

FREDERICK POLICE DEPARTMENT GENERAL ORDER

Section 18: Personnel Functions **Order Number:** 1830
Topic: PERFORMANCE EVALUATIONS **Issued by:** Chief of Police
Approved: 04/17/18
Review: Annually in May by the Support Services Division Commander
Supersedes: G.O. 1830 dated 05/01/14

.01 PURPOSE:

To set the policy and procedures for evaluating the work performance of sworn and civilian personnel.

.02 CROSS-REF:

G.O. [1620](#), "Discipline"
G.O. [1670](#), "Secondary Employment"
G.O. [1701](#), "Training Division"
G.O. [1810](#), "Promotion Process"
G.O. [1840](#), "Officer First Class Program"
G.O. [1600](#), "Early Intervention System"
CALEA STANDARDS 35.1.1; 35.1.2; 35.1.7

.03 DISCUSSION:

Procedures for the completion of Performance Evaluations are contained in this order. The master position (job) descriptions are maintained in the Personnel Unit. Rating definitions are contained in the Performance Evaluation Report (PER). Evaluation procedures differ slightly for sworn and civilian personnel who are on probation. Evaluation procedures are significantly different for volunteers and for non-graded employees.

.04 POLICY:

The Department will utilize a Performance Evaluation System to provide a comprehensive method by which all employees of the Department will be evaluated on their individual performance on a consistent basis.

.05 DEFINITIONS:

ASSISTANT SUPERVISOR - any employee of the Department who has been designated by the Chief of Police as an assistant supervisor. This includes sworn personnel with the rank of Corporal and civilian personnel designated by the Chief of Police as an Assistant Supervisor.

CIVILIAN PERSONNEL - any employee of the Department who is not a sworn police officer, whether full or part time.

EVALUATION DATE - The date on which an individual's performance evaluation is due. Ordinarily for sworn personnel, this is an individual's birth date and for civilian personnel, the annual anniversary of their employment date with the City. Both sworn and civilian personnel on probation or for whom a follow-up or unscheduled evaluation is required will be evaluated on dates as set forth in this Order. Volunteers and non-graded employees will have evaluation dates set dependent upon their work schedule.

FIRST LINE SUPERVISOR - any employee of the Department who has been designated by the Chief of Police as having the direct and immediate responsibility and authority to control, coordinate, and evaluate the performance of subordinate personnel. It includes the rank of Sergeant and their civilian counterparts.

NON-GRADED EMPLOYEE - an employee whose position is not classified on the City's pay scale. Non-graded positions are ordinarily temporary or seasonal.

OFFICER - any employee of the Department below the rank of Corporal who has taken an oath of office and who possesses police powers, including Officers First Class.

PERFORMANCE IMPROVEMENT PLAN (PIP) – a mechanism which facilitates constructive discussion between the employee and the supervisor, clarifies the exact job performance which must improve, and identifies specific actions and due dates for improvements.

POSITION DESCRIPTION - a document that describes the job responsibilities for any given position within the Department.

RATED EMPLOYEE - any employee of the Department who is being evaluated.

RATING SUPERVISOR - supervisor of the rated employee who holds at least one permanent or temporary rank above him. This will normally be a sworn supervisor or above or a civilian supervisor or above, unless designated otherwise by the Chief of Police.

REVIEWER - individual(s) in the rated employee's Chain of Command directly above the rating supervisor.

S.M.A.R.T. GOALS – objectives which are Specific, Measurable, Achievable, Results-focused, and Time-bound. The use of S.M.A.R.T. goals ensures an actionable plan for results can be undertaken.

SWORN PERSONNEL - any employee of the Department who has taken an oath of office and who possesses police powers. For purposes of performance evaluation scheduling and completion, sworn personnel include employees who have been hired as police officers but who have not yet taken the oath of office.

TRANSFER - for purposes of this order, a transfer refers to a long-term change in assignment, and does not include temporary assignments or special details, and also does not include temporary transfers, such as those occurring when an officer's police powers are suspended. During these temporary assignments or transfers, the Rating Supervisor may add applicable performance targets and categories to the affected evaluation. If the Rating Supervisor chooses to add performance targets or categories, he will review them with the Rated Employee prior to documenting any performance to be considered in these new targets or categories.

