

**SAINT PAUL POLICE DEPARTMENT
CORE COMPETENCY - BEHAVIORS GUIDE
POLICE OFFICER**

Table of Contents:	Pages:
1.) Technical Expertise:	
Use of Police Vehicles	1
Use of Police Firearms	1
Use of Force	2
Use of Assigned Equipment	2
Officer Safety	3
Physical Fitness and Health	4
First Aid / CPR / Rescue	4
Preliminary Investigations	5
Knowledge of Law	6
Policy & Procedure / Rules & Regs.	6
Law Enforcement Technology	7
Ability to Educate, Train, and Coach	7
2.) Decision Making:	
Judgement and Reasoning	8
Discretion	8
Problem Solving:	
Identifies Problems & Causes	9
Identifies Resources & Implements Solutions	10
Evaluation and Feedback	11
3.) Community Policing:	
Public Relations & Customer Service	12
Beat (NSA) Integrity	13
4.) Teamwork, Management, and Leadership:	
Personal & Professional Conduct	14
Interpersonal Relationships	14
5.) Program Management:	
Project Planning	15
6.) Communication:	
Written	15
Oral: Speaking & Listening	16

**SAINT PAUL POLICE DEPARTMENT
CORE COMPETENCIES - BEHAVIORS GUIDE
POLICE OFFICER**

**Competency: TECHNICAL EXPERTISE:
Component: Use of Police Vehicles**

(NI) Needs Improvement

- Squad is seldom washed.
- EOTs leaving squad low in gas, oil
- Assigned squad is late regular maintenance.
- Assigned squad not properly equipped.
- Receive complaints of improper driving.
- Involved in preventable accident.
- Violates emergency driving or pursuit policy.
- Other

(ME) Meets Expectations

- Complies with regular maintenance schedules.
- Inspects and insures it is properly equipped and safe to operate.
- Obeys required traffic laws during non-emergency response.
- Demonstrates safe effective use of lights, siren, and communication equipment while driving.
- Obeys State Law & Dept. Policy re:Emergency response or pursuits.
- Arrives timely & safely at all scenes, with out preventable accidents.
- Other

(EC) Exceptionally Competent

- Always meets expectations.
- Demonstrates high degree of professionalism towards use of police vehicles.
- Informal leader and good example of Safe, effective emergency and pursuit driver.
- Cites policy and demonstrates concern for officer and public safety regarding use of police vehicles.
- Volunteers for advanced pursuit driver training.
- As FTO or Training Officer, teaches others about proper use of police vehicles.
- Other

**Competency: TECHNICAL EXPERTISE:
Component: Use of Police Firearms**

(NI) Needs Improvement

- Fails to clean, maintain firearm equipment
- Fails to qualify at Target Range.
- Has accidental discharge.
- Does not feel safe or competent handling own firearm. Fails to carry it properly loaded.
- Receives complaint of inappropriate use of firearm.
- Reports to work w/out firearm, or forgets it somewhere during course of duty. Demonstrates unsafe use.
- Allows unauthorized use of department firearm.
- Violates firearm law or policy.

(ME) Meets Expectations

- Demonstrates proficiency and accuracy authorized firearm, by qualifying at the Target Range as required.
- Demonstrates safe and effective carrying / cleaning / handling of firearms, ammunition, magazines.
- Applies State Law & Dept. Policy regarding discharge of authorized firearms during the course of duty.
- Other

(EC) Exceptionally Competent

- Always meets expectations.
- Exceptionally proficient w/firearms.
- Volunteers for additional firearm training & experience. (AR-15, CIRT).
- Demonstrates a high degree of professionalism regarding knowledge and use of firearms.
- Helps teach safe, effective firearm use as FTO or Training officer.
- Other

Competency: TECHNICAL EXPERTISE:
Component: Use of Force

(NI) Needs Improvement

- Found to use excessive force.
- Unable to effectively apply force or defensive tactics necessary to control.
- Violates use of deadly force policy.
- Demonstrates lack of proficiency in use of defensive tools.
- Fails to document use of force, or articulate the need to use the level applied.
- Other

(ME) Meets Expectations

- Obeys State Law, Dept. Policy re: use of deadly force - (firearm / vehicle / impact weapon, other).
- Demonstrates knowledge of when and how to make effective use of other less lethal weapons and tools (ARS/Taser/Baton/hands/hand cuffs).
- Uses reasonable and effective amount of force for defense, control, and to effect a lawful arrest.
- Effectively documents use of force, and articulates the need to use it based on the use of force continuum.

(EC) Exceptionally Competent

- Consistently meets expectations.
- Exceptionally knowledgeable, proficient, and effective in use of all weapons and tactics.
- Skillfully moves back and forth along the force continuum as needed.
- Consistently begins at the lowest level of force possible, and escalates only as needed.
- Considers all other available options
- Seeks advanced use of force training, experience.
- Trains / coaches others as FTO or Use of Force / Defensive Tactics Instructor.

