

# MEDINA POLICE DEPARTMENT GENERAL ORDER

**ORDER NO:** 2019-046

**SUBJECT:** Professional Development/  
Performance Evaluation

**EFFECTIVE DATE:**

**RESCINDS ORDER NO:** 99-02-01

**DISTRIBUTION:** All Department Personnel

**PURPOSE:** To promote common understanding of work objectives, standards of acceptable performance, and a basis for departmental personnel decisions. The department's professional development process shall provide supervisors with a job-related, objective system of managing employee performance on a continuing basis, reinforcing satisfactory performance, and correcting performance that is below standard. In simple terms, it provides a way to let employees know how they are doing and what is expected of them.

**I. POLICY:** All supervisors shall manage the performance of their subordinates in a fair and consistent manner through observation, evaluation, documentation, and feedback on an on-going basis. All members shall be formally evaluated on an annual basis in accordance with the guidelines contained in the Professional Development Evaluation, as well as the procedures set forth herein.

**A.** Professional Development Evaluations are designed to rate, document and improve the performance and standards of the Medina Police Department. These Evaluations will NOT be provided to prospective employers.

**II. PROCEDURE:**

**A. Responsibility for Evaluation**

1. All members of the Police Department will be formally evaluated by a supervisor at least once a year. All supervisory personnel will also be evaluated annually. The timetable for formal performance evaluation shall coincide as closely as possible to the calendar year.

a. If due to unexpected circumstances the Annual Professional Development Evaluations are not able to be completed at the beginning of the calendar year, the Chief of Police will make a determination on when and if they are completed.

2. Officers assigned as trainees in the Field Training Officers Program will be evaluated in accordance with FTO Program guidelines and forms.
3. Probationary Officers will be monitored regularly by FTOs, OICs, and Supervisory Staff. Probationary Officers who are no longer being evaluated daily by an FTO will receive evaluation through the Professional Development Evaluation, along with any subsequent FTO/Probationary paperwork.
4. If an employee has been assigned to multiple shifts during the rating period, the Chief of Police or his designee shall determine who is responsible for completing the rating. Each of the Supervisors/OIC should be consulted and allowed to provide input on the evaluation. Supervisors may agree to share the process of writing and conducting the evaluation, but it shall remain the responsibility of the designated supervisor to submit the evaluation on time. All supervisors providing input to the evaluation should sign the evaluation.
5. Supervisory staff should provide initial counseling to Officers prior to the evaluation period. It is also practical to complete this counseling when employees switch shifts. This initial counseling may be done in a group or individual setting. This counseling could include, but is not limited to:
  - a) Responsibilities associated with the rated individual's position, including tasks related to their assigned shift.
  - b) Performance expectations.
  - c) Evaluation criteria to be applied.
6. Supervisors are expected to attempt to correct deficiencies of their subordinates on an ongoing basis, making suggestions throughout the rating period to provide the greatest opportunity for employees to meet the expectations.
7. As with any documentation process, forms and the outlined process will be evaluated and adjustments may be made as necessary as directed by the Chief of Police.

## **B. Steps in Evaluation**

### Step One:

As stated above, Supervisory staff will conduct an informal counseling of the employee. During this counseling, open communication will be encouraged by both the rater and the employee to have a clear understanding of the rating

process, employee's duties, and the supervisor's expectations. This communication and mentoring should continue through the rating period to improve performance, and ensure a solid understanding of expectations.

#### Step Two:

A Supervisor's Evaluation Log (Appendix A) will be used to document, at or near the time of occurrence, any activity by an employee that the supervisor feels will be of value in the evaluation process. This may be a notation of either a positive nature, or an area where improvement is needed, as the case may be. Whenever a Supervisor Evaluation Log is utilized during a rating period, the form will be retained in an evaluation file under the control of the supervisor during the rating period. Any other information to be utilized for evaluation purposes should also be placed in this evaluation file (ie IR, day sheets). After the performance evaluation is completed, the supervisor's evaluation files will be purged of all information. Thereafter, the Police Professional Development Evaluation will become the permanent record in the employee's personnel file.

- a. The Supervisor will complete a Supervisory Evaluation Log no less than, **every 30-60 days**. This regular documentation of performance will aid in an accurate reflection of performance.
- b. In conjunction with the Supervisory Evaluation Log, Supervisors should take the opportunity to commend officers for good performance, or provide constructive criticism to promote improvement.

