

“Keep Orlando a safe city by reducing crime and maintaining livable neighborhoods.”

**ORLANDO POLICE DEPARTMENT POLICY AND PROCEDURE
1614.8 PERFORMANCE APPRAISALS FOR SWORN EMPLOYEES**

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POLICY:

All full-time sworn employees, with the exception of appointed members, shall be evaluated by their immediate supervisor annually in accordance with City Policy & Procedure 808.22.

PROCEDURES:

1. OBJECTIVES

This directive supplements City Policy & Procedure 808.22 in order to bring the administration of the performance appraisal system for full time sworn employees into compliance with standards prescribed by the Commission for Florida Law Enforcement Accreditation (CFA).

The performance appraisal system for sworn employees is designed to meet the following objectives:

- a. Administrative Decisions - Provides management with information that can be used in decisions regarding training needs and personnel assignments. It also serves as a basis for merit increases and performance bonus awards for non-bargaining unit members.
- b. Feedback - Provides supervisors with a mechanism for recognizing those who are performing well and making others aware of any performance weaknesses they may have demonstrated.
- c. Employee Development - Enables supervisors to identify specific performance weaknesses of their employees and to assess any progress made in improving performance.

2. DEFINITIONS

Annual Review Period: From August 1 to July 31 (per City Policy 808.22). All annual Performance Appraisals must be completed by August 31 of each year. (Applies to permanent officers only.)

Core Competencies: Job skills or characteristics identified as critical for sworn officers and sergeants.

Member: Any police officer in the Department.

Performance Factor: A key job responsibility – linked to the City’s mission statement.

Performance Goal: A projected result – measured in terms of quality, quantity, and timeliness.

Probationary Member: A member who has not completed the probationary period of employment with the City as defined by Civil Service rules and collective bargaining agreements. This period is one year unless extended (see Section 10).

Rater: A member having direct authority over the member rated, herein referred to as “Rater” or “Supervisor.”

Reviewer: A manager responsible for the actions of the rater.

3. RATER TRAINING

All employees in supervisory positions shall thoroughly familiarize themselves with the contents of this policy. Writing timely, complete, and accurate Performance Appraisals is a primary responsibility of any supervisor or manager.

Reviewers will ensure that their subordinates responsible for rating other members are properly trained on the evaluation system and are able to conduct fair and impartial evaluations.

4. DESCRIPTION OF PERFORMANCE APPRAISAL SYSTEMS

4.1 TYPES OF PERFORMANCE EVALUATION FORMS

- a. Performance Appraisal for Lieutenants and above – used to evaluate sworn managers
- b. Performance Appraisal for Sworn Officers and Sergeants – used to evaluate sworn officers and sergeants.

4.2 ACCESS TO PERFORMANCE APPRAISAL FORMS:

Performance Appraisal forms for sworn members are found in Workday. From the search menu in Workday, type in the name of the employee and select the employee. Click the Actions Icon below the employee’s name. Hover over Talent and select Start Performance Review. For more detailed instructions on how to complete a Performance Appraisal in Workday, go to the Home Page in Workday and click on the Help Icon. Under Job Guides, select More and select Manager Self-Service. Select How to Complete a Performance Review.

All employees covered by this policy are evaluated by comparing performance with established performance factors and defined performance levels.

4.3 PERFORMANCE FACTORS

Employees in both exempt and non-exempt positions are evaluated on the basis of standardized performance criteria designed to measure significant dimensions of their positions.

There are nine performance factors applicable to officers and sergeants:

- a. Initiative
- b. Interpersonal Relations
- c. Knowledge
- d. Dependability
- e. Appearance/Health and Physical Condition
- f. Equipment Maintenance and Operation
- g. Written Expression
- h. Oral Expression

i. Judgment and Decision Making

There are two additional factors applicable to sergeants and corporals:

- a. Leadership
- b. Planning and Controlling

All performance factors are defined on the Performance Appraisal Form.

4.4 ESTABLISHING PERFORMANCE GOALS

It is encouraged that performance goals be established for employees in exempt and non-exempt positions. Employees develop their performance goals and discuss them with their supervisor to ensure conformity with unit objectives and the Department and City's mission statement. Mutually agreed-upon goals are submitted to the reviewer to ensure consistency with division/bureau and Departmental objectives.

