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|  | KANSAS CITY, MO POLICE DEPARTMENT                                   | DATE OF ISSUE | EFFECTIVE DATE | NO.    |
|   | <b>PERSONNEL POLICY</b>   | 9-12-2014     | 9-12-2014      | 430-1  |
| SUBJECT   | Policy Series 400: Compensation<br>430 – Performance Review Process |               |                | AMENDS |
| REFERENCE   | PPBM Code of Ethics   | RESCINDS      | PPBM 430       |        |

## I. INTRODUCTION

- A. The department has established guidelines for the annual review of each permanent full-time member's performance. The purpose of the performance review is to allow the member and their evaluator to:
1. Exchange ideas and expectations about the member's performance.
  2. Identify training and development needs as well as plan for career growth.
  3. Tie the member's performance to the member's personal and professional goals.
  4. Evaluate the member's skills and abilities for purposes of assignments, promotions, and transfers.
  5. Track their progress as a member of the organization and their alignment with the department's Mission and Vision Statements, as well as department goals and objectives.
- B. A properly conducted Employee Performance Review can provide legal protection against lawsuits for wrongful termination.

## II. POLICY

- A. The Employee Performance Review will not replace other personnel tools such as the promotional process and other like measures of the success of a member; e.g., probationary reviews.
- B. An unsatisfactory rating may be considered for disciplinary action.
- C. All evaluations will be due in March of each year. Anniversary dates will remain the same.

- D. The supervisor/commander who completes the evaluation will do so based on observations, interactions, and other sources of information in order to provide an accurate evaluation of the member. Any subsequent signature after the immediate supervisor will be as to form only.

### III. TERMINOLOGY

The following terminologies are those of Traits/Skills/Abilities (TSA's) to be utilized during Performance Reviews.

- A. **Community Interaction and Public Relations** – The department accepts its civic responsibility and takes an active interest in the well-being of the community it serves. Community relations refer to the various methods the member uses to help establish and maintain a mutually beneficial relationship with the communities in which the department operates and serves. The member helps promote the underlying principal of community relations which promotes long-term benefits in terms of community support, loyalty, and good will.
- B. **Crime Prevention Activities** – The member assesses the current problems and develops strategies to decrease the amount of criminal activity, or minimize the harm it causes within their assigned duties and geographic area; uses written directives and best practices to deal with crime prevention (preventing future occurrences) and crime reduction (reducing an established crime problem). To the degree possible, the member specifically attempts to prevent people already involved in crime from committing more crime. The member strives to accomplish the department's vision of making Kansas City the safest community in the nation.
- C. **Dependability and Integrity**
  - 1. The member arrives at locations, meetings, or events on time; completes individual assignments on time; gives information to coworkers, colleagues, or superiors on time; members help when personal workload is low, but coworkers' workload is high; responds to citizens' requests in a timely manner; adheres to rules, regulations, and procedures; works toward the achievement of individual, team, and department goals and objectives.
  - 2. The member acts in accordance with accepted standards of right and wrong for police professionals; exhibits the concepts of consistency, reliability and fairness. The member strives to do what is best for all involved within guidelines and procedures. The member makes decisions that are for the good of all parties involved, not just themselves.

- D. **Equipment and Driving Skills** – The member utilizes and cares for assigned equipment, clothing, and supplies keeping with prescribed operating instructions and general guidelines. The member drives safely, prudently, and in conformance with department directives.
- E. **Judgment and Safety**
1. Good judgment implies that the resulting decision is operationally sound and within the intent and spirit of department guidelines and directives. To decide about a course of action, a response to a situation or between choices of options.
  2. The member acts in a manner to ensure safety in the workplace and with concern for other members as well as members of the public.
- F. **Procedural Skills and Job Knowledge** – The member has the skill, knowledge, and experience required to perform a specific job or task. Procedural skills are utilizing the tools, resources, and training to the greatest degree to accomplish individual and team goals. The member follows rules, procedural requirements, and guidelines for safety, effectiveness, and efficiency.
- G. **Productivity, Initiative, and Teamwork** – The member maintains a reasonable ratio of the quantity and quality of work and effort produced compared to the time spent accomplishing that work. The member takes the initiative to do what needs to be done without having to be told. The member assumes ownership or responsibility for contributions and mistakes and follows up with alternatives. Good teamwork embraces a vision toward the achievement of individual, team, and organizational goals and objectives. The member shares a responsibility and supports the department Mission and Vision Statements.
- H. **Professionalism and Attitude** – Professionalism generally refers to the standards and expectations set for members in the workplace. These include expectations regarding appearance and behavior, as well as performance standards and work rules. The tendency to respond positively or negatively towards a certain idea, object, person, or situation.
- I. **Reporting and Communication** – The member expresses themselves clearly using oral and written communication skills; communicates effectively and appropriately with all members of the department as established by the current written directive entitled, “Code of Ethics and Rules of Conduct.” The member notifies their supervisor when necessary and when appropriate for the situation; and requests clarification when orders or instructions are not clear.

- J. **Staff Development** – The member is effective in maximizing the potential of subordinates through training, counseling, and development activities; shows ability to understand and respond appropriately to the needs and viewpoints of their subordinates, as well as shows fairness and impartiality in rating subordinate’s performance through annual performance reviews. This category should only be utilized by those members who are responsible for the annual performance review of subordinates. For example, a captain will utilize and evaluate a sergeant within their chain of command on this category.
- K. **Victim Services and Empathy**
1. The member takes responsibility for assisting victims of criminal activity. This includes being available when a victim needs to communicate, completion of appropriate paperwork, explaining the judicial process, and providing information to help the victim recover from the result of a crime.
  2. Empathy is the action of understanding, being aware of, being sensitive to the feelings, thoughts, and experiences of others while performing the duties of their position.

