	SALISBURY POLICE DEPARTMENT
	Written Directive: Performance Evaluation
	Publication Date: January 11, 2018
	Approved: Barbara Duncan, Chief of Police
Related CALEA Standards: 35.1.1, 35.1.2, 35.1.3, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8	**Performance Evaluation** **Section #109**

Performance Evaluations

1. **Policy:**

All employees of the Salisbury Police Department will be formally evaluated once a year by their supervisors. The period of evaluation shall be marked on the evaluation form and the appraisal shall be completed and submitted to the division commanders for concurrence and approval of the performance "ratings."

Employees will be considered for performance-based salary increases annually in July. Increases are based on the review within the step and grade under consideration at the time of the review. The performance review program is the basis for recognizing and rewarding individual levels of accomplishment. Consequently, the better an employee's work performance, the greater opportunity for pay advancement that is available.

2. **Purpose:**

The purpose of the Salisbury Police Department performance evaluation system is to provide an appraisal of the effectiveness and work performance of all employees. It is intended to assist employees with their personal and professional growth as they contribute to the accomplishment of department objectives. While each employee has the prime responsibility for his/her own development as a member of the department, supervisors and managers have a vital interest in instructing and guiding employees to develop and perform at the highest level of their ability.

3. **Objectives Of The Performance Evaluation System:**

A. Allow fair and impartial decisions about employment.
B. Maintain and improve performance.
C. Provide a mechanism for regular performance observation.
D. Facilitate proper decisions regarding probationary employees.
E. Provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines.
F. Identify training needs.
G. Salary adjustments will be based on determinations of individual performance.

H. Encourage excellence in each employee's performance by helping to identify strengths that may be built upon and weaknesses that may be corrected.
I. Support the human resource planning efforts of the city by providing a more accurate basis for identifying and developing promotable individuals.
J. Promotion.
K. Career development.
L. Special assignment.
M. Retention.

4. Supervisor Responsibilities:

A. Appraisal focuses on the best use of human resources and identification of personnel problems that can be dealt with promptly and fairly for employee job satisfaction. Performance appraisal is a most important function, yet it may not be as effective as designed, if supervisors are reluctant to address negative performance and if employees are not receptive to constructive critique.

B. Employees Are Different: This is the key principle of performance appraisal. Each employee has both strengths and weaknesses and performs at a different level that fluctuates over time. A supervisor must be able to
   a) Recognize employee strengths and weaknesses;
   b) Identify these on the performance appraisal form;
   c) help the employee understand how to build on strengths and to overcome deficiencies, and
   d) Through effective performance observation help the employee set specific career objectives and develop a time table for growth and development.

C. Appraisal Scores: Supervisors perceive performance differently and may rate higher than others, while others arbitrarily rate a new employee much lower due to the employee'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 employees, normally some will exceed expectations, some will meet expectations, and others will be minimally satisfactory or unsatisfactory. Extremely high or low scores (exceeding expectations or unsatisfactory) must be explained by written comments, using an additional sheet of paper if required.

5. Procedures:

A. Performance appraisal forms for each fiscal period will be disbursed no later than April 15th and must be completed and turned in no later than May 30th following the end of the rating period. If an employee changes assignment during a period, the employee will receive a joint rating through a combined effort of the new and former

supervisor. Similarly, if a supervisor is changed during that period, ratings will be done on employees through a combined effort of both supervisors.

a) Entry level employees (sworn and non-sworn) will be evaluated at least quarterly until completion of their probationary period.
b) The probationary period for sworn employees is 24 months from the date of hire.
c) The probationary period for non-sworn employees is one year from the date of hire.
d) Prior to the completion of a probationary period, probationary employees will be required to submit to a command staff interview.

B. Mid-year short form performance appraisals shall be used by supervisors to assist employees in reaching their annual evaluation goals. Mid-year short form evaluations will be disbursed no later than November 1st and must be completed and turned in no later than December 15th, to allow time for the employee to correct behaviors that would preclude that employee from attaining goals and or receiving an annual salary increase.

C. All appraisals will be documented on forms provided and will be based solely on employee performance during the specific rating period. The specific period and year of rating will be indicated.

D. Each performance appraisal will be prepared and signed by the rating supervisor. The rated employee will also sign the report to indicate the employee has read it. Employees may comment on the report in writing in the space provided or on supplemental attachments. The rater's supervisor will review and initial the report. A copy of the appraisal will be provided to the employee.

E. Unscheduled appraisals may be requested by respective division commanders or the chief of police as circumstances dictate. Specific dates covered by such appraisals will be indicated on the appropriate form.

F. The appraisal form due date shall apply to all employees (to include all sworn personnel, non-sworn personnel and command staff personnel who have been appointed by the chief of police) regardless of anniversary dates with the exception of the chief of police.

6. Performance Factors and Performance Goals:

A. Performance factors can be derived from various sources; the most common are discussions between the employee and his or her immediate supervisor which are captured in the monthly statistical analysis workload report. Performance factors are also contained in the employee's position description. In analyzing each performance factor, a number of elements should be considered, including:

a) The contribution it makes to the city, individual department and division;

b) Its impact or positive result when it is performed properly
c) The loss or damage that can ensue if each performance factor is not performed properly
d) The amount of time devoted to each performance factor.

