a halo effect; most ratings grouped in the average or high numerical areas. It was the belief of the staff that a more compatible performance evaluation, involving maximum employee participation, would be advantageous in responding to the needs of both personnel and the organization.

The staff decided on a system of Evaluation by Objectives. The mechanics of the system required the Chief of Police in conjunction with the City Manager to formulate long term goals for the Department using organization, community and City Council participation. Once this was accomplished the Chief would consult with the three Divisional Commanders and their subordinates for the purpose of collectively deciding upon compatible divisional annual objectives to meet Department goals. The E.B.O. procedure required all employees and their supervisors to meet for the purpose of setting individual employee objectives coinciding with department goals. A later meeting would be held to evaluate the attainment of the various objectives originally set. While this system was time consuming, it was found to be effective in regard to the following: motivating personnel; bringing the organization together in a common direction; increasing employee in-put into the Department; job satisfaction; and, a more objective method of evaluating performance by measuring attainment of pre-set objectives which coincide with Department goals and objectives.

1973 EVALUATION BY OBJECTIVES

The evaluation and appraisal of employee performance is of vital concern to all police supervisors and managers. Organizational success, in no small measure, is predicted and dependent upon optimum employee performance. The evaluation-by-objectives concept is both a positive and valid system for reviewing employee performance. It measures the degree of employee progress and can be a means for determining professional development needs of personnel, as well as recognizing excellence or improving weaknesses. The E.B.O. allows workable objectives to be developed between employees and supervisors. In this way, the needs of both the organization and the individual are considered, respected and coordinated.

The length and advantages accrued from the use of the E.B.O. are:

ADMINISTRATIVE

- Salary consideration for annual merit increases and exceptional performance.

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1973 EVALUATION BY OBJECTIVES

ADMINISTRATIVE (Continued)

- Status changes for employees, such as promotion or internal lateral transfer.
- An essential device to uncover organizational weaknesses with a positive emphasis towards improvement.
- As a planning tool in identifying changing skills and future personnel needs.
- Opportunity to focus on individual weaknesses and set down acceptable performance in measurable narrative form for later evaluation.

MOTIVATION

- To accurately determine the employee performance and what is needed in terms of improved performance.
- To integrate individual and organizational goals and objectives.
- To encourage in-put of employees to improve efficiency and effectiveness.
- To document recognition for consistent average or above performance.

EMPLOYEE DEVELOPMENT

- Enlarging job scope and job satisfaction through a consultative process.
- Career development through training, education, assignment, counselling, and advance planning.
- Creating an atmosphere for change and in-put of ideas.

The method of evaluating the performance of an employee was divided into three parts. Part I was a subjective numerical rating of: Quality; ability; relations; supervisory abilities (if applicable); and work habits. Part II involved the evaluation of previously set objectives. Part III provided: Signatures for the contract; comments by rater; employee, administrator and personnel director; and, overall rating. After four years of use, an evaluation for revision purposes was undertaken.

1977 ASSESSMENT OF EVALUATION BY OBJECTIVES

Several changes evolved since 1973:

- Personnel evaluations every twelve months rather than six.
- Recruit, probationary officers have daily field training officer evaluations which are summarized for six, three month city evaluations.
- Probationary periods changed from twelve to eighteen months.
- Department philosophies and long term goals created by community and organizational ad hoc committees after community survey.
- Objectives integrated into budget, quarterly and annual reports with divisional employee input.
- Divisional commanders objectives are those of their respective divisions as well as career development, staff projects and problem solving.

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1977 ASSESSMENT OF EVALUATION BY OBJECTIVES (Continued)

Several problems have surfaced in Part I:

- The subjective, numerical portion is given different weights by various supervisors;
- The standards for this portion are shallow, only contained in manual, and not reviewed regularly;
- No narrative justification is given for numerical ratings unless employee is rated below average;
- Insufficient guidelines between five rating possibilities: Improvement needed; average with occasional below; average; average with occasional above; and outstanding.

A revision of the E.B.O. was accomplished in 1977; all management, supervisors and the Police Officers Association were involved.

1977 REVISION OF EVALUATION BY OBJECTIVE MANUAL

PART I

The Part I portion has self-explanatory standards set for:

- Civilian...Clerks, Dispatchers and Technician;
- Officer...Officers, Field Training Officers, Rotating Detective;
- Line Supervisor or Investigator...Patrol and Detective Sergeants; Office Manager and Supervising Dispatcher;
- Manager...Divisional Commanders/Captains.

The standards are specific enough for measurement but not all inclusive for all positions. Standards were derived from City position specifications, project S.T.A.R.-- an L.E.A.A. grant to determine roles and tasks, and contemporary supervisory and management writings. The standards are high but achievable and are consistent with recent overall high employee performance in this department.

Each position has standards divided into major blocks. Each block lists relative areas to consider in evaluation. The rater will give consideration to trends over a period of months rather than one time successes or failures.

Both the rater and ratee will evaluate each block of standards separately. Different opinions are occasionally expected between the two as both will have varying degrees of objectivity.

