



**Police Chief  
Performance Evaluation  
For the Year 2020**

Last Name: Pohlman

First Name: Roger

Evaluator (s) Name: Kay Kuhlmann

Title: Council Administrator

- Job Satisfaction Appraisal Received  
 Six-Month Review

- Annual Review  
 Mandatory Follow-Up Review

**Rating Criteria definitions**

**5 = Outstanding** Employee consistently exceeds job expectations and is recognized by peers and/or customers as a leader and positive example for others. Individual requires little direction or supervision. Makes significant contributions well beyond normal job responsibilities

**4 = Above Expectations** Employee consistently meets and occasionally exceeds job expectations. Errors are infrequent and are typically detected and corrected by the employee. Employee exceeds performance objectives on a regular basis. Employee is making a valuable contribution to the company.

**3 = Meets Expectations** Employee consistently meets job expectations, but does not exceed performance objectives. Employee is fully competent and is satisfactorily performing the job.

**2 = Below Expectations** Employee occasionally fails to meet job expectations. Employee does not adequately accomplish objectives nor fulfill all responsibilities; must improve performance within a designated time period. Or, the employee is new to the position and tasks presently assigned are adequately performed as expected.

**1 = Needs Improvement**, Employee consistently fails to meet most job expectations and a job performance is unacceptable and an improvement plan is required for this area.

**0 = Not Applicable**, have not observed or category does not apply.

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## **I. INDIVIDUAL CHARACTERISTICS**

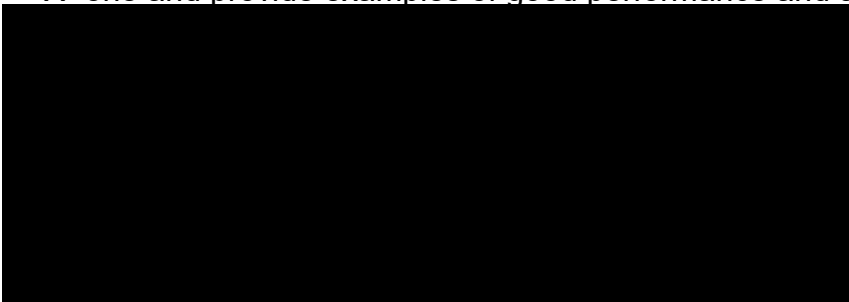
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**1. The Police Chief displays the following individual characteristics:**

- a. Diligent and thorough in the discharge of duties, a 'self-starter'
- b. Exercises good judgment
- c. Displays enthusiasm, cooperation, and the will to adapt
- d. Mental and physical stamina appropriate for the position
- e. Exhibits composure, appearance and attitude appropriate for executive position

"X" one and provide examples of good performance and areas for improvement if necessary:



Comments:

[REDACTED]

[REDACTED] but has not demonstrated an ability to embrace their initiatives like the Advisory Team.

In the Council survey, 4 of 7 respondents state that they do not trust and respect the Chief. The themes of the comments are summarized below:

1. Defensiveness. This comment came up multiple times from multiple council members as an indication [REDACTED] that the Red Wing PD has any opportunities for improvement. [REDACTED]

2. Leadership within the department. [REDACTED]

[REDACTED] Roger should support the Council decision and help his department accomplish the task. "He has projected my lack of respect for him to his department and employees/profession and this is a lack of leadership.

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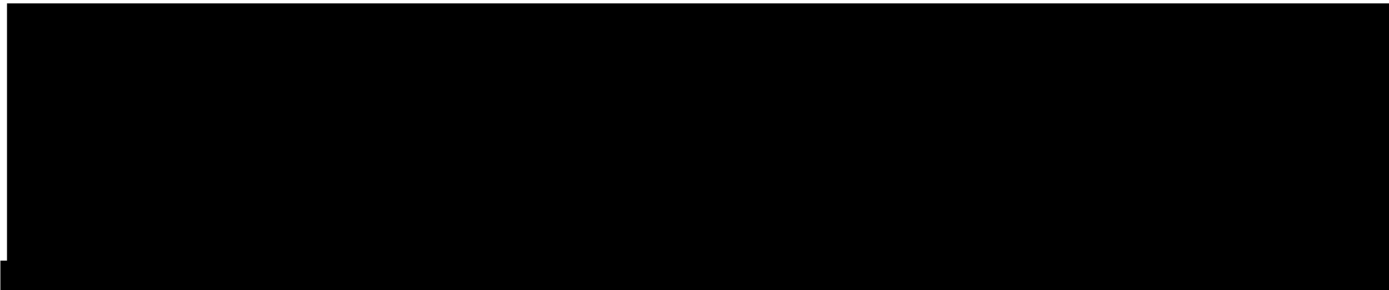
## II. PROFESSIONAL SKILLS AND STATUS

