

*Maryland-National Capital Park Police  
Prince George's County Division*

## DIVISION DIRECTIVE

<small>TITLE</small> <b>PERFORMANCE EVALUATIONS AND PERSONNEL EARLY WARNING SYSTEM</b>			<small>PROCEDURE NUMBER</small> <b>PG326.0</b>
<small>SECTION</small> <b>Duties and Responsibilities</b>	<small>DISTRIBUTION</small> <b>A</b>	<small>EFFECTIVE DATE</small> <b>12/01/04</b>	<small>REVIEW DATE</small> <b>12/01/06</b>
<small>REPLACES</small> <b>PG326.0 "Performance Evaluations And Personnel Early Warning System", issued 07/01/02</b>			
<small>RELATED DIRECTIVES</small>	<small>REFERENCES</small> <b>CALEA 11, 34, 35</b>	<small>AUTHORITY</small> <b>Commander Larry M. Brownlee, Sr.- Division Chief</b>	

### I. PURPOSE

The purpose of the directive is to describe the departmental performance evaluation process.

### II. POLICY

All supervisory personnel are responsible for the performance of employees under their immediate supervision and control and shall complete annual performance evaluations in compliance with this directive. The Park Police recognizes that effective job performance from all employees is essential to achieving its goals and objectives. Performance evaluations shall be conducted in accordance with the applicable M-NCPPC Manual for Performance Evaluation (Sergeants and below) and Performance Management Program Manual (Lieutenants and above and civilian employees).

### III. PERFORMANCE EVALUATION PROCESS

- A. The Office of Division Chief's Administrative Aide will provide all supervisors, Sergeants, Lieutenants, Assistant Chiefs, and the Division Chief with a list of anniversary dates on a quarterly basis.
- B. Supervisors shall begin all evaluations no later than nine weeks before an employee's anniversary date except when III. C is applicable.
- C. Whenever a supervisor deems that an employee's performance is unsatisfactory the employee shall be advised, in writing, a minimum of 90 days prior to the employee's anniversary date. The employee's unsatisfactory performance shall be

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completely documented, along with the actions needed to improve to a satisfactory level, in the written notification. The notification shall be given in the form of a written performance counseling or a Performance Improvement Plan. The supervisor shall immediately begin the annual evaluation process to insure that all task/functions and factors are addressed prior to the finalization of the Performance Evaluation Form.

- D. Supervisors shall notify the Office of Division Chief's Administrative Aide by informal, dated note or E-Mail, no later than 60 days before employee's anniversary date, in regards to the Performance Improvement Plan, of the employee's overall evaluation category.
- E. The Office of Division Chief's Administrative Aide will prepare the PA-2 form (Personnel Action Form) with the evaluation before it goes to the Division Chief for review.
- F. The supervisor will complete the evaluation and forward it through the appropriate chain of command.
- G. The Area Operations Assistant Chief or appropriate command personnel will review, sign, and forward the evaluation to the Office of Division Chief's Administrative Aide who will attach the PA-2 forms and forward the completed package to the Division Chief.
- H. The completed package is due in the Division Chief's office no later than 37 days before the employee's anniversary date. If it is not received, the Office of Division Chief's Administrative Aide will send a notice of a late evaluation to the affected Assistant Chief, with a copy to the Division Chief.
- I. The Division Chief will sign the documents and return the package to the Administrative Aide who will return the package to the originating supervisor.
- J. The supervisor will completely review the evaluation with the employee. The employee shall be given the opportunity to make written comments in the space provided, attach comments, or forward comments through the chain of command within 30 days after the review. Both the supervisor and the employee will sign the evaluation and PA-2 forms, the employee shall be given a photocopy, and the supervisor shall forward the package to the Office of Division Chief's Administrative Aide.
- K. The Office of the Division Chief's Administrative Aide will then forward the package to the Director of Parks and Recreations' office.
- L. The M-NCPPC Department of Human Resources conducts training for all supervisors on the Employee Performance Management Program.

