

 <b>ROCKFORD POLICE DEPARTMENT</b> <b>GENERAL ORDER NUMBER - 30.02</b>		DISTRIBUTION <b>ALL PERSONNEL</b>	<b>PAGE 1 OF 5</b>
ORDER TITLE <b>PERFORMANCE EVALUATION SYSTEM</b>	SERIES NO. <b>30</b>	SERIES TITLE / SUBJECT <b>PERSONNEL PROCESS</b>	
REFERENCE <b>Evaluation Procedures, Performance Evaluations, Evaluations</b>		APPENDICES <b>A, B, C, D, E</b>	
ORIGINAL ISSUE DATE <b>August 12, 1991</b>	REISSUE / EFFECTIVE DATE <b>June 13, 2011</b>	EXPIRATION DATE <b>This order remains in effect until revised or rescinded</b>	
CALEA 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**

## **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.

### **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

BY ORDER OF

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Chet Epperson  
Chief of Police

# APPENDIX A



## CITY OF ROCKFORD POLICE DEPARTMENT



### SELF EVALUATION

THIS FORM IS TO BE COMPLETED BY THE PATROL OFFICER OR INVESTIGATOR AND SUBMITTED TO THE SERGEANT AND LIEUTENANT AS AN AID IN COMPLETING A THOROUGH PERFORMANCE EVALUATION.

NAME  
DIVISION

POSITION  
COMMANDING OFFICER

DATE

**PURPOSE:** To effectively document and communicate the quantity, quality, and value of work you have accomplished, your views on your strengths and areas for growth. (Use additional paper if necessary)

#### WORK ACCOMPLISHED

Evaluation Period From                      to

Training (courses taken, in-house training, number of hours):

Goals Accomplished:

# APPENDIX A

Goals Not Yet Accomplished (explain)

Special Projects Completed (if you are an investigator, include amount of cases you have closed):

Innovations This Evaluation Period (new ideas, suggestions, cost savings):

## AREAS FOR GROWTH

What areas do you feel you need to improve (be specific)

# APPENDIX A

What training plans do you have for improving these areas?

\*\*\*\*\*

## SUMMARY

Please summarize the major contributions to the Police Department this period:

General Comments:

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Employee Signature

Date



# APPENDIX B



## CITY OF ROCKFORD POLICE DEPARTMENT



### SERGEANT SELF EVALUATION

THIS FORM IS TO BE COMPLETED BY THE SERGEANT AND SUBMITTED TO THE LIEUTENANT OR DEPUTY CHIEF AS AN AID IN COMPLETING A THOROUGH PERFORMANCE EVALUATION.

NAME  
DIVISION

POSITION  
COMMANDING OFFICER

DATE

**PURPOSE:** To effectively document and communicate the quantity, quality, and value of work you have accomplished, your views on your strengths and areas for growth. (Use additional paper if necessary)

WORK ACCOMPLISHED Evaluation Period From to

Training (courses taken, in-house training, number of hours):

Goals Accomplished:

# APPENDIX B

Goals Not Yet Accomplished (explain)

Activities Delegated To Subordinates (i.e. projects which were primarily completed by your subordinates):

Special Projects Completed (if you are an investigator, include amount of cases you have closed):

Innovations This Evaluation Period (new ideas, suggestions, cost savings):

## AREAS FOR GROWTH

What areas do you feel you need to improve (be specific)

# APPENDIX B

What training plans do you have for improving these areas?

How do you intend to develop your subordinates (be specific)?

Where in your areas of responsibility do you see the opportunity for change that will improve delivery of service to the citizens of Rockford?

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## SUMMARY

Please summarize the major contributions to the Police Department this period:

# APPENDIX B

General Comments:

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Employee Signature

Date

# APPENDIX C

## CITY OF ROCKFORD POLICE DEPARTMENT



## JOB PERFORMANCE RATING SCALES FOR PATROL OFFICER

RATER NAME:  
CANDIDATE NAME:  
DOA:



# APPENDIX C

## HUMAN RELATIONS

The extent to which the officer shows enthusiasm and loyalty to the job. Puts forth extra effort and does not avoid getting involved. Interacts well with others and does not project an arrogant or superior image. Works well as a team player.

