

Waltham Police Department
EMPLOYEE PERFORMANCE EVALUATION
AND CAREER DEVELOPMENT
CHAPTER 35

General Order Number: GO-01 2009

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Accreditation Standard #'s: 16.2.3, 26.1.2, 35.1.1, 35.1.3, 35.1.5, 35.1.8

POLICY:

The evaluation of a member's daily work activities under the philosophy of Community Oriented Policing is an important means for management to ensure that all members achieve continued high standards of performance. The department 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 department recognizes good or outstanding performance, and know that documentation of actual performance will occur. To achieve this end and to comply with department guidelines, it shall be the policy of the Waltham Police Department to adopt a Performance Evaluation/Career Development Program as follows.

Performance Evaluations will not be used for disciplinary purposes, but rather as a means to best utilize human resources available to ensure that 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. [35.1.1a]

PROCEDURES:

The procedures outlined below will be followed when conducting performance evaluations.

I. PERFORMANCE EVALUATIONS:

1. EVALUATION:

- a. Twice each year, the performance of each employee will be evaluated. All performance evaluations shall be in writing, using the Administrative Assessment Report (Form # 35-1 in WPD Forms). The evaluation will be conducted by the employee's immediate supervisor (referred to as Rater/Evaluator), and will be based on the job descriptions/duties of that employee for that prior rating period. [35.1.5a]
- b. Entry-level probationary employees, after successful completion from an academy, will be under the supervision of a Field Training Officer. This

FTO will file a written evaluation at least bimonthly for each probationary employee.

- c. Upon completion of the FTO training, probationary employees will continue to be evaluated in writing by their immediate supervisors at least quarterly during the remainder of their probationary period. [35.1.3]
- d. Each member being evaluated shall be asked by his supervisor what his career interests are. It is the responsibility of all supervisory personnel to provide career goals to all of their immediate subordinates on an on-going basis. Supervisors should be familiar with career opportunities, specialized assignments, and training opportunities available through the department, and periodically coach, guide, and/or counsel their subordinates about career development issues.
- e. The performance evaluation form will be reviewed and signed by the employee's immediate supervisor, who shall discuss the evaluation with the employee, and then forward the form to the next level for review. [35.1.5 c]
If the evaluator's supervisor does not agree with the evaluation, he may suggest that a change be made, but cannot require it. The evaluator's supervisor may attach an addendum to the evaluation which reflects his opinion if he deems it appropriate. Employees may request and receive a copy of the evaluation.

The evaluator's supervisor shall then submit the evaluation to the officer's Commanding Officer for review.

The Commanding Officer shall review and sign the evaluation and forward it to the Deputy Chief of Police. The Deputy Chief of Police will review the form and take any additional actions that are deemed necessary. [35.1.1b]

- f. All performance evaluations will be maintained as part of the employee's records by his/her appointing authority until such employee leaves civil service employment or as otherwise prescribed by the administrator. [35.1.1b]

2. **SCOPE OF EVALUATION:** Prior to the beginning of each evaluation period, each employee will be made aware of the scope of the evaluation. The scope of this evaluation will be defined by the officer's job description as described by the Waltham Police Manual. [35.1.1a]

3. **AREAS OF EVALUATION:** The areas of evaluation are as follows: [35.1.1a]

- a. Problems identified/problems solved.

- b. Objectives identified/objectives reached.
- c. Special recognition.
- d. Appearance.
- e. Adaptability/flexibility.
- f. Initiative in improving skills.
- g. Care and use of equipment.
- h. Knowledge of laws.
- i. Knowledge of department regulations and procedures.
- j. Knowledge of patrol tactics.
- k. Verbal skills.
- l. Interaction with other officers.
- m. Ability to maintain and construct rapport with citizens.
- n. Manage uncommitted time.
- o. Effectively implement plan(s) of action.
- p. Effectively manage assignments.
- q. Complete acceptable incident reports.
- r. Make appropriate follow-up.
- s. Complete assigned training.
- t. Safety.
- u. Leadership ability.

4. **NOTICE OF UNSATISFACTORY PERFORMANCE:** Any time during the evaluation period, if any employee's performance is felt to be unsatisfactory or fair in any area, his supervisor must notify the employee in writing, advising the employee to correct his performance. Supervisors are expected to attempt to correct deficiencies of their subordinates on an on-going basis. In all cases such notification

of unsatisfactory performance shall be given to the employee at least 90 days prior to the end of the annual rating period prior to the end of the rating period, which would allow the employee an opportunity to correct his deficiencies. [35.1.6]

