
	<b>GAITHERSBURG POLICE DEPARTMENT</b>		
	<b>Performance Evaluation Criteria</b>		
	<b>GENERAL ORDER</b>	<b>210.2</b>	
<b>Effective Date</b>	<b>10/07/2013</b>		
<b>Authorized by:</b>	<b>Mark P. Sroka</b> CHIEF OF POLICE	SIGNATURE	DATE

**I. PURPOSE**

The purpose of the performance evaluation process is for communicating to employees the level of performance expected of them, providing rating criteria or goals for present and future reporting periods, and providing career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

**II. POLICY**

In order to accurately describe a member's performance during a specific rating period, the Department's rating categories are defined to promote fairness and objectivity, while minimizing the subjectivity of the process.

The performance of Department members is evaluated in categories that directly relate to their skills, knowledge, and abilities using the measurement criteria and rating criteria described herein and in other applicable directives.

The rating criteria contained herein are not all-inclusive; they are primarily guidelines to assist the rater in distinguishing between standards, and to inform members of the level of performance expected in order to attain a certain standard and to be successful in their position.

When rating performance in a given category, raters should consider the level of performance for the position of the employee and his/her tenure in the position. Criteria used for performance evaluation are specific to the assignment of the employee during the rating period.

**III. DEFINITIONS**

**A. Exemplary**

The employee's performance far exceeds requirements and expectations. Performance in the particular category rated is always exceptional. This rating category is the equivalent of **five (5) points**, which is the maximum amount of points attainable for a given category. Written comments justifying this outstanding rating must be included by the rater in the Performance Evaluation Report .

**B. Exceeds Requirements and Expectations**

The employee consistently demonstrates exceptional performance and provides outstanding service above and beyond expectations in the category rated. This rating category is the equivalent of **four (4) points**. Written comments justifying a rating in this category should be included by the rater in the Performance Evaluation Report.

**C. Meets Requirements and Expectations**

The employee's performance was consistently satisfactory and therefore met the standard and job requirements. This rating category is the equivalent of **three (3) points**. Written comments justifying a rating in this category should be included in the Performance Evaluation Report.

**D. Below Requirements and Expectations** – the employee's performance demonstrated a less-than-satisfactory level of performance, which failed to meet the requirements of the category rated. Improvement is necessary to reach a satisfactory level of performance. This category is the equivalent of **two (2) points**. Written comments justifying a rating in this category must be included by the rater in the Performance Evaluation Report .

**E. Unacceptable**

The employee's performance did not conform to Department standards and performance did not meet the requirements of the category rated. Immediate improvement is required. This category is the equivalent of **one (1) point**. Written comments justifying a rating in this category must be included by the rater in the Performance Evaluation Report.

**IV. PROCEDURE**

The following criteria will be used to measure the performance of all full-time employees:

**A. Attendance**

***POINT SCORE 5 (Exemplary)***

- Always displays a superior work ethic, rarely missing work;
- Always attends scheduled meetings and appointments
- Never allows personal factors to interfere with work hours, without exigent circumstances

***POINT SCORE 4 (Exceeds)***

- Consistently shows responsibility toward regular attendance at work and meetings

***POINT SCORE 3 (Meets)***

- Usually present for work and on time, generally reliable

***POINT SCORE 2 (Below)***

- Sometimes displays a lax in attendance
- Sometimes on-time for meetings or appointments
- Sometimes allows personal factors to interfere with work hours

***POINT SCORE 1 (Unacceptable)***

- Rarely at work; considered a “chronic offender” or abuser of y leave use in comparison to peers;
- Rarely on-time for meetings or appointments.
- Always allows personal factors to interfere with work hours

**B. Observance of Work Hours / Punctuality**

***POINT SCORE 5 (Exemplary)***

- Never late for duty or duty assignments without good cause;
- Usually the “first one to arrive and last one to leave.”

***POINT SCORE 4 (Exceeds)***

- Rarely, if ever, late in reporting for duty. If late, has a good reason.

***POINT SCORE 3 (Meets)***

- Usually on time in reporting for duty.

***POINT SCORE 2 (Below)***

- Often late for work without good cause.

***POINT SCORE 1 (Unacceptable)***

- Rarely on time for assignments or duty.

**C. Interest and Attitude**

***POINT SCORE 5 (Exemplary)***

- Always shows an interest in the Department and its mission;
- Always looks for ways to attain the Department's goals and further its mission;
- Always volunteers for collateral duties and follows through on them;
- Always demonstrates a high level of initiative;
- An excellent role model;
- Always promotes harmony within the Department.

***POINT SCORE 4 (Exceeds)***

- Consistently self-motivated;
- Consistently volunteers for collateral duties and follows through;
- Consistently tries to promote harmony with the Department.

***POINT SCORE 3 (Meets)***

- Level of interest and attitude overall acceptable;
- Sometimes volunteers for collateral duties, but generally must be asked to take on more responsibility.

***POINT SCORE 2 (Below)***

- Frequently seems uninterested in Department;
- Attitude is generally not positive;
- Frequently shows disrespect for his/her position; demeans the position and shirks work;

- Self-motivation in need of improvement;
- Usually collateral duties are generally not given to this employee.

***POINT SCORE 1 (Unacceptable)***

- Never shows interest in the Department;
- Never shows interest in self-improvement; is satisfied with the status-quo;
- Generally considered disruptive to the organization;
- Collateral duties are not assigned.

**D. Cooperation and Loyalty**

***POINT SCORE 5 (Exemplary)***

- Always cooperative and loyal to the Department and its mission;
- Always puts the Department first;
- Is always careful not to bring discredit upon the Department or its members.

***POINT SCORE 4 (Exceeds)***

- Consistently works well with others;
- Consistently puts the Department before self-interests;
- Is careful not to bring discredit upon the Department or its members.

***POINT SCORE 3 (Meets)***

- Is generally cooperative and loyal to the Department;
- Shows a level of cooperation and loyalty that is sufficient to accomplish assigned tasks.

***POINT SCORE 2 (Below)***

- Is sometimes uncooperative; requires frequent motivation/counseling;

- Generally not counted upon by others or avoided entirely because of his/her unwillingness to cooperate.

***POINT SCORE 1 (Unacceptable)***

- Not cooperative and loyalty to Department questionable through demonstrated acts and/or comments.

**E. Appearance: (Including Court)**

***POINT SCORE 5 (Exemplary)***

- Always presents a neat, clean, professional appearance that is a model for others to emulate;
- Uniforms, clothing, and equipment are always serviceable, maintained in a state of operational readiness, and worn in accordance with Department policies;
- Always wears the correct uniform; never wears parts that are inappropriate or not approved for use or wear.

***POINT SCORE 4 (Exceeds)***

- Consistently presents an appearance that exceeds what is required.

***POINT SCORE 3 (Meets)***

- Presents an acceptable appearance.
- Any minor deficiencies or infractions observed through the inspection process or other observations are quickly and easily correctable.

***POINT SCORE 2 (Below)***

- Improvement needed; frequently does not present a professional appearance;
- Mixes uniform parts.

***POINT SCORE 1 (Unacceptable)***

- Uniform not worn correctly;

- Appearance is consistently unprofessional.

**F. Timeliness of Paperwork**

***POINT SCORE 5 (Exemplary)***

- Always submits reports, forms, and/or other documents before deadlines and in accordance with time constraints outlined in the MAARS and MCP Report Writing Manual;
- Always uses an appropriate amount of time for the nature of the report;
- Rarely places reports on hold, but when done so, it is for good cause and with supervisor approval.

***POINT SCORE 4 (Exceeds)***

- Consistently submits reports, forms, and/or other documents on or before deadlines and in accordance with time constraints outlined in the MAARS and MCP Report Writing Manual;
- Appropriate use of time used for the nature of the report or document;
- Occasionally places reports on hold, but when done so, it is for good cause and with supervisor approval.

***POINT SCORE 3 (Meets)***

- Submits reports, forms, and/or other documents on or before deadlines and generally in accordance with time constraints outlined in the MAARS and MCP Report Writing Manual;
- Generally uses an appropriate amount of time for the nature of the report or document;
- Any reports placed on hold are generally for good cause and with supervisor approval.

***POINT SCORE 2 (Below)***

- Reports, forms, and/or other documents submitted frequently miss deadlines and are generally not in accordance with time constraints outlined in the MAARS and MCP Report Writing Manual;

- Generally does not use an appropriate amount of time for the nature of the report or document;
- Many reports are placed on hold and many are not for good cause with or without supervisor approval.

