



City of Racine Police Department
Policy and Procedure

Number: 215

Subject: Performance Appraisals		
Date Issued: 03-10-2000	Effective Date: 3/30/20	Revision Number: 6

POLICY

The goal of the Performance Appraisal System is to improve the quality of service provided by the Racine Police Department by improving individual performance. In order to accomplish this, the Racine Police Department has developed a Performance Appraisal System that will allow a member to receive timely feedback on his or her performance. The appraisal shall be a summary of the member's performance as supported by entries in the member's work history in the department database. As part of the Performance Appraisal process, the member will be required to submit a Self-Appraisal as well as have the option to evaluate his or her 1st line supervisor.

The Performance Appraisal will be one of the tools used when considering promotions, special assignments, as well as specialized training. This formal Performance Appraisal System does not replace the disciplinary process. In order to ensure that members are treated fairly and opportunities are available to all members, only the Performance Appraisals of the current year and the previous two years will be maintained in the files.

DEFINITIONS

Member is any sworn officer employed by the Racine Police Department. All members beyond the FTO Program below the rank of Lieutenant will be evaluated using this process. For the purpose of the Performance Appraisal, any sworn member is an employee. Members on probation should have an appraisal completed on a monthly basis. Those members assigned to Recruit Academies or within the FTO Program are subject to enough direct supervision to only make the Performance Appraisal redundant.

Rater is the 1st line supervisor for the member being evaluated. Any member that has subordinate sworn officers working for them is a rater. In the case of a patrol officer assigned to the Patrol Division, it would be the member's squad sergeant.

Senior Rater is the 1st line supervisor for the rater of the member. If the member being evaluated is a patrol officer assigned to the Patrol Division, the senior rater would be the member's Shift Commander (Lieutenant).

Reviewer is the 1st line supervisor for the senior rater of the member. If the member being evaluated is a patrol officer assigned to the Patrol Division, the reviewer would be the Patrol Division Commander (Deputy Chief).

Rating Period is defined as starting from and including the day after the Member's last birthday (previous calendar year) extending up to and including their current birthday. For members with birthdays on February 29th, February 28th shall serve as their birthday for years that are not considered leap years.

PROCEDURE

MEMBER

1. Upon receipt of the blank Self-Appraisal document, read over the instructions and complete the Self-Appraisal.
2. Upon receipt of a blank Managerial Feedback Form from your rater:
 - a. Forward the completed document to your senior rater prior to the due date. (They will provide you with that date).
 - b. Completing this form is optional but encouraged.
3. Upon being called in for your Performance Appraisal Review by your rater:
 - a. Turn in the Self-Appraisal electronically.
 - b. Ensure that you listen to the explanation for the entries in the Performance Appraisal.
 - c. Respond as necessary, providing feedback and acknowledgement to the information exchanged.
 - d. Sign the Performance Appraisal acknowledging that it was explained.
 - 1) Signing the Performance Appraisal does not necessarily indicate that you agree with the statements or evaluations.
 - 2) A member may submit comments regarding the evaluation on a department memorandum, if they wish, to the Senior Rater via the chain of command.

RATER

Maintain a listing of the members in your span of control and their birthdates. Maintain a monthly log of performance activity for each member under your supervision in each member's work history file database under the "Performance Appraisal" tab. This will serve as documentation to be utilized in the actual Performance Appraisal document.

1. Shall make monthly entries/comments in the member's work history file in the department database under the "Performance Evaluation" option in the drop down menu.
 - a. These comments are to be utilized as notes and refresh your recollection while completing the Performance Appraisal.
2. Shall prepare an electronic Performance Appraisal form annually (found in the RPD forms folder located in the "I" drive in the PD database).
 - a. Consider the member's work history, including sick time used (other than FMLA related incidents), and activity reports during the completion of the Performance Appraisal.
 - b. Positive or negative issues addressed in the Performance Appraisal should include any supporting entries from the member's work history database.
 - c. Ensure that the member's part-time employment assessment is correctly filled out based on the member's entries in their work history file within Phoenix RMS.
3. At least one week (7 days) prior to the end of the rating period:
 - a. Direct the member to complete an electronic Self-Appraisal document.
 - 1) Once complete, the member shall return the Self-Appraisal document to the rater electronically.
 - 2) Also provide the member with a Managerial Feedback form.
 - b. If a member's evaluation reveals a classification as an "Unacceptable" or "Minimal Performer", monthly evaluations will be required.
 - c. "Unacceptable Performance" will require a performance improvement plan and evaluations shall be completed on a monthly basis until the member improves to a "Satisfactory Performer".

