I. Purpose:

The purpose of this General Order is to provide a means by which to evaluate the work performance of the employees of the department, and to establish the procedures which will be utilized in the evaluation process. Performance evaluations are designed to improve work performance by helping to identify deficiencies which may be corrected by policy clarification, training, monitoring, or simply by exposing them as deficiencies. They may also be used to recognize work performance that meets or exceeds expectations and to encourage maintaining and improving satisfactory performance.

II. Policy:

It will be the policy of the department to evaluate the performance of all employees at least annually. Employees will be evaluated by their immediate supervisor for a specific rating period in a timely manner. Upon completion of the counseling and review process, performance evaluations will be maintained in the employee’s personnel file for a period of three years. Performance evaluations may be used as a resource when considering officers for promotion and assignment to specialized units or duties.

III. Procedure:

A. Rating Periods

1. The normal rating period will be from January 1 through December 31, of each calendar year. Performance evaluations will be prepared for every employee of the department covering that period. The evaluations must be completed and submitted for review to the division commander no later than forty-five (45) days following the end of the rating period. 35.1.2

2. The performance evaluation program does not relieve the supervisor of the responsibility for observing and documenting the work performance of their subordinates on a continuous basis and making corrections, offering guidance, and giving praise as needed and when appropriate.
3. Every supervisor will meet individually with those employees whose performance is deemed to be unsatisfactory at least once during the rating period to discuss the employee’s performance. The supervisor will advise the employee at that time as to areas of work performance that are unsatisfactory. The supervisor will also offer guidance for the correction of deficiencies and for maintaining or improving satisfactory performance, within 90 days of the end of the reporting period.

   a. Each meeting will be documented using a Performance Notice (PN). The Performance Notice is an integral part of the evaluation process. The use of the PN will provide the supervisor with an instrument to accurately evaluate officers under their command.

   b. The PN will indicate the areas of performance discussed and the guidance given or action agreed upon. The PN will be used to document routine proficiency, positive or negative job performance and specific problem areas noted by the supervisor.

   c. The PN shall be completed and signed by the supervisor and signed by the subordinate. Signing of the notice does not indicate agreement with its content, but simply acknowledges receipt and discussion of issues noted.

   d. The employee will be provided with a copy of the PN. The supervisor will forward the original of the PN to the bureau commander for review. The original will filed by the bureau commander. It will be made available to the rater at the time of the annual performance evaluation.

   e. After the employee’s evaluation has been received and approved by the Chief of Police, the Performance Notices will be destroyed by the bureau commander. The Performances Notices will not be maintained beyond the evaluation period during which they were issued. An employee may request to review his/her Performance Notices through the appropriate chain of command.

4. Employees will also be evaluated when applying for promotion. These evaluations shall be conducted in accordance to General Order 04-19 Promotional Procedures.

5. New Police Officers assigned to the Field Training Program shall be evaluated in accordance to General Order 00-13 “Departmental Training”. 35.1.3
B. The standardized Performance Evaluation Report utilized by the department is designed to be specific enough to apply to the general duties of the individual employee, while at the same time being broad enough to be applicable to all employees. 35.1.4 Employees will be rated in each category on a scale of 1 to 4.

35.1.1.a

1. A rating of 1 (Not Satisfactory) will indicate unsatisfactory performance.
2. A rating of 2 (Improvement Needed) will indicate that the officer needs to improve in this area.
3. A rating of 3 (Meets Standards) will indicate acceptable performance.
4. A rating of 4 (Exceeds Standards) will indicate above average performance.

Raters will explain and give specific reasons substantiating each unsatisfactory or outstanding rating given.

C. Each rating category on the standardized Performance Evaluation Report includes a narrative which should be used as a guide when completing the report. The rating categories are as follows: 35.1.1.b

Section A

1. Observance of work hours
2. Attendance
3. Grooming and Dress
4. Compliance with Rules
5. Safety Practices
6. Public Contacts
7. Suspect Contacts
8. Employee Contacts
9. Knowledge of Work
10. Work Judgments
11. Planning and Organizing
12. Job Skill Level
13. Quality of Work
14. Volume of Acceptable Work
15. Meeting Deadlines
16. Accept Responsibility
17. Accept Direction
18. Accept Change
19. Effectiveness Under Stress
20. Appearance of Work Station
21. Operation and Care of Equipment
22. Work Coordination
23. Initiative
24. Community Policing Projects

Section B – Job strengths, superior performance incidents, progress achievements or Column #4 checks.

Section C – Record specific Goals or Improvement Programs to be undertaken during next evaluation period.

