



**Las Cruces Police Department
GENERAL ORDERS
ADMINISTRATION VOLUME 1
GO-130 EMPLOYEE PERFORMANCE APPRAISALS (Daily)
Revised 03-25-2014**

130 EMPLOYEE PERFORMANCE APPRAISALS

PURPOSE

This General Order establishes procedures for completing employee performance appraisals in order to maintain the quality and integrity of the department.

POLICY

The Las Cruces Police Department (LCPD) shall conduct employee performance appraisals on a yearly basis to ensure that the department is operating efficiently, effectively, and in compliance with applicable laws, policies, procedures, regulations, and established professional standards. Employee performance appraisals are a vital part of the department's assessment of its capabilities and shall be carried out with care, attention to detail, and the full cooperation of employees

APPLICABILITY

This General Order is applicable to all commissioned employees. The General Order supersedes all previous versions.

REFERENCES

- CALEA 53.1.1
- City of Las Cruces Employee Personnel Manual (PM)
- City Manager Policies (CMP)

DEFINITIONS

Performance Appraisals - A partnership between the supervisor and the employee in measuring the appropriate skills, abilities, and knowledge of the job position. As part of this partnership, performance appraisals are a necessary and beneficial process which provides an opportunity for supervisors to provide feedback to employees regarding job performance and career development. The performance appraisal is intended to be a fair and balanced assessment of an employee's actual performance during the review period.

Self-Appraisal Form - Self-analysis form intended to identify future goals, strengths, weaknesses, and current management/leadership issues concerning the employee.



Las Cruces Police Department
GENERAL ORDERS
ADMINISTRATION VOLUME 1
GO-130 EMPLOYEE PERFORMANCE APPRAISALS (Daily)
Revised 03-25-2014

Supervisor Training Program – Standardized training program for supervision to maintain consistency and uniformity when completing employee performance appraisals.

Career Development Program – Employee program to enhance their abilities and knowledge for future assignments/promotions.

Promotional Process -Assessment center process designed to select the most knowledgeable candidate for the specific section, duty assignment, or supervisory position.

Quarterly Counseling Sessions - Supervisory counseling sessions or meetings with the employees intended to provide mentorship and development over a one-year time period.

130.01 GENERAL PROCEDURES

- A. The employee performance appraisal process is an important management and leadership tool for police agencies. It is designed to support the individual employee's professional development and behavioral changes. It can also be utilized to communicate organizational goals and expectations.
- B. The employee performance appraisal process shall be utilized as a mentoring and development program to enhance employee productivity and career progression.
- C. Supervisors shall complete the departmental supervisor training program related to the employee performance appraisal process. This training is essential to ensure a thorough and consistent process. Section supervisors will ensure this training is completed and understood by their employees upon promotion or transfer into their sections.
- D. Supervisors shall complete four quarterly employee counseling sessions in a calendar year with all employees to identify their strengths, weaknesses, and future career goals. Employees demonstrating continued deficiencies, problems, or weaknesses will be placed on an Employee Performance Improvement Plan.
- E. Departmental employees will be encouraged to complete a standardized self-appraisal form fifteen days after notification to provide supervisory guidance in the evaluation process.
- F. Supervisors shall complete their assigned employee's performance appraisals fifteen days after notification. It will then be reviewed by their chain of command and forwarded to the appropriate Deputy Chief. Upon approval, appraisals will be



**Las Cruces Police Department
GENERAL ORDERS
ADMINISTRATION VOLUME 1
GO-130 EMPLOYEE PERFORMANCE APPRAISALS (Daily)
Revised 03-25-2014**

forwarded to the Human Resources Department by October 1, of each year. (City of Las Cruces Employee Personnel Manual)

130.02 PROMOTIONAL PROCESS

- A. The departmental employee performance appraisal process shall be utilized for the Sergeant / Lieutenant Promotional Process beginning in 2014.
- B. The following weighted percentages shall be utilized for the Sergeant / Lieutenant Promotional Process:
 - 1. 40% - Written Exam
 - 2. 40% - Assessment Center Exercises/Practical Exercises
 - 3. 10% - Professional Development/Time in Service
 - 4. 10% - Employee Performance Appraisal Ratings
- C. The following employee performance appraisal ratings shall be utilized as the percentage points for the above calculations (10%):
 - 1. Officers testing for Sergeant:
 - a. **Rating: 100 Points Possible (multiply by .10) = Score**
 - 2. Sergeants testing for Lieutenant:
 - a. **Rating: 200 Points Possible (divide by 2 then multiply by .10) = Score**
- D. All other promotional procedures are referenced in G.O. 133.

130.03 ATTACHMENTS

ATTACHMENT A: Supervisor Training Program.

ATTACHMENT A: Supervisory Training Program



Las Cruces Police Department Supervisor Training Program



When ratings fail to accomplish their true purpose, it is found that the fault lies not in the form used, rather in the rater. Even the simplest of forms can achieve a very beneficial effect if care is given to their preparation. A thoughtful and simple narration of the rater's appraisal of a subordinate sometimes is more meaningful than complicated formulas which attempt to equate the various personal traits by a series of checkmarks in the boxes. The quality of employee appraisals, then, is largely a matter of attitude – the attitude of the rater.

Common rating errors:

- Leniency – an inordinately large number of the rating reports in the highest one or two categories such as Very Good or Excellent.
- Personal Bias – rating higher than justified because they know the people well and are liked.
- Central Tendency – grouped ratings near the center of the scale with few ratings at the bottom or top.
- Halo effect – rating in terms of a very general impression rather than on the basis of specific traits.
- Related traits – rating similar traits which seem to be related.
- Overweighting – rating that is influenced by an occurrence, either good or bad, involving the person rated near the end of the rating period.
- Subjectivity – rating that is influenced by one or two characteristics that have special appeal to him/her.
- Attribution - tending to see poor performance more within control of the individual and superior performance as more of an influence of external factors.

It is the rater's responsibility for rating his/her subordinate and fully aware of the common errors that should be avoided, so as to not discredit the entire system. The more rigorous an appraisal....the more believable it will be!

This appraisal process should be continuous and based off of the quarterly discussions with subordinates. The subordinate should not be hearing or seeing anything new on this appraisal if:

- 1.) The quarterly discussions have been completed, and/or
- 2.) Major performance issues have been identified within the last quarter.

This mandatory supervisor training will be divided into several parts totaling four hours.

- Discussion of Purpose (0.5 hr.)
- Expectations of Goals/Objectives (0.5 hr.)
- Standards of Rating/Consistency (0.5 hr.)
- Wingspan Appraisal Process (1.5 hrs.)
- Practical Exercise (Patrol Officer Example) (0.5 hr.)
- Questions/Conclusion (0.5 hr.)

All records of attendance for supervision will be maintained by the Las Cruces Police Department Academy.

NAME: _____

DATE OF TRAINING: _____