



CONCORD POLICE DEPARTMENT

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Section: **ADMINISTRATION**

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Authorized Signature:

Pages: 12

Performance Appraisals

Policy

The Concord Police Department places a high value on standards for employee performance. It also realizes that there will be instances where an employee's performance may be deficient in certain areas. Written performance appraisals allow the department to recognize those who excel in their responsibilities and may be ready to accept greater responsibilities. The performance appraisal also identifies areas of employee weakness and deficiencies and assists the department in focusing training needs and remedial attention for employees as needed.

This policy applies to the appraisal of non-probationary officers and sergeants. Student officers attending an entry level academy are not considered non-probationary employees.

Purpose

The purposes of performance appraisals are to: provide feedback to employees; to ensure agency standards are being met; and to provide employees with opportunities to improve their performance.

Performance appraisals will be used as a means to best utilize human resources available, to assure that personnel problems can be identified and dealt with promptly and fairly and to assure optimum job satisfaction on the part of each employee. In simple terms, it provides a way to let employees know how they are doing and what will be expected of them in the future. Failure of an employee to modify deficiencies as relayed via an appraisal may lead to action relative to the employee's employment status.

Performance Appraisals, *Continued*

Procedures

APPRAISAL PERIOD:

[35.1.2] A performance appraisal of each employee shall be conducted and documented at least annually.

[35.1.5a] The performance appraisal of all employees shall be completed by the end of February of each year. The only exception will be employees who are eligible for a pay rate step increase: Their appraisals shall be done in conjunction with their anniversary dates to determine eligibility for a salary increase.

When an appraisal has not been completed in a timely manner, any salary increase tied to the appraisal shall be applied retroactively to the date it was due.

APPRAISAL INSTRUMENTS:

[35.1.1b]

1. Self-Assessment Form

The annual appraisal process begins with a self-assessment by each employee. The form that shall be used by employees to provide information for their supervisor's consideration and instructions for completing it are contained within this policy as Appendix A.

[35.1.1b]

2. Performance Appraisal Form

The form that shall be used by supervisors to appraise employees and instructions for completing it are contained within this policy as Appendix B.

PERFORMANCE CRITERIA:

Based upon the core values established by the Concord Police Department, performance criteria categories are listed and explained in the Performance Appraisal Form to set forth the traits and characteristics of officers/sergeant that are crucial to the well-being of the department and must be satisfactorily performed by each employee in order to meet desired outcomes. A competent officer/sergeant takes a proactive approach to policing. This is an individual that is motivated; knows what to do and when to do it; looks ahead at problems to prevent them from reoccurring; demonstrates an interest in the Department by assisting without being asked; and supports the Department by applying the standards, norms and role expectations of the Department on a daily basis. The Performance Criteria ratings are a tool to illustrate a department member's abilities and evaluate his/her behavior and performance in the workplace. Performance shall be evaluated based on the employee's assignment and duties during the applicable rating period.

[35.1.8]

Sergeants will be evaluated by their Division Commanders regarding the quality of the ratings that they are giving their employees. This shall be part of the criteria used to score the "Supervisory" section of the appraisal form.

Performance Appraisals, *Continued*

Procedures (*continued*)

ASSIGNMENT OF RATERS:

Performance appraisals shall be conducted by one of the employee's direct supervisors, as determined by the Chief of Police and/or his/her designee.

Each January or as otherwise needed, the Chief of Police will ensure that each department member has a supervisor who has been assigned as the rater responsible for completing an appraisal.

The rater shall have worked with the employee for a minimum of three (3) months during the rating period such that he/she has firsthand experience and knowledge of the work being performed by the employee.

In the event that an employee's assignment changes, the Chief of Police or his/her designee will ensure that a supervisor is assigned to review the individual's performance.

RATER TRAINING:

[35.1.1d]

Prior to first appraising the performance of a subordinate, newly appointed supervisors will receive an orientation to this policy.

RATER'S RESPONSIBILITIES:

[35.1.1c]

A primary responsibility of a supervisor is to accomplish work through other people. To this end, supervisors must:

- Ensure that subordinates clearly understand their job assignments;
- Appraise each employee's performance on a continuing basis;
- Reinforce acceptable performance;
- Encourage and plan for each employee's development;
- Correct performance that is substandard;
- Be fair and impartial in rating employees;
- Be objective and accurate in rating employees; and
- Support high or low scores with supplemental narratives justifying the responses.

