

	LOWER MERION TOWNSHIP POLICE DEPARTMENT Ardmore, Pennsylvania	
	Policy 3.3.9	
Subject:		Distribution:
Employee Development Program		All Personnel
Date of Issue:	Expiration Date:	Rescinds:
06-01-2014	Until Amended or Rescinded	Directive: 02-82
References:		
CALEA: 35.1.1, 35.1.2, 35.1.7, 35.1.9; PLEAC: N/A		
By Authority of:		
		Superintendent of Police

PURPOSE

The purpose of this policy is to insure the expedient processing of the Employee Development Program Report and Plan.

POLICY

- A.** The evaluation system provides a format for an immediate supervisor to assess the work performance of a subordinate employee under their direction which becomes part of the employment record. This format will identify strengths and weaknesses of each employee as well as identify any behaviors that are inappropriate, or behaviors that should be recognized as good work.
- B.** The evaluation form serves to:
1. Initiate and maintain a flow of valuable communication between employee and supervisor.
 2. Illustrate employee strengths and weakness.
 3. Identify needs and to provide methods which will improve employee performance.
 4. Assist in developing employees and identifying employees suitable for higher and more responsible positions.
 5. Provide information on performance where an employee needs special training.

C. The measurement definitions are as follows for all employee evaluations; (CALEA 35.1.1a)

1. Outstanding
2. Exceeds Expectations
3. Consistently Meets Expectations
4. Improvement Needed
5. Rarely Meets Expectations

D. Evaluation Forms

1. The evaluation forms consist of individual rated performance standards and guidance on a fair and impartial rating for each standard. The evaluator will apply a score to each rating based on the response to the standard being evaluated. **(CALEA 35.1.1b)**
2. Employees receiving an overall positive range score will continue to be encouraged to advance themselves in knowledge and skill. Supervisors will identify skills and tasks which may be introduced to the employee through training or specialization based on the agency need and goals of the department. Employees receiving an overall score in the positive range but whom also had individual task ratings of unacceptable will be monitored in an informal capacity to improve that task.

E. Evaluator Responsibilities

1. Evaluators shall be the immediate supervisor of the employee evaluated. The evaluator should have had contact with the evaluated employee for a period exceeding 90 days. Previous supervisors of an employee having been transferred job assignments within the evaluation period who also had contact with the employee exceeding 90 days shall also file an evaluation form.
2. Evaluations shall be an accurate, fair and impartial representation of each employee's performance for the period evaluated. Employee reputation, personal relationship, or other biases shall not be considered during the assessment process. Raters shall use accurate and detailed information in a well thought out process when filing an evaluation. **(CALEA 35.1.1c)**
3. After an evaluation has been completed the evaluator shall review the evaluation with the employee and obtain the employee's signature as a record of this meeting. During this meeting, the evaluator shall provide the results of the evaluation to the employee. The evaluator shall explain the level of performance

expected from the employee for the job description and tasks assigned. The evaluator shall further discuss with the employee the personal and departmental goals for the new rating period. The evaluator will discuss with the employee a plan regarding the employee's advancement possibilities as well as specialization interests and training appropriate for the position and goals identified. Recommendations arising from this meeting shall be noted on the evaluation for review by the proper Division Commander. The evaluator will submit the employee evaluation to the proper Division Commander for review and approval. This will then be forwarded to the Superintendent of Police for final disposition. **(CALEA 35.1.7a, b, c)**

- F. Evaluators shall receive training on the evaluation process at a monthly Staff meeting designated by the agenda of the Superintendent of Police. Training will be conducted by the Patrol Division Commander. This training does not need to occur more than one time unless a new supervisor is promoted into the system or forms and procedures change. Evaluators will not be permitted to use these forms until training is received. While evaluations can be somewhat subjective, staff will decide at the training session the overall criteria for the skills evaluated so that consistency with each employee evaluation is maintained. **(CALEA 35.1.1d)**

PERFORMANCE EVALUATION TO BE CONDUCTED ANNUALLY

- A. Performance evaluations shall be conducted annually for all employees. **(CALEA 35.1.2)**
- B. Supervisors will complete evaluations for all employees except for sworn probationary employees under the FTO process receiving daily evaluations as defined by departmental policy. Sworn probationary employees attending the mandatory police academy shall not be evaluated by procedures set forth in this policy.

