

NEW CANAAN POLICE DEPARTMENT

SUBJECT: PERFORMANCE EVALUATION



GENERAL ORDER NUMBER: 88-5-49

FILE: PERS 6

PERSONNEL PROCESS

I PURPOSE/POLICY

To achieve its stated objectives, The New Canaan Police Department must be able to depend on satisfactory work performance from all personnel. The nature and quality of an employee's performance has a bearing on his/her working life in the department. The performance evaluation system is utilized to facilitate continual and focused communication between employees and their supervisors. Complete and objective performance evaluations are essential to properly facilitate decisions as to an employee's possible duty assignments and/or promotional potential.

The purpose of this General Order is to provide the guidelines for the performance evaluation process of all personnel.

II RESPONSIBILITY

It is the responsibility of all department personnel to adhere to this General Order. All supervisory personnel will insure that evaluations of their subordinates are completed on schedule and in accordance with the prescribed standards. While conducting evaluations, supervisory personnel shall follow the prescribed guidelines of the evaluation system and properly utilize all of its associated forms and competency models.

A supervisor's most important responsibility is to manage the performance of his/her subordinates. He/She is ultimately responsible for counseling the employee(s) under their command and advising them of the levels of performance expected. He/She must obtain sufficient feedback from the evaluated employee during the rating period and use that information to assist the evaluated employee in adjusting his/her performance as necessary to meet or exceed determined levels.

III PROCEDURES (ORGANIZATION)

A The performance evaluation system provides a format that will be used by the Chief of Police, command and supervisory personnel, officers and civilian employees to assess job performance.

- 1.** The Chief of Police or his/her designee shall coordinate and supervise the performance evaluation system. This responsibility includes approving, preparing and distributing all forms and materials necessary to complete the evaluation process.
- 2.** The objectives of the performance evaluation system shall be:
 - a.** To facilitate fair and impartial personnel decisions and promotions.
 - b.** To provide a medium for personnel counseling.

- c. To maintain and/or increase personnel performance.
- d. To facilitate proper decisions regarding the permanent appointment of probationary personnel.
- e. To provide a fair and objective method of measurement and recognition of individual performance in accordance with guidelines outlined in the evaluated employee's job description.
- f. To identify any training needs of personnel and/or assist with the Career Development Program.

B The following describes the performance evaluation system that is utilized to rate sworn personnel:

1. The following terms, for purposes of this general order, shall define the participants:

- a. Rating Chain - The succession of personnel who are responsible for the preparation, completion, and review of an officer's evaluation report as defined by the following roles:
 - 1) Evaluated Officer - The subject of the evaluation system. All department members are evaluated annually.
 - 2) Rating Officer - The first-line supervisor or most immediate senior of the evaluated officer that provides the majority of the evaluated officer's supervision and direction during the rating period.
 - 3) Reviewing Officer - The rating officer's supervisor
 - 4) Command Reviewing Officer - The supervisor of the reviewing officer or such officer designated by the Chief of Police.

2. Competencies - The performance areas that the department uses to evaluate its personnel. The evaluation report groups individual competencies into categories. They are as follows:

- a. Being Prepared
- b. Getting Results
- c. Responsibility
- d. Professional Expertise
- e. Decision Making
- f. Officer Awareness
- g. Representing the Department in Public Service
- h. Working with Others

