
KANSAS CITY, KANSAS POLICE

GENERAL ORDER

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CROSS REFERENCE: Personnel Rating Manual for
Sworn Officers

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I. PURPOSE

- A. Career development, if properly utilized, should stimulate agency personnel to improve their education, training, and abilities needed to perform job tasks required in specialized areas, and to compete for new areas of interest and specialization that may enhance the individual's optimal performance.
- B. The evaluation system is intended to provide an efficient rating process to evaluate the job performance of all sworn and non-sworn personnel, including probationary personnel.

II. CAREER DEVELOPMENT OVERVIEW

- A. The goal of career development is to highlight specific opportunities for individual growth at all levels, and to improve overall job satisfaction and performance. The opportunity to attend specialized courses of instruction offered by other agencies and institutions will be afforded each member of the Department in accordance with the Memorandum of Understanding. The principal components of the career development program are the career counseling, in-service training, roll call training, and other programs that become available.
- B. An evaluation system serves both management and the employee. The evaluation system serves to:
 - 1. Foster fair and impartial personnel decisions.
 - 2. Maintain and improve performance.
 - 3. Provide a medium for personnel counseling.
 - 4. Facilitate proper decisions by probationary employees.
 - 5. Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines.
 - 6. Identify training needs or improvements.
- C. The evaluation report will be utilized as a guide to provide information concerning suitability for assignment, training needs, ability to assume more responsibilities and effectiveness in the assigned position.
- D. Employees will be afforded every opportunity for career advancement consistent with their abilities and the needs of the agency. Career advancement will be in accordance with the equal opportunity guidelines published by this agency and the Memorandum of Understanding.

E. Some of the available opportunities for development within the Department include:

1. Patrol Officer
2. Motorcycle/Traffic Officer
3. Criminal Investigator (Detective)
4. Crime Scene Investigation Specialist
5. Field Training Officer
6. Community Liaison
7. K-9 Handler
8. Explosive Ordinance Technician, EOD. Unit
9. Narcotics Unit Undercover Officer
10. SCORE Unit Officer
11. Training Instructor
12. Planning and Research Officer
13. Accreditation Officer
14. Community Police Officer
15. Range-master
16. Logistics Officer
17. Hit and Run Officer

F. Proficiency training on appropriate topics will be administered to all personnel as one component of the career development program. Training subjects will include topics which are relevant to the Department and its operations. The type and extent of training will vary dependent of the employee's position and training needed.

III. CAREER DEVELOPMENT AND EVALUATION PROCEDURES

A. Employees will be counseled at the conclusion of each rating period, concerning:

1. Results of the evaluation just completed.
2. Specific duties and responsibilities of position occupied.
3. Level of performance expected.
4. Evaluation rating criteria and goals of the rating program.
5. Their career goals, such as advancement, entry into specialized units, and additional training available for the employee's position.

B. Personnel evaluation ratings and SKA assessments will be conducted on sworn employees and civilian employees, twice yearly. The evaluations will be completed during the first week of June and the first week of December each year. The evaluations will be completed and forwarded through the Chain of Command, to the Bureau Director's Office on or before June 16 and December 16.

C. All employees will complete an evaluation form on themselves. The self-evaluation form will be given to the evaluating Supervisor and placed into the employee's file along with the official evaluation.

D. Each employee will be rated by their Captain, or the ranking commander for civilians, with input by their supervisor. In the event that the Captain is unavailable during the rating period, the prior Captain of the employee will complete the rating.

1. Performance evaluations will be based only on performance during the rating period. Performance of the employee prior to or following the rating period will be excluded in the rating for that period.
2. The employee will be rated for his or her performance in the position held during the rating period.
3. Personnel who complete the form should refer to the Rating Manuals for proper ratings.
4. The evaluation of each employee's performance (Except the Chief of Police) will be documented on one of the following forms:
 - a. Sworn Performance Evaluation Form (KCKPD #28 12/18) will be utilized on all sworn Officers, Sergeants and Detectives.