5. **RATER/EVALUATOR TRAINING:** Prior to conducting an evaluation, all supervisory personnel will receive instruction in the performance evaluation process. This instruction will include: methods of evaluation, rater responsibilities, counseling techniques, and standard procedures for the completion of the Performance Evaluation Form. [35.1.1d], [35.1.8]
6. **RESPONSIBILITY OF RATER/EVALUATOR:** It will be the responsibility of the Rater/Evaluator to conduct each evaluation in an impartial and objective manner. The evaluation should be as complete as possible. Every attempt should be made to ensure that an employee receives recognition for outstanding work performance, as well as areas that may need improvement. [35.1.1c]
7. **RATINGS:** The rater/evaluator shall read the criteria and select one of the ratings listed on the evaluation form, which most accurately represents the employee's performance. Ratings that reflect unsatisfactory performance, such as Strongly Disagree or Disagree performance require explanatory comments substantiating these ratings and specific reasons for the ratings through a narrative comment. The ratings are as follows: [35.1.1a, b,], [35.1.5b]
 - a. **STRONGLY AGREE:** Performance that is consistently of exceptional quality. Assigned tasks are completed with superior results in all areas. Contributions toward the goals of the department are unique, beneficial, and noticeably outstanding. Employee is a top achiever or administrator. A rater must provide written documentation to an employee rated at this level.
 - b. **AGREE:** Performance is consistently above expectation. Achievement on major assigned tasks and overall contributions are above expectation.
 - c. **AVERAGE:** Performance reflecting a level of results which meets normal or average expectations. Overall contribution is of high quality.
 - d. **DISAGREE:** Performance generally meets the standard normally expected but is inconsistent. Improvement is needed in one or more areas to consistently satisfy job requirements. A rater should be prepared to substantiate an overall rating at this level.
 - e. **STRONGLY DISAGREE:** Performance is unacceptable. The employee has had ample opportunity to be knowledgeable about assigned tasks, but has not met the minimum expectations. A rater should be prepared to substantiate an overall rating at this level.

- f. **NOT OBSERVED:** Performance criterion that is not observed by a supervisor or not verified through other means (i.e., survey questionnaires).
8. **FEEDBACK/COUNSELING SESSION:** [35.1.7] During the Feedback/Counseling Session, the evaluated employee will be given the opportunity to review, read, and sign their Performance Evaluation Form indicating that it has been read [35.1.5 d]. In addition to reviewing the results of the evaluation, the evaluated employee will be advised by his rater of the level of performance and expectations that will be expected of the employee during the next rating period, and also what criteria will be used to evaluate the employee. [35.1.7a, b] The rater will also discuss career options relative to such topics as advancement, specialization, or training appropriate for the employee position. [35.1.7 c] In addition, the employee may choose to comment in writing on the form or on an attachment concerning the entire evaluation or any specific area. This session must be held in a restricted private area. All employees will be provided with a copy of the completed evaluation [35.1.5e]
9. **APPEAL PROCESS:** The employee will be afforded the opportunity to dispute the evaluation by requesting in writing that the Labor-Management Evaluation Committee review the evaluation. The Superior Officer's Committee shall be composed of a member designated by the union, a member designated by the Chief of Police, and a third member agreed upon by all concerned parties. The members of this committee shall be members of the grievant bargaining unit. The committee for patrolmen shall be composed of two members having the same rank as the grievant and appointed by the grievant bargaining unit; two members having the rank of not less than sergeant and appointed by the Chief of Police; and one member who is not a member of the police department but is a resident of the City of Waltham. The parties shall mutually agree upon this civilian member. The grievant and his evaluator shall appear before the committee and submit written evidence to support their positions. The committee shall then consider the appeal in closed session and render a decision within ten days of the meeting. A copy of this report shall be sent to the grievant and to the Chief of Police. If the decision supports the grievant, the evaluation shall be amended to "Average. If the decision supports the position of the evaluator, the evaluation shall stand. The decision of the Labor-Management Evaluation Committee shall be final and binding on both parties. The civilian member of the patrolmen's committee shall vote only in the case of a tie. [35.1.5f]
10. **UTILIZATION OF PERFORMANCE EVALUATION FORMS:** The Performance Evaluation Form will be utilized to identify areas which may require retraining, assist in the selection of employees for advanced training, assist in determining personal career goals and objectives, and as an aid in selecting employees for special assignments. The form will not be used for any disciplinary purpose. [35.1.1 b], [35.1.7]

11. **REVIEW OF EVALUATION SYSTEM AND FORMS:** [35.1.8] Once each year, the Deputy Chief of Police, all Division Commanders, the Training Supervisor, and two members of each collective bargaining group including a representative of the civilian employee's, will review how well the system functions and services the department.

At the end of each evaluation period, every rater will be evaluated by his supervisor on the quality of the ratings given. These signed rater evaluations shall key in on the rater's fairness, impartiality, and ability to carry out the rater's role in the performance evaluation system.

II. CAREER DEVELOPMENT:

POLICY:

The Waltham Police Department realizes that its members are its most important and valuable resource. It is believed that better education and training will make members more valuable to the department and community, and will increase job satisfaction.

It is the policy of the Waltham Police Department to do everything possible to enhance the job performance and satisfaction of its members. To this end a voluntary Career Development program has been instituted.

The career development program is meant to guide members in pursuit of their goals and objectives. This can be accomplished by assisting officers in identifying and acquiring the training needed to meet these goals.

The career development program will aid members in reaching the highest level of skill, knowledge, and ability in a chosen field.

The Department will ensure that career development activities are conducted in a manner that will provide equal opportunity for all of its members.

