

FLORENCE POLICE DEPARTMENT GENERAL ORDER

Subject: PERFORMANCE EVALUATIONS	Procedure: General Order 18.1.1 CALEA 35.1	Total Pages: 16
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I. POLICY

It is the policy of this Department to objectively, impartially, and consistently evaluate employee performance. To achieve Departmental objectives, the Florence Police Department must be able to depend upon satisfactory work performance from all employees. Performance evaluations are the measurement of the employee's work performance by the employee's supervisor. Properly completed evaluations assist the Department in making personnel decisions.

II. PURPOSE

This written order establishes guidelines and procedures for completing performance evaluations.

III. SCOPE

This written order is applicable to all personnel.

IV. RESPONSIBILITY

It shall be the responsibility of all personnel to comply with this directive.

V. CITY OF FLORENCE MANUAL FOR SUPERVISORS AND EMPLOYEES:

The Florence Police Department adopts the City of Florence Manual for Supervisors and Employees section outlining Performance Evaluations. Additional guidelines are outlined in this directive.

VI. OBJECTIVE

The objectives of the Florence Police Department evaluation system, which serve the needs of both management and employees, include the following:

1. To maintain and improve performance;
2. To allow fair and impartial personnel decisions;
3. To provide a medium for personnel counseling;
4. To facilitate proper decisions regarding probationary employees;
5. To provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines; and

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6. To identify training needs.

VII. GENERAL PROVISIONS

- A. Supervisors will ensure that subordinate employees understand the following:
 1. Job tasks of the position the employee currently occupies;
 2. Level of performance that is expected of the employee; and
 3. Evaluation rating criteria that will be used to measure performance.
- B. EVALUATION PERIOD: Evaluation of the employee's performance will be based only on the performance during the specified rating period.
- C. JOB SPECIFIC RATING CRITERIA: The criteria used for performance evaluations are specific to the assignment of the employee during the rating period.
- D. SUPPORTING DOCUMENTATION: The rating supervisor will write explanatory comments and provide necessary documentation when performance ratings are either unsatisfactory or outstanding.
- E. COPY PROVIDED: A copy of the completed evaluation report will be provided to the employee upon request.
- F. IMMEDIATE SUPERVISOR: All employees will be evaluated by their immediate supervisor (sworn and civilian).
- G. SIGNATURES REQUIRED:
 1. SUPERVISOR SIGNATURE - The rating supervisor must sign and date the evaluation and direct it through the chain of command to the Office of the Chief of Police.
 2. EMPLOYEE SIGNATURE – The employee will sign the completed evaluation (this includes informal evaluations). The signature indicates that the employee has reviewed the evaluation. It does not signify the employee's agreement or disagreement with its content.
- H. EVALUATION REVIEW: Each performance evaluation report is to be reviewed and signed by the *rater's* supervisor.
- I. EMPLOYEE COMMENTS: The employee may make written comments regarding appraisal and counseling activity as a supplement to the evaluation. These comments are to be included in the proper location on the evaluation form.
- J. APPEAL PROCESS: Any employee who is not satisfied with his/her performance evaluation has the right of appeal. The employee must follow the Grievance Procedures as outlined in the City of Florence

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Manual for Supervisors and Employees, and/or under section 12.1.1 within these orders.

- K. RETENTION: A copy of an employee's performance evaluation will be maintained in the employee's Department personnel file, and in the employee's PIP file.

VIII. FREQUENCY

- A. FULL-TIME, NON-PROBATIONARY EMPLOYEES: According to the City of Florence Civil Service Rules and Regulations, each October, the Chief of Police will direct immediate supervisors to conduct and document performance evaluations on all full time, non-probationary employees.
- B. FULL-TIME, ENTRY-LEVEL, PROBATIONARY EMPLOYEES: At least quarterly, the Chief of Police will submit a "statement of performance" to the Civil Service Board for all probationary employees (for the duration of their probation period).
1. OBJECTIVE – The main focus of evaluating probationary employees is to determine, as early as possible, the employee's suitability for his or her position. Performance will be closely monitored and evaluations will be sufficiently detailed to document the employee's ability to perform the tasks required.
 2. POLICE RECRUITS – Recruits will be under constant supervision and evaluation during the Field Training and Evaluation Program.

