

EASTON POLICE DEPARTMENT

EVALUATIONS	
CHAPTER: 12	ADMINISTRATIVE MANUAL
AMENDS/SUPERSEDES: G.O. #98-011	REVISED: October 19, 2016
APPROVED: _____ <i>Chief of Police</i>	EFFECTIVE DATE: January 29, 2001

12-1.0 CAREER DEVELOPMENT

A. CAREER COUNSELING

1. Is a voluntary program equally accessible to all members.
2. Involves choosing, preparing for, entering, or processing in a job assignment with the assistance of a supervisor.
3. Provides a means to:
 - a. Research available career opportunities.
 - b. Learn to use the available resources.
 - c. Develop a plan for achieving the desired short and long term career goals.
4. Is intended to foster the improvement of personal skills, knowledge, and abilities of all personnel so they can successfully perform departmental tasks.

B. OBJECTIVES

1. To provide the opportunity for professional growth for all members.
2. To provide career development counseling and guidance during the evaluation process.
3. To provide members who possess certification in a particular skill area, with opportunities to continue their growth and improve their skills in that area.

C. COMMANDERS AND SUPERVISORS

1. Career Counseling is an integral part of the employee performance evaluation process, the supervisory process in dealing with the positive discipline, and the process of setting and achieving goals and objectives. All Commanders are responsible for career counseling and development of assigned personnel.
2. Supervisors, in performance evaluation sessions, should identify the individual member's strengths and weaknesses, assist the member in developing a plan of self-improvement, including outside resources, and setting a timetable for performing key activities. Supervisors should utilize member feedback in making recommendations for career development.

D. CAREER SPECIALTY TRAINING

1. Assists in developing career specialties and enhances the overall potential of the member for upward mobility.
2. Is an essential part of the career development process. The nature of the job demands that police officers be generalists, and be able to deal with the wide range of duties. Each officer should develop new areas of interest and specialization and, in turn, be able to share these with other members.
3. The Department provides appropriate in-service training for all requiring specialized training. The nature of such training should be determined by the skills, knowledge, and abilities required of each specialty.

12-2.0 PERFORMANCE EVALUATION

A. GENERAL

1. The Deputy Chief of Police is responsible for administering the Employee Performance Evaluation process within the Department.
2. During the rating period, each member is accountable to only one supervisor at any given time.

B. OBJECTIVES

1. Allow fair and impartial personnel decisions.
2. Maintain and improve performance.
3. Provide a basis and a medium for personnel counseling.
4. Used as an aid for determining promotions, career development, and special assignments.
5. Facilitate proper decisions regarding probationary members.
6. Identify training needs.

12-2.1 PERFORMANCE EVALUATION REPORTS

A. GENERAL

1. Completed semi-annually for all non-probationary members. The rating periods are January 1 through June 30 and July 1 through December 31.
 - a. Exceptions:
 - 1) Newly promoted sworn members.
 - 2) Probationary members (See section 12-3.0 - Probationary Periods.)
2. Ratings for each period must be turned in prior to the 20th of the month following the rating period, unless otherwise directed.
3. Documented (original and one copy) on the appropriate form.
4. Each member shall be evaluated by his immediate supervisor. If the member goes into a new assignment during a rating period, the member will be evaluated through a joint effort of the new and former supervisor. The supervisor who supervised the member the longest during the rating period will complete the evaluation, with input from the other supervisor. Similarly, if a supervisor is changed during that rating period, ratings will be done on members through a combined effort of both supervisors as described above.
5. If the member is on extended leave or unavailable for justified reasons, the evaluation:
 - a. Will be submitted with the notation that the member was not available to review and acknowledge the evaluation.

- b. Will include the reason why the member was unavailable.
- c. Will be made available to the member upon their return for review.
- 6. The respective Division Commander, the Deputy Chief or the Chief of Police may request unscheduled evaluations, as circumstances dictate. Specific dates covered by such evaluations will be indicated.
- 7. May be contested by the rated member.
- 8. Allow for the rated member to make written comments and sign the evaluation, indicating that they have read it.
- 9. Do not require a signature from the rated member. Supervisors will note refusal to sign performance ratings and record the reason, if given.
- 10. All evaluations shall be permanently maintained as part of the member's personnel record.
- 11. Forms are distributed as follows:
 - a. Original sent through channels to the Deputy Chief and retained in the individual's personnel record.
 - b. Copy made and given to the rated member at the member's request.