VOLUNTEER - a member of the Department who does not receive financial recompense for their work. Volunteers include, but are not limited to, auxiliary members (whether uniformed or non-uniformed), chaplains, interns, and Explorers.

.10 DUE DATES FOR COMPLETION OF CIVILIAN EVALUATIONS:

1. The ordinary probationary period for newly-hired or newly-promoted civilian personnel is six months from either their date of hire or their date of promotion, whichever is applicable. During their six-month probationary period, newly hired or newly promoted civilian personnel will be evaluated quarterly - once at their three-month anniversary of hire or promotion and again at the conclusion of their six-month probationary period. After completing their probationary period, they will then be evaluated each year on the anniversary of their hire date.
2. Civilian employees will also be required to complete the "The City of Frederick's Employee Self Evaluation," which will be discussed with their supervisor and submitted with each annual PER through the chain of command.

3. When a civilian employee is promoted, any pending information for their annual evaluation will be combined with their three-month probationary evaluation. If the hire date of a newly promoted civilian falls during the probationary period or within 3 months after the date of the evaluation received at the end of their probation, their next annual evaluation will be deferred until their hire date the following year. If their hire date is more than 3 months after the date of the evaluation received at the end of their probation, there will not be a deferral. Thereafter, PER's will be completed each year on the hire date anniversary.
4. As always, a supervisor may choose to do an evaluation at any time he deems it necessary and/or appropriate, and any command employee within that chain of command may require the supervisor to complete a PER at any time.
5. Upon recommendation by the employee's chain of command, the Chief of Police may extend the probationary period for both new hires and new promotees. In such cases, the Chief will notify the employee in writing of the new expiration date of their probationary period. Quarterly evaluations will continue throughout the extended probation.
6. Because civilian employees will not receive any merit based pay increase until their annual performance evaluation is received by the City's Human Resources Department, their evaluations will be completed, reviewed, and forwarded via chain of command prior to their anniversary date. **In the event that a rating supervisor will be unable to meet this deadline, he must provide a written explanation for the delay, via chain of command, to the Chief of Police and to the City's Human Resources Director. The written notification must contain the anticipated date of completion of the evaluation.** A copy of the notification will be provided to the rated employee.

.15 DUE DATES FOR COMPLETION OF SWORN EVALUATIONS:

1. The ordinary probationary period for new sworn personnel ends two years after the start of their entry-level training with the Department. Sworn personnel, while in the Academy, are formally evaluated, using standard academic and demonstrative testing and Performance Observation Reports, on a frequent basis (more often than quarterly). They also receive formal evaluations on a daily basis during the Field Training and Evaluation Program (FTEP) after graduation from the Academy. Records of these evaluations are maintained in the officer's training file.
2. After completion of the FTEP, new sworn personnel will be evaluated at quarterly intervals - 12, 15, 18, 21, and 24 months from their entry-level training starting date.
3. The probationary period for lateral entry personnel who do not attend the Academy ends two years after the start of their abbreviated entrance level instruction. They will be evaluated quarterly at three (3) month intervals after completion of the FTEP - 6, 9, 12, 15, 18, 21, and 24 months from the start of their abbreviated entrance level instruction.
4. Following the successful conclusion of probation, Annual PER's will be completed each year on an officer's birth date. Annual performance evaluations will be issued to the rated officer by the end of the month which it is due.
5. If an officer's birth date falls within three (3) months following his last probationary evaluation, his first annual (birth date) evaluation will be deferred until his birth date the

following year.

