

Truro Police Department

EMPLOYEE PERFORMANCE EVALUATIONS

General Order Number: ADM-3.00
REFERENCE:

Effective Date: January 25, 2001
Revised Date: April 7, 2005

Accreditation Standards: 35.1.1.- 35.1.5., 35.1.7 - 35.1.14

Mass. Gen. Law

Other:

Evaluation Forms, Collective Bargaining Agreement

POLICY:

The evaluation of a member's daily work activities under the philosophy of Community Oriented Policing is an important means for management to ensure that continued high standards of performance is achieved by all members. The department is committed to providing feedback to all employees on their level of performance so the employee can work to improve deficient performance, know that the department recognizes good or outstanding performance, and know that documentation of actual performance will occur. To achieve this end and to comply with department guidelines, it shall be the policy of the Truro Police Department to adopt a Performance Evaluation Program as follows.

Performance Evaluations will not be used for disciplinary purposes, but rather as a means to best utilize human resources available to ensure that problems can be identified and dealt with promptly and fairly, and to assure optimum job satisfaction on the part of each employee. In simple terms, it provides a way to let employees know how they are doing and what will be expected of them in the future.

PROCEDURES: Procedures outlined below will be followed when conducting performance evaluations.

1. EVALUATION:

- A. Annually, the performance of each employee will be evaluated. The initial evaluation will be conducted by the employee's immediate supervisor(s) and will be based on the job descriptions/duties of that employee for that prior rating period. The attached matrix, located at the end of this policy, shall be followed and will be referred to as the Performance Appraisal Flow Chart. Communications personnel shall use the evaluation form designed to measure their job functions, while Patrol Division shall use the evaluation form developed to measure their job functions. Administrative and probationary personnel shall use their respective forms. (35.1.2) (Revised 05-31-02)

- B.** Entry-level probationary employees, after successful completion from an academy, will work under the supervision of a Field Training Officer, assigned by the Chief of Police. He/She will undergo field training as specified in Article 30 of the collective bargaining agreement. The progress of this employee shall be monitored by the Field Training Officer, and shall be documented as such utilizing the performance appraisal form designed for probationary employees. Said form shall be completed *daily* during the field-training period by the FTO. Communications personnel shall be rated in the same manner during their initial training period, using the evaluation form designed for probationary communications personnel. *(Revised 05-31-02)*
- C.** Each employee being evaluated shall be asked by his/her supervisor(s) what his career interests are. It is the responsibility of all supervisory personnel to provide career counseling to all of their immediate subordinates on an on-going basis. Supervisors should be familiar with career opportunities, specialized assignments, and training opportunities available through the department, and periodically coach, guide, and/or counsel their subordinates about career development issues. This responsibility can also be referred to the Chief of Police. *(35.1.9 c)*
- E.** The completed performance evaluation form will be filled out and signed by all parties at the time of the evaluation, and then forwarded to the Lieutenant for review. The Lieutenant shall review the evaluations with all employees if needed. *(35.1.8) (35.1.1) (Revised 05-31-02)*
- The Lieutenant shall review, collate data, sign the evaluations, and forward one summarized evaluation per employee to the Chief of Police. The Chief of Police will review the forms and take any additional actions that are deemed necessary. Only one averaged evaluation form per employee shall be filed. Employees may request and receive a copy of the evaluation. *(35.1.11)*
- G.** The summarized evaluations shall be kept in accordance with the Commonwealth of Massachusetts Records Retention Schedule (20 years after termination of employment) *(35.1.13) (Revised April 7, 2005)*

2. SCOPE OF EVALUATION: Prior to the beginning of each evaluation period, each employee will be made aware of the scope of the evaluation. The scope of this evaluation will be defined by the employee's job description as described by the Rules and Regulations as contained in the Truro Police Department Manual, and in conjunction with any assignment during the rating period. *(35.1.4)*

3. AREAS OF EVALUATION: The specific areas of evaluation will fall under the following categories:

- A.** Job knowledge
- B.** Work habits
- C.** Personal traits
- D.** Communications
- E.** Work environment
- F.** Leadership Qualities

