

DIRECTIVE 35.1 PERFORMANCE EVALUATION

Issue Date: 05/07/2020	By Order of Chief of Police
Rescinds: Issue 06/07/2019	CALEA Standards Referenced: 35.1.1; 35.1.2; 35.1.3; 35.1.4; 35.1.5; 35.1.6; 35.1.7; 35.1.8 & 35.1.9
Pages: 8	

This directive consists of the following sections:

- 35.1.1 Performance Evaluation System**
- 35.1.2 Annual Evaluation**
- 35.1.3 Quarterly Evaluation of New Hire Employees**
- 35.1.4 Evaluation Criteria**
- 35.1.5 Evaluation Components**
- 35.1.6 Unsatisfactory Performance**
- 35.1.7 Employee Counseling**
- 35.1.8 Rater Evaluation**
- 35.1.9 Personnel Early Intervention System**

POLICY & PROCEDURE:

Performance evaluations serve to provide an objective and fair means of recognition and measurement of individual performance in accordance with prescribed guidelines, facilitate proper decisions regarding employees in a probationary status, provide a medium for personnel counseling and interactive discussions of the employee's professional development, identify employee strengths and weaknesses and allow for the identification of individual training requirements for developing and improving an employee's performance. Performance evaluations identify general department training needs to assist the department in determining if proper training and direction are being given toward the attainment of department goals and objectives. Performance evaluations provide information for fair and impartial personnel decisions concerning employee advancement/assignment, career development, promotion, as well as the employee effectiveness in their assigned positions and ability to assume more responsibility.

Miami Township utilizes a standard format to assess the conduct and work performance of employees. Miami Township records information which both the employee and supervisor may utilize to give the employee direction in their current work assignment and provide guidelines for the professional development of the employee.

35.1.1 Performance Evaluation System

Measurement Definitions

Criteria used to define the quality of work shall be descriptive, measurable, and should allow a characterization regarding how the work is performed. Measurement definitions for evaluation of employees are included on the Standardized Evaluation Guidelines.

Procedures for Use of Forms

Performance Evaluations are performed on the Performance Assessment form specific to the employees' position: Supervisor Performance Assessment; Road Patrol Performance Assessment; Specialized Employee Performance Assessment or Non-Sworn Employee Performance Assessment form.

The performance evaluation review addresses:

- Appearance
- Attitude
- Knowledge
- Performance – General
- Relationships
- Performance – Specific to Position.

Newly hired sworn personnel in field training are evaluated in accordance with Directive 33.4.

Rater Responsibilities

At the end of each rating period, every employee will be rated by his or her immediate supervisor. This responsibility shall not be delegated. Should an employee have had more than one supervisor during the evaluation period, the current supervisor shall prepare the employee's assessment report after consulting with the other supervisor that the employee had during the rating period.

Raters should be objective and avoid factors that subvert evaluations:

- Halo Effect – Tending to evaluate employee as superior or not acceptable based on an experience or knowledge involving only one dimension.
- Leniency Tendency – To evaluate all persons as superior rather than true assessment of performance.
- Stricter Tendency – To rate all persons not acceptable; being overly demanding or critical.
- Average Tendency – To evaluate every person as acceptable regardless of differences in performance.

Raters must be prepared to cite significant examples of superior or not acceptable performance. Examples should be objective, time and date specific and detailed in nature rather than subjective and vague.

Raters should:

- Select an appropriate location.
- Plan to avoid interruptions.
- Allow ample time.
- Conduct review in a positive manner.
- Listen carefully and encourage communication.
- Respond positively to objections, problems and disagreements.
- Concentrate on facts, be honest.
- Emphasis should be on positive reinforcement.
- Coach and develop positive plans of action to correct problems.
- Emphasize development to assist the employee in developing their full potential.
- Assist employee in developing a goal-oriented plan to prepare for greater responsibility.
- Establish and adhere to follow up plans to ensure the employees growth.

Rater Training

Upon promotion to a supervisory rank, an officer shall be required to review this policy. The employee must then demonstrate to their immediate supervisor that they have a working knowledge of this directive and can adequately perform the required functions as set forth within this directive. Performance evaluation refresher training to supervisors may be conducted as needed and determined by the Chief of Police.

