

CITY OF LYONS POLICE DEPARTMENT

POLICE OPERATIONS MANUAL

CHAPTER: 3 - Organization/Administration

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I. PURPOSE

- A. To establish the general responsibilities and duties of the officers of the Department.
- B. To establish department operational guidelines, the chain of command, and duties attached to positions in the department.
- C. To identify other personnel management topics which should be addressed in the Manual.
- D. To establish a standard operating procedure for evaluating work performance.
- E. To establish a standard promotional procedure for promotion to Corporal, Sergeant, Lieutenant, and Captain.

II. RULES AND REGULATIONS

A. General Responsibilities

Within the jurisdiction, sworn members of the Department shall always take appropriate action to:

- Protect life and property
- Preserve the peace
- Prevent crime
- Detect and arrest violators of the law
- Enforce all federal, state and local laws and ordinances coming under the Department's jurisdiction.

B. Duty Responsibilities

Sworn officers of the Department are always subject to duty, although they may be periodically relieved of its routine performance. They shall always respond to the lawful orders of superior officers and other proper authorities, as well as calls for police assistance from citizens. Proper police action must be taken whenever required. Members assigned to special duties are not relieved from taking proper action outside the scope of their specialized assignment when necessary.

C. Discharge of Duties

- 1. All officers and employees of the Department shall discharge their duties with calmness and firmness in a professional manner. They shall act together, and assist and protect each other in the maintenance of peace and order, and in the performance of their duties.

2. Officers and employees of the Department who may have questions concerning the performance of their duties shall direct such questions to their immediate supervisor.

D. Command Responsibility

1. A commanding officer has responsibility and accountability for every aspect of his/her command. Also, within policy guidelines and legal constraints, he has the authority to coordinate and direct assigned personnel and other allocated resources in achieving his/her organizational objectives. In so doing, he must perform the full range of administrative functions, relying upon policy, direction, training, and personal initiative to guide him/her and his/her command in achieving the highest level of performance possible.
2. Upon a change of command, the commanding officer being replaced has a duty to lend his full assistance in making the command transition as smoothly and orderly as possible. Orientation of a new commanding officer should include information concerning unique problems of the command and assistance in continuing community and professional contacts relative to the command.

E. Chain of Command

The Chief of Police must necessarily limit the number of persons who report to him. Therefore, to ensure unity of command, clearly defined lines of authority must be drawn so there exist a formal, structural relationship between each employee and the Chief of Police. Each employee must be aware of his/her relative position in the organization, to whom he is immediately responsible, and those persons who are accountable to him. Employees should strive always to operate within the chain of command and to keep their supervisors informed as to their activities. The Chief of Police is available to any member of the Department.

F. Succession to Command - In the absence of the Chief of Police due to incapacitation or other reasons the persons listed will assume the duties of Chief of Police in his absence. Succession will be in the order listed below regardless of seniority within the Department.

1. Assistant Chief of Police
2. Captain, Uniform Patrol Division
3. Captain, Administrative Services Division

G. Assignment of Rank

The number of ranking positions in the Department will be the number required by the organizational structure. Ranked positions are defined as those positions above the rank of Patrolman, and will include the positions of Corporal, Sergeant, Lieutenant, Captain and Assistant Chief of Police. Appointments of individuals to these positions will be made by the Chief of Police in accordance with the Department's promotional practices.

H. Authority and Responsibility

To achieve effective direction, coordination and control, responsibility and accompanying authority are delegated through the chain-of-command. All department personnel shall be given the authority to effectively complete all police functions. Personnel may not be given responsibility for a function without the commensurate authority to carry it out.

All levels of department supervision are required to delegate the necessary authority to lower ranking personnel to allow all members of the department to fulfill their responsibilities. All department members will be accountable for the use of the delegated authority given to their position.

The City of Lyons is the governing authority and shall have direction and control of the Lyons Police Department and its employees. The police officers working for the City of Lyons shall have the powers of peace officers as regulated by law, and the power to make arrests and to execute and return criminal warrants and processes in the city.

I. Flexibility of Organization

The ability of the Department to make organizational adjustments to meet changing needs is essential in obtaining the maximum benefit from the expenditure of assigned resources. However, to ensure stability, the basic Department structure should not be changed without a demonstrated need or to satisfy temporary requirements. There must be continuing staff inspections to ensure that departmental organizational needs are being met. In addition, each commanding officer has the responsibility to maintain the organizational viability of his/her command through constant evaluation.