4.5 RATING EMPLOYEE'S PERFORMANCE

An employee's performance is rated on the degree to which the employee demonstrates behaviors described within each pre-established performance factor and, where applicable, on the basis of attainment of performance goals. For each performance factor, the rater selects the level that most closely describes the employee's performance. The three levels of performance used in ratings for sworn managers are:

- a. Exceeds Standards: Performance consistently exceeds job requirements and Supervisor's expectations for the position; demonstrates exceptional productivity, efficiency, effectiveness, and competency.
- b. Meets Standards: Performance consistently meets job requirements; demonstrates productivity, effectiveness and competency.
- c. Below Standards: Performance is consistently below job requirements; does not demonstrate necessary skills and abilities.

The three levels of performance used in ratings for officers and sergeants are:

- a. Exceeds Standards: Performance consistently exceeds job requirements and Supervisor's expectations for the position; demonstrates exceptional productivity, efficiency, effectiveness, and competency.
- b. Meets Standards: Performance consistently meets job requirements; demonstrates productivity, effectiveness, and competency.
- c. Below Standards: Performance is consistently below job requirements; does not demonstrate necessary skills and abilities.

4.6 FREQUENCY OF RATINGS

All employees must be formally evaluated at the end of the Annual Review Period (July 31st) with the following exception.

Probationary Ratings: A probationary employee's performance is evaluated prior to the completion of the approved probationary period.

A copy of the probationary ratings shall be submitted up the chain with the rank certification forms.

4.7 TRANSFERS

Employees, with the exception of those on probation, will only receive one evaluation per year on August 31, regardless of transfers.

Raters transferring to new assignments will not have to complete transfer evaluations on their employees unless the transfer occurs less than 90 days before the scheduled annual evaluation.

If an employee is transferred within 90 calendar days of July 31, the current supervisor shall contact the member's previous supervisor for assistance with the evaluation. Should the previous supervisor be unavailable (due to retirement, incapacitation, etc.) the current supervisor will make attempts to contact the employee's previous Corporal for input. The current supervisor will complete a Performance Appraisal based on the period of time the employee has been under his or her supervision as well as any appropriate input from the employee's previous Corporal.

4.8 ALTERNATIVE DUTY/MILITARY LEAVE

Supervisors with employees who were on alternative duty or military leave during the whole evaluation period shall complete a Performance Appraisal on the affected employee. The employee will receive a minimum evaluation of "Meets Standards" and the supervisor will indicate in the remarks section that the affected employee was either on alternative duty or military leave during the evaluation period.

5. ADMINISTRATION

5.1 ESTABLISHING EXPECTATIONS, STANDARDS, GOALS, AND OBJECTIVES

Supervisors (raters) shall meet with new employees to review the performance appraisal system, task of the assigned position, performance expectations and rating criteria.

Supervisors shall maintain written or electronic supervisory notes on each subordinate. The notes shall include rewards, counseling, and discipline and should be maintained according to Florida Records Retention laws.

If the supervisor is rating an existing member of his or her squad, then the goals and objectives may be recorded on the member's normal annual Performance Appraisal form. There is a section devoted specifically to goals on the annual Performance Appraisal form, which may be used for the next evaluation period.

5.2 MONITORING PERFORMANCE

To measure progress toward the accomplishment of established performance goals and the performance of job requirements, supervisors should maintain accurate and specific documentation of employee performance. Supervisors should provide feedback to their employees on a regular basis regarding performance.

6. GENERAL INSTRUCTIONS

The following should be kept in mind by all raters and reviewers:

- a. Complete the Performance Appraisal Form without the employee being present.
- b. Consider each factor separately, taking into account only that particular factor being rated. Do not be influenced by your general opinion of the employee's overall performance.
- c. Be objective in evaluating the employee's performance so that each factor's rating accurately describes the level of performance in the particular area being considered. The usefulness of any performance review depends almost entirely upon the understanding, impartiality, and objectivity with which ratings are made. The care and skill used by supervisors in rating employee's performance are measures of supervisory ability to direct the work of subordinates.
- d. Do not be influenced by one or two unusual incidents, but rate in terms of the employee's regular day-to-day performance during the entire period being considered.
- e. Consider the evaluation in terms of the employee's present duties, not in terms of the duties of a different, higher, or lower classification.
- f. Do not consider potential value or personal abilities of the employee, except as they are actually revealed in

and used on present work assignments. Ratings should reveal what the employee actually does in the present position.