- 4. NOTICE OF UNSATISFACTORY PERFORMANCE:** Any time during the evaluation period, if any employee's performance is felt to be unsatisfactory in any area, his/her supervisor must notify the employee in writing, advising the employee to correct his performance. Supervisors are expected to attempt to correct deficiencies of their subordinates on an on-going basis. In all cases such notification of unsatisfactory performance shall be given to the employee at least 90 days prior to the end of the rating period, which would allow the employee an opportunity to correct his deficiencies. This section shall not apply to subordinates rating supervisors. *(35.1.6)(35.1.7)*
- 5. RATER/EVALUATOR TRAINING:** Prior to conducting an evaluation, all personnel will receive instruction in the performance evaluation process. This instruction will include: methods of evaluation, rater responsibilities, counseling techniques, and standard procedures for the completion of the Performance Evaluation Form. *(35.1.1)*
- 6. RESPONSIBILITY OF RATER/EVALUATOR:** It will be the responsibility of the Rater/Evaluator to conduct each evaluation in an impartial and objective manner. The evaluation should be as complete as possible. Every attempt should be made to ensure that an employee receives recognition for outstanding work performance, as well as areas which may need improvement. *(35.1.1)*
- 7. RATINGS:** The rater/evaluator shall read the criteria and select one of the ratings listed on the evaluation form, which most accurately represents the employee's performance. Probationary employees in both divisions are rated numerically as described further on the probationary employee rating form, while all other employees are rated as follows: *(35.1.1)*

 - A. PASS (P):** Performance that is consistently of exceptional quality. Assigned tasks are completed with superior results in all areas. Contributions toward the goals of the department are unique, beneficial, and noticeably outstanding. Employee is a top achiever. Supervisor should substantiate this rating in writing. *(35.1.7)*
(Revised 05-31-02)
 - B. PASS (P):** Performance is consistently at or above expectation. Achievement on major assigned tasks and overall contributions are at or above expectation. Performance reflecting a level of results which meets normal or average expectations. Overall contribution is of high or good quality. *(Revised 05-31-02)*
 - C. FAIL (F):** Performance is unacceptable. The employee has had ample opportunity to be knowledgeable about assigned tasks, but has not met the minimum expectations. If an employee receives an overall rating at this level, his supervisor will substantiate this rating in writing. *(35.1.7)* *(Revised 05-31-02)*
 - D. NOT APPLICABLE:** Performance criterion that is not observed by a supervisor, not applicable or not verified through other means (i.e. survey questionnaires).

- 8. FEEDBACK/COUNSELING SESSION:** During the Feedback/Counseling Session, the evaluated employee will be given the opportunity to review, read, and sign his/her Performance Evaluation Form indicating that it has been read. The evaluated employee will be advised by his rater of the level of performance and expectations that will be expected of the employee during the next rating period, and also what criteria will be used to evaluate the employee. In addition, the employee may choose to comment in writing on the form or on an attachment concerning the entire evaluation or any specific area. Career counseling discussions shall take place at a separate time between the Chief of Police and the employee. *(35.1.9)(35.1.10)*
- 9. APPEAL PROCESS:** The employee will be afforded the opportunity to dispute the evaluation by requesting in writing that the evaluation be reviewed by the Lieutenant. If the Lieutenant is the evaluator, the Chief of Police shall review said appeal. The employee will be given an opportunity to discuss their evaluation. The Lieutenant (or Chief) will then meet with the evaluator to discuss the dispute. The Lieutenant (or Chief) may uphold the final rating, may overturn the rating, or may recommend a new rating. If this appeal is unsatisfactory, the employee may grieve the evaluation as outlined in the Collective Bargaining Agreement.
- 10. UTILIZATION OF PERFORMANCE EVALUATION FORMS:** The Employee Performance Evaluation Form will be utilized to identify areas which may require retraining, assist in the selection of employees for advanced training, assist in determining personal career goals and objectives, and as an aid in selecting employees for special assignments. The form will not be used for any disciplinary purpose. *(35.1.1)*
- 11. REVIEW OF EVALUATION SYSTEM AND FORMS:** Once each year at a department meeting scheduled by the Chief of Police, a review will be conducted on how well the system functions and services the department. A memo indicating that the meeting was held and a concise statement of the results of the meeting will be issued.
- 12. RATER EVALUATION:** During each evaluation period, every supervisor will be evaluated on the quality of the ratings given by the employee so rated. These rater evaluations shall key in on the rater's fairness, impartiality, and ability to carry out the rater's role in the performance evaluation system. Comments and critique for each rater evaluations shall be noted in the Administrative Review section of the Evaluation form, and shall be submitted to the Lieutenant. *(35.1.14) (Revised 05-31-02)*

