



# MILWAUKEE POLICE DEPARTMENT

## STANDARD OPERATING PROCEDURE

### 500 – PERSONNEL EVALUATIONS /LINE & STAFF INSPECTIONS

GENERAL ORDER: 9983-2014-73

ISSUED: December 2, 1988 July 15, 2014

EFFECTIVE: July 15, 2014

REVIEWED/APPROVED BY:

Captain Regina Howard

DATE: June 11, 2014

ACTION: Creates SOP Amends General Order 9983 (December 2, 1998)

WILEAG STANDARDS: 2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.5.5, 2.5.6, 2.5.7

### ROLL CALL VERSION

Contains only changes to current policy.  
For complete version of SOP, see SharePoint

#### 500.00 PURPOSE

The purpose of this standard operating procedure is to outline performance evaluations, reviews, and management procedures for both law enforcement and civilian members of the Milwaukee Police Department.

#### 500.10 POLICY

It is the policy of the Milwaukee Police Department that work performance of all personnel is evaluated on a bi-annual basis. The criteria used to evaluate performance shall be specific to the member's rank/title and shall be reasonable, descriptive and measurable.

#### 500.20 PERFORMANCE RATING SCHEDULE AND FORMS (WILEAG 2.5.1, 2.5.3)

During each calendar year, a Personnel Evaluation, Form PE-27 or PE-27A, shall be completed for all personnel subordinate to the rank of Captain. Said form will The evaluation shall be completed for the six (6) month periods ending June 30 and December 31 of each year.

##### A. NON PROBATIONARY EMPLOYEES

Performance evaluations shall be completed bi-annually for all non probationary employees, subordinate to the rank of Captain, to include non-sworn employees. Evaluations shall be completed using Form PE-27 (Evaluation Report) and PE-27A (Management Performance Evaluation).

The bi-annual performance review shall only be completed for non-probationary members. Supervisors shall obtain the necessary information to appraise and evaluate each employee's performance accurately at the conclusion of their review period.

##### B. PROBATIONARY EMPLOYEES

Members on probationary status shall be evaluated monthly.

Commanding officers supervising employees in a probationary status shall complete the following Employee Performance Evaluation:

1. PE-28E (*Police Aide Monthly Performance Evaluation*)
2. PE-37E (*Member's Individual Monthly Probationary Report for entry level or promoted employees*)
3. PR-89 (*Probationary Police Officer or Sergeant Performance Report*)

All commanding officers supervising employees in a probationary status shall, by the 10<sup>th</sup> of each month, submit a "Department Memorandum" report through the chain of command to the Chief of Police. Said ~~This~~ report will ~~shall~~ include the following information:

1. Name, ~~payroll~~ PeopleSoft number and work locations of all employees in a probationary status.
2. Scheduled date when the probationary status will be terminated. ~~completed~~
3. Commanding officer's assessment of progress: satisfactory or unsatisfactory.
4. Corrective/remedial actions taken or recommended. (Include all disciplinary action and counseling)
5. Limiting factors, if any, relating to the individual employee's successful completion of his/her probationary period. ~~status.~~

Deficiencies in satisfactory progress should be detected, reported, and acted upon promptly.

~~This directive applies to all employees in a probationary status below the rank of Captain of Police. This also includes all pay classifications (sworn and civilian) who have been promoted on or after April 1, 1991.~~

Supervisors identifying unacceptable or below standard performance with a probationary or non-probationary employee, as soon as practical, shall notify the employee of the deficiency. Supervision shall provide immediate corrective action and/or counseling, remedial training or an Employee Improvement Plan (EIP). The notification and EIP shall be documented and reviewed with the member prior to implementation.

~~This evaluation report consists of a single sheet evaluation form and a set of "standards" with the following distribution format:~~

~~For supervisors — forwarded to Assistant Chief of Police — Operations/Administration Decision Units.~~

Lieutenant's evaluations shall be forwarded to their respective Assistant Chief of Police or Inspector. For all other personnel, subordinate to the rank of Lieutenant, the original shall be forwarded to the Police Academy Training Division and one copy retained at the member's work location personnel file.

~~Only the Evaluation Form PE-27 is to be forwarded as indicated above. The "standards"~~

are for use by the evaluator, and are not to be submitted with the evaluation sheet.

Commanding officers can requisition a sufficient number of reports from the Printing and Stores Section during the normal ordering times. The forms are numbered as follows:

- \* Milwaukee Police Department Evaluation Report - Form PE-27
- \* Milwaukee Police Department Evaluation Report - Form PE-27A
- \* Police Sergeant Standards Sheet - Form PE-28
- \* Police Officer Standards Sheet - Form PE-24
- \* Parking Checker Standards Sheet - Form PE-26
- \* Civilian Clerk (including police aides) Standards Sheet - Form PE-25

### **500.30 COMMANDING OFFICER RESPONSIBILITIES**

It is the responsibility of the commanding officer to ensure performance evaluations completed by raters under their command are submitted in a timely fashion.

