

	ELGIN POLICE DEPARTMENT 151 Douglas Avenue Elgin, Illinois 60120	
Effective Date: 09/10/01	STANDARD OPERATING PROCEDURE	Revised Date: 09/28/15
Chief of Police: 	Early Warning System, 35.2	
Cross Reference: SOP 35.1 Performance Evaluations	Policy Sections: 35.2.1 Personnel Records & Review 35.2.2 Reporting Requirements 35.2.3 Review of Collected Data 35.2.4 Follow up with the Employee 35.2.5 Performance Improvement Plan 35.2.6 Performance Improvement Evaluation 35.2.7 Employee Assistance Program 35.2.8 Evaluation of System Appendix A: Performance Improvement Plan Appendix B: Performance Improvement Evaluation	

PURPOSE

The purpose of this policy is to establish guidelines for identifying factors that may negatively affect performance and assist employees by intervening to ensure any significant underlying cause is addressed. The most important asset of the Elgin Police Department is our personnel. The department must ensure that factors which impede the performance and well-being of personnel are addressed promptly, fairly and with the understanding of each individual's needs.

POLICY STATEMENT

It is the policy of the Elgin Police Department to establish a system for tracking and reviewing incidents of risk to our agency and the involved personnel. The early warning system (EWS) shall be used as a means to identify and assess an employee's performance in areas having the potential to create a risk or liability and intervene where appropriate.

PROCEDURES

35.2.1 PERSONNEL RECORDS & REVIEW

The deputy chief or designee is responsible for monitoring each component of the early warning system. All supervisors are responsible for continually assessing the employee's work performance and have discretion when to initiate a further review of the employee's performance. The criteria that shall automatically trigger a review of the employee's performance are outlined below. However, any combination of these factors or other substandard performance issues may be cause for further review of the employee's performance.

- A. **Performance Evaluations.** Any performance evaluation with two or more areas rated as below acceptable performance.
- B. **Reports of Inquiry (Internal Investigations).** Employees receiving three or more complaints of the same/similar nature in a rolling 12 month period.
- C. **Response to Resistance Incidents.** Employees engaging in four or more use of force actions in a rolling 6 month period.
- D. **Employee Injuries.** Incidents involving three reports of employee injuries and or/traffic crashes in a rolling 12 month period.
- E. **Excessive Sick Time Usage.** Employees using more than 12 days of sick time in a rolling 12 month period.
- F. **Any incident of a serious or unusual circumstance.**

35.2.2 REPORTING REQUIREMENTS

In addition to the triggers outlined in section 35.2.1, supervisors have the responsibility to observe and document conduct and behavior of employees consistent with the Rules & Regulations and policies of the Elgin Police Department and the city of Elgin. This responsibility is to ensure that a comprehensive record of the employee's performance is documented. Supervisors may use informal counseling, but should take formal documented action if a repeated adverse behavior cannot be corrected, or is necessary based on the seriousness of a single incident.

35.2.3 REVIEW OF COLLECTED DATA

- A. When outlined thresholds for the automatic triggers are met, the deputy chief will notify the commander within the employee's chain of command who will review the information with the employee's supervisors.
- B. Once the review is complete, the commander shall meet with the deputy chief to discuss what actions, if any, will be taken.
- C. When the employee's supervisor initiates a further review of the employee's performance, the review shall be conducted through the employee's chain of command to the deputy chief.

35.2.4 FOLLOW UP WITH THE EMPLOYEE

If it is determined that action will be taken to address performance issues triggered in the early warning system, the involved supervisors shall ensure the action taken is appropriate. Such actions may include:

- A. Counseling.
- B. Supplemental or remedial training.
- C. Referral to the Employee Assistance Program (EAP).
- D. Recommendation for a fitness for duty evaluation.
- E. Performance Improvement Plan (PIP) and Performance Improvement Evaluation.
- F. Discipline.

35.2.5 PERFORMANCE IMPROVEMENT PLAN

- A. A Performance Improvement Plan is generally in effect for a period up to 12 months. Employees must demonstrate improvement in the identified areas by the end date specified in the plan. Requests for an extension must be approved by the deputy chief.
- B. Supervisors shall use the designated police department template; refer to Appendix A to view said template.
- C. Supervisors may elect to hold frequent meetings with the employee throughout the duration of the Performance Improvement Plan time period; these meetings shall be documented.

