

GENERAL ORDER, ADMINISTRATION, NUMBER 16
SEPTEMBER 10, 2003
(REV) APRIL 3, 2001 (REV) JUNE 13, 2000 (REV) JUNE 5, 2000
WATERLOO POLICE DEPARTMENT

A. SUBJECT:

Police Command Staff 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 command staff 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 Lieutenant or police Captain being evaluated.
- c. Evaluator: The supervisor conducting the performance evaluation.

- d. Performance Evaluation Form: The written document that the Waterloo Police Department will use in conducting performance evaluations. It is attached to an 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. The Division Commander will evaluate Lieutenants.
- b. The Chief of Police will evaluate the Captains.
- c. The Mayor, following established procedure, will evaluate the Chief of Police.
- d. 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 supervision in a timely manner in accordance with policies established herein.
- e. The Internal Affairs/Personnel Supervisor of the Waterloo Police Department Administrative Division shall administer the Performance Evaluation System.
- f. The Personnel Supervisor will notify the appropriate Division Commander or the Chief of Police regarding upcoming performance Evaluations for Lieutenants and Captains in the next month.
- g. The supervisor of the employee to be evaluated will initiate the evaluation process.
- h. Upon completing the Lieutenant evaluation form, the Captain will sign it. The Captain will forward the completed form to the Chief of Police for his/her review and signature.
- i. The Chief of Police will return the completed signed Lieutenant evaluation form to the Captain.
- j. Upon receipt of the completed form, the Captain or Chief of Police (for Captain evaluations) will 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 will 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 strongly encouraged 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. Planning and Organizing
 - 1. Coordinates effectively
 - 2. Utilizes resources efficiently
 - 3. Establishes appropriate priorities
 - b. Job knowledge

1. Depth, currency and breadth
 2. Demonstrates administrative, supervisory or specialized knowledge required to perform the job.
- c. Judgment and Decisions
1. Consistent, accurate and effective
 2. Effectively analyzes problems
 3. Determines appropriate actions
 4. Exhibits timely and decisive action
- d. Leadership
1. Initiative
 2. Acceptance of job responsibilities
 3. Ability to motivate subordinates
- e. Delegation and Supervision
1. Monitors assignments
 2. Schedules work for self and others equitably
 3. Effective in directing subordinates in work accomplishments.
- f. Communication Skills-Oral and Written
1. Clear, concise and organized
 2. Able to communicate ideas effectively
- g. Professional Qualities
1. Exhibits loyalty, dedication, integrity and honesty
 2. Accepts personal responsibility
 3. Is fair and objective
- h. Initiative, creativity and flexibility
1. Is a self starter
 2. Seeks and assumes greater responsibilities
 3. Offers innovative solutions to problems
 4. Adapts to change
 5. Accepts new ideas and approaches
- i. Professional and Community relationships
1. Maintains a positive working relationship with superiors, peers and subordinates.
 2. Represents the department well in the community

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.
 - 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. For Lieutenants, the second level supervisor is the Chief of Police. For Captains, the second level supervisor is the Mayor.
 - 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 identify the “below expectations” performance of the employee, 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