

**PALMYRA POLICE DEPARTMENT
GENERAL ORDER**

GO# 2-6-2016

**SECTION: TWO
CHAPTER: SIX**

SUBJECT: Performance Evaluations
REFERENCE: NYSA 13.1

I. PURPOSE

The purpose of the Palmyra Police Department's Performance Evaluation System (PES) is to inform personnel of the quality of their work so that they may improve their performance. To this end supervisor will be provided with the opportunity to review the annual performance of members assigned to his/her command. The system provides a time to examine the work performance; specifically, to highlight areas of accomplishment; comment on areas where adequate levels of effort have led to acceptable performance; and to define areas of unacceptable achievement if any and to outline methods to upgrade and improve these areas.

II. OBJECTIVES

- A. The Palmyra Police Department's PES is designed to accomplish the following:
 - 1. Motivate employees by recognizing effort.
 - 2. Clarify performance expectations and provide guidance concerning duties and responsibilities.
 - 3. Establish employee standards of performance.
 - 4. Institute a method of measuring the extent to which these standards have been attained.
 - 5. Identify training needs.
- B. There are two positions to be evaluated in the Performance Evaluation System:
 - 1. Police Officer
 - 2. Sergeant

III. PROCEDURE

- A. Performance Evaluations will be based only on behavior observed or identified during the evaluation period.
- B. The performance of all employees will be evaluated annually, and will correspond with the date of appointment. Probationary personnel will additionally be evaluated within 15 days of the anticipated end of the probationary period specified at the commencement of employment.
- C. The employee's immediate supervisor will evaluate the employee, in consultation with the Chief of Police.
- D. Employees being rated will read and sign the evaluation after review with the supervisor, and may make written response(s) that will be attached to the original

evaluation form. Written response(s) must be submitted within 24 hours of the evaluation.

- E. Upon promotion to the rank of Sergeant, every evaluator will be trained by the Chief of Police in the proper use of the Performance Evaluation System.
- F. The employee's evaluation will be based upon the *Employee Performance Evaluation Rating Scale Values* (attached), which will be used by the evaluator as a guide to the evaluation process and procedure.
- G. The evaluator will complete the evaluation process within 15 days after the anniversary date of the employee.
- H. Each completed Performance Evaluation will be reviewed by the Chief of Police regarding accuracy, fairness and impartiality, as well as uniformity of the ratings. The Chief of Police will sign the Evaluation, and place same in the employee's Personnel file.

IV. **REVIEW PROCESS FOR CONTESTED PERFORMANCE EVALUATIONS**

Employees who are dissatisfied or disagree with their Performance Evaluation may seek a review of their ratings.

- A. Police Officer
 - 1. The protesting employee must submit his/her intention in writing to the Chief of Police within five days of the evaluation (see attachment).
 - 2. The Chief of Police will conduct his review within thirty days of receipt of the request for same. The decision of the Chief of Police will be final.
 - 3. An explanation for the decision, along with the employee's review request, will be attached to the original Evaluation form.
- B. Sergeant
 - 1. The protesting employee must submit his/her intention in writing to the Police Commissioner within five days of the evaluation (see attachment).
 - 2. The Police Commissioner will conduct his review within thirty days of receipt of the request for same. The decision of the Police Commissioner will be final.
 - 3. An explanation for the decision, along with the employee's review request, will be attached to the original Evaluation form.

NOTE: This process is an internal Department review procedure. It does not affect any rights, duties or obligations specified in any Contract between the Village of Palmyra and the employee being rated.

V. **DISTRIBUTION AND RETENTION OF FORMS**

- A. Completed Performance Evaluations and attachments (if any) will be forwarded to and retained by the Chief of Police. The original(s) will be kept in the employee's Personnel folder, and copies given to the employee and his/her immediate Supervisor.

By the Order of:
David B. Smith
Chief of Police

**PALMYRA POLICE DEPARTMENT
PERFORMANCE EVALUATION**

NAME _____ **RANK/ASSIGNMENT** _____

EVALUATION PERIOD _____ **DATE OF EVALUATION** _____

PERFORMANCE RATING INSTRUCTIONS:

The narrative portion of the evaluation follows the scale ratings. Refer to the rating guide for an explanation of the rated behaviors. Raters may comment on any observed behavior, but specific comments are required to justify "unacceptable" or "superior" ratings.