***POINT SCORE 1 (Unacceptable)***

- Reports, forms, and/or other documents rarely meet deadlines and rarely comply with time constraints outlined in the MAARS and MCP Report Writing Manual;
- Does not use an appropriate amount of time for the nature of the report or document; too much time used;
- Often places reports on hold and many are not for good cause with or without supervisor approval.
- Places reports on hold without supervisor approval.

**G. Officer Safety**

***POINT SCORE 5 (Exemplary)***

- Always follows accepted safety practices and procedures;
- Foresees potentially dangerous situations and always prepares appropriately for them;
- Always maintains a position of advantage and is always alert for changing conditions;
- Always strives for a tactical advantage.

***POINT SCORE 4 (Exceeds)***

- Consistently follows safety practices and procedures;
- Prevents opportunities for danger from developing, when possible;
- Frequently attempts to gain a tactical advantage.

***POINT SCORE 3 (Meets)***

- Overall, follows safety practices;



- Any minor lapses or transgressions are quickly and easily correctable;
- Responds well to feedback.

***POINT SCORE 2 (Below)***

- Improvement needed; sometimes doesn't put safety first;
- Some actions could cause injury(s) to self and others;
- Sometimes is not adequately prepared;
- Sometimes fails to see or recognize potentially dangerous situations and does not prepare accordingly.

***POINT SCORE 1 (Unacceptable)***

- Does not put safety first;
- Generally not prepared;
- Fails to see and recognize potentially dangerous situations and is unprepared.

**H. Dependability**

***POINT SCORE 5 (Exemplary)***

- Always get the job done with little or no supervision;
- Can always be counted on to accomplish the most complex tasks; is generally one of the first people to whom a task is assigned, unless the employee has already volunteered for it;

***POINT SCORE 4 (Exceeds)***

- Work is consistently of excellent quality;
- Can consistently be counted on to accomplish most tasks and projects;

***POINT SCORE 3 (Meets)***

- Dependable; supervisor feels comfortable assigning tasks.

***POINT SCORE 2 (Below)***

- Improvement needed in dependability. Dependability questionable;
- Often, tasks and projects are not assigned to this employee because supervisor does not feel comfortable doing so, even though the employee is qualified to take the task;

***POINT SCORE 1 (Unacceptable)***

- Not dependable; supervisor avoids assigning tasks to the employee;
- Has difficulty accomplishing and completing even the most menial of tasks;

**I. Consistency of Work**

***POINT SCORE 5 (Exemplary)***

- Always manages time effectively;
- Always completes projects that are of the highest quality before established deadlines or due dates;
- Understanding of the job description and of the duties and responsibilities for the position held far exceeds requirements and expectations.

***POINT SCORE 4 (Exceeds)***

- Consistently manages time appropriately;
- Consistently completes projects that are of high quality by the established deadlines or due dates (in some cases, before deadline);
- Understanding of the job description and of the duties and responsibilities for the position held is exceptional and exceeds requirements and expectations; prioritizes work accordingly.

***POINT SCORE 3 (Meets)***

- Time management acceptable; occasionally (but not often), different techniques could have been used to better manage time;

- Projects of quality are generally completed by established deadlines or due dates; rarely completed late;
- Understanding of the job description and of the duties and responsibilities for the position held meets requirements and expectations; generally prioritizes work accordingly.

***POINT SCORE 2 (Below)***

- Techniques and strategies used to manage time and workload are usually ineffective; delegates inappropriately and must delegate more to the right persons;
- Projects sometimes lack quality (giving the appearance of being rushed to completion) and lack pertinent information or contain confusing or inaccurate information; projects many times are not completed by the established deadlines or due dates;
- Lacks complete understanding of the job description and of the duties and responsibilities for the position held.

***POINT SCORE 1 (Unacceptable)***

- Time management skills seriously deficient;
- Projects are rarely, if ever completed; when completed, need major work or revisions;
- Lacks familiarity with and a basic understanding of the job description and of the duties and responsibilities for the position held far.

**J. Control of Conflict**

***POINT SCORE 5 (Exemplary)***

- Always uses sound reasoning techniques and logic to control and resolve conflicts;
- Always uses a high degree of tact and discretion with which to maintain peace and order (when possible);
- Always uses proper physical control to abate conflict (when necessary);

***POINT SCORE 4 (Exceeds)***

- Consistently uses sound reasoning techniques and logic to control and resolve conflicts;
- Almost always uses a high degree of tact and discretion with which to maintain peace and order (when possible);
- Uses proper physical control to abate conflict (when necessary);

***POINT SCORE 3 (Meets)***

- Overall performance is acceptable;
- Generally controls conflict through acceptable methods and techniques.

***POINT SCORE 2 (Below)***

- Improvement needed; frequently performs below standard;
- Has difficulty controlling or minimizing conflict; sometimes fails to use appropriate tact and discretion to defuse a situation.

***POINT SCORE 1 (Unacceptable)***

- Rarely controls conflict; allows the conflict to control the employee;
- Sometimes uses inappropriate words, phrases, or body language that exacerbates the conflict.

**K. Radio Protocol**

***POINT SCORE 5 (Exemplary)***

- Always follows all Department, County, and FCC regulations and procedures when using the County and City radios;
- Immediately answers or acknowledges messages or assignments;
- Always maintains appropriate radio contact with PSCC and officers;

- Always pays close attention to radio traffic and never misses pertinent activity on the air;
- Always transmits appropriate, concise, and specific messages.

***POINT SCORE 4 (Exceeds)***

- Consistently complies with Department and FCC regulations;
- Messages are frequently clear, concise, and specific;
- Monitors radio traffic and takes appropriate actions.

***POINT SCORE 3 (Meets)***

- Makes appropriate transmissions in a timely manner;
- Rarely fails to acknowledge transmissions or messages directed to him/her.

***POINT SCORE 2 (Below)***

- Improvement needed; frequently misses radio traffic and fails to make timely transmissions or respond to messages directed to him/her.
- Some messages transmitted by employee are confusing or not pertinent.

***POINT SCORE 1 (Unacceptable)***

- Use of the radio overall poor.
- Never pays attention to radio traffic; has to be called several times.

**L. Interpersonal Skills**

***POINT SCORE 5 (Exemplary)***

- Always exhibits concern for the welfare of co-workers and the public;
- Always gains approval or acceptance through leadership and example rather than rank or position;

- Always communicates effectively in a variety of circumstances;
- Always defuses the hostile person utilizing a variety of techniques and applies the most appropriate technique for the situation.
- An outstanding team player; seeks to build and participate on teams;
- Always maintains a positive attitude about the job and those persons with whom they work.

***POINT SCORE 4 (Exceeds)***

- Frequently recognizes the existence of personal and/or job-related problems and helps others to understand these problems – provides assistance as appropriate;
- Consistently has a positive attitude toward the job and co-workers;
- Is able to consistently defuse hostile persons effectively.
- A good team player.

***POINT SCORE 3 (Meets)***

- Attitude acceptable;
- Patient with others;
- Generally a good team player.

***POINT SCORE 2 (Below)***

- Has some difficulty working as a team player;
- Attitude towards job and coworkers needs improvement;
- Difficulty in dealing with/ defusing hostile persons.

***POINT SCORE 1 (Unacceptable)***

- Not a team player; generally avoids or discourages team participation;

- Attitude is almost always negative such that harmony among coworkers is affected;
- Rarely uses tact and discretion;
- Rarely shows interest in self-improvement.

**M. Application of Judgment and Discretion**

***POINT SCORE 5 (Exemplary)***

- Always makes complex decisions with little or no assistance;
- Ensures that decisions made to solve problems are always ethically, legally and morally correct, and are based on intelligent information and the facts available at the time;
- Always uses excellent judgment in the application of force.

***POINT SCORE 4 (Exceeds)***

- Consistently exercises proper reasoning and judgment;
- Generally perceives situations accurately and is takes decisive action.
- Consistently uses good judgment in the application of force.

***POINT SCORE 3 (Meets)***

- Makes reasonable, rational decisions within the bounds of his/her authority;
- Uses appropriate judgment in the application of force.

***POINT SCORE 2 (Below)***

- Frequently makes decisions that are not well thought out or without having or analyzing all available facts;
- Sometimes uses poor judgment in the application of force.

***POINT SCORE 1 (Unacceptable)***

- Never acts with good reason;

- Rarely uses good judgment in the application of force.

N. **Problem Solving and Decision Making**

*POINT SCORE 5 (Exemplary)*

- Always thinks through the most complex situations and reaches appropriate conclusions;
- Always anticipates problems and prepares solutions in advance.

*POINT SCORE 4 (Exceeds)*

- Consistently relates past solutions to present situations;
- Is consistently able to reason- through a problem and come to an acceptable conclusion;

*POINT SCORE 3 (Meets)*

- Usually does not require assistance before making a decision;
- If assistance is sought, it is for appropriate reasons.