#### Step Three:

Rated employees will be provided with a MPD Employee Pre-Evaluation Form (Appendix B) by their rating supervisor prior to their evaluation conference. Employees will complete the Performance Pre-Evaluation Form and provide it to their rating supervisor not less than two weeks after receiving it. This form offers the employee the opportunity to share his/her perceptions of job performance, growth, and development, along with self analysis and suggestions for improving the agency. The Performance Pre-Evaluation Form will be attached to and become a permanent part of the evaluation.

#### Step Four:

The rating supervisor will check the evaluation file for any information on the employee, check with other supervisors concerning the present level of performance of the rated party, review the Employee's Pre-Evaluation Form, and make note of personal observations relating to the rated party's level of performance. This information will be utilized as much as possible in preparing an objective appraisal of performance and an accurate statement of the employee's evaluation.

### Step Five:

At the prescribed time, the rating supervisor will complete the evaluation on the department approved MPD Professional Development Evaluation (Appendix C) The Professional Development Evaluation was designed and may be used to evaluate all sworn personnel, including supervisory and management personnel. The identification section of the form designates the evaluated employee by name, rank, shift assignment and rating period. Other components of this evaluation form are as follows:

- Performance Dimensions: This section contains 6 performance dimensions which may be rated:
  - a. General Attendance and Appearance
  - b. Knowledge
  - c. Emergency and Non-Emergency Performance
  - d. Safety Procedures
  - e. Report Writing
  - f. Personal Traits: Demeanor and Attitude
  
- The rating Supervisor will rate individuals in one of four categories:
  - a. Exceeds Expectations - The employee always meets and frequently exceeds the performance expectations in this area. The employee is performing better than expected and or above other employees for many of the associated tasks. They can be relied upon for the most difficult tasks, and make exceptional contributions.
  - b. Meets Expectations - The employee meets the average performance for this area, completing the tasks in a competent manner. This is the usual level of performance for most employees.
  - c. Needs Improvement - The employee meets performance expectations on occasion, or at a minimal acceptable level. This could be due to many reasons, including knowledge, experience, motivation, or compliancy. Guidance/direction should be given on specific ways to improve.
  - d. Below Expectations - On a regular basis, or on repeated occasions, the employee does not perform at an acceptable level. This level is clearly not in line with the performance of other officers.
  
- Yearly Breakdown of Statistics: This section will give the individual Officer's statistics in multiple job performance categories specifically related to self initiated job functions. These may include DWI Arrests, V&T stats, etc. Evaluators may provide additional statistics as may be appropriate.
  
- Supervisory Qualities: This section **MUST** be completed for Supervisory staff, and may be used to evaluate supervisory qualities for Officers. This section also provides ratings by the four categories listed above.

- Documentation of Performance and Comments: This section can be used for further explanations of Performance Dimension ratings of “Exceeded Expectations” and “Needs Improvements”. Specific comments are required for ratings of “Below Expectations”. Discuss and document areas of exceptional service, and areas where improvement is suggested.
- Documentation generated during the rating period, other than the Supervisory Evaluation Log, (i.e. Letters of Accommodation, Incident Reports, etc.) may be attached to the evaluation form.
- Additional sheets may be added for comments carrying over from any area of the Performance Evaluation, including comments from other supervisors and or a Command Review. .

#### Step Six:

When the evaluation has been prepared in total, the rater will provide it to any Supervisors who had input on the evaluation for review, additional comments, (if necessary) and signature. After completion, the rater may also submit the evaluation to his/her immediate supervisor for review/remarks before submitting it to the rated employee. If necessary, suggested changes, improvements, or corrections can be made to the evaluation.

#### Step Seven:

When the review in Step Six has been completed, the rater will provide the employee with a copy of the evaluation at least one day in advance of the date set for the evaluation conference. At the conclusion of the evaluation conference, the rating supervisor shall forward the completed signed evaluation forms, Employee Pre Evaluation Form, supporting documentation, and any written comments made by the employee concerning the evaluation, to the Chief of Police. The completed evaluation will then be entered in the employee’s personnel file.

### **C. Process for Contested Evaluations**

Employees who disagree with their performance evaluations may seek a review of their ratings. The protesting employee must submit his/her request for review in writing within seven (7) days of the evaluation conference. The employee must outline the areas of concerns and the entire reasoning for the objection. This request shall be submitted to their immediate supervisor who completed the formal evaluation. The immediate supervisor will in turn submit the request to the Chief of Police, who will conduct a review of the employee’s evaluation process, and respond in writing within fourteen (14) days of receipt of the request.

Interviews or meetings may be appropriate to clarify or mediate any discrepancies. The Employee's letter along with the Chief's response will be attached to original evaluation.

By Order Of:

Chad D. Kenward  
Chief of Police