

	KANSAS CITY MISSOURI POLICE DEPARTMENT	DATE OF ISSUE	EFFECTIVE DATE	NO.
	PERSONNEL POLICY	12-26-2019	12-26-2019	430-2
SUBJECT			AMENDS	
Employee Evaluation Process				
REFERENCE		RESCINDS		
Personnel Policy: 935 Unit Files		PPBM 430-1; SO 18-04		

I. INTRODUCTION

The Department has established guidelines for the bi-annual review of each permanent full-time member's performance. The purpose of the employee evaluation process is to measure the achievement(s) of members' performance and set goals aligned with the organization's mission, while attempting to maximize individual, team, and organizational results. This process will:

- A. Provide expectations of the member's performance within their specified position.
- B. Promote a high-performance culture by establishing performance indicators that measure the successful completion of key duties and responsibilities.
- C. Identify training and development needs.
- D. Recognize member achievement(s) that are aligned with the Department's mission.
- E. Evaluate the member's skills and abilities for purposes of assignments, promotions, and transfers.

II. POLICY

- A. The annual employee evaluation process will not replace other personnel performance resources and will serve to supplement the promotional process and other measures of success of a member (e.g., probationary review).
- B. An annual evaluation will be completed based on a member's anniversary date.
 1. The annual evaluation will entail an updated demeanor record, a completed Employee Evaluation, Form 203 P.D., and a one-on-one meeting between the member and their immediate supervisor.
 2. The Employee Evaluation, Form 203 P.D., will be submitted to the bureau commander by the 15th of the month following the member's anniversary date (e.g., an anniversary date of January 15th will require the Employee Evaluation, Form 203 P.D., be submitted to the appropriate bureau commander by February 15th).

- C. A performance review conference will be completed six (6) months after the member's anniversary date.
 - 1. The performance review conference will entail an updated demeanor record and an in-person one-on-one conference between the member and their immediate supervisor.
 - 2. The performance review conference will be completed by the 15th of the month that follows the sixth month after the member's anniversary date (e.g., a six month date of June 15th will require the performance review conference to be completed by July 15th).
- D. The supervisor/commander who completes the evaluation will do so based on observations, interactions, and other objective sources of information in order to provide an accurate evaluation of the member.
- E. If a comment or attached documentation is inserted within the member's evaluation after the member has already acknowledged and signed the Employee Evaluation, Form 203 P.D., the evaluation packet will be provided to the member for a second review.
- F. Upon being granted a second review, the member will be granted the option of whether they "agree or disagree."
- G. If the member received a satisfactory evaluation, and does not agree with the individual performance ratings and/or comments within the evaluation, the member will be granted the option to request a chain of command conference. This does not necessarily lead to an amended evaluation.
- H. If the member receives an overall rating of "unsatisfactory," members will be granted the option to request a review of the evaluation by the Employee Evaluation Review Committee (Committee).
- I. Member evaluations and performance review conferences will be stored within the member's unit file permanently in accordance with Personnel Policy 935 entitled, "Unit Files."
- J. An unsatisfactory rating may be considered for disciplinary action, transfers, promotions, and selection processes.

III. TERMINOLOGY

- A. **Anniversary Date** - The 15th day of the month in which a member is eligible for an anniversary pay step increase.
- B. **Annual Employee Evaluation** - Annual performance evaluation to include: completion of Employee Evaluation, Form 203 P.D., and an updated Demeanor Record, Form 386 P.D.

- C. **Chain of Command Conference** – Conference involving member, their immediate supervisor, and the member’s commander ranked one level above the member’s supervisor to discuss individual performance ratings and/or comments within an evaluation that has received an overall rating of “Satisfactory”.
- D. **Performance Rating and Scores**
 - 1. **Above Expectations** - Exceeds the standards required for the position.
 - 2. **Meets Expectations** - Meets the standards for the position. Improvement may be needed in some aspects.
 - 3. **Below Expectations** - Below the standards for the position. Improvement is needed.
- E. **Performance Review Conference** - An in-person conference meeting between the member and their immediate supervisor to review and discuss the member’s performance, needs, expectations, and opportunities for growth.
- F. **Supervisory Assessment Worksheet** - An internal form (Form 386A P.D.) that may be utilized by supervisors to assist with documenting and tracking incidents to be subject for discussion throughout the evaluation process. The Supervisory Assessment Worksheet **will not** be attached to a member’s evaluation. This document may be retained by the member’s immediate supervisor until the next Annual Employee Evaluation.
- G. **Supplemental** - Any item, additional materials, or notes added to the Employee Evaluation, Form 203 P.D.