- i. Oral Communication Skills
 - j. Written Communication Skills
 - k. Computer System Skills
 - l. Directing Others
 - m. Mentoring Ability
 - n. Supervisory Practices
3. Competency Categories - The four major categories of performance into which all competencies are grouped. They are as follows:
- a. Performance of Duties - Measures an officer's ability to complete assigned duties.
 - b. Interpersonal Relations - Measures the manner in which an officer interacts with others
 - c. Communication Skills - Measures an officer's ability to communicate in a positive, clear, and convincing manner through oral and written communication including computer skills.
 - d. Leadership Skills - Measures an officer's ability to guide, direct, develop, influence, mentor and support others.
4. Performance Ratings - The following measurement definitions will be used in the performance evaluation system:
- a. Performance ratings will be utilized to objectively rate the evaluated officer's performance in a given competency. The parameters for the ratings shall be based upon the written descriptions provided in the competency model guidebook. The competency models are written to provide a common frame of reference among rating officers to which an officer's performance may be compared. Each competency has six (6) separate performance ratings which include:
 - 1) Exemplary (E) - Describes performance that is exceptional over a sustained period of time; Officer's performance is a role model for others.
 - 2) Above Average (A) - Describes performance that consistently exceeds expectations.
 - 3) Competent (C) - Describes performance that meets the standard expected of all personnel; Officer performs duties in a qualified manner.
 - 4) Substandard (S) - Describes performance that is inconsistent and may require considerable supervision.
 - 5) Unsatisfactory (U) - Describes performance that consistently fails to meet expected levels; Considerable supervision

is required on a regular basis; Significant improvement is necessary to meet standard; Training may be required to correct deficiency.

- 6) Not Applicable (NA)- Officer's job responsibility does not entail performance in the given competency.

5. Calculation of Score for Promotional Testing

- a. The rating officer will rate the evaluated officer in all applicable categories using one of the five (5) performance ratings
- b. After assigning performance ratings for each competency, the rating officer will then assign a summary rating to the evaluated officer for each competency group. This rating will represent the average of the ratings achieved in the individual competencies of that group. (ex. 7 total competencies; 4 competent, 1 exemplary, 1 substandard, 1 above average = a summary rating of competent). In the event of a tie the evaluated officer's summary rating should reflect the higher rating. **NOTE * As it relates to the promotional process only individual competency ratings will be calculated.**
- c. The rating officer, reviewing officer or command review officer will not calculate any numeric score for the performance evaluation.
- d. During promotional testing, the testing agency will calculate a numeric score for the past three (3) years performance evaluations. The calculation will be derived by the following method: Each competency will be calculated with a corresponding score;
 - 1) Exemplary = 4.0
 - 2) Above Average = 3.5
 - 3) Competent = 3.0
 - 4) Substandard = 2.5
 - 5) Unsatisfactory = 2.0
- e. The summary of those rating scores will then be divided by the number of competencies which the evaluated officer received a performance rating to determine a final score which will be used as a portion of the promotional testing score per (G.O. 88-4-46, Promotions- Sections V,B/ VII,B / IX,B.)
- f. During promotional testing the evaluated officers participating in the promotional process will receive the numeric rating of their performance evaluations score which will be used in the calculation of their overall promotional test score.

6. Forms & Materials - The performance evaluation system used by the New Canaan Police Department, which addresses the performance appraisal of its officers shall be comprised of the following components:

- a. Officer Evaluation Report (OER) - The form used to document the performance of all New Canaan Police Officers which is completed on an annual basis. The OER form will contain the following components:

- 1) Administrative Data (cover sheet)
 - 2) Competency Categories
 - 3) Rating Officer's Comments & Signature
 - 4) Evaluated Officer's Comments & Signature
 - 5) Reviewing Officer's Comments & Signature
 - 6) Command Level Review Comments & Signature
 - 7) Chief of Police Review Comments & Signature
- b. Competency Models Guidebook (CMG) – This guidebook is used to provide rating officers with a common frame of reference with which to objectively rate an officer's performance in a given competency. Competency models are provided for every rated competency.
- c. Supplemental Supervisory Support Form (SSSF) – The form that all secondary and/or reviewing supervisors will complete when they have observed the performance of the evaluated officer for thirty (30) shifts or more.
- d. Career Development Form (CDF) – The form that is used in conjunction with the Training Officer, which helps the evaluated officer and the rating officer discuss the rated officer's interests and abilities within the profession. The form may also be used in selection for advanced/specialized training.
7. Preparation Procedures - This section describes the procedures for preparing and processing Officer Evaluation Reports (OERs).
- a. General – Officers within the rating chain should prepare reports with care and consistency. They should ensure that all information is clear and accurate.
- 1) The same OER form issued by the department shall be used in the performance evaluation of all department officers.
 - 2) Normally, completed OERs shall be forwarded for command review not later than thirty (30) days following the end of the rating period.
 - 3) OER forms will be located on the Department's computer server. Rating officers shall complete the form using the computer. When completed He/She should then forward a paper copy to the evaluated officer and a second copy to other members of the rating chain.
 - 4) Marks shall be assigned with the use of the computer program. Any and all changes to these marks must be initialed by the rating officer.
- b. Administrative Data (cover Sheet) – The rating officer shall insure that the administrative data on the OER is complete and accurately reflects the following:
- 1) Evaluated Officer

