

November 30, 2012

**CITY OF FERGUSON
OFFICE OF THE CHIEF OF POLICE**

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ANNUAL PERFORMANCE EVALUATION

204.00 PURPOSE

The purpose of this general order is to establish an Employee Performance Evaluation system which will recognize, encourage, and develop in our members those attributes which promote the professional completion of our mission.

204.01 POLICY

- A. The employee evaluation system is designed to ensure the Ferguson Police Department provides the highest quality law enforcement services to the citizens we serve. This system was not designed simply to sanction poor performers, but to recognize and reward the many members of the Department who excel at the work they do. This evaluation system has been designed to provide a means by which the Department can document and gauge its performance while simultaneously providing employees with a means to develop themselves professionally.
- B. For the performance evaluation system to work its best, it needs to provide as accurate a gauge of the employee's performance as possible. Supervisors should therefore strictly adhere to the following guidelines when evaluating their employees.
- C. The evaluation system is designed to be used Department wide, and the rating factors listed are believed to be important qualities of performance in all Department personnel regardless of assignment. Supervisors should recognize, however, that each assignment is different, carrying different responsibilities and tasks. Employees should be rated on each factor as it relates to their assignment during the rating period.
- D. 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.

204.02 PROCEDURE

- A. The Ferguson Police Department - **Performance Evaluation** (Prepared by The PAR Group) will be used to evaluate all commissioned Police Officers and Civilian Employees by specific position and specific job responsibility for each employee within the various components of the agency. Each position will have specific measurements that define the job description being evaluated. (Copies of performance evaluations with measurement definitions on file) The Performance Evaluation is divided into five sections:
- Section 1 - Instructions for Completing Evaluation Form
 - Section 2 – Essential Job Functions
 - Section 3 – Requirements of Work
 - Section 4 – Comments (rater and employee)
 - Section 5 – Signatures
- B. Officers/employees are rated by their supervisors on the Performance Evaluation form. Each rating area contains descriptions used to describe levels of performance. These descriptions are not all inclusive, but are intended to serve as characteristics and examples of the employee's performance. For each rating area (Section 2 and 3), the employee can be rated as: 1. **Does Not Meet Standards** – Marginal to unsatisfactory performance should be assigned this rating (An explanation of the rating should appear in the space provided in each category) or 2. **Meets Standard** – This rating indicates the employee is performing his or her duties as they should. The supervisor and bureau commander will complete the Employee's Major Accomplishments and Performance-Related Areas of Improvements (Section 4) section to appraise and comment on the officer's/employee's performance.
- C. Upon completion of the evaluation, the employee's supervisor will conduct a private conference with the rated individual. During this conference the evaluation will be reviewed and discussed with the employee and upon completion the rated individual will sign the evaluation acknowledging his review of it. The rater's supervisors will then review and sign the performance evaluation. (Section 5)
- D. An annual performance evaluation will be completed on each officer/employee.
- E. The completed original performance evaluation form will be forwarded to the Office of the Chief of Police for review and signature and a copy will be filed in the Office of the Chief of Police.

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- F. The original employee performance evaluation review will be forwarded to the Human Resource Office and will be filed in accordance with applicable procedures and law.

204.03 EVALUATORS

- A. Performance evaluation will be conducted by the employee's immediate supervisor with additional relevant comments by commanders. The Chief of Police must sign off on all performance evaluations.
- B. All supervisors will receive training in performance evaluations as a component of basic supervision training provided through the Missouri State Highway Patrol Law Enforcement Academy, the St. Louis County And Municipal Police Academy, or other P.O.S.T. approved provider.

204.04 EVALUATION TIME REQUIREMENTS

- A. Probationary officers/employees are given a written performance evaluation quarterly during their probationary period.
- B. Probationary Commissioned Officers will initially be evaluated at 3 months by the Field Training Officer (F.T.O.), with overview approval of their supervisor. The remaining quarterly evaluations will be completed by the probationary officer's immediate supervisor.
- C. After the initial probationary period, officers/employees are evaluated annually. If the most recent evaluation is not over 90 days old when another evaluation is required, the old evaluation may be copied and turned in instead of making a new evaluation.

204.05 DOCUMENTATION OF PERFORMANCE

- A. Computer Aided Dispatching (C.A.D.) and the Computer Assisted Report Entry System (C.A.R.E.) are intended to assist supervisors in continually monitoring, evaluating, and apprising employees of their performance. In addition, the records will provide the supervisor and employee with material upon which to reflect when preparing the Performance Evaluation Report. In cases where a supervisor desires an additional record of behavior or performance to be documented than memorandums may be written and discussed with the employee and placed in the file.
- B. At any time the supervisor feels that a particular aspect of an employee's performance is unsatisfactory, the supervisor will document the incident. This documentation will be made on the date of the occurrence or as soon after as possible. If the unsatisfactory performance is significant or reoccurring, the employee should be

counseled with documentation with a written record of the incident. The progressive discipline process will be accomplished in accordance with General Order 303.00 .

- B. In cases of unsatisfactory performance, the supervisor will counsel the employee in private about the incident, and should explore and indicate ways in which the employee may correct the behavior.
- C. 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.
- D. 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.

204.06 EVALUATOR RESPONSIBILITIES

- A. In addition to specific measurements (section 2 and section 3) of the Performance Evaluation, assigning major goals and objectives, projects, or assignments is the supervisor's prerogative (section 4). Supervisors who assign specific, written goals are encouraged to use them in the determination of the employee's performance on major job duties at the conclusion of the rating period. The goals may be developed by the employee, the supervisor, or both. In any case, once the goals are agreed upon, the supervisor and employee should both sign and date the document containing the goals to indicate agreement. If goals are written, give a copy of them to the employee. Midyear projects and special assignments do arise, which will, from time to time, take precedence over previously agreed upon goals and objectives. In those cases, revisions to the goals are appropriate and should also be mutually agreed upon.
- B. Additional Objectives and Responsibilities may be found in the City of Ferguson "Rules and Regulations" Section 5 – Compensation and Benefits - ARTICLE III. ANNUAL PERFORMANCE EVALUATION.

204.07 EVALUATION COUNSELING SESSION

- A. After the supervisor completes the evaluation he should discuss the evaluation with the employee. Without this exchange of information the evaluation cannot serve as the development tool it was meant to be. The evaluation counseling session should be structured freely and the employee should be urged to discuss anything they wish. At a minimum, however, the following three areas should be discussed.

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1. Tasks of the position occupied;
 2. Level of performance expected; and
 3. Evaluation rating criteria.
- B. The officer will be given the opportunity to make written comments to supplement the completed performance evaluation.
- C. The employee should sign and date the evaluation form in the space provided. The supervisor should explain to the employee that their signature does not indicate agreement with the rating, only acknowledgment of the counseling session. Should the employee wish to discuss the review with the Commander, they should advise the supervisor immediately. The employee will be provided with a copy of the completed performance evaluation.

204.08 RATER EVALUATIONS

Command and supervisory personnel should note that the evaluation of their subordinate's performance is one of their key supervisory responsibilities. Command Staff 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. Command Staff will ensure that the raters apply ratings uniformly.

By order of:

A handwritten signature in black ink, reading "Colonel Thomas Jackson". The signature is fluid and cursive, with the first name "Colonel" written in a slightly larger, more formal script than the last name.

COLONEL THOMAS JACKSON
Chief of Police

Distribution

All Department Personnel

MPCCF Reference 12.1, 12.2, 12.3, 12.4