Rating of standards will be either below standard, meets standard, consistently above standard, or, not applicable. Assessment will be based on documented and observed performance compared with written standards.

PART I GUIDELINES

- Rater will be expected to maintain continual evaluation of subordinates; documenting weak and strong points, pointing out the former points as they occur and supporting the employee in meeting standards.

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PART I GUIDELINES (Continued)

- At evaluation time, rater and ratee will separately measure standards attainment on draft forms. They will then discuss reasonings for ratings and enter each on the final form.
- Consistent failure to meet any portion of a standard block will result in a justifiable below standard rating for that block and an objective related to the weakness will be formulated.
- In order to rate above standard in any major block all portions must be performed consistently higher than stated standard and justifiable.
- The rater will write justifications for all ratings in space provided under comments. Additional sheets may be attached.

PART II GUIDELINES

OBJECTIVE SETTING & EVALUATION

Part II involves an evaluation of previously set objectives. It is directed at determining the quality of employee performance as reflected by the degree of success in fulfilling the objectives that were agreed upon by employee and supervisor. This method of the evaluation process makes it necessary for the employee to take an active part in determining what objectives are to be set and how their results will be measured.

ESTABLISHING EFFECTIVE OBJECTIVES

In order for a program of Evaluation by Objectives to be successful, the supervisor and employee setting the objectives must have a working knowledge of how the objectives are to be established.

Possible types of objectives that may be set are:

Routine duties: Is there room for specific improvement?

Problem solving: Is there a specific problem to be solved with a measurable result?

Innovative: Can it result in a savings of time, etc?

Department Programs: The assignment of measurable tasks as a portion, or in total, of department programs.

Self Development Programs: Can your relationship to the job improve in a measurable way?

For the effective setting of an objective in any of these areas, certain criteria must be met. The stated objectives must be:

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ESTABLISHING EFFECTIVE OBJECTIVES (Continued)

TANGIBLE: Is it real and feasible?

ACHIEVABLE: Is it within the employee's scope and ability to meet the objective?

MEASURABLE: Will you be able to tell if the objectives have been achieved so you can see the results?

CONSIDERATION FOR PREPARING OBJECTIVES

The supervisors role becomes especially important when actual objectives are written. Certain guidelines should be followed to make the objectives as effective as possible. Although rules are difficult to establish, the following may be useful when forming an objective:

STEPS

1. Start off with an action verb. Action words communicate intent of what is going to be attempted; i.e., to write, to compare, to revise, to develop, to investigate and report, to reduce. Avoid statements of objectives in generalities. Words to avoid are: to know, to understand, to believe, to appreciate, to be loyal.
2. Define each objective in terms of a single result. (TANGIBLE)
3. Choose a specific time for completion of the stated objectives.
4. List criteria which indicate when the objective has been achieved. (MEASURABLE)
5. Be sure the objective is controlled by the person responsible for the objective. (ACHIEVABLE)
6. In testing for validity of objectives, the following basic questions may be asked:
 - A. Can the objective be achieved within the time limit available? In this area, with twelve month evaluations, the rater and ratee may wish to have an on-going objective but it should be measurable by portions within a twelve month time table.
 - B. Is the objective real, tangible?
 - C. Is the objective achievable?
 - D. Is the objective measurable?

EXAMPLE OF OBJECTIVES

State the task. Describe how the task is to be achieved. State how the task is to be measured. Estimate the time of completion.

OBJECTIVE: To increase community contacts in the Sharp Park Area by three.

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EXAMPLE OF OBJECTIVES (Continued)

HOW: I will meet with the homeowner groups, PTA's and Block Parent groups and act as a resource person for the organization.

MEASUREMENT: To measure my attainment I will develop a list of key people in each organization. I will also complete speakers cards when I am utilized as a resource person.

AMENDMENT: None.

ATTAINMENT: A list of key persons in the organization was submitted. Three speaking presentations were made during this objective period. Objective achieved.

OBJECTIVE: To provide a method of identification of location and times of burglaries in Pacifica.

HOW: Copies of burglary reports will be routed to officers and information will be transferred to a time of occurrence chart, and a pin map will also be developed for accurate locations.

MEASUREMENT: The objective will be measured by the completion of the chart and map in a manner that it is readily interpreted by the other officers.

AMENDMENT: On 10/25/77 the officer increased the scope of the objective to include the creation of a clip board that will contain all reports after they are reviewed. Information will be easily available to the officers.

ATTAINMENT: The pin map and time of occurrence chart have been completed and being utilized by patrol officers. The clip board was instituted but has proved ineffective because of the time lag of reports. Objective achieved.

OBJECTIVE: To understand the hazards of high speed driving.

HOW: (This objective is too vague and has no evaluation component. If the objective were in response to a specific problem perhaps the way to handle it would be better stated as:) To prepare, in outline form, a lesson plan on the safe operation of a patrol vehicle in high speed situations. (Method of evaluation could be the completion of the plan within the time period and a response from the recipients of the lesson.)