- 2) Rating Officer
 - 3) Reviewing Officer
 - 4) Evaluation Period
 - 5) Performance Review Meetings
 - 6) Description of Duties
 - 7) Additional responsibilities
 - 8) Instructional Certification(s)
- c. Competencies /Competency Groups – Competencies are grouped into four (4) major sections. Each of those contains sub-groups which are used to objectively rate an officer’s job performance.
- 1) Space is provided in sections 1-4 for both the officer and supervisor to rate the evaluated officer’s performance during the rating period. (See rating chain responsibilities)
 - 2) Each competency is to be rated by use of the 6 performance ratings: Exemplary, Above Average, Competent, Substandard Unsatisfactory and Not Applicable.
 - 3) For each competency, the evaluated officer/rating officer shall review the evaluated officer’s performance observed during the rating period and assign a performance rating. The rating officer shall compare the officer’s performance against the competency models, **NOT** to the performance of other officers.
 - 4) The summary rating section(s) located at the end of each section and in Section 5 are to be completed by the rating officer only. (See section 5, b.)
 - 5) In the "*Comments/Examples*" section at the end of each competency category, the rating officer should include comments and/or examples that support the performance rating given for a certain competency. The rating officer should also utilize this area to highlight areas of improvement and/or accomplishment that occurred during the rating period. He/She should identify specific strengths and weaknesses in the evaluated officer’s performance. Well-written comments and/or attached documentation must be specific enough to clearly describe the evaluated officer’s performance. **Mere repetition of the phrases used in the competency models is not sufficient justification for marks.** NOTE * *Performance ratings of Above Average & Substandard require specific comments to support the rating. Performance ratings of Exemplary & Unsatisfactory require specific documentation (i.e. memo, letters, lesson plans etc.) to support the rating.*
 - 6) Citing performance deficiencies does not make the OER derogatory and they should not be interpreted as such.

8. Comments and Signatures

- a. The Rating Officer's final comments should summarize the evaluated officer's overall performance during the rating period and reflect the comments stated at the end of each competency cluster.
 - 1) The Rating Officer must sign and date the OER.
- b. The Evaluated Officer is encouraged to make comments as to their agreement/disagreement with the rating officer's completed evaluation of their performance and/or suggestions to improve the performance evaluation process.
 - 1) The Evaluated Officer must sign and date the OER. The officer's signature does not have to imply that they agree with the performance rating only that they have met with the rating officer and have discussed the contents of the performance evaluation.
- c. The Reviewing Officer is encouraged to makes comments as to his or her agreement/disagreement with the rating officer's completed evaluation, although it is not required. The reviewing officer may also cite other examples of the evaluated officer's performance during the rating period which would either support or refute any given performance rating.
 - 1) The Reviewing Officer will sign and date OER to signify He/She has reviewed the Evaluation and found it to be correctly completed.
- d. The Command Level Review Officer may make comments as to the evaluated officer's performance during the rating period and/or cite examples which would support or refute any specific performance rating. He/She may also comment on the performance evaluation itself and make suggestions for improvement to the process.
 - 1) The Command Level Reviewing Officer will then sign and date the OER.
- e. The Chief of Police may make comments on any portion of the evaluation from the evaluated officer's performance during the rating period to any comments made by the members of the rating chain.
 - 1) The Chief of Police shall sign and date the OER to signify his/her acceptance of the performance evaluation.

