JOPLIN POLICE DEPARTMENT	2-03 STANDARD OPERATING GUIDELINE
SUBJECT: Performance Evaluations	**REVIEW DATE: Annually - February**
EFFECTIVE DATE: March 9, 2016	**ACTION DATE:**
AMENDS/SUPERSEDES: 2-03 April 3, 2014	**AMEND DATE: November 10, 2021**
ACCREDITATION INDEX: 35.1.1 a, b, c, d, 35.1.2, 35.1.3, 35.1.4, 35.1.5 a, b, c, d, e, f, g, 35.1.6, 35.1.7 a, b, c, 35.1.8	**APPROVED:** Richard A. Pearson **Chief of Police**

I. POLICY

The department bears an obligation to the public and its own personnel to hire and maintain the best-qualified officers. To that end, the department regularly and formally evaluates the performance of officers and other employees. The evaluation system discussed herein serves both the interests of management and employees. The purposes of the evaluation system are to (1) allow fair and impartial personnel decisions; (2) maintain and improve performance; (3) provide a basis and a medium for personnel counseling; and (4) identify training needs.

II. PURPOSE

The purpose of this order is to outline and describe the departmental evaluation process.

III. PROCEDURES

A. General

1. All officers shall be evaluated using the latest form provided by the City's Human Resources Department and the applicable forms included at the end of this policy. *At this time the City of Joplin is not requiring evaluations be conducted on employees. The document used, were the last provided and this system is being maintained for CALEA purposes.*

2. Evaluations reflect observations and perceptions by rating personnel and are, therefore, inherently subjective. Nevertheless, personnel shall be rated as having demonstrated unacceptable, acceptable, or superior behavior.

3. Each employee, including reserve officers, shall be evaluated annually. If an employee's annual review is found to not be satisfactory based on the supervisors review, the employee will be placed on a performance improvement plan. Within the improvement period, an officer shall receive remedial training in deficient areas, demonstrate proficiency (or satisfactory improvement) in deficient areas, and the training and improved behavior shall be documented on the evaluation form. During an improvement phase a weekly report will be made documenting the progress or lack thereof.

4. The completed original performance evaluation form will be forwarded to the Human Resources Department and filed in accordance with applicable procedure and law. (35.1.5 G)

5. All newly hired officers in their first year shall receive written evaluations every three months. The evaluation shall be annually after the first year. (35.1.3)

6. Officers promoted shall receive evaluations every three months for the first year of promotion. The evaluation shall be annually after the first year. (35.1.3)

7. Specific periods covered for evaluation are determined and provided by HR and police department policy (see section III.A. 5-6 of this SOG). (35.1.5 A)

8. Although input from co-workers is encouraged, officers, investigators and corporals shall be evaluated formally by the Sergeant; the Sergeant by the Captain; the Captain by the Major or Chief; the Major by the Chief.

9. An officer who receives an unsatisfactory mark he or she perceives to be unjust may appeal it to the next level supervisor. The officer concerned must rebut the comments or marks in writing. In any case, final appeal extends to the City Manager, in writing, through the Chief of Police (see SOG 2-01, grievances). (35.1.5 F)

10. All supervisors will receive training in performance evaluations as a component of basic supervision training provided through the Missouri State Highway Patrol or other P.O.S.T. approved providers. (35.1.1 D)

11. Supervisors should try to avoid the several types of bias that can occur with rating systems. One type of bias occurs when an employee performs very poorly or very well on one particular factor and the supervisor rates them similarly on all other factors as well. This common error can be avoided by attempting to consider each individual factor independent of the others. It is quite possible for an employee to perform very well on one particular factor while only performing adequately on others. Another type of bias occurs when an employee is rated solely on performance during one particularly recent period of time on one recent incident. This can be avoided by being certain to consider the employee's behavior over the entire rating period. Supervisors should also be certain not to allow personal likes or dislikes to affect their rating ability. Employees should be rated only on their performance and not on their personality. (35.1.1 C)

12. Employees will be given a self-evaluation form at least 30 days prior to their annual review. The form is designed to help the employee prepare their thoughts about their job prior to the evaluation. This form is not part of the official evaluation.

