

POLICE OFFICER (EMPLOYEE) EVALUATION

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<i>Special Instructions:</i> NONE			
<i>Distribution:</i> All Sworn & Civilian Personnel		<i>Last Re-Evaluation Date:</i>	<i>Total Pages:</i> 11

I. PURPOSE OF EVALUATION

The primary purpose of employee performance evaluations are to inform employees as to how well they are performing their duties and responsibilities and to offer suggestions, assistance and support in aiding employees in improving job performance. Employee performance evaluations may also be used as a tool to assist management in making key decisions concerning promotions, disciplinary action, training and determination of eligibility for permanent appointment.

II. DEFINITIONS

A. Mandatory Performance Factors

1. *Attendance:* The degree to which the employee reports for and remains at work as required. Consider:
 - a. Rate of absenteeism both excused and unexcused;
 - b. How the employee’s attendance affects the ability of the work unit to complete work objectives.
 - c. Getting to work on time – punctuality;
 - d. Staying on the job after reporting to work.
2. *Quality of Work:* The degree of correctness of work performed. Consider:
 - a. Accuracy and skill in performing tasks;
 - b. Neatness and thoroughness in completing work requirements;
 - c. Professional and/or technical competence.
3. *Work Habits:* The degree to which the employee follows instructions and observes work rules. Consider:
 - a. Work instructions are followed;
 - b. Care and use of equipment;
 - c. Concern for safety regulations.
4. *Initiative:* The degree to which the employee is self-motivated in completing work assignments. Consider:
 - a. Self-reliance in completing assignments;
 - b. Suggestions for work improvements or solving work problems;
 - c. Actions taken for self-improvement;
 - d. The degree to which the employee is a “self-starter” and finds work to do.
5. *Dependability:* The degree to which the employee can be relied upon to accept responsibility and complete work assignments. Consider:
 - a. Reliability for meeting deadlines and following instructions;

- b. The degree to which an employee can be relied upon to get the job done.
- 6. *Relations With Other Employees*: The degree to which an employee gets along with other employees on the job. Consider:
 - a. The ability and willingness to cooperate and be helpful to coworkers;
 - b. The employee's effect on the morale of other employees;
 - c. Ability to get along with coworkers;
 - d. Ability to work with others under stressful work situations.
- 7. *Quantity of Work*: The amount of acceptable work produced. Consider:
 - a. Circumstances under which work is performed (space, equipment available, etc);
 - b. Amount of work produced relative to the employee's skill level;
 - c. Amount of work done.
- 8. *Adaptability*: The degree to which an employee adjusts to new or different work situations. Consider:
 - a. Ability to perform at different sites and in varying conditions;
 - b. Application of job knowledge and skills to new or unfamiliar work;
 - c. Learning speed;
 - d. Attitude toward variable work situations.
- 9. *Judgment and Common Sense*: The degree to which an employee uses good sense and makes sound decisions. Consider:
 - a. Ability and approach in assembling data and facts in making decisions;
 - b. Application of basic intelligence and good sense in performing work;
 - c. How the employee thinks before he/she acts.
- 10. *Safety*: The degree to which an employee ensures that all of his/her equipment is maintained in good working conditions and that actions are performed in a safe, efficient and effective manner.
 - a. Number of employees initiated accidents
 - b. Review of vehicle maintenance logs
 - c. Number of "near miss" incidents

B. Optional Performance Factors

- 1. *Public Contact*: The manner in which the employee deals with the Public through telephone conversation, correspondence, or face-to face contact. Consider:
 - a. Honesty, tact, helpfulness and courtesy;
 - b. How the employee presents him/herself;
 - c. Ability to handle difficult confrontations;
 - d. If the employee presents a good public image.
- 2. *Planning and Organizing Work*: The degree to which the Employee plans and organizes work effectively. Consider:
 - a. Timelines and thoroughness in planning work;
 - b. Effective and efficient utilization of time and resources;
 - c. How goals and objectives are set;
 - d. Methods uses in approaching work assignments.

