

COLUMBUS POLICE DEPARTMENT



General Order 35: Performance Evaluations

CALEA Standards: 35.1.1
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Policy:

To achieve stated objectives, the Columbus Police Department must be able to depend on the best possible work performance from all employees. To ensure this, a system to evaluate the performance of its employees will be maintained throughout their career. The Chief of Police will provide constant attention to this system of evaluation to ensure that resulting evaluations are fair and unbiased. The purpose of this evaluation system is to support a decision to provide performance feedback to performers and decision-makers. The evaluation system is also intended to encourage the development of all employees.

Definitions:

When a word or term is not defined, the proper and fitting definition, as used within the context, or the generally accepted definition, as defined by the context, shall be used. When a male pronoun is used, the female pronoun is implied. When a singular word or term is used, the plural is implied unless otherwise specified.

1. Appeal Date
The date that an employee delivers an appeal.
2. Day
Includes every day; in computing any period of time prescribed or allowed, the review date, appeal date, or decision date shall not be included. The last day of the period so computed is to be included unless it is a Saturday, Sunday, or legal holiday as recognized by the City of Columbus, in which case the last day of the period so computed would be the next day that is not a Saturday, Sunday, or legal holiday as recognized by the City of Columbus.
3. Decision Date
The date that an employee receives a decision regarding their appeal.
4. Evaluation
Systematic process by which conduct proficiency and behavior are evaluated and documented.
5. Evaluation Period
The specific time frame in which the employee's performance is being evaluated.
6. Review Date
The date that an evaluator reviews an evaluation with an employee.
7. Review Period
The specific time frame in which the employee's performance is being evaluated.

35.1 Administration

35.1.1 Performance Evaluation System

Except for the Chief of Police, all full-time employees of the Columbus Police Department will be evaluated based on their job descriptions, ability to meet performance standards, and any other expectations relayed to each employee in writing. Recruit officers who have not completed the field training officer program will be evaluated by the Performance Evaluation System described in G.O. 33.4.3, and not under this General Order.

- A. Each category will be scored as a 1, 2, 3, N/A, or N/O. Each score will have the following measurement definitions:
 1. 1 = Below Standards – Performance was unsatisfactory and did not meet most expectations
 2. 2 = Meets Standards – Performance was satisfactory and met most expectations
 3. 3 = Above Standards – Performance was exemplary and exceeded most expectations
 4. N/A = Not applicable – Did not apply
 5. N/O = Not observed – Applied, but was not observed
- B. The evaluation form should be filled out by the immediate supervisor of the employee being evaluated.
 1. The evaluator shall place the employee's name and badge number, the evaluator's name and badge number, and the review period (i.e. January 1, 2013 – June 30, 2013), on the first page of the document.
 2. Each category is to be evaluated by noting one of the scores described in Section A.
 3. All evaluators are required to use the blank areas associated with each category entitled "notes" on the evaluation form to provide explanatory comments for any score given.
 4. Prior to the evaluator/employee review date, the evaluator's direct supervisor shall review and approve the evaluator's evaluation of the employee. If the evaluation is approved, the evaluator's direct supervisor shall sign and date the evaluation on the last page of the document, which will indicate his/her preapproval of the evaluation prior to the evaluator/employee review date.

5. At the end of the evaluation form there will be a space for the employee to express their desired career development (Goals and desired training), and a space for the evaluator to provide a summary of the employee's performance and recommendations for what the employee can do to best reach their desired career development. Supervisors will be required to complete the summary and recommendation section, but will only be required to complete the employee's career development section if the employee chooses to provide the supervisor with his/her goals and desired training.
 6. On the last page, the evaluator shall sign the evaluation form, which will indicate his/her completion of the evaluation.
 7. After the evaluator/employee review of the evaluation, the evaluator shall provide a copy of the evaluation to the employee, and the original to the office of the Chief of Police to be placed in the employee's personnel file.
- C. Those officers charged with evaluating subordinates are to be held responsible to the Chief of Police for the following items concerning the evaluations of department personnel:
1. Evaluators must:
 - a. Show capability to perform evaluations and competence in evaluating performance results;
 - b. Show motivation and be accountable for conducting accurate, honest evaluations;
 - c. Show capability to observe and document the performance and performance results they are evaluating; and
 2. Evaluators who fail to evaluate properly, or otherwise fail to follow designated procedures for evaluating are subject to the department discipline, and will be removed from the position to evaluate.
 - a. Any removal from the position to evaluate will be documented and become part of the employee's personnel file.
 - b. Such records will be used to support the Administration's decisions that affect the employee's current and future job assignments, promotions, demotions, transfers and terminations.
- D. Evaluators will be trained on how to properly complete evaluations at an Evaluation Training session, and documentation of such training shall be maintained by the Training Officer.