B. Scale value application

1. The philosophy of the evaluation form focuses on observations of demonstrated proficiency in behavior relevant to the job.

2. The employee will be graded on a scale of 1-5, with a satisfactory performance rating of 3. Deficiencies in behavior shall be precisely documented. For example, an officer might receive a rating of less than satisfactory under quality of work. The rater documents, "Officer consistently fails to properly document key elements of incidents police reports." Outstanding behavior shall be explained in the same manner. (35.1.5 B)

C. Scale value definitions (35.1.1 A)

1. The latest system used by the City no longer reflects a grading scale, proficiencies, deficiencies, and other observations shall me noted in a free text field

2. Discussions will take place concerning:
   a. Discuss employee's performance on primary responsibilities/priorities in the past year.
   b. Discuss the employee's strengths and/or areas of growth.
   c. Discuss barrier to effective work performance and job satisfaction.
   d. Discuss possible work process improvements.
   e. Discuss employee's development and plan for achievement.
   f. Discuss employee's feedback/constructive suggestion for supervisor.
   g. Discuss anything else the employee or supervisor would like to address.

D. Evaluation of civilian employees

1. Civilian employees shall only be evaluated on forms used by the Human Resources Department for that purpose annually, unless they are in their first year of employment. Then the employee will have quarterly evaluations. (35.1.2)

E. Documentation of Performance- Counseling Form (35.1.6)

1. The purpose of the Counseling Form is to assist supervisors in continually monitoring, evaluating, and apprizing employees of their performance. In addition, the record will provide the supervisor and employee with material upon which to reflect when preparing the Performance Evaluation Report. The Counseling Form is a temporary, confidential record, designed to be maintained during the current evaluation period. In cases where a supervisor desires a more permanent record of behavior, other methods should be used in addition to the Counseling Form.

2. At any time the supervisor feels that a particular aspect of an employee's performance is unsatisfactory, the supervisor will document the incident on the Counseling Form. This documentation will be made on the date of the occurrence or as soon after as possible.

3. In cases of unsatisfactory performance, the supervisors will counsel the employee in private about the incident, and should explore and indicate ways in which the employee may correct the behavior. After discussion, both the supervisor and the employee will sign the Immediate Counseling Form acknowledging the conversation.

4. Whenever possible, counseling for unsatisfactory performance will be made prior to ninety days before the next scheduled evaluation of the employee. This will allow the employee the opportunity to correct the behavior. This provision does not preclude a supervisor from counseling an employee on unsatisfactory behavior when counseling becomes necessary during the ninety days prior to the evaluation.

5. In cases of superior performance, the supervisor may choose to compliment the employee in private or in the presence of the work unit. After discussion of the incident, the supervisor should document the compliment and if applicable, submit a memo to the Chief of Police for commendation.

6. The Counseling Form and superior performance documentation will be maintained by the employee's Bureau Commander and Office of Internal Affairs. Prior to the employee's scheduled evaluation the Counseling Form and superior performance documentation will be reviewed by the supervisor's commander for clarity and correctness. The employee's supervisor may then refer to the documents when completing the Performance Evaluation Report.

F. Filling out the evaluation form (35.1.1.b)

The following are instructions for completing the performance measurement document:

1. All forms are based on the employees' rank and/or job assignment and are disseminated by the Human Resource Department. (35.1.4)

2. The forms come with the employee name and job title listed.

3. When an officer's performance is less than satisfactory, an explanation shall be given in the comments section, or on a separate sheet of paper. The documentation should include the section, the specific trait that received the rating, and the explanation. (35.1.5 B)

4. Officers are rated by their supervisors on the ANNUAL REVIEW, or the PERFORMANCE IMPROVEMENT PLAN. The supervisor and bureau commander will review and sign the form. (35.1.5 C)

