

ROCKAWAY BOROUGH POLICE DEPARTMENT STANDARD OPERATING PROCEDURES



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SUBJECT: PERFORMANCE EVALUATIONS

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ACCREDITATION STANDARDS:
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PURPOSE: To establish an employee appraisal system for the evaluation of employee performance. The evaluations shall be designed to set, communicate and document performance goals, monitor the goals through the evaluation period, measure progress and to encourage self-improvement.

POLICY: Performance evaluations are a tool used by the Rockaway Borough Police Department to meet organizational and community expectations as well as provide for employee growth, development and job satisfaction. All department employees who are responsible for the evaluation of subordinate personnel shall adhere to the established criteria and procedures contained herein.

PROCEDURE:

I. OBJECTIVES OF THE PERFORMANCE EVALUATION SYSTEM

- A. The objectives of the performance evaluation system are to:
1. Provide assistance for fair and impartial employee decisions.
 2. Improve performance.
 3. Provide a medium for employee counseling.
 4. Facilitate proper decisions regarding probationary employees.
 5. Provide an objective and fair means for measurement and recognition of employee performance.
 6. Identify training needs.
 7. Ensure optimum job satisfaction on the part of the employee.

II. RATING DEFINITIONS

- A. Supervisors shall use the department's rating definitions described herein when involved in the rating function. It is essential that each supervisor chooses the rating that is most representative of the employee's performance, behavior and conduct as it relates to individual criteria during the evaluation period. Rating definitions serve as guidelines for both employees and raters, and are designed to make the system more precise and definitive.
- B. The rating options and definitions to be used by supervisors in the performance evaluations are as follows:
1. **Unacceptable:** The employee fails to meet the standard performance requirements. Additional training is needed to increase the capacity to perform at a minimally acceptable level. The employee requires close supervision in this area.
 2. **Acceptable:** The employee fully meets the standard requirements of an assigned position and the performance has been entirely satisfactory. The employee is able to perform in this category in a confident and professional manner. The employee requires only limited supervision.
 3. **Superior:** The employee's performance is far above acceptable standards. Performance is of high quality and is achieved on a consistent basis. The employee is able to perform in this category in a thorough manner with no demonstrated need for additional training.

III. CRITERIA DEFINITIONS

- A. Evaluation criteria definitions serve as guidelines for both employees and supervisor, and are designed to make the system more precise and definitive. They provide a descriptive guideline that qualifies the Rockaway Borough Police

Department's baseline principles and expectations.

B. Sworn Employees – Criteria Definitions:

KNOWLEDGE

Knowledge & Application of Policies, Rules & Regulations, and Written Directives – Evaluate if the employee complies with, demonstrates satisfactory working knowledge and understanding of and is able to apply them to circumstances involving their position.

Knowledge & Application of NJ Code of Criminal Justice (Title 2C) - Evaluate if the employee has a satisfactory working knowledge and understanding of the elements of crimes and offenses and is able to make appropriate decisions and judgments in applying charges or categorizing incidents.

Knowledge & Application of Motor Vehicle and Traffic Laws of NJ (Title 39) - Evaluate if the employee has a satisfactory working knowledge of all motor vehicle violations relevant to and commonly enforced within the jurisdiction, relies on same and is able to make effective and appropriate decisions regarding charging.

Knowledge & Application of Constitutional Guidelines - Evaluate if the employee has a satisfactory working knowledge of constitutional law, maintaining an awareness of case law decisions and is able to work within their parameters, making appropriate decisions.

Knowledge & Application of Local Ordinances - Evaluate if the employee has a satisfactory working knowledge of local ordinance violations relevant to and commonly enforced within the jurisdiction, relies on same and is able to make appropriate decisions regarding enforcement.

PERSONAL TRAITS

Attendance and Punctuality - Evaluate if the employee reports for duty on time and manages available time off (vacation days, holidays, personal days, etc.) appropriately. Evaluate if the employee maintains awareness of any new details or events and is prepared to assume duties as required.