IX. NOTIFICATION OF UNSATISFACTORY PERFORMANCE

- A. The rating supervisor will notify an employee in writing, in a timely manner whenever an employee's performance is considered:
1. Unsatisfactory;
 2. Failing to meet job requirements; or
 3. Below expectations.
- B. If any of the above deficiencies are discovered during a rating period, the supervisor(s) will discuss the matter with the employee in a personal counseling session, and the session will be documented. The documentation will explain the deficiency and describe any actions that will be taken to improve the employee's performance. It will then be given to and signed by the employee. The employee has the right to provide a written comment to the documentation.
- C. The purpose of this section is to improve performance. No "unsatisfactory", "failing to meet job requirements," nor "below expectations" rating on an evaluation should come as a surprise to an employee. The matter must have already been identified and discussed, and a performance improvement plan must have been implemented. If

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performance improvement has not been made, then the matter will move forward with the unsatisfactory remarks and subsequent appropriate action.

X. **EMPLOYEE COUNSELING:** The employee and supervisor(s) will meet to discuss the performance evaluation. The discussion will include the following:

- A. EVALUATION RESULTS - During the evaluation review with an employee, supervisors will discuss the results of the performance evaluation with the employee.
- B. PERFORMANCE GOALS – The review will also include a discussion concerning the supervisors’ expectations of the employee during the upcoming rating period. This discussion should mention levels of expected performance, goals for the new rating period, any changes in the rating criteria, and may include a performance improvement plan when appropriate.
- C. CAREER COUNSELING – The supervisor will also conduct Career Counseling during the performance review. This part of the discussion will address topics such as advancement, specialization, or training appropriate for the employee’s position.

XI. **PERFORMANCE EVALUATION SYSTEM**

- A. RATER TRAINING: Supervisors will receive training on the performance evaluation system. This training will inform and prepare them for their responsibilities during the evaluation and career counseling process.
- B. RATER RESPONSIBILITIES:
 - 1. Employees will be rated by their immediate supervisor who will utilize the City of Florence Employee Evaluation Forms.
 - 2. During the review of the evaluation, the rater shall conduct a private discussion with the employee regarding the evaluation report. This discussion will give the rater an opportunity to cover areas of strengths and weaknesses on the part of the employee. Career counseling and guidance will be provided by the rater concerning the employee’s performance. The employee can use this time to identify specific, personal needs for training and/or experience. Questions concerning evaluation criteria may be resolved.
 - 3. Performance ratings which are either Far Below Standards or Well Above Standards will be clearly explained and documented in the evaluation, or in supplementary documentation.
 - 4. Following the rater-employee discussion, the rater will forward the evaluation to the appropriate supervisor for review. The evaluation

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will then be forwarded through the chain of command to the Office of the Chief of Police.

C. EMPLOYEE RESPONSIBILITIES

1. The employee will have an opportunity to discuss each performance evaluation with the rating supervisor(s). Positive outcomes resulting from this discussion may include:
 - a. A clearer understanding of individual strengths and weaknesses as perceived by the rating supervisor;
 - b. An understanding of opportunities available to improve areas of strength and reduce areas of weakness;
 - c. A mutual agreement as to tasks and levels of performance expected for the next period of evaluation.
 - d. An opportunity to request specific training or experience; and
 - e. An opportunity to clear up any misunderstandings or to verbalize needs not currently being met by the rating supervisor(s).

D. EMPLOYEE EVALUATION FORMS: Supervisors will use the approved evaluation forms. All required evaluations will be documented and will include the dates and period of the evaluation. Only work performance specific to that period will be used on the evaluation. Supervisors will attach additional documentation to support ratings as needed.

1. PERSONNEL PERFORMANCE EVALUATION COVER SHEET

- a. This form requires the supervisor conducting the performance evaluation to fill in basic information such as the employee's name, rank, and current assignment.
- b. Evaluation Content Listing – The rater will check the appropriate field to show the contents contained and covered within the evaluation which include Evaluation, Measurement Standard, Supporting Documentation, and Final Total Score.
- c. Signatures – This section is required to document review of the evaluation by Employee Signature, Supervisor Signature, and Reviewing Supervisor Signature. The date is to be recorded at the bottom of the form.