Competency: TECHNICAL EXPERTISE
Component: Use of Assigned Equipment

(NI) Needs Improvement

- Rusty handcuffs. Unsafe, ineffective use.
- Outdated ARS. Inappropriate use of ARS.
- No baton. Or, ineffective, inappropriate use.
- Improper maintenance or use of Taser.
- No flashlight, charged batteries. Improper use.
- Fails to maintain, use ballistic vest. Outdated.
- No helmet. Fails to use when directed.
- No traffic vest. Fails to use when appropriate.
- Radio not charged. Ineffective, inappropriate use
- No Tyvek suit. Improper storage. Ineffective use
- Out of uniform. Unprofessional appearance.
- No business cards. Fails to hand out per policy.
- Doesn't answer pager. Personal use of dept. cell.
- Fails to properly use, maintain cruiser, cycle, bike.
- Fails to care for, train, or use assigned dog, horse.
- 1st Aid Kit not stocked. Extinguisher not current
- Not competent with PBT, Radar.
- Emergency Car not equipped. Incompetent use.

(ME) Meets Expectations

- * *Proper maintenance. Safe, effective use of:*
- Handcuffs (doublelocking)
- ARS (Aerosol Restraint Spray)
- Baton / ASP
- Taser
- Flashlight
- Ballistic vest
- Helmet
- Traffic vest
- Police Radios
- HazMat (Tyvek) Perimeter Protection Suit.
- Uniform, badge, ID, hat wreath, name tag, Business cards
- Police Radio, cell phone, pager.
- Unmarked cruiser, motorcycle, bicycle.
- Dog (K-9), horse (Mounted)
- First Aid Kit, Fire Extinguisher.
- PBT, Laser Radar.
- Emergency Car: Camera kit. Fingerprint kit, Evidence recovery supplies. Crime scene tape.

(EC) Exceptionally Competent

- Consistently meets expectations regarding care, use of equipment.
- Demonstrates exceptional knowledge, proficiency, and proper application of all assigned equipment.
- Demonstrates high level of pride and professionalism regarding care and use of equip.
- Volunteers to test, evaluate new equipment.
- Volunteers to be responsible for inventory.
- Seeks advanced training, equipment experience.
- Trains or coaches others, as FTO or training officer, in policies / procedures, and proper care & use of equipment.

Competency: TECHNICAL EXPERTISE
Component: Officer Safety

(NE) Needs Improvement

- Lacks situational awareness of surroundings
- Fails to alert to danger signals and adjust tactics accordingly.
- Generally lacks knowledge of area and people, and accompanying risks.
- Doesn't check out on radio for traffic, FIs, etc.
- Doesn't request back up until already escalated.
- Doesn't back up fellow officers when appropriate
- Doesn't communicate coordinated response.
- Makes unsafe approach.
- Shows little concern for cover, concealment, light, noise discipline.
- Exposes own weapon. Fails to react to signs that someone may try to take it away.
- Doesn't react to suspect hand or eye movement.
- Fails to control suspect verbally or physically.
- Lacks a command presence.
- Unsafe / ineffective arrest, or search of person.
- Unsafe / ineffective car stop procedures / tactics.
- Unsafe / ineffective response to dangerous substances. Puts self and others at undue risk.
- Fails to establish perimeter to isolate or contain.
- Or, misjudges situation, over emphasizes risk, unable to act, or over reacts with excessive tactics.
- Considered by peers to lack good judgement; To be unsafe, or be more of a liability than an asset. Does not develop trust or confidence in his/her level of competence.
- Violates policy or procedures that affect officer safety.

(ME) Meets Expectations

- Exhibits situational awareness of surroundings at all times.
- Senses when something isn't right. Alerts to danger signals and adjusts tactics accordingly.
- Knows area and people. Aware of threat risks. Shares that info with peers.
- Checks out on traffic, FIs, premise checks, etc.
- Requests, waits for back-up in appropriate situations.
- Responds to back-up other officers when needed.
- Communicates, coordinates safety issues with other responding officers.
- Makes safe approach, takes strategic position, avoids crossfire scenarios.
- Makes use of cover, concealment as needed.
- Uses illumination properly. Aware of light and noise discipline.
- Avoids telegraphing movements.
- Avoids exposing weapon needlessly.
- Watches suspect hands. Recognizes and reacts to "fight or flight" symptoms.
- Controls suspect verbally and physically. Exhibits command presence.
- Conducts safe effective pat downs, and searches incident to arrest.
- Uses appropriate resources and tactics for high risk car stops and search warrants.
- Responds safely & effectively to explosive, toxic, or bio-hazard materials.
- Establishes inner & outer perimeter to contain & isolate critical incidents.

(EC) Exceptionally Competent

- Consistently meets officer safety expectations.
- Displays exceptional knowledge, awareness, and application of officer safety theory and practice.
- Balances proactive problem solving enforcement, with realistic risk assessments, and appropriate tactical responses. Known for good judgement.
- Thinks of other officers, as well as themselves.
- Develops, shares information. Coaches, mentors peers on safe, effective policing strategies.
- Trusted by peers for knowledge, experience, and safety. Never puts self or others at undue risk.
- Volunteers for advanced officer safety / tactical training.
- Trains others, as FTO or Training Officer, in officer safety principles.
- Has an awareness of OPSEC risk management issues. Looks for ways to deny adversaries access to information re: public safety operations.
- Other.

Competency: TECHNICAL EXPERTISE
Component: Physical Fitness and Health

(NI) Needs Improvement

(ME) Meets Expectations

(EC) Exceptionally Competent

- Fails to pass portion of PT test.
- Sick time deemed excessive, or not justified.
- Sick time use pattern such as frequent Mondays, Fridays, or days after off-duty employment.
- Doctor's slip required for sick time use.
- Not fit for duty.
- Fails to maintain physical fitness necessary to perform job duties.
- Unable to function physically or mentally under stress.
- Unable to provide effective physical assistance to others when needed.