Managers will have divisional objectives attached in addition to objectives for career development, staff projects, and problem solving.

After written objectives are set, both parties will sign the contract on the top portion of Part III.

There are some shortcomings in the results-oriented approach to performance evaluation. These should be pointed out so that all supervisors and employees are aware of their presence.

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EMPLOYEE PERFORMANCE EVALUATION BY OBJECTIVE MANUAL

EXAMPLE OF OBJECTIVES (Continued)

1. Results identified. (e.g., Objectives, goals, standards, etc.) May not be attainable. This can create frustration with the resulting decline in employee motivation.
2. Results or objectives may be established without employee participation. This can lead to misunderstanding and resentment by the employee. This also has a negative impact on motivation.
3. In the police field, results that are oriented to crime related objectives may act as incentives to subvert the procedural rights of citizens in order to be successful as determined by established objectives.

Only aggressive supervision and well trained, dedicated employees will keep shortcomings to a workable minimum.

PART III GUIDELINES

Rater comments will address those areas not covered in Part I or Part II. However, overall summaries may be included. This section should also list the strengths and weaknesses of the employee, exceptional accomplishments, career development, recommendations for the next evaluation period, and commendation noted in those cases of employees rated consistently above standard in three or more areas.

Employee comments section affords the ratee an opportunity to comment on any portion of the evaluation.

The overall rating is restricted to below standards or meets standards. Those exceptional employees consistently above standard will receive commendation under rater and department head comments.

Department head and personnel director comments are reserved for their respective opinions and recommendations related to the employee and performance.

PROCESS

PROBATIONARY EMPLOYEES

The Part I and Part III page of the Employee Performance by Objectives should be utilized for probationary employees on a quarterly basis in its entirety, with the exception of the objective area. The original form will be routed to the City Personnel Officer; a copy placed in the department personnel files; and a copy provided to the employee.

ANNUAL & SPECIAL

The Employee Performance Evaluation of Objectives form will be utilized in its entirety on the annual and special evaluation periods. Part II may have a page added, depending upon the number of objectives. When the rater and ratee sit down together and set the objectives in writing, the top portion of page one, the person oriented appraisal portion, will not be utilized at that time. After the objectives

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ANNUAL & SPECIAL (Continued)

are written out the original will be placed in the employee's department personnel file and a copy provided to the employee. At the end of twelve months when it is time to sit down with the employee and evaluate the attainment of the objectives, the top portion of page one, the person oriented appraisal, will be completed in addition to the attainment evaluation of the stated objectives.

MANAGER

NAME _____	DIVISION _____	POSITION _____	() ANNUAL
PERIOD _____	LAST _____	SALARY & _____	() PROBATIONARY
FROM _____	EVALUATION DATE _____	RANGE _____	() SPECIAL
ADMINISTRATIVE RATER _____	YEARS OF EMPLOYEE'S SERVICE _____		

The chief administrator will evaluate the manager on demonstrated ability to meet stated standards. Written comments will justify ratings.

The manager will self-evaluate the meeting of those same written standards based on own personal opinion.

RATER

RATEE

STANDARDS

1. MANAGEMENT: Demonstrated ability to manage assigned division by effective planning, control, directing, reviewing, staffing, organizing, budgeting and coordination. Forecasting problems or impacts with contingency plans for effective programming. Displaying necessary control over resources such as budgeting and manpower without stifling subordinate creativity. Demonstrating continual evaluation of division programs, goals, objectives and productivity. Adjusting division resources and structure to best attain objectives and meet rapidly changing needs while remaining within policies, budget, laws and Police Code of Ethics. Assuring coordination between division staff and personnel as well as between other divisions and their personnel. Assuring necessary control over employee actions by random inspection which is documented in order to guarantee policies and directions are followed. Striving for an equal balance between quality and quantity of employee performance.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

2. PERSONNEL: Displays keen awareness of line supervisors strengths and weaknesses. Utilizes individual employee's expertise to a maximum. Assists in subordinates career development by counseling and guidance. Assures timely, objective personnel performance evaluations on all subordinates and division line employees. Conduct random inspections and follow-up to assure subordinates quality and quantity of productivity. Demonstrated ability to manage human resources to high effective level, utilizing their expertise while giving value to their opinions and needs. Monitors division morale and effectively deal with barriers to communication and productivity. Assures effective prioritizing by employees. Assures performance standards of division positions are documented and contemporary. Assures accurate communications throughout the organization and that problems are followed up to resolution. Assures training is effectively planned in advance to meet organizational and employee needs.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

RATER

RATEE

3. STAFF WORK: Demonstrated ability to perform high level of staff work in projects, studies, program development and evaluation, budgeting, objective setting and planning on a timely basis. Assures administrator and city staff are briefed on topics of internal and external interest. Assures fiscal control of resources with acceptance of total responsibility for division budget planning, control and quarterly reporting of division objective attainments, Assures all staff planning and proposals contain options and recommendations. Chooses the most effective solutions a majority of the time. Assures problems accurately forecasted 90% of the time, and that planning is advanced and self-initiated rather than reactive.

