



# GENERAL ORDER ADM-33 PERFORMANCE EVALUATION

EFFECTIVE AUGUST 23, 2018

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This General Order contains the following numbered sections:

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- V. MANAGEMENT OF THE EVALUATION PROCESS
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## I. POLICY

The Howard County Department of Police (HCPD) will use a performance evaluation system that provides standard formats to be used by immediate supervisors to assess the conduct of and work performed by subordinates.

## II. PERFORMANCE EVALUATION SYSTEM

### A. Personnel Section

- 1. Coordinates the performance evaluation system.
- 2. Maintains notification forms and is responsible for providing them to Bureau Commanders at least thirty (30) days prior to a subordinate's anniversary date.

### B. Measurement standards<sup>1</sup>

- 1. All sworn positions below the rank of Sergeant shall be evaluated via the HCPD's Performance Review System using the ratings scale detailed in the HCPD Performance Review Manual.
  - a. Above Standard: The member generally handles problems and situations related to the factor being rated in an exemplary fashion. The member shows initiative in almost all cases.
  - b. Standard: The member handles his responsibilities competently, fully meeting the requirements of the factor being rated.
  - c. Needs Improvement: The member performs his required tasks at a less than acceptable level. This member may have competency but lacks consistency.
  - d. Unsatisfactory: The member consistently performs at an unacceptable level. The individual has been counseled and either has failed to improve or does not demonstrate the capacity to improve in that assignment.
- 2. Police Sergeants through Police Majors, as well as civilian employees, shall be evaluated using the County's Performance Evaluation Form, which may be accessed via the Howard County Government Intranet or from the shared drive forms folder.

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<sup>1</sup> CALEA 35.1.1a

C. Rater Responsibilities<sup>2</sup>

1. If a subordinate or a supervisor is transferred or promoted, the previous and current supervisors will work together to complete a performance review on the subordinate covering the entire rating period. This procedure is designed to ensure continuity and equity within the performance review system.
  - a. If there are significant performance issues, these shall be documented in detail, in writing, and passed on to the new supervisor at the time of transfer.
  - b. If a supervisor leaves the employ of the HCPD, the departing supervisor shall complete a performance review for the partial rating period and turn it over to the incoming supervisor prior to leaving. If circumstances arise where a new supervisor has not yet been appointed, the departing supervisor may submit the partial review to his own supervisor or commanding officer.
2. Evaluations require accurate and detailed information. Raters will maintain written or electronic documentation of their subordinates' job performance throughout the rating period so that evaluations are accurate and meaningful.
3. Personnel should be informed whether they failed to meet, have met, or exceeded expectations established for their performance.
4. When a rater identifies a rating of "Does Not Meet Standards" for Sergeants and above and civilian personnel or "Unsatisfactory" for sworn below the rank of Sergeant in any category of a subordinate's performance during the rating period, he will notify the subordinate at least ninety (90) days prior to the end of the annual rating period in writing utilizing a counseling form.<sup>3</sup> This will allow the subordinate an opportunity to improve his performance before the end of the rating period.
  - a. This shall not preclude a rater from addressing performance issues that occur in the last ninety (90) days of a rating period.
  - b. A copy of the counseling form shall be sent to the Police Personnel Section immediately.
5. At the conclusion of a rating period/beginning of the next rating period, raters will counsel their subordinates concerning the following:
  - a. Career counseling, including the duties, responsibilities, and tasks of the assignment based on the established assignment description;<sup>4</sup>
  - b. The level of performance expected for the next rating period;<sup>5</sup>
  - c. The criteria used for evaluating the member; and
  - d. Goals for the next evaluation period.
6. After the rater has completed the performance evaluation form and the rater's supervisor has reviewed it, the rater will discuss the performance evaluation with the subordinate in an evaluation interview.<sup>6</sup>

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<sup>2</sup> CALEA 35.1.1c

<sup>3</sup> CALEA 35.1.6

<sup>4</sup> CALEA 35.1.7b

<sup>5</sup> CALEA 35.1.7c

<sup>6</sup> CALEA 35.1.7a & 35.1.1b

- a. Raters will explain the reasons for all ratings in the space provided to assist the subordinate in his understanding of the measurement marked.<sup>7</sup> Specific examples of performance should be discussed in detail.
  - b. The subordinate will be given the opportunity to include his own comments in the space provided on the form.<sup>8</sup>
- D. Rater Training<sup>9</sup>
- 1. Raters will receive formal training in conducting performance evaluations within one year of initial promotion to a supervisory position.
  - 2. Periodic refresher training will be provided as part of in-service training as manpower and resources permit.

