

MORRISTOWN BUREAU OF POLICE

STANDARD OPERATING PROCEDURES



SUBJECT: PERFORMANCE EVALUATIONS

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BY THE ORDER OF:

Darnell Richardson, 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.

PROCEDURE:

I. OBJECTIVES OF THE PERFORMANCE EVALUATION SYSTEM

- A. The objectives of the performance evaluation system are to:
1. Provide assistance for fair and impartial employee decisions.
 2. Improve performance.
 3. Provide a medium for employee counseling.
 4. Facilitate proper decisions regarding probationary employees.
 5. Provide an objective and fair means for measurement and recognition of employee performance.
 6. Identify training needs.
 7. Ensure optimum job satisfaction on the part of the employee.

II. RATING DEFINITIONS

- A. Supervisors shall use the Bureau's rating definitions described herein when involved in the rating function. It is essential that supervisors choose 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 serve as guidelines for both employees and raters, and are designed to make the system more precise and definitive.
- B. The rating options and definitions to be used by supervisors in the performance evaluations are as follows:
1. **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 his /her 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 a positive attitude, compliance with rules, regulations and directives and acceptance of responsibility. 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.
 2. **Acceptable (2)** - The employee consistently meets expectations and demonstrates effort in achieving goals, maintaining a satisfactory performance level and occasionally requires correction or counseling. The employee has a satisfactory command of job responsibilities and duties, requiring periodic direct supervision and occasionally makes effective

suggestions and recommendations. The employee displays satisfactory interest and enthusiasm towards duties and 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.

3. **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 he or she seldom meets expectations and goals, displaying substandard results, errors, a lack of achievement and confidence and requires constant monitoring and scrutiny. 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. 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.
4. **Not Applicable (N/A)** - 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.

III. EVALUATION CRITERIA DEFINITIONS

- A. Evaluation criteria definitions serve as guidelines for both employees and supervisor, and are designed to make the system more precise and definitive. They provide a descriptive guideline that qualifies the Morristown Bureau of Police's baseline principles and expectations.

1. **Sworn Employees - Evaluation Criteria Definitions:**

KNOWLEDGE

Knowledge & Application of Policies, Rules & Regulations, and Written Directives – Evaluate if the employee adheres to, and demonstrates a satisfactory working knowledge and understanding of and is able to apply them to circumstances involving their position.

Knowledge & Application of NJ Code of Criminal Justice (Title 2C) - Evaluate if the employee has a satisfactory working knowledge and understanding of the elements of crimes and offenses and is able to make appropriate decisions and judgments in applying charges or categorizing incidents.

Knowledge & Application of Motor Vehicle and Traffic Laws of NJ (Title 39) - Evaluate if the employee has a satisfactory working knowledge of all motor vehicle violations relevant to and commonly enforced within the jurisdiction, relies on same and is able to make effective and appropriate decisions regarding charging.

Knowledge & Application of Constitutional Guidelines - Evaluate if the employee has a satisfactory working knowledge of constitutional law, maintaining an awareness of case law decisions and is able to work within their parameters, making appropriate decisions.

Knowledge & Application of Local Ordinances - Evaluate if the employee has a satisfactory working knowledge of local ordinance violations relevant to and commonly enforced within the jurisdiction, relies on same and is able to make appropriate decisions regarding enforcement.

PERSONAL TRAITS

Attendance and Punctuality - Evaluate if the employee reports for duty on time and manages available time off (vacation days, holidays, personal days, etc.) appropriately. Evaluate if the employee maintains awareness of any new details or events and is prepared to assume duties as required.

Required Equipment on Hand and Serviceable for Duty - Evaluate if the employee maintains their equipment in satisfactory condition and within the manufacturer's guidelines, replacing worn or defective items as necessary, making prompt notification regarding lost, damaged or defective items and is always prepared for duty as assigned.

Display of Honesty, Ethics and Integrity - Evaluate if the employee manifests personal conduct, behavior, trustworthiness, personal principles and values that reflect well upon the Town of Morristown, the Bureau of Police, fellow employees and the law enforcement profession.

Display of Judgment, Common Sense - Evaluate if the employee uses logic, discretion and common sense in the performance of duty, displaying a sound thought process, reasonableness and justification in decision making without over or under reacting.

Display of Tenacity, Flexibility, Resourcefulness and Initiative - Evaluate if the employee supports the overall goals and objectives of the department, is a self-starter, displays confidence and acceptance of responsibility, accepts and is judicious in carrying out assignments to the best of his/her ability and without direction, demonstrates an ability to think along constructively, makes practical suggestions, demonstrates self-reliance and resourcefulness, effectively applies new concepts and techniques, is focused yet resilient and is willing to recognize input from others.

