

Making Performance Evaluations Effective in Florida Criminal Justice Agencies

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Abstract

This is a study of the utilization of, and potential uses for, performance evaluations in Florida criminal justice agencies. A survey was conducted seeking the perceived importance of performance evaluations, and the human resource decisions in which they are used for input. A gap is discovered between actual usage, and stated importance of the evaluation. Contrasts and comparisons are made between agencies with collective bargaining units and those without bargaining units. The study advocates a systems approach to human resource decisions in which performance evaluations play an integral part in actions including: 1) pay raises; 2) promotions; 3) terminations; 4) duty assignment selections; 5) and career development. The ultimate desired result is a system that instills the employee with the desire to perform well and strive for the best possible ratings on evaluations, and to create an environment in which an individual can earn pride, recognition, and reward by his own personal efforts.

Introduction

"There is no greater injustice than equal treatment of unequals" (Thomas Jefferson).

These words, written over two hundred years ago, are just as true today as they were then, and in today's increasingly diverse work force they are, perhaps, even more important. This is especially true when we seek to reward performance in the work force. Florida criminal justice agencies, as all other organizations, are rooted in the past and present, while simultaneously searching for the future. In the past, criminal justice organizations traditionally rewarded good performance, (as defined in performance evaluations) with pay raises, and, when available, promotions. These were the "motivators" most often utilized by organizations. In the recent past however, many of the "pay for performance" reward systems have been replaced by collective bargaining units. These units have their pay raises negotiated by legal representatives of the bargaining unit. Similarly, many governing bodies have come to award raises on an "across the board" basis in an effort to control personnel costs more closely, and to simplify budget projections. This has resulted in a "one size fits all" monetary reward system. The value and stature of the performance evaluation has diminished considerably, because of this loss of financial incentive and impact. It has also led to a somewhat cavalier attitude towards performance evaluations by evaluator and employee alike. This is unfortunate, as one of the best predictors of future behavior is past performance.

This paper examines the present day role of performance evaluations in Florida criminal justice agencies. Realizing that the existence of negotiated and legally binding contracts, and across the board raises are a fact of life, this paper seeks to identify a viable alternative use for performance evaluations in the criminal justice agency setting.

Performance evaluation systems should provide an incentive for officers to perform well and strive for the highest possible ratings on their performance evaluations. There are many opportunities to reward performance and provide positive

motivators through performance evaluations in the modern working environment. Some of these opportunities include: 1) duty or work assignment; 2) career development; 3) advanced training related to chosen career paths; 4) public recognition; 5) financial reward; and 6) advancement. A critical review of modern and past literature on employee motivation, human resource management, performance appraisals, and labor/management relations has been conducted, and serves as the conceptual foundation for any recommended performance appraisal and reward systems. In order to determine the current utilization of performance appraisals and reward systems in Florida criminal justice agencies, a questionnaire was developed and distributed to criminal justice organizations in Florida. These completed questionnaires provide an overview of the current utilization of performance appraisals, as well as a framework in which to build a stronger, more systems-oriented approach utilizing performance evaluations for motivating and rewarding employees.

The reader must use caution, and be aware of an important caveat concerning this study. All proper usage of the results of a performance evaluation absolutely require the utilization of a fair and accurate performance appraisal system that is task oriented and job specific, designed for each particular job within in the agency. Just as "one size fits all" reward and management styles fail to properly address today's work force, standardized performance appraisal instruments fail to provide for proper evaluation of workers performing vastly differing functions and tasks. For any system to work, all parts must perform properly, or, more simply put - anything laced with poison is still poison regardless of the nature and quality of the other elements that make up the compound.

Literature review.

Literature review included current and past publications concerning employee motivation, human resource management, performance appraisals, modern management theory and techniques, and labor/management relations.

Delaney and Horton (1989) traced the development of union representation of public employees, including criminal justice personnel from its roots in the 1950's through the expansion era of the 1960's and 1970's, and into the late 1980's. In 1988, they found that over forty percent of public workers were represented by union organizations. They also found that most jurisdictions, including: 1) federal; 2) state; and 3) local governments had passed legislation allowing, and even encouraging union representation and collective bargaining for all public employees. They anticipate that this general trend of increased unionization of public employees will continue as the job market tightens in both the public and private sector.

