Minneapolis Police Department
Employee Appraisal

Employee's Name	Rank/Position	Employee Number
Current Assignment		Date Assigned
Appraiser's Name	Rank/Position	Employee Number
Preliminary Appraisal Date (Due Prior to _____) / /	Annual Appraisal Date (Prior to October 15th) / /	

Other Appraisal Type:	Other Appraisal Date / /

Performance Management Philosophy:
Performance management is a comprehensive process that includes goal setting, work direction, coaching, and appraisal. It is a primary responsibility of all supervisors. Guiding, mentoring and assisting subordinates to meet their personal goals, while meeting the goals of the City of Minneapolis and the department is key to motivation and organizational success.

The purpose of this form is to guide supervisors and employees through an evaluation process. The chosen dimensions attempt to balance results, individual and interpersonal skills. Since each position has specific requirements, evaluators must reference current job descriptions, which are available from Human Resources.

TYPES OF APPRAISALS:
Preliminary Appraisal - This is a two-way discussion of goals and expectations. Employees are not rated at this time. Supervisors learn and document the employee's goals and the employee is notified of the goals of the city, department, and unit. The date of the preliminary appraisal shall be noted on this form. The supervisor will keep the form at the work site, and the same form will be used for the annual appraisal. The preliminary appraisal is shared with the employees so they understand the appraisal process, expectations, and dimensions.

Annual Appraisal - Using the completed preliminary appraisal form, the supervisor shall rate the employee by the dimensions and document achievements and disciplinary issues. Documentation should be referenced and attached to the form.

Other Appraisals - Supervisors may prepare an appraisal of an employee at anytime, for a number of reasons, e.g. transfer, promotion, performance issues, etc. The type and date of the other appraisal shall be noted above.

Supporting Documentation:
Documentation should be referenced on the appraisal form in case the attachments are separated from the original form. Documentation may include certificates, statistical data, letters or memorandums. Employees are encouraged to submit copies of information they want attached.

The performance evaluation process should always be considered a work in progress. Suggestions and recommendations should be forwarded to the Deputy Chief of Central Services Bureau.

PERFORMANCE APPRAISAL

Behavior Dimensions within these four categories will be basis for appraisal

Results: Performing the main responsibilities of the position and responsibilities

- Commitment
- Proficiency
- Initiative
- Output

Individual Skills: Demonstration of work skills related to the position and responsibilities

- Work Product
- Decision Making
- Problem Solving

Interpersonal Skills Ability to relate and interact with other people including management, co-workers and cross-cultural communication.

- Teamwork and Cooperation
- Diplomacy and Cross Cultural Relations
- Public Relations

Supervision and Investigation Skills: Demonstration of work skills related to the position and responsibilities

- Supervision
- Leadership
- Investigation
- Case Management

Behavior dimensions are to be rated on the following guide:

O (Outstanding)
S (Satisfactory)
NI (Needs Improvement)
U (Unsatisfactory)
NA (Not Applicable)

Dimension RESULTS	Behavioral Guidelines
<u>Commitment</u> – Willingness to align one's behavior with the needs, priorities, and goals of the organization.	• *Outstanding*: Consistently willing to put the department's mission first; volunteers for challenging assignments and training; promotes esprit de corps. • *Satisfactory*: Understands the department's mission; promotes a positive attitude; seeks to improve position skills; maintains knowledge of changing business trends and patterns for their position. • *Needs Improvement*: Lacks understanding of role within the department's mission. Needs to be reminded about the department's needs, policies and procedures. • *Unsatisfactory: Ignores department's needs, policies and procedures. Fails to achieve or maintain minimum position requirements.*

Comments:	**Rating**

<u>Proficiency</u> – Accurately and efficiently completes all assigned tasks, duties and responsibilities. Proficiency is enhanced by completing applicable training opportunities and applying knowledge learned.	• *Outstanding*: Maintains and utilizes a superior level of skill sets for position. Is viewed by peers and supervisors as talented and competent. • *Satisfactory*: Completes assigned tasks and duties on time using appropriate tools and skills; Maintains all job related training and certifications; applies knowledge learned. • *Needs Improvement*: Lacks some skills and/or training to complete assigned tasks. Requires close supervision to assure task completion. • *Unsatisfactory*: Fails to complete assigned tasks accurately or on time. Requires excessive supervision. Lacks appreciation for the value of training.

