

GENERAL ORDER, ADMINISTRATION, NUMBER 15
SEPTEMBER 10, 2003
(REV) APRIL 3, 2001 (REV) JUNE 5, 2000
WATERLOO POLICE DEPARTMENT

A. SUBJECT:

Police Officer and Police Sergeant Performance Evaluations.

B. PURPOSE:

To identify expectations of employee performance and to recognize those standards as a means to assist employees with enhancing their day-to-day performance in meeting the law enforcement function and mission of the Waterloo Police Department. This policy provides guidelines to the City of Waterloo Police Department Supervisors on the use of performance appraisals as an opportunity to provide performance feedback, promotes a systematic and comprehensive approach to employee development and facilitates the ongoing communication between the supervisor and the employee to help the employee achieve their potential. To that end, these policies and procedures of the Waterloo Police Department are established.

C. POLICY:

The Waterloo Police Department Performance Evaluation System is based on performance management to increase productivity through communication between the employee and their supervisor to minimize misunderstanding of expectations. The evaluation is performed at specified time periods and should accurately reflect the overall performance of the employee based on the assigned job requirements, the employee job description, and other job related criteria. All formal police officer and police sergeant evaluations will be conducted in compliance with the following procedures.

D. PROCEDURES:

1. Definitions

- a. Performance Evaluation: A formal oral and written process designed to identify expectation of performance that employees are expected to meet and to provide employees the criteria to meet the expectations.
- b. Employee: For the purpose of this general order, the police officer or the police sergeant being evaluated.

- c. Evaluator: The supervisor conducting the performance evaluation.
- d. Performance Evaluation Form: The written document that the Waterloo Police Department and the Waterloo Police Protective Association have mutually agreed upon to use in conducting performance evaluations. It is attached to and incorporated into this general order, by reference.
- e. Performance Improvement Plan: A written plan developed to identify an employee's substandard performance and establish the means by which the employee can meet established expectations and improve their performance.

2. Responsibilities

- a. It is the responsibility of the evaluator to conduct a complete, fair and impartial evaluation of the abilities and skills of officers under his/her supervisor in a timely manner in accordance with policies established herein.
- b. The Internal Affairs/Personnel Supervisor of the Waterloo Police Department Administrative Division shall administer the Performance Evaluation System.
- c. The Personnel Supervisor will notify the appropriate Division Commander of Performance Evaluations to be conducted in the next month.
- d. The Division Commander will forward this notification to the respective Watch Commander or Unit Supervisor.
- e. The supervisor of the employee to be evaluated will initiate the evaluation process.
- f. Upon completing the evaluation form, the supervisor will sign it and give the evaluation form to the Watch Commander or second level supervisor for review and the addition of written comments.
- g. The Watch Commander or second-level supervisor will give the completed form to the Division Commander for his/her review and signature.
- h. The Division Commander will give the completed form to the Chief of Police for his/her review and signature.

- i. The Chief of Police will return the completed, signed form to the supervisor through the chain of command.
 - j. Upon receipt of the completed form, the supervisor shall, at that time, complete an evaluation review with the employee. The employee shall sign the form. The employee will mark the original copy of the evaluation as “concur” or “do not concur.” The employee will have the option of attaching any written comments to be included as a permanent part of this evaluation. Signature and comments must be attached within six (6) working days.
 - k. After the previous steps have been completed, the employee will be given a copy of the form.
 - l. The supervisor will forward the completed evaluation form, with all attachments provided by the employee, if any, to the Personnel Supervisor who will ensure it becomes a permanent part of the employee’s personnel file.
3. Performance Evaluation Form.
- a. The form will be provided as a template in word processing of the computer system. As entries are made in each block, the computer will automatically roll the remaining blocks and reviews down and onto the next page.
 - b. The evaluation will be non-numerical. The employee will be evaluated on three standards:
 - 1. Below Expectations
 - 2. Meets Expectations
 - 3. Above Expectations
 - c. If the evaluator rates the employee as either above or below expectations, written justification of that rating must be provided on the form.
 - d. If the evaluator rates the employee as “meets expectations”, comments are strongly encouraged.
 - e. The evaluator is expected to provide additional comments on the duty performance of the employee.