*POINT SCORE 2 (Below)*

- Is somewhat indecisive; improvement is needed.
- Has difficulty reasoning and reaching an appropriate conclusion;

*POINT SCORE 1 (Unacceptable)*

- Impulsive - does not think before acting;
- Does not analyze facts or reason-through his/her decision before acting.

O. **Survival Skills**

*POINT SCORE 5 (Exemplary)*

- Is always tactically prepared when responding to and upon arrival at calls for services or incidents;



***POINT SCORE 4 (Exceeds)***

- Consistently prepared from a tactical perspective when responding to and arriving at calls or incidents;

***POINT SCORE 3 (Below)***

- Generally prepared from a tactical perspective when responding to and arriving at calls or incidents.

***POINT SCORE 2 (Meets)***

- Understands and practices the basics of tactical preparation when responding to and arriving at calls or incidents;
- Is sometimes not tactically prepared; unsafe;
- Lacks understanding of gaining and maintaining a tactical advantage;

***POINT SCORE 1 (Unacceptable)***

- Is rarely prepared tactically;
- Does not understand tactical concerns and gain the advantage;

**P. Investigative Skills**

***POINT SCORE 5 (Exemplary)***

- Always demonstrates an extensive and thorough understanding of sound investigative techniques;
- Always conducts a thorough preliminary investigation and, when appropriate, effectively follows-up on his/her assignments/cases until the case is closed, suspended, or relinquished to an appropriate investigator;
- Is extremely knowledgeable of and applies a very high level of skill during investigations undertaken.
- Files initial and supplemental reports in a timely manner and consistent with Department protocols.

***POINT SCORE 4 (Exceeds)***

- Consistently demonstrates a level of knowledge of investigative techniques that exceeds requirements;

- Consistently conducts a thorough preliminary investigation and, when appropriate, effectively follows-up on his/her assignments/cases until the case is closed, suspended, or relinquished to an appropriate investigator;
- Is knowledgeable of and applies a high level of skill during investigations undertaken.
- Consistently files initial and supplemental reports in a timely manner and consistent with Department protocols.

***POINT SCORE 3 (Meets)***

- Investigative skills for the position and tenure are adequate.
- Preliminary and follow-up investigations are basic and conducted appropriately.

***POINT SCORE 2 (Below)***

- Frequently fails to demonstrate a basic knowledge and understanding of investigative skills and techniques;
- Frequently fails to conduct an adequate initial and follow-up investigation; some must be reassigned to other patrol officers;
- Some reports lack basic information that may hinder investigators.

***POINT SCORE 1 (Unacceptable)***

- Reports lack basic and critical information;
- Preliminary and follow-up investigations are of poor quality;
- Some follow-up investigations (that meet Department guidelines for follow-up) not conducted.

**Q. Policy/Procedure Knowledge and Application**

***POINT SCORE 5 (Exemplary)***

- Knowledge of Department directives is extensive;
- Always adheres to Department procedures and in doing so is considered a model for others;

- General Order and other manuals assigned to the employee are maintained in a state of readiness and upon receipt new material is inserted immediately into them.

***POINT SCORE 4 (Exceeds)***

- Employee consistently demonstrates exceptional knowledge of policies and procedures;
- Rarely commits an infraction of Department policy or rules;

***POINT SCORE 3 (Meets)***

- Employee demonstrates an acceptable knowledge of policies and procedures;
- Any infraction of policies and rules is usually minor and easily correctable;

***POINT SCORE 2 (Below)***

- Knowledge of policies and procedures needs improvement;
- Sometimes lacks a clear understanding of the most basic policy;
- Rule infractions are common, sometimes major, and sometimes not easily correctable;

***POINT SCORE 1 (Unacceptable)***

- Does not know information contained in Department directives or consistently shows a disregard for Department policies or procedures.

**R. Knowledge of State and Local Laws**

***POINT SCORE 5 (Exemplary)***

- An extensive or thorough working knowledge of State and local laws is always demonstrated, including the Laws of Arrest;
- Laws are always applied fairly and correctly;
- Is considered a resource

- Always keeps current with changes in the laws;
- Is very knowledgeable of criminal procedures and rarely has to refer to written materials or other resources

***POINT SCORE 4 (Exceeds)***

- Knowledge of laws is consistently good for the employee's position and tenure;
- Generally considered a resource;
- Consistently knows the location of statutes and can find a specific statute with little or no difficulty.

***POINT SCORE 3 (Meets)***

- Knowledge of laws is acceptable for the employee's position and tenure
- Application of laws is correct in most circumstances.

***POINT SCORE 2 (Below)***

- Performance demonstrated is less-than-satisfactory for the position and the employee's tenure;
- Level of knowledge of current procedures unsatisfactory; must frequently refer to resources – more than other employees in same position and of same tenure.

***POINT SCORE 1 (Unacceptable)***

- Demonstrates an unacceptable level of knowledge of laws for position and tenure and has difficulty applying them even in non-stressful conditions;
- Employee does not do things for him/herself and relies on someone/something else for answers.

**S. Driving Skills**

***POINT SCORE 5 (Exemplary)***

- Always operates a vehicle in an exemplary manner with extreme care and diligence during emergency responses and pursuit situations;

- Exhibits a very high degree of competency in handling and maneuvering the vehicle, especially in stressful conditions;
- Has not been involved in any preventable collisions during the one-year/Spring and Fall rating cycle;
- Always uses emergency equipment correctly and appropriately.

***POINT SCORE 4 (Exceeds)***

- Consistently operates a vehicle in a careful and prudent manner, exercising due care and diligence;
- No driving infractions noted;
- Consistently adheres to Department policies and procedures regarding emergency vehicle operation.

***POINT SCORE 3 (Meets)***

- Operation of vehicle is acceptable. Any minor infraction is quickly and easily corrected.

***POINT SCORE 2 (Below)***

- Operation of vehicle inappropriate on more than one occasion;
- Sometimes operates the vehicle during emergency responses and pursuits in an unsafe, careless, or negligent manner;
- Has been involved in two preventable collisions during the rating year (non-exigent circumstances).
- Sometimes drives too fast for road, traffic, and weather conditions;
- Lackluster response to remedial training, counseling, and/or disciplinary action.

***POINT SCORE 1 (Unacceptable)***

- Frequently exhibits unsafe, careless, reckless operation of vehicles;
- Is not familiar with and/or disregards Department policies and procedures regarding vehicle operation;

- Takes unnecessary risks; a poor driver. Has been involved in more than two (2) preventable collisions during the rating year;
- No response to remedial training, counseling, and/or disciplinary action.

**T. Weapons Proficiency**

***POINT SCORE 5 (Exemplary)***

- Always demonstrates a superior level of proficiency and competency with all Department weapons, including those hand-to-hand defense tactics authorized by the Department;

***POINT SCORE 4 (Exceeds)***

- Consistently demonstrates a very high level of proficiency and competency with all Department weapons, including those hand-to-hand defense tactics authorized by the Department.

***POINT SCORE 3 (Meets)***

- Demonstrates an acceptable level of proficiency and competency with all Department weapons, including those hand-to-hand defense tactics authorized by the Department.

***POINT SCORE 2 (Below)***

- Without remedial training, is unable to demonstrate proficiency or competency with all Department weapons, including those hand-to-hand defense tactics authorized by the Department.

***POINT SCORE 1 (Unacceptable)***

- Is unable to demonstrate proficiency or competency with all Department weapons, including those hand-to-hand defense tactics authorized by the Department; did not respond to remedial training;
- Without good cause, did not attend remedial training.

**U. Self-Initiated Activity**

***POINT SCORE 5 (Exemplary)***

- Is always alert and takes appropriate action; work produced/service provided is of the highest quality;

- Always uses appropriate forms to document unusual or suspicious occurrences;
- Always volunteers for additional responsibilities (i.e., shift or department).

***POINT SCORE 4 (Exceeds)***

- Consistently initiates or looks for activity(s) in which to become involved; is proactive;
- Consistently produces quality work;
- Consistently volunteers for additional responsibilities and duties.

***POINT SCORE 3 (Meets)***

- Level of self-initiated activity acceptable for the position and the employee's tenure;
- Occasionally volunteers for additional duties and responsibilities.

***POINT SCORE 2 (Below)***

- Improvement is needed; Sometimes misses obvious activity;
- Lacks initiative; sometimes has to be prodded to get more involved;
- Work produced from self-initiated activity lacks quality.

***POINT SCORE 1 (Unacceptable)***

- Minimal or no self-initiated activity by employee;
- Frequently misses obvious activity;
- Rarely, if ever, volunteers for additional responsibilities; usually must be assigned.