Henry (1989), similarly found that early police union organizations were formed to address unacceptably poor working conditions, including both physical conditions and management practices. Only after the unions were established, and had begun dealing with the issues of admittedly poor working conditions, did public sector unions involve themselves in collective bargaining efforts for pay.

Thibault, Lynch, and McBride (1990) related Maslow's Need Hierarchy to recognition and reward systems in police organizations.

Henry (1989) also researched the reward and recognition systems in place in public sector employment. He found that, originally, government employees were

rewarded with pay and promotions based almost totally on a seniority system that recognized time on the job, and little else. Henry then traced the birth and growth of the service rating systems: 1) The *Trait* rating, which attempted to rate industry, tact, intelligence, and courtesy; and 2) the *Performance* rating system which attempts to judge how effectively an employee is fulfilling the duties of his or her position. These service rating systems were found to be useful for determining 1) promotions; 2) demotions; 3) pay increases; 4) pay decreases; and 5) dismissals. In addition to all the foregoing effects of service ratings, Henry recognized that ratings also affected the worker's self-concept in a positive or negative fashion, as well as affecting the course of his or her career.

Mendofik (1995) recognized that people have a need to be recognized, appreciated, and rewarded for their work and achievements. He pointed out that performance evaluations can, and should be utilized to measure and recognize achievement, as well as providing the basis for a tangible incentive for employees to perform to the best of their abilities.

Hudson (1994) pointed out the value of performance evaluations as an effective management and supervision tool, and the absolute obligation of supervisors and managers to monitor and regulate employee performance. To do this effectively, performance standards and expectations for evaluation must be carefully set and clearly communicated to all, including: 1) managers; 2) supervisors; and 3) workers. Hudson also points out failure to effectively monitor and regulate employee performance is tantamount to abdicating management's responsibility to assure quality performance and violating the public trust by failure to control their agency and the actions of their personnel.

Pearce (1989) delineates the importance of reward systems, both formal and informal, in recognizing performance and as an incentive to perform well. He also recognizes that monetary rewards, particularly in the public sector, can be ineffective due to the limited availability of funds for merit raises and performance bonuses. In place of or in addition to a monetary rewards system Pearce advocates what he chooses to call an informal reward system. This system of rewards includes recognizing good performance by 1) preferred job assignments; 2) extra training; 3) greater autonomy; and 4) new or better equipment. Pearce saw that pay raises alone were not sufficient reward for performance, that there should be, and are, additional and alternative rewards.

The use of performance evaluations to identify and classify poor performers and marginal employees was recognized by Loverich (1989). He acknowledges the inordinate amount of a manager's time that is consumed by these individuals, and the importance of dealing with them early in their careers. Loverich also pointed out that the failure to recognize and properly evaluate poor job performance undermines the value of any recognition of acceptable to good performance.

Performance evaluations should play multiple rolls in assisting both the employee and the employing agency (DuPerron and Ellis, 1988). The performance evaluation is an important tool in identifying agency training needs as well as recording a particular individual's job performance. Numerous employees who demonstrate the same shortcomings may well be demonstrating a general, or specific need for training in that area. Likewise the performance evaluation of an employee who excels in one or more

areas is identifying the skills that employee possesses. This is useful, as it helps to identify personnel with high potential for further development that will be of value to the individual and the agency.

Flanders (1989) viewed the performance evaluation as an excellent management tool to identify an employee's strengths and weaknesses. He elaborated on the use of this valued tool to develop personnel to their full potential. Flanders also identified the value of the performance evaluation in the selection of personnel for specific job assignments and in career path development. The performance evaluation assists in career path development by highlighting an individual's strong points and aptitudes to assist in choosing a career path most suited to the individual, and most likely to result in success for both the agency and the individual.

The role that performance evaluations play in financial reward for performance was explored by Pounian and Fuller (1989). They found that even in a collective bargaining environment, there is a need to tie some financial reward to job performance.

This can be done by through the use of so-called step plans where an employee must meet certain established criteria, which can include performance evaluation standards, before progressing to the next level, or step, and receiving an increase in pay. An alternative method is a pay-for-performance system in which pay raises are directly linked solely to performance ratings. Another alternative reward system is a provision for bonuses linked to outstanding performance.

