Wilmette Police Department

Professional Competencies Development and Review

CONFIDENTIAL

Employee's Name:  
Department: Police  
Evaluation Date: 
Evaluator's Name:  
Rank: Police Officer  Assignment: Patrol  
Evaluation Type:  
Evaluation Period: to 
Evaluator's Rank:

INSTRUCTIONS

PART 1. Read the definition of the first competency. Then read the behavioral phrases commonly associated with low, average and high levels of performance for the competency. (The phrases are examples only and are not inclusive.) Next, select the number which closely corresponds to your assessment of the officer's level of competency. The number circled should be based on demonstrated job-related behaviors during this rating period only.

The numbers 7, 8 and 9 designate performance in the HIGH range. The numbers 4, 5 and 6 designate performance which is in the SATISFACTORY range. A 1, 2 or 3 indicates a LOW level of performance.

After rating the officer on the first competency, rate all others on this competency also. Then continue to the next competency and rate all officers on it, as above. Assessing all officers on one dimension at a time will help to increase objectivity while reducing the effects of common rating errors.

Ratings of "UNSATISFACTORY" (1) or Exceeds Standards (9) must be supported by written comments.

PART 2. Written narrative comments, addressing the unique abilities of the officers, are essential to a meaningful review of the performance.

"TRAINING" refers to formal training days, such as but not limited to seminars and conferences, conducted either within house or at an outside agency.

"JOB STRENGTHS" and "Job Weaknesses" should focus on specific cases and/or incidents which highlight strength and weakness areas of the officer.

Under "COMMENDATIONS" list recognition received by the officer for exemplary performance. Include formal commendations, supervisory letters of recognition and citizen letters of gratitude.

"DISCIPLINE" refers to formal reprimands or suspensions only.

The evaluation interview is the most appropriate setting in which to discuss and establish individual "Goals and Objectives". Goals and objectives should be stated specifically and be measurable.

EXAMPLE; Community Relations: "To give one community or school talk during the next six months". Report Writing: "To carefully print all reports to enhance legibility," to carry and use a pocket dictionary so no reports will be returned due to mis-spelled words, Work Habits: attend all scheduled court hearings on time. (Have no unexcused court absences during the next six months).

Wpd evaluation police officer 2/22/05
SAFETY

This competency involves the ability to respond to and handle police calls in a manner which maximizes officer safety, and to make custodial arrests and handle prisoners in a way which preserves the safety of both officer and prisoner alike. The Officer’s physical conditioning, weapons proficiency and driving skill all combine with the exercise of good judgement to ensure safe performance.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Responds safely and prudently to possible in-progress calls; conducts custodial arrests safely, searching, handcuffing and transporting prisoners according to procedures; is in excellent physical condition and easily passes each phase of the annual physical agility test; methodically checks squad at beginning of each tour and after transporting a prisoner, no chargeable squad accidents; adheres closely to all procedures when in security area with prisoner; qualifies on range with duty weapon; is at all times meticulous about handgun maintenance and safety.

MEDIUM: Generally is safe around prisoners and suspicious persons; adheres to procedures in prisoner transport situations; is in good physical condition and is able to pass each phase of annual agility test; one squad accident in which he/she was less than 50% at fault; qualifies on range and cleans weapon as required; can be counted on to respond safely and appropriately to known in-progress calls; does not endanger other officers or citizens through his/her own actions; no safety breaches have been observed or reported.

LOW: Does not adhere to procedures when making arrests; responds to in-progress calls by driving squad up to the front door, when this could jeopardize his or another’s safety, failed annual physical agility test; is physically overweight or out of shape; fails to deposit handgun in lockbox prior to entering security area; one or more squad accidents in which his/her error was more than 50%; forgets to qualify on range as required, or fails the course of fire; does not properly maintain service revolver; “knows” that alarm calls are alwaysfalse; does not check squad at beginning of tour/after prisoner transport.

COMMENTS:

INTERPERSONAL SKILLS

This competency involves the ability to create positive working relationships, to generate understanding through one’s communications, to be aware of and sensitive to the feelings and needs of others, and to be a good listener. The officer is comfortable exchanging information at any level of the organization and fosters a sense of cooperation among co-workers, superiors and citizens.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Recognizes and enhances the personal dignity of co-workers; conveys genuine concern for the problems of each caller and complainant; is a good listener; always makes a concerted effort to understand the other person’s point of view; maintains professional demeanor even in presence of unfavorable events; actively assists less-experienced officers; leaves traffic violators with a very positive opinion of department; can be corrected by superior without being resentful; does not hesitate to admit when he/she does not know something; displays friendly and positive attitude.