- b. The Unified Governments Performance Review (HR Policy 3.2/Appendix A) will be utilized on non-union civilians and Captains and above.
 - c. Commanders/Civilian Supervisors Evaluation Form (KCKPD #27 12/18) will be utilized on Commanders and Civilian Supervisors.
 - d. Civilian Support Staff Performance Evaluation Form (KCKPD #29 12/18) – Utilized when rating all civilian Departmental employees
- E. In the Operations Bureau where officers have two or three Sergeants who supervise them on various days, the evaluation will be done in the following manner: At least two of the Sergeants will contribute on an officer's evaluation along with the supervising Captain, with each having equal input. This method will ensure the fairest and most accurate evaluation of each individual.
- 1. Also under the above circumstances both Sergeants and the Captain will make every effort to jointly review the evaluation form with the officer.
- F. The rated employee will then sign the evaluation form to indicate the Captain or highest ranking Commander has reviewed it with him or her.
- 1. If, for some reason, the Commander is unable to review the evaluation with the affected employee during the evaluation period, the Commander will attach a memo, explaining the reason for such, and will forward the evaluation to the Bureau Director's Office.
- G. The rating Captain with input from the Sergeant must make a comment for each category in which the officer's rating is ineffective or highly effective. The Captain will include written comments on the back of the form with the overall evaluation score falls into the ineffective or highly effective category.
- 1. When ratings are ineffective (below 4.0) or highly effective (7.0 or above) for all sworn employees.
 - 2. When ratings are "Does not meet standards" or "Exceeds standards" for all civilian employees.
- H. The employee will be advised in writing whenever his or her performance is ineffective in any category at least 90 days prior to the end of the rating period, if possible. If it is not possible to make notification at least 90 days prior to the end of the period, this must be explained in writing as part of the same counseling session.
- 1. The employee will be told what actions should be taken to improve performance.
 - 2. The counseling session will be documented and included in the evaluation report.
 - 3. A copy of the document will be forwarded to the Chief.
- I. Each Captain and Sergeant in the chain of command will utilize the appropriate rating form when counseling subordinates. The forms will be used to assist in assessing employee strengths and weaknesses, and to alert the supervisor to particular areas in which the counseling process must focus. The employee will participate in the evaluation process through self-evaluation, feed back, and recommendations for his or her skills, knowledge, and abilities improvement.
- J. Supervisor's counseling sessions with their subordinates will also review training received and determine the employee's future career development needs. The SKA portion of the evaluation form will be completed during each evaluation period.
- K. A copy of the completed evaluation report will be provided to the employee.
- L. The raters are to be evaluated by their commanders regarding the quality of the ratings given employees. Commanders will evaluate raters regarding the fairness and impartiality of ratings given, their participation in counseling rated employees and their ability to carry out their role in the performance evaluation system. The commander should ensure that the raters apply ratings uniformly.
- M. The Bureau Director will be responsible for insuring the completeness, accuracy, and promptness of the personal evaluations.

IV. PROBATIONARY EVALUATIONS

- A. Officers who are in the PTO program, to include reserve officers in training, will be evaluated periodically as directed by the Police Academy Commander.
- B. As defined in the Memorandum of Understanding, Article 5, new officers shall be considered "Probationary Officers" until six (6) months after they have been released from the FTO program, and will be evaluated every two months by their Captain. The final evaluation on a probationary officer will be due in the Bureau Director's Office two (2) weeks prior to the end of the officer's probation period.
- C. Officers who are promoted to a rank of Sergeant, Detective, or Captain will be rated every two months prior to the completion of their six-month probationary period.

V. COMMUNICATIONS UNIT PROBATIONARY EMPLOYEES

- A. A written performance evaluation report will be completed on all entry-level probationary employees at least quarterly. This applies to all employees including employees covered by a Memorandum of Understanding.
- B. Public Safety Dispatchers: As defined in the Memorandum of Understanding, Article 5.1, a new employee shall be considered a "probationary employee" for the first twelve (12) months of his or her employment.

- C. Communications Dispatchers: As defined in the Unified Government Human Resources Guide, Article 2.9, "probationary period" is defined as the initial six months of any new position whether the employee is a new Unified Government employee or an employee who has been transferred to a new position.