- g. In rating individual factors, remember that it is entirely possible for the ratings to differ between factors. An employee's performance in certain factors may be better than it is in other factors.
- h. Ratings should reveal the rater's observations of the employee's work performance. The opinion of others should not influence the ratings, except when the rater has sought out such opinion from others for whom the employee performs work.
- i. Raters must always include explanatory comments for unsatisfactory or outstanding performance as well as suggestions for development. Concrete and relevant comments should be provided to document and justify the rated level of performance.
- j. The evaluation of an employee's performance is a continuing process of day-to-day observance and not merely an extra activity when ratings are due. Supervisors shall keep a notebook or log for the purpose of documenting each subordinate's performance, thus maintaining accurate records to be used in the evaluation process.
- k. Supervisors should not expect an employee to meet performance requirements unless the employee was made aware of all job requirements. Likewise, an employee cannot be held responsible for work assignments unless he or she has received understandable instructions from the supervisor. The supervisor has the direct responsibility to develop the employee with respect to total job performance. If the employee is not performing at an acceptable level, the employee should be told how and in what respect he or she is failing, and how to improve performance. This is one of the supervisor's most fundamental responsibilities.
- l. It is mandatory that the rater discuss the evaluation thoroughly and completely with the employee after the reviewer has completed the Performance Appraisal. The Performance Appraisal interview provides the supervisor the opportunity to again review the position requirements with the employee and advise on the methods, procedures, techniques, and practices that must be applied in order to bring performance up to an acceptable level. This is the supervisor's opportunity also to praise the employee for good work. After the Performance Appraisal has been discussed, the employee electronically signs the completed evaluation form to indicate that the ratings have been read, discussed and reviewed. This signature does not signify employee's concurrence with the ratings.
- m. A performance evaluation is a personal matter and should never be discussed with the rated employee's fellow workers.

7. CFA STANDARDS COMPLIANCE

The following procedures shall be followed in order to comply with CFA standards:

- a. A review shall be conducted with each member at the beginning of the rating period concerning the following: task of the assignment position; performance expectation; and rating criteria
- b. Criteria used are based on the member's job description during that rating period
- c. Rating criteria shall be applied to the position occupied by the employee being evaluated.
- d. A copy of the member's final evaluation is available to the employee in Workday. . Employees can download and print completed Performance Appraisals in Workday. Older performance evaluation forms can be found on Teamlink under Forms.

The employee being evaluated may prepare written comments in response to the final evaluation by submitting a memorandum through his or her chain of command that shall be forwarded to the employee's Civil Service file with the evaluation.

8. SUBSTANDARD PERFORMANCE

Supervisors shall not wait until the end of the evaluation period to address unacceptable performance. When a member's performance declines to a level of BELOW STANDARD, the supervisor shall inform the member by memorandum with a copy to the reviewer. The memorandum will state the performance deficiencies and advise that the member's performance may result in an unacceptable appraisal. Such notice must be delivered prior to the end of the rating period.

Whenever an individual receives an evaluation grade of BELOW STANDARD for any performance dimension, he or she shall be placed on notice that he or she is in an "unsatisfactory performance status." Written notification will be made in the format illustrated in Attachment A, and delivered to the ratee with his or her copy of the Performance Appraisal. A copy of the notice will be submitted to Civil Service. The notice will specify the reasons for the unsatisfactory status and delineate exactly what the individual has to do in order to meet minimum performance standards.

Once an individual is placed on notice of being in an unsatisfactory status, the rater must re-evaluate the member within 90 calendar days on an electronic "Interim" appraisal form. Should the individual's performance continue to deteriorate, the rater is not required to wait a full 90 calendar days before making the re-evaluation. The re-evaluation is a special appraisal so only the dimension that had previously been rated BELOW STANDARD need be evaluated. If the re-evaluation indicates that the individual's performance is still BELOW STANDARD, the rater shall forward it, via the chain of command, to the Chief of Police and submit a recommendation for administrative action in accordance with the following:

- a. Transfer – If the performance deficiencies are in skills/abilities that are unique to the individual's job assignment, and would not be required for other jobs (e.g., a motorcycle officer's inability to operate a motorcycle), the rater shall recommend that the individual be transferred. Such action would require no additional paperwork.
- b. INOI – If the performance deficiencies are in skills/abilities that are associated with the individual's rank (e.g., supervisory skills for a sergeant), or in general skills/abilities that all members are expected to perform satisfactorily (e.g., firearms safety/proficiency, driving skills), the rater shall initiate an INOI for substandard performance. His or her recommendation for action to be taken against the individual would be part of the Internal Investigative Report and be processed as prescribed in current directives governing the discipline system.

A member may appeal an evaluation grade of BELOW STANDARD in writing to the commander who directly supervises the reviewer. Captains and lieutenants may appeal to the Chief of Police. The appealing member shall state the specific dimension of disagreement, and his or her rationale for why the Performance Appraisal should be upgraded.

The appeal must be made within five working days of the member's receipt of the Performance Appraisal.

