



SPRINGFIELD TOWNSHIP POLICE DEPARTMENT
Wyndmoor, Pennsylvania

Policy 5-10

Policy Title: Employee Performance Evaluation

Date of Issue: December 1, 2022

Rescinds: None

By Authority of:

Chief of Police

I. Purpose

The purpose of this policy is to establish a comprehensive employee evaluation system which provides feedback, coaching and mentoring to each employee. The success of the Springfield Township Police Department depends on the satisfactory job performance of each employee in meeting their personal professional goals and assigned department goals. This policy will provide a system that is fair and uses reliable principals of performance evaluation to ensure the best use of human resources, ensure that personnel problems can be identified and resolved promptly and fairly, and ensure optimum job satisfaction for personnel.

II. Policy

It is the policy of the Springfield Township Police Department to conduct annual performance evaluations on all employees.

III. Employee Evaluation System

- A. The evaluation system provides a format for an immediate supervisor to assess the work performance of a subordinate employee under their direction which becomes part of the employment record. This format will identify strengths and weaknesses of each employee as well as identify any behaviors that are inappropriate or behaviors that need to be recognized as good work.
- B. Evaluations shall consist of an employee evaluation form.
- C. The evaluation form serves to:
 - 1. Initiate and maintain a flow of valuable communication between employee and supervisor.

2. Illustrate employee strengths and weakness.
 3. Identify needs to provide methods which will improve employee performance.
 4. Assist in developing employees and identifying employees suitable for higher and more responsible positions.
 5. Provide information on performance where an employee needs special training.
- D. The measurement definitions are as follows for all employee evaluations;
1. 1 - Not meeting expectations
 2. 2 - Generally meets expectations – specific improvements needed
 3. 3 - Fully meets expectations
 4. 4 - Exceeds expectations
- E. Evaluation forms.
1. The Employee Evaluation Form (Attachment A) consists of individual rated performance standards and guidance on a fair and impartial rating for each standard. The evaluator will apply a score to each rating based on the response to the standard being evaluated.
 2. Employees receiving an overall positive range score will continue to be encouraged to advance themselves in knowledge and skill. Supervisors will identify skills and tasks which may be introduced to the employee through training or specialization based on the agency need and goals of the department. Employees receiving an overall score in the positive range but whom also had individual task ratings of unacceptable will be monitored in an informal capacity to improve that task.
 3. Employees receiving negative scoring consisting of more than one score of 1 or three scores of 2 will be placed on an employee improvement action plan. Action plans will be designed by the immediate supervisor and will be approved by the immediate supervisor and the Lieutenant. The plan will consist of a timeline for improvement, expectation of results and suggestions for improvement. Action plans should consist of no more than 60 days of improvement training. Supervisors not seeing improvement within 60 days will consult with the Lieutenant for further action.
- F. Evaluator Responsibilities
1. Evaluators shall be the immediate supervisor of the employee evaluated. The evaluator should have had contact with the evaluated employee for a period exceeding 90 days. Previous supervisors of an employee having been transferred job assignments within the evaluation period who also had contact with the employee exceeding 90 days shall also file an evaluation form. Rating period will run from Jan. 1 until Dec. 31. Evaluations will be due by Jan. 31 each year for the previous evaluation year.

2. Evaluations shall be an accurate, fair, and impartial representations of each employee's performance for the period evaluated. Prior year evaluations, employee reputation, personal relationship, or other biases shall not be considered during the assessment process. Raters shall use accurate and detailed information in a well thought out process when filing an evaluation. Evaluators may use the Supervisory Note form (Attachment B) throughout the year to document good work or deficiencies which an evaluator wishes to remind themselves at the end of an evaluation period. This tool, as well as supervisors' own methods of recording performance throughout the year, is encouraged.
 3. After an evaluation has been completed the evaluator shall review the evaluation with the employee and obtain the employees signature as a record of this meeting. During this meeting the evaluator shall provide the results of the evaluation to the employee. The evaluator shall explain the level of performance expected from the employee for the job description and tasks assigned. The evaluator shall further discuss with the employee the personal and department goals for the new rating period. The evaluator will discuss with the employee a plan regarding the employee's advancement possibilities as well as specialization interests and training appropriate for the position and goals identified. Recommendations arising from this meeting shall be noted on the evaluation for review by the Lieutenant. The evaluator shall submit the employee evaluation to the Lieutenant for review and approval. This will then be forwarded to the Chief of Police for final disposition.
- G. Evaluators shall receive training on the evaluation process by the Lieutenant or the Chief of Police. This training does not need to occur more than one time unless a new supervisor is promoted into the system or forms and procedures change. Evaluators will not be permitted to document an employee performance evaluation until training is received. While evaluations can be somewhat subjective, staff will decide at the training session the overall criteria for the skills evaluated so that consistency with each employee evaluation is maintained.
- H. The evaluations of employees who complete evaluations of other personnel shall additionally be rated on the quality of those ratings / evaluations for the purpose of ensuring fairness, impartiality, and uniformity.

