A. Policy

The probationary system ensures that newly hired or promoted employees are aware of the expectations of their supervisors and are apprised of their progress during the probationary period. The probationary period allows supervisors to set forth specific goals, establish standards of performance, and decide whether or not newly hired or promoted employees meet the requirements necessary to continue in the positions to which they have been appointed. The probationary period also provides the employee with an opportunity to receive and respond to direct and timely feedback. Probationary periods for all positions shall be in accordance with administrative regulations, which are published by the Department of Employee Relations.

B. Procedure

1. The probationary period for police agent recruits, police dispatchers and communications supervisors shall be 1 year.

2. The probationary period for other newly hired police employees shall be six months. Probationary periods may be extended in 90-day increments to a maximum probationary period of one year.

3. The administration of the probationary period forms for police recruits shall not begin until the recruits graduate from the academy and are assigned to their first supervisor.

4. Newly promoted or laterally transferred employees are required to serve a minimum six-month probationary period, which may be extended up to a maximum of one year if necessary.

   Employees who are laterally transferred within a department to classified positions, which do not entail substantial changes in duties and responsibilities are not required to undergo probationary periods.

5. The supervisor of the probationary employee must establish goals and standards and communicate them to the employee. Goal setting discussions with the employee should take place within the employee's first week of work. The supervisor should complete the applicable sections of the probationary evaluation form including the goals. The supervisor will maintain the original copy of the form, send one copy to Employee Relations, and provide one copy to the employee. Additionally, follow-up meetings with the employee shall take place at the employee's second month, fourth month, and six-month anniversaries in order to review performance and provide feedback necessary for the accomplishment of goals. Supervisors will complete the narrative portions of the performance and development form for the two-month review periods.

6. Upon determining that an employee's probationary period has been successfully completed, the supervisor should complete the third rating period narrative for each goal, discuss the review with the employee and have the employee make his/her comments on the form. A Notice of Personnel Action (NOPA) is prepared recommending the employee for
permanent full-time status. The NOPA and completed probationary period forms shall be routed through the chain of command to the Department of Employee Relations.

7. The probationary employee and the supervisor shall meet throughout the probationary period to discuss goals and expectations. The employee shall direct to his supervisor any questions regarding goals or standards in order to ensure understanding. The probationary employee is expected to meet or exceed the standards for each established goal.

8. Each employee during initial orientation shall receive an explanation of the probation system and schedule for periodic reviews. Completed forms will be reviewed by Employee Relations staff and filed in the employee's personnel file. Employee Relations staff will be available to advise when a problem arises for supervisors or probationary employees during probationary periods.

9. If an employee has met the necessary standards of performance by the end of the probationary period, he shall have subsequent goals and expectations set in accordance with procedures used in the Performance Review and Development evaluation system.

If an employee has not met the requirements, which have been set by the end of the initial probationary period, 3 options are available:

a. Continuation of the probationary period for a length of time deemed appropriate by the supervisor after consultation with Employee Relations; not to exceed 3 additional months. A second extension of 3 months is possible for a developing employee should the situation warrant.

b. Termination from the position. Probationary employees may be terminated prior to conclusion of the probationary period.

c. In a case in which an employee has been promoted from another position within the City, the employee may be reassigned to his previous position or be assigned to one in a pay range similar to the prior position.

10. Probationary employees who disagree with performance reports may contest the reports to the rater's immediate supervisor. That supervisor shall review the reports and discuss them with the employee and the rater. The decision of the reviewing supervisor is final.

11. The probationary employee may make written comments on the performance reports.

C. Rule

1. Probationary employees are not eligible for rotating or permanent positions outside Patrol, nor for any specialized assignments such as SWAT, K-9, or SET.
A. Policy

It is the responsibility of the Police Department to conduct ongoing and meaningful evaluations of employee performance. This process provides a foundation for recognizing and rewarding employee performance that exceeds the standard and addressing unsatisfactory employee performance issues before they develop into serious problems. This responsibility begins with the first level of supervision through the use of the employee log.

Supervisors are responsible for the recording of significant incidents, accomplishments, problems, and other performance factors of their employees. In order to facilitate recall, and provide a convenient method of documentation, an employee log is maintained on each full-time employee. Logs may also be used for part-time employees.

B. Procedure

1. The Department of Employee Relations shall provide the necessary forms to compile and maintain the employee log.

2. Supervisors are to make entries into the log that briefly describe the employee's accomplishments, significant achievements, or problems. Anything that will assist both the supervisor and the employee during the review period may be documented in the employee log. Notations in the employee log should include information related to the employee's ability to meet their job specific factors as outlined in the Employee Review and Evaluation System.