IV. ADMINISTRATIVE GUIDELINES

- A. Newly hired members will not be eligible for the annual employee evaluation process for one (1) year from the starting date of their new assignment.
- B. Newly Assigned Members
 - 1. Upon being assigned to a new element or reclassified to a new position, a member will be provided the duty manual for that element which will detail job duties, responsibilities, and the expected job performance and goals of the members assigned to that element.
 - 2. Each element will provide a checklist to each newly assigned member that provides a space for the newly assigned member to acknowledge that they have received and reviewed the element’s duty manual and understand their responsibilities.

3. The newly assigned member will be given a copy of the completed and signed checklist. The original copy will be maintained in the unit file for the duration of assignment to that element.

V. PROCEDURES

A. Completion of Performance Review Conference

1. The member's supervisor/commander will:
 - a. Conduct an in-person, one-on-one conference with the member.
 - b. Provide the member a copy of their updated Demeanor Record, Form 386 P.D.
 - c. Review and discuss the member's performance, needs, expectations, standards for the member's position, and opportunities for growth.
2. Upon completion of the performance review conference, document the meeting by checking the "Conference Completed" portion of the Demeanor Record, Form 386 P.D., to include the date of the conference and both the supervisor's and member's signature verifying their attendance and acknowledgement of the conference.

B. Completion of Annual Employee Evaluation

1. When completing the Annual Employee Evaluation the member's supervisor/commander will:
 - a. Review the member's demeanor record and ensure that all information is updated and accurate.
 - b. Complete the Employee Evaluation, Form 203 P.D.
 - c. Provide specific supporting documentation with regard to any category rated above or below satisfactory performance.
 - d. Attach an updated job description to the Employee Evaluation, Form 203 P.D.

Note: Job descriptions are located on the I: Drive.

- e. Provide the member a copy of the completed Employee Evaluation, Form 203 P.D.
- f. Review and discuss the member's evaluation, performance, needs, expectations, and opportunities for improvement in a performance review conference.

- g. Upon receiving a signature from the member being evaluated and any additional documentation the member wishes to submit in regard, the supervisor will submit the packet through their chain of command.
- h. If the member's evaluation receives an overall rating of "unsatisfactory" develop a performance improvement plan to be included within the designated area of the Employee Evaluation, Form 203 P.D.

Note: The Supervisory Assessment Worksheet, Form 386A P.D., may serve to assist with the development of a performance improvement plan.

2. Upon completion of the member-supervisor meeting, the member being evaluated will:

- a. Review their employee evaluation and check "Agree" or "Disagree" at the bottom of the form.
- b. Sign the bottom of the form, acknowledging that they read, understood, and participated in the member-supervisor employee evaluation meeting with their supervisor/commander.
- c. Check the "Request Chain of Command Conference" box on the Employee Evaluation, Form 203 P.D.:
 - (1) If the member received a satisfactory evaluation, and
 - (2) Does not agree with the individual performance ratings and/or comments within the evaluation.

Note: The chain of command conference will not necessarily lead to an amended evaluation.

- d. Receive two (2) working days to submit a written response in the form of an Interdepartment Communication, Form 191 P.D., to be attached to the evaluation prior to submitting it through the chain of command if:
 - (1) A member does not agree with their evaluation, and

- (2) The overall evaluation rating for the member is “unsatisfactory” and the member chooses to request a formal review of their evaluation to the Committee by checking the “Evaluation Review” box at the end of the form.

3. Division Commander and Assistant Division Commander or Director/Manager will:

- a. Determine the appropriate supervisor to complete the employee’s evaluation if a member has been transferred within 60 days of the evaluation.
- b. Ensure that the employee’s evaluation is completed and returned to the bureau office by the 15th of the month following the member’s anniversary date.
- c. Review all evaluations and attached documentation prior to signing.
- d. Ensure that objective and fair standards are being applied throughout the review process.
- e. Meet with members who request a chain of command conference.
 - (1) The highest-ranking member in the conference will document the meeting.
 - (2) Forward the Form 203 P.D. with the attached memorandum through the chain of command.

C. Routing and Retention of the Employee Evaluation, Form 203 P.D.

1. Each bureau will ensure the completed Employee Evaluation, Form 203 P.D., is placed in the member’s unit file.
2. The bureau commander will forward the evaluation packet to the chairperson for assessment and recommendation by the Committee via interdepartment mail designated as “Confidential” when:
 - a. receiving a member’s evaluation that has received an overall rating of “unsatisfactory,” or
 - b. a disagreement within the chain of command in a member’s overall rating, or
 - c. an evaluation committee review request.

3. Upon receiving a completed evaluation packet from the bureau commander that has an evaluation committee review request, the Committee's chairperson will forward a copy of the packet to the Director of the Human Resources Division (HRD) via interdepartment mail designated as "Confidential".