3. **Communications:** The degree to which the employee effectively Expresses him/herself both orally and in writing. Consider:
 - a. Ability to utilize the English language effectively;
 - b. Ability to write clearly and concisely;
 - c. Ability to make clear, concise oral reports and presentations;
 - d. How well ideas are put across and understood by others.
4. **Supervisory Ability:** The degree to which the employee effectively supervises subordinates. Consider:
 - a. Ability to schedule and assign tasks to gain desired results;
 - b. Ability to train and council subordinates;
 - c. Ability to set a positive example for subordinates and provide leadership;
 - d. Ability to solve problems and make decisions;
 - e. Ability to objectively and fairly evaluate subordinates performance.
5. **Management Ability:** The degree to which the employee effectively Manages a program, division or department. Consider:
 - a. Ability to develop and implement policies and procedures;
 - b. Ability to meet goals and objectives effectively, efficiently and economically;
 - c. Creativity in solving problems;
 - d. Ability to integrate and coordinate work with other programs, divisions or departments.

C. Performance Levels

1. **UNSATISFACTORY**

The employee's performance clearly and consistently fails to meet work requirements. This rating indicates inadequate, unacceptable performance. The employee shows with an unwillingness or an *inability* to improve. It characterizes an employee whose performance is well below average.

2. **IMPROVEMENT NEEDED**

The employee's performance often fails to meet work requirements. The employee has demonstrated some willingness or ability to improve performance, but only on occasion. This rating indicates performance that is less than satisfactory and requires that steps must be taken to improve performance. It characterizes an employee whose performance is below average.

3. **SATISFACTORY**

The employee's performance is reasonably adequate and he/she meets work requirements. The rating is higher than the level of "improvement needed" since the employee usually demonstrates his/her willingness and ability to meet an acceptable level of performance. It characterizes an average employee who does only what is expected of him/her.

4. **VERY GOOD**

The employee's performance regularly meets and exceeds the work requirements. This rating is higher than the level of "satisfactory" since the employee demonstrates a desire and ability to exceed just an acceptable level of performance. It characterizes a better-than average employee who does more than what is expected of him/her.

5. *OUTSTANDING*

The employee's performance is clearly superior in meeting work requirements. This rating is higher than the rating of "very good" since the employee consistently demonstrates exceptional desire and ability to exceed just an acceptable level of performance. The employee not only exceeds an acceptable level of performance, but his/her high standards have either increased the effectiveness of his/her unit or has set an example for others to follow. This rating characterizes an excellent employee who consistently does far more than what is expected of him/her.

III. POLICY

A. Performance Reports

Performance reports shall be completed for all officers of the police department. The evaluator will be a supervisor holding the rank of Sergeant or higher. The evaluator will demonstrate fairness, objectivity and consistency in evaluating employees under his/her supervision.

B. Review of Performance Reports

The Chief shall review the performance evaluation reports completed for each employee under his command. The Chief shall review reports after they have been reviewed by the evaluator and before they have been discussed with the employee. The Chief shall:

1. Assure that all performance evaluation reports are completed properly and on time.
2. Consider the evaluator's ability to appropriately evaluate employee performance.
3. Consider how an individual's performance report reflects their overall job performance to determine if probation, if applicable, should or should not be continued, or if disciplinary action is needed or if promotion should be considered.

IV. PROCEDURES

A. Personal Information

This section is self-explanatory. (Name of employee, rank, date of evaluation, DOB and years in present position.

B. Annual Reports

An annual performance evaluation report shall be completed for each Employee one month prior to his/her anniversary date. The annual report will reflect the level of the employee's performance since his/her last annual report.