IV Rating Chain Responsibilities

- A. Evaluated Officer - The evaluated officer's performance is the subject of the evaluation system. Every officer will receive an annual evaluation documenting and rating their job performance during the annual rating period, which begins each January 1rst and ends each December 31rst. Each evaluated officer has specific responsibilities which include:
 - 1. Actively participating in the evaluation process by seeking feedback/guidance from their rating officer(s) and/or others in the rating chain. Regularly having constructive, objective and participatory conversations with the rating officer during performance meetings and throughout the rating period.

2. Completing an honest and objective self-evaluation by completing the shaded areas of the OER and using the self-evaluation as a basis for constructive analysis of their job performance in discussions with their rating supervisor. The self-evaluation section is **mandatory** and must be completed by the Evaluated Officer. An OER, which does not contain a completed self-evaluation section is incomplete and will be returned to the Evaluated Officer for completion.
3. Providing the rating officer with any documentation or areas of performance that may have occurred when the evaluated officer was not under the direct supervision of the rating officer (i.e. special assignments, rotating schedule, overtime shifts, etc..). Also, any significant achievements that the evaluated officer accomplished during the rating period should be brought to the rating officer's attention.
4. Providing the rating officer with all required and requested forms in timely manner.

B. Rating Officer - The rating officer is that supervisor to whom the evaluated officer answers on a daily or frequent basis. The rating officer will normally be senior to the evaluated officer. When an officer reports to more than one supervisor for different functions, or rotates among patrol shifts, the Captain of Staff Services will appoint one supervisor as that officer's rating officer. This rating officer will normally be the officer whom has supervised the evaluated officer for the majority of time during the rating period. ***NOTE * Other supervisors whom have worked with the evaluated officer for more than 30 shifts during the rating period shall provide the primary rating officer with a completed Supplemental Supervisory Support Form (SSSF) (see Sec.6,c).*** The rating officer's responsibilities include:

1. Maintaining a continual dialogue with the evaluated officer throughout the rating period. Providing supervision, guidance and positive reinforcement and discipline concerning proper job performance.
2. Holding a minimum of three (3) mandatory performance review meetings with the evaluated officer to explain expected levels of performance and progress towards achieving performance goals throughout the course of the rating period.
 - a. Mandatory meetings will be held in person between the rating officer and the evaluated officer to discuss any and all areas related to job performance. These meetings should normally occur during the months of April, July and October.
 - b. If the evaluated officer's performance is deemed to be unsatisfactory, the Rating Officer shall notify that officer in writing at least ninety (90) days prior to the end of the annual rating period.
3. Utilizing any and all convenient means necessary to document evaluated officer's job performance during the rating period. Significant events, achievements, shortcomings and/or disciplinary action(s) should be addressed.
4. Ensuring that the OER is completed within specified time frames, in a comprehensive and objective manner which gives an accurate description of the evaluated officer's job performance during the rating period.
5. Holding final meetings with the evaluated officer no later than thirty (30) days from the end of the rating period. During the final meeting the rating officer will also discuss performance expectations for the upcoming evaluation period.