5. The results of the evaluation should be discussed. The employee should understand why they received each comment for the evaluation. (35.1.7 A)

6. The level of performance expected from members of the work unit should be discussed. In addition, supervisors should discuss what level of performance would be expected during the next rating period. If any new criteria will be rated during the next period, the employee should be made aware of them at this time. (35.1.7 B)

7. The officer's progress toward completing the required POST training should be discussed at this time in addition to any other training, specialization, and career development issues. This may include such areas as firearms qualification, MULES training, Continuing Education concerns, or computer specialization. (35.1.7 C)

8. The officer will be given the opportunity to make written comments to supplement the completed performance evaluation. (35.1.5 D)

9. Forward the completed evaluation to the Chief's office.

10. Upon approval by the Chief of Police, a copy of the Employee Performance Evaluation will be returned to the employee. (35.1.5 E)

G. Rater evaluation

1. Command and supervisory personnel should note that the evaluation of their subordinate's performance is one of their key supervisory responsibilities. Supervisors will evaluate raters regarding their fairness and impartiality of ratings given, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The supervisors will ensure that the raters apply ratings uniformly. (35.1.8)

V. COMPLIANCE

Violations of this policy, or portions thereof, may result in disciplinary action as described in the City of Joplin's Personnel Rules or the Joplin Police Department's Rules and Regulations and General Orders. Members of the Joplin Police Department, while assigned to or assisting other agencies shall comply with this policy.

VI. APPLICATION

This document constitutes department policy, is for internal use only, and does not enlarge an employee's civil or criminal liability in any way. It shall not be construed as the creation of a higher legal standard of safety or care in an evidentiary sense, with respect to third party claims insofar as the employee's legal duty as imposed by law. Violations of this policy, if proven, can only form a basis of a complaint by this department, and then only in a non-judicial administrative setting.

EMPLOYEE EVALUATION FORM - NON SUPERVISOR

Employee Name: Position:

Supervisor Name: Department:

Review Period: Date:

Instructions: Rate the employee's skills during the review period by circling the most appropriate numerical value in each section. To determine the overall rating, add the numerical values together and divide by eight, or eleven, if the supervisor section is completed. An action plan will be developed for any category with a rating of "unacceptable" (1) or "needs improvement" (2), which will outline the steps required for the employee to meet the essential functions of the position and achieve a rating of "satisfactory" (3) or above.

Rating Scale:

5 Excellent (consistently exceeds essential functions of position)
4 Outstanding (frequently exceeds essential functions of position)
3 Satisfactory (consistently meets essential functions of position)
2 Needs Improvement (frequently doesn't meet essential functions of position)
1 Unacceptable (consistently doesn't meet essential functions of position)

	5 Consistently Exceeds Essential Functions	4 Frequently Exceeds Essential Functions	3 Consistently Meets Essential Functions	2 Frequently Doesn't Meet Essential Functions	1 Consistently Doesn't Meet Essential Functions
Job Knowledge/Performance Level of knowledge and performance of essential and important functions of position, as well as related policies and procedures.					
Quality of Work Work Product is thorough, complete, accurate, and timely. Pays attention to details. Focuses on accuracy.					
Quantity of Work Produces quantity of work that is consistent with the job requirements. Seeks additional work as time allows.					
Reliability The extent to which the employee can be depended upon to complete assigned tasks properly within the given timeframe. The degree to which the employee is reliable and trustworthy.					
Initiative and Creativity The ability to identify tasks that need completed and develop work plans to complete those tasks. The extent the employee properly identifies problems and resolutions for those problems. The extent the employee presents new ideas of more effective ways of accomplishing job tasks.					