1. ADMINISTRATION OF CAREER DEVELOPMENT

- a. **PROGRAM RESPONSIBILITIES:** The Training Supervisor is responsible for monitoring the Career Development program. This includes an annual evaluation and suggesting revisions when needed.
- b. **CAREER DEVELOPMENT ACTIVITIES:**
 1. The career development program should help an employee improve personal skills, knowledge, and abilities. It is a voluntary program, where employee supervisors and the Training Supervisor will assist an employee in developing and planning his career.

2. All members who are promoted to the rank of sergeant shall attend management training.
3. The Training Supervisor shall maintain up-to-date reference material from local educational institutions for the information of all members of the department. The material should include course schedules, course descriptions, application procedures, and other requirements. Such material shall be posted on the training board as practicable.
4. Provide specialty training to prepare members for specialization, temporary assignment, and advancement.

2. **CAREER DEVELOPMENT THROUGH JOB ROTATION:** Temporary job assignments and job rotation will be used as a means of exposing members to other job tasks beyond their own, and as a means to assist and prepare a member for advancement.

- a. **TEMPORARY ASSIGNMENT:** Temporary assignments normally involve a one- week to three-month reassignment to a specific task or function and shall not exceed three months. [16.2.3a, b]

EXAMPLES: Examples of temporary assignments may include assignment to a specific investigation, assignment to a staff writing assignment or project, or assignment to coordinate or participate in a temporary special operation.

- b. **JOB ROTATION:** Job rotation may be provided to members by rotation to: [16.2.3a]

1. Investigation Division.
2. Waltham Police Academy.
3. Field Training Program.
4. Other specialized assignments.

These assignments are also up to and not exceeding three months. [16.2.3b]

- c. **SELECTION:** Job selection procedures will follow those of specialized assignments – Chapter 31 section J. In certain instances, a formal selection process is not followed.

EXAMPLES: Temporary assignment to fill in for an officer on leave.
[16.2.3d]

III. EMPLOYEE RECOGNITION PROGRAM: [26.1.2]

POLICY:

It is the policy of the Waltham Police Department to properly recognize those officers who have exceeded normal expectations and have rendered exceptional service to the citizens of our community. By so doing, we reinforce the superior efforts of these officers, and demonstrate to all employees the value of high-quality service. It is our policy that all supervisory personnel shall continually be attentive to the premise that a job well done should ever go un-noticed.

1. RECOGNITION PROGRAMS: The recognition programs the department offers are:

- a. EMPLOYEE OF THE MOMENT:** The Employee of The Moment allows a supervisor to award an employee who has performed a service that meets or exceeds the guidelines of our mission statement. Employee of The Moment is a program that ensures quality work and service is recognized and immediately rewarded, providing timely positive reinforcement.

Employee of The Moment works by a supervisor's observing exceptional performance, and writing a brief description of this performance on the Employee of The Moment voucher, which is then given to the employee. Each voucher is worth two hours excused from duty. They cannot be accumulated and must be used by the end of the calendar year.

- b. COMMENDATIONS:** Is an award to a member of the department for an act involving brave personal danger in the intelligent performance of duty, or a highly creditable unusual police accomplishment. Any supervisor can initiate a recommendation in writing for commendations. These are to be submitted to the Chief of Police for review. [26.1.2]
- c. PRAISEWORTHY ACTIONS:** Is awarded to a member for an act of intelligent and valuable police service demonstrating special faithfulness, perseverance, or an intelligent act materially contributing to a valuable accomplishment. A praiseworthy action can be initiated/requested by any supervisor to the Chief of Police who will review and make a determination of issuance. [26.1.2]
- d. UNIT CITATIONS:** In an effort to recognize exemplary teamwork, unit citations will be awarded for outstanding performance of duty demonstrated by a group, rather than an individual. Participating members of the group

will receive an individual letter recognizing their performance. Additionally, unit citations recognizing the efforts of the participating members will be displayed in a prominent location within the department. Any supervisor can initiate/request a unit citation and submit to the Chief of Police for his review. [26.1.2]

- e. **EXEMPLARY SICK TIME:** Members who have a history of exemplary sick time shall be rewarded in the following manner:

Using zero (0) sick days during a year grants (6) additional Personal Days
Using one (1) sick day during a year grants (5) additional Personal Days
Using two (2) sick days during a year grants (4) additional personal Days
Using three (3) sick days during a year grants (3) additional Personal Days
Using four (4) sick days during a year grants (2) additional Personal Days
Using five (5) sick days during a year grants (1) additional Personal Day

Officers shall receive additional Vacation Days after the following periods of non-use of sick time in the below progression:

After 1 year of non-use of sick time - 2 additional vacation days
After 2 consecutive years of nonuse of sick time - 3 additional vacation days
After 3 consecutive years of nonuse of sick time - 4 additional vacation days
After 4 consecutive years of nonuse of sick time - 5 additional vacation days.

IV. **RECORDS RETENTION:** [35.1.5g]

EMPLOYEE PERFORMANCE EVALUATIONS: The Records Disposal Schedule for Municipal Government 23-89 governs that personnel files are kept or 20 years after termination. All performance evaluations are kept in Personnel files.