 <p>YALE UNIVERSITY POLICE DEPARTMENT GENERAL ORDERS <i>Serving with Integrity, Trust, Commitment and Courage</i> <i>Since 1894</i></p>	ORDER TYPE: NEED TO REFER	
	314 PERFORMANCE EVALUATION	
	EFFECTIVE DATE: 13 JAN 2014	REVIEW DATE: ANNUAL

POLICY

The department is committed to the pursuit of excellence in the workplace and to helping department employees contribute to the maximum of their potential. These aspirations can best be reached with performance objectives that are well understood and provide staff members with timely and clear performance feedback.

The Department establishes performance objectives for employees. Supervisors conduct mid-year status reviews of employee performance in meeting these objectives and assess each employee’s annual performance in the context of these objectives at the end of the calendar year. **CTLEA 2.2.7** This performance management process is designed to ensure that:

- the efforts of employees are focused on achieving the most important outcomes in alignment with departmental goals;
- employees are provided with direction and feedback that will help them to increase their contribution;
- employees who make significant contributions are recognized;
- employees understand their development opportunities and are provided with adequate coaching and support.

DEFINITIONS

Performance	Something done or performed. As used: actions taken or omitted with regard to specific tasks or assignments.
Performance Objectives	Statements of operational behavior required for satisfactory performance of a task, the conditions under which the behavior is usually performed, and the criteria for satisfactory performance.
Rated Employee	The employee whose performance is evaluated by a rater.
Rater	The supervisor who evaluates the performance of a subordinate employee.
Does Not Meet Standard	Employee behavior or work performance that is substandard.

PROCEDURES

Performance evaluations are required each January for all permanent employees and at least monthly for all probationary employees after completion of FTO training. **CTLEA 2.2.8**

Performance evaluations will be documented by using the form provided by the department. **CTLEA 3.2.60b** The appraisal should cover employee performance during the current rating period, include measurement definitions, and be specific to the assignment of the employee during the rating period. **CTLEA 3.2.6a,e,f**

Comments should be included for each category evaluated. Explanatory comments are required for any “does not meet” or “exceeds standard” rating. **CTLEA 3.2.60g**

Raters, who should normally be the employee’s immediate supervisor, are responsible to discuss performance expectations with employees at the beginning of the rating period, assess the employee’s progress toward meeting performance objectives and periodically communicate performance assessments, when appropriate. **CTLEA 3.2.60c.**

Whenever an employee's performance does not meet standards, the rating supervisor will notify the employee in writing and will make and document attempts of mentoring and counseling to assist the employee in improving performance. If the employee's performance improves, the supervisor will document the improvement. If the employee fails to respond to training and counseling, the supervisor will document the failure to improve and include the information in the employee's evaluation. **CTLEA 2.2.9**

Raters will be afforded periodic training on the implementation of performance evaluations to include; performance evaluation and measurement criteria, rater responsibilities, procedures and documentation, developing corrective action plans and remedial training, and will be evaluated themselves on the quality of the evaluations given employees. **CTLEA 3.2.60d, 3.2.62**

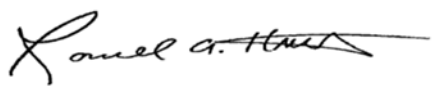
A secondary rater, generally the rater's supervisor, will review and sign each rater's evaluation. **CTLEA 3.2.60h**

After the evaluation is completed, the rater will meet with the rated employee to discuss the results of the performance evaluation, the level of performance expected, rating criteria and objectives for the new reporting period, career development topics such as specialization or advancement and appropriate training. **CTLEA 3.2.61a,b,c,d** At the meeting, employees have the opportunity to review the evaluation with the supervisor and sign the evaluation form. Refusal of the employee to sign does not invalidate the form.

Employees will be given a copy of their performance evaluation at the time of the meeting. If the employee contests his or her evaluation, he or she may attach rebuttal statements to any adverse material contained in the performance file. **CTLEA 2.2.10**

Completed evaluation documents will be retained in the employee's personnel file. **CTLEA 3.3.62**

PER ORDER OF

A handwritten signature in black ink, appearing to read "Daniel G. Harris", is written over a white rectangular background.

CHIEF OF POLICE

REFERENCE: UNIVERSITY HR POLICY 601- PERFORMANCE MANAGEMENT