2. EMPLOYEE EVALUATION FORM – SCORE SHEET

- a. General Information

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This section requires the Employee's Initials, Supervisor's Initials, Date, and the rater to specify the Evaluation Period, Annual Review or Transfer Evaluation.

b. Instructions

This section outlines the instructions for which the employee is being rated in regards to Performance Standards. Under each identified category of Performance Standards, the supervisor will rate the employee using the following Overall Ratings Definitions and record the rating in the Performance Standards Chart:

- 1 – **Far Below Standards (1 Point)** – *(Performance and work related behaviors are clearly unacceptable and corrective action is required. For overall rating in this category, justification/supporting documentation shall be presented with the Evaluation.) (Total score of ≤ 17.)*
- 2 – **Below Standards (2 Points)** – *Performance and work related behaviors in relation to standards are less than expected of a proven, competent employee. Definite improvement is needed. Even minor levels of documentation regarding sub-par performance should be included at this level. (18 – 26)*
- 3 – **Meets Standards (3 Points)** - *Performance and work related behaviors in relation to standards are of the quality that could be expected only of a proven, competent employee. (27 – 35)*
- 4 – **Above Standards (4 Points)** – *Performance and work related behaviors in relation to standards are of the quality that could be achieved only by an employee who is above average. (36 – 44)*
- 5 – **Well Above Standards (5 Points)** – *Performance and work related behaviors in relation to standards are of the quality that could be achieved only by the most exceptional employee. For overall rating in this category, justification shall be presented with the Evaluation. (Total score of ≥ 45)*

c. Annual Minimum Standards Physical Fitness Test

This section is provided for the supervisor to document whether the employee voluntarily took and passed, took, but did not pass, or did no attempt to take the Annual Minimum Standards Physical Fitness Test during the

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current evaluation rating period. A passing score requires the following, along with supervisor verification:

- 1.5 mile run in or less than 15 minutes, 28 seconds
- 25 sit-ups in or less than 1 minute
- 22 push-ups in or less than 1 minute.

3. PERFORMANCE STANDARD WORKSHEET

Each section on the Performance Standard Worksheet provides a brief *list of considerations* to be made when determining the employee's score. These lists are NOT all inclusive and rating supervisors should apply additional considerations, applicable to the respective standard, when appropriate. These additional considerations may be added to the bulleted lists during editing. Utilize the Criteria Standard Definitions as a guide when scoring. Use this worksheet to provide justification for your scoring.

a. **ATTENDANCE & PUNCTUALITY (RATE 1 TO 5):**

- Employee arrives on time to work and completes shift:
- List the number of times late in last 12 months, if any:
- List the total hours of sick leave taken during the last 12 months, if any:
- Other:
- Other:

ATTENDANCE & PUNCTUALITY: The employee reports timely to work, accounts for a full day's work. Reports to work promptly from lunch, breaks, etc., and stays on the job. Schedules leave and does not abuse sick leave.

Far Below Standards: Often absent from or late for work or away from work area or zone. Abuses sick leave, in excess of 60 hours without a doctor's excuse. Has been absent from work without providing proper notice.

Below Standards: Employee may have been coached, disciplined, or required additional instruction relating to tardiness and/or use of sick leave. Absences may have been questionable. Slow in returning to work area after breaks. In excess of 48 hours of sick leave without a doctor's excuse.

Meets Standards: Employee consistently comes to work on time and stays throughout his/her shift. Absent from work only when necessary. Returns promptly to work area at the end of breaks. Average punctuality and attendance.

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Above Standards: Constantly available during scheduled work hours. Punctuality, attendance, and use of sick leave is above average.

