



2021 PERFORMANCE EVALUATIONS TRAINING MODULE

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Chapter 1



INTRODUCTION



PERFORMANCE EVALUATIONS

- ✓ Performance evaluations are designed to provide a means for supervisors to inform subordinates of work performance and proficiency during a given period.
- ✓ The Morristown Bureau of Police strives to instill public confidence that the agency's personnel are qualified to carry out their assigned duties.



PERFORMANCE EVALUATIONS

WORK PERFORMANCE

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



PERFORMANCE EVALUATIONS

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.



PERFORMANCE EVALUATIONS

HIGH STANDARDS OF PERFORMANCE

The evaluation of an employee's daily work activities is an important means for management to ensure that continued high standards of performance is achieved by all employees.



PERFORMANCE EVALUATION POLICY

MORRISTOWN BUREAU OF POLICE		
STANDARD OPERATING PROCEDURES		
SUBJECT: PERFORMANCE EVALUATIONS		
EFFECTIVE DATE:	NUMBER OF PAGES: 13	
ACCREDITATION STANDARDS: 2.2.1, 2.2.2		BY THE ORDER OF: Darnell Richardson A/Chief of Police

PURPOSE: The purpose of this standard operating procedure is to standardize the nature of the personnel decision-making process. An employee's perception of work performance can have a substantial impact upon morale and performance. Performance evaluations are designed to provide a means for supervisors to inform subordinates of work performance and proficiency during a given period. The Morristown Bureau of Police strives to instill public confidence that the agency's personnel are qualified to carry out their assigned duties.

POLICY: The evaluation of an employee's daily work activities is an important means for management to ensure that continued high standards of performance is achieved by all employees. The Bureau is committed to providing feedback to all employees on their level of performance so the employee can work to improve deficient performance, know that the Bureau recognizes good or outstanding performance, and know that documentation of actual performance will occur.



PERFORMANCE EVALUATION POLICY

FEEDBACK IS CRITICAL

The Bureau is committed to providing feedback to all employees on their level of performance so the employee:

- ✓ can work to improve deficient performance,
- ✓ know that the Bureau recognizes good or outstanding performance,
- ✓ and know that documentation of actual performance will occur.



What is the Purpose of the Policy?

- ✓ To provide assistance for fair and impartial employee decisions.
- ✓ To improve performance.
- ✓ To provide a medium for employee counseling.
- ✓ To facilitate proper decisions regarding probationary employees.



What is the Purpose of the Policy?

- ✓ To provide an objective and fair means for measurement and recognition of employee performance.
- ✓ To identify training needs.
- ✓ To ensure optimum job satisfaction on the part of the employee.



Chapter 2



COMMON ERRORS AND TIPS TO AVOID THEM



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.



HOW TO AVOID ERRORS

- ✓ **BE OBJECTIVE.**
- ✓ **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.



HOW TO AVOID ERRORS

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



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.



Chapter 3



RATING DEFINITIONS

TIMETABLE



RATING DEFINITIONS

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

- ✓ **OUTSTANDING - 3**
- ✓ **ACCEPTABLE - 2**
- ✓ **NEEDS IMPROVEMENT - 1**
- ✓ **NOT APPLICABLE – N/A**



RATING DEFINITIONS

- Supervisors shall use the Bureau's rating definitions and the criteria described within our policy 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 they relate to individual criteria during the evaluation period.



RATING DEFINITIONS

OUTSTANDING – (3)

- The employee consistently stands out from all fellow employees, to the point that he or she is considered to have or display expertise in the area in question, and represents the Bureau in a notable fashion.
- The employee thinks matters out soundly and logically and their advice is regularly sought out by peers and is considered a role model for fellow employees.
- The employee is consistently enthusiastic in professional and personal matters, treating his or her job as a career, displaying positive attitude, compliance with rules, regulations and directives and acceptance of responsibility.



RATING DEFINITIONS

OUTSTANDING – (3)

- The employee has thorough command of duties and responsibilities, familiar with all details and tasks, and is alert for new and effective methods and techniques.
- The employee consistently performs in a manner that exceeds expectations.
- The employee consistently works well without direct supervision, using initiative, relying well on training, taking advantage of experience and is willing to accept additional responsibilities.



RATING DEFINITIONS

ACCEPTABLE - 2

- The employee consistently meets expectations and demonstrates effort in achieving goals, maintaining satisfactory performance level and occasionally requires correction or counseling.
- The employee has a satisfactory command of job responsibilities and duties, requiring periodic direct supervision, occasionally make effective suggestions and recommendations.



RATING DEFINITIONS

ACCEPTABLE - 2 *(Continued)*

- ✓ The employee displays satisfactory interest and enthusiasm towards duties, following rules and regulations.
- ✓ The employee consistently displays sound, reasonable and prudent judgment.
- ✓ The employee frequently asks deliberate and appropriate questions, seeking advice of peers and superiors, working in a steady and reliable fashion.



