

# BATON ROUGE POLICE DEPARTMENT

General Order  
No.117

Effective Date  
05-01-1996

Revised Date  
09-01-2016

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Subject: Performance Appraisal System

Reviewed 9/1/16

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## POLICY

It is the policy of the department to establish and maintain a Performance Appraisal System (PAS.)The purpose of the PAS is to improve employee performance by building on strengths and correcting deficiencies. Whenever deficiencies are noted, performance is improved through counseling, training, or disciplinary measures. Each employee of the Baton Rouge Police Department will be evaluated on a semi-annual basis or as directed by the Chief of Police. All entry-level probationary employees will be evaluated after 90 days.

The PAS will provide an objective, valid, and reliable assessment of the performance of employees of the Baton Rouge Police Department. The PAS is a training based system. Performance deficiencies are identified in an effort to correct the behavior by training. Superior performance is identified in an effort to reinforce desired behavior.

The system is designed to be user friendly and adaptable to a computer database for record keeping with minimal paper files.

## PROCEDURES

### **I. Objectives of Employee Evaluation**

- A. The PAS is designed to accomplish the following principal objectives:
  - 1. Clarify desired behaviors and emphasize that these are the primary basis for achievement appraisals.
  - 2. Improve communication between employees and their supervisors regarding organizational and individual goals.
  - 3. Improve employee performance.
  - 4. Enhance employee job satisfaction through the opportunity for achievement and recognition.

### **II. Performance Anchors**

- A. Each unit in the department has developed performance anchors for the positions within that unit. Unit commanders will review these performance anchors quarterly and make recommendations for improvement, if necessary. Once approved by the bureau commander, any recommended changes to the anchors will be made by the Office of Staff Inspections.
- B. The Office of Staff Inspections will maintain copies of all unit performance anchors. These documents will be available through the computer network and in hard copy form.

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**III. Supervisor Responsibilities**

- A. The Supervisor's Semi-annual Performance Assessment Report (Semi-annual Report) is the primary working instrument of the PAS. The report is designed to be a summary of the Semi-annual review.
  - 1. Employees and supervisors will sign the report.
  - 2. Employees are provided with a copy of both sides if desired.
  
- B. The observations during each period will be used to generate the Semi-annual Report for each employee within the supervisor's span of control.
  - 1. Any performance deficiency noted during the period that occurred on two or more occasions should be indicated as deficient on the Semi-annual Report. (Note: A Conference Worksheet or Letter of Discipline is required in documenting deficiencies.)
  - 2. Any deficient or superior rating must be accompanied with an anchor number from the corresponding anchor manual.
  - 3. Performance deficiencies for a single anchor that occurred only once during the period should be documented as acceptable on the Semi-annual Report. However, the supervisor is free to make written comments on the back of the report to note that a deficiency was observed and corrected within the period.
  - 4. In categories where an employee's performance was rated as deficient in one anchor and superior on other anchors within the same category, record the deficient anchor on the front of the report along with the training given. The superior anchor should be noted in the comment section on the back of the Semi-annual Report.
  - 5. Describe any deficient or superior performance not specifically covered by an anchor in the comment section of the form.
  - 6. Make a special effort to observe any categories identified as "Not Observed" during previous the assessment periods.
  
- C. Supervisors will then submit the Semi-annual Reports for each employee to the next tier supervisor in the chain of command. Include any officers assigned to the unit for any portion of the previous period.
  
- D. Supervisor Semi-annual Performance Assessment Report submission dates are:
  - 1<sup>st</sup> Half: First week of January
  - 2<sup>nd</sup> Half: First week of July

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- E. The next tier supervisor will review all Semi-annual Reports submitted by his or her subordinate supervisors and then enter the data into the PAS Database. The next tier supervisor will:
  - 1. Ensure that a Semi-annual Report is submitted by a supervisor for each employee in accordance with time submission standards.
  - 2. Review the reasonableness of each Semi-annual Report based on personal experience and knowledge to ensure that supervisors are following guidelines and that reports are completed correctly.
  - 3. Review previous reports for each employee to identify any repeated deficiencies or superior ratings.
    - a. Recommend changes as necessary to correct any repeated performance deficiencies and document the recommendations by memorandum.
    - b. Recommend commendations for consistently superior ratings.
  - 4. Schedule any requested conferences with employees to discuss the Semi-annual Report.
  - 5. Note the ability of the subordinate supervisor in the assessment process for later reference in his or her own quarterly assessment of the subordinate supervisor.
  - 6. Complete a Semi-annual Report for each supervisor under his or her span of control after the submission of the subordinate supervisor's Semi-annual Reports.
  - 7. Submit the Semi-annual Report for each supervisor to the next tier supervisor for review.

**IV. Review and Counseling**

- A. Upon completion of the evaluation, the Semi-annual Report will then be signed and forwarded through the chain of command to the Office of Staff Inspections.
- B. While the Semi-annual Report is being completed the supervisor will discuss with the employee the following areas:
  - 1. Level of performance expected and basis for the rating being given for each standard;
  - 2. Goals for the new rating period;
  - 3. Career counseling relative to such topics as specialization or training that may be appropriate for the employee's position.
  - 4. Results of the evaluation just completed.

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**VI. Employee Response/Appeal**

- A. Following the evaluation counsel, each employee will be given the opportunity to review his or her completed report, make written comments in the area provided to supplement the evaluation, and then sign in the space provided indicating that they have read the report. The employee's signature does not imply agreement or disagreement with the contents of the report. The employee will be given a copy of the report for their records if they wish.
  
- B. Any employee who does not agree with his or her rating is encouraged to discuss the differences with the supervisor and resolve them through negotiation or the employee response section. If that proves unsatisfactory, the employee may request review by the chain of command through normal grievance procedures.
  - 1. If a solution is not possible, the employee will sign the Semi-annual Report and note in the comment section that the results are being disputed.
  - 2. The employee will submit a letter to his or her bureau commander, via the chain of command, stating he or she disputes the report. A detailed discussion of the dispute is not necessary for the letter. However, a general outline could help resolve the dispute quickly.
  - 3. The reviewing supervisor will provide a written explanation of the rating and all documentation supporting the Semi-annual Report to the bureau commander's office.
  - 4. The bureau commander will review the supporting documentation and decide whether to recommend changes to the Quarterly Report or to change the performance anchor for the disputed activity.
  - 5. If the bureau commander recommends changing a performance anchor, he or she will instruct the staff inspector to make the appropriate changes in the written books and the computer program.
  - 6. If the bureau commander recommends changing the Semi-annual Report, the staff inspector will be instructed to remove the invalid rating from the computer database. The original paper report will be destroyed. A new Semi-annual Report will be completed by the supervisor reflecting the valid appraisal.

**VII. Report Retention/Access**

- A. The evaluation report will be forwarded to the Staff Inspections Office after it is completed.
  
- B. The Office of Staff Inspections will be responsible for monitoring the program and retaining the evaluation forms for a period of four (4) years.

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**VIII. Supervisor Training**

Supervisors will receive training for performance evaluations either during their first line supervisor's training courses or as a separate session. The instruction will include use and retention of the various forms, responsibilities, and writing effective evaluations.