J. Organization

Any organization, including a law enforcement agency, cannot function without an organizational structure that assigns responsibilities and functions to specific individuals or groups of individuals. Each person employed by the Department is responsible and accountable for assigned functions and tasks to their immediate supervisor. The function of an employee holding supervisory responsibilities is to see that persons under his/her control are performing the tasks assigned to them.

K. Department Structure

1. The Chief of Police will be the executive officer of the Department and shall be responsible to the Mayor and City Council for the proper administration of the Department.
2. The Department operates under the direct supervision of the Chief of Police. The Chief of Police shall so regulate his office that when he is absent from the City, or unable to attend to the duties of his office, the Department shall be under the command of an Acting Chief of Police. Such Acting Chief of Police shall be regarded as the representative of the Chief of Police and his commands obeyed.
3. The Department is organized into four divisions; the Office of the Chief, Uniform Patrol Division, the Criminal Investigations Division, and the Administrative Services Division. Each division performs separate and distinct activities which are interrelated. A description of the Department's rank structure and employees' work responsibilities follows.
 - a. Only the Chief of the Police shall formulate department policies and see that rules and regulations and all general and special orders are understood and enforced.
 - b. The Assistant Chief of Police is an appointed position with criteria set by the Chief of Police and exempt from the competitive selection process.

Essential Duties and Responsibilities

The Assistant Police Chief performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.

He assists in the planning, coordination, supervision and evaluation of police department operations.

He assists in the development of policies and procedures for the department.

He plans and implements a law enforcement program for an assigned area of responsibility of the department and reviews department performance and effectiveness in assigned areas, formulates programs to alleviate deficiencies.

Assures that personnel are assigned to shifts or working units which provide optimum effectiveness in terms of current situations and circumstances governing deployment through crime analysis.

Trains and develops department personnel.

Handles grievances, maintains department discipline and the conduct and general behavior of assigned personnel.

Prepares and submits periodic reports to the Police Chief regarding the department's activities, and prepares a variety of other reports as appropriate.

He meets with elected or appointed officials, other law enforcement officials, community and business representatives and the public on all aspects of the department's activities.

Attends conferences and meetings to keep abreast of current trends in the field; represents the City Police Department in a variety of local, county, state and other meetings.

Cooperates with County, State and Federal law enforcement officers as appropriate where activities of the police department are involved.

He assists the Chief of Police in ensuring that laws and ordinances are enforced and that the public peace and safety is maintained.

All other duties as assigned.

- 1). Public Affairs Unit - This unit is solely responsible for the public affairs duties of the Department.
- 2). Internal Affairs Unit - Responsible for conducting background investigations and complaints of officer misconduct. Maintenance of professional conduct in law enforcement and continuous public support of law enforcement efforts are determined largely by the ability of an organization to police itself. The integrity of an organization is dependent entirely upon personal integrity and discipline. It is the policy of this Department to respond to, record and appropriately address all allegations of misfeasance, nonfeasance, criminal misconduct, and any other lack of Departmental response to community needs. In addition to investigation and correction of procedural violations, it is the policy of this Department to receive recognition for and provide commendation for outstanding performance by employees.

- c. The Uniform Patrol Division (UPD) shall be commanded by an officer with the rank of Captain. The number of shift supervisors (either a Lieutenant and/or Sergeant(s) per shift) shall be based on workload demands. When both a Lieutenant and Sergeant are on duty, the Sergeant shall be primarily responsible for direct supervision activities.

Duties and responsibilities of personnel are as follows:

- 1) UPD Captain - Directly responsible to the Chief of Police for the following:
 - a) Providing overall supervision for all sworn officers and employees under his/her command, subject to higher authority;
 - b) Ensuring compliance of his/her employees with the City's personnel management system;
 - c) Ensuring compliance of his/her employees with the Department's policies, procedures and regulations;
 - d) Evaluating the Division's productivity and performance of employees;
 - e) Maintaining Division records;
 - f) Preparing and monitoring the Division's budget;
 - g) Making shift assignments;
 - h) Keeping the Uniform Patrol Division updated on changes both in law and in operational policies;
 - i) Scheduling employees' training;
 - j) Making recommendations to the Chief of Police on the status of vehicles (maintenance), communications equipment, and manpower assigned to the UPD;
 - k) Coordinating with the CID for manpower allocations for special operations.

l) Performs other related duties as assigned.