Appearance, Grooming and Personal Hygiene - Evaluate if the employee always wears designated uniform or attire, is neat, clean, and presents a professional appearance in accordance with Bureau written directives.

Relationships with Fellow Employees - Evaluate if the employee works well with, is respectful of, and offers assistance to fellow employees, demonstrating collaborative and cooperative work habits and sensitivity, self-discipline and control of emotions.

Relationships with Supervisors - Evaluate if the employee is respectful

and cooperative with supervisors, contributing to the organizational component and Bureau goals and objectives, does not complain or reject assignments and participates effectively in times of need.

Interaction with Victims, Witnesses and General Public - Evaluate if the employee demonstrates empathy, sensitivity, a concerned willingness to assist, a positive attitude representing themselves and the Bureau in a professional fashion towards all individuals.

Interaction with Violators, Suspects and Accused - Evaluate if the employee presents a professional and neutral attitude, demonstrating restraint, employing the appropriate use of force options, relying upon effective investigative techniques and striving to gain the confidence and cooperation necessary to achieve law enforcement objectives.

Response to Constructive Criticism - Evaluate if the employee responds to criticism in a positive manner, asks appropriate questions, demonstrates willingness to learn and/or to employ corrective techniques and tactics, and demonstrates genuine effort towards improvement.

Ability to Work Unsupervised - Evaluate if the employee is trustworthy, dependable, effective and efficient, displaying self-confidence and a willingness to assume responsibility, has the flexibility and skill to solve problems, avoids distractions and maintains focus upon following directions and completing assignments in a safe, timely and proficient manner.

SKILLS AND ABILITIES

Computer Literacy - Evaluate if the employee makes effective use of computer equipment and facilities, complies with agency guidelines, understands Bureau computer applications, and keeps abreast of new Bureau software applications.

Response to Calls and Assignments - Evaluate if the employee responds in an appropriate and timely manner (i.e., emergency equipment/non-emergency as required, or in keeping with the time of the day, distance traveled, traffic congestion, roadway conditions, etc.), safely avoiding hazards, providing necessary back-up when appropriate, and does not require multiple calls from communications to gain radio contact.

Completes Assigned Duties in Timely Manner - Evaluate if the employee displays efficiency, effectiveness and thoroughness in completing assignments, duties and tasks within expected time periods, relying well on training, past experiences and the positive experiences of others. Evaluate if the employee's time-sensitive reporting is completed within the established time period.

Effort Applied to Non-Stressful and Non-Critical Duties - Evaluate if the employee exercises discretion and effort in their duties, applying thoroughness and initiative to investigations, while relying upon training, experience, available resources and prescribed or approved techniques and strategies, thoroughly prepares self for court appearances and other judicial matters. Evaluate if the employee maintains situational awareness, can be depended upon to accomplish their purpose, disregarding

distractions, assessing situations well and displaying self-confidence and the ability to implement a plan of action.

Effort Applied to Stressful and Critical Duties - Evaluate if the employee functions effectively and maintains confidence and composure in the face of danger, chaos, disorder or other challenging and/or emergency conditions while displaying command of events, using discretion and judgment, making good decisions, and selecting alternative solutions.

Effectiveness of Patrol Techniques - Evaluate if the employee exercises discretion and effort in patrol of area, post or assignment, operates assigned equipment safely and prudently, relies upon training, experience and the positive experiences of others, maintains knowledge and awareness of the geographical composition of the jurisdiction, trouble spots or vulnerable areas of concern, avoids distractions and focuses upon current trends involving calls for service.

Oral Communications Skills - Evaluate if the employee is able to clearly, distinctly and concisely articulate their thoughts in an easily understood manner.

Written Communications Skills and Techniques - Evaluate if the employee is able to clearly, accurately, distinctly convey thoughts, ideas and information when preparing reports, e-mails, memos or other written documents, applies sound technique, appropriate spelling and grammar, illustrates details that reflect well upon and describe specifically, all events and circumstances. Evaluate if the employee's reports are neat, legible, concise, and submitted within established time period and all documents are properly selected and prepared.

Communications Procedures - Evaluate if the employee adheres to established communication devices and systems (radios, computers, phones, etc.) procedures, messages are clear, concise, distinct and well thought out. Evaluate if the employee's communications are within guidelines and the employee is aware of other message traffic involving supervisors, communications, other units or jurisdictions.

Officer Safety - Evaluate if the employee adheres to established agency safety rules and precautions that relate to their assignment, relies upon approved methods and procedures as well as upon training, experiences, experiences of others or supervisor direction.

