
	<b>GAITHERSBURG POLICE DEPARTMENT</b>		
	<b>Performance Evaluations</b>		
	<b>GENERAL ORDER</b>	<b>210.1</b>	
<b>Effective Date</b>	<b>06/30/2022</b>		
<b>Authorized by:</b>	<b>Mark P. Sroka</b>	<b>SIGNATURE</b>	<b>DATE</b> 06/30/2022

**I. PURPOSE**

The purpose of the employee performance evaluation policy is to provide a comprehensive process by which employees are periodically and regularly evaluated on their individual performance as it relates to their positions. Regular performance evaluations help employees clearly define and understand their responsibilities, suggest ways in which employees can improve performance, facilitate better working relationships, provide a historical record of performance, contribute to professional development and provide a fair basis for awarding compensation based on merit.

**II. POLICY**

The Department's performance evaluation process is intended to provide a basis for the fair and impartial measurement of performance, in terms of individual responsibilities and daily duties. Supervisors are expected to utilize this process to help employees improve individual performance and as a tool for identifying needs that may be addressed through training, discipline or professional development. All members are entitled to have copies of all forms related to the performance evaluation process.

**III. DEFINITIONS**

This directive does not contain any terms deemed to require special definition.

**IV. PROCEDURE**

**A. General Provisions**

1. Performance evaluations shall be conducted in accordance with Section 1200 of the Personnel Rules and Regulations Manual.
2. Written performance evaluations are completed annually for all full time employees not currently on probation.
3. Written performance evaluations are completed semi-annually for probationary employees.

4. Employees who have received a promotion will be evaluated a minimum of (6) months from the date of promotion. During this period supervisors should closely monitor, performing frequent, informal counseling and evaluations.
5. Supervisors must conduct a formal performance evaluation at any time when the supervisor considers the employee's level of performance to be below standards and/or require development.
  - a) A performance improvement plan must be completed as part of the performance evaluation;
  - b) The evaluation shall include measurable suggestions for change and specific time frames in which those changes are to occur, along with consequences that would accompany the failure to make required changes.
6. When compiling information for evaluations, supervisors will also review collected materials described in General Order 200.5 (Personnel Early Warning System), along with any other pertinent information, to assist in determining if employees under their supervision may be in need of early intervention.
7. Ratings in the job specific assessment for sworn personnel are compiled for conversion to corresponding marks in the City's general performance evaluation forms that are used for all employees.
8. Ratings for all employees are specific to their respective assignment for the given rating period and based upon:
  - a) Their position descriptions;
  - b) Successes during the rating period;
  - c) The accomplishment or attainment of work plan goals for the rating period; and
  - d) Improvement of performance identified in the previous rating period.
9. All completed forms relating to the performance evaluation process shall remain a permanent part of the employee's personnel record and will be maintained for a period of at least three (3) years following the employee's separation from the Department.

**B. Use of Forms**

1. Formal employee performance evaluations must be completed using standard forms developed and made available to all supervisors by the Human Resources Department.
  - a) Non-sworn members are evaluated using the full City package outlined in Section 1200 of the Personnel Rules and Regulations Manual;
  - b) Supervisors shall complete the Department's job specific performance assessment, as well as the full City package, for all sworn personnel.
2. The employee and the supervisor will establish a work plan outlining the employee's primary duties and responsibilities and continuing projects, special projects or assignments and established goals and objectives for the position:
  - a) At the time of hire;
  - b) Upon completion of field training; and
  - c) Any time an employee is reassigned to another position (or specialized assignment).
3. The work plan will be reviewed and updated as part of the evaluation process.
  - a) The information in the work plan is used to assist the employee and supervisor in communicating and reaching mutual goals.
  - b) The work plan may be on the work plan form or a separate document.
4. In addition to regular and periodic reviews by supervisors, employees must complete an annual evaluation of their own performance during the review year.
5. Employees are encouraged to provide feedback regarding their supervisor's performance during the review year. Employees will not be required to sign the feedback form.
  - a) Employees may provide feedback for their immediate supervisors and all in-line supervisors up to and including

the City Manager;

- b) Each supervisor will be provided with a summary of all feedback received.
6. The completed performance evaluation packet will become part of the employee's personnel file maintained by the Human Resources Department.
7. Photocopies of all completed forms will be made for the files maintained in the Office of the Chief of Police. The original forms will be sent to the Human Resources Division to be securely maintained.