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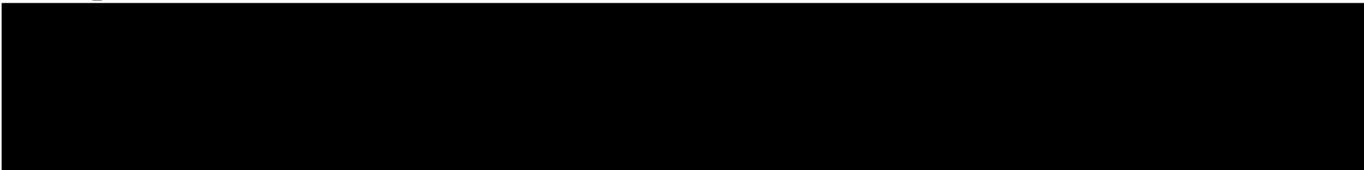
### 1. The Police Chief utilizes the following professional skills:

- a. Maintains knowledge of current developments affecting the practice of local government management
- b. Demonstrates a capacity for innovation and creativity
- c. Anticipates and analyzes problems to develop effective approaches to solving them
- d. Willing to try new ideas proposed by government body members and/or staff
- e. Sets a professional example by handling affairs of the public office in a fair and impartial manner

"X" one and provide examples of good performance and areas for improvement if necessary:



Several Council member noted that they feel reports are too one sided, and do not provide the Council with alternatives. One Council member stated that .."they have figured out that the longer the report the more information is one sided to what he wants and not necessarily what the council wants or what is best for the City."



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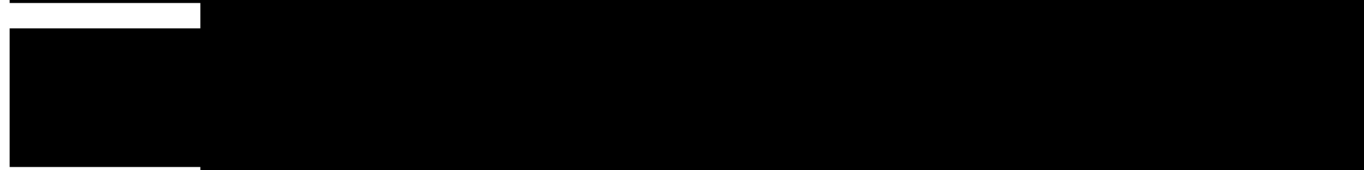
### III. ORGANIZATION ETIQUETTE

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#### 1. The Police Chief maintains good relationships within the organization:

- a. Attends meetings and participates in discussions in a respectful manner
- b. Communicates significant issues to the Council Administrator, and other pertinent staff prior to public and Council distribution of information
- c. Assists co-workers, Council Administrator, members of the Council and the public with responding to information requests
- d. Has a general understanding of all city issues
- e. Supports organizational positions to staff and the public
- f. Understands, supports, and enforces local government policies, ordinances and laws

"X" one and provide examples of good performance and areas for improvement if necessary:



A council comment related to internal communication was listed above regarding supporting the City Council



The Council sees your (Chief's) leadership challenge as

making the department understand why we are going through the Advisory Team process.



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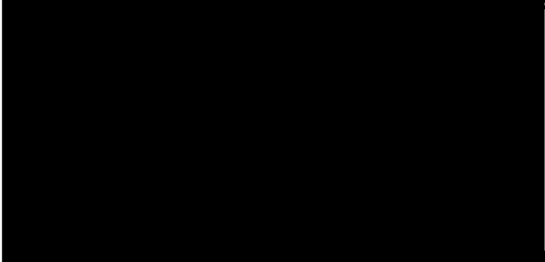
#### **IV. PROJECT EXECUTION**

