ARLINGTON POLICE DEPARTMENT
MEMORANDUM

TO: ALL POLICE PERSONNEL

FROM: WILL JOHNSON, POLICE CHIEF

REF: ANNUAL PERFORMANCE APPRAISAL PROCESS

DATE: SEPTEMBER 14, 2018

The department will soon begin the annual performance review process. As in past years, non-sworn staff will have annual reviews based on the October 1, 2017- September 30, 2018, fiscal year while sworn employees will be reviewed on January 1- December 31, 2018, calendar year. Like all City employees, the Police Department will undertake a three-step process:

1. Self-Evaluation
2. Goal Setting
3. Performance Discussion with Supervisor

Self-Evaluations

Self-evaluations are required by all employees and should reflect individual assessment of the prior year for each category. This is the employee's opportunity to reflect on their performance, grade themselves on each category, and document examples of good work as well as opportunities for improvement. Employees should be prepared to consider their work from the prior year, document their activity by category, and be able to discuss what went well and what opportunities for improvement exist. As you complete the self-evaluation, a key question to ask yourself is, "What did I do over this evaluation period to make Arlington better?"

Goal Setting

Both employee and supervisor should generate performance goals for the next year addressing various workload targets (ex. maintaining or increasing self-initiated activity, improving upon or maintain average time spent on calls for service), measures of quality of work (ex. community contacts, sustained community watch group, improved in the area of report/no or decreased report errors) and training/development needs. This is also the opportunity for each employee to state their career objectives and list any possible training they believe would help them achieve those objectives.

Performance Discussion with Supervisor

During this meeting or meetings, supervisors and employees will review self and supervisor given evaluations and discuss the similarities and differences. The discussion will include a review of strengths and opportunities for improvement as well as settling on any measurable performance and development goals for the next review period. The meeting should be a year in review based on multiple informal discussions occurring during the year.

Rating Criteria and Questions to Consider for Individual Evaluations

1. Accountability 15%
   - Was I responsive to my supervisor's direction?
   - How did I manage my beat or work responsibility?
2. Customer Focus 15%
   - Did I receive commendations and were sustained complaints avoided?
   - Was I responsive to complaints and courteous to peers and citizens?
   - Did I explain my actions and treat people with respect?
3. Interpersonal Skills 15%
   - Did I demonstrate positive energy and a good attitude?
   - Did I communicate effectively and in an impartial way?
4. Job Knowledge 25%
   - Did I demonstrate that I understand department/unit goals?
   - Did I complete all required training for the year?
   - Did I complete any optional training?
   - Did I participate in instructing and/or sharing knowledge with others (internally/externally)?
5. Productivity 10%
   - Did I meet stated performance goal(s)? If not, were there any specific factors that impacted my ability to meet my performance goal(s)
   - How did I manage workload and daily operations?
6. Quality of Work 10%
   - Did my work require frequent correction or revision?
   - Did my work improve during this evaluation period?
   - What was the quality of my reports and work product?
   - Did I follow up in a timely manner on areas within my assignment (i.e. beat complaints, investigations, programs, etc.)
7. Teamwork 10%
   - How well did I contribute toward team goals?
   - Did I communicate with my peers, share ideas, and help my coworkers achieve success?

Rating Criteria and Questions to Consider for Supervisor Evaluations

1. Accountability 15%
   - Were performance targets met? For any particular performance target not met, are you able to determine why the goal was not met (ex. adjusted areas of focus to address a recent increase in alcohol related offenses near a new business or temporarily reassigned to a special task force for 6 months)
   - How did the employee respond to criticism and/or feedback from others?
   - How well did the supervisor provide feedback/evaluations to their employees?

2. Budget 10%
    - Was budget maintained if applicable?
    - Did the employee seek opportunities to save resources or improve operations?
3. Customer Focus 15%
    - How well was the community engaged or customer base treated within the supervisor's area of responsibility?
    - Was the employee visible and regularly connected to stakeholders?
4. Interpersonal Skills 15%
    - Did the supervisor maintain a positive and courteous attitude?
    - Were there commendations or complaints received for the supervisor?
    - How did the supervisor address complaints received on their subordinates?
5. Job Knowledge 10%
    - Did the supervisor attend department mandated training? Optional training for continued development?
    - Is the supervisor familiar with trending issues in law enforcement?
    - Is the supervisor familiar with trending issues in Arlington and their specific geographic responsibility?
6. Leadership 25%
    - How well did the supervisor lead by example, demonstrate confidence and control, and make good, explained decisions?
    - How effectively did the supervisor evaluate subordinates?
    - Did the supervisor mentor and develop staff? How?
    - Did the supervisor outline staff goals and objectives for this evaluation period?
7. Quality of Work 10%
    - How did the supervisor review the quality of work of their subordinates?
    - How did the supervisor lead their areas to achieve goals or address crime/quality of life issues through their area of responsibility?
    - Did the supervisors' work product require regular revisions?

This feedback process is designed to ensure that all employees are aware of their duties and what level of performance is expected of them, and provides employees the opportunity for education, training, and development. I encourage all personnel to treat this process as a positive opportunity to make work better and more engaged as we strive to improve Arlington.

Non-sworn staff will need to follow the deadlines on the calendar put forth by Human Resources. Sworn staff will be notified to begin assessments in October. Please speak to your chain of command if you have additional questions. All performance evaluation documents, timelines, and competency definitions are located in X:\Shared\FORMS\Evaluation Forms\Performance Management 2018

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