



THE 2020 PERFORMANCE EVALUATION TRAINING MODULE

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POLICY

Performance evaluations are a tool used by the Montville Township Police Department to meet organizational and community expectations as well as provide for employee growth, development and job satisfaction.

All department employees who are responsible for the evaluation of subordinate personnel shall adhere to the established criteria and procedures contained within our policy.



POLICY

WORK PERFORMANCE

- An employee's perception of work performance can have a substantial impact upon morale and performance.



PERFORMANCE EVALUATION POLICY

WHAT DO EVALUATIONS PROVIDE FOR AN EMPLOYEE?

- ✓ In simple terms, performance evaluations provide a way to let employees know how they are doing and what will be expected of them in the future.



CHAPTER 1



PROPER USAGE OF FORM COMMON ERRORS



What are the objectives of the policy?

- ✓ To appraise and improve individual performance.
- ✓ To measure the ability of each employee during their probationary period.
- ✓ To identify employees capable of increased responsibility.
- ✓ Identify employees capable of filling vacancies in other positions.
- ✓ To determine training needs.



PROPER USE OF THE FORM

Must be used
OBJECTIVELY.

**NO PREJUDICE, BIAS,
OR PREFERENCES.**

*Focus on observable job-
related behaviors.*

Must use the criteria
and definitions outlined
in our policy and this
training module.

**Always think
“development”.** As a
supervisor, It is your job
to mentor your people.



COMMON ERRORS

LENIENCY – “He’s a good guy” or “Everybody likes her” - Do not fall into this trap.

ARBITRARY DECISIONS – This is when a judgment is made without reasonable data and/or rationale. Supervisors must avail themselves of all sources necessary to provide support for their decisions.



COMMON ERRORS

PERSONAL BIAS - Avoid placing any personal history or biases against a subordinate into the evaluation.

RECENTNESS – This is evaluating an employee based only on their most recent behavior. This can also be referred to as overweighting.



COMMON ERRORS

CENTRAL TENDENCY – This is when a supervisor groups rating factors toward the center of the scale (Acceptable). **Be honest and objective.**

HALO EFFECT – This is allowing the tendency to let one favorable or unfavorable trait influence judgment of the employee as a whole. Rate employees on **each rating factor** separate from the others.

TRAINING – Failure to train the Rater. This is the most common error in the evaluation process. Supervisors (Raters) must be **intimately familiar** with the process to ensure success.



COMMUNICATION WITH YOUR TEAM

This is an integral part of the evaluation process. Supervisors must effectively communicate with their personnel.

Employees **should be open** to this form of communication from their supervisors.

It will be difficult for an employee to successfully take on a leadership role if they are **unable to accept constructive criticism** about their own performance.



TIPS FOR PROPER EVALUATIONS

- ✓ **Immerse yourself** into the Policy and Training.
- ✓ Take your time. Rushing through the process can cause critical errors.
- ✓ Evaluate on specific time period only – Do not go back and address issues or events from past periods.



Proper Use of Performance Evaluations Can:



Improve Morale and Performance.



Provide timely information to subordinate.



Allow employees to receive **proper recognition** for **hard work** and dedication.



Allow employees feel a connection to the Department.



TIMETABLE

- Police officers in the Field Training Evaluation Program shall be evaluated pursuant to the requirements of that program. Upon the completion of the program, probationary officers shall be evaluated as indicated below.
- All full-time employees (sworn and civilian), and special law enforcement officers, with the exception of the Chief of Police shall be evaluated on an annual basis.
- The annual performance evaluation reports shall be submitted to the Chief of Police or their designee by December 1st.



CHAPTER 2



RATING DEFINITIONS



RATING DEFINITIONS

Supervisors **shall use the department's rating definitions described in our policy and training** when involved in the rating function.

It is essential that each supervisor chooses the rating that is most representative of the employee's performance, behavior and conduct as it relates to individual criteria during the evaluation period.



RATING DEFINITIONS

- ✓ Rating definitions serve as guidelines for both employees and raters, and are designed to make the system more precise and definitive.



RATING DEFINITIONS

The rating options to be used by supervisors in the performance evaluations are as follows:

✓ UNSATISFACTORY

✓ SATISFACTORY



RATING DEFINITIONS

UNSATISFACTORY

- ✓ The employee fails to meet the standard performance requirements.
- ✓ Additional training is needed to increase the capacity to perform at a minimally acceptable level.
- ✓ The employee requires close supervision in this area.