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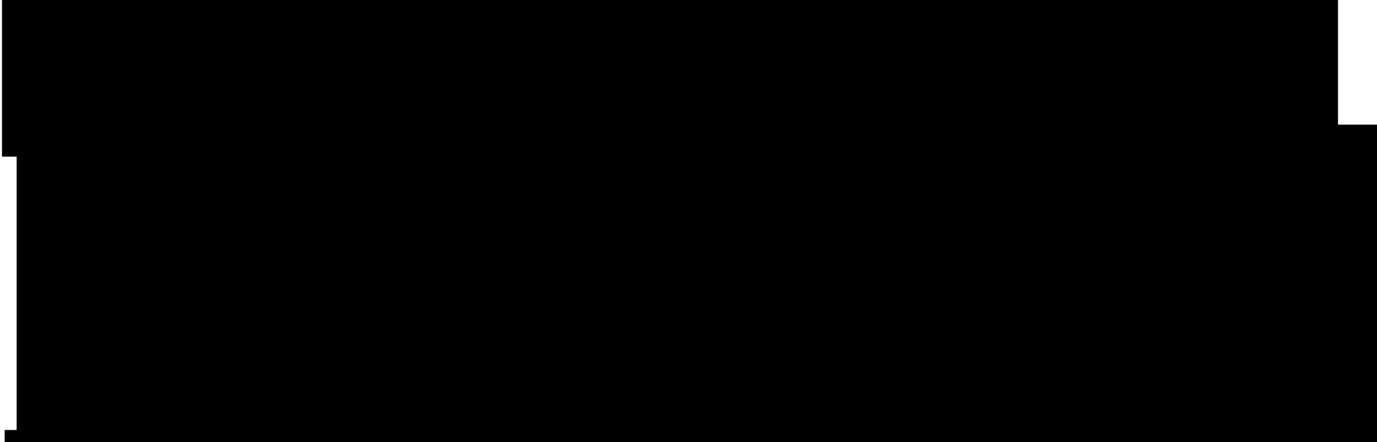
**1. The Police Chief processes work in the following manner:**

- a. Implements directives from the Council Administrator in accordance with the intent of the Council.
- b. Accomplishes special projects within agreed upon timeframes and within budgets and working in a respectful manner with other managers
- c. Takes initiative to communicate accomplishments of significant projects to the public through Commentaries, web articles, status reports and through the administrator's blog

"X" one and provide examples of good performance and areas for improvement if necessary:

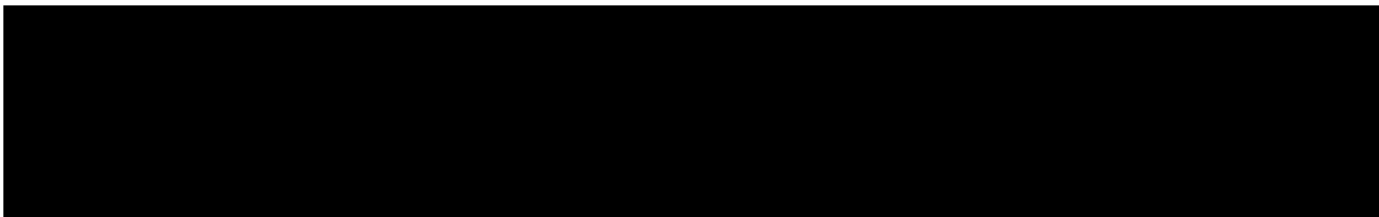


Comments:



However, there were several comments made by Council members regarding returning phone calls/emails from citizens (not being timely or not returned at all). Additionally, Council members felt that at times you were not professional 'with' them





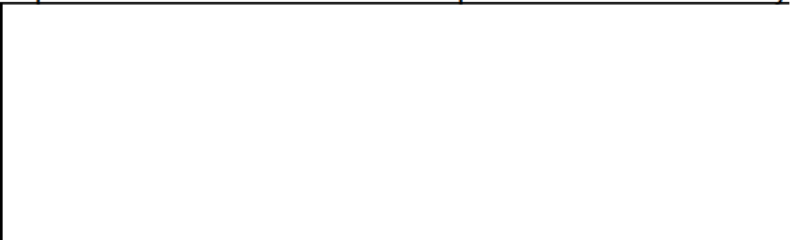
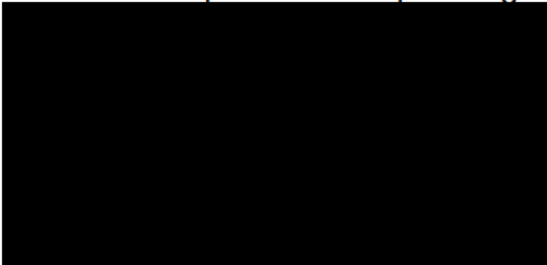
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## V. EMPLOYEE RELATIONS

