
Performance Evaluations

1001.1 PURPOSE AND SCOPE

This policy provides guidelines for the Havre de Grace Police Department performance evaluation system.

1001.2 POLICY

The Havre de Grace Police Department shall use a performance evaluation system to measure, document and recognize work performance. The performance evaluation will serve as an objective guide for the recognition of good work and the development of a process for improvement.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

1001.3 TYPES OF EVALUATIONS

The Department shall use the following types of evaluations:

Annual Evaluation - All employees shall be evaluated on an annual basis. This performance evaluation process will take place for all employees in April. The evaluated period will cover performance from May 1st through April 30th of each year. Evaluations will be submitted to the Human Resources Office by no later than June 1st. Additional formal performance evaluations may be conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify opportunities for improvement, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

When an employee transfers to a different assignment in the middle of an evaluation period and less than six months has transpired since the transfer, the evaluation should be completed by the current supervisor with input from the previous supervisor.

Reevaluation - An evaluation that will be completed when an employee receives an unsatisfactory annual evaluation. If the employee receives a rating score of "Needs Improvement" the reevaluation will take place within 90 days. If the employee receives a rating score of "Unacceptable" the reevaluation will take place within 30 days. The reevaluation process will be in addition to an individualized Performance Improvement Plan (PIP). The PIP will include documentation of performance, counseling, remedial training, and retraining.

1001.3.1 RATINGS

When completing an evaluation, the supervisor will identify the rating category that best describes the employee's performance. The definition of each rating category is as follows:

Havre de Grace Police Department

HGPD Policy Manual

Performance Evaluations

Exceeds Job Requirements - Performance/behavior exceeds standards and expectations. The employee serves as the model for the work performance/behavior. Comments section should include examples demonstrating how the employee has exceeded requirements. Any supporting documentation should be attached to the evaluation.

Meets Job Requirements - Performance/behavior at this level meets standards and expectations. The employee is considered a stable and skilled performer by coworkers and supervisors. All aspects of this employee's behavior and work are fully competent and acceptable. An employee at this level maintains the productivity of the organization and has a positive impact on coworkers.

Needs improvement - Performance/behavior is inadequate or below acceptable standards and expectations. Comments section should include examples of below standard performance/behavior and goals set which will help the employee achieve satisfactory performance/behavior. Any supporting documentation should be attached to the evaluation.

Unacceptable - Performance is inferior to the standards required of the position. It is very inadequate or undesirable performance that cannot be allowed to continue.

Supervisor comments may be included in the evaluation to document the employee's strengths, weaknesses and requirements for improvement. Any job dimension rating marked as unsatisfactory or outstanding shall be substantiated with supervisor comments.

1001.3.2 PERFORMANCE IMPROVEMENT PLAN

Employees who receive an unsatisfactory rating may be subject to a PIP. The PIP shall delineate areas that need improvement, any improvement measures and a timetable in which to demonstrate improvement. The issuing supervisor shall meet with the employee to review his/her performance and the status of the PIP at least monthly.

1001.4 EVALUATION PROCESS

Supervisors should meet with the employees they supervise at the beginning of the evaluation period to discuss expectations and establish performance standards. Each supervisor should discuss the tasks of the positions, standards of expected performance and the evaluation criteria with each employee.

Performance evaluations cover a specific period of time and should be based upon documented performance dimensions that are applicable to the duties and authorities granted to the employee during that period. Evaluations should be completed by each employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the evaluating supervisor for input.

Assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise and to acknowledge good work. Periodic discussions with the employee during the course of the evaluation period are encouraged. Supervisors should document all discussions in the prescribed manner.

Havre de Grace Police Department

HGPD Policy Manual

Performance Evaluations

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the evaluation period.

All supervisors shall receive training on performance evaluations within one year of a supervisory appointment.

1001.5 EVALUATION FREQUENCY

Supervisors shall ensure that all employees they supervise are evaluated at least once every year.

Those employees who are required to successfully complete a probationary period should be evaluated monthly. The probationary monthly evaluation will be documented in Blue Team.

1001.6 EVALUATION INTERVIEW

When the supervisor has completed his/her evaluation, a private discussion of the evaluation should be scheduled with the employee. The supervisor should discuss the evaluation ratings and respond to any questions the employee may have. The supervisor should provide relevant counseling regarding advancement, specialty positions and training opportunities. Any performance areas in need of improvement and goals for reaching the expected level of performance should be identified and discussed. If the employee has reasonable objections to any of the ratings, the supervisor may make appropriate adjustments to the evaluation. The reason for such adjustments shall be documented.

Employees may write comments in an identified section of the evaluation. The supervisor and employee will sign and date the evaluation.

1001.7 APPEAL

An employee who disagrees with his/her evaluation may provide a formal written response that will be attached to the evaluation, or may request an appeal.

To request an appeal, the employee shall forward a written memorandum within three days to the evaluating supervisor's Division Commander or the authorized designee. The memorandum shall identify the specific basis for the appeal and include any relevant information for the reviewer to consider.

If the employee is unable to resolve the grievance with the Division Commander, they have the opportunity to file a formal grievance with the City, as outlined in Section 301 of the Employee Handbook.

1001.8 CHAIN OF REVIEW

The signed performance evaluation and any employee attachment should be forwarded to the evaluating supervisor's Division Commander or the authorized designee. The Division Commander or the authorized designee shall review the evaluation for fairness, impartiality,

Havre de Grace Police Department

HGPD Policy Manual

Performance Evaluations

uniformity and consistency, and shall consider any written response or appeal made by the employee.

The Division Commander or the authorized designee should evaluate the supervisor on the quality of ratings given.

1001.9 RETENTION AND DISTRIBUTION

The original performance evaluation and any original correspondence related to an appeal shall be maintained by the Department in accordance with the Personnel Records Policy.

A copy of the evaluation and any documentation of a related appeal shall be provided to the employee and also forwarded to the Havre de Grace Department of Human Resources.