() BELOW STANDARDS ()
() MEETS STANDARDS ()
CONSISTENTLY
() ABOVE STANDARDS ()

COMMENTS: _____

4. LEADERSHIP: Provides an assertive example of leadership in such a manner as to instill confidence in divisional command. Provides an atmosphere encouraging employee creativity. Assures responsibility assigned to subordinates carries commensurate authority. Guides subordinate-line-supervisors towards innovation, enhancement of standards and productivity. Assures proper and accurate commendations are afforded appropriately. Assures equipment and employee safety, requiring the latter to be of high priority. Demonstrated ability to guide employees in maintaining rapport and continual contact with citizens of all ages and neighborhoods. Represents the City, department and chief in public engagements.

() BELOW STANDARDS ()
() MEETS STANDARDS ()
CONSISTENTLY
() ABOVE STANDARDS ()

COMMENTS: _____

5. OTHER WORK HABITS: Maintains the physical vitality and emotional posture required for effective job performance. Consistently remains within guidelines of city and department policies, regulations, guidelines and orders. Displays reliability with minimal administrative supervision. Adaptable to change and innovation. Supportive of council, city management and department administrative directions and decisions. Willing to accept and/or delegate responsibility and authority commensurate with position. Displays perception in dealing with wide variety of topics, situations and persons.

() BELOW STANDARDS ()
() MEETS STANDARDS ()
CONSISTENTLY
() ABOVE STANDARDS ()

COMMENTS: _____

LINE SUPERVISOR OR INVESTIGATOR

NAME _____	DIVISION _____	POSITION _____	() ANNUAL
	LAST _____	SALARY & _____	() PROBATIONARY
PERIOD _____	EVALUATION DATE _____	RANGE _____	() SPECIAL
FROM _____	TO _____		
SUPERVISING RATER _____		YEARS OF EMPLOYEE'S SERVICE _____	

The manager will evaluate the supervisor or investigator on demonstrated ability to meet stated standards. Written comments will justify ratings.

The supervisor or investigator will self-evaluate the meeting of those same standards based on own personal opinion.

STANDARDS

<p>1. SUPERVISORY ABILITIES: Demonstrated ability to lead subordinates towards predetermined goals, objectives, duties and assignment tasks while utilizing employees capabilities to a maximum. Promotes a team effort in everyday tasks and planning. Coordinates individual and team efforts with that of other teams as well as the detectives, other supervisors, dispatchers, city departments and neighboring police and criminal justice agencies. Involves subordinates in advance contingency planning for unusual occurrences and problems. Helpful in assisting, directing, training and guiding subordinates. Conducts at least five supervisor follow-ups for random survey of service each month. Covers on 50% of felony calls and a maximum of routine calls. Approves most watch arrests. Reviews team reports with eye towards investigation, discretionary use, legal mandates, civil rights, format and completeness. Displays enthusiasm and dedication towards work. Keeps the manager well informed on a variety of issues and interest.</p>	<u>RATER</u>	<p>() BELOW STANDARDS () () MEETS STANDARDS () CONSISTENTLY () ABOVE STANDARDS () () NOT APPLICABLE ()</p>	<u>RATEE</u>
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COMMENTS: _____

<p>2. PERSONNEL: Displays keen awareness of subordinates strengths and weaknesses. Utilizes individual employee's expertise to a maximum. Assists in career development counselling and guidance. Performs personnel performance evaluations on a timely basis. Conducts roll-call training daily in an interesting and participative manner. Maintains an equal balance between quality and quantity of services rendered. Utilizes personnel commendations when warranted. Conducts personnel internal affairs investigations that are objective and complete. Assures department and city policies, regulations, mandates, guidelines and Police Code of Ethics are followed. Schedules employees with an eye towards maximum utilization of resources. Monitors employee morale, needs and impacts on productivity. Assists subordinates in implementing resolutions of identified weaknesses.</p>	<u>RATER</u>	<p>() BELOW STANDARDS () () MEETS STANDARDS () CONSISTENTLY () ABOVE STANDARDS () () NOT APPLICABLE ()</p>	<u>RATEE</u>
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COMMENTS: _____

- 3. STAFF WORK: Performs assigned staff projects, studies, program development and evaluation on a timely basis. Work is effectively researched, documented and objective with options and recommendations. Assures fiscal control of resources.
 - () BELOW STANDARDS ()
 - () MEETS STANDARDS ()
 - CONSISTENTLY
 - () ABOVE STANDARDS ()
 - () NOT APPLICABLE ()

COMMENTS: _____

- 4. LAWS, POLICIES & TRAINING: Demonstrates ability to assure subordinates knowledge and training in understanding of applicable laws, case decisions and policies. Displays ability to assure employees capability to apply such mandates and guidelines within the spirit of the law and in the interest of justice and the community served.
 - () BELOW STANDARDS ()
 - () MEETS STANDARDS ()
 - CONSISTENTLY
 - () ABOVE STANDARDS ()
 - () NOT APPLICABLE ()

Laws and decisions to include constitutional guarantees, search and seizure, arrest, legal rights of citizens involved in police matters, elements of crimes and infractions under the California Criminal Codes as well as the municipal ordinances and policies. Demonstrated ability to transfer staff decisions to line level with imparting of general reasons behind such actions. Use of line discretionary powers in control and assures subordinates understanding of such powers, guidelines and resources.