- a. At this final meeting the rating officer will sign and date the OER at the conclusion of the discussions with the evaluated officer.
 - b. The rating officer will insure that the evaluated officer signs and dates the OER in the designated area.
 - c. The rating officer will provide the evaluated officer with a photocopy of the signed OER.
 - d. The rating officer will then pass the signed, original OER to the next person in the rating chain.
6. Completing a Supplemental Supervisory Support Form (SSSF) when required or appropriate.
 7. Hold initial meetings with personnel new to the rating officer's shift or assignment and discuss performance expectations and goals for the rating
 8. Insuring that the career development form is completed with the evaluated officer and notifying the training officer of any needs for training and or areas of potential for selection to specialized and/or advanced training.
- C. Reviewing Officer - The reviewing officer is normally the supervisor of the rating officer and should be senior to the rating officer. ***The Chief of Police may be the rating officer, reviewing officer and command review officer for his/her Division Commanders.*** The reviewing officer's responsibilities include:
1. Commenting on direct observation(s) of the evaluated officer's performance in the appropriate areas of the OER, the SSSF form or other means of documentation.
 2. Ensuring that the rating officer has fulfilled his/her responsibilities in the proper administration of the Officer Evaluation System(OES). Reviewing officers are expected to hold rating officers accountable for preparation and submission of objective, accurate and complete evaluations. Should a rating officer submit an evaluation(s) for review that is inconsistent with actual performance or unsubstantiated by narrative comments and/or is missing required documentation, the reviewing officer shall return the OER for correction or reconsideration. The reviewing officer will also counsel the rating officer as to the improper procedure and/or deficiency in the preparation of the OER. The rating officer will also consider this when reporting on the performance of the rating officer.
 3. In the event the rating officer cannot produce appropriate documentation to justify a performance rating(s), the reviewing officer will meet with the rating officer so that a more appropriate mark may be decided upon. If an appropriate mark cannot be agreed upon the reviewing officer will note the discrepancy in the comments section and be sure that it is brought to the attention of the command review officer.
 4. Ensuring that the OER and accompanying SSSF form(s) and documentation is forwarded to the command review officer no later than thirty days(30) days after the end of the rating period.
 5. Providing performance feedback to the evaluated officer as appropriate.
- D. Command Review Officer - The command review officer is normally a division commander. While the rating officer and reviewing officer are specific to direct chain of command during the rating period. The command review officer is a position which may be appointed by the

Chief of Police. The Chief of Police may also serve in this capacity. The command review officer's responsibilities include:

1. Ensuring that the OER reflects an objective and consistent description of the evaluated officer's job performance.
2. Performing a detailed administrative review of the OER for obvious errors, omissions and/or inconsistencies between the performance rating obtained and the supporting commentary and/or documentation.
3. If necessary, adding comments or documentation in the appropriate section(s) that support or refute specific performance rating obtained.
4. Ensuring that the rating officer and the reviewing officer have fulfilled their responsibilities in the proper administration the Officer Evaluation System (OES). The command review officer shall return an OER to the reviewing officer to correct errors, omissions, or inconsistencies with regards to the performance rating(s). OERs will also be returned for the lack of proper documentation and/or written comments.
5. The command review officer will ensure that the rating officer and reviewing officer have provided all required documentation to justify performance ratings obtained.
6. In the event the reviewing officer cannot produce the appropriate documentation the command review officer will meet with the reviewing officer so that a more appropriate mark may be decided upon. If an appropriate mark cannot be agreed upon the command review officer will make the marking change with the justification for the change documented.
7. After completion of his/her administrative review the command review officer shall forward the completed OER and its accompanying SSSF and documentation to the Chief of Police for his/her authentication no later than forty five (45) day form the end of the rating period.

E. Chief of Police – The Chief of police is the final member of the rating chain and shall have the following responsibilities:

1. When the administrative review is complete and all members of the rating chain have signed and commented (encouraged but not required) on the OER. The Chief of Police will review the results of each evaluation. He/She shall have the authority to make comments on the evaluation forms in the appropriate area. Any comments, made by the Chief about a performance rating will noticed to the rating officer, reviewing officer and command reviewing officer.
 - a. If the Chief of Police is conducting the initial evaluation, then no review is necessary.
2. The Chief's signature shall signify his/her approval of the OER.
3. After all OERs have been reviewed and authenticated by the Chief of Police, He/She shall notify all evaluated officers of their respective performance evaluation rating no later than 60 day after the end of the rating period.
4. All Officer Evaluation Reports OER are subject to review by the Police Commission

V Procedures for Completing Performance Evaluations on Probationary Officers.