- f. The second-level supervisor will either concur or not concur with the rating and comments. If they concur, further comments are strongly encouraged. If they do not concur, they must justify the reason(s) for non-concurrence.
4. Criteria for "Meets Expectations" Evaluation.
- a. Appearance
 - 1. Personal grooming
 - 2. Clothing clean, neat and appropriate
 - 3. Brass polished
 - 4. Footwear clean and polished
 - 5. Presents a good personal image
 - b. Job Knowledge
 - 1. Familiar with policies, procedure
 - 2. Familiar with general orders and radio codes
 - 3. Good knowledge of street locations
 - 4. Aware of recent court and legislative changes
 - c. Work Attitude
 - 1. Makes an honest effort to improve
 - 2. Active interest in the job
 - 3. Does not abuse sick leave
 - 4. Arrives on time for briefing, training and court appearances
 - d. Routine Performance
 - 1. Uses training and common sense to reason out problems
 - 2. Has good perceptions and ability to make his/her own decisions correctly
 - 3. Able to evaluate situations and take proper action
 - 4. Uses good common sense and applies training
 - 5. Requests supervisor assistance when needed
 - 6. Complete and proper field investigations
 - 7. Paperwork submitted on time
 - e. Performance Under Stress
 - 1. Exhibits calm, controlled bearing

2. Does not contribute to further deterioration of incidents
 3. Applies training and supervisor's instructions correctly
 4. Good officer safety
 5. Good command bearing
- f. Communication Skills--Verbal and Written
1. Able to verbally communicate effectively
 2. Completes filed investigations into an organized and logical sequence
 3. Satisfactory neatness and grammar on reports and forms
 4. Good time management on calls for service and report writing
 5. Able to effectively interview suspects and witnesses
- g. Technical Skills
1. Understands and effectively operates equipment applicable to the officer's current assignment
 2. Has good vehicle operation skills
- h. Initiative
1. Recognizes and acts on suspicious activity
 2. Initiates an incident report from routine activity
 3. Actively patrols assigned area
 4. Makes self-initiated citizen contacts
- i. Professional Relationships
1. Courteous
 2. Unbiased
 3. Maintains appropriate professional relationships
5. Evaluation Schedule
- a. Evaluations will be conducted once per year
 - b. Evaluations will be conducted in the employee's birth month
6. Retention
- a. Evaluations will be maintained as a permanent part of the employee's personnel file.

7. Uses of Evaluations
 - a. By the Chief of Police
 - b. By a department board considering the employee for a special assignment.
 1. The board will receive copies of only the last three evaluation years.
 2. These copies must be destroyed after the board meeting.
 - c. To document employee performance, set further expectations on established criteria and expectations for improvement in performance.
 - d. A promotional panel of people from outside the department MAY NOT use or receive these evaluations.
8. Appeal Process
 - a. The employee may attach written comments of any length to the evaluation. Written comments must be attached within six (6) working days.
 - b. These written comments will become a permanent part of the evaluation.
9. If the evaluation is "Below Expectations":
 - a. The evaluator will review the evaluation with the employee upon completion.
 - b. The employee and the evaluator and the second-level supervisor will jointly agree upon a plan of improvement.
 - c. The employee and the evaluator will meet after 30 days, and every 30 days thereafter until there is agreement that the planned improvement has been achieved.
 - d. The plan of improvement, at a minimum, shall be in writing, clearly identifying the "below expectations" performance of the employee, and the supervisor's expectations to improve this performance.

- e. Both the employee and the supervisor will sign the plan of improvement.
- f. The written plan of improvement will become a permanent part of the employee's evaluation record.
- g. After 180 days, if there has not been substantial improvement in the performance of the employee, in the professional judgment of the supervisor, the employee may be referred for progressive, stepped, departmental discipline. If, in the judgment of any member of the chain of command, there are extenuating or mitigating circumstances (as example only, illness, death in the family), this 180-day period may be extended by the Chief of Police.

BY ORDER OF:

Thomas J. Jennings
Chief of Police