

# Glendale Heights Police Department

**GENERAL ORDER #** 1800

**SUBJECT:** Performance Evaluation

**ACTIVE DATE:** 08-24-2018

**RESCINDS:** GO #1800, issued 11-7-2013

**AUTHORITY:** Douglas R. Flint, Chief of Police

**RELATED DOCUMENTS:** Standards/Evaluations for All Positions

## **.01 Purpose**

This directive defines the performance evaluation process for the Department. Performance evaluations are tools to provide information to members about their performance, assist in personnel decisions, and improve work performance.

## **.02 CALEA Standards**

35.1.1, 35.1.2, 35.1.3, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8

## **.03 Policy**

It shall be the policy of the Glendale Heights Police Department to review the performance of all members on a regular basis, in order to foster fair and impartial personnel decisions, maintain and improve a member's job performance, and provide a medium for counseling and feedback to improve job performance.

## **.04 Definitions**

**Counseling**—A discussion between the member being rated and the rater that concerns matters and issues pertaining to the rated member's job performance.

**Evaluation Period**—The period of time for which a member is rated for job performance in a given assignment. The period is generally annually from the date of hire and continues for the duration of employment.

**Halogen Performance Management System**—An Internet based performance appraisal software system used by the Village of Glendale Heights for evaluating sworn Department members and storing evaluation records.

**Performance**—Actions that have been taken or been omitted with regard to specific tasks or assignments.

**Performance Evaluation**—Written documentation, which is used to judge or determine the value and measure of a member's work performance.

**Performance Improvement Program**—A formal program initiated by the Department to correct unsatisfactory job performance by a member.

**Rater**—The supervisor who is responsible for evaluating a subordinate member.

**Reviewer**—The Deputy Chief of Police who completes the reviewing officer's section of the evaluation form, and is normally the rater's supervisor.

## ORDER

### **.10 Performance Evaluation Process—Patrol Officers and Detectives**

A. The Glendale Heights Police Department utilizes an evaluation system that is based on a Behaviorally Anchored Rating Scale (BARS) system to evaluate the job performance of all patrol officers and detectives. The evaluation system used by the Department shall be consistent with the tasks required of the member and his/her current assignment. The system rates a total of twenty-five (25) skills under six (6) job task categories. The job task categories are as follows:

1. Following Directions
2. Communication Skills
3. Use of Initiative/Decision Making Skills
4. Interpersonal Skills
5. Knowledge
6. Field Performance

B. Patrol officers and detectives shall be rated according to the following scale:

1. **Exceeds Standards (4)**—Exceptional performance. Frequently performs above required minimum standards.
2. **Meets Standards (3)**—Acceptable performance. Consistently performs to meet minimum required standards.
3. **Needs Improvement (2)**—Improvement required. Performance is less than the required minimum standards.
4. **Unacceptable (1)**—Performance is consistently inadequate and fails to meet required minimum standards.

C. Measurement definitions and rating scales are provided to each supervisor in packet form, to assist in completing the evaluation.

D. All new members will be given a copy of the rating standards, performance guidelines, and rating form for which they will be rated. The documents will be reviewed with the new member as part of the training program.

E. Supervisors who complete evaluations for subordinates shall receive training on how to properly document and complete member evaluation forms. This training shall be provided during the initial training program provided to supervisors upon hiring or promotion.

F. Supervisors shall complete the performance evaluations using the appropriate rating system. Supervisors shall be issued the appropriate Departmental evaluation forms via the Halogen system for the review (see section .26 below).

G. Supervisors completing a member's performance evaluation shall write appropriate comments whenever a member receives a rating of unsatisfactory or outstanding in a rating category. Comments will be based on the performance during the rating period.

H. Supervisors using the Halogen system shall electronically complete the evaluation and submit it to the appropriate Deputy Chief of Police for review. Prior to issuance to the Department member, the evaluation shall be reviewed and electronically signed by the Deputy Chief of Police, Chief of Police, Human Resources Department, Assistant Village Administrator, and Village Administrator.

**.15 Performance Evaluation Process—Supervisors (Sworn and Non-Sworn)**

A. The Glendale Heights Police Department utilizes an evaluation system to measure the job performance of all sworn and non-sworn supervisors. The evaluation system is consistent with the tasks required of the member and his/her current assignment. The system rates a total of seventeen (17) job task categories, as follows:

1. Relations with other Supervisors
2. Knowledge of Strengths and Weaknesses of Subordinates
3. Skill in Training Subordinates
4. Fairness in Dealing with Subordinates
5. Willingness to Make Difficult Decisions
6. Overall Job Knowledge
7. Willingness to Take On New or Additional Work
8. Ability to Learn New Work
9. Initiative in Own Work
10. Control of Temper and Emotions
11. Quality of Subordinates Work
12. Meeting Deadlines or Other Commitments
13. Quality of Work of this Employee
14. Appearance and Fitness
15. Safety Factors
16. Ability to Rate Subordinates
17. Attendance and Punctuality

B. Sworn and non-sworn supervisors shall be rated on a four point descriptive scale for each job task category.

C. All new supervisors will be given a copy of the rating standards and rating form for which they will be rated. The documents will be reviewed with the new supervisor as part of his/her training and/or familiarization program.