A commander hearing the appeal shall hold a meeting with the ratee, rater, and reviewer for the purpose of settling differences in the simplest and most direct manner. The commander will make a decision and communicate it to the member, in writing, within five working days from the date of the meeting.

The commander hearing the appeal shall either:

- a. Reject the appeal, and forward the evaluation report to Human Resources at City Hall to be filed in the employee's personal file.
- b. Accept the appeal, change the BELOW STANDARD grade to MEETS STANDARDS, remove/negate the notice of unsatisfactory performance, and forward the evaluation report to Human Resources at City Hall to be filed in the employee's personal file.

The action of the commander hearing the appeal shall be final regarding the evaluation grade in question. A re-evaluation is not eligible for appeal. After administrative action has been taken, the appraisal shall be forwarded to Civil Service.

9. ELECTRONIC PROCESSING OF PERFORMANCE APPRAISALS

Performance Appraisals shall be completed electronically via Workday and electronically signed by the ratee, rater, and reviewer. . The employee electronically signing the completed performance evaluation indicates the ratings have been read, discussed and reviewed.

Performance Evaluation reports are maintained in conformance to state records retention schedule.

10. PROBATIONARY OFFICER MONTHLY EVALUATIONS

The purpose of the probationary officer monthly evaluations is to monitor the job performance of probationary officers for the six-month period following their completion of the Field Training Program. In the event an officer completes both the Field Training Program and six probationary officer monthly evaluations within the 12-month Department probationary period, he or she must still finish the balance of that probationary period. For those officers who exceed the 12-month Department probationary period, their promotion date will be backdated to their Department anniversary date upon successful completion of the probationary period.

Annual Performance Appraisals will not be required for members who have received their final Probationary Officer Monthly Evaluation no more than 60 days prior to the deadline for all annual Performance Appraisals.

10.1 RATER

The probationary officer's sergeant shall be responsible for completing the probationary officer monthly evaluation form. In the event the sergeant did not observe the officer for a minimum of ten working days, the evaluation can still be submitted with input from the squad's corporal.

10.2 EVALUATION DUE DATE

Probationary officer monthly evaluations will be submitted by the last day of each month provided the rater had a minimum of ten 8-hour working days or seven 12-hour working days to evaluate the officer. In the event the rater did not have the minimum number of working days to evaluate the officer, the first evaluation would then begin the following month and be due on the last day of the month.

10.3 EVALUATION FORM

The Probationary Officer Monthly Evaluation form (Attachment C) was designed to evaluate probationary officers in nine performance categories: Knowledge, Driving, Report Writing, Field Performance, Investigative Skills, Officer Safety (General, w/Suspects, and Control of Conflict: Voice/Physical), Problem Solving/Decision Making, Radio, and Relationships with Citizens/Peers. For each category, there are four possible grades: MS-Meets Standards, EP-Exceptional Performance, RI-Requires Improvement, and NRT-Not Responding to Training.

For each of the categories, sergeants must provide a grade and a narrative for any RI or EP ratings. Improvement must be documented in the narrative section with an explanation describing the performance. To improve the accuracy of the narratives, sergeants and corporals are strongly encouraged to keep detailed notes on each probationary officer under their supervision. The narratives should contain a brief explanation of the incident, describe the positive or unacceptable performance item, and describe in detail any remedial training that was given. Any documents that demonstrate positive or unacceptable performance should be attached to the evaluation form.

All grades must be consistent with the probationary officer performance standards (Attachment B). If a sergeant is unsure whether a certain behavior rates a particular grade, he or she should refer to the performance standards for guidance. The standards delineate the behaviors for EP, MS, and RI for each of the nine categories.

10.4 REMEDIAL TRAINING

For officers who score an RI on any category, documented remedial instruction must be given. The type of remedial instruction will be established by the member's supervisor. All remedial training must be documented in the Probationary Improvement Plan form (Attachment D). The Improvement plan form will serve as a guide to assist the supervisor in his/her efforts with identifying the issue(s), creating a plan, and listing the expected results of the plan. A copy of the Improvement plan will be placed in the following probationary officer's monthly evaluation, in addition to the sergeant's supervisory notes. The training staff may serve as a resource for remedial issues.

Remedial instruction must be documented by entering the amount of time spent in remedial training. An officer who scored an RI must bring the grade up to at least an MS by the next evaluation. If the officer scores two consecutive RI grades on the same category, he or she may be referred to a Probationary Review Board. Lastly, if an officer scores an RI on the final evaluation, the officer must complete a seventh evaluation form in which the RI is brought up to an MS. In the event the officer scores an RI on that seventh evaluation, then the Patrol Services Bureau Commander will decide what action, if any, is taken.