35.1.2 Annual Evaluation

All personnel, with the exception of the Chief of Police, shall be evaluated no less than annually for the purpose of standardizing the nature of the personnel decision making process, ensuring the public that the agency's personnel are qualified to carry out their assigned duties and to provide employees with necessary information for behavior modification to eliminate inappropriate behaviors.

35.1.3 Evaluation of Probationary Employees

After completion of Phase III of the field training program, sworn entry-level probationary personnel shall be evaluated quarterly by the employee's immediate supervisor using the Miami Township Police Department Field Training/Probationary Evaluation Report.

All probationary civilian personnel shall be evaluated quarterly using the Non-Sworn Performance Assessment form by the employee's immediate supervisor.

If a probationary employee's probationary period is extended, the employee will receive monthly evaluations by their immediate supervisor until their release from probation.

Promoted personnel shall be evaluated on a quarterly basis by their immediate supervisor using the Supervisor-Performance Assessment forms.

35.1.4 Evaluation Criteria

Employees shall be rated for performance in the position held during the rating period.

Tasks of the position, as outlined in the job description of the position, shall form the basis for the description of what work is to be performed.

Criteria used to define the quality of work shall be descriptive, measurable and should allow a characterization regarding how the work is performed.

35.1.5 Personnel Evaluation System

Evaluation Period

All employees will receive a Performance Evaluation that addresses the employee's general performance since their last review. Performance evaluations shall be completed annually for the period of July 1 through June 30. Performance Evaluations are to be completed and submitted by the rating supervisor to their supervisor by a pre-determined date of the Chief of Police or designee. The review shall be conducted on the appropriate Performance Assessment form utilizing the Standardized Evaluation Guidelines.

Explanatory Comments

Employee ratings that are representative of superior or not acceptable require the rater to substantiate such ratings with supportive comments on an attached page.

Responsibility of Raters Supervisor

Upon the completion of the performance evaluation, the rating supervisor shall submit the performance assessment form to their supervisor for review and signature. The rater's immediate supervisor will be responsible for evaluating the quality of the ratings given by the rater and ensuring that ratings are fair, impartial and uniform.

Employee Signature and Comment

Each employee will be given an opportunity to read and thoroughly understand their evaluation.

Each employee will be allowed reasonable time to make written comments to supplement their completed performance evaluation review. Should the employee feel the need to

provide an extensive written reply to their performance evaluation review, the employee may submit a written statement to their immediate supervisor within four calendar days following their performance evaluation review. This reply shall be reviewed by the immediate supervisor and attached to the employee's performance evaluation.

Each employee shall sign their performance evaluation indicating that the employee has reviewed and understands the report. The employee's signature does not imply that the employee either agrees or disagrees with the report.

Should the employee refuse to sign their performance evaluation review, the supervisor shall indicate such and document on the performance evaluation the reason given by the employee for not signing the report.

Employee Copy

Each employee shall be offered/provided a copy of his or her completed performance evaluation at the conclusion of the evaluation meeting.

Appeal Process

Should an employee desire to contest their performance evaluation, they may forward a written request through the chain of command to their rating supervisor's immediate supervisor. Such request shall include the reasons for such request. The rating supervisor's immediate supervisor shall review the performance evaluation of the employee filing such request. The reviewing supervisor may then include the employee and/or the rater in an interview to resolve the issues.

Evaluation Retention

All performance evaluations shall be retained in the employees training file and/or personnel file.

Performance evaluations will be retained and disposed of in accordance with the schedule of Records Retention and Disposition.

35.1.6 Unsatisfactory Performance

If a non-probationary employees' performance is deemed to be not acceptable or deficient, the employee shall be notified of such determination in writing.

The notice should include examples for the not acceptable or deficient performance and suggest measures that should be taken to improve the employee's performance. If the not acceptable or deficient performance continues, this information should be included in the performance assessment. Timely written notification of not acceptable performance is not immediately required if notification could compromise an on-going investigation.

Appropriate forms of notification include memorandum, documented counseling sessions and administered discipline.

35.1.7 Employee Consultation

Each employee will be counseled at the conclusion of each rating period. The counseling session will review:

- The results of the performance evaluation report.
- The level of performance that is expected and the rating criteria or goals for the new rating period.
- Career counseling relative to such topics as advancement, specialization or training that is appropriate for the employee's position.

35.1.8 Rater Evaluation

Raters will be evaluated on but not limited to:

- The fairness and impartiality of ratings given.
- Their participation in counseling of evaluated employees.
- Ability to carry out the rater's role in the evaluation system.