1. Attitude causes disruption/friction in the department. Does just enough to get by and no more. Constantly complaining. Comments:

2. Comments:

3. Rarely questions authority. Usually puts forth the effort required for the job. Rarely causes disruption. Coordinates effort with others. Comments:

4. Comments:

5. Always has a positive and enthusiastic attitude. Is always loyal and promotes a positive image of the department. Always willing to take on extra work. Responds positively to constructive criticism. Comments:

# APPENDIX C

## JUDGMENT

The extent to which the officer makes proper decisions based on the facts known to him or her at that time.

1. Difficult tasks usually assigned to others because of officer's history of poor judgment. Comments:

2. Comments:

3. Usually exercises sound judgment. Displays objectivity in assessing situations. Can be assigned most tasks that require the officer to exercise sound judgment. Comments:

4. Comments:

5. Is known for excellent judgment. Is given tasks that require difficult decisions. Does not make bad judgments. Takes appropriate risks using sound judgments. Comments:

# APPENDIX C

## INITIATIVE

The extent to which the investigator is a self-starter and requires minimal supervision. Anticipates and takes appropriate action without being told.

1. Does just enough to get by. Must be constantly supervised to get things done. Comments:

2. Comments:

3. Takes what is assigned and adequately performs those duties. Occasionally initiates activities on his or her own. Exercises judgment in making decisions he/she has authority to do. Does not act on own behalf without permission if needed. Comments:

4. Comments:

5. Requires very little supervision. Always looks for more to do without being assigned. Always ready for more responsibility. Comments:

# APPENDIX C

## WRITTEN COMMUNICATION

The extent to which the officer's reports are accurate, clear, concise, and legible.

- 1. Reports frequently returned for corrections and completion. Comments:
- 2. Comments:
- 3. Reports are usually adequate. Comments:
- 4. Comments:
- 5. Reports are clear, concise, accurate, and legible. Questions are asked of supervisors if clarification is needed. Comments:

# APPENDIX C

## VERBAL COMMUNICATION

The extent to which the officer speaks clearly, concisely, and accurately. Listens effectively and responds appropriately.

1. Talks in a manner that is difficult to understand. Is abrasive or unprofessional. Department receives complaints from citizens, or fellow officers. Comments:

2. Comments:

3. Usually communicates adequately and in a professional manner. Comments:

4. Comments:

5. Modifies communication style to fit the situation. Communicates well in all circumstances. Comments:

# APPENDIX C

## INTERVIEWING SKILLS

The extent to which the officer is able to establish rapport with all types of individuals. Adapts interviewing techniques to extract relevant information.

1. Unable to establish rapport. Unable to extract relevant information. Comments:

2. Comments:

3. Usually able to establish rapport and extract relevant information. Comments:

4. Comments:

5. Always able to establish rapport and extract relevant information with all types of people and in all situations. Comments:

# APPENDIX C

## DEPENDABILITY

Sick Leave Usage:

Unexcused Absences:

Tardiness: Was tardy            times in last            months.

The extent to which the individual can be counted on to be present and on time. Answers calls promptly and properly. Can be counted on to perform all job duties properly with minimal supervision.

1. Frequently late or absent. Cannot be counted on. Requires an inordinate amount of supervision to get things done. Does not answer calls properly or promptly.  
Comments:

2. Comments:

3. Can be counted on to show up on time. Requires appropriate amount of supervision. Answers calls properly and promptly. Comments:

4. Comments:

5. Always shows up on time. Requires minimal supervision. Can always be counted on to complete all duties appropriately. Comments:

# APPENDIX C

## JOB KNOWLEDGE & TRAINING

hours of training in the last months.

Is familiar with department policies, as well as state, federal, and local laws. Attends and utilizes relative information from training programs.

- 1. Frequently makes mistakes because of a lack of job knowledge. Comments:
  
- 2. Comments:
  
- 3. Usually well versed in all aspects of job knowledge. Shows application of knowledge gained from training programs. Comments:
  
- 4. Comments:
  
- 5. Recognized and relied upon as a resource for job knowledge. Serves as a role model for fellow workers. Comments:

# APPENDIX C

## APPEARANCE

Professional bearing as determined by overall neatness, personal grooming, and presentation.