RATING DEFINITIONS

SATISFACTORY

- ✓ The employee fully meets the standard requirements of an assigned position and the performance has been satisfactory.
- ✓ The employee is able to perform in in a confident and professional manner.
- ✓ The employee's performance is of high quality and is achieved on a consistent basis.
- ✓ The employee is able to perform in a thorough manner with no demonstrated need for additional training.



CHAPTER 3



DOCUMENTATION OF PERFORMANCE



DOCUMENTATION

The absolute key to all performance evaluation is proper documentation.

If you do not document deficiencies, you will run into serious problems if you first address them in the Evaluation.

Communicate your concerns in a timely manner. **Do not put things off until a “better day”.**



FORM USAGE

Supervisors (Raters) shall utilize the forms and/or formats set forth in the performance evaluation policy and provide a copy of the completed performance evaluation report to the employee.

- ✓ Employee Evaluation Report – Sworn Personnel
- ✓ Employee Evaluation Report – Civilian Employee
- ✓ Employee Evaluation Report – Public Safety Telecommunication Operators

All performance evaluations shall be completed by the employee's immediate supervisor.



FORM USAGE

IMPORTANT:

Performance documentation is an official record which must be written, in a detached, clear, and professional manner.

It is discoverable...



DOCUMENTATION OF PERFORMANCE

The documentation should reflect the personal communication between supervisor and employee.

Whenever possible, negative performances *should be discussed with the employee prior to documentation.*

Proper and thorough documentation of both the positive and negative will have an overall positive impact on the department.



DOCUMENTATION OF PERFORMANCE

Supervisors shall document employee performance as needed.

Daily documentation of specific events as they unfold will produce a more accurate portrayal of the incident.



DOCUMENTATION OF PERFORMANCE

While there are a number of different performance evaluation forms in use, there are situations where certain categories on a form do not have any application to the subject employee's current assignment.

In such situations, *the rater shall enter "N/A" in the score box of that rating category.* (e.g., Non-supervisory personnel use of the leadership section)



CHAPTER 4



SUPERVISOR RATER RESPONSIBILITIES



SUPERVISOR (RATER) RESPONSIBILITIES

All supervisors shall evaluate each employee under their immediate supervision or assigned to them.

Supervisors shall rate the employee on performance in the position held during the current evaluation period.

The evaluation shall be based only on the performance during the current rating period.



Supervisor (RATER) Responsibilities

At the beginning of each evaluation period, the supervisor should meet with the employee

and document specific information including:

- Role, responsibilities and goals defined for the employee during initial conversations.
- Recommended strategies for attaining goals.



SUPERVISOR (RATER) RESPONSIBILITIES

If an employee is transferred to another supervisor during an evaluation period, the new supervisor shall discuss the following:

- Tasks of the employees' position.
- The level of performance expected during the period.
- The employee's goals and objectives.
- The criteria to be utilized in evaluating the employee's performance during that period.



Supervisor (RATER) Responsibilities

The supervisor shall justify ratings as follows:

- ✓ Documentation is required on a rating of “Unsatisfactory” to substantiate the rating.
- ✓ A rating of “Unsatisfactory” will also require corrective action/strategies to raise performance level to a “Satisfactory” rating, (e.g., training).



MID-YEAR PERFORMANCE REVIEW

Mid-Year Employee Performance Review

(This is a review for performance deficiencies, not a full performance evaluation)

- ✓ All supervisors shall conduct a review of each employee's performance assigned to them in June of the evaluation period.



MID-YEAR PERFORMANCE REVIEW

- ✓ If an employee has been deemed to be performing at an unsatisfactory level during the first six months of the annual evaluation period, in any performance criteria area, the supervisor shall document the specific criteria area along with specific strategies and techniques need to raise the employee's level of performance to a satisfactory level.



Supervisor (RATER) Responsibilities

- ✓ The performance evaluation report shall be used for the mid-year review.
- ✓ Supervisors are encouraged to include comments on a rating of "Satisfactory."
- ✓ The purpose of this type of documentation is not for justification purposes, but to allow the employee to review events that occurred during the evaluation period and create goals for increased performance.



Pre-Employee Conference Review

The performance evaluations shall be reviewed by the (rater's) immediate supervisor prior to the conference with the employee.

The rater's immediate supervisor shall initial and date the final page of the evaluation report.



