

## **POLICE PRODUCTIVITY**

**Performance-** Accomplishment of a contract according to its terms and conditions.

**Performance Theory-** The outcomes of human behavior that are measurable using conventional mathematical procedures.

**Directed Work Time-** The portion of compensated work time devoted to directed work (reports, calls for service, special details)

**Self-Directed Work Time-** The portion of compensated work time employees are not engaged in directed work time. (proactive versus reactive time)

**Performance Audits-** Quality control efforts conducted to ensure performance is to standards; or, conducted to determine the cause for substandard performance. (evaluations and supervisor ride alongs)

**\*Free time doesn't exist in the workplace as the employer is always paying for employee performance and should be receiving a "hard days work for a fair day's pay" (2010 labor term from AFL Union president Richard L Trumka)\***

**The performer (employee) is never the focus in evaluation. The focus is performance (self-directed plus directed work time efficiency) which is determined by objectively measurable outcomes. Time divided by output=Efficiency**

**Benefits in utilizing the Performance-Directed Model (PDM) over Behavior-Control Model (BCM) when encouraging police productivity.**

1. **PDM manages performance** NOT the performer while BCM attempts to control the performer's conduct and behavior.

2. PDM evaluates performance to improve behavior (setting expectations). BCM evaluates performers to determine adherence to standards.
3. PDM relies on Organizational values (culture) and Management rights to govern performance. BCM is dominated by regulations, policies, and procedures.
4. PDM assures equitable opportunity for an equitable outcome. BCM only allows for equality through administrative action.
5. PDM uses a progressive (education and training) self discipline model to improve performance whenever possible. BCM utilizes punitive progressive discipline with no focus on what is the cause of unsatisfactory performance.
6. PDM causes employees to carry the burden of proof when challenging management authority. BCM causes management to carry the burden of proof.

## **EMPLOYER-EMPLOYEE RELATIONSHIP**

- The employer-employee relationship is a legal and enforceable contract wherein parties are equally bound and can be held legally and administratively accountable for the successful accomplishment of the terms and conditions of their contract.
- Parties to a contract have the responsibility to respect and not unjustly interfere with the other party's ability to exercise its lawful right.
  - Employers are responsible for providing employees with a fair and reasonable opportunity to perform their duties
- Once given a fair opportunity to perform standards, employees are responsible for having and using the necessary levels of desire and competencies (abilities) to satisfy the performance standards of the job.
- The majority of employees will have the necessary levels of desire, opportunity, and competencies to perform to standards if treated fairly and with respect.

**\*The goal of setting standards (expectations) of performance is all employees should be within 20 percent of each other in terms of measurable outcomes (work product) if similarly situated (i.e. similar shift, similar jurisdiction, similar experience and training, similar**

**opportunities)\* This should result in no major differences in performance between the highest and lowest performers for any job duty objectively measurable.**

**\*Quotas are any requirement regarding the number of arrests and or citations issued within a defined period of time. This is not permissible.**

**\*Setting performance standards (quantifiable outcomes) based on job descriptions or other objective expectations that is measurable is permissible and expected of management. (i.e directing staff to enforce traffic laws and criminal law through appropriate use of discretion without setting a number of citations or arrests as it is an expected job function as a course of the employment contract)\***

## **GIVING PERFORMANCE FEEDBACK**

State the Problem

Check Assumptions

Negotiate

Follow Through

Close on Values (culture)

## **QUESTIONS TO ASK**

Was this your best effort?

Are you committed to improving?

What needs to happen for you to improve?

What actions will you take to improve your performance?

Do you understand that failing to be a productive employee is grounds for dismissal?

**\*Performance has to be consistent just as the feedback given to the performer regarding set expectations must be consistent\***