

CHAMPAIGN POLICE DEPARTMENT

POLICY and PROCEDURE

POLICY NUMBER: 35.1

SUBJECT: PERFORMANCE EVALUATIONS

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PURPOSE:

The purpose of this policy is to establish guidelines for the evaluation of Champaign Police Department employee performance.

DEFINITIONS:

Performance Improvement Plan (PIP): A formal process used to address and rectify employee performance deficiencies when it's determined an employee's performance falls below established standards. The process shall facilitate constructive discussion between the employee and supervisor, clarify the job performance expectations, and identify specific actions and due dates for improvements.

POLICY:

35.1.1 PERFORMANCE EVALUATION SYSTEM

- A. The Department's performance evaluation system is coordinated by the police chief.
- B. Each employee's immediate supervisor will administer an evaluation specific to that employee's job function.
- C. Evaluations will be completed utilizing the behavioral definitions and performance anchors described for the evaluated employee's position.
- D. All supervisors responsible for evaluating employees shall receive training in the evaluation process.
- E. The objectives of the performance evaluation system include, but are not limited to:
 - 1. Maintaining and improving individual job performance.
 - 2. Identifying training needs.

- 3. Measuring individual strengths and weaknesses.
- 4. Determining an employee's potential for a specialized assignment or promotion.
- 5. Provide a medium for counseling and feedback.
- 6. Setting goals for future job performance.

35.1.2 PERFORMANCE EVALUATION SCHEDULE

- A. Every employee of the Department shall undergo an annual performance evaluation.

35.1.3 PERFORMANCE EVALUATION SCHEDULE FOR PROBATIONARY EMPLOYEES

- A. Performance evaluations for probationary employees shall be completed according to the following schedule:

- 1. Sworn officers who are on probation (Class B status) will be evaluated as a part of the Field Training Program.

35.1.4 PERFORMANCE EVALUATION CRITERIA

- A. Performance evaluations will reflect ratings for the job performance observed only during the rating period and will be specific to the employee's job function.

35.1.5 PERFORMANCE EVALUATION SYSTEM

- A. Performance evaluations for probationary officers will be completed as outlined in section 1.3.
- B. Sworn officers and supervisors who have achieved permanent status and are members of the bargaining unit will be evaluated annually during February and March.
- C. Sworn supervisors who are exempt from the bargaining unit will be evaluated annually.
- D. Performance ratings that fall above or below the "Met Standards" rating require supporting comments.
- E. Each performance evaluation report must be reviewed and signed by the employee's supervisor.
- F. Each employee's performance evaluation will be forwarded to the police chief for review on an annual basis.
- G. The Department's performance evaluation system includes the participation of the employee being evaluated.

- 1. Each employee is required to complete, review, and sign their evaluation.

2. An employee may attach written comments to supplement the completed evaluation.
 3. Employees are entitled to written copies of their performance evaluations.
- H. If an employee believes the ratings or comments reflected in a performance evaluation are not indicative of their overall performance during the rating period, the employee may appeal the evaluator's decision. The appeal process shall follow the chain of command to the police chief, whose decision shall be final. The appeal process shall be completed in a timely manner and is intended to be less formal than the Department's grievance procedure.
- I. All performance evaluation reports become part of the employee's permanent personnel file and will be maintained for the entirety of the employee's employment with the City.

35.1.6 EMPLOYEE COUNSELING

- A. At the conclusion of each rating period, each employee will be counseled by the rating supervisor as follows:
1. The results of their performance evaluation will be discussed with them.
 2. The level of performance expected during the upcoming rating period will be discussed with them.
 3. Rating criteria and goals for the next rating period will be established.
 4. Career counseling relative to professional development or advancement will be provided.
- B. It is the responsibility of the evaluator to prepare for and conduct the evaluation of the subordinate by:
1. Reviewing the employee's last evaluation.
 2. Reviewing notes made during the rating period, including, but not limited to attendance records, training records, commendations, awards, and discipline.
 3. Reviewing statistical data that reflects the employee's measurable productivity for the rating period.
 4. Becoming familiar with the contents, instructions, and scope of the evaluation forms.

