

SPRINGFIELD POLICE DEPARTMENT

Standard Operating Guideline

Effective Date: 12/02/2020	Supersedes Policy Dated: 04/04/2017	Rescinds:	SOG Number: 205.2
Accreditation Index: 35.1.2			
Part Title: Personnel		Chapter Title: Career Development	
Chief of Police:			

Performance Evaluations

I Policy

It shall be the policy of the Springfield Police Department to establish and maintain a system for employee evaluations. The evaluation system shall be a management tool utilized to:

- communicate job expectations and performance standards to employees;
- provide feedback to employees concerning their job performance;
- modify work behavior;
- assist in personnel and compensation decisions;
- enhance career development.

II Definitions

Critical Incident – Job performance worthy of documentation for performance evaluation purposes.

Core Competencies – A written summary of the tasks and activities in which an employee engages while performing their job. It shall include job-related traits such as appearance and attendance.

Performance Evaluation – The process by which the organization measures the knowledge, skills, and abilities demonstrated through the job performance of individual members of the department.

Probationary Period – The probationary period is the examination period during which the employee can be removed by the appointing authority without right to appeal or hearing if their work performance does not meet required standards. The length of probationary will be as follows:

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- The first six (6) months of service in a position to which an employee has been probationally appointed, promoted, re-employed or reinstated under the provision of Merit Rule 9 shall constitute a probationary period; provided that, with the approval of the Director of Human Resources, the Department Head may have the period extended for no more than an additional six (6) months or any part thereof.
- The probationary period for any employee in the position of Police Officer shall last a minimum of one year from the date of the start of the Police Officer's academy, but no longer than 18 months from the date of appointment as a Police Officer for those officers hired prior to the start of an academy notwithstanding any interim promotions or pay increases.

III Procedure

1 ADMINISTRATIVE STANDARDS

- 1.1 In order to insure accurate and timely performance evaluation, the following administrative standards shall apply:
 - 1.1.1 Supervisors shall receive formal rater training in performance appraisal from the Department of Human Resources or their designee.
 - 1.1.2 Evaluation interviews shall be conducted and documented by supervisors a minimum of once each year.
 - 1.1.3 In the field designated "Evaluation Period", the rating supervisor shall enter the date the rating period began and the last date of the rating period, generally denoting one calendar year.
 - 1.1.4 Supervisors shall utilize the Performance Appraisal Forms approved by the Department of Human Resources for the Springfield Police Department (located in PowerDMS under the Performance Evaluation Forms Folder).¹
 - 1.1.5 Performance evaluations should be completed and submitted through the chain of command no later than 30 days prior to the conclusion of the rating year, unless an extension is authorized by the Bureau Commander.
 - 1.1.6 Supervisors shall comply with all instructions presented to the evaluator in completing the Performance Appraisal Form.
 - 1.1.7 When an employee's job performance is deemed to be unsatisfactory, the supervisor shall notify them in writing. This should occur as soon as the supervisor becomes aware of the deficiency.
 - 1.1.8 Failing Performance Appraisal Notification
 - 1.1.8(a) When a non-probationary employee's overall job performance is deemed to be unsatisfactory and a failing evaluation is anticipated, the supervisor will notify the employee in a written IDC in a timely manner.

¹ Section 1.1.4, removed reference to SharePoint and replaced with PowerDMS, per Policy Change Order 20-020

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- 1.1.8(b) The IDC will:
 - 1.1.8(b.1) Be given to the employee during an interview where the IDC will be discussed;
 - 1.1.8(b.2) Specifically state the reason for the failing evaluation with supporting documentation;
 - 1.1.8(b.3) Be accompanied by a completed Human Resources Performance Improvement Plan, which will document the actions necessary for the employee to reach an acceptable level of performance;
 - 1.1.8(b.4) Be signed by the employee and have a copy forwarded through the employee's chain of command for review;
 - 1.1.8(b.5) Have an employee signed copy sent to the Inspections and Internal Affairs Unit.
- 1.1.8(c) If the unsatisfactory performance continues, the supervisor shall include this information in the performance evaluation.
- 1.2 The Performance Appraisal Form is a tool used in performing the performance evaluation function. A primary goal of the evaluation is the objective and complete assessment of the job performance of the employee during the rating year. In the event that additional information pertinent to employee performance is warranted, the rating supervisor will attach a descriptive memorandum to the Performance Appraisal Form.
- 1.3 Appeals of performance evaluations are to be made through the guidelines provided in Merit System Rule 13, Appeals, Section 13.5.
- 1.4 Raters shall be evaluated by their supervisors, in part, based on the quality of the entire rating process by which they evaluate employees.