2). Shift Supervisor (Lieutenant and/or Sergeant) (UPD)

Shift supervisors are working supervisors and share the workload of their subordinates. In addition to providing direct supervision to their subordinates, the shift supervisor is accountable for his/her shift's proper performance of duty and is responsible to the Uniform Patrol Division Captain for the following tasks:

a). Informing the Uniform Patrol Division Captain or Watch Commander of any changes in the status of his/her shift including:

- absences (authorized and unauthorized);
- injuries/accidents involving shift personnel;
- equipment malfunctions/repairs needed;
- any incident which potentially could bring adverse public reaction to or discredit the Department.

b). Monitoring statistics and directing selective enforcement at targeted crime/traffic areas as applicable;

c). Conducting roll call as follows:

- conduct inspection of personnel;
- brief watch on current information affecting operations;
- assign patrol zones;
- supervise vehicle check before departure from the station.

d). Acting as primary back-up to his/her patrol officers;

e). Keeping informed of the whereabouts of his/her patrol officers;

f). Taking and completing assignments when his/her patrol officers are engaged in other activities;

g). Advising and assisting his/her patrol officers in all phases of police work requiring his/her expertise.

h). Serving as the sole authority on his/her shift for calling out the Uniform Patrol Division Captain, or CID personnel in the absence of a Watch Commander;

- i). Reviewing all reports generated by his/her shift for accuracy, completeness, and conformity to reporting procedures;
 - j). Evaluating the shift's productivity and employees' performance;
 - k). Briefing the on-coming shift supervisor of shift activity and the status of equipment;
 - l). Keeping shift members updated on changes both in law and in operational policies.
 - m) Performs other related duties as assigned.
- 3) Corporal - Works directly under the shift supervisor. A Corporal is responsible for carrying out all lawful orders of his/her supervisor in a timely, accurate and thorough manner. In addition to the tasks of a patrol officer listed in paragraph 4), a corporal may be assigned to train new members of the Department. A Corporal is in essence a senior patrolman because of the advanced training and certification that he/she has received.
- 4) Patrol Officer - Works directly under the supervision of the shift supervisor. A Patrol Officer is responsible for carrying out all lawful orders of his/her supervisor in a timely, accurate and thorough manner. A Patrol Officer is charged with the following tasks:
- a) Conducting preventive patrol including making person and property inquiries and inspections focused on preventing crimes and accidents, maintaining public order, and discovering hazards;
 - b) Responding to and handling calls for service;
 - c) Conducting preliminary and/or full investigations of crimes, offenses, incidents and conditions;
 - d) Directing traffic and enforcing federal and state criminal statutes and local ordinances;
 - e) Providing emergency services;
 - f) Promptly preparing thorough, complete and accurate reports of all occurrences and incidents.

g) Performs other related duties as assigned.

d. Criminal Investigations Division

The Criminal Investigations Division (CID) shall be commanded by an officer with the rank of Captain. The number of shift supervisors shall be based on workload demands (see organization chart). Absent a shift supervisor, the Division Captain will assume responsibility for direct supervision of employees.

Duties and responsibilities of personnel are as follows:

- 1) CID Captain - Directly responsible to the Chief of Police for the following tasks:
 - a) Providing overall supervision for all sworn officers and employees under his/her command, subject to higher authority;
 - b) Ensuring employees' compliance with the City's personnel management system;
 - c) Ensuring employees' compliance with the Department's policies, procedures and regulations;
 - d) Evaluating the Division's productivity and employees' performance;
 - e) Maintaining Division records;
 - f) Preparing and monitoring the Division's budget;
 - g) Organizing, evaluating and making case assignments;
 - h) Keeping the Division updated on changes both in law and in operational policies;
 - i) Scheduling employees' training;
 - j) Making recommendations to the Chief of Police on the status of equipment and manpower assigned to the Division;
 - k) Coordinating with UPD Captain for manpower allocations for special operations.

- l) Performs other related duties as assigned.
- 2) Shift Supervisor (CID) - Shift Supervisors are working supervisors and share the workload of their subordinates. In addition to providing direct supervision to subordinates, the shift supervisor is directly accountable for his/her shift's proper performance of duty and responsible to the CID commander for the following tasks:
- a) Assigning and supervising subordinates' caseload;
 - b) Coordinating crime scene activity;
 - c) Keeping apprized on unsolved cases and persons sought;
 - d) Keeping investigators updated on changes both in law and in operational policies;
 - e) Reviewing all reports generated by his/her shift for accuracy, completeness, and conformity to reporting procedures;
 - f) Evaluating the shift's productivity and employees' performance;
 - g) Briefing the on-coming shift supervisor of shift activity and the status of equipment.