3. Because the employee log is primarily used to assist a rater in completing an evaluation, entries shall be as specific as possible. One focus of entries should be on performance in the areas of the key evaluation elements.

4. To facilitate the meaningful documentation of information related to the employee's performance, supervisors should consider the following sources:
   a. Direct observation of performance
   b. Performance data records (range scores, physical fitness tests, etc.)
   c. Citizen feedback
   d. Work samples
   e. Absenteeism records
   f. Commendations
   g. Discipline
   h. Notes from other supervisors
   i. Feedback from other sources (peers, investigators, etc.)
   j. The Early Warning System
   k. Any other appropriate sources.

5. Whenever an employee's performance is deemed to be unsatisfactory, the employee log shall serve as written notification to the employee of the unsatisfactory performance and shall define actions that should be taken to improve performance levels. It is expected that this notification will be timely and will be provided to the employee at least 90 days prior to the annual evaluation. (It is recognized that 90 days notification will not be
possible for all unsatisfactory performance, such as incidents that occur within the 90 days before a scheduled evaluation.)

6. When a pattern of unsatisfactory performance is noted by a supervisor, they should consider the variety of available tools to assist with correcting the behavior. These include but are not limited to:
   a. Verbal counseling with the employee
   b. Documentation of the behavior in the employee log
   c. Individual training for the employee
   d. A change of assignment
   e. The Department's Peer Support Group (for Critical Incidents)
   f. The City's Employee Assistance Program
   g. The special evaluation process
   h. The Department's discipline process
   i. The Department's mentoring program

7. Unsatisfactory employee performance that persists should be addressed through the special evaluation, annual evaluation or discipline process, depending on the nature of the problem.

8. Each log entry shall be initialed with employee number and dated by the supervisor making the entry.

9. After reviewing the employee log entry, employees shall initial with employee number and date each entry.

10. Employees may make written comments or responses in the employee log.

11. Each employee may have access to his own log during normal business hours.

12. The supervisor is responsible for maintaining the security of the employee log.

13. Entries in the employee log shall be retained for a minimum of 2 years.
   a. At the end of 2 years, generally in conjunction with an evaluation due date, the outdated entries may be given to the employee or destroyed.
   b. Relevant entries should have been transferred into the employee's Performance Review and Development Form and/or made a part of the employee's permanent personnel file.

14. The general information sheets contain personal data on each employee's skills, knowledge, and abilities. Each supervisor is responsible for annually updating the general information sheet of each of his subordinates.

C. Rule

1. At least once during each month, supervisors shall complete an entry in each employee's log. In cases where a subordinate is absent for a major portion of the month an entry shall be made in the log indicating the absence.
A. Policy

Supervisors of the Police Department are required to conduct timely and meaningful evaluations of their subordinates. The City Performance Review and Development system provides the formalized and uniform procedures by which the department supervisors accomplish this task. Performance evaluations assist in the administration of the personnel merit system, principles of which include: "retaining and compensating employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected."

Performance evaluations are not, in themselves, disciplinary actions. Special evaluation status, for a period not to exceed 180 days, is not disciplinary action. Placing an employee on special evaluation status is an action that may occur to enhance the performance evaluation process and, as such, is not disciplinary action.

If a less than desirable result from a performance review exists, the employee's supervisor must identify applicable changes in performance to indicate to the employee those specific areas that require improvement. This is accomplished through special evaluation status, that shall be no less than 180 days and no longer than one year. The requirement for a performance review may, or may not, correspond with future salary increases and largely depends on the employee's performance. Therefore, special evaluation status of 180 days or less is not a disciplinary action, but rather a process in which a supervisor can identify deficiencies in performance in order to improve that performance, and as a result, obtain a salary increase if warranted, based on positive performance. Salary advancement shall be in conjunction with the appropriate pay plan and dependent upon performance.

B. Procedure

1. Performance evaluations are to be regarded as planning tools and to serve as a basis for:
   a. Counseling employees as to their expected job performance, strengths, and weaknesses
   b. Goals and development
   c. Determining training needs
   d. Promotions and transfers
   e. Reemployment decisions
   f. Building the working relationship between the employee and supervisor

2. Generally, employees are evaluated during the first quarter of each year.

3. Every employee shall be evaluated at least once a year.
4. Employees whose performance is deemed to be unsatisfactory may be placed in a special evaluation status. Written notice of being placed in such status shall be given to the employee. The written notice shall describe those aspects of performance requiring improvement and the standard that must be met. Such special status shall not be less than 180 days, and no longer than one year. At the end, an evaluation shall be written by the employee’s immediate supervisor.