Section D – Describe Standard performance (Optional for Column #3. Mandatory for some factors {see instruction manual}).

Section E – Record specific work performance Deficiencies or job behavior required improvement or correction (Explain checks in Column #1 & 2).

For Employees who Supervise:

25. Planning and Organizing
26. Scheduling and Coordinating
27. Training and Instructing
28. Effectiveness
29. Evaluating Subordinates
30. Judgement and Decisions
31. Leadership
32. Operational Economy
33. Supervisory Control
34. Blank
35. Blank

Raters must rate fairly and impartially and must be prepared to substantiate their ratings. They must also be prepared to recommend action to correct deficiencies.

The Bureau Commander will be responsible for insuring that raters are trained regarding the performance evaluation process. 35.1.1.d

D. Review and Counseling Process 35.1.1.c

1. The rater will complete the evaluation report.
2. The rater will then meet with the employee to discuss the evaluation report.
3. Every employee who is rated will meet with the supervisor who rated them.
4. The rating chain shall be as follows:

   a. The Chief of Police will rate the Operations Commander, the Services Commander, the Investigations Commander, Office of Professional Responsibility, and the Administrative Secretary.

   b. The Operations Bureau Commander will rate the Operations Bureau Lieutenants and the Traffic Supervisor.

   c. The Service Bureau Commander will rate the Records Supervisor, Communications Supervisor, Information Technology Supervisor and all other personnel directly under his command.

   d. The Investigations Bureau Commander will rate the Juvenile Community Service Unit Supervisor and the Criminal Investigations Supervisor.

   e. The Juvenile and Community Services Supervisor and Criminal Investigation Supervisor will rate the personnel directly under their respective command.

   f. The Patrol Sergeants will rate the Patrol Officers assigned to their respective squads.

   g. The Airport Unit Sergeant will rate the Patrol Officers assigned to his unit.

   h. The Traffic Sergeant will rate the Patrol Officers assigned to his unit.

   i. The Patrol Sergeants will jointly rate those Patrol Officers assigned to the Tactical Shifts.

2. During the counseling session the employee and supervisor will discuss the ratings contained in the evaluation. If necessary, they may refer to previous evaluations and documentation to determine if improvements were made or recommended actions taken. This meeting should not be confrontational or adversarial. 35.1.9.a

   a. Other topics to be discussed should include the level of performance expected for the upcoming review period and the setting of goals. 35.1.9.b

   b. Career counseling should also be offered regarding advancement, assignment to specialized units or functions, advanced training, and training which may enhance the officer’s abilities in his current assignment. 35.1.9.c
3. Upon completion of the counseling session the employee will be permitted to make reasonable written comments on the evaluation report. The employee will then sign the report to verify that the report had been discussed during a counseling session and that the employee was provided with a copy of the report. The employee will also indicate at that time if there is a desire to further discuss the report with the rater’s supervisor.

   a. The employee will then be provided with a copy of the report.

   b. The employee will, if necessary, be ordered to sign the report. The signature only verifies the counseling session and receipt of a copy of the report. It does not indicate that the employee agrees with the contents of the report.

4. The evaluation report and any attached documents will then be submitted to the respective Bureau Commander.

5. The Bureau Commanders shall forward the completed performance evaluations to the Chief of Police.

E. Appeal Process

1. Employees have the right to appeal any or all of the ratings received from their immediate supervisor. The appeal will be heard by the respective Bureau Commander in a timely manner. The employee should be prepared to specifically identify the ratings in question and to substantiate why it is felt the ratings are not accurate.

   a. The Bureau Commander will schedule a meeting to hear the appeal within ten (10) days after the date the evaluation reports are due for the rating period just ended.

2. Within ten (10) days of the meeting with the Bureau Commander the employee will be advised of the ruling. If the employee is still not satisfied, they may request that the Bureau Commander meet with the Chief of Police to further review the evaluation report.

3. The Chief of Police and Bureau Commander will discuss the evaluation report and the bureau commander will report their findings to the employee. This ruling will be final and there shall be no provision for further review.

   a. This process must be completed within thirty (30) days of the Bureau Commander’s initial ruling.
F. Retention

1. Once the bureau commander has received all the evaluation reports they will be forwarded to the Chief of Police for review. Upon completion of that review they will be forwarded to the Administrative Secretary for inclusion in the employee’s personnel file. The evaluation reports will be maintained for the duration of the employee’s career.

E.H.T.P.D. Performance Notice
E.H.T. Performance Appraisal Form
E.H.T. Instructions to Performance Appraisal Form

John J. Coyle
Chief of Police

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