35.2.6 PERFORMANCE IMPROVEMENT EVALUATION

- A. Employees having a Performance Improvement Plan are subject to a quarterly performance evaluation throughout the duration of the time period specified in the plan. The guidelines established in Standard Operating Procedure 35.1 Performance Evaluations shall be followed.
- B. Completed evaluations shall be signed through the chain of command and forwarded to the chief's administrative assistant. Refer to Appendix B to view the evaluation.

35.2.7 EMPLOYEE ASSISTANCE PROGRAM

The city of Elgin has established a formal employee assistance program for employees. Employees who find that they need assistance are strongly encouraged to seek the support that this program offers. Supervisors shall make referrals to the employee assistance program when they become aware of an employee who may benefit from such services.

35.2.8 EVALUATION OF SYSTEM

The deputy chief shall conduct an annual review of the early warning system.

APPENDIX A: PERFORMANCE IMPROVEMENT PLAN
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ELGIN POLICE DEPARTMENT
Performance Improvement Plan (PIP)



*The Performance Improvement Plan will outline the following: The facts which support the implementation of the plan, identify objectives which will generally be monitored for a period up to 12 months, solutions to facilitate the employee's ability to meet the objectives, and actions the employee may be subjected to when he/she does not successfully demonstrate the ability to perform the objectives. Throughout the duration of the employee's PIP, formal quarterly evaluations will be conducted with the employee to ensure the employee is given every opportunity to successfully perform the objectives by the identified end date specified in the PIP. The employee's supervisor may elect to hold more frequent meetings in addition to the quarterly evaluations. **A copy of this document shall be forwarded to the chief's administrative assistant.***

Employee's name	<input type="text"/>	Badge #	<input type="text"/>	PIP Start Date	<input type="text"/>	PIP End date	<input type="text"/>
Specify the quarterly rating periods for which the employee will undergo a formal PIP evaluation		1st Quarter	<input type="text"/>	2nd Quarter	<input type="text"/>		
		3rd Quarter	<input type="text"/>	4th Quarter	<input type="text"/>		

Facts to support the PIP (Include a chronological order of the incidents, to include any remedies that were previously implemented. Attach any documents that support justification of the PIP.)

APPENDIX B: PERFORMANCE IMPROVEMENT EVALUATION
(Page 1 & 2 only)



ELGIN POLICE DEPARTMENT
Performance Improvement Evaluation



<div></div> <div>Employee Name & Badge Number</div>	<div></div> <div>PIP Quarterly Evaluation Period (Start - End Date)</div>	<div></div> <div>Employee's Position</div>
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Complete or attach the following when applicable

☐ Employee Contact Form ☐ Employee Comments ☐ Relevant Correspondence

Required Signatures

<div></div> <div>Evaluated By</div>	<div></div> <div>Review Date</div>
<div></div> <div>Reviewing Supervisor</div>	<div></div> <div>Review Date</div>
<div></div> <div>Commander</div>	<div></div> <div>Review Date</div>
<div></div> <div>Chief of Police/Deputy Chief</div>	<div></div> <div>Review Date</div>

Employee's signature below indicates he/she has reviewed and received a copy of this PIP evaluation.

<div></div> <div>Employee's Signature</div>	<div></div> <div>Review Date</div>
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☐ I would like to discuss this evaluation with someone other than my evaluator.

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Effective 06/08/15

Section 1 - Progress on Performance Improvement Plan Objectives	
UP = Unacceptable Progress RI=Requires Improvement AP=Acceptable Progress AA=Above Average EP=Excellent Progress	
1. Job Knowledge	
The degree to which the employee comprehends the responsibilities and requirements of their position and demonstrates familiarity with city and department rules and procedures. Develops and applies the best available techniques or methods to accomplish city and department objectives. Exhibits technological abilities where appropriate.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
2. Quality of Work	
Completes all tasks in an accurate, comprehensive, logical and intelligent manner. Consistently provides work assignments in a presentable manner. Achieves a high quality of work.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
3. Adaptability	
Makes timely and accurate recommendations. Draws conclusions from a variety of informational sources. Can quickly adapt as situations change without losing sight of the objective.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	
4. Productivity	
Completes assignments in a timely manner. Generates work product proportionate to available time. Ability to translate goals into courses of action, taking into account time, schedules and efficient use of resources. Adheres to scheduled work day, lunch, break periods and uses sick time and sick time procedures appropriately.	
Employee progress: <input type="checkbox"/> UP <input type="checkbox"/> RI <input type="checkbox"/> AP <input type="checkbox"/> AA <input type="checkbox"/> EP	
Comments on employee's progress	