C. Special Report

A *Special Evaluation Report* shall be completed whenever:

1. There is a significant change upward or downward in the employee's performance. Such evaluation may be given at any time.
2. If an employee receives an overall evaluation of "needs improvement" on his/her annual evaluation, a special report will be done three months after the annual evaluation to determine if there has been improvement.

D. Probationary Report

1. *Status Report*

A probationary (final) report shall be completed for each probationary employee. These reports shall be completed to determine progress toward completing the probationary period. Probationary (status) reports will be completed at the end of the employee's sixth month of employment.

2. *Final Report*

A probationary (final) report shall be completed for each probationary Employee. This requirement applies to the original probationary period. These reports shall be completed to determine if the employee has or has not satisfactorily completed his/her probationary period. Probationary (final) reports must be completed and processed no later than two weeks prior to the completion of the employee's probationary period.

E. Performance Factors

1. *Mandatory Factors*

Mandatory Factors are those that are considered "appropriate" to all jobs. The evaluator shall evaluate employee performance for each "mandatory" factor.

2. *Optional Factors*

Optional factors are those that are considered common and appropriate to some but not all jobs. The evaluator shall decide which "optional" factors should appropriately be considered in evaluating employee performance.

3. *Performance Level*

The performance level reflects the evaluator's observation of how the employee is performing his/her duties and responsibilities shall mark the appropriate level of performance for each factor being evaluated. In determining the appropriate performance level, the evaluator shall:

- a. Evaluate performance over the entire rating period and will not let isolated incidents of good or poor work unduly influence the evaluation.
- b. Avoid personal bias or prejudice either favorable or unfavorable and will not be influenced by personality traits which do not affect job performance.
- c. Be fair, objective and factual, and not let the evaluation be unduly influenced by any good or bad trait(s) of the employee.
- d. Be honest with the employee and oneself and not underrate or overrate. Overrating is misleading and can plague the evaluator or the department if disciplinary action is required later. Underrating can destroy morale, decrease incentive and destroy employee confidence.

F. Evaluator's Comments

The evaluator should briefly describe the employee performance that he/she feels are important or critical. Good as well as bad aspects should be described. Generally, the evaluator's comments should amplify or explain why the evaluator came to his/her conclusions.

G. Employee Development

The evaluator should give suggestions as to actions the employee might take to improve performance. The evaluator shall also consider how he/she as a supervisor might assist the employee to improve performance through actions such as training, counseling and arranging for special services.

H. Overall Evaluation

The overall evaluation represents the evaluator's assessment of the employee's overall work performance during the rating period. The overall evaluation should be generally consistent with the evaluator's comments. The evaluator should consider the following:

1. The employee's performance level for the factors considered most important by the evaluator.
2. The degree to which the employee's overall performance improved or declined during the evaluation period.
3. The degree to which the employee's overall performance compares to the work requirements that have been established for the employee's job.

I. Annual Evaluation

The evaluator shall complete this section if the performance report is an annual report. The evaluator will evaluate the employee's overall performance as either "satisfactory or above" or "needs improvement".

1. "Satisfactory or above" evaluation makes the employee eligible for special assignment or promotion.
2. An "improvement needed" evaluation shall be considered a temporary annual evaluation and indicates that performance must improve to a level of satisfactory during the next three months or disciplinary action could result.

J. Special Evaluation

The evaluator shall complete this section if the performance report is a "special report. The evaluator will rate the employee's overall performance as "satisfactory or above" or "unsatisfactory".

K. Probationary Report

1. *Status Report*

The evaluator shall complete this section if the performance report is a Probationary (status) report. The evaluator will determine if the employee's overall performance is either "satisfactory or above" or "improvement needed".

- a. An evaluation of "satisfactory or above" indicates that the employee is making satisfactory progress towards his/her probationary period.
- b. An evaluation of "improvement needed" indicates that the employee's overall performance must improve in order for the employee to satisfactorily complete his/her probationary period.