**V. Knowledge of Community Crime**

***POINT SCORE 5 (Exemplary)***

- Always demonstrates an very extensive knowledge and uses this uses this knowledge to proactively patrol and solve problems;

- Always attempts to learn more about crime trends and patterns in neighborhoods and business communities;
- Is always aware of community events in the area and adjusts patrol accordingly.

***POINT SCORE 4 (Exceeds)***

- Knowledge is extensive; is proactive and uses this knowledge to solve community problems and those having a bearing on law enforcement;
- Stays up-to-date on the information relative to crime and trends.

***POINT SCORE 3 (Meets)***

- Generally demonstrates a level of knowledge sufficient to understand the community's crime;

***POINT SCORE 2 (Below)***

- Basic knowledge of community crime, trends, and patterns marginal and below expectations;
- Rarely attempts to learn more about the community, its crime, and events.

***POINT SCORE 1 (Unacceptable)***

- Does not exhibit any knowledge of or interest in the community or its crime;
- Is unaware of community events.

**W. Computer Proficiency**

***POINT SCORE 5 (Exemplary)***

- Always maintains certification(s) required to operate or access the data bases where such certification is required;
- Has an extensive knowledge of MILES, NCIC, Word, Access, Excel, and other Department data bases and can train others.

***POINT SCORE 4 (Exceeds)***

- Maintains certifications required;



- Assists others with computer inquiries and problems;
- Easily uses the various data bases and systems to which the Department has access.

***POINT SCORE 3 (Meets)***

- Is proficient in basic applications and uses the various data bases and systems appropriately;
- Is always currently certified on systems for which current certification is required for access; if certification lapses, it has lapsed for good cause due to an unforeseen circumstance(s).

***POINT SCORE 2 (Below)***

- Lacks knowledge of data bases and systems and is not proficient in all operations – only basic inquiries, such as stolen tags, driver records, etc.;
- Allows certification to lapse without good cause;

***POINT SCORE 1 (Unacceptable)***

- Lacks the most basic of knowledge and is not proficient in basic operations;
- Certification currently has lapsed without good cause;
- Employee has not signed on to the system in more than 30 days.

**X. Report Organization and Detail**

***POINT SCORE 5 (Exemplary)***

- Thoughts and information are always well-organized and reports are rarely, if ever, returned because of errors or for clarification.

***POINT SCORE 4 (Exceeds)***

- Documents are consistently easy to read;
- Reports and documents are rarely returned because of errors or for clarification.

***POINT SCORE 3 (Meets)***

- Occasional errors or omissions cause return of documents, but they are generally corrected with little effort and submitted promptly;

***POINT SCORE 2 (Below)***

- Improvement needed due to inattention or lack of detail;
- Is careless when completing reports, forms, and documents; misses obvious blocks or frequently leaves out pertinent information required; occasionally forgets to submit a form or document;
- Lack of understanding of report system and use of forms.

***POINT SCORE 1 (Unacceptable)***

- Reports, forms, and documents are poorly written and are generally unacceptable; frequently returned for errors and/or omissions;
- Frequently forgets to submit reports, forms, and other
- documents; is frequently on the “delinquent report list”
- Reports often lack clarity and information and appear to be “rushed”

**Y. Performance Under Pressure / Stress**

***POINT SCORE 5 (Exemplary)***

- Always gains and maintains control in all situations and under all conditions;
- Always controls feelings and emotions in even the most trying situations;
- Always maintains composure and makes sound, logical, and rational decisions.

***POINT SCORE 4 (Exceeds)***

- Consistently acts within own limitations and those of other resources available;

- Consistently controls feelings and emotions in most situations, including those when subjected to provocation;
- Consistently maintains his/her composure and generally makes sound, logical, and rational decisions.

***POINT SCORE 3 (Meets)***

- Performance acceptable for the position and tenure of the employee.

***POINT SCORE 2 (Below)***

- Improvement needed; Has difficulty gaining and maintaining control of many situations;
- Difficulty controlling emotions and maintaining composure.

***POINT SCORE 1 (Unacceptable)***

- Does not control situations and maintain composure;
- Does not make sound, logical, and rational decisions;
- An unsafe employee.

**Z. Completion of Assignments, Tasks and Investigation**

***POINT SCORE 5 (Exemplary)***

- Always completes department forms, reports and other documents neatly, completely, accurately, and in conformance with established standards;
- Always completes tasks assigned and conducts thorough initial investigations and follows up on cases.

***POINT SCORE 4 (Exceeds)***

- Consistently completes department forms, reports, and other documents neatly, completely, accurately, and in conformance with established standards;
- Consistently completes tasks assigned and conducts investigations and follow ups.

***POINT SCORE 3 (Meets)***

- Completion of reports, forms and documents are generally acceptable;
- Adequate amount of time used to complete reports, forms, and documents;
- Completes tasks assigned and conducts investigations

***POINT SCORE 2 (Below)***

- Is careless when completing reports, forms, and documents; misses obvious blocks or frequently leaves out pertinent information required; occasionally forgets to submit a form or document;
- Rarely completes tasks assigned and investigations; rarely does follow up on incidents.

***POINT SCORE 1 (Unacceptable)***

- Reports, forms, and documents are poorly written and are generally unacceptable; frequently returned for errors and/or omissions;
- Frequently forgets to submit reports, forms, and other documents; is frequently on the “delinquent report list”
- Never completes tasks assigned; never does a proper investigation or follow up.

**AA. Knowledge, Use, and Care of Equipment**

***POINT SCORE 5 (Exemplary)***

- Is always careful with and thoughtful of City-owned equipment, property, and vehicles; treats them as if they belong to the employee;
- Issued equipment, vehicle and work area always presents a neat, clean, and professional appearance;
- Always accounts for each item issued to the employee and it is always found to be in a state of operational readiness;

- Always demonstrates and utilizes extensive knowledge of proper procedures for the handling and care of equipment.

***POINT SCORE 4 (Exceeds)***

- Work area and vehicle is presentable and conducive to accomplishing the Department's mission;
- Rarely, if ever, is equipment lost or damaged through neglect, inattention, or incompetence;

***POINT SCORE 3 (Meets)***

- Demonstrate an adequate knowledge of the procedures for handling and care of issued equipment;
- If minor deficiencies or lapses are observed through the inspection or other processes, they are usually quickly and easily correctable.

***POINT SCORE 2 (Below)***

- Lacks an adequate knowledge of the procedures for handling and caring for equipment;
- Work area and vehicle are generally not maintained properly;

***POINT SCORE 1 (Unacceptable)***

- Work area, vehicle, equipment maintained in a disorganized manner; appearance usually not presentable;
- Not knowledgeable of the procedures for handling and caring of equipment.

**BB. Effective Use of City Resources**

***POINT SCORE 5 (Exemplary)***

- Knowledge of city resources is extensive and always makes appropriate and timely referrals;
- Always works with other city units to help solve problems;
- A real problem solver; encourages others to problem solve.

***POINT SCORE 4 (Exceeds)***

- Consistently uses city resources and often makes referrals;
- Consistently works with other city units to help solve problems;
- Consistently looks to problem-solve and looks for underlying reasons/causes for problems.

***POINT SCORE 3 (Meets)***

- Knowledge of city resources available acceptable for the position and tenure of the employee; expansion of knowledge encouraged;
- Problem solving ability adequate.

***POINT SCORE 2 (Below)***

- Is unfamiliar with most city resources available;
- Needs direction regarding identification and referral to appropriate city department;
- Sometimes make inappropriate referrals or fails to recognize when a referral would be appropriate.
- Problem-solving ability needs improvement.

***POINT SCORE 1 (Unacceptable)***

- Knows of few, if any, city resources;
- Does not understand concept of problem-solving and frequently does not attempt to solve underlying problem.

**CC. Honesty and Integrity**

***POINT SCORE 5 (Exemplary)***

- Always stands up for what is right, even when faced with adversity;
- Always acts as a role model;

- Always displays a superior work ethic;
- Level of honesty and integrity is never in question

***POINT SCORE 4 (Exceeds)***

- Consistently stands up for what is right, even when faced with adversity;
- Consistently stands up for what is right and does the right thing;
- Consistently acts as a role model to others.

***POINT SCORE 3 (Meets)***

- Does the right thing;
- Maintains an appropriate level of honesty and integrity.

***POINT SCORE 2 (Below)***

- Sometimes needs direction in doing the right thing; work ethic is not strong and usually needs direction from the supervisor to keep motivated;
- Is easily influenced by others and often misled; does not always do the right thing;
- Honesty and integrity is often in question.