B. After the performance factors of the position have been identified, goals should be selected that can be used to measure the individual's performance according to each factor. The goals should be based on both individual and department performance, taking into accounts such factors as:
a) Improvement in work quality and quantity;
b) Control of costs, improved productivity, improved efficiency and improved officer safety;
c) Appropriate management of accrued time;
d) Timeliness of performance;
e) Other indications of effectiveness and performance quality of the employee;
f) Performance goals should be objective, meaningful, realistic and measurable (or observable);
g) To include but not limited to civilian complaints received; and
h) The ability to safeguard and properly use departmental equipment.

7. Performance Levels and Measurement Definitions:

A. The four levels proposed and their definitions are as follows:
a) 4 - Exceeds expectations: consistently exceeds the highest expectations
b) 3 - Meets expectations: consistently meets the basic requirements for the position
c) 2 - Minimally satisfactory: fails to meet all expectations, but indicates potential to function effectively in the position
d) 1 - Unsatisfactory: consistently falls below expectations, and appears unable to function effectively in the position.

8. Criteria for Appraising:

A. The performance appraisal shall be prepared as specified by this policy.

B. Each employee shall be appraised by his/her immediate supervisor who is in the position to objectively evaluate the job performance.

C. If the employee is on extended leave or unavailable for justifiable reasons, the appraisal:
a) Will be submitted with the notation that the employee was not available to review and acknowledge the appraisal;
b) Will include the reason why the employee was unavailable; and the appraisal will be made available to the employee upon his/her return.

D. A special appraisal may be made at any time during the year for outstanding or unsatisfactory performance of assigned duties.

E. The employee is provided the opportunity to sign each performance appraisal indicating that it has been reviewed. In addition, the employee may choose to comment in writing, on the form or as an attachment thereto, concerning any part of or the form as a whole. Such comments will be reviewed by the reviewer and their written comments included with the performance appraisals with copies provided to each party involved.

F. Any employee, who receives an overall performance evaluation score of 2.00 or less, will not receive a pay for performance salary increase. If during the mid-point or annual evaluation period the employee improves his/her performance to a 3.00 or above, he/she may be eligible for a salary increase at that time.

9. Contested Appraisal Process:

A. During a contested appraisal process, the supervisor shall advise the employee of the purpose of the appraisal, so that the employee may have:
   a) A clearer understanding of the individual strengths and weakness as perceived by the supervisor;
   b) An understanding of opportunities available to improve areas of strength and reduce areas of weakness;
   c) A mutual agreement as to tasks and levels of performance factors and goals expected for the next performance;
   d) An opportunity to request particular training or experience
   e) An opportunity to clear up any misunderstanding or to verbalize needs not currently being met by the rater.

B. The employee is provided the opportunity to sign the contested performance appraisal indicating that it has been reviewed. If the employee believes the contested appraisal report inaccurately evaluates the past periods performance, such comments should be included in the comments section of the appraisal form. Such comments will be reviewed by the reviewer and their written comments included with the performance appraisals with copies provided to each party involved. The contested appraisal will then be forwarded to the division commander through the chain of command.

10. Retention of Appraisal Report:

Performance appraisals will be filed permanently as part of the rating process.

11. Mid-Year or End of Year Evaluations (Career Counseling):

Career counseling is a vital component of the career development program. In addition, counseling is an integral part of employee performance evaluation. The supervisor must ensure that the employee is assisted in setting and achieving both departmental and individual goals and objectives. All commanders are responsible for career counseling and development of assigned personnel.

Supervisors in counseling sessions, should identify individual employee strengths and weaknesses; assist the employee in developing a plan of self-improvement including outside resources; and setting a timetable for performing key activities. As part of the rating process the supervisors will utilize employee feedback in making recommendations for career development and such topics as what is appropriate for the employee's position.

12. Rater Evaluation:

A. Division commanders shall review all appraisals completed on employees under their command. The chief of police will be advised of all below average appraisals and a proposed course of action to improve the employee's performance.

B. Reviewers will:
   a) Be concerned with the fairness and impartiality of ratings, uniformity, utility and usefulness of the ratings in terms of providing the employee with needed guidance and counseling so as to cause improved work performance.
   b) Review and initial completed signed performance appraisals, adding written comments concerning any contested appraisals. In contested appraisals, a conference which includes reviewer, rater, and employee may be beneficial to all.
   c) Reviewers will consider the quality of ratings given by the rater when the rater is judged.

13. Probationary Period:

Permanent status as a sworn employee requires a probationary period of twenty four months from the date of hire. Permanent status will be granted only if work performance has been adjudged to be satisfactory.

Permanent status as a non-sworn employee is one year and the probationary period begins on the date of hire.

Exceptions to the probationary period will be made on a case to case basis. Exceptions may include, but not limited to, such things as illness, injury, military leave and extended remedial training not to exceed the guidelines as set forth in Maryland law. If extended

remedial training is required at the conclusion of his/her probation period, the affected employee will be notified in writing.

14. Supervisor Training:

A. All supervisors are mandated by the Maryland Police Training and Standards Commission to attend supervisor's in-service training. A part of the course lecture is devoted to the preparation and completion of performance appraisals. At least annually, supervisors who participate in the appraisal process are required to review this policy.