35.1.2 Frequency of Evaluations

- A. Except for the Chief of Police, performance evaluations shall be conducted on at least an annual basis as directed by the Chief of Police for all full-time employees as described throughout this chapter.
 - 1. The beginning and end dates for the review periods will be based on the beginning and end dates of the department's pay cycles; so, the performance evaluations may encompass more than one calendar year.
- B. The Chief of Police may be evaluated by his/her superior at any time and in any manner.
- C. Recruit officers that are in the field training officer program are evaluated under the guidelines of the field training officer program (G.O. 33.4.3).

35.1.4 Evaluation Criteria

- A. The criteria used for the performance evaluation should be specific to the assignment(s) of the employee during the evaluation period.
 - 1. If an employee is transferred to another division within the department during an evaluation period, a single evaluation should be completed that evaluates both the employee's performance in his/her prior assignment and his/her new assignment. The evaluation form should be completed by the supervisor who supervised the employee at the end of the evaluation period
 - 2. If a recruit officer completes the field training officer program before the end of the evaluation period, a performance evaluation shall be completed for the employee by his/her direct supervisor that evaluates the employee's performance from the time the officer was released from the field training program through the end of the evaluation period.
- B. Specific assignments should be outlined in job description(s), performance standards, personalized work plan(s), and any other expectations relayed to each employee in writing.
- C. If an evaluator feels that a category on the evaluation does not apply to the employee due to the fact that the employee was not assigned to perform those tasks during the evaluation period, the score of "N/A" is available to the evaluator.

35.1.5 Evaluation Period

- A. The evaluation of an employee's performance covers only the specified period as indicated on the evaluation form. Performance of the employee prior to or following the review period should be excluded from the evaluation form.

- B. All evaluators are required to use the blank areas associated with each category entitled “notes” on the evaluation form to provide explanatory comments for any score given. The explanatory comments shall originate from supporting documentation of the employee’s performance during the review period.
 - 1. The supporting documentation shall specify specific examples of performance, and not generalizations.
 - 2. The supporting documentation shall be generated at or near the time of occurrence.
- C. On the last page of the evaluation form, the evaluator’s supervisor’s preapproval of the evaluation is an indication that the evaluator’s supervisor found no noticeable deficiencies contained in the evaluation. If the evaluator makes any changes to the evaluation form after the preapproval, the evaluator shall seek approval from his/her supervisor.
- D. Within 3 days of the review date, the employee may make written comments regarding the completed performance evaluation by writing their comments on a separate sheet to supplement the completed evaluation report, which will be attached to the performance evaluation and made part of their permanent evaluation record.
 - 1. The employee shall sign the performance evaluation, and fill in the date that they reviewed it; this will be considered the review date. The employee’s signature on the performance evaluation is only to show that the employee has read and understood the evaluation, not to imply their agreement with its contents.
- E. The evaluator shall provide a copy of the completed performance evaluation to the employee.
- F. Appeal Process for Contested Performance Evaluations
 - 1. Any employee disagreeing with their evaluation may appeal their evaluation to the next level of the chain of command. However, before such an appeal is made, the employee shall present their complaint to their evaluator to allow the evaluator an opportunity to respond. In the event that the employee is still not satisfied, the employee shall inform the evaluator that they intend to pursue the matter through the chain of command. This procedure shall apply at all levels of the chain of command.
 - 2. If the evaluation is appealed up to the level of a Captain or above in the chain of command, the administrator shall present the appeal to the Chief of Police and his/her administration.