**C. Rater Responsibilities**

1. Raters will be evaluated by their supervisors regarding, among other criteria, the quality of ratings given to employees they supervise.
2. Supervisors will refer to the directions included in each performance evaluation package, rating employees in a fair and objective manner, in accordance with the provisions of City policy and Department directives.
3. Explanatory comments shall accompany all category ratings:
  - a) Below the “meets” standard or above the “exceeds” standard on the job specific assessment for sworn employees; and
  - b) Marked “not successful” on the general evaluation forms completed on all employees.
4. Raters shall submit all completed forms to their immediate supervisor, or next step in their chain of command, for review, comments and signature.
5. After the rater’s supervisor reviews and signs the completed forms, they are forwarded to the Chief of Police for review, comments and signature.
6. The Chief of Police returns the completed forms to the rater for review with the employee being rated.

**D. 90-Day Warning Notices**

1. At least 90 days prior to the end of the rating period, any non-probationary employees whose performance is deemed unsatisfactory by their supervisor shall be advised in writing.
2. The supervisor shall include the specific areas of unsatisfactory performance, and steps the employee should take to improve upon them, in the written warning notice. The proper format for this notice is in a performance improvement plan, which is part of the City evaluation package.
3. If the supervisor detects no improvement in an employee's performance at the end of the 90-day period, the written documentation will be included as part of the employee's permanent evaluation report and further action may be taken.

**E. Reviewing Evaluations with Employees**

1. Performance evaluation forms shall be reviewed and signed by the secondary supervisor (if applicable) and the Chief of Police before the immediate supervisor discusses the performance evaluation with the employee.
2. Supervisors will conduct a discussion with the employee regarding the performance evaluation. The purpose of the discussion is to review past performance, address any questions about the performance review and to set goals and objectives for the next rating period.
3. Prior to meeting with the employee, raters should review their initial evaluation of the employee's performance and examine what is to be accomplished, keeping in mind the meeting's main objectives are continuous improvement and career development.
4. Generally, the meeting between the rater and the subordinate should be handled in this manner:
  - a) The meeting must be held privately and the rater should anticipate possible curiosity, tension or anxiety;
  - b) The performance review meeting should not be rushed;
  - c) During the meeting, the contents of all forms and the work plan will be discussed and the employee counseled accordingly;
  - d) The employee will be advised of the level of performance

that is expected, the rating criteria and individual and Department goals for the next rating period;

- e) The rater will also provide career counseling relative to advancement, specialization or training appropriate for the employee.
5. Following the performance evaluation discussion the employee should be asked to acknowledge it, by signing and dating the form, and provided with the opportunity to add written comments on the evaluation or attach an addendum which will become a permanent part of the record.
- a) The employee's signature indicates that the performance evaluation took place and that the employee understands what was communicated. The employee's signature does not indicate that the employee agrees with the assessment.
    - 1) If the employee refuses to sign the evaluation, the rater will explain that signature does not imply agreement or disagreement with the content of the evaluation, only that the member has read the forms;
    - 2) Continued refusal to sign the rating may subject the employee to disciplinary action;
    - 3) The supervisor should notify the secondary supervisor and the Chief of Police when an employee declines to sign the performance evaluation.
  - b) After the member has signed all of the rating forms, the rater will provide the employee with complete copies of all forms.

**F. Appealing Contested Ratings**

- 1. Employees who believe that ratings or remarks do not accurately reflect their performance during the rating period may contest it through the following process:
  - a) The member shall include any remarks, in writing, in the comment section of the evaluation or in the form of an addendum;
  - b) The rater's supervisor is responsible for forwarding and

communicating these remarks to the Chief of Police, via the chain of command;

- c) Any disagreements between the member and the rater shall be reviewed by the Chief of Police, who will work to gain consensus or an improved understanding of the evaluation.
2. If agreement cannot be reached, the employee may follow the guidelines for filing a grievance, as set forth in the Personnel Rules and Regulations Manual, Section 1700 - Grievance Procedures.

**G. Training**

1. Employees who rate others, or who provide input for the ratings of coworkers, will be trained on:
  - a) Their role and responsibilities in the process;
  - b) The purpose and use of evaluation forms;
  - c) Career development and its relationship to effective performance evaluations; and
  - d) Any other aspect of the performance evaluation system that is deemed appropriate by the Chief of Police.
2. Each supervisor is issued and trained on the Department's performance evaluation process manual, containing all position descriptions.
3. Formal training is conducted through the most expeditious means possible, in a classroom environment or through one-on-one discussions between raters and their supervisors.
4. All supervisors of sworn employees in Maryland receive training on completing performance evaluations through the MPCTC.