B. PERFORMANCE EVALUATION FORM 15

- 1. Completed every six months for non-probationary members.
- 2. Completed quarterly for the duration of a newly promoted sworn member's probationary period.
- 3. Completed bi-monthly for probationary support members.
- 4. Prepared using the guidelines on the Performance Evaluation Form 15.
- 5. Used for promotional evaluation.

C. PROGRESS REPORT FORM 16

- 1. Completed weekly for probationary officers for the duration of their Field Training Program and quarterly for the remainder of their probationary status.
- 2. If the probationary officers have significant deficiencies noted, they may be evaluated as often as required by the Deputy Chief or Chief of Police.

D. IDC FORM 48

- 1. Completed monthly during the 90 day probationary period of members recently transferred into specialized units.
- 2. A final report is submitted to the Deputy Chief at the conclusion of the probationary period.

12-2.2 SUPERVISOR PREPARATION FOR EVALUATION

A. GENERAL

- 1. Performance evaluation is an essential part of our employee career development program and an essential part of the process, whereby supervisor and employee counsel together and determine career objectives, set targets, and timing of planned actions to improve performance, etc.
- 2. Performance evaluation is an important function, yet it may not be as effective as designed if supervisors are reluctant to address negative performance and if the employees are not receptive to negative critique.

3. Employees are different. This is a key principle of performance evaluations. Each member has both strengths, weaknesses and performs at a different level that fluctuates over time. A good supervisor must be able to:
 - a. Recognize member's strengths and weaknesses.
 - b. Identify these on the performance evaluation form.
 - c. Help the member understand how to build on strengths and to overcome deficiencies.
 - d. Help the member set specific career objectives and develop a timetable for growth and development through effective counseling.
4. The process should encourage open and honest supervisor/member communication that contributes to continuous discussion, coaching, training, and counseling of members, while improving the quality and responsiveness of the work force.

B. SUPERVISORS

1. Are mandated by the Maryland Police Training Commission to attend Supervisor's School. A part of the course lecture is devoted to the preparation and completion of performance evaluations. Additionally, prior to the end of the evaluation period, supervisors will review those written directives which may affect the outcome of the evaluation.
2. Must be careful to ensure that formal performance evaluation ratings do not come as a total surprise to the member.
3. Must meet with members and openly discuss performance deficiencies on a routine basis.
4. Must guard against not taking corrective action when they observe unsatisfactory performance, for fear they will lose the member's friendship and goodwill or be reluctant to be critical of one of their better officers.
5. Should have a clear understanding and knowledge of the job responsibilities of each of their subordinates.

12-2.3 JOB OBSERVATION RECORD FORM 46

A. GENERAL

1. Every member rated would like to know why a particular rating number was assigned and this is often quite difficult for the rating supervisor to explain. It is very helpful when the rater can cite specific instances or performance, either good or bad, for assigning a specific score.
2. Since no supervisor can recall exact details surrounding every specific incident of exceptional performance or behavior for even one member over a long-term period, he must record instances when they occur. It is a means of ensuring performance evaluations or disciplinary actions are valid.
3. Documentation of performance should contain the following elements:
 - a. Date and time a particular incident(s) occurred.
 - b. Action taken or the behavior exhibited by the member.
 - c. Resulting consequences of that behavior on the member's total work performance, and/or the operations of the work unit and/or Department.
 - d. Response of the supervisor to the member's action or behavior.

B. SUPERVISORS

1. Shall document noteworthy or unsatisfactory performance on a Job Observation Record (EPD Form 46) for each member under his direct supervision and maintain the record in a binder supplied by the Department.

2. Will refer to this documentation when the supervisor begins the evaluation process, to assist in arriving at a fair and equitable score for those members evaluated.
3. Shall use the Form 46 to document minor infractions and the action taken by the supervisor for those violations that are handled informally. Formal disciplinary action taken against a subordinate should not be described in this record, however, it should be noted that the subordinate was disciplined.
4. Shall, as soon as practical, review each entry with the subordinate and require the subordinate to initial the entry. The subordinate will be offered the opportunity to write comments regarding each entry on the Form 46A. Each comment shall identify the entry that is being addressed and the subordinate shall sign his name at the end of each comment.
5. Shall attach the Job Observation Record to the member's next Performance Evaluation.