#### IV. ADMINISTRATIVE GUIDELINES

A. Newly Assigned Members

Upon being assigned to a new element, the member shall be provided the duty manual for that element; which will detail:

1. Job descriptions, responsibilities, and expectations of the members assigned to that element.
2. An orientation checklist specific to the element. The checklist shall provide a space for the newly assigned member’s signature and date acknowledging they have received and reviewed the manual and understand their responsibilities.
  - a. The newly assigned member will be given a copy of the completed orientation checklist.
  - b. The original will be maintained in the unit jacket for the duration of assignment.

B. Completion of Annual Performance Review Process

1. Sixty (60) days prior to the due date (March of each year) the member’s supervisor/commander will:

- a. Instruct the member to complete the appropriate form:
    - (1) Self-Assessment of Non-Sworn Member, Form 413A P.D.
    - (2) Self-Assessment of Sworn Member, Form 412A P.D.
  - b. Give a minimum of forty-eight (48) hours for the completion of the Self-Assessment form prior to the Gap Analysis/Performance Review meeting.
2. The supervisor/commander will then complete the appropriate assessment form (instructions on the specific form direct the submission and follow-up process):
- a. Supervisor's Assessment of Non-Sworn Member, Form 413 P.D.
  - b. Supervisor's Assessment of Sworn Member, Form 412 P.D.
3. Gap Analysis/Performance Review Meeting
- a. Once the member has completed the Self-Assessment form and the supervisor/commander has completed the Supervisor's Assessment form:
    - (1) The supervisor/commander will conduct a Gap Analysis Meeting with the member.
    - (2) The supervisor/commander and the member will compare the Self-Assessment form to the Supervisor's Assessment form.
  - b. If **all** of the TSA ratings are "Meets" or "Exceeds Expectations:"
    - (1) On the Supervisor's Assessment form:
      - (a) The "Follow-Up Date" section will be completed as the date of the next annual Performance Review.
      - (b) Complete the "Agreement" boxes and the "Signatures" section.
    - (2) Attach the member completed Self-Assessment form.
    - (3) Submit through the chain-of-command.

- c. If the TSA ratings are more than one (1) rating level apart:
- (1) The supervisor/commander and the member will discuss those categories to ensure that the member has a clear understanding of the supervisor's expectations in that category, and;
  - (2) That the supervisor/commander has a clear understanding of the member's perception and perspective on the specific TSA categories.
  - (3) The "Comments, Training Suggestions and Plan for Improvement" section of the Supervisor's Assessment form may be completed to further the member's development.
  - (4) On the Supervisor's Assessment form:
    - (a) The "Follow-Up Date" section will be completed as the date of the next annual Performance Review.
    - (b) Complete the "Agreement" boxes and the "Signatures" section.
  - (5) Attach the member completed Self-Assessment form.
  - (6) Submit through the chain-of-command.
- d. If the **overall** TSA ratings are "Meets" or "Exceeds Expectations;" however, the supervisor/commander indicated a TSA rating as "Below Expectation" or "Unsatisfactory:"
- (1) A **brief** plan of corrective action will be outlined by the supervisor/commander for **only** those areas indicated as "Below Expectations" or "Unsatisfactory." Plans may include additional documentation if needed. A written response may also be included if the member desires.
  - (2) The "Follow-Up Date" will be established within 30 days from the date of the Performance Review.
  - (3) Complete the "Agreement" boxes and the "Signatures" section of the Supervisor's Assessment form.
  - (4) Attach the member completed Self-Assessment form.
  - (5) Submit through the chain of command.

- (6) On the "Follow-Up Date," the member and the supervisor/commander will complete the Performance review process, Self-Assessment, and Supervisor Assessment to ensure corrective action has allowed the member to "Meet" or "Exceed Expectations" in all TSA rating areas.
  - e. If the **overall** TSA rating is "Unsatisfactory:"
    - (1) A meeting is required with the member, supervisor/commander, and the next higher level of the chain of command, to develop and complete the Performance Improvement Work Plan, Form 414 P.D.
    - (2) The Performance Improvement Work Plan will be reviewed and approved through the chain of command to the bureau commander.
    - (3) Continued "Unsatisfactory" performance after completion of this step will be handled as a disciplinary issue.
  4. For any sworn or non-sworn member at the rank of major/director, a Deputy Chief will complete the evaluation process.
  5. The Chief of Police will complete an evaluation process for sworn or non-sworn members with the rank of deputy chief or similar.
- C. Routing and Retention of the Completed Performance Review.
1. Division Commander Responsibilities
    - a. Make every effort to determine the most appropriate supervisor to complete the Performance Review process if a member has been transferred within sixty (60) days of the Performance Review.
    - b. Ensure that the Performance Review process is completed and returned to the bureau office at least one month prior to the due date (March of each year).
  2. Each bureau will ensure the completed Performance Review is forwarded to Personnel Records Section no later than two (2) weeks prior to the due date (March of each year).
  3. Personnel Records Section will permanently retain the completed original Performance Review.

D. Review

1. Any sworn or non-sworn member below the rank of Deputy Chief who is dissatisfied with an overall unsatisfactory rating may request a review of the rating by their Deputy Chief.
2. Within ten (10) days after being notified of the rating, the member will prepare an Interdepartment Communication, Form 191 P.D. directed to their Deputy Chief setting forth in detail the reasons the member disagrees with the rating.
3. Within fifteen (15) days after receiving the request, the Deputy Chief will make a final determination.

Darryl Forté  
Chief of Police

Adopted by the Board of Police Commissioners this day \_\_\_\_\_ of \_\_\_\_\_,  
20\_\_

Alvin Brooks  
Board President

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