PRE-EMPLOYEE CONFERENCE REVIEW

TIPS FOR MEETING WITH THE EMPLOYEE

- Prepare – Know your facts and have supporting data.
- Begin meeting with recognition of work well done.
- Let the employee speak and “**listen intently**”.
- Don’t compare with a third person.
- Never justify poor performance.
- Review how you can provide help to them.
- Share responsibility with them in their development.



EMPLOYEE CONFERENCE

Following completion of the pre-employee conference review, the supervisor shall meet with the employee to review and discuss the findings. This discussion serves the following purpose:

To give the supervisor an opportunity to highlight areas of strength and weakness, verbally on the part of the employee while providing specific examples of each; and

To provide guidance and direction concerning the employee's performance; and ***(Continued on Next Page)***



EMPLOYEE CONFERENCE

The employee conference will serve the following purposes:

Resolve any questions concerning the evaluation.

Provide the employee an opportunity to discuss training, performance expectations, assignments, or other personal needs.

The supervisor (rater) shall have the evaluation signed, indicating that it has been read, discussed and understood.



EMPLOYEE CONFERENCE

The employee shall sign their performance evaluation after reviewed with them by their supervisor.

The employee's signature does not constitute agreement, but only acknowledgment of having read and discussed the performance evaluation.

Any employee comments may be entered in the space below on the evaluation report.



EMPLOYEE CONFERENCE

EMPLOYEE APPRAISAL MEETING

At the conclusion of the employee conference, the supervisor **shall provide a copy of the performance evaluation report to the employee and forward the original** to the personnel file via the chain of command.



CHAPTER 5



PERFORMANCE EVALUATION APPEAL, STORAGE, AND RETENTION



APPEALS

- ✓ The purpose of the appeal process is to provide the employee a formal method by which they can resolve issues in conflict, concerning their performance evaluation.
- ✓ This process does not preclude the employee from a grievance in accordance with the respective collective bargaining agreements, in lieu of this procedure.



APPEALS

- The appeal process is intended to be utilized when all informal methods fail to reconcile the matters in dispute.
- The informal methods are identified as conferences with the supervisor and/or employee.
- All appeals shall be in writing and shall identify the areas in dispute, the change desired, and the justification for said change.



APPEALS

FIRST LEVEL OF APPEAL

- ✓ The first level of the appeal process shall rest at the immediate supervisor level.
- ✓ The employee must file an appeal within ten (10) working days of the receipt of their final performance evaluation report.
- ✓ The supervisor must then respond in writing to the employee within ten (10) working days of receipt of the appeal.



APPEALS

SECOND LEVEL OF APPEAL

- ✓ If the employee is not satisfied with the results of the first level appeal, they may then proceed to the second level of the appeal process, which shall rest with the reviewer.
- ✓ The employee must submit a written request within five (5) working days of receipt of the response from the supervisor to arrange for a meeting with the reviewer.
- ✓ The reviewer shall set a date within ten (10) working days for said meeting. The reviewer shall provide the employee a written response within ten (10) working days of the meeting.



APPEALS

THIRD LEVEL OF APPEAL

- ✓ If the employee is not satisfied with the results of the second level appeal, they may then proceed to the third level of the appeal process, which shall rest with the Chief of Police or his designee.
- ✓ The employee must submit a written request within five (5) working days of receipt of the response from the reviewer to arrange for a meeting with the Chief of Police or his designee.



APPEALS

MEETING WITH THE CHIEF OF POLICE

- ✓ The Chief of Police or his designee shall set a date within ten (10) working days for said meeting.
- ✓ The Chief of Police or designee shall provide the employee a written response within ten (10) working days of the meeting.



APPEALS

- ✓ If the employee is not satisfied with the results of the third level appeal, and covered by a collective negotiations agreement, they may then automatically revert to Step Two (2) or Step Three (3) of the grievance procedure as identified in these agreements.
- ✓ This step places the matter before the Township Administrator.
- ✓ Any subsequent action will follow the grievance procedure as outlined in the documents within this chapter.



APPEALS

- ✓ If the employee is not covered by a collective bargaining agreement or an agreement, which does not contain a grievance procedure, and the employee is not satisfied with the results of the third level appeal, **they may petition the Township Administrator to review the matter.**



STORAGE AND RETENTION

STORAGE

After the performance evaluation has been reviewed with the employee and after any appeals have been decided, the performance evaluations shall be filed in each employee's personnel file.

RETENTION

The performance evaluation shall be retained pursuant to the New Jersey Division of Archives and Records Management Code, and Records Retention and Disposition Schedule.