COMMENTS: _____

- 5. DETECTIVE/INVESTIGATION: (When applicable) Displays investigative ability in self-initiated and follow-up investigations. Interviews and interrogations produce effective results. Evidence search, documentation, seizure and preservation meets court criteria. Makes effective use of available time and displays ability to prioritize cases and time. Makes maximum use of all available resources. Maintains close liaison with patrol officers for sharing of information. Ability to manage cases and major investigations. Keeps commander and officers well informed on intelligence matters of interest. Maintains a clearance rate of assigned cases at least equal to division average.
 - () BELOW STANDARDS ()
 - () MEETS STANDARDS ()
 - CONSISTENTLY
 - () ABOVE STANDARDS ()
 - () NOT APPLICABLE ()

COMMENTS: _____

- 6. OTHER WORK HABITS: Maintains the physical vitality and emotional posture required for effective job performance. Consistently remains within guidelines of city and department policies, regulations, guidelines and orders. Displays reliability with minimal management supervision. Adaptable to change. Supportive of staff directions and decisions. Willing to accept responsibility and authority commensurate with position. Displays perception in dealing with wide variety of topics, situations and people. Sick leave use within department average. Assures equipment maintained in good order. Assures subordinates practice safe working habits.
 - () BELOW STANDARDS ()
 - () MEETS STANDARDS ()
 - CONSISTENTLY
 - () ABOVE STANDARDS ()
 - () NOT APPLICABLE ()

COMMENTS: _____

OFFICER

NAME _____	DIVISION _____	POSITION _____	() ANNUAL
	LAST _____	SALARY & _____	() PROBATIONARY
PERIOD _____	EVALUATION DATE _____	RANGE _____	() SPECIAL
FROM _____	TO _____		
SUPERVISING RATER _____		YEARS OF EMPLOYEE'S SERVICE _____	

The supervisor will evaluate the employee on demonstrated ability to meet stated standards. Written comments will justify rating.

The employee will self-evaluate the meeting of those same standards based on own personal opinion.

STANDARDS

	RATER	RATEE
1. LAWS: Displays a working knowledge and understanding of applicable laws and case decisions and has the ability to apply such mandates and guidelines within the spirit of the law and in the interest of justice and the community served. Laws and decisions to include constitutional guarantees, search and seizure, arrest, legal rights of citizens involved in police matters, elements of crimes and infractions all under California Criminal Codes as well as municipal ordinances. Has a conviction rate on arrests closely equal to department average. Has very few C.A. rejects for further investigation or clarification. Demonstrates ability to utilize discretionary powers within department guidelines.	() BELOW STANDARDS () () MEETS STANDARDS () CONSISTENTLY () ABOVE STANDARDS ()	

COMMENTS: _____

	RATER	RATEE
2. INVESTIGATION: Displays ability to take appropriate action in situations encountered on the job. Field actions represent effective use of interview and investigative techniques. Evidence collected is effectively processed for possible court presentation. Makes effective use of available time for investigations, crime prevention, community contact and response time to calls by prioritizing work load. Has good working knowledge of beats, assignments, businesses, community groups and citizens in order to identify problems and hazards for action or referral. Develops self-initiated criminal cases. Provides a complete investigation on all assignments.	() BELOW STANDARDS () () MEETS STANDARDS () CONSISTENTLY () ABOVE STANDARDS ()	

COMMENTS: _____

	RATER	RATEE
3. PRODUCTIVITY: Depending on assignment, produces a level of measurable work units with consistent quality levels equal to team averages. Enforcement activity reflective of work assignment and available time with enforcement action consistently spread among responsibilities set down in department goals and objectives. Evaluation will consider trends in months rather than a single month. Crime closure rate equal to department average or that of team, depending on watch. Displays ability to create citizen rapport while having high productivity.	() BELOW STANDARDS () () MEETS STANDARDS () CONSISTENTLY () ABOVE STANDARDS ()	

COMMENTS: _____

RATER

RATEE

4. **REPORTS:** Reports reflect accurate and complete accounts of field actions and elements of performed investigations. Demonstrated ability to transfer facts and thoughts to reports in standardized formats. Reports are legible, concise, informative, neat, complete, on time, and of functional use by follow-up investigators and District Attorney. Reports are seldom rejected and reflect consistent accuracy.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

5. **VERBAL COMMUNICATIONS:** Verbal expressions are easily understood by citizens, peers, dispatchers and supervisors. Displays an ability to effectively deal with a wide spectrum of adults, youth and governmental agencies in an informative, helpful, friendly, courteous and rapport-establishing manner. Displays effective techniques in interviewing or interrogation during investigations. Displays impartiality and fairness towards all persons. Shows emotional stability and calmness in stressful situations. Has tact and ability to resolve conflicts. Court testimony is effectively demonstrated.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