MEDIUM: Generally shows respect and consideration when dealing with others; has positive working relations with most; almost always keeps calm with arrestees and violators; assists less experienced officers when asked to; will listen to feedback from superiors but will not seek it out; expresses self well with some, but not all, levels in organization; displays a friendly or neutral attitude, and is seldom antagonistic.

LOW: Alienates others through lack of respect or antagonistic attitude; shows disdain or unconcern for the problems of callers or complainants; has little interaction with others; does not seem to care about others points of view; loses temper easily with uncooperative arrestee; is resentful when corrected by supervisor, is afraid to admit he/she does not know something; does not recognize interdependencies among people and other work units.

COMMENTS:
KNOWLEDGE

This competency involves having a thorough familiarity with and understanding of Department policies, procedures and rules, criminal and statutes. Village Ordinances, general patrol procedures and specialized patrol techniques. The willingness and propensity to use one's knowledge to further Department goals is a necessary corollary to the simple acquisition of such knowledge.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Is thoroughly versed in criminal statutes, patrol and investigative procedures; shows no hesitation in conducting investigations; has expert technical knowledge in several specialized areas and uses it on a regular basis; is knowledgeable and active evidence technician/major crime scene investigator/technical accident investigator/narcotics investigator/arsen investigator/breath test operator/identi-kit artist or other described below; has excellent knowledge of and can interpret department policies and procedures; is sought out as a source of information by other officers.

MEDIUM: Has a general and satisfactory knowledge of procedures, policies and department rules; is familiar with criminal statutes and hesitates only on complex investigations; has technical knowledge in at least one specialized area and uses same regularly; willingly shares knowledge with co-workers; is adequately familiar with Village ordinances and IVC; shows an interest in increasing own knowledge base.

LOW: Does not recognize criminal offenses or village ordinances when encountered; frequently forgets or does not know department policies, procedures or rules; fails to understand or appreciate the need for an investigation; knowledge of general patrol procedures is unsatisfactory; exhibits little interest in developing own knowledge base.

COMMENTS:

INVESTIGATIVE SKILLS

This competency involves the ability to conduct thorough preliminary investigations at the crime scene, to skillfully interview victims, witnesses and suspects, to evaluate evidence, to bring a case to a successful conclusion whenever possible, and to testify effectively at each stage of the trial process.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Effectively obtains all necessary information at crime scenes for initial reports: conducts victim and witness interviews with sensitivity and tact; interviews suspects and arrestee effectively, gaining admissions which "stand up" in court; conducts neighborhood canvas in the area of crimes: exhausts all leads before referring case to detectives; is proficient in identifying, packaging and preserving physical evidence; prepares thoroughly to testify in court; trial testimony is clear, concise and facilitates case prosecution.

MEDIUM: Obtains all basic information at crime scenes for initial reports; is able to effectively interview victims and witnesses; suspect interviews result in defensible admissions almost all of the time; follows up on leads when time permits; trial testimony is good, reflecting adequate preparation; knows when to call an evidence technician to the scene; can package basic evidence for submittal to the crime lab.

LOW: Fails to gather necessary information from crime scenes; is insensitive to victim/witness needs or fears, and therefore does not establish necessary rapport; has one approach with suspects, that of the bully, and cannot adapt approach; fails to properly Mirandize suspects; does not conduct neighborhood canvas when necessary; is not skilled in identifying evidence, and does not call for an E.T.; is unprepared to testify in court; testimony becomes argumentative or is otherwise unproductive.

COMMENTS:
COMMUNITY RELATIONS

This competency involves working effectively as a public official with the citizens of the Village, and being aware of and dealing constructively with community concerns. The officer promotes a positive public image to individuals and groups both at the station and throughout the community. After having contact with the police officer, citizens are likely to say that their interests were dealt with quickly and effectively by an informed, concerned police official.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Defuses antagonistic citizens in a calm and courteous manner; complimentary letter(s) received for the way in which a case was handled; remains aware of community concerns and relates them to superiors along with recommendations for our response; willingly accepts citizen observers and college intern ride-along; gave one or more community talks; conducts officer friendly or station tours; conducts foot patrols in business districts to maintain communications; consistently makes citizens feel respected; at all times promotes an image of professional competence and concern within the community.

