
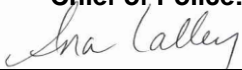
	ELGIN POLICE DEPARTMENT 151 Douglas Avenue Elgin, Illinois 60120	
Effective Date: 09/10/01	STANDARD OPERATING PROCEDURE	Revised Date: 1/12/21
Chief of Police: 	Early Warning System, 35.2	
Cross Reference: SOP 35.1 Performance Evaluations		Policy Sections: 35.2.1 Personnel Records & Review 35.2.2 Reporting Requirements 35.2.3 Review of Collected Data 35.2.4 Follow up with the Employee 35.2.5 Performance Improvement Plan 35.2.6 Performance Improvement Evaluation 35.2.7 Evaluation of System Appendix A: Performance Improvement Plan Appendix B: Performance Improvement Evaluation

PURPOSE

The purpose of this policy is to establish guidelines for identifying factors that may negatively affect performance and assist employees by intervening to ensure any significant underlying cause is addressed. The most important asset of the Elgin Police Department is our personnel. The department must ensure that factors which impede the performance and well-being of personnel are addressed promptly, fairly and with the understanding of each individual's needs.

POLICY STATEMENT

It is the policy of the Elgin Police Department to establish a system for tracking and reviewing incidents of risk to our agency and the involved personnel. The early warning system (EWS) shall be used as a means to identify and assess an employee's performance in areas having the potential to create a risk or liability and intervene where appropriate.

PROCEDURES

35.2.1 PERSONNEL RECORDS & REVIEW

The deputy chief or designee is responsible for monitoring each component of the early warning system. All supervisors are responsible for continually assessing the employee's work performance and have discretion when to initiate a further review of the employee's performance. The criteria that shall automatically prompt a review of the employee's performance are outlined below. However, any combination of these factors or other substandard performance issues may be cause for further review of the employee's performance.

- A. **Performance Evaluations.** Any performance evaluation with two or more areas rated as below acceptable performance.
- B. **Reports of Inquiry (Internal Investigations).** Employees receiving three or more complaints of the same/similar nature in a rolling 12 month period, to include serious policy violations.
- C. **Response to Resistance Incidents.** Employees engaging in four or more use of force actions in a rolling six month period.
- D. **Employee Injuries.** Incidents involving three reports of employee injuries and or/traffic crashes in a rolling 12 month period.
- E. **Excessive Sick Time Usage.** Employees using more than 12 days of sick time in a rolling 12 month period.
- F. **Any incident of a serious violation or unusual circumstance.**

35.2.2 REPORTING REQUIREMENTS

In addition to the criteria outlined in section 35.2.1, supervisors have the responsibility to observe and document conduct and behavior of employees consistent with the Rules & Regulations and policies of the Elgin Police Department and the City of Elgin. This responsibility is to ensure that a comprehensive record of the employee's performance is documented. Supervisors may use informal counseling, but should take formal documented action if a

repeated adverse behavior cannot be corrected, or is necessary based on the seriousness of a single incident.

35.2.3 REVIEW OF COLLECTED DATA

- A. When outlined thresholds for the automatic criteria are met, the deputy chief will notify the commander within the employee's chain of command who will review the information with the employee's supervisors.
- B. Once the review is complete, the commander shall meet with the deputy chief to discuss what actions, if any, will be taken.
- C. When the employee's supervisor initiates a further review of the employee's performance, the review shall be conducted through the employee's chain of command to the deputy chief.

35.2.4 FOLLOW UP WITH THE EMPLOYEE

If it is determined that action will be taken to address performance criteria in the early warning system, the involved supervisors shall ensure the action taken is appropriate. Such actions may include:

- A. Counseling.
- B. Supplemental or remedial training.
- C. Referral to the Employee Assistance Program (EAP).
- D. Recommendation for a fitness for duty evaluation.
- E. Performance Improvement Plan (PIP) and Performance Improvement Evaluation.
- F. Discipline.

35.2.5 PERFORMANCE IMPROVEMENT PLAN

- A. The chief of police shall be notified anytime an employee is being placed on a Performance Improvement Plan, in addition to other items relevant to the early warning system.
- B. A Performance Improvement Plan is generally in effect for a period up to 12 months. Employees must demonstrate improvement in the identified areas by the end date specified in the plan. Requests for an extension must be approved by the deputy chief through the chief of police.
- C. Supervisors shall use the designated police department template; refer to Appendix A to view said template.
- D. At least monthly, supervisors will conduct meetings with the employee throughout the duration of the Performance Improvement Plan time period; these meetings shall be documented.