6. Sworn personnel who are promoted will be in a probationary status for six (6) months from the date of promotion. They will be evaluated three (3) months after their promotion and again at the conclusion of their probationary period. If the birth date of a newly promoted officer falls during the probationary period or within 3 months after the date of the evaluation received at the end of their probation, their next annual evaluation will be deferred until their birth date the following year. If their birth date is more than 3 months after the date of the evaluation received at the end of their probation, the evaluation will not be deferred. Thereafter, PER's will be completed each year on the birth date.
7. When sworn personnel are transferred to another assignment, a Change of Assignment PER will be completed which covers the period from their last PER until the date of transfer. If an officer's date of birth falls within three (3) months following a Change of Assignment PER, his next annual evaluation will be deferred until his birth date the following year.
8. Nothing in the above evaluation schedule precludes a supervisor or command employee from completing or requiring that an Interim PER be completed for an officer in addition to this evaluation schedule. This decision is based on the discretion of the first line supervisor after consultation with the division commander or the discretion of the command employee. Evaluations completed in this manner will be handled as any other evaluation and will NOT affect the due date of the individuals next scheduled evaluation.
9. Upon recommendation by the officer's chain of command, the Chief of Police may extend the probationary period for new officers, lateral hires and promotees. In such cases, the Chief will notify the officer in writing of the new expiration date of their probationary period. Quarterly evaluations will continue throughout the extended probation.
10. Sworn personnel who are hired three or more months prior to the start of their entrance level academy will be evaluated on a quarterly basis utilizing the position description of the job to which they are assigned.
11. In the event that a Rating Supervisor will be unable to complete a performance evaluation prior to the end of the calendar month in which it is due, he will notify the Reviewer of this fact, and will provide the Reviewer with the anticipated date of completion. Failure of a Rating Supervisor to complete a performance evaluation by its due date will be noted in the Rating Supervisor's next performance evaluation. It will not affect the Rated Employee's performance evaluation.

.20 GOALS OF THE PERFORMANCE EVALUATION PROCESS:

The main purpose of Performance Evaluation is to assure that employees and supervisors formally discuss job performance on a regular basis. Supervisors can help employees to improve their performance by:

1. Providing thorough analysis and discussion of behavior driven examples of the rated members performance;
2. Promoting active communication between the employee and rating supervisor;
3. Providing mentoring, guidance, and leadership to assist the rated employee with achieving identified career goals;

4. Actively discussing specific position responsibilities through use of documented discussion points;
5. Identifying and discussing specific strengths and areas in need of improvement for each point within the position description and providing guidance for improvement;
6. Identifying goals within the current assignment and preferred career path and
7. Assisting with career development.

.25 DESIGNATION OF RATERS AND REVIEWERS:

1. An employee's rater must be at least one permanent or temporary rank above the employee being rated, and will normally be the first line supervisor who commands the unit to which the employee is assigned. Input for an employee's PER will be obtained by the rating supervisor from any Assistant Supervisor within the employee's chain of command and from any other appropriate source.
2. During their probationary period, newly-hired (but not newly-promoted) officers and employees will be evaluated by the Assistant Supervisor of the unit to which they are assigned. If the unit does not have an Assistant Supervisor, then the first line supervisor will conduct the probationary evaluations.
3. In the event of any question, the rating supervisor will be designated by the Bureau Commander.
4. All Performance Evaluation Reports will be reviewed and signed by all members of the rated employee's Chain of Command, up to and including the Chief of Police. Assistant Supervisors will only be required to sign if they are actually completing the evaluation.

.30 TRAINING:

All personnel who will be responsible for completing Performance Evaluation Reports will receive training on the proper completion of the PER. This may include, but not be limited to, In-Service Training and First Line Supervisor's School. It may also be conducted on a one-to-one basis if needed. The training will be conducted collaboratively by the Training Unit the Support Services Division, and the command of the unit to which the supervisor is assigned, as appropriate.

.35 SUPERVISOR'S ROLE:

1. A supervisor has a responsibility to objectively evaluate the performance of his subordinates. In order to fulfill that responsibility a supervisor must **consistently and frequently** document the work performance of each of his subordinates so as to have a factual base from which to assess their work performance. This documentation must include not only those performance issues that require improvement but also positive activities that an employee has been involved in during the rating period.
2. In order to be an effective tool in improving an employee's work performance, these notations of performance must be brought to the employee's immediate attention rather than be postponed until the formal evaluation is prepared. Thus, a supervisor must be prepared to point out an employee's weak or strong performance on a regular basis and to document that performance for later referral during the performance evaluation process.