6. **INITIATIVE:** Displays a willingness to perform duties and assignments while maintaining enthusiasm towards work. Is able to recognize own weaknesses and work to overcome them. Accepts constructive criticism with a positive attitude towards improvement. Maintains cooperation with fellow officers and employees. Demonstrates initiative in recognizing, preventing and participating in department problem solving. Knows and relates department goals and objectives with those of personal and team objectives as well as the overall goals of the city government and remains within the Police Code of Ethics. Displays a sense of commitment, integrity and dedication to the public service.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

7. **OTHER WORK HABITS:** Maintains the physical vitality and emotional posture required for effective job performance. Consistently remains within guidelines of city and department policies, regulations and orders. Displays reliability with minimal supervision. Adaptable to change. Willing to accept responsibility and authority commensurate with position. Displays perception in dealing with wide variety of topics, situations and people. Sick leave use within department average. Displays safe working habits, resulting in no avoidable accident incidents. Maintains equipment in order.

() BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()

COMMENTS: _____

DISPATCHER/SECRETARY/CLERK

NAME _____	DIVISION _____	POSITION _____	() ANNUAL
	LAST _____	SALARY & _____	() PROBATIONARY
PERIOD _____	EVALUATION DATE _____	RANGE _____	() SPECIAL
FROM _____	TO _____		
SUPERVISING RATER _____		YEARS OF EMPLOYEE'S SERVICE _____	

The supervisor will evaluate the employee on demonstrated ability to meet stated standards. Written comments will justify rating.

The employee will self-evaluate the meeting of those same standards based on own personal opinion.

STANDARDS

RATER

RATEE

1. WORK KNOWLEDGE: Displays a working knowledge and understanding of elements of crimes and infractions under the Penal Code, the California Vehicle Code, Pacifica Muni Code, and other California criminal codes. Displays knowledge and understanding of situations and incidents falling under civil rather than criminal law. Demonstrates ability to handle minor calls over the phone, offering citizens the advice and information they have requested. Demonstrates a working knowledge and understanding of the CLETS terminal and the ability to access the computer for the types of information needed by the officers and other police department personnel. Demonstrates a knowledge of FCC regulations and requirements dealing with radio communications. Demonstrates a knowledge and understanding of proper radio procedure and police codes. Displays a familiarity with the geography of Pacifica and knowledge of the City of Pacifica in general and of the services provided to the citizens. Demonstrates a working knowledge of the records section, including files of alpha, ID, case reports, warrants, subpoenas, and citations. Displays a working knowledge of the City switchboard.

- () BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()
 () NOT APPLICABLE ()

COMMENTS: _____

2. VERBAL COMMUNICATIONS: Verbal expressions are easily understood by citizens, officers, co-workers, and supervisors. Displays an ability to deal effectively with citizens both in person and over the phone. Displays effective techniques in questioning citizens over the phone to determine the nature of incidents being reported, descriptions of suspects and vehicles, and other pertinent information needed for the dispatch. Shows emotional stability and calmness in stressful situations. Deals with citizens and fellow employees in a tactful and courteous manner.

- () BELOW STANDARDS ()
 () MEETS STANDARDS ()
 CONSISTENTLY
 () ABOVE STANDARDS ()
 () NOT APPLICABLE ()

COMMENTS: _____

3. **DECISION-MAKING ABILITY:** Displays an ability to work with a minimum of supervision. Demonstrates perception in dealing with a wide variety of topics, situations, and people, and the ability to make decisions regarding those situations. Uses good judgement in deciding how to dispatch calls, which unit to dispatch, and how to handle all contingents of the original dispatch. Demonstrates the ability to make sound decisions and display excellent judgment under pressure and function effectively during times of increased workloads. Effectively prioritizes work tasks.

- BELOW STANDARDS
- MEETS STANDARDS CONSISTENTLY
- ABOVE STANDARDS
- NOT APPLICABLE

COMMENTS: _____

4. **CLERICAL TASKS:** Produces a level of measurable work units with consistent quality levels. Demonstrates the ability to handle the following in an orderly and consistent fashion: Typing and routing of crime reports and department correspondence; compiling crime statistics for monthly reports; preparing the department payroll on a bi-weekly basis; processing and routing of all warrants; maintaining the ID jackets and arrest log; processing requests for accident and crime reports; and handling requisitions and cash reimbursements for department personnel.

- BELOW STANDARDS
- MEETS STANDARDS CONSISTENTLY
- ABOVE STANDARDS
- NOT APPLICABLE

COMMENTS: _____

5. **INITIATIVE:** Displays a willingness to perform duties and assignments while maintaining enthusiasm towards work. Is able to recognize own weaknesses and work to overcome them. Accepts constructive criticism with a positive attitude towards improvement. Maintains cooperation with fellow employees. Demonstrates initiative in recognizing, preventing, and participating in department problem solving. Displays a sense of commitment, integrity, and dedication to public service.

