

	<b>ANDOVER POLICE DEPARTMENT GENERAL ORDER</b>		Number: M1106
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			Distribution: All
Title: GOALS AND OBJECTIVES		Section: Administration	
Issued: 04/27/2010	Effective: 05/05/2010	Revised: 04/22/2016	
Rescinds: All Previous		Amends:	
CALEA References: 15.2.1, 15.2.2			
Review: Annual	Authority: Chief Michael A. Keller 		

## I. Purpose

It is the purpose of this General Order to establish a system for the annual development of departmental and individual goals and objectives and to ensure those goals and objectives are obtained.

## II. Policy

The department's goals and objectives must be established and communicated for the department to accomplish its mission. Therefore, annually, the department will seek input from all department divisions regarding direction and plans for goal formulation. Annual goals will be formulated in accordance with the department's mission and values, and disseminated to all applicable department members. All personnel should strive to ensure the attainment of both individual and departmental goals and objectives. For the purpose of annual performance evaluations, department, section and individual goals are evaluated on a 12-month period from November 1 thru October 31.

## III. Definitions

- A. **Command Officer:** A sworn officer holding the rank of Captain or above, or a civilian employee holding the rank of Director, and designated by the Chief of Police to command a specific organizational component, situation or detail.
- B. **Goals:** Individual or organizational expectations of future performance outcomes that are realistic, obtainable and measurable.

## IV. Regulations

- A. Employees of the department will achieve annual personal goals approved by their supervisor absent approved exigencies [A].
- B. Supervisors are responsible for monitoring and assisting with goal completion for department members in their command [A].



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## V. Procedures

### A. Departmental Planning

1. In August of each year the Chief of Police will meet with the City Administrator to obtain input and guidance in the development of department goals for the following year.
2. All Department supervisors will meet with the Chief of Police annually in September to discuss:
  - a. The direction of the department.
  - b. Anticipated resources available for the coming year.
  - c. Goals and objectives not likely to be achieved during the current year and the circumstances preventing achievement.
  - d. Community concerns.
  - e. **The department's strategic five-year plan.**
  - f. Goals and objectives.
3. The Chief of Police, based on the discussion with the City Administrator and supervisors will formulate department goals, section goals and objectives, reduce them to writing into a special order and disseminate them to all department members by the 1<sup>st</sup> of October.

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### B. Section Planning

1. Upon receipt of annual department goals and objectives from the Chief of Police, supervisors will meet with members of their staff and review the same.
2. After receiving input from members of their staff within their command, supervisors will develop goals for their individual team members and reduce them to writing in the employees' annual performance evaluation.
3. Section goals should be consistent with and help to achieve department goals.

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### C. Team/Section/Individual Planning

1. Upon receipt of section and department goals supervisors will meet with members of their team/section and review the same.
2. Supervisors and their team/section will formulate objectives to meet the section goals.
3. Supervisors will develop goals for the individual members of their team/section and include them in their annual evaluations.
4. Individual goals should be consistent with and help to achieve section and department goals.
5. Supervisors should understand the professional interests of their subordinates and individual goals should direct them in their professional growth.
6. All annual performance reviews will include a review of the previous year's goal accomplishments.



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**D. Individual Planning**

1. Supervisors should understand the professional interests of their subordinates and help direct them in their professional growth.
2. Supervisors will include annual goals in every annual performance evaluation conducted on employees that will help the employee meet individual professional goals and help the organization meet organizational goals. Additionally, the evaluation will include a review of the previous year's goals.
3. The supervisor will provide the employee with a copy of the goals for the coming year at the same time they review annual performance evaluations with the employee.

**E. Monitoring Progress of Goals**

1. Supervisors should meet with their staff to discuss the progress they are making towards goal achievement and provide direction towards goal achievement on an ongoing basis.
2. Supervisors will conduct documented goal review with their staff in February, May, August and November of each year. The documented November review will be conducted during the evaluation process.
3. The Chief of Police and/or Section Commanders will evaluate the progress towards goal achievement and provide direction as needed for goal achievement (15.2.2).