

CITY OF BALLWIN  
POLICE DEPARTMENT

GENERAL ORDER 12-01

EFFECTIVE: MARCH 14, 2014                      CANCELS: GENERAL ORDER 102-10  
TO: ALL PERSONNEL                              INDEX AS: PERFORMANCE EVALUATIONS  
SUBJECT: PERFORMANCE EVALUATIONS                      EVALUATIONS, PERFORMANCE  
ANNUAL REVIEW/EVALUATION  
REVIEW – PERFORMANCE EVAL

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I. PURPOSE

The purpose of this General Order is to establish policy and procedures regarding the Department's performance evaluation process. The Department believes that the evaluation of an employee's strengths and areas for growth is an essential element in their career development. Formal performance evaluation programs are intended to serve to minimize deficiencies, reinforce behavior & conduct that is consistent with the Department's mission and assist management in formulating decisions such as salary adjustments, position assignments and promotions.

II. POLICY

- A. Annual Performance Evaluations – It is the policy of this Department that each employee and reserve officer be evaluated by their immediate supervisor, or another supervisor within their chain of command, annually. The evaluation process will be conducted each March, covering a period from **March 1st of the previous year through February 28<sup>th</sup> (29<sup>th</sup>)** of the current year. The annual performance evaluation process shall include the completion of the Department's "YEARLY EVALUATION FORM", which will be provided to the rater in a timely manner and a discussion of the rater's evaluation of the employee's performance with the employee. The form must be signed by the employee, the rater(s) conducting the review, the Bureau Commander, Chief of Police and City Administrator. A copy of the completed evaluation report shall be provided to the employee.
- B. Monthly Performance Appraisals - It is the policy of this Department that each employee shall receive supplemental evaluations from their immediate supervisor, or another supervisor within their chain of command, on a monthly basis, in addition to their annual performance evaluation.

This process shall be conducted during the first week of the month. It shall include the completion of the Department's "MONTHLY PERFORMANCE APPRAISAL FORM" and a discussion of the rater's evaluation of the employee's performance with the employee. The form must be signed by the employee, the rater(s) conducting the review. A copy of the completed evaluation report shall be provided to the employee.

C. Performance Evaluation for Employees on Probation

Upon completing each quarter of a probationary period, a newly appointed or newly promoted employee or reserve officer shall receive performance reviews to provide guidance and to determine the employee's suitability for their current position. Various staff officers who are in the employee's direct chain of command will conduct these reviews.

III. Notification of Unsatisfactory Performance

All non-probationary employees shall be advised in writing whenever their performance is deemed to be unsatisfactory and that the written notification be provided at least 90 days prior to the end of the annual rating period. The 90 day written notification requirement may be best satisfied through the completion of the monthly performance appraisal.

IV. Performance Evaluation Counseling Session

In addition to completing the annual and semiannual forms, raters shall be required to conduct a counseling session with each employee that they rate on a semi-annual and annual basis. The counseling session shall include the results of the performance evaluation just completed, the levels of performance expected, rating criteria or goals for the upcoming rating period. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position shall be discussed with each employee by their rating supervisor and noted in the appropriate section of the evaluation form during the annual performance evaluation counseling session.

V. Appeal Process

If an employee does not agree with the performance evaluation they receive, they may appeal the review to the Chief of Police. The signature of an employee on an evaluation form shall not signify acceptance of the supervisor's rating; rather it serves as an acknowledgement of receipt of the document.

An appeal shall be filed separately by submitting a memorandum, outlining any disputed issues, to the Chief of Police via the chain of command. All appeals must be filed within five (5) working days of the employee's receipt of the evaluation. Failure to do so will be regarded as acceptance of the evaluation, and the right to further appeal shall be forfeited.

Following receipt of an appeal, the Chief must review and decide on the appeal within seven (7) business days. The Chief shall notify the employee and City Administrator of his/her decision. The decision of the Police Chief shall be final.

VI. Retention of Performance Evaluations

All Annual Employee Yearly Evaluation Forms shall be filed and permanently maintained by the City of Ballwin in the employee's personnel file. Monthly Performance Appraisal Forms shall be filed and maintained for a period of not less than three (3) years in the employee's personnel file within the police department.

VII. Rater Training

Rater training is a key element in ensuring that the performance evaluation system is equitably and uniformly applied throughout the agency. Therefore, annually, the Department shall provide a training program designed to familiarize raters with the Department's performance evaluation policy and procedures and to address any areas of disparity which may require clarification. Any employee who has responsibility for completing performance evaluations for another shall attend this annual training.