Required Equipment on Hand and Serviceable For Duty - Evaluate if the employee maintains their equipment in satisfactory condition and within the manufacturer's guidelines, replacing worn or defective items as necessary, making prompt notification regarding lost, damaged or defective items and is always prepared for duty as assigned.

Display of Honesty, Ethics and Integrity - Evaluate if the employee manifests personal conduct, behavior, trustworthiness, personal principles and values that reflect well upon the Borough of Rockaway, the police department, fellow employees and the law enforcement profession.

Display of Judgment, Common Sense - Evaluate if the employee uses logic, discretion and common sense in the performance of duty, displaying a sound thought process, reasonableness and justification in decision making without over or under reacting.

Display of Tenacity, Flexibility, Resourcefulness and Initiative - Evaluate if the

employee is a self-starter, displays confidence and acceptance of responsibility, is judicious in carrying out assignments without direction, demonstrates an ability to think along constructively, makes practical suggestions, demonstrates self-reliance and resourcefulness, effectively applies new concepts and techniques, is focused yet resilient and is willing to recognize input from others.

Appearance, Grooming and Personal Hygiene - Evaluate if the employee always wears designated uniform or attire, is neat, clean, and presents a professional appearance in accordance with department directives.

Relationships with Fellow Employees - Evaluate if the employee works well with, is respectful of, and offers assistance to fellow employees, demonstrating collaborative and cooperative work habits and sensitivity, self-discipline and control of emotions.

Relationships with Supervisors - Evaluate if the employee is respectful and cooperative with supervisors, contributing to the organizational component and department objectives, does not complain or reject assignments and participates effectively in times of need.

Interaction with Victims, Witnesses and General Public - Evaluate if the employee demonstrates empathy, sensitivity, a concerned willingness to assist, a positive attitude representing themselves and the department in a professional fashion towards all individuals.

Interaction with Violators, Suspects and Accused - Evaluate if the employee presents a professional and neutral attitude, demonstrating restraint, employing the appropriate use of force options, relying upon effective investigative techniques and striving to gain the confidence and cooperation necessary to achieve law enforcement objectives.

Response To Constructive Criticism - Evaluate if the employee responds to criticism in a positive manner, asks appropriate questions, demonstrates willingness to learn and/or to employ corrective techniques and tactics, and demonstrates genuine effort towards improvement.

Ability To Work Unsupervised - Evaluate if the employee is trustworthy, dependable, effective and efficient, displaying self-confidence and a willingness to assume responsibility, has the flexibility and skill to solve problems, avoids distractions and maintains focus upon following directions and completing assignments in a safe, timely and proficient manner.

SKILLS AND ABILITIES

Computer Literacy - Evaluate if the employee makes effective use of computer equipment and facilities, complies with agency guidelines, understands department computer applications, and keeps abreast of new department software applications.

Response to Calls and Assignments - Evaluate if the employee responds in an appropriate and timely manner (i.e., emergency equipment/non-emergency as required, or in keeping with the time of the day, distance traveled, traffic congestion, roadway conditions, etc.), safely avoiding hazards, providing necessary back-up when appropriate, and does not require multiple calls from communications to gain radio contact.

Completes Assigned Duties in Timely Manner - Evaluate if the employee displays efficiency, effectiveness and thoroughness in completing assignments, duties and tasks within expected time periods, relying well on training, past experiences and the positive experiences of others. Evaluate if the employee's time-sensitive reporting is completed within the established time period.

Effort Applied to Non-Stressful and Non-Critical Duties - Evaluate if the employee exercises discretion and effort in their duties, applying thoroughness and initiative to investigations, while relying upon training, experience, available resources and prescribed or approved techniques and strategies, thoroughly prepares self for court appearances and other judicial matters. Evaluate if the employee maintains situational awareness, can be depended upon to accomplish their purpose, disregarding distractions, assessing situations well and displaying self-confidence and the ability to implement a plan of action.

Effort Applied To Stressful and Critical Duties - Evaluate if the employee functions effectively and maintains confidence and composure in the face of danger, chaos, disorder or other challenging and/or emergency conditions while displaying command of events, using discretion and judgment, making good decisions, and selecting alternative solutions.