Methods

Participants. This study was conducted utilizing data collected from publicly funded criminal justice agencies. Survey instruments were mailed to 200 agencies that were selected by choosing every third organization from an alphabetical list of law enforcement and corrections organizations. The list used was provided by the Division of Criminal Justice Standards and Training, Florida Department of Law Enforcement, and included every State, county, and municipal law enforcement agencies in Florida as well as corrections facilities at both the state and county level. Organizations surveyed varied in size from those with as few as five employees to those with over three thousand employees. The survey included agencies both with and without collective bargaining units.

Data collection. Surveys were returned by ninety-six agencies, with a response rate of forty-eight percent. Responding agencies included law enforcement and correctional organizations on the state, county, and municipal governmental level. Responding agencies included those with as few as five employees and those with over three thousand employees.

Survey questions included basic agency information, including the size and type of criminal justice agency, whether or not collective bargaining units represented any of the agency's employees. Further questions dealt with the frequency of performance evaluations, and the importance attached to performance evaluations. Agencies were asked how their organization utilizes performance evaluations in personnel actions, including: 1) pay raises; 2) promotions; 3) terminations; 4) duty assignment; and 5) career development. Information was also collected on factors that organizations utilize to determine pay raises for employees. Data were gathered on career development

programs, and the elements utilized in the programs. The questionnaires also sought information regarding promotional procedures and specific elements which agencies utilized in the promotional process. The complete questionnaire is included at Appendix A.

Limitations. The first and primary limitation of the data in this study is that it represents information from the state of Florida *only*. It would be improper to utilize data collected in Florida, or any other single state, as other states are subject to differing labor laws, and, to a degree different management / labor customs and practices. It would be far better to conduct a nation-wide study, than to extrapolate from this study. In collecting the data for this study, a larger survey sample involving a greater variety of agencies, and a greater rate of return would have been desirable. The data would present a clearer picture of agencies that include bargaining unit and non-bargaining employees had separate questionnaires been completed for each employee group. Another area that must be addressed is the fact that this paper is predicated upon the usage of a fair and accurate performance appraisal system that is task-oriented and specifically designed for each specific job within in the agency. Returned questionnaires recognized this fact, and expressed a nearly universal desire for new task-oriented evaluation systems and instruments. It is quite likely that the utilization of performance evaluations by agencies would be considerably different if both they and their employees felt more comfortable with their evaluation system and instrument. The issue of proper and effective performance appraisal systems is far too great and complex to address here, and would be an important topic for another research project. This work addresses only the utilization of the evaluation, not the content and nature of the evaluation system itself.

Results

Returned surveys presented an interesting view of Florida criminal justice agencies usage of performance evaluation systems, as well as information on the determination of pay raises, promotions, termination decisions, duty assignment selection, and career development.

Of the agencies surveyed, ninety-five percent evaluate employee performance on a regular basis, either annually, semi-annually, or quarterly. Five percent of the responding agencies stated that they do not do evaluations, or only do them to support disciplinary action or termination.

Fifty-eight percent of the surveyed organizations had one or more collective bargaining units representing employees.

The data regarding the importance placed upon performance evaluations was divided into three categories: 1) agencies with collective bargaining units; 2) agencies without collective bargaining units; and 3) all agencies surveyed. Agencies were asked to rate the importance of performance evaluations as input in making decisions in five areas: 1) pay raises; 2) promotions; 3) terminations; 4) duty assignment selection; and 5) career path development. It came as little surprise that performance evaluations were held to be more important to agencies *without* collective bargaining units. What was surprising was the small margin of difference in the perceived importance of performance evaluations between collective bargaining agencies and non-collective bargaining agencies. These differences are displayed in figures # 1 & # 2. Overall, the

surveyed agencies stated that the performance evaluations had their highest value in promotional decisions, with termination decisions running a close second. Career development decisions ranked as the third most important use of evaluations, with pay raises and duty assignment selection running a close fourth and fifth. This information is shown in figures # 1, 2, & 3. Figure # 3 shows the data from all agencies combined.