VIII. Rater Evaluations

Command and supervisory personnel should note that the evaluation of their subordinate's performance is one of their key supervisory responsibilities. Command Staff will evaluate raters regarding their fairness and impartiality of ratings given, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance evaluation system. Command Staff will ensure that the raters apply ratings uniformly.

IX. Salary Adjustments

One intended purpose of the performance evaluation process is to assist management in formulating decisions relative to possible pay raises. An employee's overall score and their rater's comments on their annual performance evaluation form shall be used to determine an employee's annual salary adjustment.

X. Procedures

The Performance Evaluation Process represents much more than the completion of standardized forms on a monthly basis. It's an on-going process of supervisory observation, documentation, encouragement, coaching and counseling. Documentation which may be considered part of the process might include statistical data regarding an employee's activity/production, formal recognition, disciplinary action, counseling forms, letters from citizens, and the like.

A. Annual Performance Evaluation Forms

All police department employees shall be evaluated annually by their immediate supervisor(s) utilizing the Ballwin Police Department's "YEARLY EVALUATION FORM". The evaluation process will be conducted each March, covering a period from March 1st of the previous year through February 28<sup>th</sup> (29<sup>th</sup>) of the current year. The Annual Performance Evaluation shall be signed by the employee, the employee's supervisor/evaluator, the Bureau Commander, the Chief of Police and the City Administrator.

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It is the rater's responsibility to maintain a continuous record of the employee's job performance by monitoring each of the evaluation categories. In addition, the supervisor is to ensure that the employee understands exactly what is expected of them and how they will be evaluated. Recognizing that nearly all of the evaluation categories are subjective in nature, each rater has the discretion to issue points for performance as supported by observation and documentation. Established numerical performance standards are to be applied when applicable.

1. Performance Standards

- a. Employees are evaluated on a number of desired behaviors (scored) along a continuum as listed below:

- 5 – Exceptional
- 4 – Exceeds
- 3 – Meets Standards
- 2 – Needs Improvement
- 1 – Unacceptable

Raters shall place the appropriate number next to applicable Performance Standard. Only a score of 1-5 may be given on any individual performance standard, half points may not be used. Raters should substantiate the reason for the score in the narrative comments section.

- b. Exceptional - 5

Consistently, over time, performs all duties in an exceptional manner; significantly exceeds expectations with exceptional quality and quantity of work; significantly exceeds all objectives, always achieves exceptional results well beyond those expected of the position.

- c. Exceeds Standards - 4

Consistently exceeds the normal expectations for the position; exceeds expected criteria for quality and quantity of work; consistently exceeds goals and objectives; achieves results beyond those expected for the position.

- d. Meets Standards – 3

Consistently performs all duties of the position in a fully capable manner; meets all expected criteria for quality and quantity of work, including meeting goals and objectives.

- e. Needs Improvement – 2

Performs many duties in a capable manner; meets some goals and objectives, but requires improvement in quality and quantity of work to

achieve overall satisfactory performance; may require more supervision than expected for assignment. Could be the performance level of those new to a position.

f. Unacceptable

Unacceptable performance suggesting lack of willingness and/or ability to perform the requirements of the position. Separation or reassignment is indicated unless performance improves significantly. Requires excessive supervision.

2. Performance Rating Section

The evaluations are broken down into four (4) sections. The first two sections contain several sub-categories. Beneath each sub-category are benchmarks the employee should strive to achieve in order to attain the standard. The rater must document positive and negative deviations from the benchmarks in the comments section to support the numerical rating awarded to the employee. The monthly performance appraisal shall mirror the annual evaluation in order to ensure the integrity of the evaluation process itself.

Guidelines for interpreting and rating (scoring) for several of the categories are listed below. This shall not prevent various units of the Department from further interpreting/qualifying certain categories with criteria or examples that are job/assignment specific, provided that this information is supplied to all supervisory personnel within the unit in writing by the unit supervisor/commander. It is important that all supervisory personnel understand that the criteria used for the performance evaluations must be specific to the assignment of the employee during the covered rating period.

a. RESPONSIBILITY & PROFESSIONALISM (Section 1)

Attendance/Punctuality – Employee reports to work in enough time to be prepared for assigned shift. The employee does not abuse sick time (unexcused absences, sick time frequently used in conjunction with days off, vacation, holidays, and personal days). The sick time used is within department standards. The employee notifies their supervisor within a reasonable time frame in order to make arrangements for coverage.

Sick leave shall be calculated in terms of injury/illness incidents, as opposed to the total number of workdays the employee missed. Employees shall not be held accountable for any type of military leave, call to active duty, or worker's compensation.