- Passes all portions of annual PT test.
- Sick time use is reasonable and justifiable.
- Fit for duty.
- Maintains level of physical fitness necessary to perform job duties, and minimize risk of job related injuries.
- Functions physically and mentally under stress.
- Able to provide effective physical assistance to others when needed

- Consistently passes all portions of PT test.
- Sick time use is very low, if at all.
- Exercises regularly.
- Exceptionally fit for duty.
- Functions at a high level of physical and mental capability under stress and physical demands.
- Other.

Competency: TECHNICAL EXPERTISE
Component: First Aid / CPR / Rescue

(NI) Needs Improvement

(ME) Meets Expectations

(EC) Exceptionally Competent

- Slow and/or ineffective response to medical emergency.
- Fails to demonstrate competence as first responder.
- Doesn't communicate situation or need.
- Can't do basic triage and prioritize response to heartbeat, breathing, bleeding, shock, etc.
- Fails to keep First Aid Kit supplied.
- Fails to take proper safety precautions.

- Timely and effective as an Initial Responder.
- Notifies dispatcher of victim status and need for medics.
- Assists Fire Department / Paramedics as needed.
- Takes proper safety precautions.
- Has proper supplies, and knows how to use them.
- Competent at CPR and basic first aid.

- Highly trained and effective in medical emergency situations.
- Always prepared. Completely supplied.
- Assumes a leadership role. Directs others.
- Seeks advanced training and experience.
- Volunteers to train others.

Competency: TECHNICAL EXPERTISE
Component: Preliminary Investigations

(NI) Needs Improvement

- Has difficulty taking charge & restoring order. May even seem to complicate difficult situations.
- Ineffective separating victim, witness, suspects, and getting basic information.
- Fails to protect or process crime scene.
- Fails to collect evidence, or maintain chain of custody.
- Doesn't communicate, coordinate needed efforts with assisting officers.
- Displays uncertainty regarding offense / level.
- Fails to have witness ID suspect properly.
- Makes incorrect arrest decision.
- Searches with out probable cause or consent.
- Conducts in-custody interview before Miranda.
- Fails to audio record interview as appropriate.
- Fails to obtain citizen's arrest when needed.
- Fails to tag & release, or book, as appropriate.
- Fails to inform/consult supervisor, Juvenile Unit, or Station Commander as needed.
- Doesn't follow-up good leads when appropriate.
- Fails to access further information resources when possible. Or, issue P/U Hold as needed.
- Report lacks basic details and elements of crime.
- Case disposition feedback from investigators or charging attorneys point out deficiencies in preliminary investigations.
- Rationale for "stop" not articulated well enough to sustain a charge or conviction.
- Other.

(ME) Meets Expectations

- Helps restore order, and sort out what happened.
- Locates, separates, identifies, and effectively interviews victims, witnesses, and suspects.
- Communicates, coordinates with assisting officers.
- Protects & processes crime scene.
- Preserves, collects, recovers physical evidence.
- Maintains evidence chain of custody.
- Obtains signed citizens arrest form as needed.
- Conducts proper on scene show-ups, and photo line-ups to ID suspects.
- Makes arrest for appropriate offense / level.
- Searches with probable cause or proper consent.
- Advises Miranda before in-custody questioning.
- Audio records in-custody interviews as practical.
- Conducts necessary follow-up as appropriate.
- Accesses further information resources to help ID and locate suspects. (Law Enf. data bases, etc.)
- Issues P/U & holds as needed.
- Tags & releases, or books, as appropriate.
- Consults supervisor, Juvenile Unit, or Station Commander as needed.
- Case disposition feedback from investigators and charging attorneys verifies proper preliminary investigations by on scene officers.
- Other.

(EC) Exceptionally Competent

- Exceptionally effective taking charge, restoring order, and quickly / accurately learning what happened.
- Consistently coordinates with peers for the most effective response possible.
- Demonstrates advanced interview skills.
- Consistently gets the most accurate information from reluctant victim / witnesses.
- Consistently obtains difficult incriminating statements from suspects, in a lawful manner.
- Always insures that necessary evidence is recovered properly.
- Always arrests and searches on probable cause.
- Consent searches are always done correctly, and withstand the challenge of coercion.
- Demonstrates highly effective follow-up skills.
- Very comfortable using technology to access helpful law enforcement data base info, that further investigations in a timely manner.
- Due to extensive knowledge of area and people, often knows suspect's vehicle, associates, locations frequented, and history for motive.
- Cultivates confidential informants that also add pertinent information to investigations.
- Reports are always accurate and complete. Rationale for stops, arrests, searches are clearly articulated in original reports.
- Case dispositions frequently praise preliminary investigation.
- Has been recommended for commendation for investigation leading to successful arrest.
- Recruited to work for investigative units.
- other.

Competency: TECHNICAL EXPERTISE
Component: Knowledge of Law

(NI) Needs Improvement

Demonstrates *lack* of knowledge, or does *not* properly apply:

Federal or Constitutional Case Law:

- Stop and Frisk Doctrine.
- Arrest, Search and Seizure requirements;
- Consent / Probable Cause / Search Warrant
- Self Incrimination / Right to Counsel
- Equal Protection Cause

State Law:

- Criminal Code (Statutes)
- Required elements / offense levels
- Traffic Code
- DWI, CVO, etc.
- Juvenile Procedures
- suspect, victim, missing, runaway, placements

City Ordinances:

- Public Nuisance
- Excessive Consumption of Police Services
- Building / Property Code

(ME) Meets Expectations

Demonstrates knowledge, effectively applies:

- Federal / Constitutional Case Law.
- State Statutes / Criminal Code
- City Ordinances
- Reports articulate requirements and elements.
- Other.