When the shift supervisor also serves as an investigator, his/her duties will include the following:

- h) Conducting investigations into criminal activity within the city;
- i) Locating/interviewing/interrogating victims, suspects, and witnesses;
- j) Making arrests for violations of laws or ordinances (either on-scene apprehension or by warrant);
- k) Maintaining records of investigations and preparing detailed offense and case reports;
- l) Assisting prosecuting attorneys in preparing cases for court;
- m) Cooperating with local, state, and federal law enforcement officials in investigating a wide variety

of criminal offenses.

- n) Performs other related duties as assigned.
- 3) Investigator - An investigator is expected to conduct investigations and to make routine work decisions independently, although technical and legal advice is available from a supervisor. The tasks assigned to investigators are as follows:
- a) Apprehension activity - Both during preventive patrol and in response to calls for service. Although subject to call by UPD, an investigator should respond with the UPD on the initial call in cases of reported homicide, forcible rape, armed robbery and aggravated assault.

An investigator is also responsible for responding to the initial call in those situations requiring a "plainclothes" investigation;
 - b) Conducting preliminary investigations, interviews, inquiries;
 - c) Collecting evidence and maintaining the evidence chain;
 - d) Administrative activity such as evaluating and managing caseloads, service to the public and other activities not immediately directed to assigned cases;
 - e) Follow-up activities such as arrests, reports, and preparation for court.
- e). Juvenile Unit
- a). D.A.R.E. - This section schedules all Drug Abuse Resistance Education taught in the school system.
 - b). Juvenile Coordinator – The DARE officer will be the juvenile coordinator responsible for the coordination of juvenile operations.
 - c). School Resource Officer Unit - This unit is responsible for teaching/counseling and law enforcement at the various Schools.
 - d) Performs other related duties as assigned.

f. Administrative Services Division

- 1) The Administrative Services Division (ASD) provides support services for the Department, especially records maintenance. The ASD shall be commanded by an officer with the rank of Captain. Functions and work units of the ASD include:
 - a) Records Unit - Master Case Files are maintained by this unit. The monthly Uniform Crime Report to the FBI is generated here. This unit also handles the physical security and records of all property under custody of the Department.
 - b) Equipment Maintenance - All requests for repairs of vehicles, radios and other equipment are coordinated by ASD personnel.
 - c) Evidence and Property - This unit provides custody, handling, and storage of all evidence and property of the department.
 - d) Data Analyst Unit - This unit is responsible for analyzing all data collected by the department and generating reports from that data.
- 2) Duties and Responsibilities - The ASD Captain is directly responsible to the Chief for the following tasks:
 - a) Providing overall supervision for all sworn officers and employees under his command, subject to higher authority;
 - b) Ensuring compliance of his/her employees with the City's personnel management system;
 - c) Ensuring compliance of his/her employees with the Department's policies, procedures and regulations;
 - d) Evaluating the Division's productivity and performance of employees;
 - e) Maintaining Division records;
 - f) Preparing and monitoring the Division's budget;
 - g) Making duty assignments;

- h) Keeping the Division updated on changes both in law and in operational policies;
 - l) Scheduling employees' training;
 - i) Making recommendations to the Chief of Police on the status of equipment and manpower;
 - k) Performs other related duties as assigned.
- 3) Records Unit (TAC) -Master Case Files are maintained by this unit. The monthly Uniform Crime Report to the FBI is generated here.
- a) Carries out responsibility in accordance with policies, procedures and applicable laws Including: training staff; completing related forms; planning.
 - b) Oversees and maintains various records, including: assuring compliance with applicable laws, statutes, ordinances, etc.; administering training, certification and recertification to staff members; assuring that booking packets, reports, forms, etc., are distributed/mailed to meet time requirements.
 - c) Operating criminal justice information systems to obtain information.
 - d) Processing traffic citations and incident reports; assisting the general public; issuing permits; and auditing data entries processes to assure accuracy and completeness.
 - e) Participates in developing policies and procedures related to record keeping operations.
 - f) Provides information, advice, feedback, or assistance to others within the department to refine work outputs or resolve problems.
 - g) Performs various sensitive/confidential administrative and/or criminal information processes.
 - h) Prepares complex, routine and non-routine reports utilizing a variety of software; receives, sorts, and summarizes material for the preparation of reports; prepares work reports.