35.2.6 PERFORMANCE IMPROVEMENT EVALUATION

- A. Employees having a Performance Improvement Plan are subject to a quarterly performance evaluation throughout the duration of the time period specified in the plan. The guidelines established in Standard Operating Procedure 35.1 Performance Evaluations shall be followed.
- B. Completed evaluations shall be signed through the chain of command and forwarded to the chief's administrative assistant. Refer to Appendix B to view the evaluation.

35.2.7 EVALUATION OF SYSTEM

The deputy chief shall conduct an annual review of the early warning system and submit the review to the chief of police.

APPENDIX A: PERFORMANCE IMPROVEMENT PLAN



ELGIN POLICE DEPARTMENT Performance Improvement Plan (PIP)



The Performance Improvement Plan will outline the following: The facts which support the implementation of the plan, identify objectives which will generally be monitored for a period up to 12 months, solutions to facilitate the employee's ability to meet the objectives, and actions the employee may be subjected to when he/she does not successfully demonstrate the ability to perform the objectives. Throughout the duration of the employee's PIP, formal quarterly evaluations will be conducted with the employee to ensure the employee is given every opportunity to successfully perform the objectives by the identified end date specified in the PIP. The employee's supervisor may elect to hold more frequent meetings in addition to the quarterly evaluations. **A copy of this document shall be forwarded to the chief's administrative assistant.**

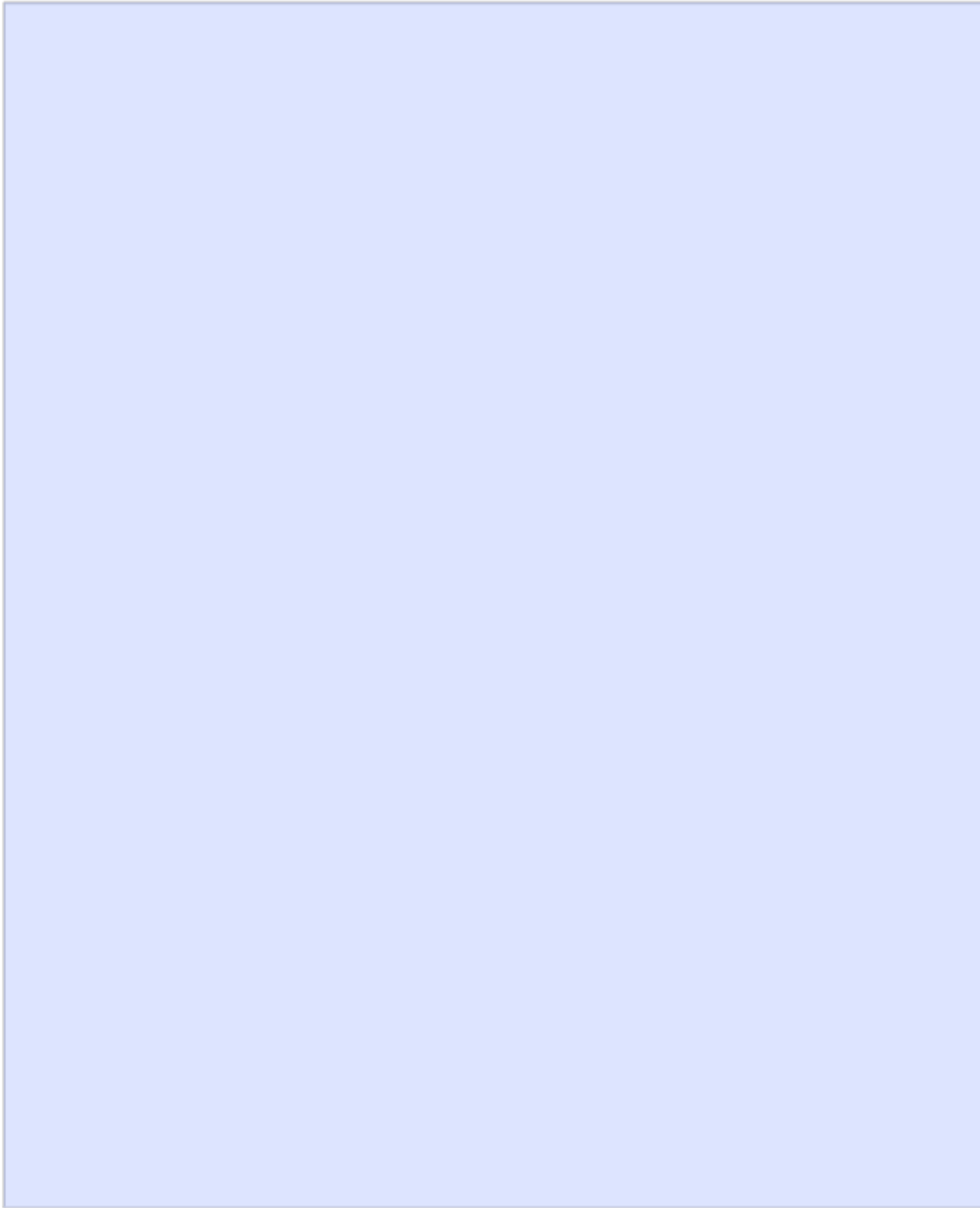
Employee's name _____ Badge # _____ PIP Start Date _____ PIP End date _____