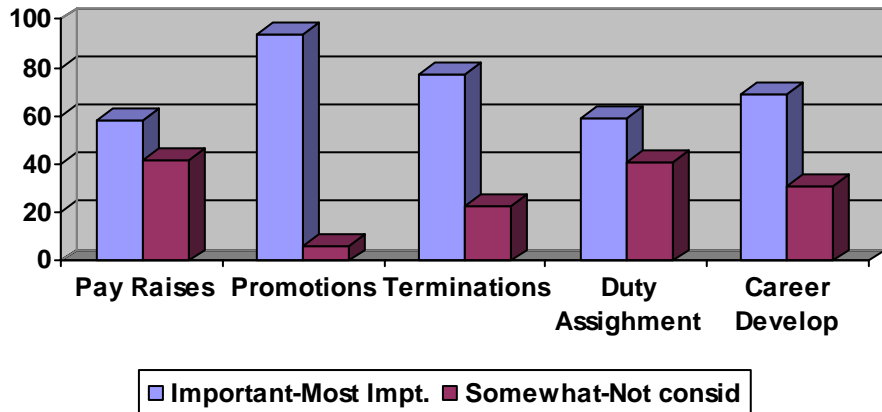


Figure 1. The importance of performance evaluations to personnel decisions in various areas. Data for agencies with collective bargaining.

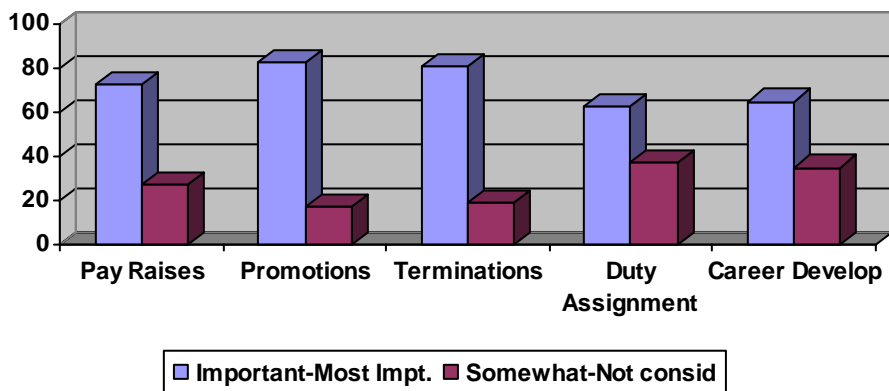


Figure 2. The importance of performance evaluations to personnel decisions in various areas. Data for agencies without collective bargaining.

Figure # 4 displays the factors actually utilized by agencies in the determination of pay raises. It is this figure that most clearly defines the difference between agencies with collective bargaining units and those without. The use of merit as a factor in determining pay raises is much greater in non-collective bargaining agencies. Interestingly enough, however, thirty-five percent of the agencies *with* collective bargaining units utilize merit as a factor in granting raises. It is perhaps, notable that the

governing bodies of non-collective bargaining agencies were a major contributing factor (seventy-two percent) in determining raises. This high figure suggests that respondents may have checked this response in cases where *the governing body sets limits on pay raises*, in addition to those where the governing body's decision was the sole factor in pay raise determination. This figure also shows that step plans play a larger role in collective bargaining environments, and that there is little difference between agency types in the role that career development programs play as a contributing factor in pay raises.

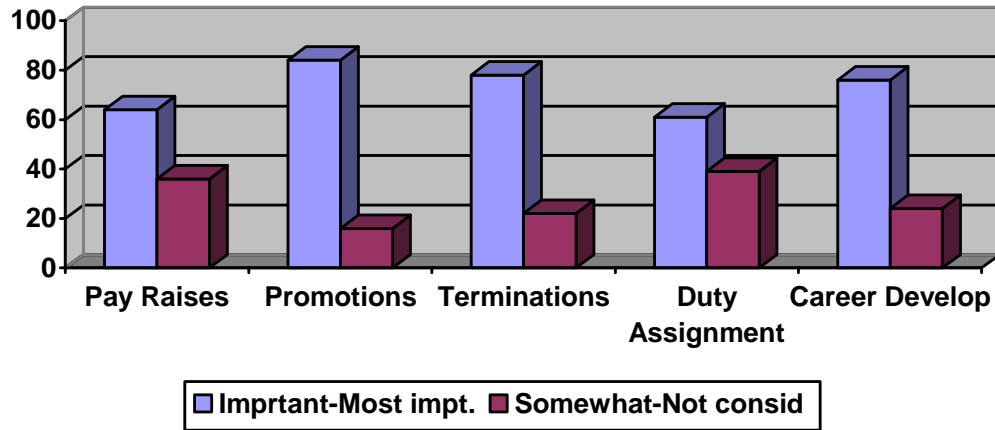


Figure 3. The importance of performance evaluations to personnel decisions in various areas. Data for all agencies.