2. *Final Report*

The evaluator shall complete this section if the performance report is a probationary (final) report. The evaluator will determine if the employee's overall performance is either "satisfactory or above" or "unsatisfactory".

- a. An evaluation of "satisfactory or above" indicates that the employee has satisfactorily completed his/her probation period and is eligible for permanent appointment.
- b. An evaluation of "unsatisfactory" indicates that an employee's overall performance during the probationary period was less than satisfactory and that the employee is ineligible for permanent appointment.

L. Processing of the Employee Performance Report

1. The Chief shall notify each supervisor whenever employees under his/her command are due for an evaluation. The supervisor will then see that the performance evaluation report forms are completed in accordance with the procedures described in this manual.
2. *Overall Evaluations of "SATISFACTORY OR ABOVE"*. If the overall evaluation is "satisfactory or above", all copies of the report will be distributed by the supervisor immediately after the review of the report with the employee.
3. *Overall Evaluation of "NEEDS IMPROVEMENT" OR "UNSATISFACTORY"*. If the overall evaluation is "needs improvement" or "unsatisfactory", the report shall be forwarded to the Chief for review prior to the evaluator's discussion with the employee. The Chief will then return the report to the supervisor for the necessary discussion with the employee.
4. *Distribution of Report Forms*.
The distribution of the report forms will be made by the Chief as follows:
 - a. A copy will be forwarded to the employee.
 - b. A copy will be placed in the employee's personnel file.
5. *Effective Date of Performance Reports*.
The effective date of the employee performance report shall be the date that the evaluator has prepared the report. This date shall be placed in Section A in the block "date of this report".
6. *Signature of Employee*.
After reviewing the completed report with the employee, the evaluator shall ask the employee to sign the report. The evaluator shall explain that the employee's signature does not necessarily indicate that the employee agrees with the report but only that it was reviewed with them. If the employee does not sign the report, the evaluator shall initial section "employee's comment" and make the following comments: "reviewed with employee – employee refuses to sign". If he/she so desires, the employee may indicate that they would like to discuss the report with the reviewer. The evaluator shall then arrange such meeting as soon as possible.
7. *Employee's Comments*.
The evaluator shall permit the employee to add any comments concerning his/her evaluation. However, should the employee add any comments, the employee shall be required to sign the report.
8. *Review of the Performance Report*.
Each report is to be reviewed with the employee by the evaluator in face-to face discussion. The discussion should be under circumstances affording a private interview. The employee should be notified at least one day before the interview to allow him/her to access their own performance during the rating period and prepare any questions or suggestions they may have regarding more effective ways of performing their duties. The evaluator should try to put the employee at ease although some tension is to be expected. It is strongly recommended that the interview be held at the time that the employee is show the report for the first time.

ORDERED and EXECUTED this 15th day of APRIL, 2013

Christopher Workman
Chief of Police



CHESWOLD POLICE DEPARTMENT Employee Performance Evaluation



Employee Name: _____

Job Classification: _____ Department: Police

Review Period: ___/___/___ to ___/___/___

Hire Date: ___/___/___

Instructions for completing the PERFORMANCE FACTORS section: Using the numerical scale provided below, rate the employee for each Performance Factor. Assign the numerical rating from 1 to 5 that most consistently describe the employee's performance relative to the descriptions for expected behavior. Score each category from 1 to 5 which most closely matches your opinion of the employee's performance in each category, in no less than one-half number increments (i.e., 1, 1.5, 2, 2.5, 3, 3.5, 4, 4.5, or 5). Ideally, evaluators should complete the comments section for each factor, including examples which occurred within the review period of incidents supporting the score given.

Numerical

Rating Rating Description

- N/A **Not Applicable**
- 1 **Unsatisfactory** - Performance is totally unacceptable and fails to meet the requirements of the position.
- 2 **Below expectations** - Performance falls short of meeting acceptable levels and performance. While not considered totally unacceptable, this rating indicates a performance deficiency that requires remedial action.
- 3 **Meets expectations** - Performance consistently meets acceptable standards for the position.
- 4 **Exceeds expectations** - Performance is above acceptable standards and exceeds the requirements of the position.
- 5 **Excellent** - Performance is exemplary and well above acceptable standards for the position with little room for future improvement.

