



## **GENERAL ORDER**

**SUBJECT: Performance Evaluation**

**Order Number: 2.26**

DATE ISSUED: 02/03/21

BY ORDER OF POLICE CHIEF: COCOZZA

DATE EFFECTIVE: 03/01/21

REPLACES ORDER #(S): N/A

---

### **PERFORMANCE EVALUATION AND COUNSELING MANUAL**

## **I. PURPOSE OF EVALUATION**

The primary purpose of police officer performance evaluations is to inform police officers as to how well they are performing their duties and responsibilities and to offer suggestions, assistance and support in aiding employees in improving job performance when necessary. Employee performance evaluations may also be used as a tool to assist supervisors in making key decisions concerning promotions and disciplinary action.

\*Note: During the course of this evaluation, the evaluator will consider the fact that a supervisor is not present on every shift thus making it unfeasible to grade every police officer in a uniform manner. Every effort will be made to take the aforementioned into consideration when evaluating a police officer.

## **II. DEFINITIONS**

### **A. Mandatory Performance Factors**

1. *Attendance*: The degree to which the police officer reports for and remains at work as required. The following will be considered:

- a. Rate of absenteeism both excused and unexcused;
- b. How the employee's attendance affects the performance of the employee
- c. Getting to work on time – punctuality;
- d. Staying on the job after reporting to work.

2. *Quality of Work*: The degree of correctness of work performed. The following will be considered:

- a. Accuracy and skill in performing tasks;
- b. Neatness and thoroughness in completing work requirements;
- c. Professional and/or technical competence.

3. *Work Habits*: The degree to which the police officer follows instructions and observes work rules. Consider: The following will be considered:

- a. Work instructions are obeyed and carried out accordingly;
- b. Care and use of equipment;
- c. Police department equipment is used and taken care of accordingly and said equipment is not used carelessly or in a manner that is likely to damage said equipment.

4. *Initiative*: The degree to which the police officer is self-motivated in completing work assignments. The following will be considered:

- a. Competing tasks and or assignments on the police officer's own volition.
- b. The employee's effect on the morale of other employees;
- c. The ability to get along with coworkers;
- d. The amount of work completed.

5. *Judgment and Common Sense*: The degree to which a police officer uses good sense and makes sound decisions. Consider the following:

- a. Application of basic intelligence and good sense in work performance;
- b. How the police officer thinks before he/she acts.

6. *Safety*: The degree to which the police officer ensures that all of his/her equipment is maintained in good working condition and that actions are performed in a safe, efficient and effective manner.

7. *Communications*: The degree to which the police officer effectively Expresses him/herself both orally and in writing. Consider:

- a. Ability to utilize the English language effectively;
- b. Ability to write clearly and concisely;

### **III. Performance Levels**

#### **1. UNSATISFACTORY**

The police officer's performance clearly and consistently fails to meet work requirements. This rating indicates inadequate, unacceptable performance. The police officer shows with an unwillingness or an *inability* to improve. It characterizes an employee whose performance is well below average.

#### **2. IMPROVEMENT NEEDED**

The police officer's performance often fails to meet work requirements. The employee has demonstrated some willingness or ability to improve performance, but only on occasion. This rating indicates performance that is less than satisfactory and requires that steps must be taken to improve performance. It characterizes a police officer whose performance is below average.

#### **3. SATISFACTORY**

The police officer's performance is reasonably adequate, and he/she meets work requirements. The rating is higher than the level of "improvement needed" since the employee usually demonstrates his/her willingness and ability to meet an acceptable level of performance. It characterizes an average police officer who does only what is expected of him/her.

#### 4. *VERY GOOD*

The police officer's performance regularly meets and exceeds the work requirements. This rating is higher than the level of "satisfactory" since the police officer demonstrates a desire and ability to exceed just an acceptable level of performance. It characterizes a better-than average employee who does more than what is expected of him/her.

#### 5. *OUTSTANDING*

The police officer's performance is clearly superior in meeting work requirements. This rating is higher than the rating of "very good" since the employee consistently demonstrates exceptional desire and ability to exceed just an acceptable level of performance. The police officer not only exceeds an acceptable level of performance, but his/her high standards have either increased the effectiveness of his/her unit or has set an example for others to follow. This rating characterizes an excellent employee who consistently does far more than what is expected of him/her.

### **IV. PROCEDURES**

#### A. Personal Information

This section is self-explanatory. (Name of employee, rank, date of evaluation, DOB and years in present position.