10.5 PROBATIONARY REVIEW BOARD

If a probationary officer scores two consecutive RI grades on the same performance category, he or she may be directed to a Probationary Review Board. The Probationary Review Board will be comprised of the officer's sergeant, his or her watch commander, the Patrol Services Bureau Commander, the Training Section Commander, and a representative of the probationary officer's choosing. The purpose of the board would be to review the probationary officer's job performance as documented in the monthly evaluation forms and decide if further remedial training is necessary or if a recommendation should be made to the Chief of Police for termination. If necessary, the officer's performance in the Field Training Program may be considered.

10.6 REVIEW OF PERFORMANCE APPRAISALS

Probationary officer monthly evaluation forms will be reviewed by the probationary officer's watch commander, division commander, and Patrol Services Bureau Commander prior to being served to the officer.

10.7 ROUTING OF PERFORMANCE APPRAISALS

The monthly evaluation forms will be routed to the Patrol Services Bureau Commander for review prior to being served on the officer. The original monthly evaluation forms will be maintained by the probationary officer's sergeant, after being signed by the probationary officer. The watch commander will track the evaluations and notify the appropriate sergeant when an evaluation has not been completed for one of his or her probationary officers.

At the conclusion of the officer's probationary period, the original monthly probationary officer evaluations, a printed copy of the annual evaluation, a Personnel Transaction Form, a Rank Certification Form, and an endorsement sheet must be forwarded to the Patrol Services Bureau Commander. The annual evaluation must also be sent electronically to the Patrol Services Bureau Commander for electronic signature. After review, the Patrol Services Bureau Commander will return the annual evaluation to the reviewer electronically. The Patrol Services Bureau Commander will forward the original monthly evaluations to Human Resources. The Rank Certification Form and the printed copy of the annual evaluation will be forwarded to the office of the Chief of Police, via chain of command, for signature.

11. CAREER DEVELOPMENT REQUIREMENTS

Any officer who is participating in the Career Development program or the Master Sergeant program must provide a copy of his or her most current annual evaluation to the Training Coordinator within 30 days of any advancement.

11.1 BELOW STANDARD RATING

Any officer who is in these programs must notify the Training Coordinator any time his or her performance level is rated below standard in any job factor category. The Training Coordinator will inform the officer how a below standard rating may affect his or her progress in the program.

ATTACHMENT A



(Enter date)

MEMORANDUM

TO: (Ratee)
FROM: (Ratee's Supervisor)
SUBJECT: Notice of Unsatisfactory Performance Status

Based on a formal appraisal of your job performance, dated _____, you are considered to be in an unsatisfactory performance status. You were assigned an evaluation grade of BELOW STANDARD in (Dimension) for the following reasons:

(DESCRIBE CIRCUMSTANCES AND PERFORMANCE DEFICIENCIES WHICH ARE THE BASIS OF THE BELOW STANDARD EVALUATION GRADE.)

Within 90 calendar days you shall be re-evaluated, and unless your performance in (Dimension) has improved to a satisfactory level, you shall be subject to administrative action. In order to bring your performance in (Dimension) up to a satisfactory level you must:

(DESCRIBE SPECIFICALLY WHAT THE INDIVIDUAL HAS TO DO TO MEET MINIMUM PERFORMANCE STANDARDS. IF UNDESIRABLE BEHAVIORS HAVE RESULTED IN THE BELOW STANDARD EVALUATION, THIS MAY CONSIST OF LISTING BEHAVIORS WHICH MUST BE AVOIDED.)

Supervisor's Signature

Date Served

("FROM" PERSON'S INITIALS) - ALL CAPS/(typist's initials - no caps)

ATTACHMENT B

PROBATIONARY OFFICER PERFORMANCE STANDARDS

Knowledge:

EP: When tested verbally or written on Department policy and procedures, regulations, state statutes, City ordinances, traffic laws, and criminal procedure, answers with 100% accuracy without coaching or questions. Probationary officer demonstrates excellent working knowledge of Department policy and procedures, regulations, state statutes, City ordinances, traffic laws, and criminal procedures, including lesser known and seldom used policies, regulations, statutes, and procedures.

MS: When tested verbally or written on Department policy and procedures, regulations, state statutes, City ordinances, traffic laws, and criminal procedure, answers with 70% accuracy, but less than 100%. Probationary officer is familiar with most commonly applied Department policy and procedures, regulations, state statutes, traffic laws, and criminal procedures and complies with same. Only requires occasional clarification and direction.

RI: When tested verbally or written on Department policy and procedures, regulations, state statutes, City ordinances, traffic laws, and criminal procedure, answers with 69% or less accuracy. Probationary officer fails to display functional knowledge of Department policies, regulations, state statutes, traffic laws, and criminal procedures. Often requires information.