- 1. Poor personal hygiene. Disregards personal appearance. Violates department uniform standards. Comments:
- 2. Comments:
- 3. Usually well-groomed and complies with department standards regarding uniform. Comments:
- 4. Comments:
- 5. Always well-groomed and always complies with department standards regarding uniform. Comments:

# APPENDIX C

# APPENDIX D

## CITY OF ROCKFORD POLICE DEPARTMENT



## JOB PERFORMANCE RATING SCALES FOR INVESTIGATOR

RATER NAME:  
CANDIDATE NAME:  
DOA:

# APPENDIX D

## INVESTIGATOR PERFORMANCE EVALUATION

NAME:  
RANK: Investigator  
BUREAU:

### ATTENDANCE:

- Never absent ( except for vacation, compensatory time or personal days)  
 Was absent for illness          days in the last          months. Total sick hours used  
--total regular hours scheduled          = % absent for illness          % (2080 hours for  
full-time employees working 12 months).

### PUNCTUALITY:

- Always punctual  
 Was tardy          times in last          months.

### DISCIPLINARY ACTION:

- No disciplinary action taken  
 Was disciplined          times in the last          months.

DATE:                                  ACTION:

REASON:

DATE:                                  ACTION:

REASON:

## RATING SUMMARY

<u>PERFORMANCE VARIABLE</u>	<u>RATING</u>
1. Human Relations	
2. Judgment	
3. Initiative	
4. Written Communication	
5. Verbal Communication	
6. Interviewing & Interrogation Skills	
7. Appearance	
8. Dependability	
9. Job knowledge & training	
TOTAL RATING:	

### SUPERVISOR COMMENTS:

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# APPENDIX D

## HUMAN RELATIONS

The extent to which the investigator shows enthusiasm and loyalty to the job. Puts forth extra effort and does not avoid getting involved. Interacts well with others. Works as a team player.

1. Attitude causes disruption/friction in the department. Does just enough to get by and no more. Constantly complaining. Comments:

2. Comments:

3. Rarely questions authority. Usually puts forth the effort required for the job. Rarely causes disruption. Coordinates effort with others. Comments:

4. Comments:

5. Consistently has a positive and enthusiastic attitude. Is consistently loyal and promotes positive image of the department. Consistently willing to take on constructive criticism. Comments:

# APPENDIX D

## JUDGMENT

The extent to which the investigator makes proper decisions based on the facts known to him or her at that time.

1. Difficult tasks usually assigned to others because of investigator's history of poor judgment. Comments:

2. Comments:

3. Usually exercises sound judgment. Displays objectivity in assessing situations. Can be assigned most tasks that require the investigator to exercise sound judgment. Comments:

4. Comments:

5. Is known for excellent judgment. Is given tasks that require difficult decisions. Takes appropriate risks using sound judgments. Comments:

# APPENDIX D

## INITIATIVE

The extent to which the investigator is a self-starter and requires minimal supervision. Anticipates and takes appropriate action without being told.

1. Does just enough to get by. Must be constantly supervised to get things done. Comments:

2. Comments:

3. Takes what is assigned and adequately performs those duties. Occasionally initiates activities on his or her own. Exercises judgment in making decisions he/she has authority to do. Does not act on own behalf without permission if needed. Comments:

4. Comments:

5. Requires very little supervision. Always looks for more to do without being assigned. Always ready for more responsibility. Comments:

# APPENDIX D

## WRITTEN COMMUNICATION

The extent to which the investigator's reports are accurate, clear, concise, and legible.

- 1. Reports frequently returned for corrections and completion. Comments:
- 2. Comments:
- 3. Reports are usually acceptable. Comments:
- 4. Comments:
- 5. Reports are always clear, concise, accurate, thorough, and legible. Questions are asked of supervisors if clarification is needed. Comments:

# APPENDIX D

## VERBAL COMMUNICATION

The extent to which the investigator demonstrates interpersonal communication skills which include effective listening and verbal responses.