#### B. Annual Reports

An annual performance evaluation report shall be completed for each Employee one month prior to his/her anniversary date. The annual report will reflect the level of the employee's performance since his/her last annual report.

#### C. Special Report

A *Special Evaluation Report* shall be completed whenever:

1. There is a significant change upward or downward in the employee's performance. Such evaluation may be given at any time.
2. If an employee receives an overall evaluation of "needs improvement" on his/her annual evaluation, a special report will be done three months after the annual evaluation to determine if there has been improvement

Employee Name: \_\_\_\_\_

Job Title and years in present position \_\_\_\_\_

Appraiser's Name and Title: \_\_\_\_\_

Appraisal Date: \_\_\_\_\_

### **SECTION I:**

**(Use the above scale and corresponding numbers to rate each section.)**

**Task:** *Patrol function*

**Standard:** Has a good working knowledge of the geography of Marlborough. Patrols in a manner, which promotes the prevention of crime, the protection of life and property, and the detection and apprehension of violators.

**Achievement:**

**Task:** *Attendance*

**Standard:** The degree to which the police officer reports for and remains at work as required.

**Achievement:**

**Task:** *Quality of Work*

**Standard:** The degree of correctness and completeness of work performed.

**Achievement:**

**Task:** *Positive public interaction.*

**Standard:** Is courteous, professional, and helpful in interactions with the public.

**Achievement:**

**Task:** *Community orientated policing.*

**Standard:** Works to foster a strong relationship with the community to address concerns and prevent/address crime.

**Achievement:**

**Task:** Operates department vehicles.

**Standard:** Safely operates assigned vehicles as per department guidelines.

**Achievement:**

**Task:** Addresses incidents and service calls appropriately.

**Standard:** Upon arrival at a call site: Investigates, evaluates, and takes appropriate action.

**Achievement:**

**Task:** Prepares and submits written documentation.

**Standard:** Accurately prepares appropriate documents as per department guidelines and submits them in a timely manner.

**Achievement:**

**Task:** Performs follow-up activity and investigations.

**Standard:** Takes appropriate investigative steps to successfully close cases including follow up interviews as necessary. Attends court and administrative hearings as required.

**Achievement:**

**Task:** Positive employee interaction.

**Standard:** Works well with fellow employees and willingly assists members in the performance of their duties.

**Achievement:**

**Task:** Professional appearance.

**Standard:** Officer is properly attired and presents a positive public image.

**Achievement:**

**Task:** Safety

**Standard:** The degree to which an employee ensures that all of his/her equipment is maintained in good working conditions and that actions are performed in a safe, efficient and effective manner.

**Achievement:**

\*\*\*\*\*

If the achievement level for any standard is **2** or less, has the employee's performance been discussed with him prior to the appraisal interview?

YES \_\_\_\_ NO \_\_\_\_ \*If NO, please describe why this was not done:

**SECTION II:**

Please indicate below written comments regarding the employee's overall performance including any particular strength(s). Additionally, indicate areas or tasks which the employee should concentrate on to improve prior to the next appraisal:

**SECTION III:**

What specific goals, training or assignments can be given to this employee to improve his/her performance? (Use back of page if additional space is needed).

**Goals desired:**

**Training/Assignments**

**SECTION IV:**

If the member is probationary, do you recommend their continuation in the position and the awarding of permanent status?

YES \_\_\_\_\_ NO \_\_\_\_\_

**TO BE COMPLETED BY THE EMPLOYEE:**

A copy of this appraisal has been reviewed by me and I have been provided the opportunity to discuss it with the reviewer.

\* Please indicate your thoughts below by initialing one of the following:

\_\_\_\_\_ I generally agree with this evaluation.

\_\_\_\_\_ I disagree with this evaluation and understand my right to make appropriate comments below and request an appeal as per General Order 2.26 if desired.

**Employee's Comments if any: (Use back of page if additional space is needed)**

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

**NOTE: Employee's signature does not necessarily indicate agreement with the appraisal.**

**TO BE COMPLETED BY THE APPRAISER:**

I have evaluated the employee and provided them an opportunity to personally discuss the evaluation.

\_\_\_\_\_  
Appraiser's Signature

\_\_\_\_\_  
Date

**TO BE COMPLETED BY THE CHIEF OR THEIR DESIGNEE:**

I have reviewed this appraisal and the employee's comments. I believe that the evaluation of the employee was objective and reasonable.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title