***POINT SCORE 1 (Unacceptable)***

- Honesty and integrity is always in question;
- Never displays a good work ethic; must be told by the supervisor what to do;
- Is a follower, not a leader.

**DD. Knowledge and Use of Alternative Resources**

***POINT SCORE 5 (Exemplary)***

- Knowledge of community-based and government based resources is extensive and always makes appropriate and timely referrals;
- Always uses alternative community and government-based resources appropriately;

- Establishes or maintains liaison with community/government resources;
- Is always looking to expand Department interaction with community/government-based service providers;
- Develops partnerships with community groups that provide services;
- A real problem solver; encourages others to problem solve.

***POINT SCORE 4 (Exceeds)***

- Consistently uses alternative community and government based alternative resources;
- Establishes or maintains liaison with community/government resources;
- Consistently looks to problem-solve and looks for underlying reasons/causes for problems.

***POINT SCORE 3 (Meets)***

- Knowledge of community and government based alternative resources acceptable for the position and tenure of the employee; expansion of knowledge encouraged;
- Problem solving ability adequate.

***POINT SCORE 2 (Below)***

- Is unfamiliar with most community/government-based alternative resources;
- Needs direction regarding identification and referral to appropriate agencies/programs;
- Sometimes make inappropriate referrals or fails to recognize when a referral would be appropriate.
- Problem-solving ability needs improvement.

***POINT SCORE 1 (Unacceptable)***

- Knows of few, if any, community/government-based alternative resources;



- Does not understand concept of problem-solving and frequently does not attempt to solve underlying problem.

**EE. Orientation Skill / Response to Calls**

***POINT SCORE 5 (Exemplary)***

- Always responds safely and expeditiously in accordance with response codes;
- Appropriately seeks clarification of or changes to response codes when believed necessary;
- Always travels the most expeditious route contingent upon traffic, weather, etc.
- Always approaches the scene from a tactical view and is always prepared for a variety situations;
- Always responds appropriately as a back-up;
- Always de-escalates responses when it is believed that sufficient employees are on the scene or not needed;
- Always handles calls efficiently and effectively;
- Always handles calls assigned and frequently volunteers for calls not assigned or in the dispatcher's pending queue.

***POINT SCORE 4 (Exceeds)***

- Response is consistently safe and expeditious and in accordance with response codes;
- Appropriately seeks clarification of or changes to response codes when believed necessary;
- Consistently approaches the scene from a tactical view and is prepared for a variety situations;
- Consistently handles calls assigned and volunteers for calls not assigned or in the dispatcher's pending queue.

***POINT SCORE 3 (Meets)***

- Responds safely in accordance with Department policies and procedures;
- Handles assignments dispatched and periodically volunteers for calls.

***POINT SCORE 2 (Below)***

- Improvement is needed regarding response time and route of travel to scene; sometimes response unsafe.
- Sometimes deviates from response code without authorization or good cause;
- Is sometimes unfamiliar with the most expeditious route to the scene;
- Sometimes does not approach the scene from a tactical view;

***POINT SCORE 1 (Unacceptable)***

- Does not know the City, therefore hampering response to routine calls;
- Takes an inordinate amount of time to respond and arrive at the scene;
- Rarely responds as a back-up - must be prompted;
- Rarely returns to service in a timely manner;
- Disregards response codes;
- Rarely, if ever, volunteers for calls.

**FF. Neatness, Grammar, Spelling**

***POINT SCORE 5 (Exemplary)***

- Reports, forms and/or other documents always exhibit excellent use of grammar and punctuation; words spelled correctly;
- Reports, forms, and/or other documents are always neat and contain no erasure or “white-out”;

- Reports, forms, and/or other documents are always easy to understand and are rarely, if ever, returned due to errors or for clarification.
- An excellent writer.

***POINT SCORE 4 (Exceeds)***

- Reports, forms, and/or other documents consistently exhibit proper use of grammar and punctuation; words are generally spelled correctly;
- Reports, forms, and/or other documents are consistently neat and generally contain no erasure or “white-out”;
- Reports, forms, and/or other documents are consistently easy to understand and are generally not returned due to errors or for clarification;
- A good writer.

***POINT SCORE 3 (Meets)***

- Reports, forms, and/or other documents are acceptable and relatively error-free;
- Any report, form, and/or other document returned for error or clarification is easily correctable with minimal work

***POINT SCORE 2 (Below)***

- Reports, forms, and/or other documents lack quality and are below standard; needs improvement;
- Frequent spelling and/or grammatical errors that detract from the document; documents frequently returned because of errors or in need of clarification;
- Some errors not easily corrected and frequently the entire form must be completed again.

***POINT SCORE 1 (Unacceptable)***

- Reports, forms, and/or other documents are of generally poor quality and are unacceptable;

- Serious spelling and/or grammatical errors; generally poorly written/completed
- Never uses a proofreader or other quality control;
- A poor writer.

## **SUPERVISOR MEASUREMENT CRITERIA**

### **A. Acceptance of Feedback From Coworkers**

#### ***POINT SCORE 5 (Exemplary)***

- Always solicits input from a variety of sources and listens to feedback available; listens to suggestions and criticism from citizens, supervisors, and subordinates;
- Always accepts constructive feedback in the manner in which it was intended and uses the feedback to improve organizational and personal effectiveness.

#### ***POINT SCORE 4 (Exceeds)***

- Consistently solicits input from a variety of sources and listens to feedback available;
- Consistently accepts constructive feedback in the manner in which it was intended and uses the feedback to improve organizational and personal effectiveness.

#### ***POINT SCORE 3 (Meets)***

- Usually solicits input from a variety of sources and listens to feedback available; usually listens to suggestions and criticism from citizens, supervisors, and subordinates;
- Usually accepts constructive feedback in the manner in which it was intended and usually uses the feedback to improve organizational and personal effectiveness.

#### ***POINT SCORE 2 (Below)***

- Rarely solicits input from a variety of sources and listens to feedback available; rarely listens to suggestions and criticism from citizens, supervisors, and subordinates;

- Does not always accept constructive feedback in the manner in which it was intended and rarely uses the feedback to improve organizational and personal effectiveness.

***POINT SCORE 1 (Unacceptable)***

- Never solicits input from a variety of sources and listens to feedback available; listens to suggestions and criticism from citizens, supervisors, and subordinates;
- Does not accept constructive feedback in the manner in which it was intended and does not use the feedback to improve organizational and personal effectiveness.

**B. Ability to Maintain Discipline**

***POINT SCORE 5 (Exemplary)***

- Always takes appropriate action to commend, discipline, or counsel employees in a manner that gains voluntary compliance;
- Always mindful of employee conduct, behavior and performance to determine early warning signs of possible need for appropriate intervention (Personnel Early Warning System, Employee Assistance Program, etc.);
- Always supervises appropriately; never over-supervises or micro-manages.

***POINT SCORE 4 (Exceeds)***

- Consistently takes appropriate action to commend, discipline, or counsel employees in a manner that gains voluntary compliance;
- Generally mindful of employee conduct, behavior and performance to determine early warning signs of possible need for appropriate intervention (Personnel Early Warning System, Employee Assistance Program, etc.);
- Provides consistent supervision avoiding whenever possible over-supervising or micro-managing.

***POINT SCORE 3 (Meets)***

- Usually takes appropriate action to commend, discipline, or counsel employees in a manner that gains voluntary compliance;

- Usually mindful of employee conduct, behavior and performance to determine early warning signs of possible need for appropriate intervention (Personnel Early Warning System, Employee Assistance Program, etc.);
- Supervises appropriately;

***POINT SCORE 2 (Below)***

- Rarely takes action to commend, discipline, or counsel employees in a manner that gains voluntary compliance; consistently misses opportunities;
- Fails to observe and recognize employee conduct, behavior and performance to determine early warning signs of possible need for appropriate intervention (Personnel Early Warning System, Employee Assistance Program, etc.);
- Supervises inappropriately; tends to over-supervise or micro-manage.

***POINT SCORE 1 (Unacceptable)***

- Demeanor is generally below expectations or requirements; Fairness, impartiality, and tact is sometimes called into question;
- Actions are not taken to commend, discipline, or counsel employees in a manner that gains voluntary compliance;
- Does not monitor or observe employee conduct, behavior and performance to determine early warning signs of possible need for appropriate intervention (Personnel Early Warning System, Employee Assistance Program, etc.); does not recognize early warning signs;
- When providing supervision, usually over-supervises or micro-manages.

**C. Identification of Training Needs**

***POINT SCORE 5 (Exemplary)***

- Always recommends and/or develops specific training programs to remediate complex and basic employee performance issues related to a lack a training;

- Easily recognizes difference between lack of knowledge and lack of motivation;
- Holds employees accountable for skills addressed by previous training.

