



TALLAHASSEE POLICE DEPARTMENT GENERAL ORDERS

 Proudly Policing Since 1841	SUBJECT Performance Evaluations and Performance Improvement Plans	 Nationally Accredited 1986	
CHIEF OF POLICE <i>Signature on File</i>			
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AUTHORITY/RELATED REFERENCES

COT Administrative Policy 707, Performance Evaluations
 COT/PBA Agreement, Article 17, Probationary Periods
 COT/PBA Agreement, Article 18, Performance Evaluations/Conditional Status
 General Order 5, Professional Development
 General Order 68, Reserve Police Officer Unit

ACCREDITATION REFERENCES

CALEA Chapter 35
 CFA Chapter 12

KEY WORD INDEX

Additional Employee Resources Responsibilities Conditional Status General Information & Responsibilities Performance Evaluation Appeals Performance Evaluation Types & Responsibilities Performance Improvement Plan (PD 261) Performance Improvement Plans Rater & Member Responsibilities Understanding the Rating Scale	Procedure IV Procedure VI Procedure I Procedure VII Procedure II Appendix Two Procedure V Procedure III Appendix One
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POLICY

The Department is responsible for ensuring member compliance with City of Tallahassee performance evaluation system and the Department's performance improvement plan system. Members shall adhere to the protocols of this written directive concerning performance evaluations and performance improvement plans.

DEFINITIONS

Conditional Status: The COT designation for a situation where a member whose overall work performance has become less than satisfactory (as evidenced in the member's performance evaluation) is re-evaluated on a frequent basis to determine their level of improvement, if any, in specific job-related areas.

Performance Improvement Plan: The Department strategy employed to improve member work performance in identified job-related areas in an effort to prevent the member from being placed on conditional status.

PROCEDURES

I. GENERAL INFORMATION AND RESPONSIBILITIES

- A. Employee Resources is responsible for facilitating the Department's compliance with COT Administrative Policy 707 (Performance Evaluations) and adherence to the mandates of the COT/PBA Agreement regarding performance evaluations and conditional status.
- B. The Employee Resources Director is the administrator of the Department's performance evaluation program.
- C. Employee Resources, via the performance evaluation program, is the repository for all completed end-of-probation and annual evaluations, and evaluations associated with performance improvement plans and conditional status.
- D. The Employee Resources Director is responsible for ensuring all newly promoted supervisors receive training on how to conduct performance evaluations and utilization of the performance evaluation program. Such training shall include the following information:
 - 1. Performance measurement definitions,
 - 2. Procedures for use of the forms within the performance evaluation program, and
 - 3. Responsibilities of the rater (i.e., supervisor completing the evaluation).
- E. As needed, the Employee Resources Director is responsible for providing performance evaluation refresher training to all supervisors

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(e.g., changes to COT Administrative Policy 707, the COT/PBA Agreement, or the performance evaluation program).

- F. Members hired into permanent positions shall have their job performance evaluated by their supervisors utilizing the performance evaluation program:
 - 1. As a prerequisite to completing their probationary period in a new job classification, and
 - 2. At least once annually after completing probation.
- G. The supervisor of a reserve police officer is responsible for the following:
 - 1. If the reserve police officer is not an entry-level probationary reserve police officer, the supervisor shall complete a written performance evaluation of the member's job performance at least once annually (in the performance evaluation program).
 - 2. If the reserve officer is an entry-level probationary reserve police officer, the supervisor shall complete a written performance evaluation of the member's job performance at least quarterly (in the performance evaluation program) for the first full year of their reserve police officer status.
- H. Part-time, OPS (other personnel services), and volunteer members do not receive performance evaluations.
- I. Supervisors are responsible for maintaining information (e.g., e-mail, notes, report excerpts, letters) concerning the job performance for each member under their command to facilitate accurate and meaningful performance evaluations.
- J. Written performance evaluations for a supervisor must include a rating regarding the quality of the performance evaluation they give to members under their command.