3. The following performance ratings apply to all sworn PERs:
 - A. Exceptional: Consistently demonstrated a more than satisfactory level of this characteristic
 - B. Exceeds Standards: Occasionally demonstrated a pattern of a more than satisfactory level of this characteristic.
 - C. Met Standards: Regularly demonstrated a satisfactory level of this characteristic
 - D. Below Standards: Occasionally demonstrated a pattern of a less than satisfactory level of this characteristic.
 - E. Unacceptable: Consistently demonstrated a less than satisfactory level of this characteristic.
 - F. N/A: Behavior not applicable or observed.
4. The following performance ratings apply to all civilian PERs:
 - A. Successful: Employee consistently meets or exceeds requirements and expectations of the position. The employee generally performs in a satisfactory manner and requires little if any correction.
 - B. Not Successful: Employee fails to meet requirements and expectations of the position the employee's work performance is inconsistent or unacceptable and requires immediate development and/or improvement. A Performance Improvement Plan must be developed and employee's progress must be monitored accordingly. If improvement is not forthcoming, corrective action must be taken. Civilian employees have their own Performance Improvement Plan, developed by the Human Resources Department of the City of Frederick.
 - C. Outstanding: Employee's work product/performance are consistently superior to standards required for the job. Listens to and communicates well with her/his supervisor and coworkers, performs duties consistently to a superior standard, treats supervisor/coworkers/customers/vendors with respect. Exhibits a positive, 'can-do' attitude. Not simply satisfied to maintain the status quo, but shares ideas to improve efficiency and quality level of work delivered. Employee consistently accepts responsibility for her/his own actions. Exemplifies excellent customer service standards.
 - D. Meets Requirements: Employee's work performance consistently meets time and performance standards for the position. Can be relied on to deliver results. Clearly communicates if challenges or work conflicts prevent delivery of on time work product. Exhibits a positive attitude and strives to complete all work on a timely basis and to a satisfactory quality standard. Generally exhibits consistent quality customer service.
 - E. Improvement Needed: This rating must be accompanied by a Performance Improvement Plan (PIP). Employee does not meet minimum performance standards across essential functions for the job. Work product is not reliable and consistent, frequent errors are found. Employee may not consistently work well with other team members, may exhibit absenteeism problems which effect delivery of work product. Employee may not accept feedback well or may exhibit poor attitude and work ethics on the job. This employee may receive occasional or regular negative feedback from customers.

.40 PERFORMANCE DOCUMENTATION:

1. Supervisors are required to document those performance items that the supervisor may want to use in preparing the PER. This may include the use of reports and other forms in preparing the PER. Supervisors will maintain this documentation for each employee within their command and note performance related issues as appropriate. For purposes of this Order, Assistant Supervisors will also be responsible for keeping performance notations. This ensures that the supervisor is aware of other performance issues that he may not have observed first hand. Because an employee's performance documentation may contain sensitive personnel information, ***supervisors will maintain these documents in a secure location.***
2. Upon completion of an employee's PER, the supervisor will retain the documentation used during that evaluation period until the PER has been reviewed and signed by the Chief of Police. The documentation may then be destroyed by the supervisor or retained by the supervisor in a secure location for future historical reference.
3. The standard for inclusion of information in a Performance Evaluation Report is that the supervisor has a reasonable belief that the described behavior occurred. The employee will have a chance to dispute any item with which he disagrees in an attachment to the evaluation, but the fact that the employee disputes the item does not prohibit its inclusion in the PER.

.45 RATER AND REVIEWER RESPONSIBILITIES:

1. The rater's responsibility is to prepare the Performance Evaluation Report as accurately and as objectively as possible. The rater will be required to evaluate and rate the employee's performance for each specific point within the position description.
2. Discussion points are required within each category to document specific exemplary performance or areas requiring improvement. Raters will utilize personal and personnel records, position description, and additional supervisory expectations issued to the employee for reference. The rater will attempt to limit the number of discussion points within each category to five.
3. The first line supervisor will consult with the individual's Assistant Supervisor, if any, during the preparation of the PER. All ratings must be supported in detail. Whenever a rater has concerns about an evaluation, the reviewer can be consulted before completing the evaluation. Similarly, when a reviewer has concerns about a pending evaluation, he should discuss them with the rater prior to completion of the PER. Once an evaluation is completed by the rater and reviewed with the employee, no changes will be made, except to bring the evaluation into compliance with this policy.
4. It is the responsibility of the rater to provide performance feedback, both positive and negative, to their subordinates. If a rater determines during any evaluation period that an employee's performance is at a "below standards" rating in a category, he will make every reasonable effort to bring that information to the employee's attention, as soon as possible after this determination. This notification will be noted in the discussion point portion of the evaluation.
5. The rater will sign and date the appropriate section on the Performance Evaluation Report. The rater will then meet with the rated employee to review of the rated employee's performance and evaluation. Raters are encouraged to include their Assistant Supervisors in these meetings if applicable. In addition, the supervisor will counsel the rated employee on the rating criteria and goals in their current assignment for the next evaluation period and preferred career path. The expected level of performance will be discussed as the supervisor reviews the discussion points for each category. The rated member's goals in their current assignment should include, at a minimum, actions