LEADERSHIP *(This section is to be used for supervisors only)*

Assigning Tasks, Duties and Responsibilities - Evaluate if the supervisor maintains an awareness of activities, events and crime patterns, assigns personnel proportionately, with consideration for individual employee's performance capabilities and the unique requirements of the task at hand.

Evaluation and Assessment of Subordinates - Evaluate if the supervisor continually identifies strengths and weaknesses and the proficiency of individual employees, providing feedback to improve on effective behavior and overcome deficiencies. Evaluate if the supervisor maintains an accurate record of activity and events of each employee, furnishes

employees with constructive personal and agency goals and reliable strategies. Evaluate if the supervisor makes valid, fair, written evaluations of assigned employees. Evaluate if the supervisor relies upon observations and written documentation of performance consistent with the Bureau's performance evaluation system.

Training and Instructing Subordinates - Evaluate if the supervisor makes valid observations regarding employee's specific training needs. Evaluate if he/she provides employees with informational guidance, direction and correction, while developing knowledge and skill. The supervisor makes genuine measurements of the employee's level of comprehension and understanding. Evaluate if he/she makes recommendations for providing the employee with training to achieve career goals.

Leadership - Evaluate if the supervisor is a role model for employees and peers, exhibiting and providing a strong code of personal ethics, actively ensuring that the work of assigned personnel is accomplished while upholding the standards of and promoting and achieving the goals and objectives of the organization. Evaluate if he/she shares authority and responsibility to improve organizational effectiveness and recognizes the need to concentrate on people rather than tasks. Evaluate if he/she is technically proficient in all areas, striving for self-improvement and the improvement of others. Evaluate if he/she provides equitable treatment towards all while administering discipline; rewards appropriately. Evaluate their ability, and effectiveness in addressing misconduct of employees of whom they supervise.

2. **Civilian Employees - Evaluation Criteria Definitions:**

Job Knowledge: Evaluate if the employee demonstrates competence to perform job, gathers background information, identifies priorities, establishes realistic schedules, meets deadlines, and uses relevant information for decision making and solving problems. Evaluate if the employee adheres to, and demonstrates a satisfactory working knowledge and understanding of policies, rules & regulations, and written directives and is able to apply them to circumstances involving their position.

Responsibility: Evaluate if the employee accepts responsibility for all job duties and for problems on the job, works to solve problems, inspires teamwork, confidence, and good morale.

Customer Service Orientation: Evaluate if the employee willingly responds to the needs of people being serviced, develops and maintains effective working relationships with the public.

Organizational Skills: Evaluate if the employee organizes activities to ensure proper completion of duties in a timely manner with effective outcomes, looks for more efficient and more cost-effective ways of performing tasks, documents appropriately.

Initiative: Evaluate if the employee's activity indicates that the employee suggests, develops and follows through on new ideas to improve the operation. The employee displays a desire to seek self-improvement through additional training or job assignments.

Judgment: Evaluate if the employee is able to identify problems, exhibits awareness of Bureau objectives and procedures, recognizes and responds successfully to crisis situations.

Communications: Evaluate if the employee displays effective communication skills, both verbally and in writing.

Time Management: Evaluate if the employee accomplishes objectives through effective use of time, focuses attention and energies on high priorities and objectives.

Relationships: Specify Public-Peer: Evaluate if the employee is able to interact with citizens in an appropriate manner without regard to race, sex, age, national origin, religion or physical/mental ability. Evaluate if the employee is able to handle verbal abuse without losing control of the situation. Courtesy is practiced during performance of routine duties. Evaluate if the employee works well in a team effort to accomplish the goals of the Bureau. Evaluates the manner in which the employee accepts supervisory feedback and criticism and how that feedback is used to further the learning process to improve performance skills.

Attitude and Conduct: Evaluate if the employee views his/her career in terms of personal motivation goals and acceptance of the responsibilities of the job. Evaluate the employee's performance towards the accomplishment of goals set by the Bureau.

IV. RESPONSIBILITIES AND FORMS

- A. Supervisors (Raters) shall utilize the forms and/or formats set forth in the performance evaluation system standard operating procedure and provide a copy of the completed evaluation to the employee.
 - 1. Employee Evaluation Report - Sworn Employees;
 - 2. Employee Evaluation Report - Civilian Employees.
- B. Documentation of Performance
 - 1. 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.

2. Documentation

- a. The documentation should reflect the personal communication between rater and employee. Whenever possible, negative performance should be discussed with the employee prior to documentation.
- b. The goal is to document so raters should set aside some time at the end of the day to accomplish this task. Daily documentation of events as they unfold will produce a more accurate portrayal of the incident.
- c. Proper and thorough documentation of both the positive and negative will have an overall positive impact on the Bureau.
- d. Performance documentation is an official record, which must be written, in a detached, clear, and professional manner.

