

## ILLINOIS STATE POLICE DIRECTIVE PER-060, PERFORMANCE STANDARDS

<b>RESCINDS:</b> PER-060, 2014-026, revised 04-10-2014.	<b>REVISED:</b> 11-20-2018 <b>2018-024</b>
<b>RELATED DOCUMENTS:</b> PER-005, PER-030, PER-103, ROC-002	<b>RELATED CALEA STANDARDS:</b> 26.1.4, 26.1.5, 33.1.5, 35.1.6

### I. POLICY

The Illinois State Police (ISP) will:

- I.A. Establish and maintain expected quantitative and qualitative standards of performance and levels of activity for all employees.
- I.B. Identify poor performance and establish uniform procedures aimed at correcting deficiencies through supervisory intervention.

**NOTE:** Performance standards will not be arbitrary, capricious, or unreasonable and may be subject to provisions set forth in collective bargaining agreements.

### II. DEFINITIONS

Acceptable performance - satisfactory completion of tasks or duties required of an individual in the respective position or job. Acceptable performance is expected of all employees, and includes, but is not limited to (code employees are not expected to perform officer activities):

- II.A. Accuracy and completeness of memoranda, reports, and all written documents
- II.B. Administrative, and/or specialized skills as applied to assigned functions
- II.C. Completion of investigative duties and procedures
- II.D. Completion of patrol duties and procedures
- II.E. Completion of self-initiated activities
- II.F. Appropriate use and care of equipment
- II.G. Supervisory skills and duties (if applicable)

### III. RESPONSIBILITY

The work unit commander is responsible for:

- III.A. Setting unit standards and goals by:
  - III.A.1. Reviewing Computer Aided Dispatch (CAD) reports and other informational sources and documented information.
  - III.A.2. Reviewing activity levels among employees working similar assignments or patrols.

Each supervisor is responsible for:

- III.B. Striving to maintain acceptable performance by his/her subordinates.
- III.C. Reviewing standards of performance and work activity on an on-going basis; and providing substantive and constructive documented feedback to subordinates throughout the review period.
- III.D. Identifying and documenting performance deficiencies and establishing/implementing an action plan, when applicable.

## IV. PROCEDURES

- IV.A. Field Training Officer/Field Training Agents and Probationary Troopers/Probationary Agents participating in the Field Training Officers and Field Training Agents Programs will comply with guidelines set forth in the Field Training Officers and Field Training Agents Manuals.
- IV.B. Identifying performance deficiencies
- IV.B.1. Supervisors will identify and document deficiencies with sworn employee performance through:
- IV.B.1.a. Reviewing memoranda, reports, and other documentation completed by the individual
  - IV.B.1.b. Personally observing the individual as he/she works
  - IV.B.1.c. Reviewing Computer Aided Dispatch (CAD) reports and other informational sources and documented information
  - IV.B.1.d. Reviewing activity levels among employees working similar assignments or patrols
  - IV.B.1.e. Evaluating the individual in relation to expected quantitative and qualitative levels of performance
  - IV.B.1.f. Utilizing the Integrated Strategic Performance programs and the Illinois State Police Career Development Resource Guide form 1-164 (this form is available in the ISP Document Library at <http://maphome/documentlibrary/>) to provide a clear statement of expectations, on-going coaching, and constructive feedback
- IV.B.2. Supervisors will identify and document deficiencies with code employee performance through ~~by~~:
- IV.B.2.a. Reviewing memoranda, reports, and other documentation completed by the individual
  - IV.B.2.b. Personally observing the individual as he/she works
  - IV.B.2.c. Reviewing activity levels among all employees working similar assignments
  - IV.B.2.d. Evaluating the individual in relation to expected quantitative and qualitative levels of performance
  - IV.B.2.e. Utilizing the Department of Central Management Services Individual Development and Performance System (CMS 201) and the Illinois State Police Career Development Resource Guide form 1-164 to provide a clear statement of expectations, on-going coaching, and constructive feedback.
- IV.C. Developing an action plan for achieving acceptable performance in the event performance deficiencies are identified
- IV.C.1. The supervisor will meet with the employee to present facts and supporting documentation identifying the problem(s) associated with the individual's job performance and will develop a documented action plan for achieving acceptable performance.
- IV.C.1.a. A future date will be set to evaluate the employee's performance improvement and action plan results.
  - IV.C.1.b. The plan may include, but is not limited to:
    - IV.C.1.b.1) The development of short-term employee performance goals and objectives targeting overcoming the identified deficiencies. A time schedule for both achieving and monitoring achievement of goals and objectives must be written into the plan.
    - IV.C.1.b.2) A schedule of training or working with others to address area(s) identified during discussion between the supervisor and the employee, where applicable.
    - IV.C.1.b.3) Enrollment in any appropriate training, including Academy-based training.

- IV.C.1.b.4) Other interventions deemed applicable and related to the attainment of acceptable performance, including those resources available through the Administrative Services Bureau, Human Services Office.

**NOTE:** A change of assignment, patrol, or shift for the individual should **not** be sanctioned as an initial plan to improve employee performance.

- IV.C.2. The next two levels of supervision in the chain-of-command of the supervisor developing the plan will review the documented plan, unless the experience and skill level of the supervisor is such that one level of supervisory review is sufficient. The Office of Labor Relations and Special Projects also will be consulted in the development of all action plans.

IV.D. Documentation

- IV.D.1. The supervisor may document performance by completing a Personnel Counseling Record, form ISP 2-183 (available in the ISP Document Library at <http://maphome/documentlibrary/>).

- IV.D.2. The employee will initial the counseling record to indicate it has been read. A copy of the counseling record will be provided to the employee.

**NOTE:** Initialing the record of the session will **not** signify agreement or disagreement with its contents.

- IV.D.3. In place of using the Personnel Counseling Record, form ISP 2-183, the supervisor may document the discussion with the employee and the action plan by preparing a memorandum.

IV.E. Action plan follow-up

- IV.E.1. The supervisor will monitor, review, and document both positive and negative aspects of the individual's performance following the designated time-frames documented within the action plan.

- IV.E.2. Failure to attain acceptable performance following completion of the action plan may result in corrective and progressive disciplinary action. Supervisors should refer to ISP Directives PER-030, "Complaint and Disciplinary Investigations," PER-103, "Code Employees Disciplinary Rules," and/or ROC-002, "Rules of Conduct," for additional guidance.

- IV.E.3. Supervisors will submit recommendations for disciplinary action, along with documentation, through the chain-of-command to the appropriate Colonel who will ensure compliance with ISP Directive PER-030, "Complaint and Disciplinary Investigation," and ISP Directive PER-103, "Code Employee Disciplinary Rules" or ISP Directive ROC-002, "Rules of Conduct."

| Indicates new or revised items.

**-End of Directive-**