



# SYKESVILLE POLICE DEPARTMENT

Performance Evaluation Program

General Order 4-9

Effective: 07/28/17

Authorized By: *Michael A. Spaulding* Chief of Police

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## I. PURPOSE

To provide the procedures for conducting performance evaluations for all members of the Sykesville Police Department.

## II. POLICY

The Sykesville Police Department is committed to excellence among its members. An employee evaluation system will be used to aid in reaching the goal of excellence among all members of the Police Department.

## III. PROCEDURES

### A. Objectives of the Performance Evaluation System

The performance evaluation system provides a standard format which is used by a supervisor to assess the conduct of and work performed by an employee for their permanent record. The performance evaluation serves to:

1. Initiate and maintain a flow of valuable communication between employees and supervisors.
2. Illustrate employee's strengths and weaknesses.
3. Provide background needed in order to devise methods for improving employee performance.
4. Provide information used in developing employees for higher level and more responsible positions.
5. Point out areas of performance where the employee needs special training.
6. Provide information used as a factor in promotions, layoffs, merit pay increases, transfers, reclassification, and successful completion of the probationary period.
7. The employee's most recent overall ratings will be used in determining their promotional potential.

### B. Performance Evaluation System

1. All performance evaluations are to be considered confidential information and shall be treated as such. All copies shall be kept in a secure file. Performance evaluations shall not be disclosed to anyone but the employee or their representative and the Chief or his representative. Once the evaluation process is completed, each member shall receive a copy of the evaluation.
2. The rater may keep a copy of the most recent evaluation for reference purposes only, provided the evaluation copy is secured in a manner appropriate for a confidential document.
3. Measurement standards used in the Sykesville Police Department performance evaluation rating forms are based on a sliding scale from 1 (Unacceptable) to 5 (Superior), and have the following meanings:
  - a. Superior: The member goes well beyond required performance standards consistently. Superior performance is marked by a high quality of the skills related to the rated factor. The employee demonstrates extensive knowledge and mastery of applicable skills.
  - b. Acceptable: The member demonstrates consistent and competent performance in all important areas for the factor indicated. The member functions effectively without constant supervision.
  - c. Unacceptable: The member's performance is clearly inadequate in one or more areas for the factor indicated. The employee has demonstrated inability or unwillingness to improve or to meet Police Department standards, and his/her performance is not acceptable for the position.
  - d. Not Observed: The specific factor does not apply to the employee being evaluated or was not observed during the current evaluation period.
4. The performance evaluation form (SPD Form #14) consists of three sections which will be completed as follows:
  - a. Ratings
    - (1) Performance evaluations of all members shall be completed on SPD Form #14. Supervisory personnel shall be rated on the Form #14 which indicates "Supervisor." The employee's personal information will be typed on the appropriate lines; Employee Name, I.D. #, and Rank.

- (2) Pages one and two of SPD Form #14 contain the Rating Factors Section. For performance evaluations the rater shall circle the appropriate rating for each factor under each of six rating sections. Only one rating will be circled for each factor.
- (3) Factors should be marked “not observed” (NO) if the category does not apply to the member's position. All factors will be rated unless they are “NO”.

b. Comments Sections

- (1) Pages two and three contain a section for the rater to indicate the principal strengths and weaknesses observed during the period, Supervisor’s suggestions or comments, and employee remarks, as well as signature lines for the employee, supervisor (rater) and the Chief of Police.
- (2) Raters may comment on any observed behavior, but specific comments are required to justify any ratings of “1”, “2”, or “5”.

c. Rating Scale Values

The remaining pages of the Form #14 contain rating scale values and provide definitions which serve as a means of standardizing the evaluation process. Raters should refer to these definitions as he/she completes each rating for help in determining which numerical rating is most appropriate in each category.

5. Rater Responsibilities

The rater of the employee will generally be the immediate supervisor at the end of the rating period. The rater will contact previous supervisors during the review period for additional performance evaluation information. The rater will complete the performance evaluation form accurately and in a timely manner.

The performance evaluation should be representative of the employee's total performance and contribution for an entire evaluation period. Evaluations require well planned, accurate and detailed information. Raters should take enough time and put thought into each evaluation.

After the rater has completed the performance evaluation form and it has been reviewed through the chain of command, the rater will discuss the performance evaluation with the employee in an evaluation interview. At

this time, the employee should be given an opportunity to include their own comments in the space provided on the reverse side of the form.

6. Raters will receive formal in-service training on the preparation and administration of the performance evaluation process. They will be provided a guide to writing and administering performance evaluations.
7. Raters will receive informal training in the use of the personnel evaluation form SPD Form #14 during staff meetings prior to the annual evaluation periods.

C. Annual Performance Evaluation

1. Performance evaluation reports will be completed for all full time and regular part time Police Department employees. The evaluation period will be from the first of January through the thirty first of December. These reports will be completed in advance of all pay step increases. Annual evaluations shall be due to the Chief of Police for review. The Chief will review the evaluations and have them returned to the supervisor, who will then serve them upon the employee.
2. Probationary performance evaluation reports will be made on all Police Department employees at least 30 days prior to their permanent appointment. No employee will be considered to have successfully completed his/her probationary period until a satisfactory performance report has been completed. Law Enforcement probationary employees will be evaluated quarterly, beginning within the first 60 days of their assignment after a formal training period. There will be no extension to the probationary period.