RATING DEFINITIONS

NEEDS IMPROVEMENT - 1

- ✓ The employee requires improvement to meet the standards and expectations of the Bureau.
- ✓ The employee's performance and behavior is frequently apathetic and they seldom meets expectation and goals, displaying substandard results, errors, a lack of achievement and confidence and requires constant monitoring and scrutiny.



RATING DEFINITIONS

NEEDS IMPROVEMENT - 1 *(Continued)*

- ✓ The employee frequently seeks shortcuts and skirts Bureau rules and regulations and displays few ideals common to the interests of fellow employees, the Bureau and the public in general.
- ✓ The employee requires frequent, direct supervision, guidance and correction, lacking concentration, focus and interest towards duties, displaying substandard effort and/or achievement.



RATING DEFINITIONS

NEEDS IMPROVEMENT - 1 *(Continued)*

- The employee frequently violates or ignores Bureau rules and regulations, failing to rely on training and experience, while displaying inadequate knowledge and command of approved methods, strategies and procedures.
- The employee frequently displays poor judgment indicative of illogical thinking.



RATING DEFINITIONS

Not Applicable - The criteria is not applicable to the employee's job assignment or rank, (e.g., "N/A" would be appropriate on the Leadership section for the rank of police officer on the Sworn Personnel Evaluation. The "Leadership" section shall be used on all superior officers.



CRITERIA DEFINITIONS

Supervisors shall use the criteria described within the Morristown Bureau of Police Performance Evaluation Policy when involved in the evaluation function.

Where do I find the criteria and measurement definitions?

All Sworn Employees— pages 3 to 7.

Public Safety Telecommunication Employees— pages 7 to 9.



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), with the exception of the Chief of Police shall be evaluated on an annual basis.
- ✓ The rating period shall be January to December.



Chapter 4



DOCUMENTATION OF PERFORMANCE



OFFICIAL RECORD

IMPORTANT:

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

It is discoverable...



DOCUMENTATION

- ✓ The key to all performance evaluation is documentation.
- ✓ If you do not document deficiencies when they occur, you may 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 Employees
- ✓ Employee Evaluation Report – Public Safety Telecommunication (PST) Employees



GUARDIAN TRACKING®

- ✓ The Bureau shall utilize the Guardian Tracking® software to document employee performance.
- ✓ All documentation stored in the Guardian Tracking system will remain confidential.
- ✓ Anyone disclosing information to other parties not privy to the information contained within will be subject to discipline.



GUARDIAN TRACKING®

- ✓ All non-supervisory personnel **are to sign into Guardian Tracking daily** for notification of any new or updated entries pertaining to themselves.
- ✓ This review will provide employees with timely notification of performance issues, **which could result in a “needs improvement” rating.**



DOCUMENTATION

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 Bureau.



DOCUMENTATION

The goal is to document so raters should set aside some time at the end of the day to accomplish this task.

Documentation of events as they unfold will produce a more accurate portrayal of the incident.



DOCUMENTATION

USAGE OF N/A

- ✓ 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.**



Chapter 5



SUPERVISORY/RATER RESPONSIBILITIES



SUPERVISOR (RATER) RESPONSIBILITIES

- ✓ All raters shall evaluate each employee under their immediate command.
- ✓ Raters 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 and when an employee is transferred from another assignment, the supervisor shall discuss specific information with the employee including:

- **Role, responsibilities and goals defined for the employee during initial conversations;**
- **Recommended strategies for attaining goals;**
- **The level of performance expected during the period.**



SUPERVISOR (RATER) RESPONSIBILITIES

EMPLOYEES MUST MAINTAIN A MINIMUM STANDARD

- ✓ All employees shall achieve and maintain at least minimally acceptable levels of performance (**“Acceptable”**) for each evaluation criteria.
- ✓ Superiors shall evaluate subordinate supervisors on the quality of the performance evaluation reports given to employees.



SUPERVISOR (RATER) RESPONSIBILITIES

What if an employee has Unacceptable Performance?

- Employees will be notified in writing by their supervisor when their performance is rated “Needs Improvement.”
- Whenever possible, notification will be made **3 months prior to the end of their evaluation period.**



Chapter 6



PERFORMANCE IMPROVEMENT PLAN



PERFORMANCE IMPROVEMENT PLAN

All employees who fail to obtain minimally acceptable levels (“Acceptable”) of performance **shall be provided with a performance improvement plan developed by the employee’s immediate supervisor.**

The performance improvement plan shall identify specific performance evaluation criteria rated “Needs Improvement” and make recommendations to improve performance.