12-2.4 RATING SCORES

A. GENERAL

1. Numerical values shall be applied as follows:
 - a. **3** - Indicates that the member has demonstrated, or is performing the behavior or task in a superior manner.
 - b. **2** - Indicates that the member has demonstrated, or is performing the behavior or task in a manner that is considered acceptable.
 - c. **1** - Indicates that the member has demonstrated, or is performing the behavior or task in a manner that is not acceptable.
 - d. Numerical ratings of 1 or 3 shall be documented in the comments section. A rating of 1 must receive precise documentation.
2. Supervisors perceive performance differently and may rate higher than others, while others arbitrarily rate a new member much lower due to the member's inexperience. Objectivity must be maintained. Without some kind of standardization of scoring, the system can easily create inequities. Accordingly, the average score is in the middle. If the supervisor has six members, normally some will be above average and others below average. Rarely, if ever, will two members be scored identically. Looking at the six completed rating forms, it should be possible to rank the members from #1 to #6 on the basis of the scores. Extremely high or low scores must be explained by written comments, using an additional sheet of paper, if required.

12-2.5 UNSATISFACTORY PERFORMANCE RATING

A. GENERAL

1. To constitute a satisfactory score, a member must receive an overall minimum average score of 2.0. Members who fail to receive an overall 2.0 shall receive remedial training in the deficient areas or demonstrate proficiency (or satisfactory improvement) in deficient areas. The remedial training and/or demonstrated proficiency shall be attached to the unsatisfactory evaluation.
2. Any member whose performance is deemed to be unsatisfactory during the rating period will be counseled by their supervisor on the affected areas.
3. Supervisors must let members know how well they are doing by discussing their work performance, not only when Performance Evaluations are due, but on a regular, continual basis as entries are made on the "Job Observation Record."
4. Unsatisfactory job performance may be grounds for termination of employment.

5. Department action as a result of unsatisfactory job performance is not considered discipline. Therefore, the Law Enforcement Bill of Rights (LEOBR) is not implicated and officers do not possess any LEOBR Rights.
6. Unsatisfactory job performance may be demonstrated by:
 - a. Lack of knowledge of the application of laws required to be enforced.
 - b. Unwillingness or inability to perform essential job functions for which the member is employed.
 - c. Failure to conform to acceptable work standards established for the member or member's position or rank.
 - d. Failure to take appropriate action on the occasion of a crime, disorder, or other condition deserving police attention.
 - e. Repeated poor or unacceptable performance evaluations.
 - f. Repeated violations of the Department rules and regulations.

12-2.6 APPRAISAL APPEAL PROCESS

A. GENERAL

1. The member shall submit a written request to his supervisor, asking that the evaluation be reviewed within 7 days of receiving the evaluation.
2. The review will include an interview between the member, the evaluator, and the Division Commander.
3. The reviewing commander has the authority to override or support the original evaluation.
4. The conclusion of the review will be put, in writing, on a Form 48 by the reviewing commander and attached to the original evaluation before it is forwarded.
5. Unsatisfied members have the right to appeal to the Chief of Police, following the same procedure as previously stated in the initial appeal.
6. The Chief's decision shall be final.

12-3.0 PROBATIONARY PERIODS

A. POLICE OFFICERS

1. New Members:
 - a. A new member is on Probationary Status for two years from the date of graduation from the Police Academy.
 - b. Certified officers hired under the Lateral Entry Program will serve a probationary period at the discretion of the Chief of Police.
2. Promotions:
 - a. One year from date of promotion.
3. Specialized Unit Assignment:
 - a. 90 days from date of assignment.

B. SUPPORT MEMBERS

1. New Members:
 - a. Six months from date of employment.
2. Promotions:
 - a. Probation is for one year from date of promotion.

C. UNSATISFACTORY PROBATIONARY EVALUATIONS

1. New members may be dismissed from the Department with no right to appeal or may have their probation extended for further evaluation at the discretion of the Chief of Police.
2. Members who were promoted may be demoted to their previous rank or position or have their probation extended for further evaluation at the discretion of the Chief of Police.
3. Specialized Unit members may be reassigned or have their probation extended for further evaluation at the discretion of the Chief of Police.
4. Probation extensions will not exceed six (6) additional months.

D. SUPERVISORS

1. Evaluate subordinates who are on probation under their supervision as required.
2. At the end of probationary period, make one of the following recommendations, based on the member's performance:
 - a. Release from probationary status.
 - b. Request probationary status extension, with remedial training required to improve performance.
 - c. Recommend rejection on probation, termination, demotion, or reassignment.