



# University of Wisconsin–Madison Police

## Policy: 35.1

### SUBJECT: PERFORMANCE EVALUATIONS

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#### INDEX:

- 35.1.1 PERFORMANCE EVALUATION SYSTEM
- 35.1.2 ANNUAL PERFORMANCE EVALUATIONS REQUIRED
- 35.1.3 PERFORMANCE EVALUATION OF ENTRY- LEVEL PROBATIONARY EMPLOYEES
- 35.1.4 PERFORMANCE EVALUATION CRITERIA
- 35.1.5 PERFORMANCE EVALUATION PROCEDURES
- 35.1.6 NOTICE OF UNSATISFACTORY PERFORMANCE
- 35.1.7 EMPLOYEE GUIDANCE
- 35.1.8 RATERS EVALUATED
- 35.1.9 PERSONNEL EARLY WARNING SYSTEM

#### POLICY:

The University of Wisconsin–Madison Police Department recognizes that effective job performance from all employees is essential to achieving its goals and objectives. In order to monitor and measure job performance, the Department will employ fair and reliable performance evaluation methods.

#### DEFINITIONS:

“Evaluation” refers to determining the value and measure of an employee’s work performance.

“Performance” refers to actions taken or omitted with regard to specific tasks, assignments, or evaluation criteria.

“Rater” refers to the supervisor who evaluates the performance of a subordinate employee.

#### PROCEDURE:

##### 35.1.1 PERFORMANCE EVALUATION SYSTEM

The following defines the performance evaluation system:

- A. Measurement definitions shall be clearly defined on prescribed rating forms. Key measurement terms and concepts should be addressed during supervisory training sessions.
- B. The Department shall utilize internally developed evaluation forms. Such forms shall be completed in a timely manner, forwarded to appropriate personnel, and stored in secure files.
- C. Raters shall be responsible for evaluating employee performance in an impartial and accurate manner; completing forms in a timely fashion; counseling employees regarding performance expectations, goals, and career development; determining training needs; eliciting input; obtaining employee and supervisory signatures; providing report copies to employees; and forwarding reports for appropriate filing.
- D. Rater training shall be provided during supervisory training sessions and regularly scheduled supervisory meetings. Such training should include a review of the following: applicable Department and University directives, interview techniques, measurement definitions, form usage, rater responsibilities, confidentiality concerns, and career development opportunities.

##### 35.1.2 ANNUAL PERFORMANCE EVALUATIONS REQUIRED

The following shall govern timeliness of performance evaluations:

- A. A performance evaluation of each employee, with the exception of the Chief of Police, shall be completed and documented at least annually.
- B. Employees should be rated by their immediate supervisors. Annual evaluations shall be based upon the fiscal year.

##### 35.1.3 PERFORMANCE EVALUATION OF ENTRY-LEVEL PROBATIONARY EMPLOYEES

The following shall govern the written evaluation of all entry-level probationary employees:

- A. A written performance evaluation report on all entry-level probationary employees shall be conducted at least quarterly. Quarterly probationary evaluations shall be based upon the date of hire for each respective entry-level employee.
- B. Probationary officers shall be rated by supervisory and line personnel in conjunction with established Department field training program procedures.

#### **35.1.4 PERFORMANCE EVALUATION CRITERIA**

The following provides criteria utilized during the performance evaluation process:

- A. Criteria used for performance evaluation shall be specific to the assignment of the employee during the rating period. Tasks of the position, as set forth in the job description, should form the basis for the evaluation. Criteria used to define the quality of work should be descriptive and measurable and provide a characterization of how the work was performed.
- B. The performance evaluation report will reflect ratings only for job performance observed during the rating period.

#### **35.1.5 PERFORMANCE EVALUATION PROCEDURES**

The following shall govern procedures for the personnel evaluation system:

- A. The rating period for performance evaluations is July 1<sup>st</sup> to June 30<sup>th</sup>.
- B. Raters are to make explanatory comments when performance ratings are unsatisfactory or outstanding by providing comments on the narrative portion of the evaluation form.
- C. Each performance evaluation report must be reviewed and signed by the rater's supervisor.
- D. Each employee shall be provided the opportunity to sign and make written comments to supplement the completed performance evaluation report. The signature will indicate only that the employee has read the report and does not imply agreement or disagreement with the contents. The supervisor will document an employee's reluctance to sign the evaluation and indicate the reason(s) provided.
- E. A copy of the completed evaluation report shall be provided to each employee.
- F. An employee may appeal a performance evaluation through discussion with supervisory or administrative personnel. Such a process permits review of the ratings given when protested by the employee. Evaluation documents may only be revised with rater or higher authority approval.
- G. All performance evaluation reports shall become a permanent record in the employee's personnel file.