***POINT SCORE 4 (Exceeds)***

- Consistently recommends or develops specific training programs to remediate complex and basic employee performance issues related to a lack a training;
- Consistently recognizes the difference between lack of knowledge and lack of motivation;

***POINT SCORE 3 (Meets)***

- Generally recommends and/or develops specific training programs to remediate complex or basic employee performance issues related to a lack a training;
- Usually recognizes difference between lack of knowledge and lack of motivation;
- Attempts to hold employees accountable for skills addressed by previous training.

***POINT SCORE 2 (Below)***

- Generally fails to recommend and/or develop training to remediate complex or basic employee performance issues related to a lack a training;
- Generally fails to recognize difference between lack of knowledge and lack of motivation;
- Generally fails to hold employees accountable for skills addressed by previous training.

***POINT SCORE 1 (Unacceptable)***

- Does not recommend and/or develop specific training programs to remediate basic or complex employee performance issues related to a lack a training;

- Does not recognize the difference between lack of knowledge and lack of motivation; never recognizes the need for training;
- Does not hold employees accountable for skills addressed by previous training.

**D. Team Building**

***POINT SCORE 5 (Exemplary)***

- Is always a leader in the development and maintenance of teamwork; is a very strong proponent and advocate of team work, team building, and establishing partnerships; a consensus builder whenever appropriate;
- Always encourages the participation of others when vital to the mission or task;
- Always sets the example of teambuilding and teamwork for others.

***POINT SCORE 4 (Exceeds)***

- Consistently leads the development and maintenance of teamwork; proposes and advocates team work, team building, and establishing partnerships; a consensus builder whenever appropriate;
- Consistently encourages the participation of others;
- Consistently sets the example of teambuilding and teamwork for others.

***POINT SCORE 3 (Meets)***

- Develops and usually maintains the teamwork ethic; proposes team work, team building, and partnerships when believed necessary; sometimes seeks to build a consensus;
- Usually encourages the participation of others when vital to the mission or task;
- Sets the example of teambuilding and teamwork for others, when formation of a team is believed necessary.

***POINT SCORE 2 (Below)***

- Usually fails to develop or maintain the teamwork ethic; does not regularly propose team work, team building, or



partnerships, even though they may be necessary to accomplishing a task or mission; rarely seeks to build a consensus;

- Participation of others when vital to the mission or task is generally overlooked;
- Does not set a good example of teambuilding or teamwork for others, especially when formation of a team is necessary.

***POINT SCORE 1 (Unacceptable)***

- Is unwilling or unable to develop or maintain the teamwork ethic; does not propose team work, team building, and partnerships, especially when believed necessary; never seeks to build a consensus;
- Participation of others when vital to the mission or task is discouraged;
- Sets a very poor example the example of teambuilding and teamwork for others, especially when formation of a team is necessary.

**E. Attitude Toward Supervisory Responsibilities**

***POINT SCORE 5 (Exemplary)***

- Always maintains a positive attitude towards the job and those persons with whom they work;
- Always fulfills obligations;
- Always takes very seriously the supervisory role; takes great care in the position and does not abuse his/her authority;
- Fully understands his/her role as a commander or supervisor and always acts accordingly;
- Always acts professional, displays a positive image, and behaves in a demeanor that brings credit to him/herself and the Department;
- Knowledge of the Department's internal complaint process far exceeds expectations and requirements; is extremely proficient in investigating those complaints filed against personnel under

his/her command or supervision and assigned to him/her for investigation;

- Always responds appropriately back to the complainant and keeps them informed as to the status and final disposition of the complaint.;

***POINT SCORE 4 (Exceeds)***

- Consistently maintains a positive attitude towards the job and those persons with whom they work;
- Obligations consistently fulfilled;
- Takes very seriously the supervisory role and consistently takes care in the position and does not abuse his/her authority;
- Understanding of his/her role as a commander or supervisor exceeds requirements and expectations; acts accordingly;
- Consistently acts professional, displays a positive image; demeanor brings credit to him/herself and the Department;
- Knowledge of the Department's internal complaint process exceeds expectations and requirements; is proficient in investigating those complaints filed against personnel under his/her command or supervision and assigned to him/her for investigation;
- Responds appropriately back to the complainant and keeps them informed as to the status and final disposition of the complaint.

***POINT SCORE 3 (Meets)***

- Generally maintains a positive attitude towards the job and those persons with whom they work;
- Obligations are generally fulfilled;
- Usually takes the supervisory role seriously; takes care in the position and usually does not abuse his/her authority;
- Understands his/her role as a commander or supervisor and usually acts accordingly;

- Usually acts professional, displays a positive image, and behaves in a demeanor that brings credit to him/herself and the Department;
- Has general knowledge of the Department's internal complaint process that meets requirements and expectations; is able to investigate most basic (few complex) complaints filed against personnel under his/her command or supervision and assigned to him/her for investigation;
- Generally keeps the complainant informed as to the status and final disposition of the complaint.

***POINT SCORE 2 (Below)***

- Attitude towards the job and towards those persons with whom the supervisor works needs improvement;
- Obligations are sometimes not fulfilled;
- Frequently does not take seriously the supervisory role; is careless in the position and sometimes abuses his/her authority;
- Does not fully understand his/her role as a commander or supervisor and, as a result, is frequently ineffective;
- Fails to acts professional, display a positive image, and behave in a demeanor that brings credit to him/herself and the Department;
- Lacks basic knowledge of the Department's internal complaint process; is not proficient in investigating those complaints filed against personnel under his/her command or supervision and assigned to him/her for investigation;
- Does not always respond appropriately back to the complainant in order to keep them informed as to the status and final disposition of the complaint.

***POINT SCORE 1 (Unacceptable)***

- Maintains a generally negative attitude towards the job and those persons with whom they work;
- Rarely, if ever, fulfills obligations;

- Does not take seriously the supervisory role; is very careless in the position and frequently abuses his/her authority;
- Does not have even a basic understanding of his/her role as a commander or supervisor and is ineffective;
- Frequently acts unprofessional; displays a generally negative image and behaves in a demeanor that tends to bring discredit to him/herself and the Department;
- Does not have even a basic knowledge of the Department's internal complaint process far exceeds expectations and requirements; is not capable of investigating even minor complaints filed against personnel under his/her command or supervision and assigned to him/her for investigation;
- Never responds back to the complainant to keep them informed as to the status and final disposition of the complaint/

**F. Workload Management**

***POINT SCORE 5 (Exemplary)***

- Always manages time and workload effectively; delegates appropriately and to the right person;
- Always completes projects that are of the highest quality before established deadlines or due dates;
- Understanding of the job description and of the duties and responsibilities for the position held far exceeds requirements and expectations; prioritizes work accordingly.

***POINT SCORE 4 (Exceeds)***

- Manages time and workload consistently; delegates work appropriately;
- Consistently completes projects that are of high quality by the established deadlines or due dates (in some cases, before deadline);
- Understanding of the job description and of the duties and responsibilities for the position held is exceptional and exceeds requirements and expectations; prioritizes work accordingly.

***POINT SCORE 3 (Meets)***

- Time and workload management acceptable; occasionally (but not often), different techniques could have been used to better manage time and workload; delegates work appropriately, but can and should delegate more;
- Projects of quality are generally completed by established deadlines or due dates; rarely completed late;
- Understanding of the job description and of the duties and responsibilities for the position held meets requirements and expectations; generally prioritizes work accordingly.

***POINT SCORE 2 (Below)***

- Techniques and strategies used to manage time and workload are usually ineffective; delegates inappropriately and must delegate more to the right persons;
- Projects sometimes lack quality (giving the appearance of being rushed to completion) and lack pertinent information or contain confusing or inaccurate information; projects many times are not completed by the established deadlines or due dates;
- Lacks complete understanding of the job description and of the duties and responsibilities for the position held; has tremendous difficulty prioritizing work accordingly.

***POINT SCORE 1 (Unacceptable)***

- Time and workload management skills seriously deficient; is unwilling or unable to delegate work; when work is delegated, it is to the wrong person(s);
- Projects are rarely, if ever completed; when completed, need major work or revisions;
- Lacks familiarity with and a basic understanding of the job description and of the duties and responsibilities for the position held far; does not know how to prioritize work.

**G. Resource Management**

***POINT SCORE 5 (Exemplary)***

- Always manages personnel and equipment in cost-savings manner that does not minimize employee safety; immediately gets equipment./resources needed;
- Always monitors and controls overtime usage; maintains comprehensive records and uses management techniques and methods that far exceed expectations and requirements;
- Always recognizes when overtime is and is not necessary; always takes appropriate steps and actions.