(EC) Exceptionally Competent

Demonstrates a *high degree* of knowledge and practical experience in applying Federal, State, and local laws.

- The results are always lawful, particularly effective, and result in a higher rate of charges / convictions than many peers.
- Reports articulating requirements and elements of the law are of the highest quality, and well regarded by investigators and prosecutors.
- Receives compliments on court testimony regarding application of the law.
- Has sought, and continues to seek advanced or on-going educational updates on changes in law.
- Coaches, mentors peers at roll calls, on scenes, in the report writing room, re: application of law.
- Volunteers, as an FTO, to help train new officers On proper and effective application of laws.

Competency: TECHNICAL EXPERTISE
Component: Policy & Procedure / Rules & Regulations

(NI) Needs Improvement

Demonstrates *lack* of knowledge, or *improper* application of policy, procedure, rules or regulations.

Known to violate one or more of the following:

- Dept. Manual, Training Updates
- Civil Service Rules of Conduct
- Workplace Conduct Policy
- Racial Profiling Agreement
- Report Writing Manual
- Other

(ME) Meets Expectations

- Displays understanding, and effectively applies Department policy, procedures, rules & regulations.
- If not sure, looks it up, remembers the answer, and avoids policy violations.
- May not always agree, but willingly complies.

(EC) Exceptionally Competent

- Able to quote policy and procedures.
- Able to explain the principles behind them.
- Openly supports City / Department policy.
- Volunteers to serve on committees that research and recommend policy & procedures.
- As an FTO, teaches effective application of Dept. policies and procedures.

Competency: TECHNICAL EXPERTISE
Component: Law Enforcement Technology

(NI) Needs Improve

- Lacks knowledge, or does *not* properly apply technology necessary to perform duties.
- Computers: Squad laptop / office desktop.
- Computer Aided Dispatch (CAD) functions.
- Report Writing software programs.
- RMS access and search queries.
- L.E. Data Base queries: (Alert / BCA / NCIC).
- Police Radios (proper channels & procedures).
- Department pagers / cell phones.
- Department voice mail / e-mail.
- Department Intra-net.
- PBT, Laser / radar equipment.
- Department issued Taser.
- Other.

(ME) Meets Expectations

- Demonstrates knowledge and effectively applies technology available to perform duties.
- Computers / Information Data Bases.
- Communication systems.
- Report Writing / RMS.
- Other technology tools, equipment, or supplies necessary to perform duties.

(EC) Exceptionally Competent

- Displays advanced knowledge and experience using all technology already available to perform duties.
- Seeks additional information about emerging technology that would enhance our ability to perform duties, and add value to the organization.
- Seeks more advanced training & experience using law enforcement technology.
- Volunteers to test new technology as part of their duties.
- Coaches, mentors, or helps train other officers on the effective use of technology to perform their duties.

Competency: TECHNICAL EXPERTISE
Component: Ability to Educate, Train, and Coach

(NI) Needs Improvement

- Does little, or nothing, to stay current with law enforcement / criminal justice developments and trends - other than attend mandated Department training sessions.
- Communicates outdated law enforcement terms and concepts.
- Shows little or no interest in coaching, mentoring, or training others.
- Offers little of value at roll calls, etc., to share information re: effective policing strategies.
- Avoids representing the Department at neighborhood meetings. Or, is ineffective in doing so. (Block clubs / Business Assoc. / Schools).

(ME) Meets Expectations

- Seeks out information to stay current with Law enforcement / Crim. Justice developments and trends.
 - Training Seminars, Professional Organizations,
 - Periodicals / Publications, Industry Standards
- Communicates current terms and concepts.
- Contributes and adds value to roll calls or training session discussions about effective policing strategies.
- Represents the Department well at neighborhood meetings.
- Sets a good example with peers & community.
- Willing and effective, sharing knowledge and experience, with those who inquire.

(EC) Exceptionally Competent

- Demonstrates a high level of knowledge and experience regarding effective policing strategies.
And,
- Displays a commitment to mentoring, coaching, training, and educating others as well.
- Committed to life-long learning.
- Actively furthering college education, and encouraging peers to do the same.
- Volunteers to take on extra duties and responsibilities as an FTO or Training officer.
- Facilitates, leads roll call / Unit training sessions.
- Sought after to represent Department at community meetings.
- Looks for more effective ways to present learning materials.

Competency: DECISION MAKING
Component: Judgement and Reasoning

(NI) Needs Improvement

Fails to display sound judgement, reasoning, or decision making skills:

- Fails to recognize signs of potential problems.
- Or, when confronted with a problem, doesn't consider all available information.
- Fails to consider alternative choices.
- Doesn't weigh risks, or consider consequences.
- Doesn't consult others when appropriate.
- Indecisive, or ineffective under stress.
- Doesn't accept responsibility for, or learn from, outcomes.
- Fails to recognize, or correctly resolve ethical dilemmas or conflicts of interest.
- Doesn't seem to recognize the implications of mishandling recovered property.
- Fails to follow policy to the letter when recovering guns, money, or drugs.
- Fails to inform supervisor of incidents with potential to have notable repercussions.

