

Example of a numeric breakdown of findings using the material review rubric

Content of Evaluation:

- Whether they embody the department's mission/vision/values
- The officer's ability to impartially and fairly uphold and enforce the law
- The officer's ability to understand and appropriately acts on supervisory orders
- The officer's ability to critically and innovatively to solve problems
- The officer's ability to initiates/encourages/maintains interactions with co-workers
- The extent to which the officer Involves and cooperates with colleagues to solve problems
- The extent to which the officer engages community/initiates citizen interactions
- The officer's communication skills
- The extent to which the officer completes necessary paperwork with meaningful detail
- Maintains record of and revisits former COP projects when new opportunities arise to solve unresolved problems
- Amount and type of citizen feedback
- The extent to which the officer initiates appropriate behavior without direction
- The extent to which the officer demonstrates an overall attitude toward the workplace that encourages others

Evaluation Process:

- Evaluator is provided guidance for evaluation process
- Evaluator can detail or comment on each indicator or grouping of indicators
- Evaluator can detail or comment on overall performance
- Officers complete a self evaluation

Evaluation Purpose:

- Evaluations have a clear defined purpose
- Evaluations can lead to officer counseling
- Evaluations can lead to officer training
- Evaluations can lead to promotion
- Evaluations can lead to officer reassignment
- Evaluations can lead to acknowledgement from upper level managers
- Evaluations are used to identify areas of improvement

For reference: Police Performance Evaluations: A Snapshot of the Literature

***Judging Police Performance - Views and Behavior of Patrol Officers* by D. N. Allen and M. G. Maxfield (1983) from "Police at work: Policy Issues and Analysis" (pp. 65– 86)**

- This study evaluates the effectiveness of the 'command model' of supervision vs. the 'bargaining model'
- This study reveals the variation in perceptions of performance evaluations between officers and supervisors
- 152 patrol officers and their supervisors (14 sergeants and 11 lieutenants) in Louisville were interviewed on performance measures for patrol
- Officers reported performance measures prioritized 'quantitative measures' over qualitative
- Supervisors were pleased with the current performance management system
- Officers reported the supervisory focus on quantity of work did not influence their productivity

***Evaluating Patrol Officer Performance Under Community Policing: The Houston Experiment* by Mary Ann Wycoff and Timothy Oettmeier (1994)**

- In the 1980's Houston began to implement more community/neighborhood oriented policing strategies
- To reinforce these strategies, the department developed a new patrol evaluation system that integrated aspects of community policing into performance measurement
- The system was implemented with a select group of patrol officers and evaluated
- The evaluation found that the new system was positively and significantly related to (among many things)
 - Officer's reported problem solving activities
 - Officer level of belief in the decency of human beings
 - Officer satisfaction with the performance evaluation process
 - Officer satisfaction with recognition for work and supervision

***Measuring Police Performance in the New Paradigm of Policing* by Geoffrey P. Alpert and Alex Piquero (1998) from "Community Policing: Contemporary Readings" (pp. 215-232)**

- Police performance evaluations can serve as a useful tool in shaping policing policy and practice at individual agencies
- Performance measures for police are outdated and measure indicators that do not accurately reflect the performance of officers in a community policing environment
- New models should include more about community involvement and engagement on the officer level
- Ideally, performance measures would also include public/citizen feedback

***Measuring Performance in the Era of Community Policing* by Michael D. Reisig (1999)**

- Looks at police measurement at the agency level
- Many traditional measures of police agency level performance are inter-related (for example, public perceptions of police performance are related to homicide rates)
- Traditional quantitative measures of police performance are more useful as longitudinal data rather than 'snapshot' data

- Measurement should include indicators that reflect the multi-faceted approach that is community policing (for ex. Depts. Should be measuring crime rates, fear of crime, and the degree to which the agency focuses on the “correlates” of crime such as neighborhood appearance)

Reassurance Policing, Community Policing and Performance Measures by Nigel Fielding and Martin Innes (2006)

- Traditionally, performance measurement is based heavily on quantitative indicators
- Community and reassurance policing strategies are highly successful law enforcement practices that are very difficult to measure
- The authors suggest using more qualitative forms of measurement such as:
 - key informant networks (KIN)
 - Cross agency staff interviews (to speak to inter-agency cooperation)

Sample Community Meeting Agenda

1) Introduce Meeting Participants

2) Review the Purpose of the Meeting

3) Identify the Problem or Problems You Are Trying To Solve

4) Identify the Possible Solution(s) to the Problem You Are Trying To Solve

5) Design a Broad Outline of the Proposed Project

6) Build a Team and schedule a follow up meeting