II. PERFORMANCE EVALUATION TYPES AND RESPONSIBILITIES

A. Probationary

- 1. Quarterly Evaluations –

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- a. Each newly hired member in an entry-level permanent position shall be given a written evaluation at least quarterly during the first full year of their employment.
- b. Except as noted in subsection c below, the following protocols are applicable to quarterly evaluations:
 - 1) It is the responsibility of the newly hired member's immediate supervisor to complete the quarterly evaluation.
 - 2) The completed quarterly evaluation is not provided to Employee Resources, but remains a part of the member's performance evaluation program file.
 - 3) Supervisors are not required to notify Employee Resources about the completion of a quarterly evaluation.
- c. The daily observation reports and other assorted evaluation documents completed for police officer trainees enrolled at the police academy and recruit police officers in the Field Training and Evaluation Program (FTEP) fulfill the requirement of this subsection for the duration of the member's attendance in the academy and FTEP.
- d. Each newly promoted sergeant shall be given a written evaluation at least quarterly during their probationary period.
 - 1) It is the responsibility of the newly promoted sergeant's immediate supervisor to complete the quarterly evaluation.
 - 2) The completed quarterly evaluation is not provided to Employee Resources, but remains a part of the member's performance evaluation program file.
 - 3) Supervisors are not required to notify Employee Resources about the completion of a quarterly evaluation.

2. End-of-Probation Evaluations –

- a. It is the responsibility of the immediate supervisor to complete an end of probation evaluation for each member under their command contemporaneous to the end of the member's probation.
- b. Probation for sworn members:

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- 1) Newly hired entry-level officer: one (1) year from their swearing-in date.
 - 2) Newly promoted sergeant: one (1) year from their promotion date.
 - 3) Newly promoted lieutenant: six (6) months from their promotion date; however, upon recommendation by their supervisor and approval by the Chief of Police, a lieutenant's probationary period may be extended up to six (6) months.
 - 4) Newly hired or promoted major, deputy chief or chief of police: six (6) months from their hire or promotion date.
 - 5) Former entry level sworn members who are rehired into the same position within two (2) years do not have to complete another probationary period if they previously completed it in that position.
- c. Probation for civilian members:
- 1) Newly hired or promoted civilian member: six (6) months from hire or promotion date.
 - 2) Former civilian members who are rehired into the same position do not have to complete another probationary period if they previously completed it in that position.
- d. Supervisors are responsible for making the needed notifications to their chain of command about the completion of the end-of-probation evaluation so the evaluation can be reviewed by their chain of command up to, and including, the Chief of Police.
- e. After the approved end-of-probation evaluation is reviewed and signed by the member, the supervisor is responsible for notifying Employee Resources by e-mail that the evaluation is complete.
3. Upon receipt and review of the end-of-probation evaluation, Employee Resources is responsible for:
 - a. Electronically forwarding a copy to COT Human Resources, and
 - b. Filing a copy in the member's personnel file.

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4. It is the responsibility of Employee Resources to initiate the change of a member's status from probationary to permanent by completing and forwarding a COT Personnel Action Form to COT Human Resources.

B. Annual

1. The annual performance evaluation cycle is August 1 through July 31.
2. It is the responsibility of Employee Resources to liaison between COT Human Resources and Department supervisors to ensure annual evaluations are completed in compliance with COT protocols and timeframes.
3. Employee Resources is responsible for forwarding all pertinent information for completing the annual evaluations to each Department supervisor.
4. It is the responsibility of supervisors to electronically sign the evaluation form, and ensure the form is electronically signed by their chain of command in order to comply with the COT policy and the COT/PBA Agreement that annual evaluations of all members be signed by the rater's rater or Bureau Commander, whichever is the higher ranking member.