(ME) Meets Expectations

Demonstrates good judgement, reasoning, and effective decisions making skills:

- Tends to recognize potential, emerging problems.
- Considers available information.
- Considers alternate choices.
- Weighs pros / cons, and potential consequences.
- Consults / notifies others when appropriate.
- Acts decisively, in a timely manner.
- Effective even under pressure / stress.
- Accepts responsibility, learns from outcomes.
- Correctly resolves ethical dilemmas, conflicts of interest.

(EC) Exceptionally Competent

Demonstrates a high level of good judgement and effective reasoning in the most difficult decision making situations.

- Always meets decision making expectations. And;
- Recognizes potential problems before most peers.
 - Evaluates situations from multiple perspectives..
 - Understands favorable and opposing arguments.
 - Decisive, but not impulsive.
 - Rational, calm, effective in a crisis.
 - Always delegates appropriately. Never deflects responsibility, or accountability.
 - Honest. Ethical. Fair. Consistent.
 - Has courage to do the right thing, at the right time, for the right reasons.
 - Never waivers in the face of ethical dilemmas. Guided by principle, not just rules.

Competency: DECISION MAKING
Component: Discretion

(NI) Needs Improvement

- Demonstrates irrational, poorly reasoned, biased, or inconsistent application of discretionary powers.
- Takes inappropriate discretionary action (or inaction) based on circumstances.
- Or, has a rigid inability to apply discretion at all.
- Citizen stops (behavior based?)
- Police Report (necessary or optional?)
- Book, Cite, or Warn violator (on what criteria?)
- Force: (necessary or optional?)

(ME) Meets Expectations

- Demonstrates rational, impartial, integrity based, bias free discretionary judgement.
- Understands the need for discretion, but applies it in just, fair, and equitable manner.
- Consistent application based on behavior and circumstances, not motivated by bias or partiality.

(EC) Exceptionally Competent

- Consistently displays a high level of knowledge and effective application of proper discretionary authority.
- Consistently articulates clear, reasonable facts and circumstances that lead to appropriate discretionary decisions.
- Does the right thing, for the right reason.
- Knows clearly when discretion is not an option.

Competency: PROBLEM SOLVING
Component: Identifies Problems / Causes

(NI) Needs Improvement

Fails to demonstrate the use of effective techniques at identifying problems and causes.

- Spends little time reviewing police reports, bulletins, logs, crime stats, or calls for service summaries that might identify problem trends.
- Shows no initiative in addressing causes for excessive calls for police service to particular addresses in assigned area.
- Spends little time exchanging info with other officers about emerging problems.
- Avoids getting out of squad and interacting with people unless it's necessary.
- Avoids giving out business card or pager number to citizens who want to help work on problems.
- Shows no interest in attending neighborhood meetings unless assigned to do so.
- Shows little interest in developing a working relationship with neighborhood contacts.
- Doesn't seem to recognize problems until they're pointed out by someone else.
- Slow to take ownership for problems in assigned area.
- Content to just respond to individual calls for service.
- Fails to document an incident when sent to a flagged problem property.
- Tends to treat symptoms, not underlying causes.
- Easily deterred by obstacles to problem solving.
- Slow to step forward to work with others on problems in common.

(ME) Meets Expectations

Applies effective techniques to identify problems in assigned area, and their causes.

A Police Perspective:

- Reviews police reports, crime alerts, intelligence bulletins, directed patrol sheets.
- Reviews, maintains NSA logbooks.
- Studies Stat Map crime trends, and data re: excessive calls for police services.
- Responds to / handles repeat calls for service at problem properties in assigned area.
- Exchanges info with officers / investigators.
- Observes problem properties. (Surveillance).
- FI's / ID's suspects, associates, vehicles, MO's
- Debriefs arrested suspects regarding other crimes
- Develops confidential informants. (Investigates).

A Community Perspective:

- Spends time out of the squad. Makes premise checks. Talks to residents about their concerns.
- Reviews Block Club / Community meeting notes, concern forms.
- Attends neighborhood meetings.
- Distributes business cards. Encourages direct contact regarding on-going issues.
- Seeks to meet neighborhood leaders.
- Informs concerned residents of current crime trends.
- Explains problem solving mission of community policing.
- Conducts neighborhood surveys.
- Seeks to meet problem property stakeholders: victims, tenants, landlords, neighbors, to identify underlying causes.

(EC) Exceptionally Competent

Demonstrates advanced knowledge, skills, and abilities in applying problem solving techniques:

- Takes ownership of problems in assigned area.
- Takes the initiative. Requires little direction.
- Not satisfied with status quo. Always looking for ways to improve effectiveness.
- Proactive in looking for, and recognizing, patterns that indicate a problem. Intuitive.
- Proactive in trying to identify root causes.
- Tenacious. Focused. Doesn't give up. Not easily deterred by obstacles.
- Positive, can do attitude.
- Creative. Resourceful. Open minded.
- Courage to interact with others with different or challenging perspectives on problems & causes.
- Always seeks input from stakeholders.
- Builds problem solving teams.

Competency: PROBLEM SOLVING
Component: Identifies Resources / Implements Solutions

(NI) Needs Improvement

Generally not effective at identifying problem solving solutions, obtaining additional resources, or implementing a successful strategy.