for improving below standard performance.

6. The employee will then be required to sign the evaluation form to indicate that it has been reviewed with him and indicate whether a statement will be attached to the evaluation by checking the appropriate box on the form. The employee's signature does not imply agreement or disagreement with the evaluation. A copy of the Performance Evaluation Report will be presented to each rated employee at the completion of the interview.
7. The rater will forward the completed Performance Evaluation Report to the designated reviewer. The Performance Evaluation Report will be reviewed and signed by each employee of the Chain of Command up to the Chief of Police.
8. The reviewer will assure that the ratings are based on properly documented instances of behavior and performance during the rating period, and that the criteria used to rate individuals is applied uniformly to all personnel within a given supervisor's command. The reviewer may consult the documentation kept by the rated individual's supervisor as needed. The reviewer will also evaluate and document the quality of the evaluation and ratings for inclusion in the next performance evaluation of the rating supervisor.
9. After review by the Chief of Police, the Performance Evaluation Report will be forwarded to the Personnel Unit and placed in the individual's personnel file where it will be permanently retained. If an employee desires a final copy of the PER that has been reviewed through the Chain of Command, he may request and receive one, including any attachments, from the Supervisor, Personnel Unit.
10. New employees, whether sworn or civilian, will be provided with a copy of their position description by the employee's supervisor at the employee's time of initial assignment to that position. The description will be reviewed with the new employee and will be signed by both the employee and the supervisor. The description will be forwarded to the Personnel Unit for inclusion in the employee's personnel file.
11. Regardless of the due date of any evaluation, it will contain documented performance observations and ratings covering the time period from the employee's previous evaluation until the preparation of the current evaluation.

.50 GENERAL INSTRUCTIONS FOR THE USE OF PERFORMANCE EVALUATION REPORTS (PER):

1. All entries on this form will be typewritten or computer-generated.
2. All Performance Evaluations will be completed on the designated form (Form HR-001), which is specific for each position description and available on the Share Drive. All PER's will be printed on beige paper for easy identification in personnel files. The paper will be stored by the Personnel Unit. Completed evaluations must be submitted in hard copy, complete with appropriate signatures.
3. The information in a PER will also be used for other inter-departmental evaluative purposes. This includes, but is not limited to, Promotion Potential Ratings, eligibility for special designations and privileges, assessing disciplinary recommendations, and determining eligibility for participation in designated programs such as Secondary Employment.

.55 PERFORMANCE IMPROVEMENT PLAN-SWORN EMPLOYEES:

1. Any time a sworn employee receives a rating of Unacceptable, either as an overall rating or in any one area of responsibility, a Performance Improvement Plan (Form HR-044) will be required. With approval of the Division Commander, a supervisor may also initiate a PIP when a sworn employee receives a rating of Below Standards, either as an overall rating or in any one area of responsibility. The PIP will include a schedule for interim

evaluations. Raters will use the Follow-up Report (Form HR-002) as the interim evaluation form, unless the full Performance Evaluation (Form HR-001) is more appropriate. The schedule for interim performance evaluations is at the discretion of the rating supervisor, subject to the approval of the Division Commander, depending on the nature of the issues and the anticipated timeframe for those issues to show improvement. However, in no instance will the first interim evaluation be delayed by more than 90 days. The rater must then meet with the rated employee to discuss the information therein. This report will be filed via the same Chain of Command as the Performance Evaluation Report.