D. Raters who complete evaluations for subordinate supervisors will receive training on how to properly document and complete member evaluation forms. This training shall be provided during the initial training program provided to supervisors upon hiring or promotion.

E. Supervisors completing a performance evaluation shall write appropriate comments whenever a member receives a rating of unsatisfactory or outstanding in a rating category. Comments will be based on the performance during the rating period.

F. Supervisors using the Halogen system for a sworn supervisor's review shall electronically complete the evaluation and submit it to the appropriate Deputy Chief of Police for review. Prior to issuance to the Department member, the evaluation shall be reviewed and electronically signed by the Deputy Chief of Police, Chief of Police, Human Resources Department, Assistant Village Administrator, and Village Administrator.

**.20 Performance Evaluation Process—Civilian Members**

A. Civilian evaluations are job task/performance based. The system rates a total of sixteen (16) job task categories, as follows:

1. Accuracy
2. Alertness
3. Creativity
4. Friendliness
5. Personality
6. Personal Appearance

7. Physical Fitness
8. Attendance
9. Housekeeping
10. Safety Awareness and Activity
11. Dependability
12. Drive
13. Job Knowledge
14. Quantity of Work
15. Stability
16. Courtesy

B. Civilian members shall be rated on a five point descriptive scale for each job task category.

C. All new civilian members will be given a copy of the rating standards and rating form for which they will be rated. The documents will be reviewed with the new civilian member as part of the training program.

D. Supervisors who complete evaluations for civilian subordinates will receive training on how to properly document and complete the evaluation forms. This training shall be provided during the initial training program provided to supervisors upon hiring or promotion.

E. Supervisors completing a performance evaluation shall write appropriate comments whenever a member receives a rating of unsatisfactory or outstanding in a rating category. Comments will be based on the performance during the rating period.

#### **.25 Raters**

A. Evaluations will be completed by the member's immediate supervisor:

1. Sergeants shall evaluate patrol officers, Community Service Officers and civilian members directly under their control.
2. Civilian supervisors shall evaluate civilian members under their control.
3. The Deputy Chief of Support shall evaluate sergeants, civilian supervisors and civilian members directly under his/her control.
4. The Deputy Chief of Operations shall evaluate sergeants and civilian members directly under his/her control.
5. The Chief of Police shall evaluate the Deputy Chiefs of Police and civilian members directly under his/her control.

B. Because patrol officers and Community Service Officers sometimes rotate between different sergeants during a rating period, those evaluations shall also receive staff input from sergeants and Command Staff at a Department Staff Meeting, prior to review with the member.

#### **.26 Issuance of Evaluations**

A. Evaluation forms for **non-probationary** members shall be issued to the appropriate supervisor prior to the due date of the evaluation, as follows:

1. The Administrative Secretary to the Chief of Police issues the six (6) month review forms and the annual evaluations for the following personnel:
  - a. Deputy Chief of Operations (annual in Halogen)
  - b. Deputy Chief of Support (annual in Halogen)
  - c. Administrative Secretary to the Chief of Police
  - d. Support Division Police Services Specialist
  - e. Operations Division Police Services Specialist

2. The Operations Division Police Services Specialist issues the six (6) month review forms and the annual evaluations for the following personnel:
  - a. All sworn officers assigned to the Operations Division (annual in Halogen)
  - b. All Community Service Officers
  - c. Part Time Officers (annual in Halogen)
  - d. Detectives, School Resource Officers, Special Operations Unit officers (annual in Halogen)
  - e. Investigations Sergeant (annual in Halogen)
  - f. Patrol sergeants (annual in Halogen)
  - g. 18 month end-of-probation evaluation for probationary police officers (in Halogen)
3. The Support Division Police Services Specialist issues the six (6) month review forms and the annual evaluations for the following personnel:
  - a. Accreditation
  - b. Records and Telecommunicator Supervisors
  - c. Records Section office technicians
  - d. Telecommunicators
  - e. Community Outreach Specialist
  - f. Evidence Officer
  - g. Emergency Management Coordinator

B. Evaluation forms for **probationary** members shall be issued to the appropriate supervisor prior to the due date of the evaluation, as follows:

1. The Field Training Coordinator issues the monthly evaluations for probationary sworn officers.
2. The Administrative Secretary to the Chief of Police issues the two (2) month, four (4) month, six (6) month, and nine (9) month review forms for probationary Police Services Specialists, Community Outreach Specialist, and other Administrative civilian staff.
3. The Support Division Police Services Specialist issues the two (2) month, four (4) month, six (6) month, and nine (9) month review forms for probationary Records office technicians, Telecommunicators, and other Support Division civilian staff.
4. The Operations Division Police Services Specialist issues the three (3), six (6), and nine (9) month review forms for probationary sergeants, Part Time Officers, and Community Service Officers.