III. **RATER AND MEMBER RESPONSIBILITIES**

- A. During the evaluation process, each member and their supervisor shall discuss the member's expected level of performance, rating criteria, and goals for the new reporting period. Also see the Performance Management Protocols outlined in General Order 5 (Professional Development).
- B. Supervisors conducting performance evaluations are responsible for:
 1. Completing the evaluation process as directed by Employee Resources, COT protocols, and applicable training, to include adherence to established timeframes,
 2. Utilizing the proper employee evaluation form for the member being evaluated (e.g., end-of-probation, annual), and ensuring the "review date" and "rating period" dates are correct,

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3. Entering a rating score for each performance category applicable to the member's job assignment,
 4. Entering comments in the appropriate area of the form:
 - a. Any time a performance category is rated Level 5 or Level 1,
 - b. For any performance category where such information may provide better understanding of the rating score, and
 - c. Concerning training and career-related goals for the next rating period,
 5. Discussing the results of the performance evaluation just completed,
 6. Addressing any questions or concerns the member may present, and
 7. Ensuring the evaluation form is electronically signed:
 - a. By the chain of command (indicating their concurrence and approval of the evaluation), and
 - b. By the member (indicating the member received a copy of the evaluation and discussed the evaluation with their supervisor).
- C. Members receiving performance evaluations from their immediate supervisor are responsible for the following:
1. Participating in performance evaluation meetings, and
 2. If desired or as warranted, entering comments in the designated areas of the evaluation form. Such comments may include:
 - a. The member's work performance, desired or requested training, and career-related goals and objectives, and
 - b. A request for additional chain of command review of the performance evaluation (including an official appeal of the evaluation rating).

IV. ADDITIONAL EMPLOYEE RESOURCES RESPONSIBILITIES

In addition to the responsibilities outlined in the sections I and II above, the Employee Resources Director or designee is responsible for the following regarding performance evaluations:

- A. Reviewing each performance evaluation to ensure:
 - 1. Eligible members received their evaluation in the timeframe established by COT Human Resources, and
 - 2. Each performance evaluation is completed in compliance with COT Administrative Policy 707 and (if applicable) the mandates of the COT/PBA Agreement.
- B. If a performance evaluation is found to be deficient in some way (e.g., incomplete or lacking in enough detail), notifying the supervisor (i.e., rater) to amend the evaluation as necessary,
- C. Filing a copy of each evaluation in the member's personnel file, and
- D. Forwarding a copy of each evaluation to COT Human Resources.

V. PERFORMANCE IMPROVEMENT PLANS

- A. Whenever the work performance of a member is not meeting the expectations of the Department (based upon the established criteria of the member's COT job description and/or the performance evaluation program standard established for the member's work assignment), the member is subject to placement on conditional status.
- B. Supervisors of members as described in subsection A above are responsible for first implementing a performance improvement plan (PIP) for the member.
 - 1. The PIP will outline the performance objectives and expectations the member must achieve in order to succeed in the position.
 - 2. The PIP will be documented on a Performance Improvement Plan form (PD 261).
- C. Employee Resources is responsible for advising/assisting supervisors as needed in the implementation of a PIP.
- D. The PIP (and the PD 261) must address the following:

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1. A specific start date and end date for the PIP,
 2. The deficient competencies (i.e., specific work areas where improvement is required),
 3. The desired outcome (i.e., specific job task/behavior the member must perform to meet Department expectations),
 4. The action plan to improve performance (i.e., specific steps the member will perform to achieve item number 3 above),
 5. The results the supervisor will monitor or measure to ascertain if the member is achieving/has achieved item number 3 above), and
 6. The frequency of the monitoring of the supervisor.
- E. The PD 261 must be signed by the initiating supervisor and approved by the Bureau Commander (or higher rank) prior to discussion with the member.
- F. Once the PIP is approved (and the PD 261 signed), the supervisor shall discuss the PIP with the member to ensure expectations for improvement are clear and understood.
1. The supervisor should use the PD 261 as a reference during the discussion.
 2. The member is required to sign the PD 261 (attesting to receipt of the PD 261 and discussion of the PIP).
- G. After the PIP discussion is complete and the form is signed (and a copy provided to the member), the supervisor is responsible for providing the signed original PD 261 to Employee Resources.
- H. Employee Resources is responsible for filing the PD 261 in the member's personnel file.
- I. Contemporaneous to the submission of the PD 261 to Employee Resources a performance review evaluation (PRE) will be established for the member.
1. Employee Resources is responsible for establishing the PRE.