- Identifies problems, but not solutions.
- Fails to see the community as a resource, or include them in a solution strategy.
- Enforcement strategies are very simple in scope, more reactive than proactive, short term in nature, and treat symptoms rather than causes.
- Generally fails to consider a crime prevention strategy as part of the long term solution.

(ME) Meets Expectations

Effectively applies prevention *and* enforcement strategies.

Community Component:

- Trains stakeholders on crime prevention strategies.
- Provides citizens info on ways they can handle related problems.
- Provides stakeholders with contact names / numbers of additional resource agencies.
- Advises stakeholders on how to interact effectively with each related agency.
- Helps stakeholders work through some problem solving scenarios on their own.
- Obtains consensus from stakeholders on what enforcement efforts police should make.

Enforcement Components:

- Confers with area officers, supervisors, and investigators re: problem & potential solutions.
- Analyzes available resources (internal/external).
- Coordinates with related Police Units, City Departments, or County agencies.
- Cooperates with effected personnel, to work together on issues in common.
- Identifies agreed upon strategy & contingencies.
- Identifies time, training, and equipment needed.
- Identifies costs and budget resources needed.
- Obtains authorization for implementation.

(EC) Exceptionally Competent

Demonstrates a high degree of success in applying problem solving strategies, identifying resources, and implementing comprehensive solutions.

- Involves the community in identifying problems, and includes them as part of the solution implementation strategy.
- Enforcement strategy often involves a coordinated effort with other units, departments, or agencies.
- Solutions tend to address root causes. They are more broad in scope, more proactive than reactive, and always try include a crime prevention component.
- Successes are more long term in nature.
- Other. (Also see (EC) category on page 9).

Competency: PROBLEM SOLVING
Component: Evaluation / Feedback

(NI) Needs Improvement

Not effective in seeking feedback, or evaluating the results of a problem solving strategy.

- Identifies a problem, and may even implement a solution strategy. But, makes little or no attempt to measure its effectiveness by either:
 - traditional enforcement measurables, or
 - other community feedback loops.
- Doesn't learn from results.
- Fails to consider performance measurables as a tool in the context of the Unit's community problem solving mission.
- Employee unable to quantify how effectively he/she has impacted the Unit mission within the last evaluation period.

(ME) Meets Expectations

Effectively evaluates the applied problem solving strategies, and facilitates feedback exchanges with stakeholders.

- Tracks measurable resource activities applied.
 - *Content* (what was done)
 - *Quantity* (how much was done)
 - *Quality* (how well done / effectiveness)
- Informs stakeholders of enforcement resources applied.
- Compares before / after crime stats and calls for service data.
- Seeks feedback evaluation from stakeholders.
- Determines overall impact on neighborhood crime, and non-crime problems.
- Determines what resource activities were most effective, and why.
- Weighs short and long term successes against any costs or negative outcomes.
- Facilitates long term, on going, crime prevention maintenance strategies.
- Helps investigators keep affected victims / complainants informed of criminal case status.
- Encourages citizen feedback loops with prosecutors, judges, and probation officials.
 - *Restorative Justice* programs / minor offenders.
 - *Stay Away Orders* for habitual offenders.
 - *Neighborhood Impact Statements* for serious or career criminal offenders.

(EC) Exceptionally Competent

Demonstrates a high degree of knowledge, skills, and abilities at effectively evaluating the results of specific problem solving strategies, from more than just traditional enforcement perspectives.

- Always tracks measurable activities applied.
- Always compares pertinent before and after data.
- Always includes feedback from stakeholders as a means of weighing outcomes.
- Always learns from outcomes, and adjusts.
- Able to use measurables to help describe their own impact on the Unit's problem solving mission.

Competency: COMMUNITY POLICING
Component: Public Relations / Customer Service

(NI) Needs Improvement

- Doesn't always relate well with citizens.
- Inappropriate. Lacking sense of diplomacy.
- Negative and unapproachable demeanor.
- Defensive.
- Insensitive: generally, or culturally, racially, etc.
- Rigid, inflexible, overly controlling.
- Rude, argumentative.
- Inflammatory, rather than diffusing.
- Confrontational.
- Doesn't represent the Department well, in dealing with the public.
- Doesn't show public support for the Departments neighborhood problem solving partnership with community.
- Perceived to be unfair, inconsistent, or biased & seems reluctant to explore that possibility.
- Tends to destroy goodwill that other officers try hard to build.
- Neighborhood residents rarely volunteer information, or defend officer's actions.
- Generates complaints of poor public relations.

(ME) Meets Expectations

- Committed to public service. Acts in a professional manner. Open, helpful to citizens.
- Avoids using culturally insensitive language.
- Treats people right - the way they'd like to be treated.
- Affords all people basic dignity and respect.
- Diffuses confrontation with diplomacy, persuasion, and listening skills.
- Enforces the law fairly, consistently, without bias.
- Doesn't allow own fear or frustration to escalate into anger.
- Demonstrates compassion / empathy to victims.
- Builds good will in the neighborhood. Citizens defend their officer's actions.
- Generates quality arrests, without generating community complaints.
- Collaborates with residents to address crime and disorder complaints.
- Willingly supports Department's mission in the community.
- Considers community needs when applying service delivery.
- Sense of purpose includes aspects of all three roles:
 - Crime Fighter
 - Problem Solver
 - Service Provider
- Follows through with services promised.
- Communicates community service / public relations issues with supervisors and peers.