(U) Unacceptable **(A)** Acceptable **(S)** Superior **(NO)** Not Observed

PERFORMANCE TASKS:

(1) Driving skills (stress conditions)	U	A	S	NO
(2) Driving Skills (non-stress conditions)	U	A	S	NO
(3) Orientation skills	U	A	S	NO
(4) Field performance (stress conditions)	U	A	S	NO
(5) Field performance (non-stress conditions)	U	A	S	NO
(6) Officer safety (general)	U	A	S	NO
(7) Officer safety (with suspicious persons and prisoners)	U	A	S	NO
(8) Control of conflict (voice command)	U	A	S	NO
(9) Control of conflict (physical skill)	U	A	S	NO
(10) Investigative procedures	U	A	S	NO
(11) Report writing (organization/details)	U	A	S	NO
(12) Proper form selection (accuracy and details)	U	A	S	NO
(13) Report writing (grammar/spelling/neatness)	U	A	S	NO
(14) Report writing (appropriate time used)	U	A	S	NO
(15) Radio (listens and comprehends transmissions)	U	A	S	NO
(16) Radio (articulation of transmissions)	U	A	S	NO

COMMUNITY POLICING SKILLS:

(17) Self-initiated activity	U	A	S	NO
(18) Problem-solving/decision-making	U	A	S	NO
(19) Community-policing objectives	U	A	S	NO

KNOWLEDGE:

(20) Knowledge of department orders	U	A	S	NO
(21) Knowledge of criminal law	U	A	S	NO
(22) Knowledge of traffic law	U	A	S	NO

ATTITUDE/RELATIONS:

(23) Acceptance of feedback	U	A	S	NO
(24) Relationship with citizens	U	A	S	NO
(25) Relationship with co-workers/supervisor	U	A	S	NO
(26) General demeanor	U	A	S	NO

APPEARANCE:

(27) General appearance	U	A	S	NO
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PRINCIPAL STRENGTHS OBSERVED DURING THE EVALUATION PERIOD:

PRINCIPAL WEAKNESSES OBSERVED DURING THE EVALUATION PERIOD:

ADDITIONAL COMMENTS:

Will employee comments be attached? Yes _____ No _____ (employee initials)
Comments must be received within 24 hours of this evaluation.

Will employee contest this evaluation? Yes _____ No _____ (employee initials)
A written response must be received within five days of this evaluation.

Rater's Signature _____ Date _____

Officer's Signature _____ Date _____

Chief's Signature _____ Date _____

I HAVE RECEIVED A COPY OF THIS EVALUATION _____ (employee's initials)

**PALMYRA POLICE DEPARTMENT
EMPLOYEE PERFORMANCE EVALUATION
RATING SCALE VALUES**

The task of evaluating and rating an officer's performance shall be based on the following numerical scale value definitions. These definitions serve as a means of standardizing the evaluation process.

(1) DRIVING SKILLS: STRESS CONDITIONS

Unacceptable: Involved in accident(s). Overuses lights and siren. Excessive and unnecessary speed. Fails to slow for intersections or loses control on corners.

Acceptable: Maintains control of vehicle. Evaluates driving situations and reacts properly. Proper speed for conditions.

Superior: High degree of reflex ability and competence in driving skills. Superior judgment shown in use of lights and siren. Controls speed skillfully.

(2) DRIVING SKILLS: NON-STRESS CONDITIONS

Unacceptable: Continually violates traffic law (red lights, speed, stop signs, etc.). Involved in chargeable accidents. Lacks dexterity and coordination during vehicle operation.

Acceptable: Able to maintain control of vehicle while being alert to activity outside vehicle. Practices good defensive driving techniques.

Superior: Sets good examples of lawful, courteous driving while exhibiting good manipulative skill in operating the radio, using the street index, etc.

(3) ORIENTATION SKILL

Unacceptable: Becomes disoriented when responding to stressful situations. Unable to relate his/her location to their destination. Unable to use map under stress. Unable to determine compass directions during stressful situations.

Acceptable: Aware of his/her location. Able to use map effectively under stress. Demonstrates good sense of direction when responding to stressful situations.

Superior: Always responds quickly to stressful calls by the most appropriate route. Does not have to refer to map. Does not become disoriented during stressful situations. Calmly operates the radio and coordinates the responses of other officers.

(4) FIELD PERFORMANCE: STRESS CONDITIONS

Unacceptable: Becomes emotional and panic stricken. Unable to function; loses temper. Endangers safety of self and other officers and citizens by inattention to the demands of the job.

Acceptable: Exhibits a calm and controlled attitude. Can perform reasonably well at least in preventing a situation from deteriorating. Reasonably conscious of officer safety measures and protection of citizens from further harm.

Superior: Maintains control and brings order under virtually any circumstances without assistance. Remembers and carries out key police duties properly.

(5) FIELD PERFORMANCE: NON-STRESS CONDITIONS

Unacceptable: Confused and disoriented as to what action should be taken in a given situation. Numerous specific examples of bad judgment can be shown.

Acceptable: Able to assess situation and take proper action.

Superior: Requires no assistance and always takes proper action. Excellent field judgment.