- i) Receives, opens and routes mail.
 - j) Disseminates a variety of information and/or reports to various agencies, division, or departments via telephone, mail, email or FAX.
 - k) Maintains and upgrades knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.
 - l) Reports administrative and/or operational problems to supervisor.
 - m) Performs other related duties as assigned.
- 4) Administrative Clerk. Performs a variety of clerical functions associated with maintaining department records, including: processing citations, reports and other documents; setting up files and maintaining same; and answering inquiries and performing related customer services functions.
- a) Processes police records, including: classifying and distributing reports; checking reports for completeness and accuracy; entering incident/accident reports, citations, warrants and other information into computer system; researching information at the request of staff; pulling tickets, reports, etc. for requesting parties and mailing/distributing same; and maintaining filing system.
 - b) Fingerprints individuals; distributes permit applications, provides instructions in the completion of same and issues permits.
 - c) Locates and provides information to staff, the general public, court officials, etc; updates records upon receiving supplemental information.
 - d) Answers telephones, takes messages, screens calls, provides information to callers, receives citizen complaints and tips, and directs calls and messages to appropriate person.

- e) Interviews, screens, greets visitors and directs them to the appropriate area or individual; may answer various inquiries personally; provides information on departmental services and functions; makes copies of reports/documents, as requested.
 - f) Formats and types letters, memos, labels, reports, or other correspondence on a computer or typewriter.
 - g) Composes correspondence in accordance with standard policies; answers various inquiries; explains policies and procedures and arranges appointments; processes routine and non-routine matters independently.
 - h) Reports administrative and/or operational problems to supervisor.
 - i) Retrieves, opens, stamps, sorts, and distributes incoming, interoffice, and outgoing mail; receives and distributes faxes and email; and checks and maintains voice mail.
 - j) Maintains cleanliness of office and lobby area.
 - k) Disseminates a variety of information and/or reports to various agencies, division, or departments via telephone, mail, email or FAX.
 - l) Performs other related duties as assigned.
- 5) Animal Control Officer. Position is responsible for the control and removal of wild or stray animals from the City's streets. This position exercises no arrest powers. This position reports to a superior certified police officer.
- a) Capturing wild, loose or stray animals in a humane manner.
 - b) Removal of wild, loose or stray animals which are identified as causing a nuisance or danger to the inhabitants of the city.
 - c) Answering calls for service

- d) Writing "courtesy warnings" or "complaints" for violations of the animal control ordinances.
- e) Appearing in court as a witness for the prosecution.
- f) Taking and forwarding animal bite reports to the Department of Health.
- g) Other duties as assigned.

6) For a description of duties with respect to records management, see Chapter 14. Records/Information Management.

L. SENIORITY

1. Within the Police Department seniority for sworn officers for off-days and vacation shall be as follows:
 - a. The seniority of rank in descending order is as follows:
 - Captain
 - Lieutenant
 - Sergeant
 - Corporal
 - Patrol Officer
 - b. Within each of the ranks listed above the date of appointment or promotion to that rank shall be considered next.
 - c. If two or more officers were promoted on the same date, the date of appointment shall be considered next.
 - d. If the employment date is the same for two or more officers then the officer with the lower employee number shall be the senior.



OFFICE OF THE CHIEF (3)

Chief of Police (1)
Assistant Chief of Police (1)
Administrative Secretary (1)

UNIFORM PATROL DIVISION (19)

Captain (1)

TEAM A

Lieutenant (1)
Sergeant (1)
Cpl/Ptl (2)

TEAM B

Lieutenant (1)
Sergeant (1)
Cpl/Ptl (2)

TEAM C

Lieutenant (1)
Sergeant (1)
Cpl/Ptl (2)

TEAM D

Lieutenant (1)
Sergeant (1)
Cpl/Ptl (2)

Animal Control Officer (2)

CRIMINAL INVESTIGATIONS DIVISION (5)

Captain (1)

Investigator (1)
Investigator (1)
Investigator (1)
DARE (1)

ADMINISTRATIVE SERVICES DIVISION (6)

Captain (1)

TAC Officer/Administrative Specialist (1)
Evidence Custodian (1)

STANDARD OPERATING PROCEDURE

EFFECTIVE: February 1, 2012

S.O.P. 3-1 ADMINISTRATIVE REPORTING PROCEDURES

A. PURPOSE

To establish guidelines of administrative reports used by the Lyons Police Department.

B. RULES AND REGULATION

1. Daily Reports

Incident Report Log

Before completion of each tour of duty, the dispatcher will prepare an incident report log showing all actions documented by the shift. The format is as follows:

OFFICER # / TYPE OF CALL / LOCATION / DISPOSITION
(Shown by patrol area)

NOTE: The incident report log can either be a physical piece of paper or a computer record.