2. At the discretion of the rating supervisor, and with the concurrence of the Division Commander, the initiation of a PIP may also cause the employee to be suspended from specialty assignments with call out requirements, in order that the employee may focus on his/her primary job responsibilities. The removal of the suspension may be considered at the successful conclusion of the PIP.
3. All PIPs and related documentation will be labeled with an Early Intervention tracking number obtained from PSD. The use of the Early Intervention system allows for tracking of the PIP process while it is underway, ensures accountability for completion, and provides for archiving in AIM. All documentation will be submitted to PSD at the completion of the PIP process. Retention by PSD allows for ready review by future supervisors and provides for a uniform and durable storage of the documentation. In all cases, as with any other activation of the Early Intervention system, the Early Intervention number will be closed by a memorandum from the Division Commander. Please refer to [G.O. 1600, "Early Intervention System"](#) for more information.
4. S.M.A.R.T. goals will be used as part of the development of the PIP. S.M.A.R.T. goals are those that are:

Specific- "Specific" refers to a goal which is simplistically written and clearly defined. Avoid terms that are open for interpretation.
Measurable- "Measurable" means there is tangible evidence that the goal has been met. While the entire PIP has a goal, there will be many smaller goals set in place in order to close the PIP successfully.
Achievable- "Achievable" means the employee has the knowledge, skills, and abilities needed to reach the goal, or that these will be provided via specific supervisory support as necessary.
Results-focused- "Results-focused" refers to the outcomes needed to meet the goal, not the actions that are taken in the process.
Time-bound- "Time-bound" goals set a target date for completion. The timeframe should impart a practical sense of urgency.
5. As the PIP progresses, the supervisor should hold regular status meetings with the employee. The frequency of these meetings should be specified in the PIP, and be documented. During these meetings, the supervisor and employee should collaboratively update S.M.A.R.T. goals as indicated by the employee's progress, or lack of progress. The frequency of interim performance evaluations may also be adjusted during status meetings, with the approval of the Division Commander.
6. In the case of a civilian who scores 69 or below, the supervisor is required to develop a PIP and must monitor the employee accordingly. Refer to the civilian evaluation form for more information.
7. A sworn employee who fails to improve his/her performance to at least a "Met Standards" level after all remedial efforts have been exhausted may be recommended for termination for poor performance. Sworn employees are advised that the LEOBR does not shield

from performance-based termination.

.60 DOCUMENTING DISCIPLINARY ACTION:

1. Rating Supervisors will attach Form #PSD-017 to the PER to document any adjudicated disciplinary actions finalized during the rating period. If, for whatever reason, the performance which lead to these disciplinary actions was not included in a prior PER, the performance should be included and weighted in this PER.
2. Rating Supervisors should, however, include any negative actions or poor performance in the PER for the rating period during which it occurred and weight the PER ratings accordingly, as long as the Rating Supervisor has a reasonable belief that the performance did occur. Internal investigations and other disciplinary due process occur separate from the performance process.
3. If the Rating Supervisor does not have a reasonable belief that the poor performance occurred, and needs to wait for the conclusion of an internal investigation, the Rating Supervisor should document and weight the performance at the conclusion of the internal investigation.

.65 PERIODS OF UNAVAILABILITY:

Periods of thirty (30) calendar days or more must be documented in this section. Periods of less than thirty (30) days, which a supervisor feels significant to mention, may also be noted in this section.

.70 APPEAL PROCESS FOR CONTESTED EVALUATION REPORTS:

All personnel are given the opportunity to attach a statement to their evaluation if desired. This applies to full Performance Evaluation Reports, "non-scheduled" PER's, and follow-up PER's. The statement may be hand written legibly in black or blue ink, typewritten, or computer generated. It must be submitted **within seven (7) calendar days** of the presentation of the evaluation to the employee. This time limit may be extended by the supervisor or reviewer for reasonable cause. **The due date for the submission of any statement will be written on the front page of the evaluation.** Any employee requesting an extension of the date written on the evaluation MUST make their request in writing (email acceptable) prior to the expiration of the 7 day period to the supervisor or reviewer.