Yearly Rating

Exceptional – Employee incurred one (0-1) or less injury/illness incidents.

Exceeds – Two (2) incidents

Meets Standards – Three (3) Incidents

Needs Improvement – Four (4) incidents  
Unacceptable – Five (5+) incidents

b. Job Skills and Performance (Section II)

1. Proactive Enforcement – Employee’s self-initiated activity consistently meets or exceeds radio assignments. The number of arrests, summonses, citations, warnings, etc. meets or exceeds department performance standards.

Calculation:

Proactive enforcement standards shall be based upon the actual number of days the employee works conducting sector patrol or as a rove unit during any given month. Any combination of enforcement contacts to include arrests, summonses, citations and warning citations, equal to the number of days worked as described above shall be considered the standard for this particular category.

Raters must also consider each employee’s available time to produce measurable statistical production data. By their very nature, categories such as tickets, arrests, summonses and the like are easily measurable. Although these, and similar categories are often a good indication of how hard an employee is working, some employees will “have lower numbers” for legitimate reasons. Such reasons might include other specialized duties such as Crime Scene Processor and Field Training Instructor. Raters shall keep in mind that if these employees are doing a “good” job in these specialized duties, their production in these areas should be combined with their “numbers” in the more traditionally measured areas, in order to produce a clearer picture of their overall level of production.

Monthly Rating:

Exceptional – Employee exceeded the standard by fifty (50) percent or greater.

Meets Standards – Employee achieved or slightly exceeded the standard, but not to the point of being exceptional.

Improvement Needed – Employee failed to achieve the standard, but not to the point of being unacceptable.

Unacceptable – Employee failed to achieve the standard by fifty (50) percent or greater, absent extenuating circumstances.

In the event the employee receives consecutive unacceptable ratings, absent extenuating circumstances, progressive disciplinary action shall be taken. Raters must thoroughly document any such extenuating circumstances.

Yearly Rating:

Exceptional – Employee received nine (9) or more exceptional ratings on monthly evaluations.

Meets Standards – Employee received ten (10) or more meets standards ratings on monthly evaluations.

Improvement Needed – Employee received three (3) or more improvement needed ratings or one (1) unacceptable rating on monthly evaluations.

Unacceptable – Employee received more than one (1) unacceptable rating on monthly evaluations.

2. Bonus Categories / Added Responsibilities

Certain duties are recognized as being added responsibilities and will be awarded bonus points per specialty, provided the employee was called upon to exercise those duties during the evaluation period.

As these job functions are voluntary and extra tasks, an employee has the ability to earn additional Bonus Points in each of the categories in which they have engaged during the evaluation period. The rating in these categories will reflect the overall effectiveness in the extra roles. To receive the Bonus Points, the employee must receive a rating of Meets, Exceeds or Exceptional, with a point assessment of 1, 2 or 3 respectively.

The concept is to reward those employees that take on added responsibilities beyond that of the general job description. They must be active and proficient in those positions to obtain the Bonus Points.

Record the calculated points for Section II general categories on Page 19. Next to this number, place a forward slash (/) and then record the Bonus Points. On the Total Points line, add Sections I and II and next to this total, place another forward slash (/) adding the bonus points to the total from Sections I and II.

c. Additional Comments and Guidance (Section III)

This is where expanded comments can be added for the sub-sections if needed to clearly depict the employee's performance. A supervisor can provide additional comments of guidance and recommendation to help

enhance an employee's performance and career development.

d. Employee Comments & Development Plan (Section IV)

The Employee Comments Section provides an opportunity for the employee to make comments regarding their performance evaluation, if they chose to do so. This should be accomplished during the counseling session held between the rater and the employee, at the conclusion of the rating period.

The purpose of career development and counseling is for supervisors to assist the Department's employees in working toward attaining their professional goals within the organization.

**IDENTIFYING AN EMPLOYEES CAREER GOALS AND OBJECTIVES** - The first step in career development and counseling is to identify an employee's career goals and objectives. This can be achieved through talking with each employee and discussing their career goals and objectives.

It is important for supervisors to realize that their subordinates' career goals need not match their own professional goals. Every patrol officer does not aspire to be a detective or a supervisor. They may instead choose to be the best patrol officer they can be and this is an equally acceptable career path. Likewise it is important to remember that for most people, their desired career path may change many times over their career. Supervisors should therefore not assume that they know what interests a particular employee because of discussions in past years or because of things they may have heard.