Shift supervisors shall account for each complaint number issued and the corresponding complaint cards with required reports, using the Incident Report Log as the final check. The shift supervisor will then file the Incident Report Log in the supervisor activity log.

2. Weekly Reports

Once a week the department TAC will generate a funds report listing all money collected by the front office. This report will be forwarded to the Chief of Police via the ASD Captain.

3. Monthly Reports

Monthly reports will be prepared and forwarded to the appropriate authority by the first of each month.

a. Vehicle Mileage

Listing of mileage for each vehicle assigned to the Police Department. The data is collected from the officer vehicle check sheets by the Captain of Uniform Patrol Division (UPD) and forwarded to the Chief of Police for review.

b. Calls for Service

Break down of all calls for service handle by the department. The calls for service report will be prepared by the captain of UPD using UCR data provided by the Administrative Services Division (ASD) and daily CAD sheets provided by the Dispatch Center. The report will be forwarded to the Chief of Police for review.

c. Citations Issued

Listing of all citations issued by the department. The listing will included type of citation and issuing officer. This report will be generated by the Clerk of Court and forwarded through the UPD captain to the Chief of Police.

d. Officer Activity Report

Listing of all reports written by the department officers. This report is generated by the UPD captain using the reports menu in the computer software. The report is forwarded to the Chief of Police for review.

e. Gas Report

The ASD Captain will generate a report listing all fuel used by the department. The report will be forwarded to the Chief of Police for review.

f. Budget Report

The City accounting department will generate a monthly budget status report listing each budget line item, amount spent and percentage of yearly budget. This report will be forwarded to the department purchasing agent for review then forwarded to the Chief of Police.

4. Annual reports

Each monthly report will be total into an annual report by the listed responsible party and forwarded to the Chief of Police for review.

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STANDARD OPERATING PROCEDURE

EFFECTIVE: February 1, 2012

S.O.P. 3-2 INTRA-DEPARTMENTAL EMPLOYEE EVALUATION

A. POLICY

It is the policy of the Lyons Police Department to conduct periodic performance appraisals for all employees at specific time intervals during their employment.

B. PURPOSE

The purpose of the employee performance appraisal system is to provide not only a tool by which management evaluates the overall effectiveness and efficiency of the agency regarding the delivery of police services, but also as a mechanism to enhance and foster employee development.

1. Terms for Evaluation

- a. Immediate supervisors will perform annual intra-departmental evaluations on subordinate employees.
- b. All intra-departmental evaluations will be performed in January of each calendar year. Supervisors shall complete the evaluation and turn in no later than January 31st each year to the Office of Professional Standards.
- c. Supervisors will attend training through the Office of Professional Standards relating to use of the evaluation forms.
- d. Employees will be rated only on criteria specifically related to their respective job duties as prescribed by job description and which is contained within the evaluation form.

2. Evaluation Rating Scale

The following rating scale guide will be utilized by circling the appropriate number to the right of the evaluation form.

- a. A rating of ("1") will denote poor performance.

Examples: Employee has demonstrated serious deficiency in which fitness for duty is at question. Employee requires intense supervision and documentation.

- b. A rating of ("2") will denote unsatisfactory performance.

Example: The employee has performed clearly below the job requirements throughout the rating period. A level of performance upon which improvement is obviously required.

- c. A rating of (“3”) will denote employee meets standards.

Example: The employee has performed in an acceptable manner and has satisfactorily fulfilled the requirements of the job. The employee has clearly developed, and consistently applied, the skills expected in the job throughout the rating period.

- d. A rating of (“4”) will denote employee exceeds standards.

Example: The employee has consistently performed at a level clearly in excess of the job requirements and has excelled on several occasions during the rating period. It is demonstrated by the employee who has consistently, throughout the rating period, brought more to the job than is expected.

- e. A rating of (“5”) will denote excellent performance.

Example: The employee consistently performs far beyond the expected level throughout rating period. This rating is reserved for the employee whose outstanding performance is obvious to all, through the rating period.

Any rating documenting poor, unsatisfactory, exceeds standards, or excellent performance shall require a written explanation in the comments section and/or supporting documentation.

3. Tasks not Performed by the Employee

There may be some tasks on the Rating Guide not performed by a particular employee during the rating period. In this case, write “N/A” (not applicable) in the “Comments” section for the corresponding task number on the evaluation form.

NOTE: Do not check a rating block FOR tasks that were not observed.