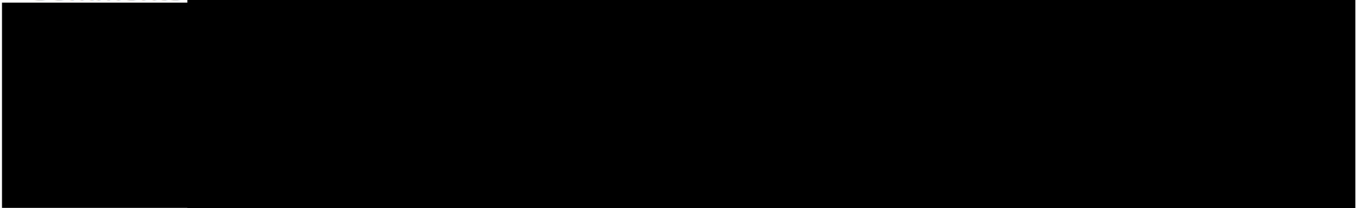
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1. **The Police Chief develops employees and maintains strong employee relations:**
  - a. Works with Employee Services to define necessary positions, a hiring process and interview panel
  - b. Provides training to the employee on organizational expectations, the City's personnel policy, and provides feedback to the employee on performance.
  - c. Encourages teamwork, develops and maintains a friendly and informal relationship with staff
  - d. Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their work
  - e. Maintains awareness of employee's physical and emotional needs and works to meet needs if possible via EAP or other Employee Service Resources.
  - f. Stays accurately informed and appropriately concerned about employee relations
  - g. Submits budgets that provide for accurate compensation and benefit needs and promotes training and development opportunities for employees
  - h. Completes evaluations in a timely manner

"X" one and provide examples of good performance and areas for improvement if necessary:



Comments



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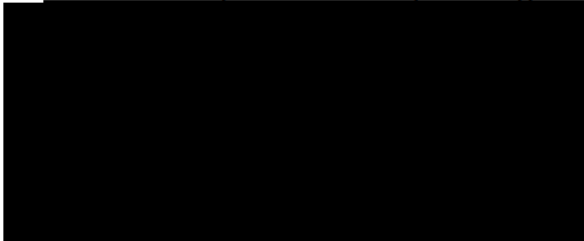
## VI. TECHNOLOGY

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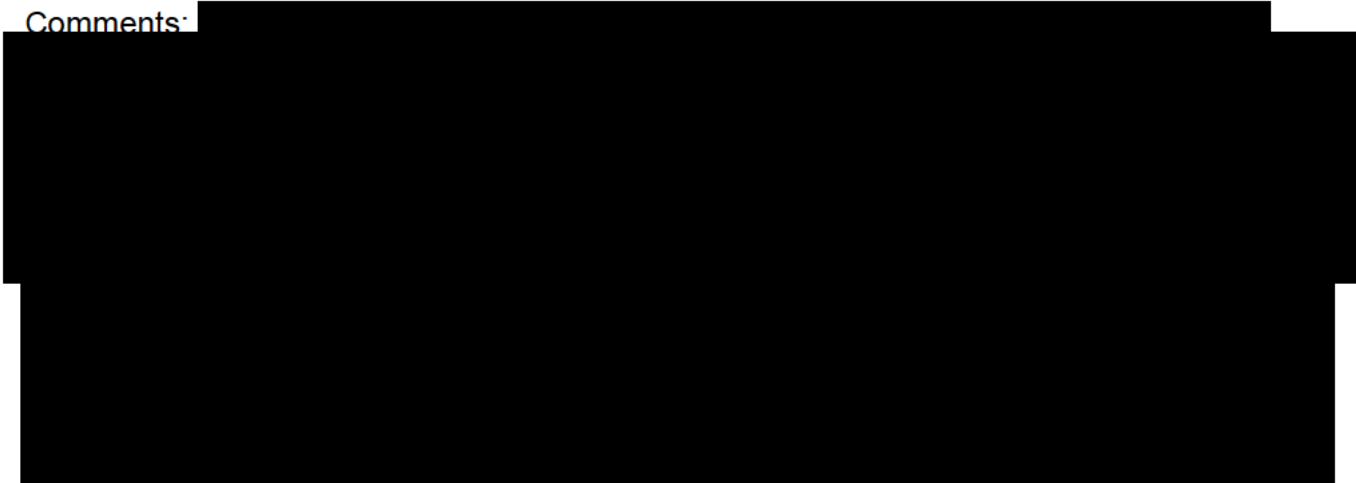
**1. The Police Chief considers technology investments to enhance customer service, public transparency and internal efficiencies by:**