**Note: Figure 4 could not be converted.*

Figure 4. Relative importance of determining factors for pay increases. Data for agencies with and without collective bargaining.

Only thirty percent of the criminal justice organizations responding to the survey have career development programs, and these were virtually evenly distributed between agencies with collective bargaining and non-collective bargaining agencies.

As illustrated in figure 5, the difference between the agency types became apparent in the usage of performance evaluations as contributors to the career development process. The performance evaluation was used as a contributor to career development by significantly fewer agencies involved in collective bargaining, than those without bargaining units. Overall, however, over sixty percent of the agencies with career development programs used performance evaluations as a contributory factor in career development.

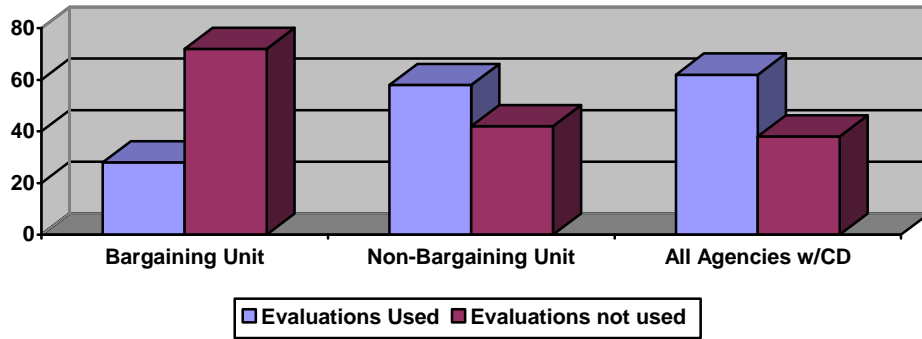


Figure 5. Use of performance evaluations in the career development process. Data for all agencies with career development programs.

The data on the use of performance evaluations in the promotional process was somewhat surprising, as overall, fewer than fifty percent of the agencies considered an employee's performance evaluations in the promotional process. Collective bargaining agencies had the highest usage, at 50%, with non-collective bargaining having a 40% usage. This information is depicted in figure 6.

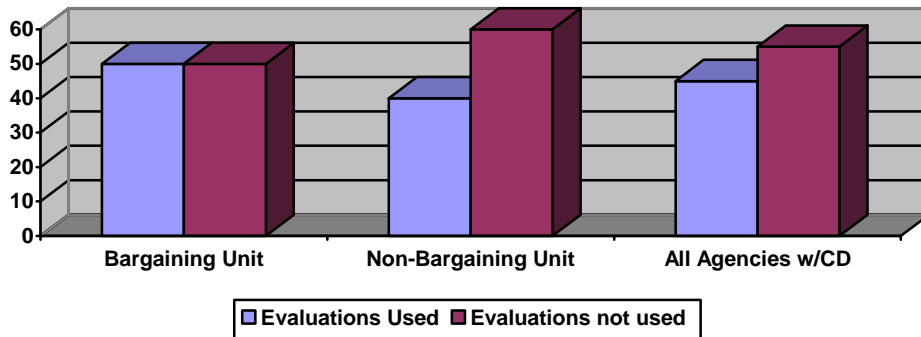


Figure 6. Use of performance evaluations in the promotional process. Data for all agencies with career development programs.

Written comments by survey respondents indicated a need for task-oriented evaluation systems and instruments. Other written comments indicated frustration at being forced to utilize the same "canned" evaluation instruments for every position from water plant operator to K-9 officer. Over fifty percent of the respondents indicated that they were not satisfied with their current evaluation system, and were either in the process of change, or strongly desirous of change and improvement. Only five percent of the respondents made positive statements concerning their current evaluation system. The remaining forty-five percent expressed no comment on their system as to need or desire for improvement.

Discussion

The predictions of Delaney and Horton (1989) of ever increasing union representation in the public sector were supported by returned surveys in this study. Fifty-eight percent of the responding agencies had one or more collective bargaining units among their agency employees.

This examination of the role of performance evaluations in Florida criminal justice agencies demonstrates that a vacuum exists between the perceived importance of employee performance evaluations and the actual usage of those evaluations in making personnel decisions.

This held true for agencies with, and without collective bargaining units. Over sixty percent of the agencies stated that they considered performance evaluations important to most important in making decision with regards to: 1) pay raises; 2) promotions; 3) terminations; 4) duty assignment selection; and 5) career development (See figures 1, 2, & 3).