- a. All employees subject to performance evaluations shall have 15 days from the evaluator/employee review date to appeal the results of the evaluation to the level of Captain or above in the chain of command. The appeal must be delivered to the administrator within the 15 day time frame, or it will not be considered.
 - b. An appeal to the level of Captain or above must be in writing and shall provide specific reasons for the appeal and document the supervisors the employee appealed the evaluation to in order to show compliance with Section 1.
 - i. This document will be attached to the performance evaluation and made part of the employee's permanent evaluation record.
 - ii. If the appeal is not in writing, does not provide specific reasons for the appeal, document the supervisors the employee appealed the evaluation to in order to show compliance with Section 1, or the employee failed to follow the chain of command, the appeal will not be considered.
 - c. An appeal to the level of Captain or above shall be reviewed by the Chief of Police and his/her administration, and a final decision shall be made by the Chief of Police and delivered to the employee within 15 days from the appeal date. The Chief's decision will be in writing, attached to the performance evaluation and made part of the employee's permanent evaluation record.
3. The employee has the right to further appeal the decision made by the Chief of Police to the Human Resources Manager for the City of Columbus, and shall have 5 days from the Chief's decision date to appeal the Chief's decision.
 - a. The appeal must be in writing and provide specific reasons for the appeal.
 - i. This document will be attached to the performance evaluation and made part of the employee's permanent evaluation record.
 - ii. If the appeal is not in writing, or otherwise fails to comply with the appeal process as outlined in General Order 35, it will not be considered.
 - b. The appeal must be delivered to the Human Resources Manager for the City of Columbus within the 5 day time frame, or it will not be considered.

- c. The final decision made by the Human Resources Manager for the City of Columbus shall be delivered to the employee and the Chief of Police within 30 days from the appeal date. The decision made by the Human Resources Manager will be in writing, attached to the performance evaluation and made part of the employee's permanent evaluation record
 - 4. The employee has the right to further appeal the decision made by the Human Resources Manager for the City of Columbus to the Board of Public Works and Safety, and shall have 5 days from the Human Resources Manger's decision date to appeal the Human Resources Manger's decision.
 - a. The appeal must be in writing and provide specific reasons for the appeal.
 - i. This document will be attached to the performance evaluation and made part of the employee's permanent evaluation record.
 - ii. If the appeal is not in writing, or otherwise fails to comply with the appeal process as outlined in General Order 35, it will not be considered.
 - b. The appeal must be delivered to the Board of Public Works and Safety within the 5 day time frame, or it will not be considered.
 - c. The final decision made by the Board of Public Works and Safety shall be delivered to the employee, the Chief of Police and the Human Resources Manager for the City of Columbus within 30 days from the appeal date. The decision will be in writing, attached to the performance evaluation and made part of the employee's permanent evaluation record
 - d. The decision of the Board of Public Works and Safety is final.
- G. Completed performance evaluations should be permanently maintained in the employee's permanent personnel file.

35.1.7 Employee Counseling

During the evaluator/employee review of any performance evaluation, the evaluator is required to counsel each employee to include the following areas:

- A. Results of the performance evaluation just completed;
- B. The level of performance expected, and the rating criteria and/or goals for the new reporting period; and

- C. Career counseling relative to such topics as advancement, specialization, and/or training appropriate for the employee's position and/or advancement.

The evaluator's counseling of the employee shall be documented in each employee's permanent personnel file.

35.1.8 Rater Evaluation

Evaluators shall be evaluated by their supervisors regarding the fairness and impartiality of ratings given, their participation in employee counseling sessions, their ability to carry out their role in the performance evaluation process, and otherwise properly evaluate and follow designated procedures for completing performance evaluations.

- A. If an evaluator is a superior of an employee who completes evaluations of other employees, the evaluator must evaluate those employees on their ability to conduct fair and accurate evaluations. Such evaluations become a part of the evaluator's own evaluation.
 - 1. On each performance evaluation there shall be a category for supervisors, which should be used by evaluator's supervisors to evaluate the evaluator's supervisory ability, which includes their ability to evaluate performance of subordinates.
 - 2. If the person evaluated was not in a supervisory position during the review period, the category for supervisors on the performance evaluation should be scored as an "N/A".
- B. On the last page of the evaluation form, the evaluator's supervisor shall sign the document indicating that they have received and reviewed the evaluation that the evaluator completed on their subordinate, which will be an indication that the evaluator's supervisor found no noticeable deficiencies contained in the evaluation.
 - 1. Evaluators must be able to provide documentation to their supervisors as to the basis for the evaluation scores awarded.
 - 2. If a score of "N/O" was used by the evaluator, the evaluator's supervisor should determine if there was inopportunity for the supervisor to evaluate the employee, or if the evaluator failed to document examples of the employee's performance during the rating period.

