



# Police Performance Appraisals: A Comparative Perspective (Advances in Police Theory and Practice)

*Serdar Kenan Gul, Paul O'Connell*

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Police performance appraisal is one of the most important components of law enforcement management, affecting the quality of the services a department delivers as well as the satisfaction of its employees. Therefore, it is crucial that the performance appraisal process is conducted in an effective and equitable manner. **Police Performance Appraisals: A Comparative Perspective** employs the comparative case study approach to evaluate systems in police departments in two diverse locales: Ankara, Turkey and Toledo, Ohio. The study seeks to determine whether there are any common trends or obvious similarities that transcend national and cultural boundaries. From this information, best practices can be identified to improve the system of any police organization.

The data from the survey raises a host of issues essential to police management. Are traditional or modern appraisal systems more preferable to police personnel? Are field and command officers' perceptions of the performance evaluation instruments in their departments similar or do they differ from those of their subordinates? Asking these and other critical questions, the authors also examine the relationship between the officer's perception of the appraisal system and his or her rank, taking into account level of education, gender, age, and years of service.

Employing both qualitative and quantitative methodologies, this study yields important findings and valuable insights for police organizations as to which characteristics an appraisal process should have for the best quality system. Lessons learned from this study should provide guidance to future efforts to design better appraisal systems and may also contribute to heightened focus on nationwide assessments of evaluation practices and standards for police organizations.

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