35.1.7 RATERS EVALUATED

- A. Upon reviewing completed performance evaluations, the reviewing supervisor shall ensure evaluations are fair and impartial, evaluation interviews are conducted according to Department guidelines, and ratings are uniformly applied.

35.1.8 PERSONNEL EARLY WARNING SYSTEM

- A. The Department shall maintain, as an ongoing process, a Personnel Early Warning System to provide systematic reviews of specific, significant events involving agency employees. The system is designed to promptly identify early indicators of certain performance and/or stress-related problems and to facilitate necessary and appropriate follow-up activities.
- B. The Department's Personnel Early Warning System consists of three levels of review:
1. The first level of review involves first-line supervisors and District/Unit Commanders. The ability of first and second-level supervisors to identify and record employee traits is crucial to the success of the program and allows deficiencies to be addressed in a timely manner. The components of the first level of review include, but are not limited to:
 - a. Performance evaluations, including activity logs.
 - b. Review of use of force incidents and reports.
 - c. Review of police vehicle traffic crashes.
 - d. Review of absences and sick leave usage.
 - e. Review of complaint investigations and internal investigations.
 2. The second level of review involves using early intervention warning features within software utilized by the Office of Professional Standards.
 3. The third level of review involves an annual report by the Office of Professional Standards. The report shall be submitted to the police chief and the Citizen Review Subcommittee and summarize all police formal complaint investigations.
- C. From these reviews, supervisors can identify employees who may require intervention.
- D. When an employee has been identified as requiring intervention, the employee's immediate supervisor and District/Unit Commander shall develop an individual course of assistance which may include, but is not limited to, the following:
- a. Remedial training.
 - b. Counseling.
 - c. Placement on sick leave review.
 - d. Implementation of a Performance Improvement Plan (PIP).
 - e. Referral to the Employee Assistance Program (EAP).

- E. The employee's immediate supervisor will then ensure that the employee participates in and completes the plan and monitors the employee's job performance.

35.1.9 NOTICE OF UNSATISFACTORY PERFORMANCE

- A. Any non-probationary employee may be placed on a Performance Improvement Plan (PIP) because of their failure to meet minimum performance standards during a rating period. The PIP shall list any areas of performance deemed to be "below standards" and shall describe the steps to improve job performance.

- B. An employee placed on a PIP shall be notified of the PIP in writing by memorandum.

C. PIP Implementation Plan:

1. All PIPs, excluding weapons proficiency, will be created in consultation with all supervisors in the employee's chain of command. Weapons proficiency PIPs will be developed and administered as delineated in Policy 1.4, Weapons Requirements and Proficiency.
2. The Police Chief shall be notified when an employee is placed on a PIP.
3. The PIP shall include specific goals and objectives to improve the employee's performance and identify the steps the Department will take to assist the employee in meeting those goals and objectives.
4. Before employees receive a PIP, all supervisors in the employee's chain of command will review the plan to objectively identify performance deficiencies, assess the employee's progress, and determine the performance goals and PIP timeline. The PIP should be tailored to address specific performance issues that are relevant to the individual. The performance goals should be Specific, Measurable, Attainable, Relevant, and Time-Bound (SMART). Generally, PIPs should be consistent with the goals and objectives that have been set for other employees.
5. PIPs will be designed to span a three-month period, during which the employee's progress will be closely monitored and evaluated.
6. If there are any concerns about the PIP implementation, a representative of the Human Resources Department and/or the City Legal Department should be consulted.

D. Mandatory Weekly Meetings and Documentation:

1. The immediate supervisor shall conduct regular weekly meetings with the employee placed on a PIP to assess performance against the documented criteria and utilize the results to make modifications as appropriate.
2. The supervisor shall provide straightforward feedback about improvements toward goals and objectives as outlined in the PIP, areas of

deficiency, and advice on improving deficient performance.

3. Each weekly meeting shall be documented in a weekly progress report, which must be reviewed by the employee and signed by the employee and immediate supervisor.
4. If the employee's immediate supervisor is absent for a weekly review, the next-level supervisor in the employee's chain of command will complete the weekly progress report and weekly review. The supervisor must adhere to the same documentation and review procedures.
5. If an employee misses a weekly meeting, for example, due to sick leave or vacation leave, the supervisor will document the reason for the meeting cancellation and reschedule the meeting as soon as possible upon the employee's return to work.
6. Each progress report will be transmitted through the employee's chain of command for evaluation and signing weekly.