Effectiveness of Patrol Techniques - Evaluate if the employee exercises discretion and effort in patrol of area, post or assignment, operates assigned equipment safely and prudently, relies upon training, experience and the positive experiences of others, maintains knowledge and awareness of the geographical composition of the jurisdiction, trouble spots or vulnerable areas of concern, avoids distractions and focuses upon current trends involving calls for service.

Oral Communications Skills - Evaluate if the employee is able to clearly, distinctly and concisely articulate their thoughts in an easily understood manner.

Written Communications Skills and Techniques - Evaluate if the employee is able to clearly, accurately, distinctly convey thoughts, ideas and information when preparing reports, e-mails, memos or other written documents, applies sound technique, appropriate spelling and grammar, illustrates details that reflect well upon and describe specifically, all events and circumstances. Evaluate if the employee's reports are neat, legible, concise, and submitted within established time period and all documents are properly selected and prepared.

Communications Procedures - Evaluate if the employee adheres to established communications devices and systems (radios, computers, phones, etc.) procedures, messages are clear, concise, distinct and well thought out. Evaluate if the employee's communications are within guidelines and the employee is aware of other message traffic involving supervisors, communications, other units or jurisdictions.

Officer Safety - Evaluate if the employee adheres to established agency safety rules and precautions that relate to their assignment, relies upon approved methods and procedures as well as upon training, experiences, experiences of others or supervisor direction.

LEADERSHIP *(This section is to be used for supervisors only)*

Assigning Tasks, Duties and Responsibilities - Evaluate if the supervisor maintains an awareness of activities, events and crime patterns, assigns personnel

proportionately, with consideration for individual employee's performance capabilities and the unique requirements of the task at hand.

Evaluation and Assessment of Subordinates - Evaluate if the supervisor continually identifies strengths and weaknesses and the proficiency of individual employees, providing feedback to improve on effective behavior and overcome deficiencies. Evaluate if the supervisor maintains an accurate record of activity and events of each employee, furnishes employees with constructive personal and agency goals and reliable strategies. Evaluate if the supervisor makes valid, fair, written evaluations of assigned employees. Evaluate if the supervisor relies upon observations and written documentation of performance consistent with the department's performance evaluation system.

Training and Instructing Subordinates - Evaluate if the supervisor makes valid observations regarding employee's specific training needs. Evaluate if he/she provides employees with informational guidance, direction and correction, while developing knowledge and skill. The supervisor makes genuine measurements of the employee's level of comprehension and understanding. Evaluate if he/she makes recommendations for providing the employee with training to achieve career goals.

Leadership - Evaluate if the supervisor is a role model for employees and peers, exhibiting and providing a strong code of personal ethics, actively ensuring that the work of assigned personnel is accomplished while upholding the standards of and promoting and achieving the goals and objectives of the organization. Evaluate if he/she shares authority and responsibility to improve organizational effectiveness, recognizes the need to concentrate on people rather than tasks. Evaluate if he/she is technically proficient in all areas, striving for self-improvement and the improvement of others. Evaluate if he/she provides equitable treatment towards all while administering discipline; rewards appropriately.

C. Civilian Employees – Criteria Definitions:

Attendance and Punctuality - Evaluate if the employee reports for work on time and manages available time off (vacation days, holidays, personal days, etc.) appropriately. Evaluate if he/she also maintains awareness of any new details or events and is prepared to assume duties as required.

Job Knowledge - Evaluate if the employee demonstrates competency to perform the job; gathers background information, identifies priorities, establishes realistic schedules, meets deadlines, and uses relevant information for decision making and solving problems.

Responsibility - Evaluate if the employee accepts responsibility for all job duties and for problems on the job, working to solve problems, inspires teamwork, confidence, and good morale.

Customer Service Orientation - Evaluate if the employee willingly responds to the needs of people being serviced; develops and maintains effective working relationships with the public.