35.1.9 Personnel Early Warning System

- A. The Columbus Police Department recognizes that early identification of employees who may be “at risk” is essential in providing quality service to the residents of Columbus and fostering a safe work environment for all employees. The Early Warning System (EWS) has been established to work in conjunction with the tracking software, which reviews current patterns of entered data. The EWS constantly monitors employees who exhibit certain types of repeated behavior over prescribed periods of time.
- B. If a pattern of behavior monitored by the EWS occurs, all supervisors in the employee’s chain of command will receive an electronic intervention alert by the tracking software.
 - 1. An intervention response must be entered by a supervisor before an electronic alert of an early warning can expire.
 - 2. In determining whether a pattern of behavior exists, each behavior monitored by the EWS will have a required number of repeated instances that must occur within a prescribed period of time.
 - 3. The types of behavior monitored by the EWS should include, but does not have to be limited to:
 - a. Physical ability;
 - b. Poor performance evaluations;
 - c. Citizen complaints;
 - d. Disciplinary actions;
 - e. Use of force incidents;
 - f. Internal affairs investigations;
 - g. Mandatory participation in EAP;
 - h. Pursuits; and
 - i. Accidents.
- C. The Deputy Chief will provide a documented annual evaluation of the EWS to the Chief of Police. The Deputy Chief’s evaluation should determine whether the current EWS meets the needs of the department, determine whether the behaviors monitored by the EWS need to be modified, and draw conclusions regarding the EWS.
- D. Supervisors’ Responsibilities

1. If any type of behavior that is monitored by the EWS is reported to a supervisor and is the behavior of an employee below the rank of the supervisor, the supervisor shall make an entry in the tracking software documenting the behavior, except:
 - a. An employee's involvement in a pursuit will be entered by the Deputy Chief as outlined in General Order 41.2.2(I)(2)(b).
 - b. An employee's involvement in an accident will be entered by the training coordinator as outlined in General Order 41.3.2(B)(14).
2. If a EWS electronic intervention alert appears on a supervisor's account, the supervisor should enter an intervention response unless an appropriate intervention response was already entered by another supervisor. It is preferred, but not required, that the employee's direct supervisor enter an intervention response.
 - a. The supervisor shall review the entries that triggered the EWS electronic intervention alert, and make a determination on the appropriate response and/or action. The supervisor may discuss the issues with another supervisor of the same rank or above in order to determine the appropriate response and/or action.
 - b. If the supervisor determines that the employee has had a pattern of behavior or conduct that needs to be corrected, he/she shall document the behavior or conduct that needs to be corrected, including a recommendation for improvement and/or intervention.

E. Plans for improvement and/or intervention may include, but are not limited to:

1. Remedial training;
2. Referral to and/or mandatory participation in an employee assistance program;
3. Reassignment to another shift or position;
4. Counseling;
5. Performance improvement plan; and
6. Discipline up to and including dismissal.

F. Types of Employee Assistance Programs

1. Peer counseling;

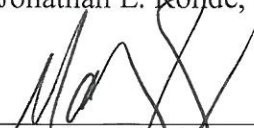
2. Department Chaplains; and
3. Employee Assistance Program(s) as contracted by the City of Columbus.


Acceptance by Columbus Police Department Captain's Board:


Date: 1-23-2017


Jonathan L. Rohde, Chief

Attest:


Matthew Todd Harry, Deputy Chief



Sandy LaBarbera, Chief's Secretary


Michael Richardson, Uniform Captain


Brian Wilder, Administrative Captain

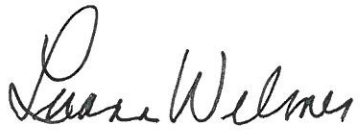
Acceptance by Columbus Board of Public Works and Safety:

Date: 01/24/2017


Jim Lienhoop, Mayor

Attest:


Mary Ferdon, Member


Luann Welmer, Clerk-Treasurer


John Pickett, Member


Jim Strietelmeier, Member


Brenda Sullivan, Member