- d. "Minimal Performer" will require appropriate coaching and counseling along with monthly evaluations until the member improves to a "Satisfactory Performer".
- e. Schedule a meeting with the member to take place at the end of the one-week period of time.
4. Receive the Self-Appraisal form from the member and consider the merits of the Self-Appraisal when completing the Performance Appraisal.
5. During the meeting:
 - a. Explain the completed Performance Appraisal to the member.
 - b. Provide suggestions on how to improve in areas of shortcomings and offer praise and acknowledgement in areas where the member is strong.
 - c. Review the member's provided information with regard to the part-time employment assessment so that it is correctly reflected in your appraisal of the member and in the member's work history within Phoenix RMS.
 - d. Ensure that any question the member has, is addressed or noted for later feedback.
 - e. Upon satisfactory completion of the meeting,
 - 1) Electronically sign the Performance Appraisal as the rater,
 - 2) Have the member electronically sign off on the Performance Appraisal, and
 - 3) Retain the self-appraisal.
6. After the meeting, arrange to meet with the member's senior rater if necessary.
 - a. Provide the senior rater with the member's Performance Appraisal as well as the Self-Appraisal.
 - b. Discuss the results of the meeting.
7. Upon completing the Performance Appraisal documents:
 - a. Forward the original electronic Performance Appraisal document to the senior rater electronically. Have the file copy placed in the member's Shift/Unit-level file.
 - b. Forward an electronic copy to the member being evaluated upon request.
 - c. Initiate an entry in the member's work history file in the department database under the "Performance Evaluation" option in the drop down menu indicating that the Performance Appraisal has been completed.

SENIOR RATER

1. When asked to meet with the rater for a review of a member's Performance Appraisal:
 - a. Review the Performance Appraisal as well as the Self-Appraisal form completed by the member.
 - b. Discuss the information on the forms to determine if there is any need to redo the Performance Appraisal in order to ensure the fair treatment of the member.
 - c. Once the decision is made that the Performance Appraisal is satisfactory, electronically sign the document as the senior rater.
 - d. Forward the Performance Appraisal documents (Performance Appraisal & Self-Appraisal) to the reviewer electronically.
2. Upon receipt of the Managerial Feedback Forms for your immediate first line supervisors:
 - a. Consider the information on the forms collected when completing a Performance Appraisal on those members that you rate.
 - b. Managerial Feedback Forms are not to become part of any permanent record and must be destroyed after use.

REVIEWER

Upon receipt of the electronic Performance Appraisal documents from the member's senior rater:

1. Review the Performance Appraisal document as well as the Self-Appraisal form completed by the member.
2. After reviewing the documents and determining that the member was fairly evaluated, electronically sign as the reviewer.
 - a. Forward the original electronic Performance Appraisal documents to the Chief's Administrative Assistant for filing in the member's personnel file.
 - b. Electronically forward a copy of the documents back to the rater for filing in the member's Shift/Unit-level file.

NOTES

In order to ensure that all members are treated consistently, it is imperative that Commanders at the Unit, Shift and Division level track the Performance Appraisal requirements within their commands.

If a member leaves a supervisor in the middle of the evaluation period, the member's current supervisor will work with the member's previous supervisor to complete the Performance Appraisal.

The timely completion of Performance Appraisals is an integral part of the supervisor's responsibility. The Racine Police Department takes this responsibility **very** seriously.

The window for completion of the entire Performance Appraisal cycle (rater providing forms to member – rater making final entry into work history) should not take more than 28 calendar days.

RELATED PROCEDURES

[Table of Contents](#)