Driving:

EP: During normal conditions, probationary officer sets an example of lawful courteous driving and maintains complete control of vehicle while operating radio, mobile computer terminal, checking hot sheets, etc. Officer is a superior defensive driver. In moderate to high-stress conditions, probationary officer displays high degree of reflex ability and driving competence. Anticipates driving situation in advance and acts accordingly. Officer practices defensive techniques and responds very well relative to the degree of stress present. Has no accidents or driving complaints.

MS: During normal conditions, the probationary officer obeys traffic laws when appropriate and maintains control of the vehicle. The officer performs vehicle operation while maintaining alertness to surrounding activity and drives defensively. In moderate and high-stress conditions, the officer maintains control of the vehicle and evaluates driving situations properly.

RI: During normal conditions, the probationary officer frequently violates traffic laws and is involved in chargeable accidents. The officer fails to maintain control of the vehicle or displays poor manipulative skills in vehicle operation. In moderate to high stress conditions, the officer is involved in chargeable accidents. The officer uses emergency lights and sirens unnecessarily or improperly. The officer drives too fast for the situation. The officer loses control of the vehicle.

Report Writing:

EP: Probationary officer consistently makes accurate form selection and rapidly completes detailed forms without assistance and displays high degree of accuracy. Reports are a complete and detailed accounting of events from beginning to end, written and organized so that any reader understands what occurred. Reports are very neat and legible. Contain no spelling or grammar errors. Reports are completed very quickly, as quick as a skilled, veteran officer.

MS: Probationary officer knows the commonly used forms and understands their use. Forms are completed with reasonable accuracy and thoroughness. The officer completes reports, organizing information in a logical manner. Reports contain the required information and details. Reports are legible and grammar is at an acceptable level. Spelling is acceptable and errors are rare. If present, errors do not impair an understanding of the report. The officer completes the report within a reasonable time.

RI: The Probationary Officer is unaware that a form must be completed and/or is unable to complete the proper form for the given situation. Forms are incomplete, inaccurate, or improperly used. The officer is unable to organize information and to reduce it to writing. Leaves out pertinent details in reports. Reports are inaccurate. Reports are illegible. Reports contain excessive number of misspelled words. Sentence structure or word usage is improper and incomplete. The officer requires an excessive amount of time to complete a report.

Field Performance:

EP: In non-stress conditions, the Probationary Officer properly assesses situations including unusual or complex ones, determines appropriate course or actions and takes same. In stress conditions, the officer maintains calm and self-control in even the most extreme situations. The officer quickly restores control in the situation and takes command. The officer determines best course of action and takes it.

MS: In non-stress conditions, the Probationary Officer properly assesses routine situations, determines appropriate action and takes same. In stressful situations, the officer maintains calm and self-control in most situations, determines proper course of action and takes it. The officer does not allow the situation to further deteriorate.

RI: In non-stress conditions, the Probationary Officer, when confronted with a routine task, becomes confused and disoriented and does not/cannot complete the task. The officer takes the wrong course of actions and/or avoids taking action.

Investigative Skills:

EP: Officer always follows proper investigation procedure and is always accurate in diagnosis of offense committed. Connects evidence with suspect even when not apparent. Has evidence technician collection and identification skills. Can collect readable fingerprints from any possible surface when available. When conducting interviews or interrogations, the officer always uses proper questioning techniques. Establishes rapport with all victims/witnesses. Controls the interrogation of even the most difficult suspects. Conducts successful interrogations of them.

MS: Officer follows proper investigation procedure in all but most difficult/unusual cases. The officer is generally accurate in diagnosis of nature of offense committed. Collects, tags, logs, and books evidence properly. Connects evidence with suspects when apparent. Recognizes readable fingerprints from most surfaces when available. When conducting interviews or interrogations, the officer generally uses proper questioning techniques. Elicits most available information and records same. Establishes rapport with most victims/witnesses. Controls the interrogation of most suspects and generally conducts a proper Miranda admonition.

RI: Officer does not conduct a basic investigation or conducts investigations improperly. Unable to accurately diagnose offense committed. Fails to discern readily available evidence. Makes frequent mistakes when identifying, collecting, or booking evidence. Does not connect evidence with suspect when apparent. Lacks skill in collection and preservation of fingerprints. When conducting interviews or interrogations, the officer fails to use proper questioning techniques. Does not elicit and/or record available information. Does not establish appropriate rapport with subject and/or does not control interrogation of suspect. Fails to give Miranda warning.