- A. Upon successful graduation from the POSTC Academy, each probationary officer shall be assigned to at least three (3) field training officers (FTO) for the purposes of on-the-job training. During this 10-week period, the probationary officer will receive continuous training and will be evaluated daily by the field training officers. The field training officers shall be required to document the performance of the officer using the recruit proficiency check off list, daily/weekly evaluation reports, Task Booklet and final narrative report which will be due at the end of the 10-week field training period. If the reports indicate that the probationary officer successfully completed the program, then he/she will be recommended for a patrol assignment, independent of a field-training officer. If an unfavorable recommendation is given, then the training officer, with the approval of the Chief of Police, may extend the field training program.
- B. Upon successful completion of the 10-week FTO Program, all probationary officers shall be evaluated on a quarterly basis during the remainder of their probationary period. The objective of the evaluation shall be to identify any areas of deficiency that would hinder the officer's capability to meet the requirements of a fully sworn permanent appointment. Quarterly evaluations will be completed through the use of the OER form by a rating officer specified by the Department's Training Officer.
- C. Upon permanent appointment by the Police Commission, Officers will be evaluated on an annual basis per the guidelines specified in this General Order.

VI Training

- A. All sworn Department personnel shall receive formal training on the goals, procedures and use of the Officer Evaluation System (OES). The instruction shall be provided through use of a lesson plan that has been approved by the Chief of Police and will include the following areas:
 - 1. The importance and value of completing thorough and objective performance evaluations.
 - 2. The establishment of clear, mutually agreed upon expectations and measurement criteria (i.e. competency models).
 - 3. The purpose and value of regular positive and constructive feedback and supervisor-subordinate communication.
 - 4. Corrective job counseling and the proper use of discipline.
 - 5. The relationship of performance evaluations to other aspects of department functionality (i.e. career development, promotion, specialized assignment etc..).

VII PROCEDURES (MANAGEMENT)

- A. The results of the performance evaluation will be used for the following:
 - 1. To provide information needed to accurately assess an employee's ability to assume a more responsible position.
 - 2. To provide information used as a factor in promotions (re: General Order 88-2-46, Promotions).

3. To assess an employee's effectiveness in an assigned position.
 4. To illustrate an employee's strengths and weaknesses as a way to promote improved performance.
 5. To provide information for the purpose of layoffs, transfers, reclassification and successful completion of the probationary period.
 6. To determine training needs and/or career enhancements for the evaluated officer.
- B.** The Chief of Police or his/her designee shall, on an annual basis, conduct a review of the performance evaluation system. All officers may participate in the review process by forwarding recommendation or comments to the Accreditation Office. The objectives of this evaluation are as follows:
1. To identify instances of extreme ratings and the reasons for them. If such ratings are identified, to take prompt, corrective action to alleviate the discrepancies.
 2. To examine the number of contested evaluations, if any, ascertain the reasons for them and resolve them through the procedures found in Section VII of this general order.
 3. To continually update, modify and improve any and all aspects of the performance evaluation system utilized by the Department.

VIII Procedures for Appeals

- A.** All sworn personnel, have the right to contest and/or comment on the results of the performance evaluation. The review process shall fall short of an official grievance and include the following procedures.
1. All personnel whom are contesting the results of an evaluation shall make such request in writing within ten days of being notified of the evaluation results. The notification shall be directed to the reviewing officer in the evaluated officer's rating chain and a copy of the request shall also be forwarded to the Chief of Police. If a Lieutenant is requesting the review, then the request shall be sent directly to the Chief of Police. If a Captain makes the request it shall be made directly to the Police Commission.
 2. The request for review shall include the reasons for the request. The reason(s) given should be specific and relate directly with the content of the performance evaluation and the performance rating(s) in contention.
 3. Upon receiving the request, the reviewing officer shall have a maximum of one week to conduct the review and to notify the contesting officer of the results, in writing.
 - a. When a Lieutenant is appealing the results of the evaluation, the review will be held with the Chief of Police.
 - b. When a Captain is appealing the results of the evaluation the review will be held with the Police Commission.
 4. If the officer is not satisfied with the results of the review, then he/she may appeal, in writing to the Chief of Police. The Chief of Police shall review the evaluation and consult with the Division Captains. Once this review is completed, the Chief shall

render a decision and assign a final performance rating on the disputed performance rating(s). The Chief's decision shall be final.

5. All appeals, including those where there has been no change in the results of the evaluation, shall be included with the evaluation report in the officer's permanent personal file.
6. Appeals procedures for probationary personnel shall follow Section VIII, A,1 of this general order with the Department's Training Officer acting as the reviewing Officer in the rating chain.
 - a. When the evaluation is complete and all appeals, if any, have been addressed, the probationary officer is to receive a copy of the completed report.
 - b. The performance evaluation report shall become part of an employee's permanent personal file and will be retained indefinitely by the police department.