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2. The PRE will be timeframe-specific to match the start and end dates of the PIP.
- J. Supervisors are responsible for the following:
1. Monitoring and documenting a member's work performance during the PIP utilizing the PRE,
 2. Providing regular briefings on the progress of the PIP to their chain of command up to and including the Bureau Commander (or higher rank who approved the PIP), and
 3. Meeting with the affected member and discussing the PIP on a regular and consistent basis throughout the PIP timeframe.
 - a. At a minimum, the supervisor shall meet with the member and document the member's work performance in the PRE on or about the 30th, 60th, and 90th day of the PIP.
 - b. Supervisors shall only document the member's work performance in the identified performance area(s) of the PIP.
 - c. For any performance area not being evaluated during the PIP, the supervisor shall set the rating as NA (Not Applicable).
 - d. The PREs on the 30th and 60th day of the PIP are not scored.
 - e. Supervisors shall add comments to each applicable performance area addressing:
 - 1) The identified deficiencies,
 - 2) The rating the member would be receiving if the evaluation was their annual evaluation,
 - 3) The performance area(s) discussed, and
 - 4) Whether or not the member is improving in the deficient areas.
- K. At the conclusion of the PIP (90th day), the supervisor shall:
1. Score and electronically sign the PRE, and

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2. Provide an end-of-PIP briefing to their chain of command up to and including the Bureau Commander (or higher rank when that person is the member who approved the PIP), and
 3. Ensure it is electronically signed by their supervisor or the Bureau Commander, whichever is the higher ranking member, and
 4. Present and discuss the PRE with the member.
- L. If, after the completion of the PIP, the member's work performance in the identified area(s) *is* rated at least a Level 3, the member will *not* be placed on conditional status.
- M. If, after the completion of the PIP, the member's work performance in the identified area(s) *is not* rated at least a Level 3, the member *will be* placed on conditional status.
- N. The supervisor, based upon the determination cited in subsections M and N above, shall denote in the PRE whether or not the member is being placed on conditional status.
- O. Members participating in a PIP are responsible for the following:
1. Participating cooperatively in the PIP and PRE meetings and discussions,
 2. Electronically signing the PRE, and
 3. Addressing any questions or concerns with their supervisor in a timely manner.

VI. CONDITIONAL STATUS

- A. A non-probationary member may be placed on conditional status as outlined in COT Administrative Policy 707 or the COT/PBA Agreement.
- B. A member may appeal an evaluation when it places them on conditional status.
- C. Employee Resources is responsible for the following:
1. Completing a Personnel Action Form documenting the placement of the member on conditional status, and forwarding it to COT Human Resources,

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2. Notifying their own chain of command when any member is placed on conditional status,
3. Ensuring a copy of all performance evaluations related to the PIP and conditional status are placed in the member's personnel file and forwarded to COT Human Resources, and
4. At the end of the conditional status timeframe, ensuring a Personnel Action Form is placed in the member's personnel file and forwarded to COT Human Resources indicating the final disposition of the conditional status, either:
 - a. Attainment of permanent status, or
 - b. Separation from COT employment.

VII. PERFORMANCE EVALUATION APPEALS

- A. Members have the right to appeal their performance evaluations.
- B. A member may submit an appeal if they feel their evaluation did not accurately assess their job performance.
- C. The appeal process for civilian members and sworn members the rank of Major or above is outlined in COT Administrative Policy 707.
- D. The appeal process for bargaining unit members is outlined in Article 18 of the COT/PBA Agreement.
- E. The appeal must be submitted in writing to their immediate supervisor's (the rater's) supervisor.
- F. The appeal must state the specific reason(s) the member disagrees with the rating(s) of their job performance.
- G. Employee Resources is responsible for ensuring:
 1. The member meets with their rater's supervisor and receives a written response within the time limits stated in COT policy or the COT/PBA Agreement,
 2. A copy of the appeal and the response are included in the member's personnel file, and

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3. If the member's appeal results in changes to the performance evaluation, the amended evaluation replaces the original evaluation previously included in the member's file and a copy is forwarded to COT Human Resources.