Organizational Skills - Evaluate if the employee organizes activities to ensure proper completion of duties in a timely manner with an effective outcome, looks for more efficient and more cost-effective ways of performing tasks, and documents appropriately.

Initiative - Evaluate if the employee actively suggests, develops and follows through with new ideas to improve the operation. He/she desires to seek self-improvement through additional training or job assignments.

Judgment - Evaluate if the employee has the ability to identify problems, exhibits awareness of department objectives and procedures. Evaluate if he/she recognizes and responds successfully to crisis situations. Evaluate if the employee is able to analyze situations in a reasonable amount of time and arrives at acceptable solutions, is able to use past training and experiences to reason through similar situations.

Communications Skills - Evaluate if the employee displays effective communication skills, both verbally and in writing. Evaluate if he/she is courteous, friendly, and empathetic; communicates in a professional and unbiased manner. The employee is service-oriented and his/her non-verbal skills indicate a caring, sensitive, interested employee.

Time Management Skills - Evaluate if the employee accomplishes objectives through the effective use of time, focuses attention and energies on high priorities and objectives. Evaluate if he/she is seldom absent or tardy for work and rarely requires a reminder to get assignments finished.

Relationships: Specify Public-Peer - Evaluate if the employee has the ability to interact with citizens in an appropriate manner, regardless of race, gender, age, national origin, religion or physical/mental ability. Evaluate if he/she is able to handle verbal abuse without losing control of the situation. Evaluate if the employee practices courtesy during performance of routine duties. Evaluate if he/she works well in a team effort to accomplish the goals of the department. Evaluate if the employee freely accepts supervisory feedback and criticism and how that feedback is used to further the learning process to improve performance skills.

Attitude and Conduct - Evaluate if the employee views their position in terms of personal motivation goals, acceptance of the responsibilities of the job, and towards the accomplishment of goals set by the department.

IV. PROCEDURES FOR USE OF FORMS

- A. Supervisors (Raters) shall utilize the forms and/or formats set forth in the performance evaluation policy and provide a copy of the completed performance evaluation report to the employee.
 - 1. Employee Evaluation Report - Sworn Personnel;
 - 2. Employee Evaluation Report - Civilian Employee.
- B. Documentation of Performance
 - 1. The department shall utilize the Guardian Tracking® software to document employee performance. All documentation stored in the Guardian Tracking system will remain confidential. Anyone disclosing information to other parties not privy to the information contained within will be subject to discipline.

2. Documentation

- a. The documentation should reflect the personal communication between supervisor and employee. Whenever possible, negative performance should be discussed with the employee prior to documentation.
- b. The goal is to document each day so supervisors should set aside some time at the end of the day to accomplish this task. Daily documentation of events as they unfold will produce a more accurate portrayal of the incident.
- c. Proper and thorough documentation of both the positive and negative will have an overall positive impact on the department.
- d. Performance documentation is an official record, which must be written, in a detached, clear, and professional manner.

3. Non-supervisory personnel

- a. All non-supervisory personnel are to sign into Guardian Tracking daily for notification of any new or updated entries pertaining to themselves. This review will provide employees with timely notification of performance issues, which could result in an “unacceptable” rating.
- C. The employee being evaluated will be permitted to record in writing, comments on the evaluation form in the appropriate space, if desired.
- D. While there are a number of different performance evaluation forms in use, there are situations where certain categories on a form do not have any application to the subject employee’s current assignment.
- 1. In such situations, the rater shall enter “N/A” in the score box of that rating category. (e.g., Non-supervisory personnel use of the leadership section)
- E. The Performance Evaluations shall be completed in accordance with the timetable established in Section VII.

V. SUPERVISOR (RATER) RESPONSIBILITIES

- A. All supervisors shall evaluate each employee under their immediate supervision or assigned to them.
- B. Supervisors shall rate the employee on performance in the position held during the current evaluation period.
- C. At the beginning of each evaluation period, the supervisor should meet with the employee and document specific information including:
 - 1. Role, responsibilities and goals defined for the employee during initial conversations;
 - 2. Recommended strategies for attaining goals.

