

A. PURPOSE. To outline responsibilities for the performance evaluation of sworn personnel

B. GOALS

1. Maintain a fair and consistent evaluation system that holds all employees accountable to a set of performance standards relative to their job duties to ensure professional police service to the community
2. Identify department expectations for job performance and ensure that the department's goals and objectives are routinely met.
3. Provide employees an honest assessment of their work performance with the intent of improving below standard performance and recognizing above standard performance
4. Develop and encourage employees to reach their career goals
5. Formally document an employee's performance

C. RESPONSIBILITIES

1. The Performance Evaluation System coordinator, appointed by the Chief of Police, shall:
 - a. Be responsible for maintaining the Performance Evaluation System including distribution, collection, storage, and review of the evaluation forms, Performance Improvement Plans, and other related documents.
 - b. Monitor and track "Below Standard" ratings for appropriate action per this procedure.
 - c. Ensure consistency within the Performance Evaluation System
 - d. Be the Department's liaison with the Human Resources Department regarding the Performance Evaluation System which includes scanning and sending the formal (Fall) evaluations to the Human Resources Department via email (hradvice@grand-rapids.mi.us)
 - e. Train rating supervisors on the Performance Evaluation System and how to accurately evaluate their subordinates and record their findings.

2. Unit Commanders shall ensure that:
 - a. Performance Evaluation forms are accurately completed on all their assigned sworn employees and submitted to the Performance Evaluation System coordinator by the stated due date.
 - b. Performance Improvement Plans are implemented when necessary, per this procedure and monitored by the immediate supervisor.
3. All supervisors shall:
 - a. Ensure their assigned employees are well informed of the department's expectations regarding their work performance prior to and throughout the evaluation period.
 - b. Complete assigned performance evaluations accurately and in a timely manner in accordance with this procedure and training guidelines.
 - c. Complete, implement, and monitor Performance Improvement Plans when necessary, per this procedure

D. GENERAL PROCEDURE

1. Employees shall be evaluated every 6-months in conjunction with the end of the 6-month patrol shift rotation.
 - a. Informal-Completed in the Fall surrounding the Fall change. This evaluation is not kept in the employee's personnel file at the Human Resources Department. Printed copies are not retained by the evaluation coordinator. Therefore, the evaluations, including signatures, are completed electronically.
 - b. Formal-Completed in the Spring surrounding the Spring change. A copy of this evaluation is stored in the employee's personnel file at the Human Resources Department. Printed copies are retained by the evaluation coordinator for a 3-year period. Supervisor's completing the evaluation will need to print the evaluation and have all signatures physically completed prior to submission to the evaluation coordinator.

2. Officers, Sergeants, Lieutenants, and Captains will be rated using the appropriate evaluation form.
3. The evaluation forms for sergeant and officer contain additional performance anchors that apply only to specific units or assignments, i.e., SRT and Investigations. Employees in the specified unit or assignment shall be rated in these performance anchors in addition to the standard performance anchors.
4. An employee's immediate supervisor will complete the evaluation form and discuss it with the employee in detail but shall meet with his/her immediate supervisor to review the evaluation prior to doing so.
5. The employee, rating supervisor, rating supervisor's immediate supervisor and/or unit commander must all sign the completed evaluation form. The employee's signature will serve as a form of acknowledgement and does not necessarily constitute concurrence with the evaluation.
6. Supervisors that rate an employee as "Below Standard" must provide specific documentation in the written portion of the form to support their rating for each category rated as such.
 - a. "Met Standard" is defined as consistently demonstrating adequate ability within the measured anchor.
 - b. "Below Standard" is defined as consistently demonstrating less than adequate ability within the measured anchor.
7. Employees receiving a "Below Standard" rating in any performance shall be considered as put on notice regarding their performance in that specific area. The supervisor's documentation supporting that rating shall include action steps the employee should take to meet future expectations for the employee's performance in that specific area.
8. An employee rated as "Below Standard" in the same performance anchor for a second straight rating period shall have a Performance Improvement Plan initiated by the supervisor designed to bring the employee's performance to the "Met Standard" level in that area.
 - a. The Performance Improvement Plan shall be implemented as soon as practical upon completion of the evaluation. This Plan will be in writing and will be thoroughly discussed with the affected employee. The plan may include remedial training through the Training Bureau.

- b. The Performance Improvement Plan shall set a time limit in which the employee is to improve in the specified performance area. In addition, the employee's progress is to be monitored on a regular basis by the immediate supervisor.
 - c. The Performance Improvement Plan shall be reviewed by the assigned supervisors at the conclusion of the set time frame. If the employee has not shown satisfactory improvement, the Performance Improvement Plan shall be continued or expanded.
- 9. If an employee is found to be deficient in job performance, the department may first consider training and/or counseling as an initial step. Training and counseling are not disciplinary actions. They are intended as corrective actions to improve performance.
 - 10. Employees may attach their own comments in memorandum form to the performance evaluation form for inclusion in their personnel file. Such comments shall not be considered an appeal to the evaluation.

E. Annual Merit Evaluations

- 1. For employees requiring an annual merit evaluation (Pay Steps A-E), should their anniversary not fall in conjunction with a scheduled evaluation period, the most recently completed performance evaluation shall be used to determine whether a pay increase is merited or not.
- 2. An employee shall not receive a merit pay increase if operating under a Performance Improvement Plan at the time a merit evaluation is required. Under these circumstances, the employee's performance will be re-evaluated after a 3-month period via a new performance evaluation form.
- 3. An employee shall then only receive the merit pay increase if the employee's performance is rated as "Met Standard" or above in the performance anchor(s) in which the employee was previously rated as "Below Standard".
- 4. Should an employee not bring their performance to the "Met Standard" level in the 3-month evaluation period, the Performance Improvement Plan shall be continued or expanded, and a new performance evaluation form shall be completed after an additional 3-month period. This cycle shall continue until the employee's performance is brought to the "Met Standard" level at which time the merit pay increase shall be awarded.