### **500.40 SUPERVISOR RESPONSIBILITIES AND TRAINING (WILEAG 2.5.2, 2.5.4)**

Supervisors shall receive training prior to conducting performance reviews. Employees will be evaluated on their performance in meeting the standards of their current position based on the job performance during the specific rating period. Supervisors are responsible for monitoring the job performance of their subordinates.

Supervisors shall review documentation that has been gathered throughout the review cycle (quarterly). The principle objective in evaluating all members is to determine whether or not the member can perform the required duties of their position. Supervisors shall evaluate all members on their knowledge, skills, and abilities and may determine training or further development needs are required.

Supervisors shall explain to each member the expectations of their rank/title, level of performance and the rating criteria, prior to the performance review.  
(WILEAG 2.5.4.1)

Immediately following the completion of the evaluation, supervisors shall discuss with the member, the member's actual performance compared to the expectations. Supervisors shall also review previous goals and establish new expectations and goals for the next performance review. (WILEAG 2.5.4.2)

Training and performance issues identified by supervisors may be addressed utilizing immediate corrective action, counseling, remedial training, or an Employee Improvement Plan.

### **500.50 REQUIRED SIGNATURES AND COPIES OF PERFORMANCE EVALUATIONS (WILEAG 2.5.5)**

Members are required to sign that they have read their performance evaluation. The member's signature implies neither agreement nor disagreement with the evaluation's content. A "refusal to sign" by a member denotes the same meaning as a signature in

that the member has read the evaluation and discussed its content. The performance review shall then be signed by the supervisor, shift commander and commanding officer. The member shall be given the opportunity to add written comments. If a member requests a copy of their evaluation, the supervisor that prepared the evaluation and reviewed its contents shall provide a copy to the member.

#### 500.60 CONTESTED EVALUATIONS (WILEAG 2.5.6)

Members who wish to contest a performance evaluation shall submit a memorandum to their commanding officer detailing the areas of disagreement within 7 days from the date the evaluation was received. The decision of the commanding officer in contested performance evaluations shall be final.

#### 500.70 RETENTION PERIOD (WILEAG 2.5.7)

Evaluations shall be maintained for the duration of the member's employment. At the end of such employment such records will be disposed.

#### 500.05 LINE AND STAFF INSPECTIONS

##### —BACKGROUND

~~The inspection process is an essential mechanism for evaluating the quality of the Milwaukee Police Department's operations, ensuring that the goals of the Milwaukee Police Department are being pursued, identifying the need for additional resources, and assuring that control is maintained throughout the Department.~~

~~The inspection process, at both the line and staff level, provides the Chief of Police, along with command and supervisory officers, with a means of regularly assessing the Department's efficiency and effectiveness, as well as providing information necessary to meet the goals of the Department.~~

##### —PURPOSE

~~To provide a clear and concise definition of line and staff operations; and to set forth the procedures for conducting line and staff inspections.~~

##### —LINE AND STAFF DEFINED

~~Line Operations Line operations are defined as those organizational components of the Milwaukee Police Department which actually deliver the services for which the Department exists. As an example, the Neighborhood Policing Bureau is a line operation because members of that Bureau preserve the public peace, detect and apprehend criminals, and respond to calls for service from members of the community.~~

~~Staff Operations Staff operations are defined as those organizational components of the Milwaukee Police Department that assist, service, and support the Department. Examples of staff components would be the Training Division because that Division assists and supports the Department through training; or the Human~~

~~Resources/Administration Bureau because that Bureau provides payroll, maintenance services, and other administrative assistance.~~

~~To prevent conflict among line and staff components, this order will separate the staff inspections process from line operations and the line inspection process. While both are in many ways similar, a clear distinction will be drawn to foster harmony and unity of purpose within the Milwaukee Police Department.~~

#### ~~LINE INSPECTION DEFINED~~

~~An inspection or audit conducted by personnel in control of, or within the direct chain of command of the persons, facilities, procedures, or other elements being inspected. Line inspection may be carried out by any supervisor within the chain of command, and is often conducted by supervisory personnel who may also be responsible for ensuring that any substandard conditions revealed in the inspection are corrected.~~

#### ~~STAFF INSPECTION DEFINED~~

~~An inspection or audit conducted by personnel who do not have control, or are not within the direct chain of command of the persons, facilities, or procedures being inspected. The Staff Inspection Division is a component that is responsible for conducting inspections throughout the Milwaukee Police Department. The results of staff inspections shall be reported directly to the Chief of Police.~~