***POINT SCORE 4 (Exceeds)***

- Consistently manages personnel and equipment in cost-savings manner that does not minimize employee safety; immediately gets needed resources and equipment;
- Consistently monitors and controls overtime usage; maintains records and uses management techniques and methods that exceed expectations and requirements;
- Consistently recognizes when overtime is and is not necessary; always takes appropriate steps and actions; actions are rarely called into question.

***POINT SCORE 3 (Meets)***

- Generally manages personnel and equipment in cost-savings manner that does not minimize employee safety; gets equipment./resources needed;
- Overtime usage is usually monitored and controlled; maintains suitable records and uses management techniques and methods that meet expectations and requirements;
- Usually recognizes when overtime is and is not necessary and takes appropriate steps and actions.

***POINT SCORE 2 (Below)***

- Fails to adequately manage personnel and equipment in a cost-savings manner; employee safety is not minimized, but resources are sometimes wasted; sometimes unable to get needed equipment/ resources because sources for such are not known;

- Overtime usage is usually not appropriately monitored nor controlled; maintains inaccurate or suitable records and does not use management techniques and methods that meet expectations and requirements;
- Usually does not recognize or willfully disregards when overtime is and is not necessary and takes appropriate steps and actions.

***POINT SCORE 1 (Unacceptable)***

- Improper and unacceptable management of personnel and equipment; does not attempt to save costs or money; sometimes employee safety is minimized; equipment/resource requests overlooked or not filled;
- Overtime usage is not monitored or controlled; maintains few if any records and does not use suitable management techniques or methods;
- Is oblivious or indifferent to situations when overtime is or is not necessary; inappropriate steps/actions taken.

**H. Evaluation and Recordation of Subordinate Performance**

***POINT SCORE 5 (Exemplary)***

- All performance evaluations are always completed before established deadlines;
- Always maintains comprehensive working files to document ongoing employee performance during the rating period;
- Always rates subordinates appropriately and accurately, and always explains in clear and comprehensive detail any performance rated as outstanding or substandard;
- Always seeks performance-related information from different sources in order to fairly and accurately describe and document an employee's performance.
- When meeting with subordinates regarding their rating, always provides strong, insightful counseling or advice regarding career development, growth with the Department, career paths, and Department expectations regarding behavior and conduct;

***POINT SCORE 4 (Exceeds)***

- Performance evaluations are consistently completed on or before established deadlines;
- Maintains comprehensive working files to document ongoing employee performance during the rating period;
- Consistently rates subordinates appropriately and accurately, and consistently explains in clear and detail any performance rated as outstanding or substandard;
- When meeting with subordinates regarding their rating, always provides consistent counseling or advice regarding career development, growth with the Department, career paths, and Department expectations regarding behavior and conduct.

***POINT SCORE 3 (Meets)***

- Performance evaluations are completed by established deadlines;
- Maintains files to document ongoing employee performance during the rating period;
- Rates subordinates appropriately and accurately, and generally provides explanations for performance rated as outstanding or substandard; sometimes additional comments are required;
- When meeting with subordinates regarding their rating, generally provides acceptable counseling or advice regarding career development, growth with the Department, career paths, and Department expectations regarding behavior and conduct.

***POINT SCORE 2 (Below)***

- Not all performance evaluations are completed by established deadlines (for good cause); some are completed/submitted after deadlines;
- Maintains inaccurate or incomplete working files to document ongoing employee performance during the rating period;
- Some ratings of subordinates are inappropriate and/or inaccurate, and sometimes fails to explain in any performance rated as outstanding or substandard;



- Due to inaccuracies on the part of the rater, rating(s) are frequently contested or appealed;
- When meeting with subordinates regarding their rating, sometimes fails to provide counseling or advice regarding career development, growth with the Department, career paths, and Department expectations regarding behavior and conduct.

***POINT SCORE 1 (Unacceptable)***

- Many, if not all, performance evaluations are generally not completed/submitted by the established deadlines;
- Working files to document ongoing employee performance during the rating period are not maintained or are non-existent;
- Is callous about ratings and disregards the rating scale and measurement criteria; tends to play favorites;
- Subordinates are not rated appropriately and accurately, and rarely, if ever, explains performance rated as outstanding or substandard;
- When meeting with subordinates regarding their rating, fails to counsel or advise regarding career development, growth with the Department, career paths, and Department expectations regarding behavior and conduct; lacks knowledge of career development or career path opportunities.

**I. Inspection and Maintenance**

***POINT SCORE 5 (Exemplary)***

- Thoroughly understands the inspection process and, pursuant to established time frames and intervals, always conducts comprehensive inspections of subordinates and their uniforms, equipment, vehicles, and work areas to ensure compliance with Department directives, rules and policies;
- Always holds him/herself to same high standards to which s(he) holds subordinates;
- Always immediately informs, counsels, or advises subordinates regarding deficiencies or infractions observed;

- Always immediately removes from service any equipment, vehicle, or other item found to be defective, broken, inoperable or that is potentially a threat to employee or public safety;
- Always documents in comprehensive detail those inspections for which a written report is required.

***POINT SCORE 4 (Exceeds)***

- Understand of the inspection process exceeds requirements and expectations and, pursuant to established time frames and intervals, consistently conducts comprehensive inspections of subordinates and their uniforms, equipment, vehicles, and work areas to ensure compliance with Department directives, rules and policies;
- Consistently holds him/herself to same high standards to which s(he) holds subordinates;
- Consistently immediately informs, counsels, or advises subordinates regarding deficiencies or infractions observed;
- Consistently removes from service any equipment, vehicle, or other item found to be defective, broken, inoperable or that is potentially a threat to employee or public safety;
- Generally without fail documents in detail those inspections for which a written report is required.

***POINT SCORE 3 (Meets)***

- Generally understands the inspection process and, pursuant to established time frames and intervals, usually conducts inspections of subordinates and their uniforms, equipment, vehicles, and work areas to ensure compliance with Department directives, rules and policies;
- Usually holds him/herself to same standards to which s(he) holds subordinates;
- Usually immediately informs, counsels, or advises subordinates regarding deficiencies or infractions observed;
- Generally removes from service any equipment, vehicle, or other item found to be defective, broken, inoperable or that is potentially a threat to employee or public safety;

- Documents in fair detail those inspections for which a written report is required.

***POINT SCORE 2 (Below)***

- Fails to fully grasp the inspection process and thereby fails to conduct inspections required at certain times or intervals; does not always conduct comprehensive inspections of subordinates and their uniforms, equipment, vehicles, and work areas to ensure compliance with Department directives, rules and policies;
- Does not set high standards and does not holds him/herself to same high standards to which s(he) holds subordinates;
- Generally fails to immediately inform, counsel, or advise subordinates regarding deficiencies or infractions observed;
- Generally fails to immediately remove from service any equipment, vehicle, or other item found to be defective, broken, inoperable or that is potentially a threat to employee or public safety;
- Rarely documents in comprehensive detail those inspections for which a written report is required.

***POINT SCORE 1 (Unacceptable)***

- Does not understand the inspection process and is unwilling or unable to conduct inspections pursuant to established time frames and intervals; inspections are not conducted;
- A poor example – does not hold him/herself to the same high standards to which s(he) holds subordinates;
- Does not inform, counsel, or advise subordinates regarding deficiencies or infractions observed;
- Rarely, if ever, removes from service any equipment, vehicle, or other item found to be defective, broken, inoperable or that is potentially a threat to employee or public safety;
- Never documents those inspections for which a written report is required.

**J. Ability to Provide and Follow Direction**

***POINT SCORE 5 (Exemplary)***

- Always receives and relays even the most complex instructions and communicates them clearly and understandably;
- Always understands instructions for tasks;
- Always monitors progress and provides extensive follow-through as needed
- Always issues directions, orders, and instructions that are easily understood.

***POINT SCORE 4 (Exceeds)***

- Consistently receives and relays instructions and communicates them clearly and understandably;
- Consistently issues directions, orders, and instructions that are understandable;
- Consistently monitors progress and provides adequate follow-through.

***POINT SCORE 3 (Meets)***

- Performs at an acceptable level.

***POINT SCORE 2 (Below)***

- Improvement needed; rarely follows instructions; needs frequent clarification;
- Often issues unclear, conflicting, or improper directions or orders;
- When relaying orders, they are confusing or taken out of context.

***POINT SCORE 1 (Unacceptable)***

- Incapable or, or unwilling/ unable to issue or follow directions or orders;

- Incapable or, or unwilling/ unable to relay directions or orders.

