



Ocean City Police Department

General Order

Subject: Employee Performance Evaluation		No. G.O. 200 E-1	
Rescinds: 500 E-1 (01/21/1997)	Amends:	Related Directive: G.O. 500 A-4	
Approval Date: 01/26/2010	Effective Date: 01/28/2010	Distribution Date: 01/27/2010	Distribution Type: A
References: - C.A.L.E.A. Standard 35.1.1 through 35.1.14 - Town of Ocean City Personnel Policies Governing Classified Employees - Collective Bargaining Agreement between the Town of Ocean City and Maryland F.O.P. Lodge 10			

I. Purpose

II. Definitions

- A. Step Increase
- B. Exceptional
- C. Meets Standards
- D. Improvement Needed
- E. Unsatisfactory
- F. Employee Performance Appraisal

III. Policy

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I. Purpose:

The purpose of this Policy is to establish a performance evaluation system that assists employees and supervisors in determining how well employees are meeting the standards of their job descriptions. It is important that employees know how they have been rated and that both the individual supervisor and the employee discuss the evaluation.

II. Definitions:

- A. **Step Increase:** An increase in salary afforded an employee who has met the performance standards of the agency within the last year of employment. This is generally awarded to an employee on his/her employment anniversary date. A step increase is commonly referred to as a yearly pay increment.
- B. **Exceptional:** A performance evaluation rating that shows superior job performance exceeding the requirements of the rated category.
- C. **Meets Standards:** A performance evaluation rating that shows expected job performance from the rated employee.
- D. **Improvement Needed:** A performance evaluation rating that shows performance that is substandard and requires enhancement in a specific rating category.
- E. **Unsatisfactory:** A performance rating that shows performance that is inadequate and/or unacceptable. Performance ratings in this area are generally based on a continuing course of conduct by the employee.
- F. **Employee Performance Appraisal:** A term used by the Town of Ocean City Department of Human Resources that is synonymous with the police department's performance evaluation.

III. Policy:

Supervisors shall complete all required performance evaluations and keep their subordinates apprised of their performance throughout the rating period, allowing employees to know what is expected of them, how well they are doing, and where their performance needs improvement.

IV. Requirements:

- A. Each supervisor shall conduct a mid-term evaluation with their subordinates to assure unacceptable or below average performance is brought to the employee's attention and to allow ample time for improved performance prior to the conclusion of the evaluation period. Supervisors shall provide written notification to employees whose performance in any rated category is unacceptable or below average. Supervisors shall maintain a copy of each notification for purposes of referral at the conclusion of the evaluation rating period.

- B. Non-sworn employees (including full-time temporary employees) will be evaluated by their immediate supervisor in accordance with the Town of Ocean City Personnel Policies Governing Classified Employees. The evaluation form along with specific evaluation criteria used to document an employee's performance will be developed and distributed by the Town of Ocean City Department of Human Resources under the direction of the Human Resource Director. The specific guidelines for completing this evaluation are published under a Standard Operating Procedure.
- C. Seasonal employees will be evaluated upon their separation from the Department. Seasonal non-sworn employees will be evaluated under the same guidelines and utilizing the same performance evaluation form as described in paragraph B of this section. Seasonal sworn employees (Seasonal Police Officers) will be evaluated on a performance evaluation form developed by the Department outlining specific rating areas unique to the job description of this job classification. The specific guidelines to complete this evaluation are published under a Standard Operating Procedure.
- D. Probationary sworn employees will be evaluated by their supervisors three (3) times during the course of the probation period. Probationary sworn employees will also be evaluated weekly by their Field Training Officer during their designated assigned Field Training and Evaluation Program (F.T.E.P.). All probationary sworn employees must be evaluated two (2) weeks prior to the end of probation. Supervisors are responsible for meeting with the probationary sworn employees at three (3) month intervals to discuss performance and determine any areas in need of improvement.
- E. Full-time sworn employees will be evaluated semi-annually. The rating periods will be determined by the Chief of Police. Supervisors will be required to complete additional evaluations in the following circumstances:
 - 1. Every three (3) months following an overall unsatisfactory rating until a "meets standards" rating is reached. If one area on the evaluation is rated unsatisfactory, the overall evaluation is unsatisfactory. If the employee is rated in need of improvement in three (3) or more areas on the evaluation, the overall evaluation is unsatisfactory.
 - 2. Anytime between rating periods as a Division Commander may direct and/or a supervisor may request.
 - 3. Within six (6) months after an employee is promoted to an advanced rank within the police department.
- F. Full-time sworn employees will be evaluated on a performance evaluation form developed by the Agency. The rating behavior categories will outline specific job functions that are unique to the mission of the Department and the job classification the individual employee.

- G. Full-time sworn employees below the rank of police lieutenant will be evaluated in accordance with the Collective Bargaining Agreement.
- H. Full-time sworn employees holding the rank of police lieutenant and above will be evaluated twice each year.

V. Procedure:

- A. A supervisor completing evaluations as the “rater” must sign the performance evaluation and submit the performance evaluation to his/her immediate supervisor for review, discussion, and consensus prior to serving the performance evaluation on the employee. Once a supervisor has served a performance evaluation to the rated employee, the employee shall have the opportunity to sign the evaluation and make written comments that will become a permanent part of the performance evaluation report.
- B. A supervisor must meet one-on-one with each subordinate employee at the conclusion of the rating period. The purpose of this meeting is three (3) fold.
 - 1. First, the supervisor will discuss the individual employee’s performance during the rated period.
 - 2. Second, the supervisor should identify expectations in areas rated as “Improvement Needed” and “Unsatisfactory”, then discuss goals for the new rating period and a plan to achieve the goals.
 - 3. Third, the supervisor should discuss career development for the employee, including advancement through promotion, specialization and/or training opportunities.
- C. Each performance evaluation rater and reviewer shall make a written recommendation to the appropriate Division Commander outlining corrective action for all personnel receiving category ratings below “Meets Standards”. Corrective action can be, but is not limited to, training, discipline, punishment, pay increment/step denial, or other administrative action.
- D. Division Commanders shall also assure performance evaluations are completed and submitted to the Office of the Chief within prescribed deadlines and that the contents of all completed performance evaluations remain confidential and only individuals with proper authority have access to the information on each performance evaluation report. All completed performance evaluation reports shall be maintained in each employee’s personnel file under the custody and security of the Police Human Resource Coordinator.
- E. An employee who disagrees with his/her evaluation may elect to appeal any and/or all performance ratings, utilizing the grievance process outlined for their particular work group.

- F. The Commander of the Support Services Division is responsible for the management of the Performance Evaluation Program and shall ensure that newly promoted supervisors receive training in the performance evaluation functions at the time of promotion.

- G. The Commander of the Support Services Division shall assure an annual audit and critique of the performance evaluation process is conducted. The objectives of this audit/critique are to:
 - 1. Identify instances of extreme ratings and the reasons for them.
 - 2. Investigate contested evaluations and the reasons for them.
 - 3. Evaluate training and development needs of the department.
 - 4. Update behavioral ratings and definitions on the performance appraisal form.