Regular Personnel

<u>Employees</u>	<u>Raters</u>	<u>Reviewers</u>
All Officers	All Sergeants	Lieutenant
Telecommunicator	Comm. Supervisor♦ <i>(Input from Sergeants)</i>	Lieutenant
Sergeants	Lieutenant	Chief of Police
Comm. Supervisor	Sergeants	Lieutenant
Lieutenant	Chief	*****
Admin/Assistant	Chief	*****

**Performance Appraisal Flow Chart
Probationary Personnel**

<u>Employees</u>	<u>Raters</u>	<u>Reviewers</u>
All Officers	ALL FTO's	Lieutenant
Telecommunicator	All Assigned FTO's And Telecommunicator's	Comm. Supervisor

♦ The Communication Supervisor shall solicit input from the sergeants prior to evaluating each Telecommunicator. This information shall be verbal, unless negative information received. If this is the case, the Sergeant shall make his/her comments on the evaluation in conjunction with Communications Supervisor.

TOWN OF TRURO
Employee Performance Evaluation (Patrol Division)

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NAME : _____ POSITION/TITLE : _____

ASSESSMENT PERIOD : _____ THROUGH : _____ ASSESSMENT DATE : _____

ASSESSMENT PURPOSE: PROBATIONARY (FTO) ANNUAL SPECIAL

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FACTOR RATINGS= PASS FAIL DOES NOT APPLY
RATING SCALE P = PASS F= FAIL N/A = DOES NOT APPLY

JOB KNOWLEDGE	WORK HABITS	PERSONAL TRAITS
1. Town By-Laws	1. Preparation	1. Attitude
2. Federal & State Laws	2. Ability to follow instructions	2. Memory
3. Town Geography	3. Punctuality of assignments	3. Courtesy
4. Current Events	4. Completeness of work	4. Leadership
5. Equipment Knowledge	5. Effectiveness under stress	5. Judgement
6. Vehicle Operation	6. Teamwork	6. Personal appearance/hygiene
7. Interviewing	7. Use of resources	7. Self-confidence
8. Research	8. Care of equipment	8. Perseverance
9. Policies and procedures	9. Observance of work hours	9. Self-motivation
10. Rules and regulations	10. Special assignments	10. Physical fitness
11. Department's mission	11. Special projects	11.
12.	12. Quality of work	12.
13.	13.	13.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING =

COMMUNICATIONS	WORK ENVIRONMENT	OTHER FACTORS
1. Radio Procedures	1. Neatness in office	1. Assigned projects
2. Telephone procedures	2. Traffic safety	2. Community policing
3. Public speaking	3. Firearms safety	3. Investigations
4. Relationship with co-workers	4. Neatness in cruiser	4.
5. Report writing	5.	5.
6. Relationship with supervisors	6.	6.
7. Relationship with public	7.	7.
8.	8.	8.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING

LEADERSHIP QUALITIES	
Communicates Departmental Objectives	
Accepts Responsibilities of Leadership	
Self-Initiates Corrective Measures	
Delegates Authority in an Appropriately	

EMPLOYEE PERFORMANCE EVALUATION

TOWN OF TRURO
Employee Performance Evaluation (Communications)

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NAME : _____ POSITION/TITLE : _____

ASSESSMENT PERIOD : _____ THROUGH : _____ ASSESSMENT DATE : _____

ASSESSMENT PURPOSE: PROBATIONARY ANNUAL SPECIAL

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FACTOR RATINGS= PASS FAIL DOES NOT APPLY
RATING SCALE P = PASS F = FAIL N/A = DOES NOT APPLY