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EMPLOYEE EVALUATION FORM

Judgment The degree the employee uses sound ability and objectivity to make decisions. The extent to which the employee demonstrates the ability to follow instructions and directions. The degree the employee focuses on the overall good of the organization.					
Cooperation The level the employee interacts professionally with customers and other employees. Positive and helpful to others.					
Attendance Punctual and at work is required. Does the employee arrive to work on time and work their scheduled hours?					
Complete this section for employees with supervisory responsibilities	Consistently Exceeds Essential Functions	Frequently Exceeds Essential Functions	Consistently Meets Essential Functions	Frequently Doesn't Meet Essential Functions	Consistently Doesn't Meet Essential Functions
Planning and Organizing The ability to plan, manage time, schedule work and duties to ensure completion of job functions effectively and efficiently. The ability to use effective and professional communication skills with staff and citizens.	**NOT APPLICABLE**				
Leadership Demonstrates the ability to lead and motivate employees to achieve the job functions at a high level. Speaks, writes, and presents effectively. Understand and prioritizes the good of the organization.	**NOT APPLICABLE**				
Decision-Making The ability to think critically in order to make good decisions without being influenced by common errors or bias. Ability to remain calm in stressful situations. Maintains and applies high ethical standards.	**NOT APPLICABLE**				

The employee's noteworthy accomplishments during the review period:

Any area(s) requiring improvement in the employee's job performance:

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EMPLOYEE EVALUATION FORM

Any action(s) taken by the employee to improve job performance from the previous review:

Goals for the upcoming year:

Add all numerical values from categories and divide by 8, or 11, if supervisory section was completed. If additional space is required, please attach a separate sheet as necessary.

Overall Performance Rating: 0

Employee Comments:_____

Employee Signature:_____ Date:_____

Supervisor Signature:_____ Date:_____

Department Director Signature:_____ Date:_____

Performance Improvement Plan

This form documents a plan for required performance improvement when an employee's overall performance does not meet minimum expectations.

Section 1 - Employee Information	
Name:	Job Title:
Department/Division:	Last Evaluation Date:

Section 2 - Job Responsibilities/Priorities *(list the employee's primary job responsibilities that require attention, and describe the specific improvement that is needed to meet minimum expectations).*

Job Responsibility: _____

Specific Improvements Required:

Job Responsibility: _____

Specific Improvements Required:

Job Responsibility: _____

Specific Improvements Required:

Job Responsibility: _____

Specific Improvements Required:

(attach additional sheets if necessary)

Performance Improvement Plan

Section 3 – Competencies

Ogranizational Success: • Teamwork/cooperation (w/in and across depts) • Customer orientation • Commitment to continuous quality/process improvement • Creativity/innovation/vision • Flexibility/adaptability to change • Continuous learning/development • Leadership/initiative	Making People Matter: • Positive attitude • Respect for others • Interpersonal skills • Honesty/fairness • Builds trust • Recognizes others' achievements • Understands others' perspectives • Resolves conflicts constructively
Job Effectiveness: • Planning/organization • Problem solving/judgment • Makes effective decisions • Takes responsibility • Achieves results • Communicates effectively • Dependability/attendance • Job/organizational knowledge • Productivity	Additional Competencies for Supervisors: • Coaches/counsels/evaluates staff • Identifies areas for and supports employee development opportunities • Encourages teamwork and group achievement • Leads change/achieves support of objectives • Enables and empowers staff • Understands diversity issues and creates supportive environment for diverse employees • Displays vision

Competency: _____
Specific Improvements Required:

Competency: _____
Specific Improvements Required:

Competency: _____
Specific Improvements Required:

Competency: _____
Specific Improvements Required:

(attach additional sheets if necessary)

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Performance Improvement Plan

Section 4 – Plan Establishment

Support to be provided by Supervisor (e.g. training, equipment):

Section 5 – Follow-Up Review

Dates of follow-up discussions *(approx. 30 and 60 days after evaluation)*: _____/_____

Follow-up Review *(to be completed within 90 days of annual review date)*. Check one:

☐ Employee has achieved the required improvement described above.

☐ Employee has not achieved the required improvement described above. *The employee has problems in the areas described below:*

Section 6 - Signatures

Follow-up Review Signatures:

Employee: _____ Date: _____

Supervisor: _____ Date: _____

Department Head: _____ Date: _____

Please return completed form to Human Resources, 602 S. Main St.