

HONOLULU POLICE DEPARTMENT

POLICY HUMAN RESOURCES AND TRAINING

April 29, 2015

Policy Number 3.42

PERFORMANCE EVALUATION

POLICY

Departmental personnel will be evaluated periodically on the performance of their assigned duties and responsibilities. Performance evaluations will provide the Chief of Police with a tool to determine management and operational needs, as well as motivate employees to achieve full potential.

PROCEDURE

I. CRITERIA FOR RATING

- A. The performance evaluation shall be prepared in compliance with civil service rules and on an e-form approved by the director of the Department of Human Resources (DHR).
- B. The performance evaluation shall be specific to the assignment of the employee during the rating period.
- C. To ensure that the employee is aware of the supervisor's expectations, the supervisor shall discuss with the employee the duties, responsibilities, performance, and conduct expected of him or her.
- D. An employee on probationary status shall be evaluated every three months up until the expiration of the probation period. An employee on regular status shall be evaluated annually beginning with the employee's employment anniversary date.
- E. The immediate supervisor who is in a position to rate the employee's performance most objectively shall rate each employee.
 - 1. The standard to determine the rating supervisor is supervision for at least six months.

2. If the current supervisor has been the employee's immediate supervisor for a period of less than six months and feels able to rate the employee objectively, that supervisor shall prepare the rating. The period of supervision should be indicated on the e-form.
3. If the current supervisor has been the employee's immediate supervisor for a period of less than six months and does not feel able to rate the employee objectively, that supervisor may:
 - a. Forward the rating e-form to the element of assignment of the last supervisor who had the employee for more than six months. If the last supervisor is in the same element, return the rating form to the element liaison for assignment to that supervisor; or
 - b. Consult with the last supervisor who can offer an objective assessment of the employee's performance. Include the previous supervisor's name and comments on the rating e-form, along with the name of the supervisor completing the evaluation.
- F. If the employee is on extended leave and the supervisor is unable to assess the employee's performance objectively, the leave commencement date and reason for the inability to evaluate should be included in the "Comments" section of the rating e-form.

The rating e-form shall be forwarded to the element commander or designee for approval and closure.
- G. If the supervisor is able to rate the employee's performance but the employee is not available to discuss or acknowledge the rating, the supervisor shall:
 1. Indicate in the "Comments" section of the e-form that the employee is not available for review and acknowledgment and the specific reason for the unavailability; and

2. Forward the e-form to the element commander or designee for approval and closure.
- H. Supervisors shall be trained on the evaluation process before rating subordinates.

II. EVALUATIONS OF CIVILIAN EMPLOYEES

- A. Civilian personnel will be evaluated with the Performance Evaluation Report (PER), city e-form HR-44/HR-45, accessible at <http://eforms> by clicking "Submit a Request" and then "DHR Forms."
- B. The supervisor should review the evaluation factors by selecting the "Rating Factors" button at the top of the e-form prior to rating the employee. The evaluation factors serve as guidelines and should not be the sole basis for comments on performance.
- C. The supervisor should include substantive comments on the employee's performance for the evaluation period just completed, recognizing both strong and weak points in the "Comments" section.
 1. Comments should be original, factual, specific, brief, and applicable to the individual being rated.
 2. Future performance expectations, rating criteria, or goals for the next evaluation period should be included.
 3. An excellent performance should be commended.
 4. Counseling on topics such as advancement, specialization, or training as appropriate for the employee's position should also be included.
- D. Certification and Submission
 1. The e-form provides for three certifications.
 - a. The rating supervisor shall discuss a drafted PER with his or her supervisor before the employee who is being evaluated reviews the report.

The supervisor shall evaluate the rater regarding the fairness and impartiality of the ratings given and the rater's counseling of the rated employee; the supervisor shall also ensure that the ratings are applied uniformly.

After any changes are made, the rater shall select the "Supervisor" button and indicate in the "Comments" section that it was reviewed by the rater's supervisor before the e-form is reviewed by the employee.

- b. The employee shall enter any comments (if preferred) and select the "Employee" button on the e-form after having had the opportunity to discuss the rating with the supervisor. If the employee refuses to select the "Employee" button, the supervisor shall indicate the refusal in the "Comments" section to indicate that the refusal was made in person.
 - c. The element commander or designee is the designated reviewer. The reviewer acknowledges the evaluation for the Chief of Police.
2. The element commander or designee shall select the "Appointing Authority" button to approve and close the PER.
3. The completed PER shall be accessible to the employee, immediate supervisor, previous supervisor (if applicable), element liaison, and element commander or designee at <http://eforms> by clicking the "View Processed Requests" option.
4. Unless otherwise specified by a collective bargaining agreement, the completed PER shall be maintained by the City and County of Honolulu's e-form system. All previously completed PERs shall remain with the Honolulu Police Department (HPD) throughout the employee's tenure. When the employee leaves the department, the PER shall be forwarded to the DHR for filing.