- D. If an employee is transferred from another assignment during an evaluation period, the new supervisor shall discuss:
1. Tasks of the employees position;
 2. The level of performance expected during the period;
 3. The employee's goals and objectives;
 4. The criteria to be utilized in evaluating the employee's performance during that period.
- E. The supervisor shall justify ratings as follows:
1. Documentation is required for ratings of "Superior" or "Unacceptable" to substantiate the rating.
 - a. A rating of "Unacceptable" will also require corrective action/strategies to raise performance level to an "Acceptable" rating, (e.g., training).
- F. Supervisors are encouraged to include comments on a rating of "Acceptable." The purpose of this type of documentation is not for justification purposes, but to allow the employee to review events that occurred during the evaluation period and create goals for increased performance.
- G. Performance Evaluation Review
1. Pre-Employee Conference Review - The performance evaluations shall be reviewed by the (rater's) immediate supervisor prior to the conference with the employee. The rater's immediate supervisor shall initial and date the final page of the evaluation report.
 2. Employee Conference
 - a. Following completion of the pre-employee conference review, the supervisor shall meet with the employee to review and discuss the findings. This discussion serves the following purpose:
 - 1) To give the supervisor an opportunity to verbally highlight areas of strength and weakness on the part of the employee while providing specific examples of each;
 - 2) To provide guidance and direction concerning the employee's performance;
 - 3) Resolve any questions concerning the evaluation;
 - 4) Provide the employee an opportunity to discuss training, performance expectations, assignments, or other personal needs;
 - 5) The supervisor (rater) shall have the evaluation signed, indicating that it has been read, discussed and understood.

Any employee comments may be entered in the space below on the evaluation report;

- a) The employee shall sign their performance evaluation after reviewed with them by their supervisor. The employee's signature does not constitute agreement, but only acknowledgment of having read and discussed the performance evaluation.
- 6) At the conclusion of the employee conference, the supervisor shall provide a copy of the performance evaluation report to the employee and forward the original to the personnel file via the chain of command.

VI. SUPERVISOR (RATER) TRAINING

- A. Raters shall be provided in-service training on the performance evaluation system to minimally include the following areas:
 1. Performance Evaluation;
 2. Department policy;
 3. Forms and use.

VII. PERFORMANCE EVALUATION TIMETABLE

- A. The performance evaluation reports shall be completed as follows:
 1. Police officer in the Field Training Evaluation Program shall be evaluated pursuant to the requirements of that program. Upon the completion of the program, probationary officers shall be evaluated as indicated below.
 - a. Probationary Officers shall be evaluated on a monthly basis using the evaluation form. The Field Training Officer shall complete the evaluation at the end of the month, then forward to the Sergeant for review.
 2. All full-time employees (sworn and civilian), with the exception of the Chief of Police shall be evaluated on an annual calendar year basis.
 - a. These evaluations shall be due at the end of the first week in January.

VIII. PERFORMANCE EVALUATION – APPEAL, STORAGE AND RETENTION

A. Appeals

1. If an employee wishes to contest the performance evaluation, he/she shall indicate in writing on the employee's comments section within five days of their review meeting. If no appeal is requested, then an employee may provide comments in the comments section.
2. If an appeal is requested within the five day period, the performance evaluation shall be subject to the following process:
 - a. The Chief of Police must examine all relevant documents pertaining to the performance evaluation report and then schedule a conference with the employee and the rater;
 - b. If during the conference, the Chief of Police adjusts the ratings or findings and all are in agreement with the new findings, they shall be recorded and all relevant documents forwarded to the employee's personnel file.
 - c. The final decision of appeal rests with the Chief of Police and shall be binding.

B. Storage

1. After the performance evaluation has been reviewed with the employee and after any appeals have been decided, the performance evaluations shall be filed in each employee's personnel file.

C. Retention

1. The performance evaluation shall be retained pursuant to the New Jersey Division of Archives and Records Management Code, and Records Retention and Disposition Schedule.