Specify the quarterly rating periods for which the employee will undergo a formal PIP evaluation

1st Quarter	_____	2nd Quarter	_____
3rd Quarter	_____	4th Quarter	_____

Facts to support the PIP (Include a chronological order of the incidents, to include any remedies that were previously implemented. Attach any documents that support justification of the PIP.)

Facts continued - If more space is needed, attach additional pages as necessary



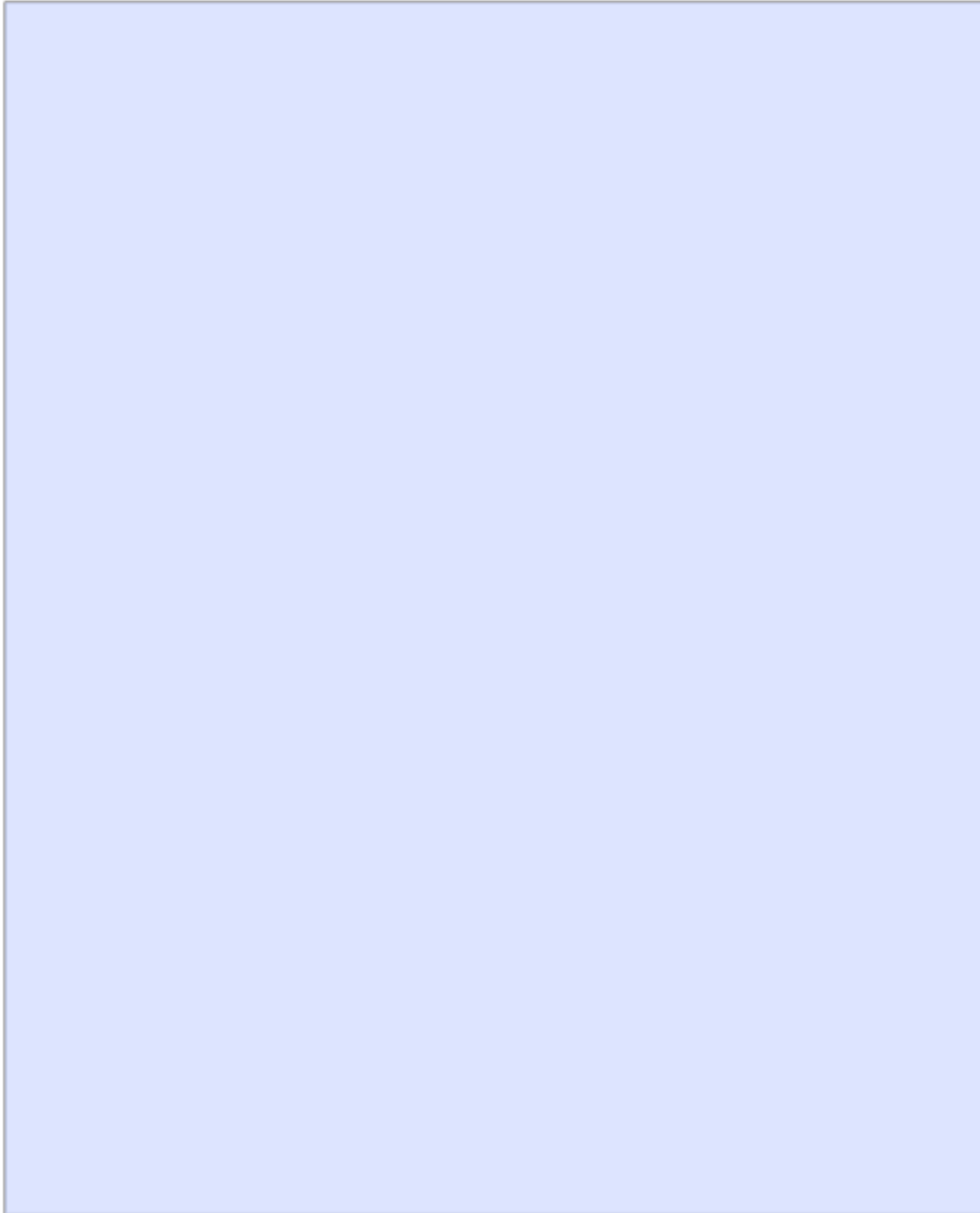
Page 2

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Select and outline the employee's objectives

- ☐ Job knowledge ☐ Quality of work ☐ Adaptability ☐ Productivity ☐ Communication
