	ANDOVER POLICE DEPARTMENT GENERAL ORDER		Number: M1208
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			Distribution: All
Title: EMPLOYEE PERFORMANCE REVIEW SYSTEM		Section: Personnel	
Issued: 11/09/2010	Effective: 11/17/2010	Revised: 07/18/2024	
Rescinds: All Previous		Amends: 07/13/2023	
CALEA References: LE 35.1.1, 35.1.2, 35.1.4, 35.1.5, 35.1.6, 35.1.7; 35.1.8 COM 3.4.1, 3.4.2, 3.4.3, 3.4.4, 3.4.6			
KLEAP References: 3.5.1			
Review: Annual		Authority: Chief Buck Buchanan	

I. Purpose

The Employee Performance Review System is a process to review the effectiveness of employees and ensure their performance is consistent with basic principles and practices identified in the Employee Goals component of the employee review system. The review system has been designed to be an interactive and ongoing communication process between supervisors and employees.

II. Policy

The review system includes two components for reviewing performance: Performance Review and Employee Goals. These components shall be used in conjunction with each other rather than as separate documents. The Performance Review section should be a review of the essential and marginal functions of the position as listed in the job description. The Employee Goals component should be a review of the agreed-upon goals set by the supervisor and agreed upon by the employee. Employees will be given the opportunity to respond in writing and provide feedback.


The City of Andover requires its employee performance to be reviewed at the time of consideration for promotion, quarterly while in a training status, at the end of their training status and/or at least annually. New non-certified sworn employees will be on training status for a period of one year. New non-sworn and certified sworn employees will be on training status for six months.

III. Definitions

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IV. Regulations


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V. Procedures

A. General Procedures


1. Employee performance reviews (evaluations) will be conducted and documented annually for all full-time employees, except the Chief of Police, by their immediate supervisor (LE 35.1.2; COM 3.4.2; KLEAP 3.5.1b).
2. Employee performance reviews (evaluations) will be conducted annually for the twelve-month period, October 1st through September 30th each year and documented quarterly by their immediate supervisor while the employee is on training status. The supervisor of the Field Training Program will conduct the review while the employee is in the Field Training Program.
3. The City of Andover Employee Performance Review form will be used for all performance reviews and the form will reflect the employee's responsibilities during the previous 12 months, or the previous quarter for new employees (LE 35.1.4, 35.1.5a; COM 3.4.1b, 3.4.2a; KLEAP 3.5.1c).
4. Supervisors shall receive supervisory training that includes training on conducting employee performance reviews prior to conducting a review (LE 35.1.1d; COM 3.4.1d).
5. In addition to the review of their other responsibilities, supervisors will be evaluated by their supervisors regarding the quality of performance reviews given to their employees (LE 35.1.8; COM 3.4.6). The evaluation may include consideration for, but is not limited to the supervisor's ability in the areas of:
 - a. Fairness and impartiality of reviews given;
 - b. Uniformity of applying ratings; and
 - c. Counseling of reviewed employees.
6. Employees wishing to contest an employee performance review should follow the City of Andover Open Door Policy as outlined in the City of Andover Personnel Policy and Guidelines (LE 35.1.5f; COM 3.4.2f).
7. In addition to a cost-of-living increase in salary, the City Council may authorize merit raises or additional compensation based upon performance:
 - a. Those employees who are rated as Not Meeting Expectations will not receive a merit raise.
 - b. Those employees that are rated as Building Performance may be awarded up to one-half of the merit raise available for that employee.
 - c. Those employees who are rated as Solid Performance may receive the full amount of the merit raise available per employee.
 - d. Those employees who are rated as Strong Performance and Leading Performance are eligible to receive the full amount of the merit raise available per employee as well as any level of merit raise increase within the amount of funds provided for in the department's merit pool of funds.

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8. Employees in “Training” status at the beginning of the year will receive the cost-of-living adjustment portion of any city-awarded salary increase. At the end of the employee’s “Training” status and movement into “Regular” status, the employee will be considered for the merit portion of the city awarded increase for that year at the time of the employee’s final “Training” status performance evaluation.