JOB KNOWLEDGE	WORK HABITS	PERSONAL TRAITS
1. Town By-Laws	1. Preparation	1. Attitude
2. 9-1-1 Policies	2. Ability to follow instructions	2. Memory
3. Town Geography	3. Punctuality of assignments	3. Courtesy
4. Current Events	4. Completeness of work	4. Leadership
5. Equipment Knowledge	5. Effectiveness under stress	5. Judgement
6. NCIC Knowledge	6. Teamwork	6. Personal appearance/hygiene
7. Pamet Computer Knowledge	7. Use of resources	7. Self-confidence
8. Policies and procedures	8. Care of equipment	8. Perseverance
9. Rules and regulations	9. Observance of work hours	9. Self-motivation
10. Mutual Aid procedures	10. Special assignments	10. Physical fitness
11. Incident Command	11. Special projects	11. Uniform Appearance
12. Department's mission	12. Quality of work	12.
13. EMD	13.	13.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING =

COMMUNICATIONS	WORK ENVIRONMENT	OTHER FACTORS
1. Radio Procedures	1. Neatness in office	1. Assigned projects
2. Telephone procedures	2. Office security	2.
3. Public speaking	3. Equipment used safely	3.
4. Relationship with co-workers	4.	4.
5. Log entries-clear/complete	5.	5.
6. Relationship with supervisors	6.	6.
7. Relationship with public	7.	7.
8.	8.	8.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING

LEADERSHIP QUALITIES	
Communicates Departmental Objectives	
Accepts Responsibilities of Leadership	
Self-Initiates Corrective Measures	
Delegates Authority Appropriately	

EMPLOYEE PERFORMANCE EVALUATION

TOWN OF TRURO
Employee Performance Evaluation (Probationary Communications)

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NAME : _____ POSITION/TITLE : _____

ASSESSMENT PERIOD : _____ THROUGH : _____ ASSESSMENT DATE : _____

ASSESSMENT PURPOSE: PROBATIONARY ANNUAL SPECIAL

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FACTOR RATINGS= PASS FAIL DOES NOT APPLY
RATING SCALE P = PASS F= FAIL N/A = DOES NOT APPLY

JOB KNOWLEDGE	WORK HABITS	PERSONAL TRAITS
1. Town By-Laws	1. Preparation	1. Attitude
2. 9-1-1 Policies	2. Ability to follow instructions	2. Memory
3. Town Geography	3. Punctuality of assignments	3. Courtesy
4. Current Events	4. Completeness of work	4. Leadership
5. Equipment Knowledge	5. Effectiveness under stress	5. Judgement
6. NCIC Knowledge	6. Teamwork	6. Personal appearance/hygiene
7. Pamet Computer Knowledge	7. Use of resources	7. Self-confidence
8. Policies and procedures	8. Care of equipment	8. Perseverance
9. Rules and regulations	9. Observance of work hours	9. Self-motivation
10. Mutual Aid procedures	10. Special assignments	10. Physical fitness
11. Incident Command	11. Special projects	11. Uniform Appearance
12. Department's mission	12. Quality of work	12.
13. EMD	13.	13.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING =

COMMUNICATIONS	WORK ENVIRONMENT	OTHER FACTORS
1. Radio Procedures	1. Neatness in office	1. Assigned projects
2. Telephone procedures	2. Office security	2.
3. Public speaking	3. Equipment used safely	3.
4. Relationship with co-workers	4.	4.
5. Log entries-clear/complete	5.	5.
6. Relationship with supervisors	6.	6.
7. Relationship with public	7.	7.
8.	8.	8.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING

LEADERSHIP QUALITIES	
Communicates Departmental Objectives	
Accepts Responsibilities of Leadership	
Self-Initiates Corrective Measures	
Delegates Authority Appropriately	

TOWN OF TRURO
Employee Performance Evaluation (Probationary Patrol Division)

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NAME : _____ POSITION/TITLE : _____