5. As circumstances dictate and as directed by superiors, supervisors may complete performance evaluations at other than normally scheduled times.

6. When an employee changes supervisors, regardless of the amount of time of assignment, such as in a transfer or at watch change and at a time when an evaluation is not due, the previous supervisor shall complete a partial evaluation for inclusion in the employee's log. Log sheets shall be used for this purpose. The partial evaluation shall include documentation of the employee's performance.

7. When an employee is due for an evaluation and has been under the supervision of the proposed rater less than 3 months, the employee's previous supervisor shall either complete the evaluation or review the present rater's evaluation. Areas of agreement or disagreement may be included in the evaluation by use of a supplemental narrative to the evaluation.

8. An employee's "rater" shall normally be the present immediate supervisor. Supervisors shall receive training in the Performance Review and Development process prior to evaluating a subordinate. Supervisors shall attend training classes as required by the Department of Employee Relations.

9. A "reviewer" normally shall be the person of next highest rank within the rater's chain of command. The reviewer shall sign all evaluations after reviewing the contents for completeness and appropriateness.

10. All supervisors shall be responsible for obtaining the evaluation due dates for all employees under their command and for completing all evaluations due on a timely basis.

11. Goals shall be prepared for all department employees. Such goals need not be numerous, but may focus on special projects, training, task forces and committees, education, workshops or seminars, individual study, professional organizations, outside activities, skill maintenance, or specific assignments. Goals shall be jointly determined after a thorough review of performance, training records, employee needs, and organizational needs. This shall be accomplished in the context of career development.

12. By the form provided, the rater shall review the previous evaluation period and indicate if goals were completed.

13. For new employees other than police recruits, the goals and development planning period shall begin with the date of initial employment. (See probationary system)

14. Once goals have been identified, the supervisor must establish the means for identifying achievement qualitatively in terms of observable and definable behavior.
15. Four weeks prior to the evaluation due date, the supervisor should notify the employee of the approaching review date and request that the employee conduct a self-appraisal utilizing the Performance Review and Development form.

16. Each employee's performance will be evaluated relative to critical key elements, key elements, and job specific factors established for those elements. An explanatory narrative for each element documents specific reasons for the rating given.

17. Supervisors can compile a comprehensive performance record to be used in the evaluation process by reviewing the following sources:

   a. Direct observation of performance
   b. Performance data records (range scores, physical fitness tests, etc.)
   c. Citizen feedback
   d. Work samples
   e. Absenteeism records
   f. Commendations
   g. Discipline
   h. Notes from other supervisors
   i. Feedback from other sources (peers, investigators, etc.)
   j. The Early Warning System
   k. Any other appropriate sources

18. Supervisors shall include a section at the beginning of the overall/supplemental narrative, which describes "Special Skills." This initial narrative section should describe and acknowledge extra effort in specialized or voluntary assignment, training, or abilities, which promote the professionalism of the department. SWAT, SIU, K-9, CSI, Beat Project participation, range instructor status, arrest control instructor, or foreign language skills are examples of areas where extra effort on the part of employees should be recognized.

19. After presentation to the employee, the rater shall forward the evaluation through the chain of command. Following review by Department staff and the Department of Employee Relations, the original shall be placed in the employee's personnel file, a copy will be returned to the employee, and a copy will be returned to the employee's supervisor for inclusion in the employee log.

20. Employees may and are encouraged to make written comments or responses about their evaluation in the space provided on the evaluation forms. Employees shall sign and date the evaluation forms to indicate that they have read the forms.

21. An employee may make a written response to his/her evaluation, which will be kept permanently in his/her personnel file. The written response and evaluation will be reviewed by the employee's chain of command.

22. Reviewers of evaluations shall be responsible for reviewing all comments made by employees on evaluation forms. The reviewer shall make written comments on the evaluation forms concerning contested evaluations.
23. Supervisors shall evaluate raters regarding the quality of ratings given employees, and their ability to carry out the rater’s role in the performance evaluation system. The Supervisor should ensure that the raters apply ratings uniformly.

24. The Department of Employee Relations is responsible for providing the forms and format of the formal evaluation system.