- 1. Talks in a manner that is difficult to understand. Is abrasive or unprofessional. Does not listen. Department receives complaints from citizens, command personnel, or fellow officers. Comments:
- 2. Comments:
- 3. Usually listens and communicates clearly, concisely, and accurately. Comments:
- 4. Comments:
- 5. Modifies communication style to fit the situation. Communicates well in all circumstances. Comments:

# APPENDIX D

## INTERVIEWING & INTERROGATION SKILLS

The extent to which the investigator is able to establish rapport with all types of individuals. Adapts interviewing techniques to effectively extract relevant information.

- 1. Unable to establish rapport. Unable to extract relevant information. Comments:
  
- 2. Comments:
  
- 3. Usually able to establish rapport and extract relevant information. Comments:
  
- 4. Comments:
  
- 5. Always able to establish rapport and extract relevant information with all types of people and in all situations. Comments:

# APPENDIX D

## APPEARANCE

Professional bearing as determined by overall neatness, personal grooming, and presentation.

1. Disregards department standards. Comments:

2. Comments:

3. Usually well-groomed and complies with department standards. Comments:

4. Comments:

5. Always well-groomed and always complies with department standards.  
Comments:

# APPENDIX D

## DEPENDABILITY

Sick Leave Usage:

Unexcused Absences:

Tardiness: Was tardy            times in last            months.

- 1. Frequently late or absent. Cannot be counted on. Requires an inordinate amount of supervision to get things done. Comments:
- 2. Comments:
- 3. Is punctual. Requires appropriate amount of supervision. Completes assignments properly and promptly. Comments:
- 4. Comments:
- 5. Requires minimal supervision. Can always be counted on to complete all duties appropriately. Comments:

# APPENDIX D

## JOB KNOWLEDGE & TRAINING

hours of training in the last          months.

Is familiar with department policies, job related procedures, as well as state, federal, and local laws. Attends and utilizes relative information from training programs.

- 1. Frequently makes mistakes because of a lack of job knowledge. Comments:
  
- 2. Comments:
  
- 3. Usually well versed in all aspects of job knowledge. Shows application of knowledge from training programs. Comments:
  
- 4. Comments:
  
- 5. Recognized and relied upon as a resource for job knowledge. Serves as a role model for fellow workers. Comments:



# APPENDIX E

## CITY OF ROCKFORD POLICE DEPARTMENT



## JOB PERFORMANCE RATING SCALES FOR SERGEANT

RATER NAME:  
CANDIDATE NAME:  
DOA:  
GENERAL ORDERS OK:

# APPENDIX E

## SERGEANT PERFORMANCE EVALUATION

NAME:

RANK: Sergeant

DIVISION:

### ATTENDANCE:

- Never absent ( except for vacation, compensatory time or personal days)  
 Was absent for illness          days in the last          months. Total sick hours used  
--total regular hours scheduled          = % absent for illness          % (2080 hours for  
full-time employees working 12 months).

### PUNCTUALITY:

- Always punctual  
 Was tardy          times in last          months.

### DISCIPLINARY ACTION:

- No disciplinary action taken  
 Was disciplined          times in the last          months.

DATE:                                  ACTION:

REASON:

DATE:                                  ACTION:

REASON:

## RATING SUMMARY

<u>PERFORMANCE VARIABLE</u>	<u>RATING</u>
1. Job knowledge	
2. Leadership	
3. Human Relations	
4. Judgment	
5. Initiative	
6. Written Communication	
7. Verbal Communication	
8. Appearance	
9. Dependability	

TOTAL RATING:

### SUPERVISOR COMMENTS:

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# APPENDIX E

## JOB KNOWLEDGE

The extent to which the sergeant understands and applies departmental policies and procedures as well as state, federal, and local laws. Keeps abreast of all changes in these areas.

- 1. Often makes mistakes because of a lack of job knowledge. Comments:
- 2. Comments:
- 3. Maintains a workable level of job knowledge. Comments:
- 4. Comments:
- 5. Maintains highest level of job knowledge. Comments:

# APPENDIX E

## LEADERSHIP

The extent to which the sergeant understands a leadership role. Assumes appropriate control of a situation. Motivates and directs others by setting a proper example and a level of performance to achieve departmental goals.