ASSESSMENT PERIOD : _____ THROUGH : _____ ASSESSMENT DATE : _____

ASSESSMENT PURPOSE: PROBATIONARY (FTO) ANNUAL SPECIAL

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FACTOR RATINGS= PASS FAIL DOES NOT APPLY
RATING SCALE P = PASS F= FAIL N/A = DOES NOT APPLY

JOB KNOWLEDGE	WORK HABITS	PERSONAL TRAITS
1. Town By-Laws	1. Preparation	1. Attitude
2. Federal & State Laws	2. Ability to follow instructions	2. Memory
3. Town Geography	3. Punctuality of assignments	3. Courtesy
4. Current Events	4. Completeness of work	4. Leadership
5. Equipment Knowledge	5. Effectiveness under stress	5. Judgement
6. Vehicle Operation	6. Teamwork	6. Personal appearance/hygiene
7. Interviewing	7. Use of resources	7. Self-confidence
8. Research	8. Care of equipment	8. Perseverance
9. Policies and procedures	9. Observance of work hours	9. Self-motivation
10. Rules and regulations	10. Special assignments	10. Physical fitness
11. Department's mission	11. Special projects	11.
12. Chain of command	12. Quality of work	12.
13.	13.	13.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING =

COMMUNICATIONS	WORK ENVIRONMENT	OTHER FACTORS
1. Radio Procedures	1. Neatness in office	1. Assigned projects
2. Telephone procedures	2. Traffic safety	2. Community policing
3. Public speaking	3. Firearms safety	3. Investigations
4. Relationship with co-workers	4. Neatness in cruiser	4.
5. Report writing	5.	5.
6. Relationship with supervisors	6.	6.
7. Relationship with public	7.	7.
8.	8.	8.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING

LEADERSHIP QUALITIES	
Communicates Departmental Objectives	
Accepts Responsibilities of Leadership	
Self-Initiates Corrective Measures	
Delegates Authority in an Appropriately	

EMPLOYEE PERFORMANCE EVALUATION

TOWN OF TRURO
Employee Performance Evaluation (Administration)

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NAME : _____ POSITION/TITLE : _____

ASSESSMENT PERIOD : _____ THROUGH : _____ ASSESSMENT DATE : _____

ASSESSMENT PURPOSE: PROBATIONARY (FTO) ANNUAL SPECIAL

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FACTOR RATINGS= PASS FAIL DOES NOT APPLY
RATING SCALE P = PASS F= FAIL N/A = DOES NOT APPLY

JOB KNOWLEDGE	WORK HABITS	PERSONAL TRAITS
1. Town By-Laws	1. Preparation	1. Attitude
2. Federal & State Laws	2. Ability to follow instructions	2. Memory
3. Town Geography	3. Punctuality of assignments	3. Courtesy
4. Current Events	4. Completeness of work	4. Leadership
5. Equipment Knowledge	5. Effectiveness under stress	5. Judgment
6. Vehicle Operation	6. Teamwork	6. Personal appearance/hygiene
7. Management Practices	7. Use of resources	7. Self-confidence
8. Research	8. Care of equipment	8. Perseverance
9. Policies and procedures	9. Observance of work hours	9. Self-motivation
10. Rules and regulations	10. Special assignments	10.
11. Department's mission	11. Special projects	11.
12. Accreditation Process	12. Quality of work	12.
13. Contracts	13.	13.
OVERALL RATING =	OVERALL RATING =	OVERALL RATING =

COMMUNICATIONS	WORK ENVIRONMENT	OTHER FACTORS
1. Radio Procedures	1. Neatness in office	1. Assigned projects
2. Telephone procedures	2. Neatness in cruiser	2. Community policing
3. Public speaking	3. Firearms safety	3. Investigations
4. Relationship with co-workers	4.	4. Accreditation Project
5. Report writing	5.	5. Technology and MIS
6. Relationship with supervisors	6.	6. Computer system
7. Relationship with public	7.	7. File system
8. Relationship with boards	8.	8. Chain of command
OVERALL RATING =	OVERALL RATING =	OVERALL RATING

LEADERSHIP QUALITIES	
Communicates Departmental Objectives	
Accepts Responsibilities of Leadership	
Self-Initiates Corrective Measures	
Delegates Authority in an Appropriately	