- a. Working with Information Management staff to identify possible enhancements, and understanding how each division system interconnects to the city information network.
- b. Maintaining a big picture view of information systems and cooperating with other departments to eliminate duplication of software.
- c. Maintain information through various storage systems to meet any data requests

"X" one and provide examples of good performance and areas for improvement if necessary:



Comments:



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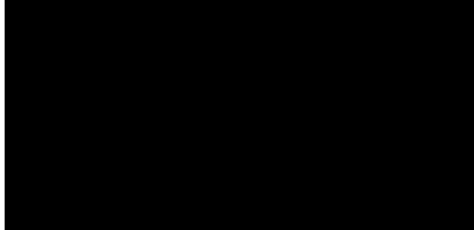
## VII. FISCAL MANAGEMENT

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**1. The Police Chief maintains solid fiscal management by:**

- a. Prepares a balanced budget to provide service as directed by the Council and within the established budget calendar
- b. Makes the best possible use of available funds, conscious of the need to operate the department efficiently and effectively.
- c. Monitors and manages fiscal activities in the division, and holds employees accountable for all budget expenditures

"X" one and provide examples of good performance and areas for improvement if necessary:



Comments:

[Redacted]

**ACCOMPLISHMENTS AND GOALS**

Please list the employee's accomplishments that were accomplished during the past year

- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ [Redacted]

Please list the employee's goals for the upcoming year.

[Redacted]

✓ [Redacted]

**SUPERVISOR COMMENTS**

[Redacted]

First, Council reports/communication should be broader, incorporating pros and cons and a recommendation with alternatives.

Second, the more challenging goal will be to change your approach with regard to difficult situations. When under stress you get defensive,

and sometimes a little challenging.

Third, responsiveness to citizens. You and I have talked about this and how difficult it is to return phone calls from some citizens. This is getting to the City Council and they want it addressed. Even if it's a deferment to me or to the City Council, we need to make the call, and/or document our attempts.

Fourth,

you need to be more adaptable, accepting and supportive of the Council's directions.

EMPLOYEE RESPONSE/COMMENTS:





Any award under the program shall be determined based upon, and specifically documented as a component to, the annual employee evaluation process based on the following criteria:

1. A positive, cooperative, approach to working with elected leaders, citizens and co-workers; and initiative in leading work teams in a collaborative manner.
2. Provides significant contributions toward the attainment of the City Council's Strategic Priorities, goals and objectives
3. A dedication to problem solving in a manner which improves organizational morale and builds community capacity.
4. Provides significant contributions toward the attainment of Department/Division priorities, goals and objectives.
5. Volunteers for and/or participates in special projects in a leadership or supportive role..

**Based on the below criteria, you are awarded a Performance Pay of: check one**

<b>Bonus %</b>	<input type="checkbox"/> 0%	<input type="checkbox"/> 0.50%	<input type="checkbox"/> 1%	<input type="checkbox"/> 1.50%	<input type="checkbox"/> 2%	<input type="checkbox"/> 2.50%	<input type="checkbox"/> 3%	<input type="checkbox"/> 3.50%	<input type="checkbox"/> 4%	<input type="checkbox"/> 5%
<b>Vaca hrs</b>	<input type="checkbox"/> 0	<input type="checkbox"/> 10	<input type="checkbox"/> 20	<input type="checkbox"/> 31	<input type="checkbox"/> 41	<input type="checkbox"/> 52	<input type="checkbox"/> 62	<input type="checkbox"/> 72	<input type="checkbox"/> 83	<input type="checkbox"/> 104