Comments:	**Rating**

<u>Initiative</u> - self-generated production and development of tactics or activities in the workplace. Completing training activities that recognize the value of knowledge, skills and abilities needed.	• *Outstanding*: Consistent 'self starter' that requires little supervision. Seeks opportunities to grow professionally and develop their knowledge, skills and abilities. • *Satisfactory*: Works well without excessive encouragement. Performs average workload for assigned position. Seeks opportunities to develop. • *Needs Improvement*: Often needs to be encouraged to take initiative or finish tasks. Occasionally fails to perform average workload for assigned position. Fails to recognize the need for further development. • *Unsatisfactory*: Consistently requires direction to recognize position tasks. Fails to perform average workload for assigned position. Ignores the need for further development.

Comments:	**Rating**

<u>Output</u> – Performs assigned duties and tasks in manner consistent with department policy, training, and governing laws and regulations.	• *Outstanding*: Consistently performs assigned duties in an effective, high-quality manner. A "go-to" person who can be relied upon to go "above and beyond" the call. Knows and applies policy, etc. • *Satisfactory*: Usually performs duties and tasks in an acceptable manner and according to policy, etc. • *Needs Improvement*: Sometimes has difficulty performing assigned tasks and duties up to standards. Makes occasional breaches in policy, regulations, etc. • *Unsatisfactory*: Often doesn't meet the requirements of the job. Needs constant reminders of applicable policies, regulations, etc.

Comments:	**Rating**

Dimension INDIVIDUAL SKILLS	Behavioral Guidelines
Work Product – Routine activities demanded for daily performance. Timely, accurate, and legible documentation of information. The ability to use computer software provided by the department. Completion of assigned duties.	• *Outstanding:* Creates highly legible, accurate and professional documentation. Effectively uses department software - including CAPRS. Completes duties assigned without direct supervision. • *Satisfactory:* Normally completes duties assigned with minimal supervision. Is capable of using department forms and computer software. • *Needs Improvement:* Completes assigned duties with direct supervision. Needs instruction on using computer and producing documents. • *Unsatisfactory:* Demonstrates lack of effort to perform assigned duties. Does not respond well to supervision. Documents are often illegible or inaccurate.

Comments:	**Rating**

Decision Making – Judgment, conclusion, or course of action made after considering options.	• *Outstanding*: Consistently displays excellent judgment and decision-making. Coworkers consistently look to this person for advice on difficult and challenging issues. • *Satisfactory:* Generally makes good decisions without guidance. • *Needs Improvement:* Too often will rely on or defer to others for decisions. • *Unsatisfactory:* Refuses to make decisions, has made very bad decisions or many poor decisions.

Comments:	**Rating**

Problem Solving – Problem solving involves the use of analysis to identify causes and possible solutions.	• *Outstanding:* Is looked upon as a leader in confronting the most challenging issues. The employee is creative and works with others, including the community, to identify solutions. • *Satisfactory:* Usually handles challenging situations well, and occasionally finds creative solutions to difficult problems. • *Needs Improvement:* Only uses traditional tactics for routine situations. • *Unsatisfactory:* Rarely solves problems, and occasionally makes problems worse.

Comments:	**Rating**

O (Outstanding)	**S** (Satisfactory)	**N** (Needs Improvement)
U (Unsatisfactory)		**NA** (Not Applicable)

Dimension INTERPERSONAL SKILLS	Behavioral Guidelines
Teamwork and Cooperation – Working cooperatively with others, to be part of a team, and to work together for a common goal.	• *Outstanding*: Encourages and empowers others, making them feel valued and that their contributions are important. Shows an awareness and sensitivity to the needs of others. • *Satisfactory:* Understands the impact of behavior on others. Assists others in meeting objectives that may not be directly beneficial to them but will help to meet the goals of the team or department. • *Needs Improvement:* Completes individual assignments within team projects but does not do any more than the minimum that is assigned. • *Unsatisfactory:* Works for independent benefit without regard for team of department goals.

Comments:	**Rating**

Diplomacy and Cross-cultural Communication – Tact in dealing with people – including superiors, co-workers, victims, suspects and the community. Cross-cultural communication is the process of determining methods that will aid in ability to communicate across various cultures.	• *Outstanding:* Conducts him/herself with poise and decorum in even the most challenging circumstances. Makes effort to learn other languages and cultures to better understand communities being served. • *Satisfactory:* Effectively communicates with most people in situations of a moderate tension level. Participates in community meetings. Works well with co-workers, other professionals, victims and witnesses in routine situations. Utilizes language aids. • *Needs Improvement:* Occasionally gets a complaint of rudeness or non-decorous language. Makes minimal effort to communicate in even routine situations. • *Unsatisfactory:* Has sustained "attitude" type complaints. Makes no effort to communicate or understand people of differing cultures or language.