2 PROCESS

2.1 Performance Documentation

- 2.1.1 Every supervisor will maintain a Performance Documentation File on each employee under their supervision.
- 2.1.2 The Performance Documentation File will contain an ongoing record of examples of each employee's job performance throughout the rating year.
 - 2.1.2(a) Examples of both positive and negative job performance should be recorded in this file. Note: Supervisors should include examples of performance that meets standards in that all performance ratings should be supported with specific examples.
- 2.1.3 Supervisors may use the Performance Documentation Report ([SPD Form # 02-AD-0399](#)) for making entries to this file.
- 2.1.4 Each form should contain, at a minimum, the following information:
 - 2.1.4(a) The date and time of the incident or event;
 - 2.1.4(b) A brief description of the incident or event;

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

2.1.4(c) Any resultant disciplinary or award action.

2.1.5 Information should be purged from the Performance Documentation File annually, based on the employee's evaluation date.

2.1.5(a) A maximum of two years of information (preceding year and current year) should be kept in the file.

2.1.6 The file cabinet containing the employee Performance Documentation Files shall be kept secure.

2.1.7 If an electronic file is maintained, the file shall be kept on the supervisor's personal (M:/) drive, which is password protected.

3 PERFORMANCE APPRAISAL FORM

3.1 Measurement Definitions

3.1.1 The following ratings are available for the Core Competencies:

3.1.1(a) Exceeds Expectations;

3.1.1(b) Occasionally Exceeds Expectations;

3.1.1(c) Meets Expectations;

3.1.1(d) Occasionally Meets Expectations;

3.1.1(e) Fails to Meet Expectations.

3.1.2 In the event that your ratings span more than one section, select the rating that you are most able to support.

3.2 Narrative

3.2.1 A narrative will be completed for each section to support the given ratings.

3.2.2 The narrative will be a short, factual recounting of specific examples of employee performance that support the ratings given.

3.3 Rating Documentation

3.3.1 Ratings for each of the Core Competencies will be documented on the Performance Appraisal Form.

3.3.2 The supervisor will sign and date the Performance Appraisal Form and will also sign the Performance Evaluation Cover Sheet.

3.4 Supervisory Review

3.4.1 The entire Performance Appraisal Form will then be forwarded to the rater's immediate supervisor for their review and signature prior to holding an evaluation interview with the employee.

3.5 Complete an Employee Change Form, as appropriate.

4 PERFORMANCE APPRAISAL INTERVIEW

4.1 The objectives of the performance appraisal interview are to:

4.1.1 Communicate rating criteria and level of performance expected;

4.1.2 Communicate the results of the performance appraisal just completed;

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- 4.1.3 Provide the employee with feedback in the form of recognition and constructive criticism for their job performance during the rating period;
- 4.1.4 Develop objectives for job performance in the new rating period;
- 4.1.5 Develop and/or benchmark professional goals that focus on the mutual interests of the organization and the employee. These should include career counseling topics such as advancement, specialization, and training appropriate for the employee's current position.
- 4.2 When the appraisal interview is concluded, the rater shall complete the Career Development section of the appraisal form.
- 4.3 The employee will be afforded the opportunity to sign and date the following forms:
 - 4.3.1 Performance Evaluation Cover Sheet.
 - 4.3.2 The Appraisal Form.
 - 4.3.2(a) The employee will be allowed to make written comments that will become a permanent part of the performance appraisal.
 - 4.3.2(b) The employee's signature does not necessarily reflect their agreement with the results of the performance appraisal. The purpose of the signature is to indicate the employee was given an opportunity to both view and discuss their appraisal as prepared by the rater.
 - 4.3.2(b.1) If the employee refuses to sign the performance appraisal document the rater shall write, "refused to sign" on the form.
 - 4.3.3 Employee Change Form (if completed).
- 5 DISTRIBUTION AND RETENTION OF FORMS
 - 5.1 Distribution of the evaluation reports will be as follows:
 - 5.1.1 One set to the employee;
 - 5.1.2 One set (original) submitted through the chain of command;
 - 5.1.3 Employee Personnel File;
 - 5.1.4 Human Resources;
 - 5.1.5 In the event of a failing appraisal, a copy signed by the employee will be forwarded to the Inspections and Internal Affairs Unit.
 - 5.2 Copies of the Performance Appraisal Forms shall be retained in the employee's file located in the Office of the Chief of Police throughout the tenure of that employee.
 - 5.3 The original document shall be forwarded to the Director of Human Resources and shall be retained in that department for seventy-five years from the employee's date of hire, as required by the Missouri Secretary of State.
- 6 PERFORMANCE APPRAISAL – WHEN REQUIRED
 - 6.1 Sworn and non-sworn staff (not on probation) (CALEA 35.1.2)
 - 6.1.1 Performance appraisals shall be conducted at a minimum of once per year.