Well Above Standards: The employee has a deep sense of responsibility to the job and loyalty to the City. Punctuality and attendance are well beyond average, even considered to be exceptional.

b. **EQUIPMENT CARE, MAINTENANCE, & ABILITY (RATE 1 TO 5):**

- List any lost equipment, explain:
- List any damaged equipment, explain:
- List the number of at fault vehicle crashes during rating period:
- List highest qualification score for primary firearm:
- Besides firearm, did employee recertify on all equipment requiring recertification? If so, list.
- Is there any job related equipment in which the employee needs to improve their use of? If so, list.
- Other:
- Other:

EQUIPMENT – CARE, MAINTENANCE, AND DEMONSTRATED CAPABILITY: Reliability in maintaining equipment. Capable of being depended upon for proper use and care. Trustworthy with care, maintenance, and capability of equipment in order to achieve results with minimal guidance and supervision.

Far Below Standards: Consistently undependable in regards to assigned equipment. Requires constant supervision for use and care. Assigned equipment must be carefully checked by another to ensure that it is operational. Inability to properly maintain and/or utilize.

Below Standards: Below average reliability. The employee has been coached, disciplined, or has required instruction related to the care, maintenance, or demonstrated capability with equipment related to their current assignment. Frequently undependable. Requires considerable supervision in use or maintenance.

Meets Standards: Average reliability. Requires nominal supervision. Can be depended upon for average maintenance and demonstrates average capability. Utilizes assigned equipment with few issues.

Above Standards: Above average reliability. Requires less than normal supervision. Can be depended upon for above average maintenance and

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demonstrates above average capability. May demonstrate for others.

Well Above Standards: Consistently exceeding expectations and reliability. Needs very little supervision. Can always be depended upon for exceptional care and maintenance. Demonstrates exceptional capability with all departmental equipment and technology. Trains others in the use of such.

c. **PROFESSIONAL DEVELOPMENT (RATE 1 TO 5):**

- List the number of hours of training/professional development for the employee during this rating period:
- Did employee seek out training opportunities on his/her own?
- For sworn officers, did the officer obtain at least 12 hours of training?
- Other:
- Other:

PROFESSIONAL DEVELOPMENT: Takes necessary action to improve self toward being a more productive, better skilled employee.

Far Below Standards: Refuses to improve self toward being a more productive employee. No interest in training and professional development. Show no desire to learn new tasks.

Below Standards: The officer/employee had to be reminded about attending training and it required a supervisor's involvement to ensure the 12-hour training requirement was met. Makes only little effort to improve self and only shows some interest in professional development.

Meets Standards: Takes average measure to improve one's self. Has average interest in professional development. The officer met the 12-hour training requirement. The employee attended the training provided by the Police Department.

Above Standards: Seeks out training to improve skill development which would prepare the employee for more responsibility. Is very interested in professional development and training. Has obtained greater than 30 hours of additional training during the evaluation period. Civilian employees exceed the standard by seeking out and attending training in addition to what was provided by the Police Department.

Well Above Standards: Due to additional training the employee obtained, they are capable of doing more important work. Exceptional interest in professional development and training. The

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officer obtained greater than 60 hours of training during the evaluation period. Civilian employees reach this standard by learning new skill sets that enable them to take on much greater responsibility.

d. **APPEARANCE & DRESS (RATE 1 TO 5):**

- Did the employee meet the appearance standard as outlined in the General Orders?

- During the rating period, did a supervisor have to address the appearance standard with the employee?

- Other:

- Other:

APPEARANCE: Extent to which employee observes and abides by the policies and rules governing appearance and grooming standards as outlined in the General Orders.

Far Below Standards: Does not observe policies and regulations. Needs constant supervision regarding dress and grooming standards. Dress and/or grooming is a distraction to others at work and not appropriate for duty.

Below Standards: Employee frequently requires coaching and instruction regarding appearance and grooming standards. Disregards the rules and policies. Appearance and grooming needs improvement.

Meets Standards: Employee's uniform, clothing, and personal grooming is of an average standard. Employee takes average measures to maintain appearance and grooming.

Above Standards: The care, maintenance, and measures taken to ensure the uniform, clothing, and personal grooming are above average. Based on observable criteria, above average time and effort is put into maintaining a professional appearance.