D. Documentation

1. Performance Evaluation Form SPD Form #14 shall be used for rating all employees. All raters will complete the narrative portion, comments, and recommendations on page two of SPD Form #14 fully explaining the reasons for ratings given.
2. Performance Evaluation Form SPD-#14 will contain three copies:  
  
One – Chief of Police  
Two – Team Supervisor's personnel file  
Three - Employee copy

E. Evaluation Period

Police Department employees will be given written performance evaluations on an annual basis. An employee may be evaluated more often, for good reason and with approval of the Chief of Police. The actual dates covered by the evaluation will be listed on the face of the performance evaluation form.

F. Performance During Evaluation Period

An employee's performance will be rated only for the period of time listed on the face of the performance form.

G. Performance Criteria

The criteria used to form the basis of the employee's performance evaluation will reflect the tasks which the employee performs relative to the job description of his/her position per general order 21.3.

H. Evaluation Review - Supervisor

1. Prior to being given to the evaluated employee, the performance evaluation report will be reviewed and signed by the rater's supervisor and sent to the Chief of Police.
2. The reviewing persons will record any additional comments on the evaluation report as necessary.
3. The reviewing person(s) and the rater should discuss the results of the performance evaluation prior to the presentation of these ratings to the employee. In cases where there is disagreement, the reviewing person will discuss the discrepancy with the rater and reach an agreement on the appropriate evaluation ratings prior to the presentation of the ratings to the employee. If agreement cannot be reached, the reviewing person has the authority to change the ratings or make comments on the evaluation form and reflect a new overall rating. This new rating will be the official rating.

I. Evaluation Review - Employee

1. After the performance evaluation report has been reviewed according to section (H) above, the performance evaluation will be discussed with the employee by the rater. This discussion is the most important part of the performance evaluation process. It provides an opportunity for a frank and constructive discussion of the employee's performance in relation to his/her position.
2. It is the supervisor's responsibility to clearly explain to the employee what was taken into consideration in making the evaluation. Specific examples of performance should be discussed in detail. The employee should be

commended for work well done and helped to understand in what specific ways they need to improve.

3. Employees should be given the opportunity to include their own comments in the space provided at the bottom of page three of the form. These comments can include: suggestions for improved performance, ways to improve the overall operations of the work unit, career goals and interest, training, and concurrence or disagreement with the evaluation.
4. The supervisor should discuss the employee's interest in, advancement, specialization and career goals. The supervisor should help by making recommendations on how to achieve certain performance levels, appropriate training and other resources available to the employee.
5. After the report has been discussed with the employee, the employee will be requested to sign the evaluation. The employee still has the right to appeal the evaluation as per Section (J) below and signing the evaluation form does not necessarily indicate agreement.
6. If the employee refuses to sign the evaluation form, the supervisor will note this on the form and record the reason, if given.

#### J. Review Process

The rated employee has 10 business days to appeal a performance rating. The appeal shall be in writing outlining the specific reasons for the appeal. The appeal process shall follow the steps contained in General Order 2-11, Grievance Procedures.

#### K. Probationary Reports

##### 1. Sworn Personnel

- a. Daily observation reports and weekly performance evaluation reports will be completed on probationary officers during their field training program. These reports will be completed by the field training officer, as per General Order 4-3, Field Training Program.
- b. A formal evaluation report will be completed by the probationary officer's immediate supervisor quarterly during the probationary period. All sworn personnel shall serve a 12 month probationary period from the date sworn, to include lateral entry officers as well.
- c. Raters should not hesitate to receive input from field training officers or other officers regarding the performance of the probationary members.

- d. The final report of the probationary period should contain the rater's recommendation as to granting permanent status. At this time the documentation and information from all previous evaluations may be used to support the recommendation.
- e. Upon promotion, all sworn personnel will serve a six month probationary period. This will be documented on SPD Performance Evaluation Form #14.

L. Civilian Personnel

1. All non-sworn employees will participate in on the job training to prepare them for the responsibilities of their positions. This process involves tests and/or evaluations to measure progress in the positions.
2. A formal evaluation report will be completed by the probationary employee's immediate supervisor quarterly during the probationary period. All civilian personnel shall serve a 6 month probationary period.
3. Upon promotion all civilian personnel shall serve a six month probationary period.

M. Employee Counseling

1. At the beginning of the rating period, each employee will be counseled by their supervisors concerning:
  - a. Duties and responsibilities (tasks) of the position.
  - b. The level of performance expected.
  - c. The criteria used for evaluating the employee.
2. Supervisors should counsel their subordinates regarding their performance at any time during the rating period when necessary.
3. A formal counseling session shall be conducted and documented biannually, between evaluation periods.

#### IV. CANCELLATIONS

This General Order cancels and replaces the following policies:

General Order 35.1, entitled Performance Evaluation: Organization, dated December 10, 2001.