☐ Leadership ☐ Initiative ☐ Cooperation ☐ Other

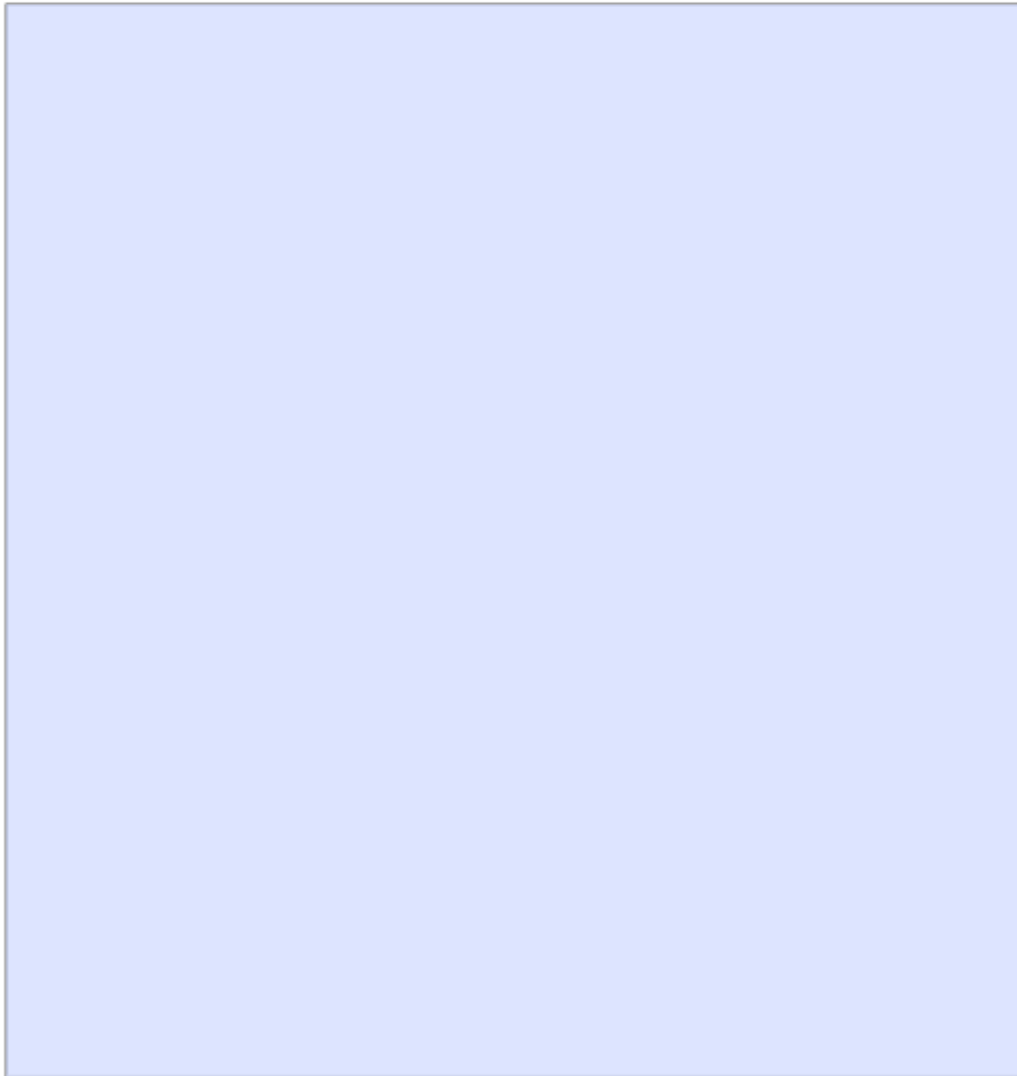
Solutions to facilitate achievement of the objectives



Page 4

151 Douglas Avenue Elgin, IL 60120 Phone: (847) 289-2500 Fax: (847) 289-2750

Actions to be initiated when the employee does not successfully perform the objectives



Supervisor's signature  _____ Date _____

(Documents to support justification for the PIP are attached) ☐ Yes ☐ No

My signature below indicates that I have read and understood the contents of the performance improvement plan and understand that I need to show improvement in the identified areas by the specified end date. A copy of this document has been provided to me.