PERFORMANCE EVALUATION OF PROBATIONARY EMPLOYEES

- A. Performance evaluations will be conducted on sworn probationary employees as provided in departmental policy. Sworn employees successfully completing FTO training and placed on patrol for platoon assignment will commence the evaluation process under this policy for any remaining time in the evaluation period.
- B. Evaluations will be performed under this policy by the Platoon Supervisor of the probationary employee.

PERFORMANCE CRITERIA

- A. Performance criteria for an employee will reflect the tasks the employee performs relative to the job description of the position. The evaluation form will match the responsibilities assigned for evaluation.

EMPLOYEE APPEAL PROCESS

- A. The evaluator shall in each instance provide a descriptive comment on all ratings other than consistently meets expectations. This can be an individual comment for a specific task or an overall comment from a final evaluation tally.
- B. Evaluations completed by supervisors shall be reviewed and approved by signature of the proper Division Commander.
- C. Employees will be given the opportunity to sign the evaluation and make any comments to supplement the completed performance evaluation report. Employees will utilize the space provided on the evaluation form for comments and a plain sheet of white paper for any comments requiring additional space.
- D. A copy of the completed evaluation signed by the immediate supervisor shall be provided to the employee.
- E. Employees disputing the evaluation shall be afforded an appeal process regarding the assessment. Employees disputing the evaluation completely, or partially, shall sign the evaluation in the space provided indicating a desire to speak to the proper Division Commander with regard to the evaluation. The Division Commander receiving an appeal shall set a time and date to discuss the evaluation with the employee for resolution. Division Commanders may modify evaluations with good cause. Employees disputing a Division Commander's approval of an evaluation shall request a review by the Superintendent of Police who shall have the final decision in the disposition of the evaluation.

NOTICE OF UNSATISFACTORY PERFORMANCE

- A. Supervisors recognizing unsatisfactory performance in an employee task shall evaluate whether the action was a rare occurrence requiring a one-time correction or rather a pattern of performance which is unsatisfactory. Supervisors recognizing a pattern requiring action shall provide the employee with a "Supervisory Note" advising the employee of the unsatisfactory performance and require immediate correction. This notification shall occur as soon as the pattern is recognized, but written notification shall occur at least 90 days prior to the end of the evaluation period unless the action becomes apparent in less time remaining in the period.

PERSONNEL EARLY WARNING SYSTEM

- A. This agency recognizes the need for a system within the evaluation process which provides early warning for employee behaviors which may indicate some potential problems that may become detrimental to the employee's career or personal life. Combined with an Employee Assistance Program, these resources help employees and the agency in meeting established goals and mission.

- B.** Immediate supervisors may at any time initiate a review of behavior based on current collected material such as incidents including, but not limited to; citizen complaints, performance evaluations, disciplinary actions, use of force, internal affairs, workman's compensation claims, and traffic collisions. Reviews may be in the form of individual action reviews such as those provided in Use of Force policies, Pursuit policies, or officer injury reports. Information sources could also include incident reports, supervisor's notes and personnel counseling sessions. **(CALEA 35.1.9a)**
- C.** Supervisors must monitor the behavior of their employees on a daily basis. Supervisors noting unusual sick time usage, tardiness, declining job performance, unnecessary use of force issues, traffic collisions, worker's compensation claims, alcohol or substance abuse, and any other areas of behavioral concern should initiate a review or investigation into the causes of concern and possible intervention plans. **(CALEA 35.1.9d)**
- D.** Supervisors identifying a pattern of behavior or singular concerns that must be addressed shall notify the appropriate Division Commander who shall review the incoming information. **(CALEA 35.1.9B)**
- E.** The Division Commander may decide to handle potential or pattern behavior problems by the following methods: **(CALEA 35.1.9e, f)**
1. Refer employee to a resource in the Employee Assistance Program
 2. Additional or remedial training to include FTO training
 3. Informal Counseling by a Supervisor
 4. Referral for a psychological fitness-for-duty evaluation
 5. Re-assignment or transfer
 6. No action if not needed or concerns were unjustified
- F.** At monthly staff meetings, Division Commanders have the opportunity to discuss the Department's Personnel Early Warning System with the Superintendent and staff. Annually, the Superintendent will designate a Division Commander to submit a written evaluation of the system. **(CALEA 35.1.9c)**

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