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**IV. GENERAL**

- A. Park Police Officers will be evaluated every six months unless on probation or in a Performance Improvement Plan. Entry-level probationary employees will be evaluated quarterly.
- B. Employees will be rated by their immediate supervisor.
- C. All performance evaluations will be documented on forms provided by the M-NCPPC Personnel Department.
- D. Evaluations will cover a specific period.
- E. Evaluations will be based solely on employee performance during the specific rating period.
- F. All entries in the performance evaluation report shall be typewritten or neatly written or printed.
- G. A copy of the completed performance evaluation will be provided to each employee.
- H. Performance evaluations will be filed permanently in the employee's personnel file in the M-NCPPC Personnel Department and Office of the Division Chief's Administrative Aide file.

**V. EVALUATION OBJECTIVES**

The completion of an evaluation form represents the culmination of an ongoing review process. Its purpose is to:

- A. Define employee goals;
- B. Specify work objectives and priorities;
- C. Communicate performance expectations;
- D. Assess training and development needs;
- E. Provide and receive feedback;
- F. Identify promotion potential; and
- G. Facilitate proper decisions regarding probationary employee.

**VI. PERFORMANCE EVALUATION CRITERIA**

- A. At the beginning of each evaluation period, based upon a review of job class specifications and an evaluation of requirements for specific positions, the supervisor, in concert with the Division Chief, chooses those duties and responsibilities of an employee's position that are critical to successful performance and particularly within the control of the employee. These duties and

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responsibilities are prioritized according to their relationship to the success of the department's goals and objectives.

- B. For each duty/responsibility, the supervisor defines specific job performance standards. These standards should reflect requirements for satisfactory performance and whenever possible, levels of productivity and expected output.
- C. The supervisor and employee will discuss and agree upon employee goals and objectives for the evaluation period at its beginning.
- D. The supervisor will then review and discuss with the employee their specific duties/responsibilities and the defined performance standards including, but not limited to:
  - 1. The tasks of the position occupied;
  - 2. The level of performance expected; and
  - 3. The evaluation rating criteria.
- E. During the evaluation period, the supervisor and employee should periodically review job performance. As always, employees are encouraged to arrange with their immediate supervisor to review any paperwork kept by the supervisor as an aid in the performance appraisal process. Employees are further encouraged to periodically review their personnel file. Arrangements for this review must be made through the Office of the Division Chiefs' Administrative Aide.

**VII. RATER RESPONSIBILITIES**

- A. The rater shall conduct a private discussion with the employee regarding the evaluation report. This discussion will give the rater an opportunity to cover areas of strengths and weaknesses on the part of the employee and to give specific examples of each. Counseling and guidance may be provided concerning the employee's performance. The employee can then identify specific personal needs for training or experience. Questions concerning evaluation criteria may be resolved. Position tasks and performance expectations, levels, and objectives for future evaluations can be identified and agreed upon.
- B. Performance ratings, which are either unsatisfactory or outstanding, will be clearly explained in written supplementary material.
- C. Following the rater-employee discussion, the rater will forward the evaluation through the appropriate chain of command.
- D. Supervisors shall advise employees, in writing, whenever their performance is deemed to be unsatisfactory. Where possible, this written notification shall be given to the employee at least 90 days prior to the end of the final reporting period.

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**VIII. EMPLOYEE RESPONSIBILITIES**

- A. The employee will have an opportunity to discuss each performance evaluation with the rating officer. Positive values resulting from this discussion may include:
  - 1. A clearer understanding of individual strengths and weaknesses, as perceived by the rater.
  - 2. An understanding of opportunities available to improve areas of strengths and reduce areas of weaknesses.
  - 3. A mutual agreement, as to tasks and levels of performance expected for the next period of evaluation.
  - 4. An opportunity to request specific training or experience.
  - 5. An opportunity to clear up any misunderstandings or to verbalize needs not currently being met by the rater.
  
- B. The employee will sign the performance evaluation. The signature will indicate only that the employee has read the report and does not imply agreement or disagreement with the contents.
  - 1. In addition, the employee may choose to comment in writing on an attachment, concerning any part of the report or the report as a whole.
  - 2. If the employee believes the report inaccurately evaluates performance, such comments should be included.
  - 3. The rater's supervisor and the Division Chief will review these comments. Their written comments will be included with the performance evaluation with copies provided to each party involved.
  
- C. Throughout the rating period, it is to the employee's advantage to discuss performance expectations and actual performance with their supervisor.

**IX. REVIEWER RESPONSIBILITIES**

- A. Each performance evaluation report will be reviewed and signed by the rater's supervisor.
  
