



# ROCKFORD POLICE DEPARTMENT

## GENERAL ORDER

**NUMBER:** 30.02

**TITLE:** Performance Evaluation System

**SERIES NUMBER:** 30

**SERIES TITLE / SUBJECT:** Personnel Process

**TOPICS/ REFERENCE:** Evaluation Procedures, Performance Evaluations, Evaluations

**APPENDICIES:** A, B, C, D, E

**ORIGINAL EFFECTIVE / ISSUE DATE:** August 12, 1991

**DATE OF LAST REVISION:** May 01, 2013

**THIS ORDER REMAINS IN EFFECT UNTIL REVISED OR RESCINDED**

**CALEA STANDARDS:** 35.1.1 - 35.1.2 - 35.1.5 - 35.1.6 - 35.1.7 - 35.1.8

### Policy:

An effective performance evaluation system is a key component of individual career growth assisting the Department in reaching long term service goals. It is the policy of the Rockford Police Department that a performance evaluation system has meaningful two-way dialogue and is fairly and uniformly administered on a regular basis.

### Purpose:

The purpose of this General Order is the establishment of equitable criteria and procedures for assessing the job performance of personnel covered by this Order. It is in the best interest of the City of Rockford, the Rockford Police Department, and all personnel that a uniform system for assessing, measuring, and documenting the ongoing performance of individuals be in place.

This Order is comprised of the following numbered sections:

- I. OBJECTIVES OF THE EVALUATION SYSTEM
- II. EVALUATION PROCESS
- III. APPEAL PROCESS
- IV. DEFICIENCY PROCESS
- V. GENERAL
- VI. EFFECTIVE DATE
- VII. REVIEWS, REVISIONS AND CANCELLATIONS

### Appendices:

- A. PATROL OFFICER / INVESTIGATOR SELF-EVALUATION FORM
- B. SERGEANT SELF-EVALUATION FORM
- C. PATROL OFFICER PERFORMANCE EVALUATION FORM
- D. INVESTIGATOR PERFORMANCE EVALUATION FORM

## E. SERGEANT PERFORMANCE EVALUATION FORM

## I. Objectives of the Evaluation System:

- A. Performance evaluation systems benefit both the Department and individual personnel. The objectives of an evaluation system include but are not limited to:
  - 1. Setting performance standards for all employees that lead to fair and impartial personnel decisions.
  - 2. Maintain and improve an employees performance by:
    - a. Measuring of individual strengths and weaknesses.
    - b. Identifying training needs.
    - c. Determining an individuals potential for specialized assignment.
    - d. Determining an individuals potential for increased responsibility.
  - 3. Provides a medium for discussion between a supervisor and an employee that allows for personnel counseling and feedback in order to improve job performance.
  - 4. Gives merit to those employees that have shown strong performance or improved performance.
- B. Commanders will meet with their supervisory staff annually to ensure the fairness and impartiality of the ratings given, their participation in counseling rated employees, and that ratings are applied uniformly.

## II. Evaluation Process:

- A. A self-evaluation form (Appendix A or B) will be given to an employee by their supervisor or commander at least two weeks prior to the employee's annual anniversary date. The employee must return the form to their supervisor or commander within two weeks of receiving it.
- B. Upon return of an employee's completed self-evaluation form, a performance evaluation review meeting with their supervisor or commander will be scheduled at a mutually agreeable time when the employee is scheduled to work.
  - 1. An employee's supervisor or commander will gather and review any pertinent data. Data studied should include, but is not limited to, the self-evaluation, the most recent completed evaluation, the results of a deficiency elimination plan from the most recent evaluation (if any), and other pertinent information that helps document the current evaluation of the employee. The supervisor or commander shall complete the employee's new evaluation form (Appendix C, D, or E) in writing.
  - 2. The objective of the performance evaluation review meeting is to focus attention on the employee's overall job performance including ways to improve, set new goals, insure continued high performance, sustain a positive attitude, and renew a commitment to providing the community with professional law enforcement services.
  - 3. The employee will be given the opportunity to include signed, written comments to supplement the completed performance evaluation. The comments will be limited to two pages and will be included in the file with the evaluation.
  - 4. At the conclusion of the performance evaluation review meeting, the employee will sign the original evaluation and be given a copy. If the employee refuses to sign the evaluation, the supervisor or commander

will mark the form 'refused to sign' and record the reason or reasons, if given. The supervisor or commander will sign and date the evaluation.