Well Above Standards: Consistently displays exceptional appearance. Based on observable criteria, takes exceptional time and interest in the care and maintenance of their clothing, uniform, and personal grooming. This employee is the role model for physical fitness, care and maintenance of their clothing, uniform, and gear, and for personal grooming.

e. **INTERPERSONAL RELATIONS (RATE 1 TO 5):**

- Did the employee have appropriate interactions with other employees?

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- Did the employee have appropriate interactions with citizens?
- Did a Supervisor have to address any inappropriate interactions with employees/citizens during this rating period?
- Does the employee participate in job related discussions in Roll Call or meetings?
- Did the employee make an extra effort, above the ordinary, to improve police/community relations during this rating period?
Explain:
- Other:
- Other:

INTERPERSONAL RELATIONS: Ability and willingness to work with others. Employee's tact, courtesy, patience, loyalty, and discretion in dealing with fellow employees, supervisors, and the public.

Far Below Standards: Does not work well with others. Uncooperative. Difficult to supervise. Often antagonizes people. Not at all tactful.

Below Standards: Seldom works well with others. Not consistent in Interpersonal relations. Troublesome. Tries to run things his/her way without consideration of others. Limited tact.

Meets Standards: Generally, responds to the needs of others and usually works effectively with others. Average willingness to help others. Average tactfulness. Has a generally positive outlook and attitude. Interacts well with other officers and employees. Builds good rapport with members of the public.

Above Standards: Always friendly and helpful. Consistently willing to cooperate. Works effectively with others by contributing positively to discussions. Above average tact with others.

Well Above Standards: Goes out of their way to be helpful and friendly to others. Gets along exceptionally well with others. Exceptionally tactful, even in the most difficult circumstances. Respective to the current division and assignment, the employee leads discussions in Roll Call, training, or other meetings. Consistently demonstrates leadership capacity when dealing with others.

f. **PRODUCTIVITY/SELF-INITIATED ACTIVITY (RATE 1 TO 5):**

- Did the productivity level of the employee meet organizational expectations?

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- Did a Supervisor have to address lack of productivity issues with the employee during the evaluation period? Explain:
- Did the employee make an above ordinary effort at some point during the evaluation period that should be acknowledged? If so, explain:
- Other:
- Other:

PRODUCTIVITY: Reliability in carrying out assigned duties. Willing worker at all times. Adapts to work assignments and carries out job related tasks. Can be counted on to achieve effective results with minimal guidance and supervision.

Far Below Standards: Is not willing to put in a reasonable day's work. Consistently undependable. Requires constant supervision. Difficulty in following directions. Must be checked up on to see that work is completed.

Below Standards: Does not work much of the time. Work habits need improvement. Requires considerable supervision to ensure work is completed correctly. Does not always follow directions. Below average levels of productivity.

Meets Standards: Average productivity. Requires normal amounts of supervision to ensure work is completed correctly. Works most of the time. Productivity level is satisfactory.

Above Standards: Above average productivity. Requires less than normal supervision to ensure work is completed correctly. Above average time spent working. Can regularly be depended upon to perform work going beyond average effort.

Well Above Standards: Needs very little supervision. Is a role model to others demonstrating exceptional work habits. Willingly works all the while on the clock. Can always be depended upon to turn in exceptional work. Takes on additional assignments and excels at them.

g. **JOB KNOWLEDGE (RATE 1 TO 5):**

- Does the employee understand the responsibilities and procedures for their assignment?
- Did the employee require help completing reports or tasks?
- Does the employee help other employees with job-related tasks?

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- Were the employee's actions in compliance with applicable departmental policies, procedures, state laws, and municipal ordinances?
- Other:
- Other:

JOB KNOWLEDGE: Practical know how as related to the job. Extent to which the employee understands principles, methods, or processes of assignments. A measure of the level of understanding and ability of the specific tasks of their current assignment. Performs skillfully.

Far Below Standards: Displays insufficient understanding of duties. Unable to perform satisfactorily without constant supervision. Makes the same mistakes multiple times.

Below Standards: Respective to the current division and assignment, the employee displays below average knowledge regarding the general procedures, state laws, municipal ordinances, and relevant departmental policies. Needs to improve. Requires or has required additional instruction and direction in performing some duties.