### **III. ANNUAL PERFORMANCE EVALUATION**

- A. Annual performance evaluations will be completed for all sworn members except the Chief of Police upon completion of the probationary period, and all civilian members.<sup>10</sup>
- B. The HCPD Performance Evaluation form will be used to evaluate the performance of all Officers, Police Officers First Class, and Police Corporals. Meetings will be conducted by the supervisor on a quarterly basis with those members within this classification, as dictated by the HCPD Performance Evaluation Manual.
- C. For all other employees, supervisors will utilize performance evaluation forms that conform to Howard County regulations as noted on the Howard County Government Intranet, and in any applicable union contracts.
- D. Personnel performance will be rated only for the period of time listed on the face of the performance evaluation form.<sup>11</sup>
- E. The criteria used to form the basis of the performance evaluation will reflect the tasks that a subordinate performs relative to his assignment description during the rating period.<sup>12</sup>
  - 1. The performance evaluation form used for a subordinate will match his classification or rank.
  - 2. Job assignment descriptions are maintained and available for review in the Personnel Section.
- F. Evaluation Review: Rater's Supervisor
  - 1. Prior to being given to a subordinate, the performance evaluation will be reviewed and signed by the rater's supervisor.<sup>13</sup> The reviewing supervisor will record any additional comments on the evaluation form as necessary.
  - 2. The reviewing supervisor and the rater should discuss the results of the performance evaluation prior to the presentation of these ratings to the subordinate.

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<sup>7</sup> CALEA 35.1.5b

<sup>8</sup> CALEA 35.1.5 d

<sup>9</sup> CALEA 35.1.1 d

<sup>10</sup> CALEA 35.1.2

<sup>11</sup> CALEA 35.1.5a

<sup>12</sup> CALEA 35.1.4

<sup>13</sup> CALEA 35.1.5c

- a. In cases where there is disagreement between the rater and rater's supervisor, the reviewing supervisor will discuss the discrepancy with the rater and reach an agreement on the appropriate evaluation ratings prior to the presentation of these ratings to the subordinate.
  - b. If agreement cannot be reached, the reviewing supervisor has the authority to change ratings or make comments on the evaluation form and reflect a new overall rating. This new rating will be the official rating. Before a reviewer makes any rating change, the person's District or Bureau Commander will be consulted.
3. If the Chief of Police is the supervisor completing a subordinate's evaluation, no other reviewer approval is required.

G. Evaluation Review: Personnel<sup>14</sup>

1. After the performance evaluation has been reviewed, it will be discussed with the subordinate by the rater.
2. It is the rater's responsibility to explain to subordinates the information that was taken into consideration in making the evaluation. Specific examples of performance should be discussed in detail.
3. Personnel will be given an opportunity to include their own comments in the space provided on the form. These comments may include suggestions for improved performance and concurrence or disagreement with the evaluation.<sup>15</sup>
4. After the evaluation has been discussed with a subordinate, he will be requested to sign the form.<sup>16</sup>
5. If the subordinate refuses to sign the evaluation form, the supervisor will note this on the form and record the reason, if given.

**IV. PROBATIONARY PERSONNEL PERFORMANCE EVALUATION SYSTEM**

- A. Supervisors of sworn Probationary Police Officers (PPO) will complete the following mandatory evaluations:
  1. An academy evaluation form must be completed every ninety (90) days during the recruit class.
  2. Bi-monthly evaluations will be completed by the patrol supervisor upon completion of field training and up until the eighteenth (18<sup>th</sup>) month of employment using HCPD Form 6101, Probationary Police Officer Evaluation.
  3. A complete evaluation at eighteen (18) months of employment shall assess the PPO's potential for release from probation and will be completed by the officer's assigned supervisor.
- B. Newly promoted sworn members, excluding newly promoted Sergeants, will be on a six-month (6) probationary period. Newly promoted Sergeants will be on a twelve-month (12) probationary period. If at anytime during the probationary period the member's supervisor recommends the promotion be rescinded, a memo shall be sent to the Chief of Police who will make the final decision.
- C. Supervisors of newly promoted probationary Sergeants will complete the following mandatory evaluations:

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<sup>14</sup> CALEA 35.1.1b

<sup>15</sup> CALEA 35.1.5d

<sup>16</sup> CALEA 35.1.5d

1. The initial two (2) probationary evaluations shall be completed at four (4) months and eight (8) months using HCP Form 1118, Probationary Supervisor Performance Evaluation.
  2. The third and final evaluation shall be completed at the eleventh (11<sup>th</sup>) month of the probationary year.
- D. With the exception of the Communications Division, supervisors of civilian probationary personnel will complete HCPD Form 1116, Howard County Police Civilian Quarterly Probationary Review, every three (3) months upon assuming supervisory control of the member.
- E. Communications personnel shall maintain Daily Observation Reports consistent with the Association of Public-Safety Communications Officials (APCO) standards and guidelines while an employee is in a probationary status.
- F. Bi-monthly and quarterly evaluations will cease upon completion of the probationary status and be replaced by the annual evaluation.