Supervisors should ensure that the raters apply rating uniformly. The Supervisor's signature on the evaluation shall document their evaluation.

35.1.9 Personnel Early Warning System

Provisions to Initiate Review

The Miami Township Police Department Personnel Early Warning System (PEWS) is designed to provide supervisory personnel with objective guidelines and specific criteria for identifying employees who may benefit from agency intervention efforts. This system provides specific and consistent procedures for tracking, evaluating and responding to employee needs. Intervention will be appropriate in circumstances that indicate a potential for negative consequences to the Department member, his/her co-workers, the Department and/or the community. All entries will be maintained in Guardian Tracking ®. Guardian Tracking ®, a web-based employee documentation medium allows supervisors to make positive or negative entries for all employees. All entries are sent to the Chief of Police, employee involved and the employees' supervisor.

Reporting Requirements

Data collection efforts for each event will focus on the following agency reporting requirements of conduct and behavior:

- Complaints as Described in Directive 26.3

- Use of Force Incidents
- Vehicle Pursuits
- Counseling or Discipline
- Performance Evaluations – Unacceptable
- Event that Requires Three or More Days Off Work
- Reported Domestic Issues
- PEAP Referral or Mandated PEAP Attendance

All incidents will be documented within Guardian Tracking ®.

Supervisory Roles

First and second level supervisors will familiarize themselves with their subordinates and routinely observe their demeanor, appearance and conduct. Supervisors will remain alert for indications of behavioral changes or stressors that may affect a Department members' performance.

When supervisors perceive or determine that a Department member had problems or is causing problems, they will assess the situation and take appropriate action in accordance with the directives, policies and procedures of the Department, including referral to EAP (Directive 22.1), training, counseling and other remedial action (Directive 26.1) and Internal Investigations (Directive 26.3).

Documentation of action taken by supervisors as set forth in the preceding paragraph will be provided to the Chief of Police. Serious situations may require immediate notification (Directive 41.2.4).

The Patrol Division Supervisor shall maintain the PEWS database system, Guardian Tracking ®, to collect, review and analyze quantitative and qualitative data related to the early warning indicators listed in *Provisions to Initiate Review*. In the event the PEWS database system identifies an employee who has a combined total of three or more events during the previous six months or any combinations of five or more occurrences as outlined in the Identification phase within the previous twelve months. Once the database is triggered by the criteria, a notification flag is sent to the Patrol Division Supervisor and the employees' immediate supervisor. The PEWS review process shall commence. An initial notice will be forwarded to the employee's immediate supervisor with a request to perform a review of the early warning indicators and to make their recommendations in writing and submit them to the Patrol Division Supervisor.

Upon receipt of the initial notice, the employees' immediate supervisor will meet with the employee within one week of the employees scheduled work week to review information contained in the notice as well as recent employee performance information.

Based on information provided in this initial meeting, the employee's immediate supervisor is required to take of the following two actions.

- Determine if further intervention is necessary. If there is any doubt on the part of the immediate supervisor, he/she must automatically submit a memorandum to the Patrol Division Supervisor indicating that formal follow-up is required.
- Explain in writing to the Patrol Division Supervisor the outcome of the meeting with the employee and why the process should not proceed.

Remedial Action/Employee Assistance

If it is determined that formal follow-up is needed, the Patrol Division Supervisor will conduct timely PEWS meetings with identified employees, supervisors and the Chief of Police. This shall be done within one week, using the following procedures.

- Employees will be informed that they have been identified for follow-up in the PEWS database system.
- Actions shall be instituted for the purpose of correcting the pattern of conduct/behavior and/or assisting the employee in improving his/her behavior. Options or course of actions include, but are not limited to:
 - No Additional Action;
 - Supervisory Counseling;
 - Professional Counseling and/or Referral to the Employee Assistance Program;
 - Monitoring for Twelve Months with Monthly Reviews and Reports;
 - Mandatory Remedial Training Designed to Improve Skills;
 - Corrective Actions Reviewed and Approved by the Chief of Police.

Annual Evaluation of System

The Patrol Division Supervisor shall conduct an annual documented evaluation of the system and submit a written report to the Chief of Police. The evaluation will include a review of this policy and recommendations on policy modifications needed, if any.