The Chief of Police and Division Commanders will ensure that supervisors are fair and impartial during the rating process and apply ratings uniformly.

Performance Appraisals, *Continued*

YEAR-ROUND FEEDBACK:

The rater will meet with all department members under his/her command on a regular basis throughout the rating period. These meetings will be to discuss performance and provide feedback to each employee on his/her work performance and abilities. Supervisors will keep notes on these meetings and incorporate these notes into the annual performance appraisal.

At any time necessary during the rating period, supervisors shall advise employees in timely manner whenever their performance is deemed to be unsatisfactory; this will allow employees to take corrective action in a reasonable period of time.

If a rater determines that a department member is in need of training/counseling, he/she shall consult with the appropriate Division Commander to identify any available options and resources to assist the employee.

PREPARATION OF THE ANNUAL APPRAISAL DOCUMENT:

All employees are required to complete a Self-Assessment each year. Before the rater prepares an annual performance appraisal, he/she shall provide the employee with the Self-Assessment Form incorporated into this policy and instruct the employee to return a completed copy of the form no later than 2 weeks from when it was received. The rater shall consider the employee's Self-Assessment when preparing his/her appraisal.

By January 1 of each year or as otherwise needed to consider step increases, each rater shall prepare, using the Appraisal Instrument that is incorporated into this policy, a draft written appraisal of each employee he/she has been assigned to evaluate. The Overall Rating, Evaluator's Comments, Performance Criteria, and Goals sections must all be completed. The rater shall take particular care to provide a useful narrative that supports the individual criteria and overall performance ratings. Narrative shall be included regarding any performance criteria where employee is rated anything other than "Meets Expectations." The rater should keep in mind that narrative comments regarding performance that exceeds expectations may encourage the employee to continue this level of performance and may also assist the Administration in making future assignment decisions. Furthermore, comments regarding performance that needs improvement or is unsatisfactory must be provided to substantiate the rating and identify what areas of performance must be corrected. Comments and/or goals should suggest action to correct any areas that don't meet expectations.

The Chief of Police will hold staff meetings for superior officers and supervisors to review and discuss the performance of the subordinates. Each rater shall present the draft appraisals to the rest of the team for discussion. The rater shall finalize each appraisal based on the feedback received.

Performance Appraisals, *Continued*

PREPARATION OF THE ANNUAL APPRAISAL DOCUMENT, continued:

[35.1.5b] The final draft of the appraisal must be reviewed by the next higher level superior officer prior to the appraisal being shown to or discussed with the employee; any overall rating of “Needs Improvement” or “Unacceptable” must also be reviewed and approved by the Chief of Police or his/her designee in advance. The Chief of Police will notify Human Resources, in writing, when an employee will be given an unacceptable rating.

Failure of a supervisor to complete appraisals in a timely manner may affect the supervisor’s next overall performance rating unless unusual circumstances existed and were discussed with the Chief of Police.

APPRAISAL MEETING:

[35.1.7a,b,c]

The rater and/or any other supervisor(s) that may be designated by the Chief of Police will meet with the employee to discuss the results of the performance appraisal just completed, the level of performance expected, and the rating criteria. During the meeting, the supervisor(s) will also provide counseling relative to the employee’s career goals and provide additional career counseling relative to such topics as advancement, specialization, or training appropriate for the employee’s position.

[35.1.5f] After the appraisal meeting, the employee shall have a reasonable amount of time (typically 48 hours) to review the document, ask any follow up questions, attach any comments he/she wishes to make, and sign the document. The signature shall indicate only that the employee has read the report and does not imply agreement or disagreement with the contents. The employee may not refuse to sign the appraisal.

[35.1.5c,d,e] The rater shall sign the final appraisal form and provide a copy to the employee for his/her records.

PROCESSING & FILING OF APPRAISAL DOCUMENTS:

[35.1.5c] The rater will forward the written review and any written response submitted by the employee to the Division Commander, who will forward it to the Chief’s Office for his/her review and signature. The Chief of Police shall forward the original, signed documents to the Human Resources Department for filing in the employee’s Personnel File. This will become a permanent part of the employee’s personnel file, which will be retained in accordance with all applicable laws.

[35.1.5d] At any time after the appraisal is completed, if the employee does not agree with any aspect of what is written in the appraisal, he/she may submit a written statement explaining his/her position; such response will be forwarded to the Human Resources Department to be filed with the performance appraisal in the employee’s official personnel record.