PERFORMANCE IMPROVEMENT PLAN

- ✓ The performance improvement plan **shall specify a time period** during which the employee shall demonstrate minimally acceptable performance (“Acceptable”) levels.
- ✓ The performance improvement plan shall be reviewed with the employee by their supervisor and a copy provided to the supervisor’s supervisor.



PERFORMANCE IMPROVEMENT PLAN

ONCE THE PLAN IS COMPLETED

At the completion of the performance improvement plan, the supervisor shall evaluate the employee's current level of performance for each category listed and the results of the performance improvement plan shall be submitted to the supervisor's supervisor.



PERFORMANCE IMPROVEMENT PLAN

WHAT HAPPENS IF THE EVALUATION IS APPEALED?

- Appealed performance evaluation reports that have a “Needs Improvement” rating are not required to have a performance improvement plan until the final appeal has been exhausted.
- If at that point a “Needs Improvement” rating still exists, then a performance improvement plan shall be developed and implemented.



Chapter 7



EMPLOYEE CONFERENCE MEETING SUPERVISORY REVIEW OF EVALUATIONS



MEETING WITH THE EMPLOYEE

PRE-EMPLOYEE CONFERENCE REVIEW

- ✓ The performance evaluations shall be reviewed by the (rater's) immediate supervisor prior to the conference with the employee.
- ✓ A pre-employee conference review should include a review of Guardian Tracking entries.
- ✓ The rater's immediate supervisor shall sign and date the final page of the evaluation report.



REVIEWING THE EVALUATION PRIOR TO MEETING

EVALUATIONS WILL BE EVALUATED BY SUPERIORS!

Upon reviewing the quality of evaluations, supervisors must:

- ✓ Be concerned with the fairness and impartiality of the ratings or findings, seeking uniformity and consistency as well as validity and usefulness of the comments or recommendations.
- ✓ Scrutinize the supervisor's actions in terms of providing the employee with necessary and appropriate guidance and counseling so as to promote improved work performance.



REVIEWING THE EVALUATION PRIOR TO MEETING

SUPERIORS PERFORM THOROUGH REVIEW

- ✓ Each level of review must ensure that the employee is **afforded the same standard of objectivity as that expected of the supervisor who initially prepared the performance evaluation report.**



PURPOSE OF CONFERENCE REVIEW

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)



PURPOSE OF CONFERENCE REVIEW

This discussion serves the following purpose:

A review of Guardian Tracking entries. The goal is for the rater to review the GT entries for the evaluation period with the employee during conference. The review should note that the GT entries were reviewed in the comments section of the evaluation.



PURPOSE OF CONFERENCE REVIEW

Continued from Last Page

- 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 comments may be entered in the space below on the evaluation with at a minimum, a response of “no comment.”



MEETING WITH THE EMPLOYEE

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 APPRAISAL 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.
- ✓ The employee has (5) five days to comment, sign and return the evaluation to their supervisor.



EMPLOYEE APPRAISAL CONFERENCE

EMPLOYEE SHALL RECEIVE A COPY

- ✓ Supervisors are to furnish and have the employee sign the Harassment in the Workplace questionnaire.
- ✓ For any affirmative responses of harassment, the supervisors and employee shall be directed to the Discrimination and Harassment in the Workplace standard operating procedures.



EMPLOYEE APPRAISAL CONFERENCE

EMPLOYEE SHALL RECEIVE A COPY

- ✓ 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 employee's file through the chain of command.



Chapter 8



APPEALS STORAGE AND RETENTION



APPEALS

If an employee wishes to contest the performance evaluation, *they shall indicate in writing on the employee's comments section within five days of their review meeting.*

If no appeal is requested, then an employee may provide comments in the comments section.



APPEALS

If an appeal is requested within the five-day period, the performance evaluation **shall be subject to the following process:**

- ✓ The rater's supervisor must examine all relevant documents pertaining to the performance evaluation report and then schedule a conference with the employee and the rater;
- ✓ If during the conference, the rater's supervisor adjusts the ratings or findings and all are in agreement with the new findings, they shall be recorded and all relevant documents forwarded to the Chief of Police or designee.



APPEALS

- If during the conference, there is no mutual agreement regarding the performance evaluation report findings or ratings, the rater's supervisor shall render a decision in writing that **must be presented to the employee within two (2) working days.**



APPEALS

- ✓ If the employee wishes to contest this decision, the employee shall notify the next level supervisor in the employee's chain of command within three (3) days.
- ✓ The steps outlined on the previous slides will then be followed by that ranking supervisor.
- ✓ The final decision after all internal levels of appeal have exhausted, rests with the Chief of Police and shall be binding.



STORAGE AND RETENTION

- After the performance evaluation has been reviewed with the employee and after any appeals have been decided, the performance evaluations **shall be filed and stored in Guardian Tracking – Category 7 Evaluation.**
- The performance evaluation shall be retained pursuant to the New Jersey Division of Archives and Records Management, Records Retention and Disposition Schedule.