**CAREER COUNSELING** - Career counseling is providing formal guidance to subordinates in order to assist them in moving toward their career goals within the organization. Career counseling can be as simple as suggesting various types of law enforcement training to an employee in order to help them build up the necessary skill sets to achieve their career goals. For example a supervisor may suggest that an employee consider going back to school, take writing or public speaking classes at a local university or community college, and the like.

Career counseling might also include encouraging an officer to do a more thorough job following through with minor calls in order to further develop their investigative skills, write more tickets or DWIs in order to improve their interpersonal and interviewing skills, or to work on modifying their personal demeanor at the agency in order to show that they can be a team player.

CITY OF BALLWIN  
POLICE DEPARTMENT

GENERAL ORDER 12-03

EFFECTIVE:	DECEMBER 30, 2014	CANCELS:	GENERAL ORDER 65-08
TO:	ALL PERSONNEL	INDEX AS:	APPOINTMENT PROBATIONS ASSIGNMENT PROBATION PROMOTION PROBATION
SUBJECT:	PROBATION STATUS		

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I. PURPOSE

The purpose of this General Order is to establish Department policy pertaining to probationary periods for commissioned officers and civilian employees, both newly appointed and promoted.

II. GENERAL

- A. Probation serves as an on-the-job test of one's capabilities to perform the duties of the position. Failure to satisfactorily complete the probationary period will result in dismissal or restoration to former rank or pay range of the employee.
- B. A newly-hired employee who is on probation has no right of tenure with the Department and, with the approval of the City Administrator, may be dismissed by the Chief of Police if it is determined that continued employment is not in the best interest of the Department. The employee has no right to appeal a decision to dismiss during or at the end of the probationary period. The Chief of Police shall notify, in writing, any employee so dismissed.
- C. Both commissioned and civilian employees on promotional probation/qualifying period at any level of rank or position found unable to satisfactorily perform the duties and responsibilities of the higher rank or position may be restored to their former rank or position by the Chief of Police. No employee so restored may appeal the decision. The Chief of Police shall notify, in writing any employee so restored.

III. DURATION OF PROBATIONARY PERIODS

A. Appointment

- 1. Newly appointed police academy recruits shall serve a probationary period that begins following completion of recruit training. Upon successful completion of recruit training and appointment as a Police Officer, the newly commissioned officer shall serve a probation period of twelve (12) months.
- 2. Newly appointed commissioned officers, who have previously completed all required recruit training, shall serve a twelve- (12) month probationary period.
- 3. Newly hired civilian employees shall serve a twelve- (12) month probationary period.

B. Promotion/Appointment

Upon advancement to a higher rank or position, employees shall serve a twelve- (12) month probationary period.

IV. INTERRUPTION OF PROBATIONARY PERIOD

- A. Any interruption of service during a probationary period will not be counted as part of the probationary period if it is deemed excessive by the employee's commander. Service prior to the interruption may be counted toward completion of the probationary period or the Chief of Police may require the employee to serve a full probationary period upon returning to duty.
- B. Any employee who is transferred within their job classification during a probationary period will be credited with previous service toward completion of the probationary period.

V. INCREMENTAL PROBATIONARY REVIEWS

- A. Upon completing three months and quarterly through the end of the probationary/qualification period, a newly appointed or newly promoted employee shall receive performance reviews to provide guidance and to determine the employee's suitability for continued employment. Various staff officers who are in the employee's direct chain of command will conduct these reviews. (See schedule below.)

Scheduled Reviews

Participating Officers

3 and 9 months

Supervisors, FTI

6 months

Bureau Commander, Supervisors, FTI

11 months

Bureau Commander, Supervisors

- B. Upon conducting the 11<sup>th</sup> month review, the employee's Commanding Officer will forward a report to the Chief of Police ultimately recommending one of the following:
1. The services of the employee were satisfactory and the continuation of employment is recommended.
  2. The services of the employee were unsatisfactory and that termination of employment is recommended.
  3. The promotional probation was successfully completed and the employee should be retained at the rank or position.

- 4. The promotional probation was not successfully completed and the employee should be restored to their former rank or position.
  
- C. The Chief of Police shall then either adopt the Commanding Officer's recommendation or make such other ruling as deemed appropriate. The Chief's decision shall then be provided, in writing, to the employee, the employee's commanding officer, supervisor and the Coordinator of Human Resources.

BY ORDER OF: Chief Steven Schicker 12/30/14  
Steven Schicker, Chief of Police Date

ATTESTED BY: Robert Kuntz 1/6/15  
Robert Kuntz, City Administrator Date

cc: City Attorney

MPCCF REFERENCE

12.3