**TOWN OF CONCORD
SELF-ASSESSMENT FOR POLICE OFFICERS/SERGEANTS**

Name of Employee: _____

Title: _____

Name of Evaluator: _____

Date Due: _____

INSTRUCTIONS

When this form is issued to you by a Supervisor, you are required to respond to the questions below and return the completed form no later than 2 weeks from when it was received. This will provide a starting point for the supervisor's preparation of your appraisal (in accordance with Chapter 4 of the Department Manual) and will encourage two-way communication.

1. Based on the performance criteria, describe your own assessment of your performance and accomplishments during the past year.

2. What are your strengths?

3. In what ways do you think you could improve your performance?

4. What are your goals for the coming year?

5. What other responsibilities would you like to explore within your position?

6. What type of training and development do you need to improve performance, accomplish goals, or improve your job satisfaction?

EMPLOYEE SIGNATURE:

The answers to the above questions represent my best judgment of my own performance accomplishments and needs. I understand that this self-assessment will be maintained in my official personnel file.

Employee's signature

Date

**TOWN OF CONCORD
POLICE OFFICER/SERGEANT PERFORMANCE APPRAISAL**

(This form is to be used for all Officers & Sergeants, including those assigned as Detective/Inspector)

Name of Employee: _____
 Position: _____
 Name of Evaluator: _____
 Type of Appraisal: Annual End Probationary Period

Date Appraisal Due: _____
 Date Appr. Written: _____
 # Years in Position: _____
 Date of Hire: _____

OVERALL RATING

EXCEEDS EXPECTATIONS

The employee often performs at a level which exceeds the usual expectations of the job and performs certain parts of the job with notable excellence and/or a high level of productivity. Considerable initiative to contribute suggestions for effective improvements or to take on special assignments or projects has been demonstrated.

MEETS EXPECTATIONS (GOOD)

The employee consistently meets, and may at times exceed, the requirement of his/her position with few problems or mistakes. Work is accomplished in an accurate, efficient and timely manner, the employee interacts effectively with others; all work rules, policies and procedures are consistently followed; and goals are regularly met.

NEEDS IMPROVEMENT

The employee is performing the basic duties of the job, but below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas.

UNACCEPTABLE

The employee's job performance is consistently below the required level in a number of areas, or in major or critical components of the job. Appropriate action will be considered, including a probationary period or dismissal.

EVALUATOR'S COMMENTS

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, strengths/weaknesses, areas for improvement, etc. Comment on any performance criteria where employee is rated anything other than "Meets Expectations."

PERFORMANCE CRITERIA

Evaluator: Keep in mind that comments should be made in the previous section's narrative regarding any performance criteria where employee is rated anything other than "Meets Expectations."

	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
<p>Self-Assessment & Improvement: Completed required Self-Assessment in a timely manner. Assessment reflects introspection and desire to continuously improve, ensuring competency.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Attitude in the Work Place: Positive, pays attention to logs and daily events, embodies the mission of the Department. A willingness to stay late without being asked.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Professional Appearance: Uniform is clean, orderly and all equipment is in good shape and working order. Attire is appropriate for current assignment.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Attendance (Promptness/Readiness): Shows up on time and ready to go on patrol. Rarely takes time off last minute.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Work Habits: Diligent, does not need to be reminded to check "hot spots", complete reports etc. Consistently demonstrates initiative. Ability to work with limited or no supervision. (For example, has competent decision making skills, checks vehicle equipment, and ensures vehicle is fueled prior to ending shift.)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Technical Skills: Proficient with all weapons and equipment. Can operate any Department computer, tool or other instrument without issue or help.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Report Writing: Always includes all elements of the crime; reports flows from one event to another with ease; reports are easy to read and understand; reports are checked for spelling/grammar errors prior to forwarding for review.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Communication Skills/Procedures: Verbally able to articulate elements of crime, incident or other subject to peers and supervisor. Ability to be verbally persuasive with the public and de-escalate situations in order to gain control. Understands all forms of communication and chooses the appropriate one for the current situation. Can seamlessly operate all radio and telephone equipment.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Personal Initiative/Motivation: Never needs to be reminded to patrol "hot spots". Actively seeks out criminal activity without being told to do so. Generates self-initiated activity on a daily basis.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Judgment/Decision Making: Demonstrates the ability to control and resolve all situations/calls dispatched to without relying on a supervisor. Demonstrates the ability to make decisions on his/her own.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Leadership Skills: Takes the initiative or "lead" at calls; offers constructive input and a willingness to follow up on calls without being told to. Demonstrates willingness to help other officers and "teach" them skills they might not know or be proficient in.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Dependability/Task Accomplishment: Always extends oneself to "help out". Does not abuse leave time (i.e. using time that has not been accrued, calling in sick constantly at the last minute, etc.). Ensures that tasks are completed in a timely and efficient manner.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Follows Orders/Dept. Policies & Procedures:

Always follows lawful, superior orders without question; proficient in department policies and procedures; can explain and teach others as well as demonstrate a competent understanding of the policies and Department's Policies and Procedures.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Productivity (Citations, Arrests, Programs):

Heavily involved/invested in Department. Citations, arrests, summons are within the median average for the Department. Requests to become involved in community programs

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Knowledge (Laws, Policies, Procedures):

Consistently demonstrates a general understanding of all M.G.L.'s and procedures without having to rely on anyone or anything else. Demonstrates the ability/takes the initiative to research complicated laws and issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Crime Scene Response/Investigation:

Takes the lead, when applicable, at crime scenes; demonstrates initiative by following up on leads, area canvass, etc. without being told to do so.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Department Vehicle Operation:

Safely operates all department vehicles without issue. Thoroughly familiar with the operation of all departmental vehicles. No at fault motor vehicle crashes during the rating period.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Works Well Individually:

Demonstrates initiative without direction and takes action without direct supervision. Self-initiates problem solving and can be relied on to handle calls with minimal supervision.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Works Well As Team Member:

Provides back up for other officers without being reminded to do so. Helps fellow officers without being asked, provides positive feedback and support. Ability to take/ /give direction from fellow officers; Works effectively to accomplish common goal(s).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Affirmatively Promotes Department Mission:

Refer to Department Mission Statement.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Public Relations:

Demonstrates excellent verbal skills; reaches out to the community and maintains positive contacts. Maintains positive relationships with the community. Willingly to take part in community projects and displays a willingness by volunteering to be a part of said projects.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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SUPERVISORY (APPLIES TO SERGEANTS ONLY):

Management Skills:

Demonstrates the ability to accomplish administrative task; accomplishes such tasks in a timely manner. Demonstrates the ability to provide control and direction of personnel when responding to critical calls. Demonstrates ability to make decisions to utilize any necessary assets to assist with on scene response.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Employee Appraisal Skills:

Demonstrates the ability to 1) rate and evaluate employees fairly and impartially, utilizing the ratings given; 2) complete written appraisals of employees in a timely manner; 3) counsel employees regarding performance areas that are insufficient and ways to improve; 4) set appropriate goals. Conducts performance feedback meetings with employees throughout the year. Holds employees accountable for compliance with the Town's policies and procedures. Takes corrective action and recommends discipline as needed.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Inspires Motivation of Employees:

Leads by example; Employees request to work for the supervisor; Employees are driven to produce results. Encourages employee's to develop and supports / encourages their career goals.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Employee Development:

Emphasis on developing leaders; Supervisor is a coach, mentor, teacher, etc. who allows his/her subordinates to learn, develop and grow. Demonstrates ability to identify a subordinate's strength and promote that strength to the benefit of the Department. Ensures that a subordinate is prepared for most situations he/she might encounter.

GOALS

List 3 to 5 goals for the employee. Goals should include the areas identified above as needing the employee's attention. Goals should be: Realistic; Measurable; Consistent with both Town and Departmental goals; Related to the employee's job description and to the employee's responsibilities and tasks; Built upon the performance improvements identified in the current as well as the previous appraisals; Related to professional and personal growth in the job; Related to opportunities, needs, and tools to learn the job better.

EMPLOYEE'S COMMENTS

The employee shall have a reasonable amount of time (typically 48 hours) to review this document, ask follow-up question, and submit comments to be attached to this appraisal. Indicate below if written comments have been provided before the appraisal was signed by all parties. Comments attached: Yes No

SIGNATURES

SUPERVISOR:

This appraisal is based on my observation and/or knowledge. It represents my best judgment of the employee's performance:

Supervisor's signature

Date

EMPLOYEE:

I have received a copy of this appraisal report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it. I understand that this appraisal and all attachments will be maintained in my official personnel file and I may submit additional comments for inclusion in the file at any time after the appraisal is completed.

Employee's signature

Date

APPROVALS

DIVISION COMMANDER

Date

POLICE CHIEF

Date

TOWN MANAGER (if applicable, routed through HR)

Date