Meets Standards: Respective to the current division and assignment, the employee displays adequate understanding of the general procedures, duties, functions, state laws, municipal ordinances, and relevant departmental policies. Has adequate knowledge of the job. Requires only average supervision. Has consistently demonstrated that he/she understands their duties and what is expected of them.

Above Standards: Respective to the current division and assignment, the employee has above average understanding of duties. Demonstrates flexibility in performance. Has complete knowledge of the job. Performance is above average.

Well Above Standards: Respective to the current division and assignment, the employee consistently demonstrates the ability to do excellent work. Performance has exceeded expectations regarding knowledge of general procedures, state laws, municipal ordinances, and relevant departmental policies.

h. **DUTIES & RESPONSIBILITIES – SEE ADDENDUM (RATING SCORE X'S 2. RATE 2 – 10):**

- List average score, based on the 2 -10 scale above, for each task related to duties and responsibilities.

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- Employee fulfills all duties and responsibilities of current assignment:
- See attached "Assignment specific" addendum outlining current duties and responsibilities.
- Update Duties & Responsibilities when necessary upon approval of Division Commander.

DUTIES & RESPONSIBILITIES: The accomplishment of assigned Responsibilities and duties as compared to performance standards. Responsibilities and duties are components of the employee's job as Delineated in the job description and assigned role. Performance Standards are quantitative and qualitative specifications of Performance on which to measure levels of achievement.

Far Below Standards: Performance is clearly unacceptable and corrective action is required. Work performance is inadequate and definitely inferior to the standards of expected performance required for the position.

Below Standards: The employee has required additional instruction and direction regarding the duties and responsibilities set forth in their job description and current assignment; or has been disciplined, or has required remedial training regarding the duties and responsibilities set forth in their job description and current assignment.

Meets Standards: Performance in relation to this standard is of such quality that it would be expected only of a proven, competent employee. Work performance meets the standards and expectations required for this position. Improvement may be needed in some aspects of the performance.

Above Standards: Performance in relation to this standard is of such quality that it could be achieved only by an employee who is above average. Performance is definitely above the standards and expectations of performance required for this position.

Well Above Standards: Performance far exceeds standards and expectations established for the particular job responsibilities and duties. Such performance could be achieved only by the most exceptional employee.

4. QUARTERLY EVALUATION

The Quarterly Evaluation is to be completed by Supervisors once per quarter in the evaluation of their employees.

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a. The Supervisor is to record basic information such as the Officer's name, Date, Evaluation Period, and Total Score of the Quarterly Evaluation.

b. The Supervisor will use the following rating scale to rate the listed officer in each area:

1 point = Far Below Standards (Performance and work-related behaviors are clearly unacceptable. Corrective action required. Requires justification. **Total Score of ≤ 17 .**)

2 points = Below Standards (Performance and work-related behaviors are less than expected of a proven, competent employee. Definite improvement is needed. **Total Score of 18 – 26.**)

3 points = Meets Standards (Performance and work-related behaviors are of the quality that could be expected only of a proven, competent employee. **Total score of 27 – 35.**)

4 points = Above Standards (Performance and work-related behaviors are of the quality that could be achieved only by an employee who is above average. **Total score 36 – 44.**)

5 points = Well Above Standards (Performance and work-related behaviors are of the quality that could be achieved only by the most exceptional employee. Requires justification. **Total Score of ≥ 45 .**)

c. Supervisors are to rate each employee on the Rating Criteria chart, and record the rating score for each of the following Rating Criteria:

- Attendance & Punctuality
- Equipment Care/Maintenance
- Professional Development
- Appearance
- Interpersonal Relations
- Productivity
- Job Knowledge
- Duties & Responsibilities (*Scored at x2*)

The Final Total Score is to be recorded in the block provided at the bottom of the Rating Criteria chart.

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- d. Supervisors are to use the “comments” field to provide specific examples that support their rating of the officer being evaluated.
- e. Supervisors are to provide goals for the next evaluation period.
- f. Supervisors are to provide suggestions for advancement, specialization, or training.
- g. The officer being evaluated and the Supervisor completing the Quarterly Evaluation are to sign the Quarterly Evaluation.