B. Procedures for the Use of Forms (LE 35.1.1b; COM 3.4.1b)

1. The City of Andover Employee Performance Review form consists of two components, performance review, and employee goals.
2. The performance review component is a review of the essential and marginal functions of the position as listed in the job description for that position. Each area of the employee’s responsibility is listed on the form with space provided for supervisors to rate and comment on each area.
3. Performance in each area of responsibility should be rated as Leading Performance, Strong Performance, Solid Performance, Building Performance, or Not Meeting Expectations; and explanatory comments provided for the rating. The explanatory comments must detail actual observed or documented performance by the employee that would justify the rating given (LE 35.1.5b; COM 3.4.1a).
4. The employee goals component should be a review of the agreed-upon goals set by the supervisor and/or Chief of Police and agreed upon by the employee for the new evaluation period.
5. Goals may include, but are not limited to, additional education or training, new responsibilities, correction of noted deficiencies, and/or increased technical or managerial experience.
6. The employee goals from the prior review will be reviewed to determine the progress the employee and the supervisor have made toward achieving those goals.
7. General guidelines for the five overall ratings are provided to help distinguish among the five levels of performance (LE 35.1.1a; COM 3.4.1a; KLEAP 3.5.1a):
 - a. Leading Performance: Contributions have tremendous and consistently positive impact and value to the department and or the organization. May be unique, often one-time achievements that measurably improve progress toward organizational goals. Easily recognized as a top performer compared to peers. Viewed as an excellent resource for providing training, guidance, and support to others. Demonstrates high-level capabilities and proactively takes on higher levels of responsibility.
 - b. Strong Performance: Consistently demonstrates a high level of performance. Consistently works toward the overall objectives of the


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department and or organization. Viewed as a role model in position. Demonstrates high levels of effort, effectiveness, and judgment with limited or no supervision.

- c. Solid Performance: Consistently demonstrates effective performance. Performance is reflective of a fully qualified and experienced individual in this position. Viewed as someone who gets the job done and effectively prioritizes work. Contributes to the overall objectives of the department and or the organization. Achieves valuable accomplishments in several critical areas of the job
- d. Building Performance: Working toward gaining proficiency. Demonstrates satisfactory performance inconsistently. Achieves some but not all goals and is acquiring necessary knowledge and skills. For new employees: this rating can be used when an employee is still coming up to speed with their job duties as appropriate, based on their tenure in the position.
- e. Not Meeting Expectations: The quality of performance is inadequate and shows little or no improvement. Knowledge, skills, and abilities have not been demonstrated at appropriate levels. A Performance Improvement Plan is mandatory for any performance evaluation that results in a single rating of Not Meeting Expectation.

C. Supervisor Responsibilities (LE 35.1.1c; COM 3.4.1c)

1. Throughout the review year, supervisors should regularly maintain documentation of employee performance using the department's performance documentation software.
2. Supervisors will prepare written performance reviews for each of their employees as outlined in this General Order. The Chief of Police will prepare written evaluations for each of the division and section commanders under their supervision.
3. Written performance reviews will be reviewed by the supervisor of the person writing the review. After the supervisory review, the performance review will be returned to the author to make appropriate corrections, if necessary.
4. The supervisor will meet with the employee to discuss the performance review. The meeting will be conducted in a private setting that is conducive to an honest exchange between the supervisor and the employee. During this meeting, the supervisor and employee will discuss:
 - a. The results of the performance evaluation (LE 35.1.7a; COM 3.4.3a);
 - b. The level of performance expected, rating criteria, goal achievement progress for the previous year, and goals for the forthcoming year (LE 35.1.7b; COM 3.4.3b); and

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- c. Career counseling relative to such topics as advancement, specialization, or training as appropriate for the employee's position (LE 35.1.7c; COM 3.4.3c).
5. The supervisor will sign the completed performance review form and give the employee the opportunity to sign and make written comments to supplement the completed performance review. Employees may write their comments on page one of the Performance Evaluation document or attach written comments as part of the review process. These comments should be returned to the supervisor by the end of the next completed work shift after the ratings are discussed. (LE 35.1.5c & d; COM 3.4.1c, 3.4.2d; KLEAP 3.5.1d, e).
6. An employee's signature on the performance review form indicates their understanding of the review and not their agreement with the review. Supervisors should document any refusal to sign the completed performance review.
7. The supervisor shall provide the employee with a copy of the completed and signed review. The original performance review shall be forwarded through the chain of command to the Chief of Police for processing (LE 35.1.5e; COM 3.4.1c, 3.4.2c & e).
8. Performance reviews shall be kept in the employee's city personnel file and in the department's performance documentation software for the duration of their employment with the City (LE 35.1.5g; COM 3.4.2g; KLEAP 3.5.1f).
9. A Performance Improvement Plan (P.I.P) is mandatory for any performance evaluation that results in a single rating of Not Meeting Expectations. The P.I.P. can be accomplished within the performance evaluation by defining the steps and time period allowed to bring the work deficiency(s) up to a satisfactory level.
10. If at any time during a review period an employee's performance falls below that which is acceptable, the supervisor will meet with the employee and provide in writing a description of the performance problems and define the actions necessary to correct the problems. The written notice shall be given as soon as possible upon recognition of the unacceptable performance and documented in the department's approved Early Warning System computer database (LE 35.1.6; COM 3.4.2b, 3.4.4).