### **.30 Rating Review Periods**

A. All Glendale Heights Police Department members will receive performance evaluations. The evaluation period shall begin from the date of hire. The evaluation schedule is as follows:

1. All civilian members have a twelve (12) month probation period. During the probation period they receive a two (2) month, four (4) month, six (6) month, nine (9) month, and one (1) year evaluation. After probation, civilian members receive a six (6) month review and a twelve (12) month evaluation.
2. All sworn officers have a minimum eighteen (18) month probation period. During that period they receive a monthly evaluation from their supervisor after being released for solo patrol duties. They also receive a one (1) year evaluation from the date of hire and a final probationary period evaluation at (18) months. After probation, all sworn officers below the rank of Sergeant will receive a six (6) month review and a twelve (12) month evaluation.
3. All Sergeants, during their twelve (12) month probationary period upon promotion, shall receive quarterly reviews at three (3) months, six (6) months, nine (9) months, and twelve (12) months. After probation, Sergeants shall receive a six (6) month review and a twelve (12) month evaluation.

4. All Deputy Chiefs of Police shall receive a six (6) month review and a twelve (12) month evaluation.
5. The Chief of Police is evaluated by the Village Administrator, on a timetable set by the Village Administrator.

### **.35 Unsatisfactory or Unacceptable Performance**

A. Although members are counseled throughout the rating period regarding their strengths and weaknesses, supervisors are required to provide written notification to any non-probationary subordinate whose job performance will be rated unsatisfactory or unacceptable in one or more rating categories. This written notification will be provided normally at the six (6) month review, but shall be provided no less than ninety (90) days prior to the conclusion of the member's rating period.

B. This notice will provide the member with knowledge of his/her deficiencies and time to remedy them prior to the conclusion of the rating period. The supervisor shall define actions that the member should undertake to improve his/her performance. If non-satisfactory performance continues, this information should be included in the annual performance evaluation. Members may be placed on a Performance Improvement Program for a period to be determined by the Chief of Police.

C. If a member's rating lowers one or more categories within the Overall Rating System on his/her annual review, a PEWS review shall be initiated in accordance with GO #1805 Personal Early Warning System. For example, if a members performance is rated as **Meets Standards** and the following year his/her performance is rated as **Needs Improvement**, a PEWS review shall be initiated.

### **.40 Evaluation Review Process**

A. Each member will receive his/her performance evaluation within the timetable described in section .30.

B. Supervisors shall review performance evaluations with the member and discuss the member's job performance. The member shall provide input as to his/her job performance and make appropriate comments on the evaluation form.

C. In order to provide members with the opportunity to meet or exceed the standards of the Department, supervisors shall counsel members during the review session. This counseling shall include, but is not limited to:

1. Results of the performance evaluation from the current rating period.
2. The level of performance expected and goals for the next rating period.
3. The evaluation rating criteria.
4. Career development, specialized training, and/or advancement.

D. Once a member has reviewed the performance evaluation with the supervisor, both will sign and date the evaluation form. Evaluations using the Halogen system will utilize electronic signatures. Each member will be given a copy of his/her evaluation. The original shall be submitted to the applicable Deputy Chief of Police for review (see section .50 below), and then through the chain of command to the Chief of Police. The Chief of Police shall submit annual performance evaluations to the Village Administrator. Mid-year reviews shall remain in the Department. The mid-year and annual evaluations shall be placed in the member's permanent personnel file, to be retained for the duration of the member's term of employment with the Village of Glendale Heights.

### **.45 Evaluation Appeal Process**

A. Any member who disagrees with the evaluation will have the right to appeal. The member appealing the evaluation will do so in writing, in the form of a To/From Memorandum. The member shall indicate the portions of the evaluation he/she disagrees with and why. The memorandum will be forwarded through the chain of command to the Chief of Police.

B. The Chief of Police or his/her designee shall review the appeal for final approval. Once a final decision is made, the appealing officer shall receive a response in writing within 7 days. All decisions made by the Chief of Police or his/her designee are final.

**.50 Rater Evaluation**

A. Each Deputy Chief of Police, after receiving the performance evaluation from the sergeant or civilian supervisor, shall review the evaluation for content.

B. The Deputy Chiefs of Police shall evaluate supervisory raters regarding the fairness and impartiality of ratings given, their participation in counseling members during the evaluation process, and their ability to carry out the rater's role in the performance evaluation. The Deputy Chiefs of Police shall ensure that the raters apply ratings uniformly.