IX Civilian Employee Performance Evaluations

- A. Civilian Employees have a different performance evaluation system than sworn police personnel. Civilian personnel have unique roles and responsibilities according to their assigned positions. Each of these positions consist of critical tasks furthering the police department's mission. As such, an annual review of full-time civilian personnel is an important function of responsible management, which is also in accordance of Section 2.9 of the **Town of New Canaan Employee Handbook** managed by Town Hall's Office of Human Resources.
- B. The Commander of Staff Services shall be the rating officer for all full-time civilian employees within the department and will have the following responsibilities:
 - a. Manage all forms to be used for the performance evaluation of civilian employees.
 - b. Conduct evaluations of civilian employees and ensure all forms are properly signed and forwarded for review.
- C. All evaluations for full-time civilian employees will be documented using the "*Civilian Employee Performance Evaluation*". That form will cover the following categories:
 - a. Job Knowledge and Accuracy
 - b. Initiative
 - c. Judgement and Comprehension
 - d. Productivity
 - e. Teamwork and Flexibility
 - f. Communication
 - g. Cost Control
 - h. Client Service
 - i. Attendance and Punctuality
 - j. Overall Job Performance
- D. Criteria used for civilian employee evaluations will be specific to the assignment of the employee during the rating period.
- E. The rating period will begin on the first day of each calendar year and conclude on the last day of that same calendar year.

- a. If the performance of a civilian employee is deemed to be unsatisfactory, written notification will be provided to that employee in a timely manner.
 - b. Ratings that are unsatisfactory of outstanding will require explanatory comments.
- F. Newly hired civilian employees require more frequent evaluation to determine their suitability for their current position. As a result, performance evaluations shall be conducted for any newly hired civilian employee on a quarterly basis for a period not less than one year from the date the employee begins performing the duties of their position.
- G. Procedures:
1. It is the responsibility of each civilian staff member to complete the self-evaluation section of the *Civilian Employee Performance Evaluation*. The form is located on the police department's "C" drive in the "Forms" folder. The employee shall then provide this completed form to their direct supervisor.
 2. Upon receipt of the completed *Civilian Employee Performance Evaluation*, the rating officer shall review the content. The supervisor shall then complete the *Overall Job Performance* section of the form, sign the form, and provide a copy to the employee
 3. Subsequently, the employee and the supervisor shall have a meeting in which they discuss :
 - a. Results of the completed performance evaluation
 - b. Expectations, rating criteria and goals for the new reporting period
 - c. Possibilities for advancement, specialization, and/or training appropriate for the employee's position.
 4. During this meeting the employee and the supervisor shall collaborate and complete the *Goals and Objectives* section of the evaluation.
 - a. The employee shall have the opportunity to make written comments to supplement the completed evaluation report.
 - b. The employee and the supervisor shall then sign the document and the employee shall be provided with a copy.
 5. In the event that the employee is dissatisfied with their supervisor's rating/comments; they may file a formal appeal to contest the evaluation.
 - a. Appeals must be submitted, in writing, to the Chief of Police within 10 days of being informed of the evaluation results.
 - b. The Chief of Police shall review the results of the evaluation within one week and render a final evaluation rating for the employee.
 6. All completed evaluations will be forwarded to the office of the Chief of Police for review, signature, and filing.
- H. All civilian performance evaluations shall remain on file in the office of the Chief of Police.

X DISTRIBUTION

This general order will be reproduced in electronic and traditional media. All sworn personnel shall have access to Department general orders through a read-only file on their individual domain of the Department's computer network. Printed copies and/or CD's will also be placed in locations throughout headquarters so that they are easily accessible to all personnel.

XI EFFECTIVE DATE

This general order approved by the Police Commission on April 25, 1988 and is effective January 30, 1989.

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Per Order,

Leon M. Krolikowski
Chief of Police