Comments:	**Rating**

Public Relations – Communication techniques and skills used by individuals and organizations to present themselves in a favorable light to the general public and targeted audiences:	• *Outstanding:* Frequently represents the department at community meetings, public events and similar situations in a positive manner. Has an excellent sense of "customer service" for service delivery. • *Satisfactory:* Generally presents a positive image of the department in pubic speaking situations, responding to calls or interacting with citizens. Will occasionally volunteer to participate in public speaking situations. • *Needs Improvement:* Understands the need to portray the department in a positive manner. Will assist others in preparing for speaking situations when asked. • *Unsatisfactory:* Is unaware of the need for a positive image for the department. Provides no support for these situations.

Comments:	**Rating**

O (Outstanding)	**S** (Satisfactory)	**N** (Needs Improvement)
U (Unsatisfactory)		**NA** (Not Applicable)

Dimension SUPERVISION AND INVESTIGATION	Behavioral Guidelines
Supervision – Meets administrative needs while giving direction and guidance to others.	• *Outstanding*: Creates a productive and creative team environment while meeting all administrative needs. • *Satisfactory:* Holds a team accountable for productivity, policies and procedures. • *Needs Improvement:* Performs basic administrative functions, but needs to show more initiative and responsibility for the role of a supervisor. • *Unsatisfactory:* Has difficulty completing the administrative tasks necessary of a supervisor without help or encouragement.

Comments:	Rating

Leadership – Influence or guidance to others to complete their tasks and fulfill the mission of the department.	• *Outstanding:* Gifted communicator that engages every team-member, facilitates initiatives and takes acceptable risks to facilitate the success of the team. • *Satisfactory:* A positive role model who empowers team members and provides a supportive environment. • *Needs Improvement:* Allows for a supportive environment but is not a contributor. • *Unsatisfactory:* Provides only the basic administrative functions with very little direction.

Comments:	Rating

Investigation – Supervises or conducts inquiries or investigations for the department.	• *Outstanding:* Is considered and sought out as an expert investigator and/or interviewer. • *Satisfactory:* Does an acceptable job with fieldwork, interviews, documenting and charging cases. • *Needs Improvement:* Often needs help with fieldwork, interviews or statements. • *Unsatisfactory:* Has had complaints or problems with investigation quality.

Comments:	Rating

Case Management – Decisions regarding prioritization, investigation, documentation, and disposition of cases.	• *Outstanding:* Makes quality decisions as to whether to open and investigation. Advises on the management of cases. • *Satisfactory:* produces good cases and supplements in a timely manner. • *Needs Improvement:* Needs improvement with supplements, charging or closing cases. • *Unsatisfactory:* Normally is monitored closely to ensure satisfactory investigations and closures.

Comments:	Rating

O (Outstanding)	**S** (Satisfactory)	**N** (Needs Improvement)
U (Unsatisfactory)		**NA** (Not Applicable)

Additional Comments About Employee's Performance:
Employee's Performance Goals and Key Actions by Supervisors to Support Goal Attainment: (Stated in S.M.A.R.T. terms: Specific, Measurable, Attainable, Results-focused and Time-based.)

Department or Other Awards and Acknowledgements:
Disciplinary Dispositions:

I have read and had an opportunity to discuss the contents of this form with my supervisor. I understand that in signing this review, I retain the right to prepare and submit positive and/or negative comments on any area of this evaluation. I understand that any comments should be submitted in writing within three weeks to the Appraiser and that my written comments will be attached to this review form. My signature does not necessarily mean that I agree with this review.

Employee's Signature		Date / /
Appraising Supervisor's Signature	Employee's Supervisor For _____ Years _____ Months	Date / /

Commander's Review: ☐ Agree ☐ Disagree	
Performance Pay (If applicable): Employees with three or more unsatisfactory ratings are not eligible for performance pay. An employee also may not be eligible for performance pay for other reasons documented by the supervisor.	Performance Pay Approval ☐ YES ☐ NO
Commander's Signature	Date / /