### ~~500.10 LINE INSPECTION PROCEDURES~~

~~Line inspections should be an ongoing activity to ensure that employees are acting in concert with Department requirements in areas such as personal appearance, use and maintenance of equipment, and adherence to Department directives and orders. Command officers and other supervisory personnel are responsible for the discipline, good order, and efficiency of the personnel, facilities, activities, and equipment under their direct control. To ensure that these responsibilities are met, they shall inspect, observe, analyze, and evaluate the personnel, facilities, activities and equipment under their direct control, to exact compliance with Rules and Regulations; Standard Operating Procedures and Position Responsibilities.~~

~~Line inspections shall be conducted on a daily basis, or within previously established guidelines.~~

~~It shall be the responsibility of supervisory personnel at all levels of command, within the organization component, to conduct line inspections and to take corrective action as needed, within previously established guidelines.~~

~~If an inspection reveals substandard conditions or performance, reporting procedures shall be in conformity with existing policy.~~

~~When substandard conditions are detected during an inspection, follow up procedures shall be initiated to ensure that corrective action has been taken.~~

### ~~500.15 STAFF INSPECTION PROCEDURES~~

~~The Staff Inspection Division shall be responsible for conducting all staff inspections within the Milwaukee Police Department.~~

~~The Staff Inspection Division shall be assigned to the Office of the Chief of Police, and shall operate under the direct authority of the Chief of Police.~~

~~Personnel of the Staff Inspection Division shall have no command authority over line components, except in an emergency or other exigent circumstances.~~

#### STAFF INSPECTION OBJECTIVES

- ~~1. To determine that established policies, procedures, and regulations emanating from the Office of the Chief of Police are being carried out by operational personnel.~~
- ~~2. To determine that these policies, procedures, and regulations are adequate to attain the desired goals of the Department.~~
- ~~3. To determine if the resources at the Department's disposal, both personnel and material, are being utilized properly and efficiently.~~
- ~~4. To determine if the resources are adequate to carry out the mission of the Department.~~
- ~~5. To identify any existing deficiencies in personnel integrity, morale, supervision, or policy which should be corrected or improved.~~
- ~~6. To ensure that all Department records are properly routed and maintained.~~
- ~~7. To ensure that all physical facilities are properly maintained in a clean, serviceable condition.~~
- ~~8. To determine if the following items are properly maintained.
  - ~~a. Vehicles~~
  - ~~b. Equipment~~
  - ~~c. Weapons~~
  - ~~d. Specialized equipment~~
  - ~~e. Reports and reporting procedures~~~~
- ~~9. Other areas as deemed necessary by the Chief of Police.~~

#### POLICY

~~The Staff Inspection Division shall conduct routine inspections on a daily basis. However, at least once each year the Division shall conduct an in-depth inspection of all major elements of the Department such as the Neighborhood Policing Bureau, Professional Standards Bureau, Criminal Investigation Bureau, and the Administration Bureau. In conducting these major inspections, the Chief of Police may select personnel from other Bureaus or Divisions to assist Staff Inspection Division personnel, e.g., a member of Office of Management Analysis and Planning; a Captain or Police Lieutenant assigned to the Criminal Investigation Bureau; a member of the Sensitive Crimes Division; a Captain or Police Lieutenant from the Professional Standards Bureau; or such other personnel as deemed necessary.~~

~~The Chief of Police shall cause the Bureau/Division/District chosen for an in-depth~~

~~inspection to be given advance notice of at least one week. When said notice of a major inspection is given, the Chief of Police shall brief the inspection team on the objectives and process of the inspection. Further, at the beginning of the actual inspection, the supervisory officer in charge of the inspection team shall meet with the command staff of the Bureau/Division/District to be inspected. This is designed to set the stage for a cooperative inspection and review. Unannounced inspections can also be conducted by the Staff Inspection Division, but only at the direction of the Chief of Police. The inspection shall remain within the scope of the topical area as determined by the Chief of Police.~~

~~Following the actual inspection, the Staff Inspection Commander shall consolidate all the comments of the team into an understandable and useful report on the condition of the inspected Bureau/Division/District. Upon the staff inspection, which is intended to be constructive, a "Department Memorandum" report shall be prepared and forwarded to the Chief of Police. The Chief of Police, upon review of the report, shall take such action as he deems necessary. The contents of the report shall be kept strictly within the confidence of the Chief of Police, the inspection officer, and the respective Bureau/Division/District Commander.~~

~~Further, at 30, 60, and 90 day intervals after the report has been presented, the inspecting officer shall report on the progress of implementation of the recommended improvements to the Chief of Police. It is the policy of the Chief of Police that members of the Staff Inspection Division shall not have direct responsibility for corrective action or disciplinary action of the subordinate members of the Bureau/Division/District during the inspection process.~~

~~Personnel of the Staff Inspection Division shall provide guidance, upon request, to line commanders and supervisors, and shall be available to coordinate inspections within the agency.~~



EDWARD A. FLYNN  
CHIEF OF POLICE

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