- BELOW STANDARDS
- MEETS STANDARDS CONSISTENTLY
- ABOVE STANDARDS

COMMENTS: _____

6. **OTHER WORK HABITS:** Maintains the physical vitality and emotional posture required for effective job performance. Consistently remains within the guidelines of City and Department policies, regulations, guidelines and orders. Displays reliability with minimal supervision. Adaptable to change. Willing to accept responsibility and authority commensurate with position. Displays perception in dealing with wide variety of topics, situations, and people. Sick leave use within department average.

- BELOW STANDARDS
- MEETS STANDARDS CONSISTENTLY
- ABOVE STANDARDS

COMMENTS: _____

OBJECTIVES

EXAMPLES OF OBJECTIVE AREAS: Individual objectives should be related to: 1) Division or unit goals and objectives; 2) Career development components as listed in A.O. 731.005; 3) Personal objectives for self improvement in previously low-rated areas; 4) Staff research projects; 5) Community or beat area problem solving.

All objectives must be TANGIBLE, (real), ACHIEVABLE, (how), and MEASURABLE, (assessment).

OBJECTIVE:

MEANS:

MEASURE:

AMENDMENTS (date):

ATTAINMENT:

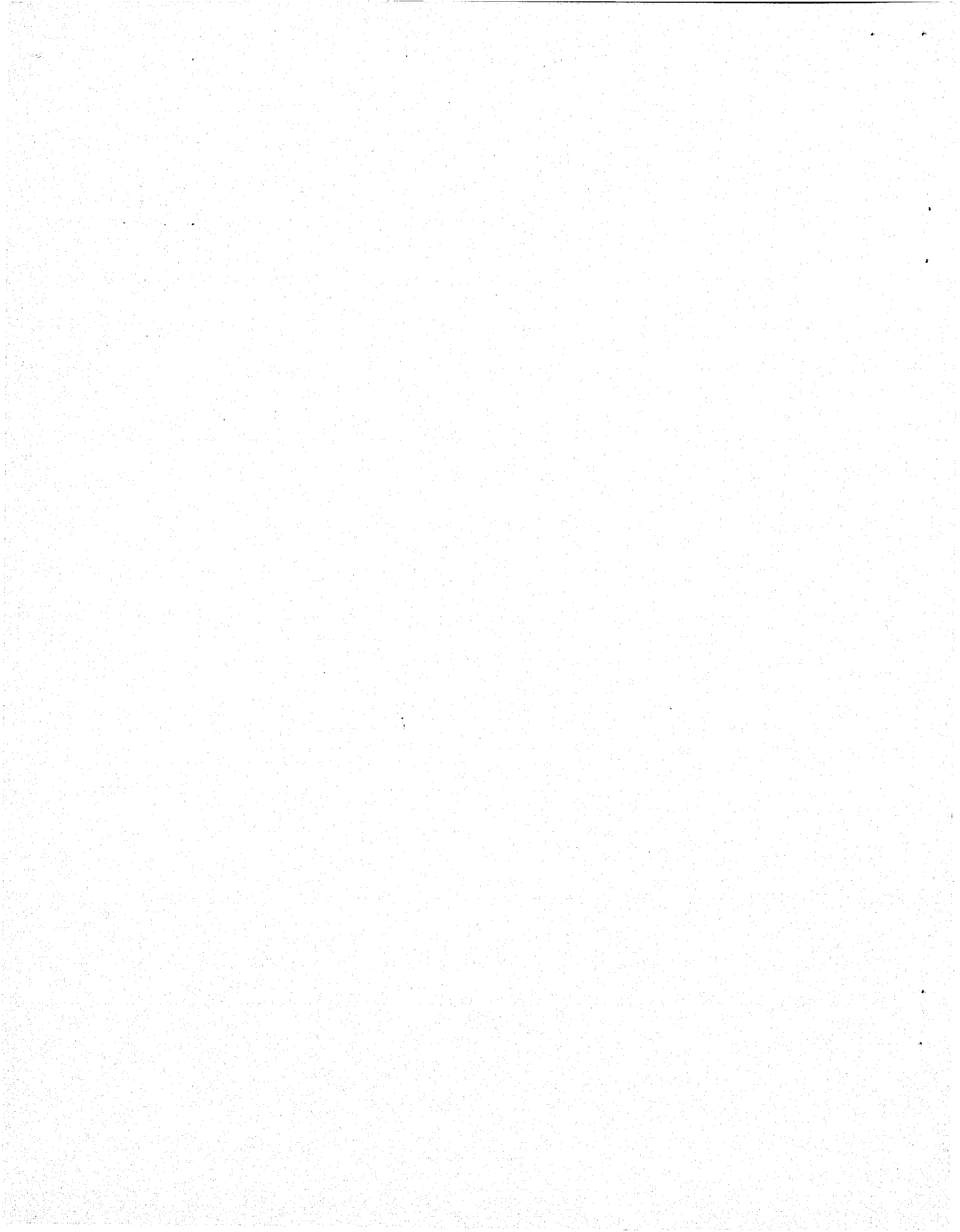
OBJECTIVE:

MEANS:

MEASURE:

AMENDMENTS (date):

ATTAINMENT:



I HAVE PARTICIPATED IN ESTABLISHING THE STATED OBJECTIVES.