Agencies without collective bargaining units attached slightly more importance to evaluations for the purposes of pay increases. This is most likely due to the existence of merit or "pay for performance" systems in place of negotiated contracts for pay raises.

In actual determining factors for pay raises, agencies with collective bargaining units relied, unsurprisingly, upon negotiated contracts more than any other factor. Step plans, however, played a significant role at thirty-five percent. The step plan percentage could probably be safely added to the negotiated contract percentage to receive a more accurate picture, as step plans in agencies with collective bargaining units generally incorporate the step plan in the union contract. This being done, the input percentage for contract-set wages exceeds eighty percent. The thirty-four percent of the collective bargaining agencies that utilized merit input or merit for pay raises represent agencies where the employees/union members feel comfortable with the evaluation system, and rely upon it for their pay increases.

In the case of non-collective bargaining agencies, governing bodies' directives were a major contributing factor in determining raises, accounting for seventy-two percent. This relatively high figure suggests that respondents may have checked this response in cases where *the governing body sets limits on pay raises*, in addition to those where the governing body's decision was the sole factor in pay raise determination (See figure 4). Again, unsurprisingly, merit raises played a significantly more important role in non-collective bargaining agencies than in agencies with collective bargaining units. The specific role, however, is not clear, with only fifty-eight percent of the agencies utilizing merit as a financial reward input. Pounian and Fuller (1989) held that even in a collective bargaining environment that there is a need to tie some financial reward to job performance. This can be done by the use of so-called step plans where an employee must meet certain established criteria, which can include performance evaluation standards, before progressing the next level, or step to receive an increase in pay. An alternative method is a pay for performance system in which pay raises are directly linked solely to performance ratings. Also available is a reward system with a provision for bonuses linked to outstanding performance.

Career development programs were found only in approximately thirty percent of the agencies, with nearly equal distribution between collective bargaining and non-collective bargaining agencies (See *figure 5*). This equal distribution held true for the use of career development programs as input toward pay raises, with approximately ten percent in each category (See *figure 4*). These figures are somewhat surprising, as career development offers several significant advantages to both the employee and the agency, specifically with regard to developing employee and agency knowledge and skills inventories. Career development is an area where performance evaluations can, and should, play a major role. What is career development, if not a mapped path stretching from the past, through the present, and into the future? Personal performance helps to define the quality and the speed of advancement toward future goals. Overall, only slightly more than sixty percent of the agencies that have career development programs use performance evaluations as input into the process. For collective bargaining agencies, the figure is even lower, at twenty-eight percent (See *figure 6*). Clearly, there is much room for improvement in this process. Performance evaluations must play a role in any career development program, as they provide a clear picture of an individual's strengths, as well as target areas for development. The marginal employee can be identified and documented through performance evaluations, allowing the employing agency to develop strategies for counseling and assistance, or, if necessary, lay the ground work for termination for poor performers who are unwilling or unable to change (Loverich, 1989). Performance evaluations should also be utilized to identify training needs in individual employees, and for the agency as a whole (Flanders, 1989); (Duperron & Ellis 1988). Innate, but unsuspected, aptitudes and talents can also be divulged through performance evaluations. We truly discard a valuable career development tool if we fail to utilize performance evaluations in this most important area.

Eighty-five percent of the responding agencies attached a high value to the importance of performance evaluations in promotional decisions (See *figures 1, 2, & 3*). This perceived importance disappears, however, when examining actual input into the promotional process. Survey results indicate that only forty-six percent of these same agencies that stressed the importance of the performance evaluation to the promotional process actually use performance evaluations for input for the promotional process (See *figure 7*). The highest utilization, a mere fifty percent, was among agencies with collective bargaining units. This is perhaps, another area where performance evaluations can play a vital role. Past performance and behavior is the best predictor of future performance and behavior. It would be reasonable to expect that an employee with a documented past history of consistently meeting deadlines will continue to do so if promoted. Conversely, if an employee with a documented past history of seldom or never completing work on time will continue to miss deadlines if promoted. Failure to use performance evaluation information as input into the promotional process can easily lead to the promotion of an unsuitable problem employee who has the ability to perform well on promotional examinations or assessment centers.

Performance evaluations should also be used to identify responsible employees and leadership potential, ability and aptitude. It is critically important to identify employees who possess the talent and the potential to be successful managers as early in their careers as possible. Early identification of management talent provides the time

necessary to train and develop future managers, before they assume management positions, not waiting until that are in management positions (Flanders, 1989).

