



GENERAL POLICE ORDER CLEVELAND DIVISION OF POLICE



EFFECTIVE DATE: MARCH 01, 2002	REVISED DATE: February 10, 2010	NO. PAGES: 1 of 5	NUMBER: 1.1.05
SUBJECT: PERFORMANCE EVALUATIONS			
ASSOCIATED MANUAL:		RELATED ORDERS:	
CHIEF OF POLICE: <i>Michael McGrath, Chief</i>			

Substantive changes are in italics

PURPOSE: *To establish goals and objectives that are consistent with the mission and vision of the Cleveland Division of Police and impartially and objectively measure the performance of members of the Cleveland Division of Police.*

POLICY: *The Division shall annually define the goals and objectives of each member and evaluate the member's job performance based on SMART objectives set. Supervisory officers shall use supporting documentation when appropriate to assist in impartial and objective evaluations. Performance ratings shall become a permanent part of a member's personnel file and will provide a profile of member qualifications and suitability for assignments, transfers and promotions within the Division.*

Members who are suspended or assigned to the Extended Illness Section are not required to undergo a Performance Evaluation while in that status.

PROCEDURES:

- I. *Performance Management: Goals and Objectives*
 - A. *In December of every year, each member shall be advised of the Division's overall goals for the following year. All members shall orient their overall performance for the new calendar year towards those goals and objectives.*
 1. *The Command Staff shall disseminate the overall goals and objectives to their assigned supervisors.*
 - a. *Each supervisor shall be provided an Employee Objectives & Expectation Form (Attachment A) that will document SMART objectives for the following year.*

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- b. *Supervisors may receive a work plan to complete throughout the year to assist them in following through with the assigned SMART objectives.*
 2. *Unit supervisors shall review the overall SMART objectives for the Division with their patrol officers and detectives.*
 3. *Patrol Officers and Detectives will not receive an Employee Objective & Expectation Form (Attachment A) or a work plan (Attachment B) unless the supervisor deems it necessary to assist the patrol officer or detective with a specific project or the officer requires direction and improvement in their performance.*
 4. *Civilian personnel shall receive SMART objectives as called for and evaluated accordingly. Civilian personnel not receiving SMART objective shall be evaluated accordingly.*
 5. *The Command Staff shall meet quarterly with their supervisors to review and provide guidance and direction in meeting the set SMART objectives. The work plan, if provided, shall be reviewed at this meeting.*
- B. *Supervisors shall use the SMART objectives when setting goals with members.*
1. *Specific: be precise about what is to be to accomplished.*
 2. *Measurable: quantify the objectives, i.e. numeric goals, percentage increase/decrease, ranges, etc...*
 3. *Attainable: set goals that are objectively reasonable*
 4. *Reliable/Realistic: Are there adequate resources available to the member to meet the stated goal?*
 5. *Timely: state due date and intermittent dates for review and meeting smaller goals that would lead to primary goals being achieved, i.e. use month, quarter, year, etc...*

Sample: SMART objective: Decrease overtime by 2% by 3Q2010

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- II. *Performance Evaluations (Evaluation Forms - Attachments C through F)*
- A. *Performance Evaluations shall use the following performance rating checklist:*
1. *Rating Value 1 – Unsatisfactory*
 2. *Rating Value 2 -Needs Improvement*
 3. *Rating Value 3 - Satisfactory*
 4. *Rating Value 4 - Exceeds Expectations*
 5. *Rating Value 5 - Outstanding*
- B. *Unsatisfactory or Needs Improvement (1 or 2) requires a separate Form 1 from the evaluating supervisor stating areas of deficiency and an improvement plan detailing by whom and how the deficiencies shall be corrected.*
1. *An initial counseling session (Step One) shall be considered an integral part of a deficient member's performance evaluation.*
 2. *The evaluating supervisor shall meet with the next supervisor in the chain of command between 45 to 60 days of the deficient member's review and advise the supervisor of the member's progress in correcting the identified deficiencies.*
 - a. *If improvement has been shown, documentation detailing the improvement shall be forwarded through the chain of command to the respective Deputy Chief for review and then forwarded to the Personnel Unit for filing.*
 - b. *If progress towards correcting the deficiencies has not been made, then the member shall receive additional counseling (Step Two) and a revised improvement plan.*
 3. *Between 45 to 60 days following Step Two counseling, the commander shall meet with the units/shifts ranking supervisor to determine if the member is making sufficient progress. If the member is still deficient, the member will receive additional counseling (Step Three).*

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Documentation of the Step 3 counseling session and recommendations (which may include preferring of disciplinary charges) shall be forwarded to the respective Deputy Chief for a recommendation to the Chief.

- C. Performance Rating Checklists that are incomplete, incorrect or lack supporting documentation shall be returned to the rating supervisor for corrective action.
- D. Supervisors may use a Form-1 to document performance not included in the Performance Rating Checklist.

III. Supporting Documentation

- A. Supervisors shall monitor members' job performance daily. This monitoring shall be the basis for the rating values given to specific tasks.
- B. Documentation *may* be attached to the rating form and may include:
 - 1. Letters of commendation/recommendations for awards.
 - 2. Number of arrests and number of Uniform Traffic Tickets, Minor Misdemeanor Citations and Parking Infraction Notices issued.
 - 3. Record of discipline.
 - 4. Any other relevant information.

IV. *Schedule of Performance Ratings*

- A. *Ratings shall be completed annually according to the following schedule:*
 - 1. *Patrol Officers, Detectives and Civilian personnel whose last names begin with the letters A through G shall be completed by March 31.*
 - 2. *Patrol Officers, Detectives and Civilian personnel whose last names begin with the letters H through O shall be completed by June 30.*
 - 3. *Patrol Officers, Detectives and Civilian personnel whose last names begin with the letters P through Z shall be completed by September 30.*

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4. *All supervisors shall be completed by December 15.*

- B. *The Bureau of Human Resources shall issue a reminder Divisional Notice at least 30 days prior to the “completed by” dates of the annual ratings.*
- C. *Members transferred or detailed to a new assignment for less than 90 days of a rating period shall be rated by their previous supervisor.*

V. Performance Rating Review

- A. After completing the *electronic* Performance Rating form, the supervisor shall permit the rated member to review the form and receive a copy of it.
- B. Members shall document their review of the Performance Rating by their signature. Members who wish to comment on their performance rating shall do so in the Officer’s Comments section of the Performance Rating Checklist form. If there is not enough space on the form, members shall document their comments on a Form-1 and forward it through the chain of command *to their respective Deputy Chief.*
- C. If the commander agrees with the evaluation, the commander shall document such agreement with their signature *and supporting comments if any.* If the platoon commander is not in agreement, the platoon commander shall complete a Form-1 with the reason(s) and forward it through the chain of command *to the respective Deputy Chief.*
- D. *All performance evaluations along with any additional documentation shall be forwarded to the respective Deputy Chief who in turn shall forward the evaluations to the Personnel Unit.*
- E. *The Personnel Unit shall receive and maintain members’ performance evaluations in their personnel files and enter the evaluations into the City’s ADP system.*

MM/TAH/JCO/ajg

Policy & Procedures Unit

Attachments (for illustrative purposes only, actual forms will be completed electronically)