Officer Safety General:

EP: The Probationary Officer always works safely. Foresees dangerous situations and prepares for them. Keeps partner informed and determines the best position for self and partner. Is not overconfident. Is in good physical condition.

MS: The Probationary Officer follows accepted safety procedures. Understands and applies them.

RI: The Probationary Officer fails to follow accepted safety procedures to exercise officer safety: 1) exposes weapons to suspect; 2) fails to keep gun hand free during enforcement situations; 3) stands in front of violator's car door; 4) fails to control suspect's movements; 5) does not keep suspect/violator in sight; 6) fails to use illumination when necessary or uses it improperly; 7) fails to advise headquarters when checking out on self-initiated calls or notifying headquarters upon arrival to a dispatched call; 8) fails to maintain good physical condition; 9) fails to utilize or maintain personal safety equipment; 10) does not anticipate potentially dangerous situations; 11) stands too close to passing vehicular traffic; 12) is careless with gun and other weapons; 13) stands in front of door when knocking; 14) makes poor choice of which weapon to use and when to use it; 15) fails to cover other officers; 16) stands between police and violator's vehicle on vehicle stops; 17) fails to search police vehicle prior to duty and after transporting suspect.

Officer Safety with Suspects:

EP: The Probationary Officer foresees potential danger and eliminates or controls it. Maintains position of advantage in even the most demanding situations. Is alert to changing situations and prevents opportunities for danger from developing.

MS: The Probationary Officer follows accepted safety procedures with suspects, suspicious persons, and prisoners.

RI: The Probationary Officer violates general officer safety principles. Confronts people while seated in patrol vehicle. Fails to handcuff when appropriate. Conducts poor searches and fails to maintain a position of advantage to prevent attack or escape.

Control of Conflict: Voice/Physical Skills:

EP: Voice Command: The Probationary Officer completely controls with voice tone, word selection, inflection, and the bearing that accompanies what is said. Restores order in even the most trying situations through use of voice.

Physical Skill: The officer demonstrates excellent knowledge and ability in the use of restraints. Selects the right amount of force for the given situation. Has an excellent understanding of the Department's Response to Resistance and Apprehension Techniques policy and can apply that knowledge when using physical force. Is in superior physical condition.

MS: Voice Command: The Probationary Officer speaks with authority in a calm, clear voice. Proper selection of words and knowledge of when and how to use them.

Physical Skill: The officer utilizes the proper amount of force to overcome the suspect's resistance. Only deviates from the response to resistance continuum when situations dictate. The officer follows the Department's Response to Resistance and Apprehension Techniques policy when using physical force. Officer does not have any questionable response to resistance applications.

RI: Voice Command: The Probationary Officer speaks too softly or timidly, speaks too loudly, confuses or angers listeners by what is said and/or how it is said. Fails to use voice when appropriate or speaks when inappropriate.

Physical Skills: The officer uses too little or too much force for the given situation. Is physically unable to perform the task. Does not use proper restraints, or uses restraints improperly. Violates the Department's Use of Force policy when applying physical force.

Problem Solving/Decision Making:

EP: The Probationary Officer is able to reason through even the most complex situations and is able to make appropriate conclusions. Has excellent perception. Anticipates problems and prepares resolutions in advance. Relates past solutions to present situations.

MS: The Probationary Officer is able to reason through a problem and come to an acceptable conclusion in routine situations. Makes reasonable decisions based on information available. Perceives situations as they really are.

RI: The Probationary Officer acts without thought or good reason. Is indecisive, naïve. Is unable to reason through a problem and come to a conclusion. Cannot recall previous solutions and apply them in like situations. Cannot make reasonable and sound decisions in a timely manner.

Radio:

EP: The Probationary Officer always follows proper procedures, adheres to policy. Has superior working knowledge of all codes/language and applies knowledge when using police radio. The officer is aware of own radio traffic and traffic in surrounding beats. Is aware of traffic in other parts of the City and uses previously transmitted information to advantage. Officer transmits clearly, calmly, concisely, and completely in even the most stressful situations. Transmissions are well thought out and do not have to be repeated.

MS: The Probationary Officer follows policy and accepted procedures. Has good working knowledge of most often used sections of the codes/language. The officer copies own radio transmissions and is generally aware of radio traffic directed to adjoining beats. The officer uses the proper procedures with clear, concise, and complete transmission.

RI: The Probationary Officer violates policy concerning use of radio. Does not follow procedures or follows wrong procedures. Does not understand or use proper codes/language. The officer repeatedly misses own call sign and is unaware of traffic in adjoining beats. Requires dispatcher to repeat radio transmissions or does not accurately comprehend transmission. The officer does not pre-plan transmissions. Over- or under-modulates. Cuts message off through improper use of microphone. Speaks too fast or too slowly.