MEDIUM: Does not argue with aggressive complainants; listens with interest in roll call when the discussion turns to current community concerns; accepts assignments to address a community group; conducts station tours with enthusiasm, on occasion will conduct a foot patrol, conveys interest and concern to complainants; promotes an image of professionalism in the performance of duty.

LOW: Loses patience with argumentative citizens; shows little interest in learning what current community concerns exist; citizen ride-along or college interns are unwelcome in officer's squad; resists officer friendly assignment; never conducts a foot patrol; displays disinterest in a complainant's problem; does not recognize his/her role as a public official in promoting community relations.

COMMENTS:

PROBLEM SOLVING AND DECISION MAKING

This competency involves the ability to apply clear reasoning and logical thinking to problem areas and to generate common sense and a base of experience to identify and respond to meaningful issues. Relevant facts gathered, constructive questions raised and reasoned decisions recommended or made.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Insightfully diagnoses situations and conditions, then carefully considers alternative responses based on the consequences they have; decisive but not impulsive, balances the need for timely decisions against the hazards of rushing them; decision-making is stable under pressure or opposition; is comfortable adapting decisions to meet new information; is comfortable dealing with ambiguous situations.

MEDIUM: Diagnoses most situations and conditions accurately; generally evaluates alternative responses carefully before taking action; is comfortable making independent decisions; consults supervisor for sensitive or complex issues; can deal with ambiguity in some circumstances; occasionally does not foresee the consequences of a chosen course of action; makes most decisions either systematically or by intuition; but seldom balances between the two.

LOW: Misdiagnoses situations or conditions; reacts emotionally and/or without processing available information; does not see how decisions impact others; has noticeable difficulty making appropriate decisions under conditions of pressure or risk; is uncomfortable with ambiguity; afraid to make decisions, causing others to make them for him/her.

COMMENTS:
PRODUCTIVITY

Productivity includes the prompt and willing response to calls for service, proactively enforcing traffic laws and Village ordinances, conducting field investigations of suspicious persons and making criminal arrests. Each of these activities is performed with an awareness of current concerns within the community.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Demonstrates a consistent effort in responding to calls for service, criminal incidents, and traffic enforcement; is a persistent, steady worker; makes a high number of criminal arrests; makes a high number of Part II traffic arrests; writes a high number of moving violations each period; writes a high number of parking tickets each period; conducts field interrogations each period; volunteers for calls for service when other units are unavailable.

MEDIUM: Makes an effort to respond with equal concern to all assigned calls; can usually be relied on to perform steadily from day to day; makes an average number of criminal arrest/Part II traffic arrests; writes an average number of traffic/parking tickets; occasionally completes F.I. cards on suspicious persons; can be counted on to respond to another officers calls when he is busy; takes his/her fair share of reports.

LOW: "Punts" calls as often as possible; states a lack of interest in handling some types of calls and performance reflects this; finds reasons not to take reports; makes a low number of criminal arrests/Part II traffic arrests; writes a low number of traffic tickets/parking tickets; almost never writes a F.I. card; exhibits low energy on the job.

COMMENTS:

REPORT WRITING

This competency involves the ability to prepare investigative reports in a timely manner which are factually complete, well-organized, grammatically correct, and legible. The officer continually strives to improve his/her reports and understands that written reports represent the sum total of an investigation to the court and victims alike.

<table>
<thead>
<tr>
<th>Unsatisfactory</th>
<th>Needs Improvement</th>
<th>Satisfactory</th>
<th>Above Average</th>
<th>Exceeds Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

HIGH: Reports seldom, if ever, need corrections; are complete yet concise, containing all necessary information and no unnecessary data; are well-organized using separate paragraphs for separate ideas; are written clearly and in good grammatical form; are legible and easy to read; have excellent spelling; are written in the field rather than in the station whenever possible; E.T./Lab reports are written when required; Officer finishes reports before ending tour of duty.

MEDIUM: Reports are usually complete and seldom need modifications; information is organized adequately but improvement is possible; legibility can be improved by printing; occasionally misspells words; is sometimes reminded to write reports in the field rather than in the station; has been reminded to turn in E.T./Lab reports when required; sometimes delays writing report until the next day.