(6) OFFICER SAFETY: GENERAL

Unacceptable: Frequently fails to exercise basic officer safety precautions.

Examples:

- a. Exposes weapons (baton, handgun, etc) to suspect.
- b. Fails to keep gun hand free during enforcement situations.
- c. Stands directly in front of violator's car door.
- d. Fails to control suspect's movements.
- e. Does not maintain sight of violator while writing summons.
- f. Fails to use illumination when necessary.
- g. Fails to advise radio when leaving vehicle.
- h. Fails to maintain good physical condition.
- i. Fails to use or maintain personal safety equipment properly.
- j. Does not foresee potentially dangerous situations.
- k. Points weapon at other officers.
- l. Stands too close to vehicular traffic.
- m. Stands in front of door when knocking.
- n. Fails to have weapon ready when appropriate.
- o. Fails to cover other officers.
- p. Fails to search police vehicle before duty or after transporting prisoners.
- q. Fails to check equipment.
- r. Fails to properly search or handcuff prisoners.

Acceptable: Understands principles of officer safety and generally applies them.

Superior: Always maintains position of safety and advantage. Does not become unduly anxious or apprehensive, over-cautious or overconfident.

(7) OFFICER SAFETY: WITH SUSPICIOUS PERSONS AND PRISONERS

Unacceptable: Frequently violates officer safety standards. Fails to "pat search" or confronts suspicious persons while seated in patrol vehicle. Fails to handcuff prisoners. Fails to thoroughly search prisoners or vehicles. Fails to maintain a position of advantage with prisoners.

Acceptable: Generally displays awareness of potential danger from suspicious persons and prisoners. Maintains position of advantage.

Superior: Always maintains position of advantage and is alert to changing conditions.

(8) CONTROL OF CONFLICT: VOICE COMMAND

Unacceptable: Improper voice inflection, i.e., too soft, too loud, indecisive, confused commands, etc. Few problems resolved as result of officer's oral direction.

Acceptable: Speaks with authority in a calm, clear voice.

Superior: Always appears to be in complete command through voice tone and bearing.

(9) CONTROL OF CONFLICT: PHYSICAL SKILL

Unacceptable: Cowardly, physically unable to handle most situations, or uses too much or too little force for given situations.

Acceptable: Maintains control without excessive force. Maintains self in good physical condition.

Superior: Excellent knowledge of and ability to use restraining holds. Always ready to use necessary force. Maintains above average physical condition.

(10) INVESTIGATIVE PROCEDURES

Unacceptable: Does not plan an investigative strategy. Cannot define investigative goals, i.e., successful prosecution, arrest, recovery of property, development of informants. Leaves out important steps in investigations. Fails to connect legal and departmental guidelines while conducting investigation. Cannot coordinate aspects of the investigation, i.e., interviews, searches, note-taking, report-writing.

Acceptable: Maintains command of a crime scene. Able to assess the requirements of the situation concerning collection and preservation of evidence, interviews, and interrogations. Undertakes most of these functions with little or no direction.

Superior: Requires no supervision in organizing and undertaking an investigation. Identifies all possible sources of physical evidence. Identifies all potential witnesses and victims. Conducts complete interview. Uses time efficiently.

(11) REPORT WRITING: ORGANIZATION AND DETAILS

Unacceptable: Incapable of organizing events into written form. Leaves out many important details. Puts in inappropriate information. Much of the work will have to be redone.

Acceptable: Converts field events into a logical sequence of thought to include all elements of the situation. The narrative leaves the reader with a good understanding of what took place.

Superior: A complete and detailed account of what occurred from beginning to end. Written and organized so that any reader has a clear understanding of what occurred. Full consideration is given to the needs of investigator/prosecutor.

(12) PROPER FORM SELECTION: ACCURACY AND DETAILS

Unacceptable: Unable to determine proper forms for given situations. Forms filled out incorrectly or incompletely.

Acceptable: Knows most standard forms and understands format. Completes forms with reasonable accuracy.

Superior: Consistently and rapidly completes detailed forms with no assistance. High degree of accuracy.

(13) REPORT WRITING: GRAMMAR/SPELLING/NEATNESS

Unacceptable: Illegible, misspelled words, incomplete sentence structure.

Acceptable: Grammar, spelling, and neatness are satisfactory in that errors are rare and do not impair understanding.

Superior: Very neat and legible. No spelling mistakes and excellent grammar.

(14) REPORT WRITING: APPROPRIATE TIME USED

Unacceptable: Requires 2-3 hours to correctly complete a basic simple report.

Acceptable: Correctly completes simple basic reports in thirty minutes.

Superior: Correctly completes simple basic reports in no more time than that of a skilled veteran officer. (Depending on the type of report, the time will vary.)