The selection of personnel to fill special positions, such as: 1) task force assignments; 2) SWAT teams; 3) traffic units; 4) vice and narcotics units; 5) undercover assignments, 6) special prosecutor units, etc., require special talents, and the ability to work well without close supervision. This is an area where performance evaluation information should be carefully considered in selections for these special assignment positions. The ability to predict future behavior is crucial to success, not only for the agency, but for the individuals themselves. Again, past performance and behavior are the best predictors of future performance and behavior. The best source of this information should be performance evaluations.

Criminal justice managers have a sacred duty to the people they are sworn to protect to assure that all criminal justice workers maintain the highest standards of performance and character. To do this managers and supervisors must constantly monitor personnel to assure consistently high quality service is delivered by those personnel. Indeed if managers and supervisors fail to monitor and properly direct the activities of their subordinates, they can be held liable for improper actions through charges of negligent training, negligent retention, and failure to properly supervise (Hudson, 1994). Again, we find an area where performance evaluations can assist us by providing a written record of employee performance to assist supervisors and managers in maintaining quality personnel and service.

Performance evaluations, properly empowered and applied, provide needed personal recognition for job performance and achievement. The need for recognition, reward, and self-esteem resides in all us. It is a part of *Mazlow's Need Hierarchy*, and is as real as our need for food and shelter. Any proper system of management must recognize and provide a means to meet these needs, or risk the loss of its ability to manage effectively and address the needs of the people in the organization (Thibault, Lynch, & McBride, 1990).

The issue is clear. The literature and research concerning public administration is filled with references speaking of the value and the proper uses of performance evaluations. They can, and should, contribute to nearly every aspect of human resource management: 1) pay raises; 2) promotions; 3) terminations; 4) duty assignment selections; 5) career development; 6) training; 7) corrective counseling; 8) motivation; 9) monitoring of job performance; and 10) identification of future managers. There is no justification for failure to include performance evaluations as an integral part of human resource management.

It is time to fill the gap between the perceived importance of performance evaluations and the actual utilization of those evaluations. There are clear opportunities for effective usage of performance evaluations as contributors to career development programs, promotional processes, human resource management, and as requirements for step plan progression. These uses can revitalize and empower performance evaluations. This empowerment will once again instill the desire to perform well, strive for the best possible ratings on evaluations, and provide tangible rewards, and sanctions for job performance. It will put an end to the present neutral, if not cavalier, attitude towards performance evaluations for the evaluator and employee alike. Once again, an individual would be given the opportunity to take pride in the recognition and

reward for personal performance.

The building blocks are there. The desire exists. It is time to assemble the key elements for a systems approach to performance evaluations, and integrate them into *all* aspects of human resource management in Florida's criminal justice agencies. This is an opportunity to ask for, receive, and reward, good job performance. The individual employee and the agency alike will profit.

There is one significant caveat concerning this study. All proper usage of the results of any performance evaluation requires the utilization of a performance appraisal system that accurately reflects employee job performance. Fifty-one percent of the responding agencies expressed a need for change and improvement of their current evaluation system. Most respondent's comments asked that any new evaluation system be job-specific, and task-oriented, with objective rating factors, and clearly defined performance expectations. The revitalization and empowerment of the performance evaluation must be accompanied by a *reform of the evaluations systems themselves* for any hope of success and acceptance.

This study merely scratches the surface of the myriad of issues involved in employee performance evaluations and their potential uses. It provides for ample avenues for further research related to this topic. One such topic would be the study of agencies that use job-specific and task oriented performance evaluation systems. This research could include both agency and employee satisfaction surveys. Another area of interesting research would be a duplication of this research project, focusing only on agencies that have expressed satisfaction with their own evaluation systems. A research project involving performance evaluation usage would be of significant interest, as it would provide a contrast or comparison with this study, which was directed towards management. All of these are interesting avenues that are worth the effort of additional and future research.

Major George Kinzler began his law enforcement career as an investigator with the Florida Parole and Probation Commission in 1974. He served with the Cape Coral Police Department since 1976 where he began as a Patrol Officer until his recent retirement. Major Kinzler worked in a variety of positions in the department while progressing to the rank of Major. His professional interests include the development of young officers into effective leaders and managers. He is also constantly looking for innovative traffic safety programs. George is an advocate for the rights of persons with disabilities, assisting individuals and helping businesses and organizations in recognizing and respecting the rights of individuals with disabilities.