**V. MANAGEMENT OF THE EVALUATION PROCESS**

- A. Evaluation of Raters<sup>17</sup>
1. As part of their annual performance evaluation, supervisors will be rated on their ability to fairly evaluate and provide feedback and counseling to their subordinates.
  2. When performance evaluations are reviewed, prior to the evaluation interview between the subordinate and his supervisor the reviewer should ensure that comments and ratings are consistent and complete.
- B. Review Process<sup>18</sup>
1. Personnel are encouraged to resolve any rating conflicts with their supervisor or through the chain of command, if necessary.
  2. Appeals are governed by the Howard County Employee Manual or applicable Collective Bargaining Agreement.
  3. Personnel are encouraged to review Standard Operating Procedure SOP PER-08, Appeals and Grievance Procedures, for additional information.
- C. Completed performance evaluations shall be submitted to the HCPD Personnel Section. A copy will be made for insertion into the HCPD employment files and a copy will be provided to the member. The original evaluation will be sent to County Human Resource employment files.
- D. Evaluations should be completed no later than the employee's review date. HCPD Personnel section staff should continue to follow up with supervisors to ensure that reviews are completed on a timely basis.
- E. All performance evaluations will be kept in the members permanent personnel file maintained by the Personnel Section as specified in the Department of General Services Records Retention and Disposal Schedule.<sup>19</sup>

**VI. COUNTY STEP INCREMENT/PERFORMANCE REVIEW PROCESS**

- A. The Howard County Office of Human Resources will forward lists to the HCPD Personnel Section approximately two (2) months before the scheduled review date.

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<sup>17</sup> CALEA 35.1.8

<sup>18</sup> CALEA 35.1.5f

<sup>19</sup> CALEA 35.1.5 g

- B. The lists will be separated into four (4) categories:
  - 1. Increment Due List: Employees who are eligible for a step increase.
  - 2. Probationary List: Employees who are scheduled to complete probationary periods.
  - 3. Annual Review List: Employees due for annual review who are between step intervals.
  - 4. Top of Grade List: Employees who are at the maximum step in their assigned pay grade and not eligible for an increase.
  
- C. On the Increment Due list, the supervisor should check the appropriate status box for each employee.
  - 1. Employees who are meeting satisfactory performance standards should be checked "APPROVED".
  - 2. Employees who are not meeting performance standards should be checked "DENIED".
  - 3. Employees whose performance is still under review should be marked "PENDING".
  - 4. If an employee's status is "DENIED" or "PENDING", the supervisor shall contact the Police Personnel Section Supervisor for further discussion and guidance.
  
- D. On the Probationary list:
  - 1. Employees who meet performance standards should be checked "RECOMMEND PERMANENT STATUS".
  - 2. Employees who are not meeting standards should be checked "RECOMMEND EXTENSION OR TERMINATION". The supervisor shall contact the Police Personnel Section Supervisor for further discussion and guidance.
  
- E. On the Top of Grade list,
  - 1. Each employee whose performance is "SATISFACTORY" should be checked accordingly.
  - 2. If an employee's performance is "UNSATISFACTORY" or "DOES NOT MEET STANDARDS", additional documentation is required and the supervisor shall contact the Police Personnel Section Supervisor for further discussion and guidance.
  
- F. The District/Bureau Commanders or above will sign and return all lists to the HCPD Personnel Section. The Chief of Staff will be responsible for signing and returning any lists for the Chief's Office.
  - 1. The HCPD Personnel Section will forward the lists to the Howard County Office of Human Resources on or about the first of the month before the month reviews are due.
  - 2. The lists should be returned to the HCPD Personnel Section at least a week prior to the first of the month.
  
- G. Supervisors will be responsible for making photocopies of the evaluation for the employee. Notices of rate changes will also be printed on the Earnings Statement on the employee's check when they become effective.

**VII. CANCELLATION**

This General Order cancels and replaces General Order ADM-33 Performance Evaluation, dated August 13, 2010.

AUTHORITY:



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Gary L. Gardner  
Chief of Police