

NIAGARA FALLS POLICE DEPARTMENT

General Order

DATE: 11/05/2013	SUBJECT: Performance Evaluations: Non-Sworn Personnel	NUMBER: 120.10
RESCINDS: None Previous		NUMBER OF PAGES: 9

I. Purpose:

- A. To evaluate and monitor the performance of personnel; promote common understanding of individual needs, work objectives and standards of acceptable performance.
- B. To provide subordinates with feedback as to how well the supervisor feels the subordinate is meeting expectations, suggest specific course of action the subordinate can take in order to meet or exceed expectations, identify training needs, provide supervisors with feedback as to how they can help subordinates in their personal growth and development, set objectives for future performance, and provide a tool that should be used when selecting employees for advancement or promotion.

II. Policy:

- A. It is the policy of the Niagara Falls Police Department to evaluate the performance of all sworn and non-sworn police personnel on a formal, annual basis.

III. Procedural Guidelines:

A. Performance Evaluations:

- 1. All full-time non-sworn employees must be evaluated and counseled during the first two weeks of each November using the Niagara Falls Police Department Evaluation Form. The rating will be based exclusively on the previous year.

B. Evaluators:

- 1. The evaluation will be completed by the employee's immediate supervisor. For employees who have been supervised by more than one supervisor during a reporting period, the designated rating

supervisor should confer with the other supervisor(s) in preparing the evaluation form. The names of those supervisors who have been consulted should be noted on the Evaluation Form.

C. Form Instructions:

1. A Manual for Performance Evaluation shall be provided to all supervisors for use in appraising performance of Niagara Falls Police Department personnel.
2. This manual includes instructions on the proper application of the Performance Evaluation and should be read in its entirety before appraising the performance of subordinate personnel.

D. Evaluation Scale:

1. The rating system defined in this policy and in the manual, shall be used to compare the performance of the employee being rated against the performance criteria listed for each factor.

E. Review of Evaluations:

1. All Performance Evaluations will be reviewed and signed by the rater's supervisor to assure fairness and objectivity of the rating and validity of the process.
2. All Performance Evaluation Forms shall be forwarded to the Deputy Superintendent of Police/Operations prior to the final review with the employee, which shall include counseling and feedback from the employee, when offered.

F. All personnel being evaluated will be requested to sign the completed Performance Evaluation indicating that it has been read.

1. This signature indicates only that the employee has read the report and does not imply agreement or disagreement with the content.
2. If the employee refuses to sign the form, the rater should document that and record the reason(s), if given.

G. On the last page of the Performance Evaluation Form, space is provided for written comments by the employee. Employees should be encouraged to give feedback in this area. Obviously positive feedback is desirable, however employees, including probationary personnel, not satisfied with their evaluation may request an additional review by the next level

supervisor in the chain of evaluators up to the Office of the Superintendent of Police.

H. Conferences:

1. All performance evaluations shall be accompanied by a personal discussion and conference between the supervisor and the employee being rated.
2. The results of the performance evaluation just completed and the goals and levels of performance expected for the next evaluation period shall be discussed and communicated to the employee at this time.
3. During this conference, employees shall be provided the opportunity to discuss career related matters such as advancement, specialized assignments, and training options.

IV. Evaluation Categories

A. Professionalism

1. Professional Demeanor:
 - a. Maintains business-like conduct and appearance as required.
 - b. Conveys a favorable image of the Department.
2. Relationships with Citizens:
 - a. Employee deals well with the public overall, striving to present a favorable image of the Department as well demonstrate a caring and courteous demeanor.
3. Relationships with Colleagues:
 - a. Effective and cohesive team player.
 - b. Cooperates and fosters positive attitudes and working relationships.
 - c. Willingly assists co-workers towards individual and mutual goals.
 - d. Shares knowledge and information.

- e. Accepts or is open to input from others.
 - 4. Relationships with Supervisors:
 - a. Readily accepts assignments from superiors.
 - b. Promptly and accurately follows orders.
 - c. Accepts and responds to corrective action/training.
 - 5. Relationships with Ethnic Groups Other than Own:
 - a. Employee shows ability and desire to interact with members of ethnic groups different from his/her own.
 - b. Shows cultural understanding and is able to provide service to all ethnicities consistent with the mission of the Niagara Falls Police Department.
 - 6. Professional Development:
 - a. Identifies and takes advantage of professional development opportunities; for example, cross-training, specialized training, job-related continuing education, attends all required training modules etc.
 - b. Results are consistent with development goals.
 - 7. Initiative:
 - a. Attitude reflects high energy level.
 - b. Tackles tough assignments.
 - c. Strives for personal improvement and success.
 - d. Seeks out new assignments, additional responsibilities and/or challenges.
 - e. Strives for self-responsibility.
 - f. Uses or suggests new methods or procedures to improve efficiency.
- B. Work Analysis:

1. Knowledge of Job Duties/Responsibilities:
 - a. Routinely demonstrates a working knowledge of duties and responsibilities.
2. Knowledge of Rules & Regulations/Policies:
 - a. Routinely demonstrates a working knowledge of Departmental Rules and Regulations and Policies and abides by them as they pertain to employee's duties.
3. Conversant with Dept. Forms and Reports:
 - a. Is aware of all Departmental reports and forms and uses them appropriately.
4. Reports are Neat, Legible & Accurate:
 - a. Reports can easily be read and demonstrate accuracy, neatness, thoroughness and attention to detail.
5. Sick Time Usage:
 - a. Sick time is used with the Rules and Regulations taking into account any long term illness.
 - b. Sick time usage should also be compared to others with similar responsibilities.
6. Attendance/Timeliness:
 - a. Employee reports for work in a timely manner.
 - b. Employee does not miss work excessively.
7. Driving Methods (if applicable):
 - a. Follows New York State Laws in the operation of Department equipment;
 - b. No at fault motor vehicle accidents during the period being reviewed.

C. Skills

1. Communication Skills:
 - a. Presents information in verbal and/or written form that is clear, accurate and effective.
 - b. Communicates positively and productively with co-workers at all levels, general public and/or inmate population.
 - c. Conveys a favorable image of the Department.
 - d. Written reports are articulated in a clear, complete, concise and correct manner.
2. Phones, Radio and Computer Used Properly:
 - a. Uses Department phones, radio and computers properly, professionally and only for Department business.

D. Goals and Objectives:

1. The rater will obtain a copy of the employee's prior year evaluation. If one is not kept on the shift level, a copy can be obtained from the Personnel Officer.
2. The goals and objectives from the prior year will be listed on the current form in order to see if these goals and objectives were met. If they were not an explanation shall be documented.
3. Based on this information and the rest of the evaluation, goals and objectives for the coming year will be discussed and listed in this section.
4. The supervisor should keep notes for him/herself in order to check on the employee's performance in this area at various time throughout the year.

V. Rating Criteria Defined:

- A. The first page of the evaluation form provides a list of ratings as it relates to the performance dimensions and the goals/objectives. The five ratings are as follows:

1. Superior:
 - a. Superior performance is not the norm. It is truly outstanding or exceptional, on a consistent basis; performance that greatly exceeds expectations.
 - b. Superior performers require little or no supervision. If you have given out what seems like a large number of superior ratings to your employees, you should examine whether you can truly justify those ratings. If they are truly deserved, then you should not hesitate to give them. However, if they have suddenly become the "norm", your usage of them is too generous.
2. Exemplary:
 - a. Exemplary performance occurs in the population more often than does superior.
 - b. Exemplary performance exceeds standards, but not necessarily all the time, as might be expected with superior performance.
 - c. The exemplary performer may frequently accept additional responsibility or perform his/her job duties in a manner which is above that which is typically expected.
 - d. Exemplary performers usually are more productive and produce higher quality work than others do, and they require only minimal supervision.
3. Competent:
 - a. An employee who is performing at the competent level is doing no more or no less than that which is expected and which are described underneath the performance dimension headings on the evaluation form.
 - b. A competent performer gets the job done as required in a satisfactory manner.
 - c. Normal supervision is required of a competent performer. It should be noted that "competent" is a good, acceptable rating.
4. Needs Improvement:

- a. A rating of needs improvement on a performance dimension is warranted when the employee has demonstrated some fairly significant deficiencies.
- b. An employee at this level may fulfill some of the required responsibilities, but has difficulty completing tasks on time or correcting/learning from past mistakes.
- c. Prioritizing may be a problem, or the employee may lack the necessary training required to perform at an acceptable, competent level.
- d. More than the usual amount of supervision is required for an employee at this level.

5. Unsatisfactory:

- a. A rating of unsatisfactory on a performance dimension indicates critically poor performance in most aspects of the dimension, or perhaps in one or two aspects that are so important that they have a drastic effect.
- b. Employees at this level do not fulfill the basic requirements spelled out in their job descriptions.
- c. They may require an exceptional amount of supervisory time.
- d. Co-workers may be affected by the unsatisfactory performer's deficiencies.
- e. An unsatisfactory performer may also be characterized by an unwillingness to learn from mistakes, accept change, or learn new skills.

VI. Performance Evaluation Form:

- A. The Form may be used to document effective or superior performance, positive work skills, ineffective or unsatisfactory performance or minor infractions of Department rules, regulations and policies.
- B. In documenting unsatisfactory performance, the supervisor should define actions to be taken to improve performance as well as set a time frame for said improvement.

VII. Completed Forms:

- A. The original annual Performance Evaluation Form will be forwarded through the chain of command to the Office of the Superintendent of Police.
 - 1. The form will be kept in the employee's personnel file for the entire term of their employment.
 - 2. A copy of the completed Performance Evaluation Form will be provided to the subject employee.
 - 3. A copy of the completed Performance Evaluation Form will be kept by the employee's Shift/Division Commander.
 - a. Upon transfer of the employee to another division, the Performance Evaluation Form will be transferred to the employee's new Shift/Division Commander.