IV. Performance Evaluation to be Conducted Annually

- A. Performance evaluations shall be conducted annually for all employees.
- B. Supervisors will complete evaluations for all employees except for sworn probationary employees under the FTO process receiving daily evaluations as defined by department policy. Sworn probationary employees attending the mandatory police academy shall not be evaluated by procedures set forth in this policy.
- C. Evaluations for sworn employees shall be for the period covering January 1 and ending December 31, unless otherwise directed by the Chief of Police. The Employee Evaluation

Form found in Attachment A shall be used. Completed evaluations shall be submitted to the Lieutenant by Jan. 31 for the previous evaluation period, unless directed otherwise by the Chief of Police.

- D. Civilian performance evaluations shall be completed by the Chief of Police using the Civilian Employee Rating Report found in Attachment C. The civilian employee will also be required to complete the Self Evaluation Form found in Attachment D.

V. Performance Evaluation of Probationary Employees

- A. Performance evaluations will be conducted on sworn probationary employees as provided in department policy. Sworn employees successfully completing FTO training and placed on patrol for permanent platoon assignment will commence the evaluation process under this policy for any remaining time in the evaluation period.
- B. Evaluations will be performed under this policy by the platoon supervisor of the probationary employee.

VI. Performance Criteria

- A. Performance criteria for an employee will reflect the tasks the employee performs relative to the job description of the position. The evaluation form will match the responsibilities assigned for evaluation.

VII. Employee Appeal Process

- A. The evaluator shall in each instance provide a descriptive comment on all ratings of Superior or Unacceptable. This can be an individual comment for a specific task or an overall comment from a final evaluation tally. Comments on all other ratings are strongly recommended.
- B. Evaluations completed by supervisors shall be reviewed and approved by signature of the Lieutenant.
- C. Employees will be given the opportunity to sign the evaluation and make any comments to supplement the completed performance evaluation report. Employees will utilize the space provided on the evaluation form for comments and a plain sheet of white paper for any comments requiring additional space.
- D. A copy of the completed evaluation signed by the immediate supervisor shall be provided to the employee.
- E. Employees disputing the evaluation shall be afforded an appeal process regarding the assessment. Employees disputing the evaluation completely or partially shall sign the evaluation in the space provided indicating a desire to speak to the Lieutenant regarding the

evaluation. The Lieutenant receiving an appeal shall set a time and date to discuss the evaluation with the employee for resolution. The Lieutenant may modify evaluations with good cause. Employees disputing the Lieutenant's approval of evaluations shall request a review by the Chief of Police, who shall have the final decision in the disposition of the evaluation.

- F. Evaluations shall remain in the personnel file of the employee for three years.

VIII. Notice of Unsatisfactory Performance

- A. Supervisors recognizing unsatisfactory performance in an employee task shall evaluate whether the action was a rare occurrence requiring a one-time correction or rather a pattern of performance which is unsatisfactory. Supervisors recognizing a pattern requiring action shall provide the employee with a Supervisory Note form (Attachment B) advising the employee of the unsatisfactory performance and require immediate correction. This notification shall occur as soon as the pattern is recognized but written notification shall occur at least 90 days prior to the end of the evaluation period unless the action becomes apparent in less time remaining in the period.

IX. Personnel Early Warning System

- A. This agency recognizes the need for a system within the evaluation process which provides early warning for employee behaviors which may indicate some potential problems that may become detrimental to the employee's career or personal life. Combined with an Employee Assistance Program, these resources help employees and the agency in meeting established goals and mission.
- B. Immediate supervisors may at any time initiate a review of behavior based on current collected material such as incidents including but not limited to; citizen complaints, performance evaluations, disciplinary actions, use of force, internal affairs, workman's compensation claims, and traffic collisions. Reviews may be in the form of individual action reviews such as those provided in use of force policies, pursuit policies, or officer injury reports. Information sources could also include incident reports, supervisor's notes, and personnel counseling sessions.
- C. Supervisors must monitor the behavior of their employees on a daily basis. Supervisors noting unusual sick time usage, tardiness, declining job performance, unnecessary use of force issues, traffic collisions, worker's compensation claims, alcohol or substance abuse, and any other areas of behavioral concern should initiate a review or investigation into the causes of concern and possible intervention plans.
- D. Supervisors identifying a pattern of behavior or singular concerns that must be addressed shall notify the Lieutenant, who shall review the incoming information.
- E. The Lieutenant may decide to handle potential or pattern behavior problems by the following methods:

1. Refer employee to a resource in an Employee Assistance Program
 2. Additional or remedial training to include FTO training
 3. Informal counseling by a supervisor
 4. Referral for a psychological fitness for duty evaluation
 5. Re-assignment or transfer
 6. No action, if not needed, or concerns were unjustified
- F. The Lieutenant shall have the opportunity to discuss the department's Personnel Early Warning System with the Chief.

X. Attachments

- A. Sworn Employee Evaluation Form
- B. Supervisory Note Form
- C. Civilian Employee Evaluation Form
- D. Civilian Employee See Evaluation Form

ATTACHMENT A



**Springfield Township Police Department
Sworn Employee Evaluation**

Employee:

Division:

Job Title :

Evaluation Period: From To

The rating provided for each behavior indicates the employee's performance in meeting expectations as it relates to their current assignment and job summary. The rating code is as follows:

- 1 – Not meeting expectations
- 2 – Generally meeting expectations, specific improvements needed
- 3 – Fully meets expectations
- 4 – Exceeds expectations

1. Communications – Rating

- Expresses ideas verbally and non-verbally in a clear and succinct manner using proper technology and appropriate format that is easily understood.
- Communicates on matters of Township/Police Department interest and concerns with supervisors, peers, and subordinates on a timely basis.
- Listens, understands, and provides appropriate feedback.

Comments:

2. Cooperation – Rating

- Interacts with others in an open, honest, and non-threatening manner.
- Assists others as needed or required without disrupting the work environment.
- Deals with others in a courteous, timely, and appropriate manner.
- Is sincere, considerate, and tolerant of fellow employees and others.

Comments:

3. Personal Accountability – Rating

- Assumes responsibility and accepts accountability for own actions and decisions.
- Holds others accountable for their decisions and actions.
- Understands and complies with department policies, procedures and rules.
- Works areas and equipment kept clean and orderly.

Comments:

4. Personal Integrity – Rating

- Behaves in a reasonable and ethical manner.
- Keeps sensitive information confidential.
- Exhibits a positive attitude.

Comments:

5. Decision Making – Rating

- Identifies, evaluates, and selects alternatives effectively.
- Makes sound, timely decisions based on available information and knowledge.
- Acts decisively in committing appropriate resources to support a course of action.

Comments:

6. Changes – Rating

- Accepts, supports, and helps implement change.
- Adaptable and flexible to change.

Comments:

7. Teamwork – Rating

- Demonstrates understanding of how teams at all levels interact to form a whole.
- Practices teamwork.
- Uses knowledge of how different divisions and levels interrelate to achieve objectives.

Comments:

8. Initiative – Rating

- Targets constantly higher goals for continuous improvement.
- Does innovative things and encourages innovation by others.
- Exhibits self-motivation.
- Explores, learns, and applies new things thoroughly and efficiently to enhance productivity.

Comments:

9. Customer Service – Rating

- Actions demonstrate an understanding of customer needs and expectations.

Comments:

10. Productivity – Rating

- Records are prepared, maintained, and updated in an orderly and systematic manner which can be used and understood by everyone.
- Participates in the development and management of the department budget.
- Makes suggestions and contributes to the improvement of the department.
- Establishes operating guidelines and allocates resources appropriately.
- Accomplishes work tasks and duties in an efficient, accurate, safe, and complete manner.
- Meets expectations and completion dates.

Comments:

General Comments (expected performance or goals for the next period, career counseling relative to the employee's position, exceptional work, steps needed to correct substandard work, etc.):

I have explained this evaluation with the employee listed above and have provided the employee with a copy.

Evaluator Signature _____ Date _____


Employee Comments:

Employee Signature _____ Date _____

I have reviewed this evaluation.

Lieutenant _____ Date _____

ATTACHMENT B

	Springfield Township Police Department Supervisory Note		
Employee:			
<input type="checkbox"/> Observation	<input type="checkbox"/> Commendation	<input type="checkbox"/> Correction	
Comments			
Supervisor:			
Date:		Time:	
<input type="checkbox"/> Notification	<input type="checkbox"/> Please See Me	<input type="checkbox"/> Submit Report	
<input type="checkbox"/> Return With Corrected Report		<input type="checkbox"/> Supervisory File	