VI. EMPLOYEE INPUT AND APPEALS

- A. Any employee may comment in writing concerning his or her evaluation. The employee's comments become a part of the evaluation.
- B. An officer may appeal their overall performance evaluation. This process includes the following steps:
- Step 1: The appeal shall be first taken up between the officer and the issuing Commander. If the appeal is not adjusted orally, it must be submitted in writing to the officer's issuing Commander within fourteen (14) calendar days after the evaluation giving rise to the appeal or after becoming known or it shall be considered as dropped.
 - Step 2: In the case the appeal cannot be adjusted under step 1, the matter will be considered by the Division Commander. Request for consideration by the Division Commander must be in writing within fourteen (14) calendar days of the decision in step 1, or the appeal will be dropped. The Division Commander or his designee shall send a written reply within fourteen (14) days after submission of the appeal to them or the appeal shall be found in the officer's favor. The division commander's decision is final for scores four (4) or higher. Officers with a score less than four (4) can grieve their evaluation to step 3.
 - Step 3: In the case the matter cannot be settled under steps 1 or 2, the matter will then be considered by the Deputy Chief. The initial appeal shall be to the Deputy Chief within fourteen (14) calendar days following the delivery of the letter of appeal or it shall be considered as dropped. The Deputy Chief shall send a written reply within fourteen (14) calendar days after submission or the appeal shall be found in the officer's favor. The Deputy Chief will have final authority regarding the appeal.
- C. Any employee who is eligible and elects to pursue the above line of action will do so by checking the proper box following "APPEAL
- D. Any employee who elects to appeal to the Chief must do so at the time the supervisor reviews the evaluation rating form with him or her.

VII. HIGHER EDUCATION

- A. The Department values higher education and encourages all employees to seek additional training to help improve their performance in their current position and better prepare them for promotion to a related or higher level positions within the agency.
- B. Sworn personnel will be reimbursed as stipulated in General Order 20.13, College Hours, and the Memorandum of Understanding between the Unified Government and the Fraternal Order of Police, Lodge #4. Additionally, personnel are required to comply with the procedures in General Orders 20.7, Off Duty Employment and College Hours, and this Order.

VIII. CAREER DEVELOPMENT TRAINING

- A. The Police Academy Commander will have overall responsibility for the maintenance and supervision of the sworn career development program and will perform the following functions:
1. Evaluate and upgrade the program as needed, or at least once annually.
 2. Provide career counseling training to supervisory personnel every three years during in-service training.
 3. Prepare career planning schedules for all employees.
 4. Coordinate with other agencies and institutions on career development training.
 5. The Police Academy Commander will maintain an inventory of external training programs available and internal in-service training programs. Such information will be made available to all personnel.
- B. Persons responsible for rating employees will receive training in performance evaluation during in-service or continuing education unit (CEU) training.
- D. Personnel selected for promotion to a supervisory position will undergo a formal training program in supervisory and managerial skills prior to, or shortly following, promotion.
- E. The Personnel Evaluation Rating Manual for Sworn Officers shall be referred to when conducting personnel evaluations.
- F. Division Commanders will review the career development sections on the personnel evaluations and forward the information to the Training Academy Commander
- G. Supervisors at all levels within the agency will undergo periodic orientation at in-service to qualify them to conduct career development counseling in the following areas:
1. Salary, benefits, and training opportunities within the agency.
 2. Educational opportunities and incentive programs.
 3. Cultural and ethnic background awareness.
 4. Record keeping procedures.

5. Availability of outside resources.
6. General counseling techniques.
7. Career development programs.

IX. DOCUMENTATION

- A. After reviewing the evaluation with the employee, the rating supervisor will then forward the completed rating forms upward through the chain-of-command to the Bureau Director. Each commander in the chain will review and sign the form. The Bureau Director will forward the completed forms to the Office of the Chief of Police to be placed in each employee's respective personnel jacket.
- B. Each employee's personnel records file will contain a record of his or her skills, knowledge, and abilities. The inventory checklist will include all information relative to the employee since date of hire.
- C. Completed personnel evaluations will be maintained permanently in the employee's personnel jacket in the office of the Chief of Police.

X. ANNUAL REVIEW OF THE CAREER DEVELOPMENT AND EVALUATION PROGRAM

- A. The Command Staff will make an annual inspection and evaluation of the Department career development and employee evaluation system every November, to determine how well the system functions. Measures will be implemented to address any deficiencies. This annual review will be documented and filed in the Research and Development/Accreditation Section of the Professional Standards Unit.