Employee's signature  _____ Date _____

Page 5

151 Douglas Avenue Elgin, IL 60120 Phone: (847) 289-2500 Fax: (847) 289-2750

APPENDIX B: PERFORMANCE IMPROVEMENT EVALUATION



ELGIN POLICE DEPARTMENT Performance Improvement Evaluation



<input type="text"/>	<input type="text"/>	<input type="text"/>
Employee Name & Badge Number	Performance Improvement Evaluation Quarterly Evaluation Period	Employee's Position

Complete or attach the following when applicable

☐ Employee Contact Form ☐ Employee Comments ☐ Relevant Correspondence

Required Signatures

Evaluated By

Review Date

Reviewing Supervisor

Review Date

Commander

Review Date

Chief of Police/Deputy Chief

Review Date

Employee's signature below indicates he/she has reviewed and received a copy of this PIP evaluation.

Employee's Signature

Review Date

☐ I would like to discuss this performance improvement evaluation with someone other than my evaluator.

Section 1 - Progress on Performance Improvement Plan Objectives	
UP = Unacceptable Progress RI=Requires Improvement AP=Acceptable Progress AA=Above Average EP=Excellent Progress	
1. Job Knowledge	
The degree to which the employee comprehends the responsibilities and requirements of their position and demonstrates familiarity with city and department rules and procedures. Develops and applies the best available techniques or methods to accomplish city and department objectives. Exhibits technological abilities where appropriate.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
2. Quality of Work	
Completes all tasks in an accurate, comprehensive, logical and intelligent manner. Consistently provides work assignments in a presentable manner. Achieves a high quality of work.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
3. Adaptability	
Makes timely and accurate recommendations. Draws conclusions from a variety of informational sources. Can quickly adapt as situations change without losing sight of the objective.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
4. Productivity	
Completes assignments in a timely manner. Generates work product proportionate to available time. Ability to translate goals into courses of action, taking into account time, schedules and efficient use of resources. Adheres to scheduled work day, lunch, break periods and uses sick time and sick time procedures appropriately.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	

<p align="center">5. Communication</p> <p>Informs others of decisions, changes, and other relevant information; speaks effectively both one on one or in groups. Writes clearly and consistently uses correct grammar, spelling and punctuation. Written communications are accurate, thorough and internally consistent. Maintains open communication with employees at all levels. Listens effectively and speaks clearly when using radio or telephone communication devices.</p> <p align="right">Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP</p> <p align="center">Comments on employee's progress</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p align="center">6. Leadership</p> <p>Projects an attitude of enthusiasm and positive motivation. Supports and creates an atmosphere of teamwork and cooperation. Fosters and promotes a willingness to accomplish all assignments. Instills pride and motivation to accomplishment in others. Carefully and thoroughly reviews and corrects the work of subordinates.</p> <p align="right">Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP</p> <p align="center">Comments on employee's progress</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p align="center">7. Initiative</p> <p>Highly motivated and able to effectively, creatively and appropriately initiate action and address problems without direction. Thinks independently with the goals/objectives of the city/department in mind.</p> <p align="right">Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP</p> <p align="center">Comments on employee's progress</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p align="center">8. Cooperation</p> <p>Develops and maintains cooperative relationships with all employees. Strives to reduce workplace conflict and/or confrontation. Cooperates with supervisors and accepts ideas or criticism with a positive attitude and accepts tasks/ assignments in a willing manner. Accepts adverse results in a professional manner and demonstrates a willingness to accept accountability.</p> <p align="right">Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP</p> <p align="center">Comments on employee's progress</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>

Section 3 - Supervisor Comments

Summarize meetings (include the meeting date), overall progress in the areas identified within the Performance Improvement Plan, and any additional information regarding the employee's job performance.

Section 4 - Employee Comments

Summarize comments and any areas of concern expressed by the employee.