- B. Upon reviewing completed performance evaluations, the rater's supervisor shall evaluate raters to ensure that evaluations are fair, impartial, that evaluation interviews are conducted according to departmental guidelines, and that all ratings are uniformly applied.

**X. UTILIZATION OF PERFORMANCE EVALUATION RESULTS**

- A. Each employee will be considered for a merit increase based on performance, unless they are in the last step of their grade.
  
- B. Unacceptable or marginal performance will not be rewarded with a merit increase.

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- C. Employees on extended sick leave or disability leave will not receive an increment increase unless they have worked at least 50% of the rating period.
- D. Evaluation results may be used for assignment to specialized positions, and for identifying training needs.

**XI. PROBATIONARY POLICE OFFICERS**

- A. Police officers on probation are evaluated daily and weekly while assigned to the Field Training Program.
  - 1. Upon completion of the academy, probationary officers will be evaluated, using the performance evaluation form, after three months, six months and then at twelve months, to supplement the performance evaluation form. Probationary officers will be evaluated by their FTO as outlined in Division Directive PG710.3 – “Field Training and Evaluation” for the Police Officers Field Training Program. The supervisor will complete a written internal memorandum to the field training coordinator, commenting on the probationary employee’s performance in the required functions of the police officer. This memorandum will be completed in the fourth, eighth, and tenth month of the employee’s probation. The second month of the officer’s probation will be covered by the FTO with the daily and weekly evaluations.
  - 2. If all evaluations are satisfactory, probationary officers will attain permanent status after twelve months.
- B. All officers promoted to the rank of sergeant will undergo a six month probationary period starting with the effective date of the promotion.
  - 1. During the probationary period evaluations will be completed on a monthly basis.
- C. Exceptions
  - 1. Newly promoted lieutenants and captains do not have a defined probationary period. They will be evaluated on a continuous basis under the Performance Management Program.
  - 2. When a captain is promoted to Chief of the Park Police Division, he/she remains in a career status and is evaluated under the Performance Management Program.

**XII. PERSONNEL EARLY WARNING SYSTEM**

- A. A comprehensive Personnel Early Warning System is an essential component of good discipline in a well-managed law enforcement agency. The early identification of potential problem employees and a menu of remedial actions can

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increase agency accountability and offer employees a better opportunity to meet the agency's values and mission statement.

- B. The failure of the agency to develop a comprehensive Personnel Early Warning System can lead to the erosion of public confidence in the agency's ability to investigate itself, while putting the public and agency employees in greater risk of danger.
- C. There are two levels to the Personnel Early Warning System.
  - 1. The first level involves the employee's immediate supervisor.
    - a. A proactive early intervention from the first level of supervision is a crucial element to a successful Personnel Early Warning System. The Personnel Early Warning System offers an avenue to address problems and/or deficiencies (if found) as early as possible to change unwanted behavior.
    - b. As part of the bi-annual evaluation process, the first line supervisor will review his/her employee's shift file(s) to determine if there are any patterns of inappropriate conduct/behavior developing (i.e. sick time, tardiness, attitude problems, family problems affecting work) with the purpose of early intervention to correct the problems(s).
  - 2. The second level includes options and reviews already available through Use of Force reporting, Disciplinary Procedures, Employee Assistance Programs and Personnel and Administrative Complaints.
    - a. On an annual basis the Internal Affairs Manager and the Assistant Chiefs will review these systems.
    - b. During these reviews, if a pattern of behavior/conduct that needs to be corrected is discovered, a memo detailing the pattern of conduct or behavior, along with suggestions for correcting the problem(s), will be written. The memo will be forwarded to the Division Chief.
    - c. The Division Chief will review the suggested course of action and make changes if deemed appropriate.
- D. Remedial actions shall be instituted for the purpose of correcting the pattern of conduct/behavior. Remedial actions will be in accord with established departmental policies as well as the Law Enforcement Officers Bill of Rights. They may include training, counseling, monitoring, and discipline up to and including termination.
  - 1. Where it is deemed appropriate, the employee will be advised of the availability of the Employee Assistance Program. This program is a voluntary and confidential program available to the employee and his/her family.

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2. As part of a corrective process, the department may require an employee to contact the Employee Assistance Program for evaluation/assistance with a specific need or problem.
- E. The Internal Affairs Manager will be responsible to review the Personnel Early Warning System and submit a report annually.

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