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- 6.1.2 Performance appraisals may be conducted more frequently for cause.
- 6.1.3 In cases of recent transfers, a supervisor must have supervised the employee a minimum of 90 days immediately prior to the appraisal date.
 - 6.1.3(a) Example: If the employee's evaluation period ends on 06-01-04, it should be completed for chain-of-command review on 05-02-04; therefore, the employee must have been assigned to the evaluating supervisor on or before 02-01-04.
 - 6.1.3(b) In the event the 90-day rule cannot be fulfilled, the appraisal shall be completed by the most appropriate supervisor, as determined by the Division Commander or above.
- 6.2 Newly Appointed (Hired) Non-Sworn, and Newly Promoted Sworn and Non-Sworn Employees.
 - 6.2.1 All newly appointed (hired) or promoted employees will be placed in probationary status following appointment for a minimum period of six months, plus any extensions approved by Merit Rules.
 - 6.2.2 Unsatisfactory performance should be identified and corrected early through counseling, training, or other suitable personnel actions to safeguard against the appointment or promotion of employees beyond their capabilities.
 - 6.2.3 An entry level employee's Supervisor will complete an evaluation of the employee's job performance during their probationary period quarterly until the probationary period is completed.
 - 6.2.3(a) These evaluations can be completed in the form of an IDC.
 - 6.2.3(b) The evaluations shall include the following issues and observations:
 - 6.2.3(b.1) Specific examples of job performance, to include areas of performance deficiencies;
 - 6.2.3(b.2) Current level of development;
 - 6.2.3(b.3) Work attitude;
 - 6.2.3(b.4) Quality and volume of work;
 - 6.2.3(b.5) Judgment;
 - 6.2.3(b.6) Other indicators of performance appropriate to the job.
 - 6.2.3(c) The evaluation shall be reviewed with the employee, signed by the employee, and forwarded through the chain of command.
 - 6.2.3(d) The probationary employee's annual appraisal will be conducted by their current supervisor unless otherwise directed by a Division Commander or above. The 90- day rule regarding annual performance appraisals does not apply.²
- 6.3 Newly Appointed Police Officers (Police Academy Trainees / Probationary Officers)

² Section 6.2.3(d), changed "officer's" to "employee's", per Policy Change Order 20-020.

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- 6.3.1 All newly hired Police Officers will be placed in probationary status for a minimum period of one year from the date of the start of the Officer's academy, plus any extension approved by Merit Rules.
- 6.3.2 Unsatisfactory performance should be identified and corrected early through counseling, training, or other suitable personnel actions to safeguard against the appointment of officers beyond their capabilities.
 - 6.3.2(a) During academy training, the Training Section Supervisor shall continuously evaluate the job-related performance of Trainees based on testing, inspections, and evaluation of conduct.
 - 6.3.2(a.1) Written feedback shall be provided for critical incidents and substandard performance.
 - 6.3.2(b) During field training, the Field Training Officer (FTO) becomes the Probationary Officer's immediate supervisor for training and evaluation purposes.
 - 6.3.2(b.1) During this period, the FTO will complete a Daily Observation Report in the LEFTA computer program.
 - 6.3.2(b.2) The FTO shall complete an End of Phase Report in the LEFTA computer program at the end of each phase.
 - 6.3.2(c) Following field training, during the balance of the probationary period, the Squad Supervisor will complete an evaluation of the Probationary Officers job performance quarterly until the probationary period is completed.
 - 6.3.2(c.1) These evaluations can be in the form of an IDC.
 - 6.3.2(c.2) The evaluations shall include the following issues and observations:
 - 6.3.2(c.2.1) Specific examples of job performance, to include areas of job performance deficiencies;
 - 6.3.2(c.2.2) Current level of development;
 - 6.3.2(c.2.3) Work attitude;
 - 6.3.2(c.2.4) Quality and volume of work;
 - 6.3.2(c.2.5) Judgment;
 - 6.3.2(c.2.6) Other indicators of performance appropriate to the job.
 - 6.3.2(c.3) The evaluation shall be reviewed with the employee, signed by the employee, and forwarded through the chain of command.
 - 6.3.2(d) The probationary officer's annual appraisal will be conducted by their current supervisor unless otherwise directed by a Division Commander or above. The 90 day rule regarding annual performance appraisal does not apply.

7 PERSONNEL INFORMATION UPDATE

SOG 205.2

Performance Evaluations

Effective Date: 12/02/2020

- 7.1 All employees will review their current CAD/RMS Personnel Action Form ([SPD Form # 98-AD-0296](#)) annually. Refer to [SOG 308.3 – CAD/RMS Data Management](#).³
- 7.1.1 If revisions are necessary, the employee will complete a new CAD/RMS Personnel Action form in PowerDMS. The completed form will be forwarded to the evaluating supervisor via a PowerDMS workflow.⁴
- 7.2 The evaluating supervisor will forward the completed CAD/RMS Personnel Action Form to the Police Services Administrator for entry into the CAD system.⁵

IV Attachments

3 Section 7.1, changed to an annual review of CAD/RMS form, per Policy Change Order 20-020.

4 Section 7.1.1, section added to provide instructions on new CAD/RMS Personnel Action forms, per Policy Change Order 20-020.

5 Section 7.2, revised to reflect new process with PowerDMS, per Policy Change Order 20-020.