3. Non-supervisory personnel

- a. All non-supervisory personnel are to sign into Guardian Tracking at least once per tour or when email notifications are received. This review will provide employees with timely notification of performance issues, which could result in a “needs improvement” rating.
- C. The employee being evaluated will be permitted to record in writing, comments on the evaluation form in the appropriate space, if desired.
- D. 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.
1. In such situations, the rater shall enter “N/A” in the score box of that rating category.
- E. The Performance Evaluations shall be completed in accordance with the timetable established in Section VI.
- F. The following are the responsibilities of all participants in the performance evaluation system:
1. All employees shall achieve and maintain at least minimally acceptable levels of performance (“Acceptable”) for each evaluation criteria.
 2. Superiors shall evaluate subordinate supervisors on the quality of the performance evaluation reports given to employees.
 3. All raters shall evaluate each employee under his/her immediate command.
 - a. Raters shall rate the employee on performance in the position held during the current evaluation period.

- b. The evaluation shall be based only on the performance during the current rating period.
 - c. Employees shall be evaluated in accordance with this standard operating procedure.
- 4. Supervisor/rater performance evaluation report responsibilities
 - a. 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:
 - 1. Role, responsibilities, and employee's goals and objectives defined for the employee during initial conversations;
 - 2. Recommended strategies for attaining goals;
 - 3. The level of performance expected during the period.
 - b. 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.

G. Performance Improvement Plan

- 1. 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.
 - a. The performance improvement plan shall identify specific performance evaluation criteria rated "Needs Improvement" and make recommendations to improve performance.
 - b. The performance improvement plan shall specify a time period during which the employee shall demonstrate minimally acceptable performance ("Acceptable") levels.
 - c. The performance improvement plan shall be reviewed with the employee by his/her supervisor and a copy provided to the supervisor's supervisor.
- 2. 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.
- 3. 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 performance improvement plan shall be developed and implemented.

H. Performance Evaluation Review

1. 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.
 - a. 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, and they shall:
 - 1) 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.
 - 2) 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.
2. Employee Conference
 - a. Following completion of the pre-employee conference review, the supervisor shall meet with the employee to review and discuss the evaluation. This discussion serves the following purpose:
 - 1) To give the supervisor an opportunity to verbally highlight areas of strength and weakness on the part of the employee while providing specific examples of each;
 - 2) 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.
 - 3) To provide guidance and direction concerning the employee's performance;
 - 4) Resolve any questions concerning the evaluation;
 - 5) Provide the employee an opportunity to discuss training, performance expectations, assignments, or other personal needs;
 - 6) The supervisor (rater) shall have the evaluation signed, indicating that it has been read, discussed and understood. Any employee comments may be entered in the space below on the evaluation report with at minimum, a response of "no comment."
 - a) 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 his/her supervisor.

- 7) 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*.
- 8) 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.

V. SUPERVISOR (RATER) TRAINING

- A. All supervisors (raters) shall be trained on the performance evaluation system to minimally include the following areas:
 1. Performance evaluation system;
 2. Bureau written directive;
 3. Forms and use.

VI. PERFORMANCE EVALUATION TIMETABLE

- A. The performance evaluation reports shall be completed as follows:
 1. Police officer 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.
 - a. During the probationary period, the supervisor shall complete monthly evaluations on probationary officers using the sworn performance evaluation report.
 2. 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.

VII. PERFORMANCE EVALUATION – APPEAL, STORAGE AND RETENTION

- A. Appeals
 1. If an employee wishes to contest the performance evaluation, he/she shall indicate in writing on the employee's comments section within (5) five days of their review meeting. If no appeal is requested, then an employee may still provide comments in the comments section.

2. If an appeal is requested, the employee shall notify their supervisor within the five (5) day period. The performance evaluation shall be subject to the following process:
 - a. 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.
 - b. 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.
 - c. 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.
 - 1) If the employee wishes to contest this decision, the employee shall notify the next level supervisor in the employee's chain of command within 3 days.
 - 2) Steps a.-c. above shall be followed by that ranking officer.
3. If during the conference, ratings or findings are adjusted and all are in agreement with the new findings, they shall become binding.
4. The final decision after all internal levels of appeal have been exhausted rests with the Chief of Police and shall be binding.

B. Storage

1. 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.

C. Retention

1. The performance evaluation shall be retained pursuant to the New Jersey Administrative Code and applicable records retention schedule.