D. Employee Evaluation Review Committee (Committee):

1. The Committee will be responsible for: monitoring the implementation of the employee evaluation process; handling review requests; recommending changes in written directives; interpreting directives; and planning for improvements.
2. The Committee's chairperson will:
 - a. Be responsible for assembling the committee.
 - b. Report in writing to the Chief of Police as to the progress and problems as needed, but no less than annually.
3. There will be separate designated committee teams for sworn members and non-sworn members selected by HRD.
 - a. For sworn members, the Committee will be comprised of seven (7) members:
 - (1) Chairperson - Major designated by the Chief of Police (non-voting member)
 - (2) HRD Manager or designee – Permanent non-voting member
 - (3) Captain
 - (4) Sergeant
 - (5) Officer/detective
 - (6) Contingency member - Sworn member of the same rank/classification and charged with similar job duties and responsibilities as the requesting member
 - (7) Applicable Fraternal Order of Police (FOP) representative
 - b. For non-sworn members, the Committee will be comprised of seven (7) members:
 - (1) Chairperson – Major or director designated by the Chief of Police (non-voting member)

- (2) HRD Manager or designee – Permanent non-voting member
 - (3) Captain/manager
 - (4) Non-sworn supervisor
 - (5) Non-sworn member
 - (6) Contingency member - Non-sworn member of similar job classifications as the requesting member
 - (7) Applicable Fraternal Order of Police (FOP) representative
- c. All committee members will be randomly selected through the computer. A member who does not wish to serve on a committee may submit a Form 191 P.D., Interdepartment Communication, directly to the Human Resources Director for approval.
 - d. Committee members selected to serve on the committee, other than those as a contingency member, will be permanent during their two (2) year term.
 - e. An eligibility pool will be created for members wishing to be considered as contingency members. Contingency members will be randomly selected from the eligibility pool. The eligibility pool will be maintained by the HRD.
 - f. The Human Resources Division will provide training to members selected to serve on the committee.
 - g. If a member is promoted, the member will only be eligible to serve as a contingency member at their new rank.
 - h. Upon being selected for an employee evaluation hearing as a contingency member, the HRD will notify the member and the chairperson via department email three (3) weeks prior to the review.
4. The Employee Evaluation Review Committee will:
- a. Maintain the confidentiality of all review requests submitted. No portion of the proceedings will be transcribed or recorded by any person other than the committee's recording secretary, who will be designated by the chairperson.

- b. Review the member's request, the evaluation packet, and testimony of the requesting member and/or representative and interview any individual who can verify relevant information not included in the packet.
- c. After all facts pertaining to the incident are collected and analyzed, determine whether:
 - (1) The evaluation of the member was under objective and fair standards.
 - (2) All proclaimed concerns pertaining to member's performance, deficiencies, and areas for improvement are clearly documented.
 - (3) All steps taken to facilitate the member in improving their performance standards during the evaluation period are clearly documented.
 - (4) The action taken/recommended, when compared with the totality of the circumstances, was:
 - (a) Appropriate
 - (b) Inappropriate due to: (explain)
- d. Provide a recommendation(s) with supporting documentation to the Chief of Police for all reviewed evaluations for final disposition.
- e. Ensure minority reports are developed when there is a dissenting opinion.
- f. Forward all recommendations to the Chief of Police, and/or designee via a completed Evaluation Committee Review Disposition, Form 5037 P.D., which may include:
 - (1) Recommended actions
 - (2) Employee development/improvement plan
 - (3) Mediation
 - (4) Training
 - (5) Forward to supporting unit (e.g., Wellness Unit)
- g. Upon final disposition decided upon by the Chief of Police, and/or designee, the HRD will be notified.

5. The Chief of Police has final authority on the disposition of all employee evaluations.
6. All members will be eligible for overtime compensation in accordance with existing department policy.
7. Upon final determination, the chairperson will provide copies of the Evaluation Committee Review Disposition, Form 5037 P.D., with final disposition to the involved member, the member's bureau, and the Human Resources Division.

E. Post Evaluation Revision

1. A member's evaluation may be retroactively revised upon final disposition of pending discipline during the evaluation period of when the offense was initially reported.
2. When completing a post evaluation revision, the revised Employee Evaluation, Form 203 P.D., will be attached to the original evaluation as a supplemental to reflect the policy violation(s).
3. Evaluations that are revised will be reviewed and signed by the member and their immediate supervisor.
4. The determination of whether an employee evaluation will be revised will be determined by the Chief of Police.

Richard C. Smith
Chief of Police

Adopted by the Board of Police Commissioners this day ____ of _____, 20__

Nathan Garrett
Board President

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