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GENERAL ORDER 84 – PERFORMANCE EVALUATIONS/PIP
APPENDIX ONE

UNDERSTANDING THE RATING SCALE

I. GENERAL INFORMATION

- A. The criteria used for performance evaluation are specific to the member's COT job specification (e.g., #394/Records Technician, #387/Police Officer) during the rating period.
- B. The basic premise of the rating process is the member is expected to demonstrate the agreed-upon standard, value, or competency.
- C. In order for the employee to be properly evaluated, the member must have:
 - 1. Received appropriate/required training,
 - 2. The necessary resources, equipment, and supplies,
 - 3. Participated in setting of expectations, and
 - 4. Had the opportunity to demonstrate the standard or competency.

II. RATING SCALE

A. Level 1

Member rarely demonstrates agreed-upon standard, value, or competency.

Performance is inadequate and below minimum acceptable standards. Performance is causing problems, inconvenience, or hardships for co-workers, or is negatively impacting the service or productivity of the Department. This level of performance should not be continued.

B. Level 2

Member periodically demonstrates agreed-upon standard, value, or competency, but needs to perform at this level more consistently.

Performance occasionally has reached agreed-upon standards, but does not remain consistently at this level. Performance is undependable, and needs significant supervision or assistance to

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perform acceptably. Performance at this level is not of acceptable quality or quantity.

C. Level 3

Member consistently demonstrates agreed-upon standard, value, or competency.

Performance consistently meets and occasionally exceeds expectation. Member produces the quality and quantity of work expected from a person qualified for the position. Performance at times may be above or below, but averages to the competent level.

D. Level 4

Member consistently goes beyond agreed-upon standard, value, or competency.

Performance consistently meets and often surpasses agreed-upon expectation. Performance shows initiative and superior job knowledge. Performance is recognized by peers, and the member actively contributes to the achievement of organizational goals in this area.

E. Level 5

Member consistently demonstrates exemplary performance.

Performance significantly surpasses all expectations on a regular basis. Member actively initiates improvements, teaches, or models standard, value, or competency. Performance generally not equaled by others in same position and is recognized by others as setting an example.

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**GENERAL ORDER 84 – PERFORMANCE EVALUATIONS/PIP
APPENDIX TWO**

PERFORMANCE IMPROVEMENT PLAN (PD 261)

MEMBER NAME:		Last	First	Middle Initial
JOB TITLE:	COT #/ 3 Digit ID#:	PIP RATING PERIOD:		
WORK ASSIGNMENT:		DATE PD 261 ISSUED:		

The named member is being given this **Performance Improvement Plan** because their job performance is deemed deficient as noted below:

The Performance Improvement Plan provides the member with 90 days to improve their job performance in the specific area(s) identified below. This 90-day period begins on _____ and ends on _____ (must match PIP RATING PERIOD above).

After the end of this time period, a determination will be made regarding whether or not the member has met the requirements of this Performance Improvement Plan. The determination will be documented in writing by numbered memorandum.

If the member fails to improve their job performance to a satisfactory level (i.e., at least a Level 3 in the PRE) in the identified area(s) below, the member will be **placed on conditional status**.

WHAT?		HOW?		WHEN?
Deficient Competencies: <i>(List only those that apply)</i>	Desired Outcome to Monitor:	Action Plan to Improve Performance:	Results to Monitor/Measure:	Frequency of Monitoring:

Immediate Supervisor (print name and sign, date, and acknowledge statement below with check mark)

Employee Signature (also date and acknowledge statement below with check mark)

This Performance Improvement Plan is based on my personal knowledge and observation of this employee's performance.

This Performance Improvement Plan was given to me and discussed with me on this date.

Bureau Commander APPROVAL (signature/date)