#### **35.1.6 NOTICE OF UNSATISFACTORY PERFORMANCE**

The following outlines written notification of unsatisfactory performance:

- A. Non-probationary employees shall be advised in writing whenever their performance is deemed to be unsatisfactory.
- B. Written notification of unsatisfactory performance shall be provided to employees in a timely manner.

#### **35.1.7 EMPLOYEE GUIDANCE**

The following requires that each employee be provided guidance during the performance evaluation process:

- A. Each employee shall receive guidance at the conclusion of the rating period. This guidance shall include results of the performance evaluation just completed, the level of performance expected, rating criteria or goals for the new reporting period, and career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.
- B. The immediate supervisor of each employee should provide feedback regarding employee performance. It is critical that counseling of this type include both a review of performance over the prior rating period and, as a matter of

fairness to the employee, an indication of the expectations for the upcoming reporting period. However, nothing in this directive should be interpreted as requiring that these items be completed in one single session by the same supervisor.

### **35.1.8 RATERS EVALUATED**

The following shall govern procedures associated with the supervision and evaluation of raters:

- A. Raters shall be evaluated by their supervisors regarding the quality of ratings given employees. Such ratings shall be documented through established performance evaluation instruments.
- B. Supervisors should evaluate raters regarding the following: fairness and impartiality of ratings given; uniform application of ratings; participation in counseling rated employees; and ability to implement or apply their respective role in the performance evaluation system.

### **35.1.9 EARLY INTERVENTION SYSTEM (PEWS)**

The following describes the Department early intervention system:

- A. The Department has a responsibility to identify and provide assistance to employees whose conduct or behavior adversely affects work performance. The Department will maintain an Early Intervention System to assist in identifying employees whose conduct or behaviors require intervention.
- B. Any supervisor made aware of the following behaviors shall forward the information to the involved employee's immediate supervisor, second level supervisor, and Personnel Sergeant. Immediate supervisors will maintain documentation on any of the following issues for each employee and will provide such documentation to any subsequent supervisor for the employee. Behaviors requiring notification of an employee's supervisor, second level supervisor, and Personnel Sergeant are listed below. Behaviors 1 – 5 listed below also require an entry into the Records Management System (RMS) Internal Affairs (IA) module. The RMS form will be filled out by the supervisor that is initially made aware of the behavior. All supervisors and management team members will be trained on the IA modules in RMS by the Professional Standards Lieutenant or designee prior to entering any PEWS information into RMS.
  - 1. Employee injury reports
  - 2. Preventable Department vehicle crashes
  - 3. Significant or repeated policy violations;
  - 4. Founded or repetitive internal or external complaint investigations;
  - 5. Use of force incidents wherein the administrative review recommends further review by the chain of command beyond basic coaching;
  - 6. Unexcused absences (the employee's direct supervisor must review the employee's timesheet prior to or after submittal and be perceptive of patterns);
  - 7. Substandard annual or probationary performance reports.
- C. The RMS IA module is set to "flag" any employee that receives more than three early warning reports, as listed in 1 – 5 above, within 12 months. If a supervisor is completing an IA module form and a warning "flag" is received, the supervisor filling out the form will provide the "flag" information to the employee's direct supervisor and second line supervisor for further review.
- D. When a supervisor learns of a circumstance or behavior that he or she believes requires intervention, the supervisor will notify a manager in his or her chain of command. The manager will facilitate the Department intervention effort and the chain of command notification.
- E. When conduct or behavior results in a decision by the manager and supervisor to intervene, an intervention strategy must be formulated and documented per appropriate policy (discipline, performance action plan). One or more of the following strategies shall be utilized:
  - 1. Coaching or Counseling;
  - 2. Weekly performance reviews with the immediate supervisor.
  - 3. Remedial action, from retraining to discipline. (Refer to training or discipline-related directives as appropriate for details);
  - 4. Performance action plans;

5. Participation in the Employee Assistance Program;
  6. Medical or family medical leave;
  7. Fitness for duty evaluation;
- F. During the first week in July, all managers will forward summaries of their formal Department intervention efforts from the prior evaluation year to the Administrative Captain, who will prepare a Department Early Intervention Summary for the Chief of Police by the end of July.