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**THE ROLE OF PERFORMANCE EVALUATIONS IN
FLORIDA CRIMINAL JUSTICE AGENCIES
Questionnaire**

AGENCY INFORMATION

Agency Name: _____

Agency Head: --

Number of Employees Represented by Bargaining Units: _____

Number of Employees not Represented by Bargaining Units: _____

Type of Agency (check one):

- _____ Corrections
- _____ Court System
- _____ Law Enforcement

How many collective bargaining units exist in your agency? _____

USE OF PERFORMANCE EVALUATIONS

1. How frequently does your agency do performance evaluations on its employees? _____

For the questions below, please circle the number which indicates the importance of performance evaluations in making personnel decisions in the areas indicated.

2. In terms of **PAY RAISES**, performance evaluations are:
- | | | | | |
|-------------------|-------------------|-----------|-----------------------|-------------------|
| Most
Important | Very
Important | Important | Somewhat
Important | Not
Considered |
| 5 | 4 | 3 | 2 | 1 |
3. In terms of **PROMOTIONS**, performance evaluations are:
- | | | | | |
|-------------------|-------------------|-----------|-----------------------|-------------------|
| Most
Important | Very
Important | Important | Somewhat
Important | Not
Considered |
| 5 | 4 | 3 | 2 | 1 |

4. In terms of **TERMINATIONS**, performance evaluations are:
- | | | | | |
|----------------|----------------|-----------|--------------------|----------------|
| Most Important | Very Important | Important | Somewhat Important | Not Considered |
| 5 | 4 | 3 | 2 | 1 |
5. In terms of **DUTY ASSIGNMENT SELECTION**, performance evaluations are:
- | | | | | |
|----------------|----------------|-----------|--------------------|----------------|
| Most Important | Very Important | Important | Somewhat Important | Not Considered |
| 5 | 4 | 3 | 2 | 1 |
6. In terms of **CAREER PATH DEVELOPMENT**, performance evaluations are;
- | | | | | |
|----------------|----------------|-----------|--------------------|----------------|
| Most Important | Very Important | Important | Somewhat Important | Not Considered |
| 5 | 4 | 3 | 2 | 1 |
7. Please identify any other ways in which performance evaluations are used by your agency.
-
-

8. How could the value and the usefulness of performance evaluations be improved in your agency?
-
-

ADVANCEMENT AND REWARDS

9. Identify the factors which determine pay raises in your agency. Please check all that apply to employees in both categories.

	Collective Bargaining Employees	Non-Collective Bargaining employees
Performance Evaluation	_____	_____
Negotiated Labor Contract	_____	_____
Set by Governing Body	_____	_____
Step Plan	_____	_____
Career Development Plan	_____	_____
Other	_____	_____

10. How are selections for duty assignments made within your agency?
-

11. Does your agency have a formal, written Career Development Program? Yes No
(If yes, complete question 12, if no, skip question 12 and go to 13.)

12. What does your agency's career development program require? (Check all that apply)

- Written tests
- Time in position (seniority)
- Completion of specific training
- Specific educational requirements
- Specific performance evaluation standards
- Community service activities
- Specific disciplinary record standard
- Oral board interview
- One-on-one interview
- Other (please describe)

13. Please check the one statement that best describes your promotional procedure:

- Formal, written standard procedure
- Informal, unwritten procedure of custom and past practice
- Informal, unwritten procedure that changes with each promotional cycle
- Appointment by agency head or designee
- Other (please describe)

14. What specific requirements must be met in order to be promoted in your agency? (Check all that apply)

- Written tests
- Assessment Center
- Time in position (seniority)
- Completion of specific training
- Specific educational requirements
- Specific performance evaluation standards
- Community service activities
- Specific disciplinary record standard
- Oral Board interview
- One-on-one interview
- Other (please describe)

Thank you for your time and consideration in completing this questionnaire. Please use the space below for any further comments you wish to make regarding performance evaluations, collective bargaining, pay-for-performance, across-the-board raises, promotional procedures, and career development programs.

Please return this questionnaire in the enclosed self-addressed envelope or mail to:

Captain George G. Kinzler II
Cape Coral Police Department
P.O. Box 150027
Cape Coral Fl, 33915-0027