EMPLOYEE SIGNATURE

(DATE)

RATER SIGNATURE

(DATE)

RATER COMMENTS

May be utilized to describe the employee's strengths and weaknesses. This space may also be used for listing specific training, experience or exceptional accomplishments by the employee during the evaluation period. In those cases of employee rated consistently above standard in three or more areas, commendation will be noted.

EMPLOYEE COMMENTS

OVERALL RATING: () Below standards
(check one) () Meets standards

I HAVE PARTICIPATED IN SUPERVISOR DISCUSSION OF OVERALL JOB PERFORMANCE AND SETTING OF NEW OBJECTIVES.

EMPLOYEE SIGNATURE

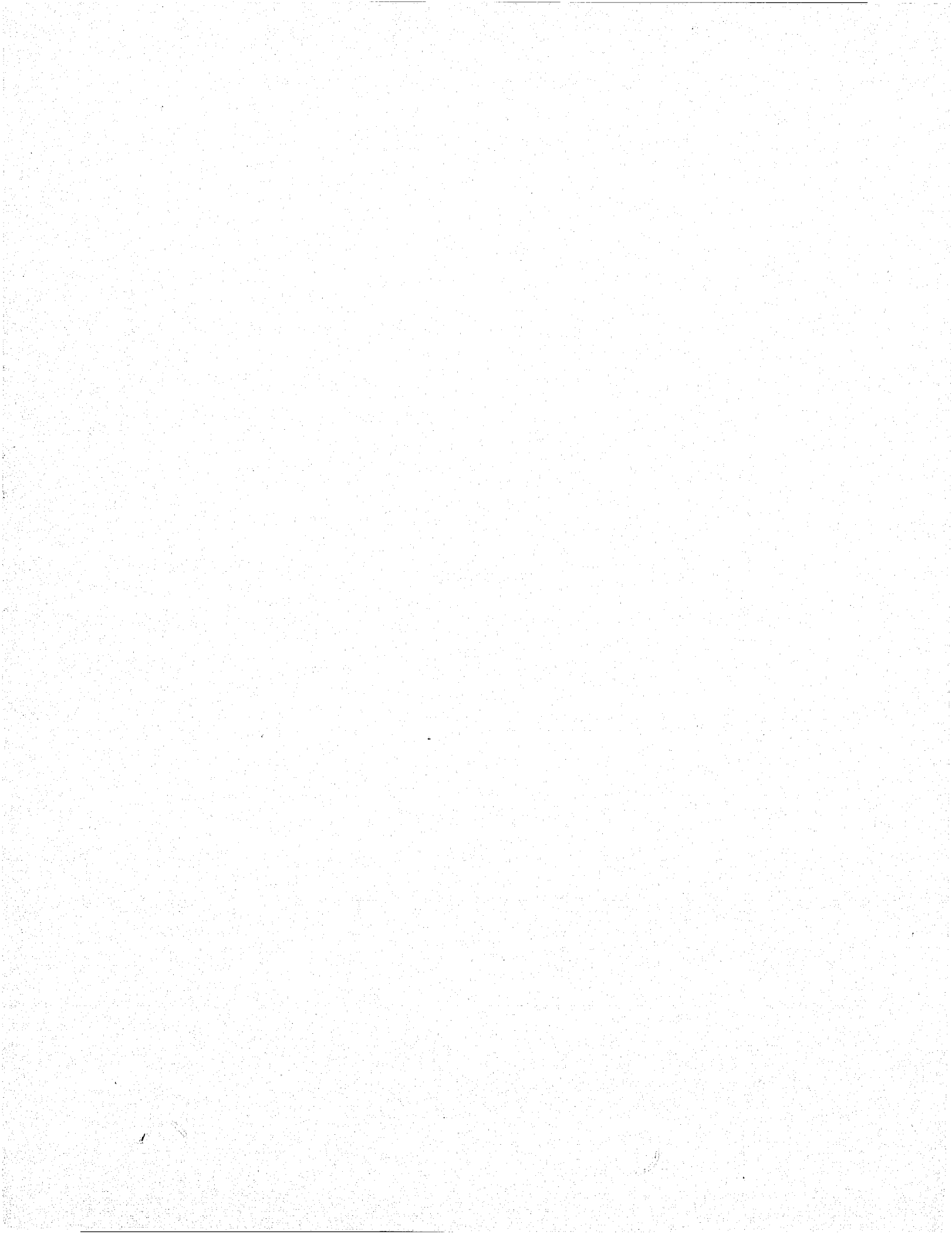
(DATE)

RATER SIGNATURE

(DATE)

DEPARTMENT HEAD COMMENTS

DEPARTMENT HEAD (DATE)



END