**K. Compliance with Directives**

***POINT SCORE 5 (Exemplary)***

- Always demonstrates a superior working knowledge and understanding of Department directives, such as General and Special Orders, memoranda, and other pertinent materials used to guide the Department, and applies this knowledge to various situations;
- Always ensures/conducts prompt reviews and discusses, and ensures appropriate training for subordinates on newly-distributed or issued directives;
- Is always in compliance with all Department rules and regulations and City policies; strongly encourages subordinate compliance;
- A role model for others to emulate.

***POINT SCORE 4 (Exceeds)***

- Demonstrates consistent working knowledge and understanding of Department directives, such as General and Special Orders, memoranda, and other pertinent materials used to guide the Department, that exceeds requirements and expectations and applies this knowledge to various situations;
- Consistently ensures/conducts prompt reviews and discusses, and ensures appropriate training for subordinates on newly-distributed or issued directives;
- Is consistently in compliance with all Department rules and regulations and City policies; strongly encourages subordinate compliance;
- Generally a role model for others to emulate.

***POINT SCORE 3 (Meets)***

- Demonstrates a suitable, but not extensive, level of knowledge and understanding of Department directives, such as General and Special Orders, memoranda, and other pertinent materials

used to guide the Department, and is generally able to apply this knowledge to most situations;

- Within an acceptable period of time, ensures/conducts reviews and discusses, and ensures appropriate training for subordinates on newly-distributed or issued directives;
- Is generally in compliance with all Department rules and regulations and City policies; strongly encourages subordinate compliance; some minor infractions observed and/or noted during the rating period;

***POINT SCORE 2 (Below)***

- Does not demonstrate a suitable level of knowledge and understanding of Department directives and other pertinent materials used to guide the Department; cannot apply or misapplies this knowledge to different situations;
- Does not ensures/conducts prompt reviews, nor discusses or ensures appropriate training for subordinates on newly-distributed or issued directives;
- Frequently out of compliance with some minor Department rules and regulations and City policies; does not openly encourage subordinate compliance;
- Not considered a role model for others to emulate.

***POINT SCORE 1 (Unacceptable)***

- Generally lacks knowledge and understanding of Department directives and other pertinent materials used to guide the Department; is unwilling or unable to apply, or misapplies this knowledge to several situations;
- Reviews, discussions, or training for subordinates on newly-distributed or issued directives is non-existent or not readily apparent ;
- Generally out of compliance with some minor and some major Department rules and regulations and City policies; criticizes or ridicules orders thereby lessening employees' willingness to voluntary comply with them;
- Not considered a role model for others to emulate.

**L. Knowledge of Justice System Functions**

***POINT SCORE 5 (Exemplary)***

- Always very familiar with all of the available resources and functions of the criminal justice system and is easily able to assist victims, witnesses, and others accordingly;
- Is superior in the use of CJIS records, and other resources; fully understands privacy precautions regarding the release or sharing of such records;
- Always responds quickly, accurately, and effectively to system-related requests;
- Always current with changes in the system and with legal updates;
- Without doing their work for them, always provides an appropriate level of assistance to subordinates regarding system requests or inquiries.

***POINT SCORE 4 (Exceeds)***

- Familiarity with most, if not all, of the available resources and functions of the criminal justice system exceeds requirements and expectations; is able to assist victims, witnesses, and others with little difficulty;
- Level of knowledge and appropriate use of CJIS records, and other resources exceeds expectations; understands and is consistently mindful of privacy precautions regarding the release or sharing of such records;
- Responds consistently and effectively to system-related requests;
- Stays current with changes in the system and with legal updates;
- Consistently provides an appropriate level of assistance to subordinates regarding system requests or inquiries.

***POINT SCORE 3 (Meets)***

- Familiarity with most of the pertinent resources and functions of the criminal justice system is acceptable; is generally able to assist most victims, witnesses, and others accordingly;
- Is generally familiar and knowledgeable in the use of CJIS records, and other resources;
- recognizes privacy precautions regarding the release or sharing of such records;
- Generally responds appropriately to system-related requests;
- Is generally current with changes in the system and with legal updates;
- Usually provides an appropriate level of assistance to subordinates regarding system requests or inquiries.

***POINT SCORE 2 (Below)***

- Is generally unfamiliar with many of the available resources and functions of the criminal justice system and is not easily able to assist victims, witnesses;
- Unfamiliar with the use of CJIS records, and other resources; does not fully understand privacy precautions regarding the release or sharing of such records;
- Fails to respond quickly, accurately, and effectively to system-related requests;
- Not always current with changes in the system and with legal updates;
- Due to lack of certification or unfamiliarity with the system, is not always able to provide an appropriate level of assistance to subordinates regarding system requests or inquiries.

***POINT SCORE 1 (Unacceptable)***

- Does not know many of the available resources and functions of the criminal justice system and cannot assist victims, witnesses, and others accordingly;



- Little, if any, knowledge of the use of CJIS records, and other resources; is careless regarding privacy precautions pertaining to the release or sharing of such records;
- Response time is poor or not-at-all to system-related requests;
- Is unwilling or unable to stay current with changes in the system and with legal updates;
- Is unwilling or unable to assist subordinates regarding system requests or inquiries.

M. **Supervisory Officer Safety Responsibilities**

*POINT SCORE 5 (Exemplary)*

- Always follows accepted safety practices and always ensures that subordinates follow them, too;
- Always sets an example for subordinates;
- Always informs subordinates (immediately, if possible) of their unsafe practices;
- Whenever possible, always looks for and recognizes dangerous conditions and situations developing.

*POINT SCORE 4 (Exceeds)*

- Consistently follows accepted safety practices and always ensures that subordinates follow them, too; knowledge of safety practices and procedures exceeds requirements and expectations;
- Consistently sets a good example for subordinates;
- Consistently advises or informs subordinates of their unsafe practices;
- Looks for and generally recognizes dangerous conditions and situations developing.

***POINT SCORE 3 (Meets)***

- Generally follows accepted safety practices and ensures that subordinates follow them, too; generally knowledgeable of safety practices and procedures;
- Overall, sets a good example for subordinates;
- Usually advises or informs subordinates of their unsafe practices;
- Looks for and generally recognizes dangerous conditions and situations developing.

***POINT SCORE 2 (Below)***

- Generally does not follow accepted safety practices;
- Often sets a bad example for subordinates follow them;
- Often overlooks unsafe practices of subordinates

***POINT SCORE 1 (Unacceptable)***

- Is generally unsafe; Does not consistently follow accepted safety practices and fails to ensure that subordinates follow them, too; knowledge of safety practices and procedures very weak;
- Is not respected by subordinates;
- Does not advise or inform subordinates of their unsafe practices;
- Unwilling or unable to recognize dangerous conditions and situations developing.

**N. Report Review**

***POINT SCORE 5 (Exemplary)***

- Always demonstrates a thorough working knowledge of the report system, including proper use of various forms, and always applies this extensive knowledge to ensure error-free reports s(he) reviews;

- Always informs subordinates effectively of report deficiencies;
- Always ensures that reports are reviewed in a timely manner and those approved are complete, thorough, contain all pertinent or require information, and that an appropriate preliminary investigation was completed;
- Always ensures quality.

***POINT SCORE 4 (Exceeds)***

- Demonstrates a working knowledge of the report system, including proper use of various forms, that exceeds requirements and expectations; consistently applies this knowledge to ensure error-free reports s(he) reviews;
- Consistently and effectively informs subordinates of report deficiencies;
- Consistently ensures that reports are reviewed in a timely manner and those approved are complete, thorough, contain all pertinent or require information, and that an appropriate preliminary investigation was completed;
- Consistently concerned with quality.

***POINT SCORE 3 (Meets)***

- Demonstrates a basic knowledge of the report system, including proper use of various forms, that is adequate (but not extensive) and generally applies this knowledge to ensure error-free reports s(he) reviews; periodically (not often) reviews and approves a report containing obvious deficiencies or errors that are minor and easily correctable;
- Usually informs subordinates of report deficiencies;
- Usually ensures that reports are reviewed in a timely manner and those approved are complete, thorough, contain all pertinent or require information, and that an appropriate preliminary investigation was completed;
- Usually ensures quality.

***POINT SCORE 2 (Below)***

- Level of knowledge of the report system, including proper use of various forms, is lacking and is below requirements and expectations; Sometimes applies this what knowledge s(he) has to reports s(he) reviews, but still approves reports containing obvious errors, some minor – some major;
- Rarely informs subordinates of report deficiencies;
- Reports are generally not reviewed in a timely manner and some of those approved are incomplete, lack information, contain errors, and/or an appropriate preliminary investigation was not completed;
- Not that concerned with quality.

***POINT SCORE 1 (Unacceptable)***

- Little if any knowledge of the report system, including proper use of various forms;
- Does not inform subordinates of report deficiencies;
- Does not review or approve reports.