E. PIP Closure:

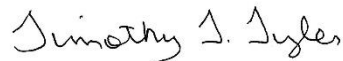
1. Upon completion of the three-month PIP term, the employee's immediate supervisor must classify the PIP as one of the following:
 - a. Successfully Completed PIP
 - b. Unsuccessfully Completed PIP
2. The immediate supervisor will create a PIP closure memorandum highlighting any improvements or inadequacies to include the weekly progress reports as supporting documentation.
3. The employee's chain of command, including the lieutenant and the deputy chief in the employee's division, will evaluate the closure memorandum.
4. The lieutenant will preserve the PIP closure memorandum and weekly progress reports in the Office of Professional Standards.
5. A copy of all documentation will be submitted to the Human Resources Department for the employee's personnel file. All stipulations of Section 20.3, "Placement of Items in Personnel Files," of the current Fraternal Order of Police (FOP) Labor Contract shall be adhered to during the process.

F. PIP Review Board:

1. A PIP Review Board will be convened if the employee's chain of command determines a finding of an Unsuccessfully Completed PIP. The PIP Review Board will include the following individuals:
 - a. The immediate supervisor who issued the PIP

- b. The lieutenant in the employee's chain of command
 - c. A lieutenant from another division
 - d. The deputy chief of the division in the employee's chain of command
 - e. A deputy chief from another division
2. The PIP Review Board will convene within 15 days after the Unsuccessfully Completed PIP classification, when possible.
 3. In the event of an Unsuccessfully Completed PIP classification by the employee's chain of command, the Police Chief, with the approval of the City Manager, may elect to place the employee on paid discretionary leave until the PIP Review Board convenes and a recommendation is rendered.
 4. The PIP Review Board will examine documentation and information relevant to the PIP, including but not limited to the following items:
 - a. The initial PIP memorandum
 - b. All weekly progress reports
 - c. The closure memorandum
 5. If the PIP Review Board has questions regarding the implementation of the process, the adequacy of documentation, or other procedural matters, the Board should consult with the Deputy City Attorney and/or the Human Resources Director or their designee(s). These individuals will provide guidance solely on procedural or legal considerations and will not be responsible for evaluating the employee's performance. The evaluation of performance remains the responsibility of the PIP Review Board.
 6. The PIP Review Board may recommend an extension of the PIP and propose additional recommendations or strategies to support improving the employee's performance. A PIP may also be extended to compensate for any authorized leaves of absence or other approved breaks in service during the PIP period.
 7. The supervising deputy chief will draft a written summary of the Board's recommendations and proposed strategies and submit it to the Police Chief for review. The summary will outline any additional measures identified by the PIP Review Board to assist the employee in successfully completing the PIP.
 8. After reviewing all relevant materials and considering the recommendations of the PIP Review Board, the Police Chief may choose to pursue one or more of the following actions:
 - a. Extend the PIP once, for a duration deemed necessary to thoroughly evaluate the employee's performance when the PIP Review Board has recommended additional strategies to improve the employee's performance.
 - b. Reassign the employee from their current special duty assignment.
 - c. Recommend termination of the employee.
9. During the PIP extension, the immediate supervisor of the employee will adhere to the PIP evaluation process detailed in section D. - Mandatory Weekly Meetings and Documentation. At the conclusion of the PIP extension, the immediate supervisor will create a PIP closure memorandum highlighting any improvements or inadequacies, to include the weekly progress reports as supporting documentation.
 10. The employee's chain of command, including the lieutenant and the deputy chief in the employee's division, will evaluate the closure memorandum. If the findings of the employee's chain of command are a Successful PIP Completion, a summary will be drafted by the deputy chief in the employee's division. A copy of the summary will be provided to the following personnel:
 - a. The employee
 - b. The employee's supervisor/sergeant and lieutenant
 - c. The professional standards lieutenant
 - d. The Police Chief
 - e. The Human Resources Department
 11. All recommendations by the PIP Review Board and the Police Chief will be documented and provided to the employee.

ISSUING AUTHORITY



Timothy T. Tyler
Police Chief
Champaign Police Department