III. EVALUATIONS OF SWORN EMPLOYEES

- A. Police officers will be evaluated with the PER, HPD-409 e-form, accessible at <http://eforms> by clicking "Submit a Request" and then "HPD Forms."
- B. Supervisors shall:
 - 1. Be familiar with the contents of the PER and follow the instructions;
 - 2. Understand the duties and responsibilities of the position held by the employee being rated;
 - 3. Use a process of objective reasoning, eliminating personal prejudice, bias, and favoritism;
 - 4. Observe and analyze the employee's performance in terms of each factor listed on the rating form;
 - 5. Base their judgment on demonstrated performance, not potential;
 - 6. Evaluate the employee's performance during the entire rating period;
 - 7. Set experience apart from performance. An employee with a short service record may be as effective in his or her position as one with a longer term of employment; and
 - 8. Ensure that the "Areas for Growth" section is completed and that the "Comments" section includes the following:
 - a. Results of performance for the evaluation period just completed;
 - b. Future performance expectations, rating criteria, or goals for the next evaluation period; and
 - c. Counseling on topics such as advancement, specialization, or training as appropriate for the employee's position.

C. Certification and Submission

1. The PER e-form requires four certifications.
 - a. The rater shall discuss a drafted PER with his or her supervisor and make any changes before the employee who is being evaluated reviews the report. The supervisor shall evaluate the rater regarding the fairness and impartiality of the ratings given and the rater's counseling of the rated employee; the supervisor shall also ensure that the ratings are applied uniformly.

After any changes are made, the rater's supervisor shall then certify the PER by selecting the "Rating Supervisor" button before it is reviewed by the employee.

- b. The rater shall certify the PER by selecting the "Rater" button before it is reviewed by the employee.
 - c. Together, the rater and the rater's supervisor shall discuss the PER with the employee, allow the employee to enter any comments, and have the employee certify the PER by selecting the "Employee" button.

If the employee refuses to select the "Employee" button, the rater shall include in the "Comments" section the date of the discussion and witness of this refusal by the rater's supervisor to indicate that the refusal was made in person.

- d. The element commander or designee shall approve and close the completed PER by selecting the "Element Commander (or Designee)" button.
2. The completed PER shall be accessible to the officer, immediate supervisor, previous supervisor (if applicable), element liaison, and element commander or designee at <http://eforms> by clicking the "View Processed Requests" option.

3. Unless otherwise specified by a collective bargaining agreement, the completed PER shall be maintained by the City and County of Honolulu's e-form system. All previously completed PERs shall remain with the HPD throughout the officer's tenure. When the officer leaves the department, the PER shall be forwarded to the DHR for filing.

IV. UNSATISFACTORY PERFORMANCE

- A. Supervisors must be prepared to:
 1. Substantiate ratings at the unsatisfactory level;
 2. Advise the employee of the unsatisfactory performance; and
 3. Define actions that should be taken to improve the employee's performance.
- B. When an employee's job performance is unsatisfactory, the supervisor shall, as soon as practicable, notify the employee in writing no less than 90 days prior to the next rating period.
 1. The written notification should detail the deficiency or deficiencies and provide guidance for improvement.
 2. A copy of the written notification should be forwarded to the HRD where it shall be retained in the employee's personnel file.
- C. When deemed appropriate by the supervisor's element commander, a "Below Standard Performance" letter may be requested from the Chief of Police.
 1. The element commander or designee shall prepare a report to the HRD requesting the document.
 2. The HRD shall prepare the letter for the Chief of Police's approval.

- D. The completed substandard rating e-form shall be forwarded to the Human Resources Officer who will certify the rating e-form by left clicking the "Human Resources Officer" button.

A copy of the completed substandard rating e-form shall be retained in the employee's personnel file.

- E. When deemed appropriate by the supervisor's element commander, the employee shall be placed on a special three-month performance evaluation.
1. The element commander or designee shall prepare a report to the HRD that clearly identifies the employee's areas of substandard performance with recommendations for improvement.
 2. The HRD shall prepare a letter for the Chief of Police's signature informing the employee of being placed on a special three-month performance evaluation.
 3. The supervisor shall reevaluate the employee's work performance by completing a special three-month performance evaluation report.
 4. If the employee's performance improves to a satisfactory level, the supervisor shall generate and complete a rating e-form indicating such.
 5. If the employee's performance continues to be substandard at the end of the special three-month rating period, the employee will be informed by written notification of the continued substandard performance. The employee shall be placed on an additional, special three-month performance evaluation.

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6. If after the additional, special three-month performance evaluation the employee's performance continues to be rated as substandard, the employee may be subject to transfer, demotion, or termination.
7. All e-forms and documents generated as a result of any of the special performance evaluation periods shall be retained in the employee's personnel file.


LOUIS M. KEALOHA
Chief of Police

Post on bulletin
board for one week

Policy first issued
May 10, 2001