1. Avoids difficult situations and responsibilities: is indecisive. Fails to set proper example and promote departmental goals. Comments:

2. Comments:

3. Demonstrates acceptable leadership behavior. Could enhance leadership skills. Exercises appropriate supervision skills. Comments:

4. Comments:

5. Consistently demonstrates a high quality of leadership behavior. Adopts leadership style to the particular group and situation. Is highly effective at motivating and supervising people.

# APPENDIX E

## HUMAN RELATIONS

The extent to which the sergeant shows enthusiasm and loyalty to the job and actively works to achieve department goals. Projects a positive outlook in carrying out all duties with department and community.

- 1. Negative attitude causes disruption/friction in the department. Does just enough to get by and no more. Constantly complaining. Comments:
- 2. Comments:
- 3. Usually projects a positive attitude. Openly communicates with subordinates and supervisors. Interpersonal skills are usually effective at promoting community relations and departmental goals. Comments:
- 4. Comments:
- 5. Consistently has a positive and enthusiastic attitude. Is consistently loyal and promotes positive image of the department. Consistently willing to take on extra work. Encourages team cooperation among officers. Comments:

# APPENDIX E

## JUDGMENT

The extent to which the sergeant obtains necessary information and makes proper decisions based on the facts available to him or her at that time.

- 1. Demonstrates poor judgment. Avoids making decisions. Comments:
- 2. Comments:
- 3. Usually exercises sound judgment based on facts available to him or her at that time. Displays objectivity in assessing situation. Comments:
- 4. Comments:
- 5. Consistently exercises sound judgment based on facts available to him or her at that time. Comments:

# APPENDIX E

## INITIATIVE

Anticipates and takes appropriate action without being told.

1. Must be constantly supervised to get things done. Comments:

2. Comments:

3. Adequately performs duties with minimal supervision. Initiates some activities on his or her own. Comments:

4. Comments:

5. Consistently looks for more to do without being assigned. Consistently ready for more responsibility. Comments:

# APPENDIX E

## WRITTEN COMMUNICATION

The extent to which the sergeant's reports are accurate, clear, concise, and legible. Completion of accurate and objective performance evaluations on other employees in a timely manner.

1. Written communications frequently inaccurate, disorganized, or unclear.

Comments:

2. Comments:

3. Reports are acceptable. Follows SOP's on documenting employee incidents and discipline. Comments:

4. Comments:

5. Written communications are consistently clear, concise, accurate, thorough, and legible. Comments:

# APPENDIX E

## VERBAL COMMUNICATION

The extent to which the sergeant demonstrates communication skills which include effective listening and verbal responses.

- 1. Talks in a manner that is difficult to understand. Is abrasive or unprofessional. Does not listen. Comments:
- 2. Comments:
- 3. Usually listens and communicates clearly and accurately. Comments:
- 4. Comments:
- 5. Adapts communication styles to fit the situation. Communicates exceptionally well. Comments:

# APPENDIX E

## APPEARANCE

Professional bearing as determined by overall neatness, personal grooming, and presentation.

- 1. Disregards department standards. Comments:
- 2. Comments:
- 3. Usually well-groomed and complies with department standards. Comments:
- 4. Comments:
- 5. Always well-groomed and always complies with department standards. Comments:

# APPENDIX E

## DEPENDABILITY

Sick Leave Usage:

Unexcused Absences:

Tardiness: Was tardy            times in last            months.

The extent to which the sergeant can be counted on to be present and on time. Responds promptly and properly to all assignments.

- 1. Frequently late or absent. Cannot be counted on. Requires an inordinate amount of supervision to get things done. Comments:
- 2. Comments:
- 3. Usually punctual. Performs duties and responsibilities properly and promptly, but may require supervision to get things done. Comments:
- 4. Comments:
- 5. Requires minimal supervision. Can always be counted on to complete all duties and responsibilities appropriately. Comments:

# APPENDIX E