Relationship with Citizens and Peers:

EP: The Probationary Officer is very much at ease with citizen contacts. Quickly establishes rapport and leaves people with feeling that the officer was interested in serving them. Is objective in all contacts. Excellent *non-verbal* skills. The officer understands the various cultural differences and uses this understanding to competently resolve situations and problems. Is totally objective and communicates in a manner that furthers mutual understanding. The officer is at ease in contact with all members, including superiors. Understands superiors' responsibilities, respects and supports their position. Peer group leader. Actively assists others.

MS: The Probationary Officer is courteous, friendly, and emphatic. Communicates in a professional, unbiased manner. Is service oriented. Good non-verbal skills. The officer is at ease with members of other ethnic/racial groups. Serves their needs objectively and with concern. Does not feel threatened when in their presence. The officer adheres to the chain of command and accepts role in the organization. Good peer and FTO relationships and is accepted as a group member. Officer has no complaints of misconduct.

RI: The Probationary Officer is abrupt, belligerent, overbearing, arrogant, and uncommunicative. Overlooks or avoids *service* aspects of the job. Introverted, insensitive, and uncaring. Poor *non-verbal* skills. The officer is hostile or overly sympathetic. Is prejudicial, subjective, and biased. Treats members in this grouping differently than members of own ethnic/racial group would be treated. The officer patronizes FTO/supervisor/peers or is antagonistic towards them. Gossips, is insubordinate, argumentative, sarcastic. Resists instructions. Considers himself or herself superior. Belittles others. Is not a *team* player. Fawns on others.

ATTACHMENT C



Probationary Officer Monthly Evaluation

Officer: _____ Employee #: _____
 Supervisor: _____ Evaluation Date _____
 Assignment: _____ Rating Period _____ to _____
 Probationary Evaluation # _____

Performance Rating:	EP=Exceptional Performance RI=Requires Improvement	MS=Meets Standard NRT=Not Responding to Training
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PERFORMANCE MEASURES

- | | | |
|---|---------------|----------------------------|
| 1. Knowledge: | Rating: _____ | Remedial Time: _____ |
| 2. Driving: | Rating: _____ | Remedial Time: _____ |
| 3. Report Writing: | Rating: _____ | Remedial Time: _____ |
| 4. Field Performance: | Rating: _____ | Remedial Time: _____ |
| 5. Investigative Skills: | Rating: _____ | Remedial Time: _____ |
| 6. Officer Safety:
General, w/Suspects, Control of Conflict Voice/Physical | Rating: _____ | Remedial Time: _____ |
| 7. Problem Solving/ Decision Making: | Rating: _____ | Remedial Time: _____ |
| 8. Radio: | Rating: _____ | Remedial Time: _____ |
| 9. Relationships with Citizens and Peers: | Rating: _____ | Remedial Time: _____ |
| | | Total Remedial Time: _____ |

NARRATIVE

Include in the narrative a description of any remedial training given and note whether or not the probationary officer showed any improvement. Any evaluation grades of EP or RI must be justified in the narrative.

Forward this evaluation to the Patrol Services Bureau Commander for review prior to presenting it to the officer.

Supervisor Signature _____ Date _____ Division Commander Signature _____ Date _____

Lieutenant Signature _____ Date _____ Patrol Services Bureau Commander Signature _____ Date _____

I have read and understand all ratings and comments:

Probationary Officer Signature _____ Date _____

ATTACHMENT D



Orlando Police Department
Probationary Officer Improvement Plan



Employee:		ID #	Date:
Supervisor:		ID #	IP#
Performance Measures Needing Improvement:			
Check the Category needing Improvement	<input type="checkbox"/> Knowledge	<input type="checkbox"/> Field Performance	<input type="checkbox"/> Problem Solving/Decision Making
	<input type="checkbox"/> Driving	<input type="checkbox"/> Investigative Skills	<input type="checkbox"/> Radio
	<input type="checkbox"/> Report Writing	<input type="checkbox"/> Officer Safety	<input type="checkbox"/> Relationships w/ Citizens & Peers
Facts pertaining to the grade of <u>RI</u> or <u>NRT</u>			
Improvement Plan developed by the supervisor			
Results of the Improvement plan. Did he/she respond to the training?			
Re-evaluation meeting (if necessary) scheduled for:			
Employee's signature:		Date:	
Supervisor's signature:		Date:	
Manager's signature:		Date:	
A copy of this Improvement plan will be placed in the next probationary evaluation, as well as your supervisory notes.			