(EC) Exceptionally Competent

- Always meets expectations, and more.
- Demonstrates exceptional "people skills" during interactions with the public in a wide variety of circumstances.
- Relates well with a wide variety of people.
- Always treats people right, even those being arrested.
- Displays a high level of professionalism.
- Demonstrates honesty and integrity.
- Generates trust and respect.
- Works extremely effectively with area residents.
- Produces a high level of quality proactive enforcement activities, with the blessing and cooperation of the community.
- Coaches, mentors, and leads peers by example, with regard to effective public relations and customer service.

Competency: COMMUNITY POLICING
Component: Beat (NSA) Integrity

(NI) Needs Improvement

- Demonstrates a lack of personal responsibility for assigned Neighborhood Service Area (NSA).
- Ineffective at maintaining “Beat Integrity”.
- Fails to stay in assigned area when possible & appropriate.
- Handles more calls outside NSA, than inside.
- Doesn’t use CAD to manage pending calls in NSA.
- Ineffective use of technology to help maximize time in assigned area.
- Doesn’t clear calls in timely fashion. Causes other squads to take calls in your NSA.
- Increases driving time, maximizes responses times, and decreases uncommitted patrol time.
- Decreases uncommitted patrol time, & reduces opportunities to work proactively on NSA issues.
- Blames ECC policy and call load for not taking responsibility for issues in assigned NSA.
- Or, blames beat integrity for not assisting others.

(ME) Meets Expectations

- Demonstrates a sense of personal responsibility for assigned Neighborhood Service Area (NSA).
- Strives to maintain NSA integrity:
 - Stays in assigned area as much as possible.
 - Handles dispatched calls in own NSA.
- Clears calls in timely fashion, so other squads don’t have to leave their NSA, to take your calls.
- Uses CAD to view pending calls. Volunteers to take pending, or repeat calls in assigned NSA.
- Communicates with same NSA squads on other shifts to coordinate problem solving strategies.
- Contributes regularly to NSA “Beat Book”.
- Communicates NSA issues with NSA supervisor, And offers solutions, seeks advice, as needed.
- Minimizes response times / maximizes uncommitted time.
- Manages uncommitted time to address NSA issues.
- Responsive to NSA indicants:
 - truancy / curfew / accident rates / crime trends

(EC) Exceptionally Competent

- Demonstrates a high level of ownership and responsibility for problems within assigned NSA.
- Committed to “beat (NSA) integrity” as the first step to “knowing the area” and taking ownership for neighborhood problem solving strategies.
 - Coordinates with other District squads, and ECC dispatcher, to maximize time in assigned area.
 - Uses CAD as a tool to efficiently manage pending calls in assigned NSA.
 - Utilizes available technology to access / send information, and maximize time in assigned area.
 - Maximizes and manages *uncommitted* patrol time to focus on NSA issues.
 - Teaches peers by example, the benefits of striving to maintain “Beat Integrity”.
 - Never uses beat integrity as an excuse to avoid assisting area squads when appropriate.

Competency: TEAMWORK, MANAGEMENT, LEADERSHIP
Component: Personal / Professional Conduct

(NI) Needs Improvement

(ME) Meets Expectations

(EC) Exceptionally Competent

- Violates law or City / Department policy.
- Doesn't believe off duty conduct should apply.
- Considers higher standard to be double standard.
- Needs rules & regs to guide conduct.
- Won't perform unless it's measurable. Then, resents being measured.
- Then produces quantity, but neglects quality.
- Makes no effort to improve competency.

- Strives to maintain the Public Trust, on / off duty.
- Conduct reflects the Department, profession well.
- Holds self conduct to higher standard, because of the power & trust granted by the people.
- Guided by principle, rather than just rules & regs
- Holds self accountable for quality performance.
- Accepts responsibility for self-improvement.

- Displays high degree of personal & professional integrity.
- Guided by high moral & ethical standards.
- Committed to serving the public, and protecting the Constitution.
- Loyal to the Department's community mission.
- Life long learner.
- Holds self and others to high level of quality performance.

Competency: TEAMWORK, MANAGEMENT, LEADERSHIP
Component: Interpersonal Relationships

(NI) Needs Improvement

(ME) Meets Expectations

(EC) Exceptionally Competent

- Ineffective developing / maintaining professional interpersonal relationships needed to work together in a group.
- Does not foster trust from other Team members.
- Does not manage own time, resources effectively
- Does not show leadership within the workgroup.
- Expresses frustration and displeasure inappropriately.

- Develops / maintains professional relationships.
- Just, fair, equitable. Honest, truthful.
- Consistent, trustworthy. Demonstrates integrity: "Says what he means, and does what he says."
- Courage to do the right things, for right reasons.
- Displays empathy, compassion, tolerance.
- Demonstrates flexibility, tact and diplomacy.
- Committed to resolving differences, finds common ground, seeks consensus.
- Willingly participates in work groups.
- Cooperates, coordinates, communicates w/team members toward shared goals & objectives.
- Treats co-workers with respect and dignity.
- Displays team spirit and pride.
- Takes ownership, responsibility for role on team.
- Supports other team members.
- Follows through with work promised.
- Makes effective use of calender and to do list.
- Good steward of group's time and resources.
- Decisive. Leads by example. Respected by peers.