5. All completed evaluations, signed or unsigned, will be forwarded to the Deputy Chief of the Bureau the officer is assigned to. The Deputy Chief will review the evaluation and forward it to the Office of the Chief of Police for placement in the employee's personnel file.
- C. Employee's receiving a numerical rating of three (3) or above in each of the nine categories, have completed the evaluation process. Employee's receiving a numerical rating of 1 or 2 in any category will be subject to the Deficiency Process in section IV.
  1. All non-probationary employees shall be notified in writing at least 90 days prior to the end of the annual rating period whenever receiving an unsatisfactory performance evaluation.

### III. Appeal Process:

- A. Any employee wishing to appeal their evaluation, shall give their Bureau Deputy Chief written notice of such appeal, within five (5) days after the performance evaluation review meeting, in the form of an Officer's Report. Included in the notice of appeal, will be a specific reason or reasons for the appeal. The Bureau Deputy Chief receiving the appeal, shall review the evaluation and respond, in writing, to the employee within ten (10) days. The Bureau Deputy Chief may: 1) accept the original evaluation as written or 2) order the evaluation be re-written. If the employee is not satisfied with the Bureau Deputy Chief's response, the employee may further appeal to the Chief of Police within five (5) days of receiving their Bureau Deputy Chief's response.
- B. An employee may appeal the decision of their Bureau Deputy Chief to the Chief of Police by giving the Chief of Police written notice of such appeal, in the form of an Officer's Report, within five (5) days of the decision of their Bureau Deputy Chief stating the reason or reasons for the appeal.
  1. Upon receipt of an appeal and within ten (10) days, the Chief of Police will meet separately with the employee; the employee's evaluating supervisor or commander, and the employee's Bureau Deputy Chief.
  2. At the conclusion of the meetings listed in paragraph 1, within ten (10) days the Chief of Police will issue a decision. The Chief of Police may: 1) accept the original evaluation as written or 2) order the evaluation be re-written.
  3. The decision of the Chief of Police is final.

### IV. Deficiency Process:

- A. Employee's receiving a numerical rating of 1 or 2 in any evaluation category will meet with their commander within two (2) weeks of the performance evaluation review meeting. If the employee chooses to use the appeal process, this meeting will be pending the outcome of the appeal. The date, time, and place of the meeting will be scheduled when the employee is working.
- B. A deficiency review meeting is held to develop mutually agreed upon goals for improved performance in categories that were numerically rated a 1 or 2. Solutions may include counseling, additional training, referral to the Employee's

Assistance Program (EAP), or other agreed upon practical plan for improving, correcting and/or eliminating the deficiency.

- C. At the initial deficiency review meeting, future meetings will be scheduled for the employee and their commander to meet on a regular basis. The purpose of the scheduled meetings is to review the employee's progress toward achieving their goals of improved performance. Frequency of these meetings should be no less than once every three (3) months. Deficiency review meetings will continue until the employee and their commander agree that performance has improved and no further meetings are necessary or until the next annual performance evaluation.
  - D. Employee's who refuse to participate in a deficiency improvement plan, or who fail to show improvement while participating in such a plan, or who receive a numeric rating of 1 or 2 on the next performance evaluation immediately following the evaluation that resulted in such a plan are subject to disciplinary action.
- V. General:
- A. There are nine (9) behavioral categories and/or performance variables each with a numeric scale attached. These provide only general information concerning a supervisor or commander's opinion of an employee's performance. In order for an individual to achieve the overall goal of personal and career growth, a narrative statement to personalize the numeric rating must also accompany each category.
  - B. Supervisors and/or commanders must have worked with an employee a minimum of ninety (90) days before completing a performance evaluation for that employee. In situations of less than ninety (90) days of working with an employee, the employee's commander may assign a supervisor to do the evaluation.
  - C. Patrol shifts having multiple direct supervisors, will assign a primary supervisor for each employee on the shift. The primary supervisor is responsible for completing the performance evaluation, after seeking input from the employee's other shift supervisors and the shift commander. The shift commander will review all completed performance evaluations.
- VI. Effective Date:
- A. The effective date of this Order is March 27, 2007
  - B. Revised August 13, 2004
  - C. Revised August 12, 1991
- VII. Reviews, Revisions and Cancellations:
- A. This General Order will be reviewed annually by the Commander of Administrative Services Bureau and, when necessary, revised or cancelled in accordance with the procedures for reviewing written directives established in General Order 10.01 – *Written Directives*.
  - B. Any employee with suggestions for revisions and/or improvements to this order are encouraged to submit their ideas to the Commander of the Administrative Services Bureau.

BY ORDER OF

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Chet Epperson  
Chief of Police