1. If the rated employee attaches a statement, the next reviewer must prepare a written response addressing the rated employee's concerns. A copy of the reviewer's response will be provided to the rated employee, who is required to sign and date it as received. The rated employee, rater, and reviewer(s) must also meet at least once to discuss the rated employee's concerns. The meetings(s) may occur before and/or after preparation of the reviewer's response, at the discretion of the reviewer. The date(s) of all meetings will be noted on the reviewer's response, which will be attached to the evaluation.
2. If any reviewer proactively attaches a statement, he must meet with the rater and rated employee to discuss the statement. At this meeting, a copy of the statement will be presented to the rated employee, who is required to sign and date it as received. The date of the meeting will be noted on the statement, which will be attached to the evaluation.
3. Regardless of how many statements are attached to a PER, the rated employee will always be given an opportunity to attach a final statement in response.
4. All paperwork generated through this review process will be made a permanent part of the Performance Evaluation Report and attached thereto.

.75 TRANSFERS:

1. Change of Assignment evaluations will be completed for sworn employees transferred from their current assignment and promoted officers upon their transfer to a supervisory assignment. Annual evaluations will continue on their next assigned period, following the guidelines as stated in section .15 of this order. The supervisor to whom the rated employee is officially assigned within the month the transfer occurs will be responsible for completing the Change of Assignment PER.
2. A transferred supervisor will review the position descriptions with all of his new personnel as soon as possible after his transfer. This review will be documented by both the supervisor and rated employee signing and dating the Position Description, which is then to be forwarded to the Personnel Unit for inclusion in the rated employee's personnel file.
3. Supervisors will review position descriptions with transferred employees as soon as possible upon the transfer. A signed copy of the position description will be forwarded to the Personnel Unit for inclusion in the rated employee's personnel file. For the next evaluation following a transfer, the employee will be rated using the position description, old or new, which is most reflective of his job responsibilities and performance during the rating period.

.80 RECOMMENDATIONS:

Should any supervisor or commander have, as a result of the documentation or evaluation of the performance of a subordinate, any recommendation(s) for any action concerning the subordinate, including, but not limited to, transfer, suspension or removal from a specialized assignment, or termination, the recommendation(s) should be reduced to writing and forwarded with all supporting documentation via the chain of command to the level at which appropriate action can be taken.

.85 SYSTEM MAINTENANCE:

1. On a monthly basis, the Supervisor, Personnel Unit will alert all supervisors and managers of evaluations that are due the following month. A memo will also be circulated by the Personnel Unit listing all evaluations that have not been received by the due date. Supervisors of raters who turn in late evaluations will be responsible for correcting the problem.
2. Position Descriptions will be updated periodically by the supervisor of the position to ensure that the description is accurate and up to date. Revised position descriptions must be approved by the chain of command of the position in question. Supervisors will then be responsible for seeing that the new position description is reviewed with affected employees and that signed copies are forwarded to the Personnel Unit for inclusion in the employee's personnel file. Master copies of all position descriptions will be maintained on the Department's computer share drive by the Personnel Unit Supervisor.

.90 NON-GRADED EMPLOYEES:

1. Non-graded employees will be evaluated using the "Volunteer/Non-Graded Employee Performance Evaluation" (Form HR-034). The completed form will be forwarded via chain of command to the Chief of Police and will then be filed in the employee's personnel file.
2. Non-graded employees will be evaluated by the Department supervisor to whom they report.
3. Due to the variable nature of the positions, non-graded employees will receive evaluations as scheduled by their supervisor, but in no case will their evaluation period exceed one year. Evaluation schedules may be included in a G.O. or S.O.P., if any, which addresses the non-graded employee's duties.

.95 VOLUNTEERS:

1. Volunteers who perform duties specific to their Department function (e.g. Uniformed Auxiliary) will be evaluated using the "Volunteer/Non-Graded Employee Performance Evaluation" (Form HR-034). Volunteers whose duties are extensions of their regular vocation or avocation (e.g. chaplains) will not receive Departmental evaluations.
2. The supervisor who oversees the program for which the volunteer works will be responsible for ensuring that an evaluation is completed. To accomplish this, the supervisor may utilize any chain of command that might exist within the volunteer program in question. Upon completion, the form will be forwarded via chain of command to the Division Commander and will then be filed in the volunteer's file maintained by the division that operates the volunteer program.
3. Due to the variable nature of their assignments, volunteers will receive evaluations as scheduled by their supervisor, but in no case will their evaluation period exceed one year. Evaluation schedules may be included in a G.O. or S.O.P., if any, which addresses the volunteer program.