



NEW YORK STATE UNIVERSITY POLICE

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University Police Annual Performance Appraisal Instructions / Guidelines

Rating Factors:

Consider each factor separately and independently. Base your rating on observable and proven performance.

- 5 Far above what is required; meets the highest standards
- 4 Above normal expectations and standards
- 3 Consistent with what is expected and considered acceptable
- 2 Below normal expectations and standards
- 1 Does not meet minimum requirements

Purpose:

The annual performance appraisal provides for annual exchange of information about accomplishments and problems in the job. It provides a choice of factors to help the supervisor organize his/her observations, to assess individual performance in relation to standards for the job, to note aspects of work in which the employee does well, and to note areas needing improvement to meet departmental standards. The evaluation provides for the employee and the evaluator (supervisor) to reach or review their mutual understanding of the objectives of the department and the employee's role. Work standards can be clarified, or effects of changes in work can be noted.

Who Does the Evaluation:

The performance evaluation is conducted between the employee and the immediate supervisor. The evaluation does not become final until reviewed and signed by the Chief or Assistant Chief of Police.

Guidelines for Raters:

1. *Be open-minded* in your opinions and let the individual realize that your appraisal is not unalterable and permanent. Be prepared to revise your opinions based upon new understanding which can develop during the interview. Be willing to learn about the employee and his/her job.
2. *Listen attentively and ask questions about what you hear.* Questioning can avoid arguments and stimulate new insights. The employee being rated must do some talking if he/she is to express feelings and take initiative for self-improvement.
3. *Be as forthright and candid* as you believe you can be without having a disintegrating effect upon the employee.
4. *Be specific.* Vague generalities don't solve problems. Explain in clear-cut language where the employee is falling short, what he/she can do to correct mistakes. Make sure he/she understands precisely what standards are expected.
5. *Criticize the work, not the person.* Try to avoid personalities when discussing an employee's job performance.
6. *Comment on improvement.* If an employee corrects a deficiency which you cited, let him know you have observed improvement.
7. *Emphasize strong points.* The skillful supervisor plays to the strengths of employees. Point out worker's deficiencies and help them try to minimize them. If you spend all your time helping to correct the negative, you will accomplish little in developing the positive.
8. *An appropriate time and place.* Select a time and place conducive to open communications for the performance review.

9. *Set goals.* If a below normal expectations and standards or does not meet minimum requirements is indicated as a result of the rating, formulate flexible and practical methods that will result in the improvement desired.

Instructions for the Evaluation Procedure:

1. Carefully read and understand the purpose and guidelines for raters.
2. Review the evaluation until each rating factor and all definitions are completely familiar to you.
3. Review the actual rating of a factor until the employee-evaluator discussion is underway. Rate the employee by checking the appropriate box beside each factor only after careful thought and during the discussion period.
4. The "comments" space is provided for either the employee or the rater. Comments are encouraged and welcomed.
5. The employee and evaluator (supervisor) signs the evaluation.
6. The evaluator forwards the evaluation to the Chief or Assistant Chief for review and signature.
7. After the evaluation is signed and dated by the Chief or Assistant Chief, forward it to Human Resource Management. Neither alterations nor comments are to be made on the evaluation after the employee, evaluator and Chief or Assistant Chief have signed it.
8. Copies will be distributed to the employee and evaluator by the University Police Department.