LOW: Reports are frequently missing required information; material is presented in a haphazard manner, i.e., poorly organized, reports have poor legibility, are difficult to read, or have many misspelled words; Officer is often reminded to write his reports in the field rather than in the station; E.T./Lab reports are not written when required; Officer often holds report until the next day.

COMMENTS:
WORK HABITS

This competency involves the acceptance of and adherence to department rules and regulations, with awareness that they are necessary for an efficient, effective delivery of services. The officer conscientiously abides by department rules and enthusiastically accepts his/her job responsibilities.

HIGH: Is an exemplary model of a dedicated officer who follows rules and procedures conscientiously; quality of work indicates a desire to do a good job for its own sake; is never late for work or court; minimal sick time; uniforms and bearing create a good first impression, commanding attention and respect; never has to be reminded to complete assignments or perform required duties; works with equal commitment regardless of assignment; devotes unassigned time to proactive, aggressive patrol; shows a positive attitude toward supervisors and administration; places organizational interests ahead of personal convenience.

MEDIUM: Is generally hard working and adheres to department rules; uses some sick time, but not to excess; is seldom late for work; appears in court as required; uniform and equipment are presentable; services squad weekly; takes squad to wash when appropriate; is occasionally reminded by supervisor to complete an assignment or perform a required duty; displays a cooperative spirit toward supervisors and administration.

LOW: Promotes the image of one who avoids work while on duty; late for roll call; excessive sick time; fails to appear in court when required; uniform soiled or wrinkled/leather not shined; Duty Manual not up to date; can often be found socializing in the station or coffee shop; favors a particular assignment and resists other assignments; is frequently and openly critical of supervisors and administration; is regularly reminded by superiors to perform routine duties.

COMMENTS:

INITIATIVE

This competency involves the ability to take action without being directed. The officer is self-motivated, takes on challenges enthusiastically, anticipates needs proactively, and assumes the lead in getting things done.

HIGH: Accepts more than his/her share of work; takes the "extra step" in performing duties; routinely and unselfishly lends assistance to other officers in their investigations and arrests; patrols beat diligently, finding unreported crimes and public safety hazards; demonstrates an understanding that service calls are an important police function by self-initiating own; pursues traffic enforcement in locations of current community concern or high accident rate without specifically being instructed; displays a confident, take-charge approach when required by the situation.

MEDIUM: Willing to perform his/her share of the work; acts on problems without complaining about them; can usually be counted on to assist other officers with their cases; sometimes finds unreported crimes or hazards; self-initiates an average number of calls and arrests; generally sees what needs to be done and takes action; diligently looks for suspicious persons and vehicles, sometimes finding them.

LOW: Requires continual guidance and supervision from supervisor; resists work; when assigned to assist others, resists either passively or actively; does not respond to calls even when assigned; makes few or no arrests; writes far fewer than average traffic tickets; self-initiated calls are very low in comparison with other officers; resists special assignments; uninterested in expanding work area.

COMMENTS:
# NARRATIVE SUMMARY

## Training Received During Period:

<table>
<thead>
<tr>
<th>Training Received During Period:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## Commendations Received During this Rating Period
Include formal commendations, supervisory letters of recognition and citizen letters. Give case numbers and dates.

<table>
<thead>
<tr>
<th>Commendations Received During this Rating Period</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## Discipline within this Rating Period
Include case number and nature of penalty, i.e. reprimand or suspension.

<table>
<thead>
<tr>
<th>Discipline within this Rating Period</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## Performance Goals and Objectives

<table>
<thead>
<tr>
<th>Performance Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## Career Goals and Objectives
To be discussed and agreed upon by the Supervisor and Employee during the evaluation.

<table>
<thead>
<tr>
<th>Career Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

I would like to add the following written comments of my own.
If necessary continue on a clean sheet of paper.

<table>
<thead>
<tr>
<th>I would like to add the following written comments of my own.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

7
I certify that this performance review has been discussed with me. I understand that my signature does not necessarily indicate complete agreement with the evaluation.

Officer Signature: ___________________________ Date: ___________________________

Supervisory Review and Signatures

Rating Supervisor: ___________________________ Date: ___________________________
Deputy Chief: ___________________________ Date: ___________________________
Chief of Police: ___________________________ Date: ___________________________