



# CITY OF FAIRFAX POLICE DEPARTMENT

## GENERAL ORDER

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| Subject<br><b>PERFORMANCE EVALUATIONS</b>                   | Number<br>3-11  |
| Effective Date<br>October 1, 2015                           | Rescinds<br>General Order 3-11, dated 12-23-14          |
| Accreditation Standards<br>Fifth Edition 35.1.1 thru 35.1.7 | Authority<br>Colonel Carl R. Pardini<br>Chief of Police |

### PURPOSE:

To provide procedures for the evaluation of job performance.

### POLICY:

The Chief of Police is responsible for monitoring the performance evaluation system to ensure that it is fair, impartial, and consistent with sound personnel management. The Administrative Services Division Captain conducts periodic reviews and analyses of the performance evaluation system, makes recommendations to the Chief of Police, and maintains liaison with the City of Fairfax Personnel Office to help ensure the integrity of the system. Performance evaluations are based only on performance during the specified rating period. Tasks of the position, as set forth in the position description, form the basis for the description of the work that should be performed. Criteria used to define the quality of work should be descriptive, measurable, and allow a characterization regarding how the work is performed.

### DISCUSSION:

The objectives of the performance evaluation system are to:

- Foster fair and impartial personnel decisions.
- Maintain and improve performance.
- Provide a medium for personnel counseling.
- Facilitate proper decisions regarding probationary employees.
- Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines.
- Identify training needs.

### PROCEDURE:

#### I. TYPES OF EVALUATIONS

##### A. Annual Performance Evaluation

1. The Annual Performance Evaluation is conducted on the anniversary date of employment or promotion by the member's immediate supervisor. The Annual Performance Evaluation may be connected to within grade merit increases in pay (Personnel Ordinance, Section 66-11, (c)).
2. Annual Performance Evaluation forms are issued by and completed in accordance with instructions from the City of Fairfax Personnel Manager and applicable Administrative Regulations.
3. In cases of recent transfers, the supervisor having the most opportunity to observe performance criteria is assigned the duty of completing the Annual Performance Evaluation.

## B. Verbal Evaluation

1. New or recently transferred members should be familiarized with the appropriate evaluation forms and counseled by their supervisor concerning expectations. Topics covered during the counseling should include:
  - a. Tasks of the position occupied.
  - b. Level of performance expected.
  - c. Evaluation rating criteria.
2. Counseling regarding performance is an ongoing responsibility of supervisors.

## C. Field Training Officer Reports

1. Field Training Officers submit Daily Observation Reports (Form PD-14) which document the training progress of Recruit Officers and Lateral Transfers during the on the job training phase of probation.
2. The Daily Observation Report is discussed between the Field Training Officer and Probationary Officer and reviewed by the designated supervisors. Completed reports are forwarded through the chain of command to the Professional Standards Division Commander.
3. The Daily Observation Report is made a part of the officer's training records.

## D. Interim Evaluation

1. The Interim Evaluation (PD-42 or PD-42A) is completed by the immediate supervisor at least bi-monthly during the probationary period for any new member and during the probationary period for any promotion (Sergeant, Lieutenant, Captain, and Major).
2. The Interim Evaluation may also be used by supervisors to document performance during interim periods. This should occur whenever it helps facilitate the annual evaluation.
3. The Interim Evaluation is not used for the Probationary Officer when the Field Training Officer reporting procedures are used as outlined in Section C-1 above.
4. Whenever a member is transferred or reassigned new duties, the involved supervisors should meet and discuss the general performance of the transferred member to facilitate a smooth transfer and to ensure that the member's strengths, weaknesses, and career development needs are identified. The Interim Evaluation form may be used in lieu of a conference.

## E. Notice of Unsatisfactory Performance

1. Supervisors must be prepared to substantiate ratings at the unsatisfactory level, to advise the member of unsatisfactory performance, and to define actions that should be taken to improve their performance.
2. When work performance is deemed to be unsatisfactory a written notice of unsatisfactory performance is given at least 90 days prior to the end of the annual evaluation period, if possible. An Interim Evaluation, Corrective Counseling, Oral Reprimand, Written Reprimand, or other written documentation fulfills this requirement if it specifies the nature of the unsatisfactory performance and defines actions that should be taken to improve performance.
3. If unsatisfactory performance continues, this information should be included in the Annual Performance Evaluation at the end of the 90 day period. This may be considered a second notice of unsatisfactory performance.
4. Nothing in this section is intended to preclude the notification process in Section 66-16 (d) of the Personnel Ordinance or the immediate dismissal of a probationary member without benefit of a hearing.

## II. UTILIZATION

- A. A member's performance, as defined in the evaluation reports, provides information concerning:
  - 1. Suitability for assignment.
  - 2. Training needs.
  - 3. Ability to assume more responsibility.
  - 4. Effectiveness in the assigned position.
  - 5. Career development needs.
- B. Review
  - 1. Raters ensure a private setting for an interview with the member concerning the Annual Performance Evaluation and for any other evaluation where the rater deems an interview necessary.
  - 2. The member is offered the opportunity to comment on the ratings verbally and/or in writing.
    - a. Written evaluations contain a signature line for the person evaluated and a space for their comment.
    - b. A signature indicates that the evaluation was reviewed by the member and does not indicate concurrence or non-concurrence with the content.
    - c. If the member refuses to sign, this is indicated by the rater on the signature line.
    - d. Members may attach additional paper for comment if necessary.
  - 3. After the evaluation is reviewed with the employee, it is sent to the Chief of Police through the rater's chain of command.
  - 4. All evaluations are reviewed by the rater's supervisors regarding the quality of ratings given to members. Supervisors evaluate raters regarding:
    - a. The fairness and impartiality of ratings given.
    - b. Their participation in counseling rated members.
    - c. Their ability to carry out the rater's role in the performance evaluation system.
  - 5. The member must be provided a copy of the completed Annual Performance Evaluation and is provided a copy of any Interim Evaluations or Daily Observation Reports upon request.

## III. APPEAL

- A. Unless the member can show an evaluation was arbitrary or capricious, it is not a grievable issue through the City of Fairfax Grievance Procedure as noted in the Personnel Ordinance, Section 66-16 (e) (1).
- B. After reviewing an evaluation, members may appeal to the Chief of Police through the chain of command if they disagree with the ratings, content, or any portion of the evaluation.
  - 1. Such appeal must be requested, in writing, within seven calendar days of reading the evaluation.
  - 2. The Chief of Police notifies the member within seven calendar days of receipt of the appeal the date for an appointment for an interview to discuss the contested evaluation. The rater is normally requested to be present during an interview.

3. The member may, at their option, enter written documentation to support their version or contention that the evaluation is incorrect or inappropriate. Such documentation is made a part of the evaluation and should be submitted during the interview with the Chief of Police.
  4. The Chief of Police may be assisted by the rater, the City of Fairfax Personnel Manager, or others during the interview or appeal process.
- C. The Chief of Police advises the member of their decision immediately or in writing within seven calendar days. The Chief's decision is final.

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Colonel Carl R. Pardiny / Chief of Police

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