Rating Performance Factors

_____ **TECHNICAL COMPETENCE**

- Demonstrates the skills needed to perform the job.
- Understands and applies knowledge/expertise to the work environment.
- Attempts to improve upon and expand expertise.

Comments:

_____ **ATTITUDE**

- Accepts assignments willingly.
- Promotes a positive image personally, professionally and organizationally.
- Acts impartially.
- Separates personal feelings from business matters.
- Cooperates with supervisor and fellow employees.

Comments:

_____ **PUBLIC RELATIONS/COMMUNICATIONS**

- Responds promptly, accurately and courteously to inquiries, complaints, or requests from the public.
- Understands written and verbal directions.
- Maintains positive relationships with supervisor, coworkers and the public.

Comments:

_____ **PRODUCTIVITY**

- Completes an appropriate volume of work for the position.
- Monthly traffic arrest average: _____
- Produces work which is satisfactory, consistent, thorough and of generally good quality.
- Follows instructions accurately and completely.
- Does not abuse phone, e-mail or Internet privileges during working time or otherwise use working time for personal business.
- Does not interrupt fellow workers with non-business activity during working time.

Comments:

POLICY COMPLIANCE

- Is knowledgeable of and understands policies and procedures. Attempts to correct policy deficiencies in a constructive manner. Complies with policies.
- Supports policy compliance by other employees.

Comments:

ATTENDANCE

- Regularly reports for work as scheduled.
- Complies with reporting, notification and approval procedures for vacation, sick leave and other absences.
- Does not abuse work breaks, quitting time, or other special absences.
- Produces accurate time sheets and leave slips.
- Number of Sick days used during evaluation period – days.

Comments:

CARE/USE OF EQUIPMENT

- Maintains neat and orderly appearance at work site.
- Exercises reasonable care in the operation of assigned equipment. Operates assigned equipment with reasonable level of proficiency. Operates equipment according to Town and departmental policies. Performs preventative maintenance on assigned equipment.

Comments:

PLANNING/ORGANIZING/DOCUMENTATION

- Plans, organizes and carries out tasks effectively. Documents work accurately and in accordance with procedures.
- Complies with deadlines.
- Sets appropriate priorities.

Comments:

SAFETY

- Maintains a safe and efficient work environment, which results in no preventable accidents.
- Recognizes and reports all unsafe equipment, conditions, procedures and work place accidents to supervisor.
- Regularly attends Safety Training sessions provided by the Town.

Comments:

General Comments, including specific suggestions, training attended, and/or actions which may be taken by the employee to improve performance for the upcoming evaluation period (if necessary, additional sheets may be attached):

____/____/____

Signature of Evaluator*

Date

____/____/____

Signature of Chief of Police

Date

*If evaluator is someone other than the Department Head.

_____ **TOTAL of all PERFORMANCE FACTOR ratings**

_____ **AVERAGE PERFORMANCE RATING**

To calculate the average, divide the total by 9 or the appropriate number if any rating is listed as not applicable (shown as N/A).

Employee Comments:**

**An employee may write comments on the original evaluation in the space above, or provide a separate document with comments, which shall be provided to the evaluator within three business days of the employee receiving his/her evaluation. Comments submitted as a separate document shall be attached by the evaluator to the original evaluation. The evaluator may, at his/her sole discretion, schedule a follow-up meeting with the employee to discuss the employee's comments.

____/____/____

Signature of Employee

Date

By signing above, I certify that I have met with the evaluator and been provided a copy of this evaluation. Further, I understand my Average Performance Rating is _____. The signature of the employee does not indicate concurrence with the contents of the evaluation.