- Highly effective interpersonal skills.
- Highly effective Team builder.
- Well regarded for honesty, integrity.
- Always treats people right. Puts others first.
- Creates team spirit and pride.
- Encourages participation in defining goals, objectives, roles, and responsibilities.
- Helps the team find common ground, and direction.
- Always accessible to team members, and available to help others.
- Highly effective managing own resources, as well as those entrusted by the team.
- Accepts responsibility entrusted by the team.
- Stays focused on team objectives.
- Always follows through with results.
- Considered by team as informal leader.
- Consistently expresses any frustration or displeasure the most appropriate ways.

Competency: PROGRAM MANAGEMENT
Component: Project Planning

(NI) Needs Improvement

- Has difficulty managing assigned project .
- Has problems developing, implementing a plan.
- Difficulty team building, coordinating resources.
- Fails to anticipate, plan for contingencies.
- Doesn't use calendar to schedule time line.
- Doesn't control or budget time/money resources.
- Fails to evaluate progress or end results

(ME) Meets Expectations

- Plans (Goals, Objectives, Scope, Requirements)
- Coordinates (Resources, Stakeholders, Teams)
- Schedules (Stages / Tasks to Implementation).
- Anticipates (Plans Contingencies).
- Budgets Resources (Effective use: Time/Money)
- Meets Time Lines (Milestones & Deadlines).
- Evaluates (Progress and Results).

(EC) Exceptionally Competent

- Demonstrates advanced project management knowledge and skills.
- Recommends (and volunteers to lead) projects or programs that further the Unit mission.
- Develops and facilitates highly effective Teams.
- Completes complex projects on time, within budget, with effective results.
- Mentors peers in project management skills.

Competency: COMMUNICATION
Component: Written

(NI) Needs Improvement

- Reports are frequently incomplete, inaccurate, or not turned in on time.
- Information is unclear, inconsistent, or rambles.
- Grammar / spelling is poor.
- Content or tone is inappropriate or unprofessional
- Buck slips are frequent & require second notices

(ME) Meets Expectations

- Reports are complete, thorough, and on time.
- Information is clear, accurate, and coherent.
- Grammar / spelling is good..
- Content and tone is appropriate and professional.
- Buck slips are rare & immediately attended to.

(EC) Exceptionally Competent

- Written correspondence always meets expectations.
- Reports are often cited for quality by investigators, prosecutors, or supervisors.
- Instructs, coaches, or assists peers with written communication skills.

Competency: COMMUNICATION
Component: Oral: Speaking & Listening

(NI) Needs Improvement

- Fails to apply good communication skills.
- Ineffective or inappropriate communicating on the radio, or with citizens, or giving court testimony, or with co-workers, etc.
- Effected by stress, fear, or frustration.
- Ineffective diffusing difficult situations. Known to make them worse. Tends to agitate, offend, frustrate, or confuse others.
- Not successful negotiating or persuading.
- Too blunt. Impatient. Lacks tact or diplomacy.
- Displays insensitivity to diversity. Shows little regard for perspectives other than own.
- Speaks before thinking..
- Overreacts. Can't adjust style to situation.
- Fails to recognize non-verbal cues. (own / others)
- Interrupts. Doesn't listen.
- Creates, or fails to clarify, misunderstandings.
- Creates communication barriers / avoids feedback
- Not open to communications with co-workers.
- Doesn't communicate effectively with supervisor
- Ineffective in communicating with victims, witnesses, or suspects.
- Ineffective / inappropriate in public speaking situations.
- Loses effectiveness using phone.

(ME) Meets Expectations

- Uses calm, moderate tone, and appropriate language; on the radio, under stress, during crisis de-escalation, in court testimony, on the phone, at meetings, etc.
- Doesn't lose control to stress, fear, or frustration.
- Diffuses confrontation with words. Has ability to negotiate and persuade. Does not further agitate difficult situations with language or style.
- Presents thoughts clearly and effectively.
- Thinks before speaking.
- Sensitive to diversity: race, culture, age , sex, etc
- Can adjust style to situation. Commands are clear, concise, controlled, effective.
- Uses and interprets non-verbal language well.
- Effective listener. Avoids interrupting.
- Clarifies misunderstood language. Avoids necessity to repeat information.
- Shares information in cooperative manner, encourages open communication in work group.
- Communicates up/dn appropriately, effectively.
- Develops effective questions / verbal strategies interviewing victims, witnesses, or suspects.
- Effective in public speaking situations:
 - neighborhood meetings.
 - schools

(EC) Exceptionally Competent

- Always meets expectations. Displays a high level of oral communication knowledge, skills, and abilities.
- Excellent vocabulary. Always adjusts style & delivery to audience and situation.
- Moves skillfully up or down a continuum as needed: Open / participative - to direct / firm.
- Never over reacts. Always under control.
- Highly effective diffusing, negotiating, and persuading during stressful confrontations.
- Removes barriers. Builds rapport and trust.
- Seeks and provides feedback.
- Patient, tactful. Skilled in art of diplomacy.
- Demonstrates respect for diverse perspectives.
- Always thinking ahead. Speaks clearly, logically, effectively.
- Recognizes & interprets non-verbal cues.
- Highly effective listener. Hears what others miss.
- Excellent communicating up, down, and across the organization. Always keeps supervisors informed.
- Noted for highly effective interview skills, with sensitive victims, complicated witnesses, and difficult or reluctant suspects.
- Equally effective using phone.
- Sought after due to effectiveness at public speaking, and representing the Department.
- Coaches, mentors peers. Sets good example.