(15) RADIO: LISTENS AND COMPREHENDS TRANSMISSIONS

Unacceptable: Repeatedly misses call sign and is unaware of radio traffic in adjoining beats. Frequently has to ask dispatcher to repeat transmissions or does not understand message.

Acceptable: Copies most radio transmissions directed at him/her. Generally aware of adjoining beat radio traffic.

Superior: Always comprehends radio transmissions and makes a written record. Always aware of and reacts to radio traffic in adjoining beats.

(16) RADIO: ARTICULATION OF TRANSMISSIONS

Unacceptable: Does not plan before transmitting message. Under or over modulation, resulting in dispatcher or other units constantly asking for a repeat.

Acceptable: Uses proper procedure with short, clear, concise transmissions.

Superior: Always uses proper procedure with clear, calm voice, even under stress conditions.

(17) SELF-INITIATED ACTIVITY

Unacceptable: Does not see or avoids activity. Does not follow up on situations; rationalizes suspicious circumstances. Gets involved inappropriately too often. Ignores departmentally defined problems.

Acceptable: Recognizes and identifies suspected criminal activity. Makes cases from routine activity. Makes recommendations for directed patrol. Promotes departmental crime-prevention programs. Networks with private and public associations or agencies.

Superior: Catalogs, maintains, and uses information given at briefings and from bulletins or crime reports for reasonable cause to stop persons or vehicles. Makes quality arrests. Shows balance in the type and extent of self-initiated activity. Combines directed patrol with community involvement through development of mutual respect and trust. Consistently develops and shares intelligence with other team officers.

(18) PROBLEM SOLVING/DECISION-MAKING ABILITY

Unacceptable: Acts without thought or is indecisive. Relies on others to make decisions. Numerous examples of bad decisions or indecision can be shown.

Acceptable: Able to reason out problems and relate them to what he/she was taught. Has good perception and ability to make own decisions. Maintains minimal informal community contacts consistent with departmental community-oriented policing objectives.

Superior: Excellent perception in foreseeing problems and arriving at advanced decisions. Makes timely, quality decisions. Recommends or submits proposals concerning community partnerships to attack specific crime problems. Adept at mediating, negotiating, solving community problems informally. Consistently alert to ways of improving the quality of life in the officer's assigned community.

(19) COMMUNITY-POLICING OBJECTIVES

Unacceptable: Maintains a minimal reactive policing profile in the community. Not proactive in developing informal community contacts or developing Neighborhood Watch alliances with citizens. Minimal promotion of crime-prevention techniques.

Acceptable: Organizes Neighborhood Watch alliances with citizens; distributes crime-prevention literature and promotes crime-prevention methods and philosophy when interacting with citizens; gives referrals to social-assistance agencies. Visits local businesses to enlist help in crime prevention.

Superior: Not only offers citizen referrals to social-assistance agencies, but actively seeks and executes opportunities to link social services agencies to citizens, obtain code enforcement, and coordinate drug treatment, improved sanitation or animal control, or noise abatement. Organizes and coordinates the work of volunteers.

(20) KNOWLEDGE OF DEPARTMENTAL ORDERS

Unacceptable: Has little knowledge of departmental orders. Makes no attempt to learn them. Frequent violations of orders.

Acceptable: Familiar with most commonly applied rules and procedures; is able to apply them to most field situations.

Superior: Exceptional working knowledge of rules, procedures, and orders.

(21) KNOWLEDGE OF CRIMINAL LAW

Unacceptable: Does not know the elements of basic offenses. Reports and performance continually show inability to apply criminal law to field situations.

Acceptable: Has a working knowledge of commonly used sections of code. Relates elements to observed criminal behavior.

Superior: Outstanding knowledge of criminal law. Able to apply laws to normal and unusual criminal activity.

(22) KNOWLEDGE OF TRAFFIC LAW

Unacceptable: Does not know the elements of basic offenses. Reports or actions continually show inability to apply traffic law to field situations.

Acceptable: Has a working knowledge of commonly used sections of code. Relates elements to observed traffic activity.

Superior: Outstanding knowledge of traffic law. Able to apply laws to normal and unusual traffic related activity.

(23) ACCEPTANCE OF FEEDBACK: VERBAL/BEHAVIOR

Unacceptable: Argumentative, rationalizes, refuses to admit mistakes, refuses to make corrections. Always considers feedback negative.

Acceptable: Accepts criticism in a positive manner and applies it to further learning. Accepts responsibility for his or her mistakes.

Superior: Solicits feedback and criticism in order to improve performance. Never argues with or blames others.

(24) RELATIONSHIPS WITH CITIZENS

Unacceptable: Abrupt, belligerent, overbearing, officious, introverted, or uncommunicative.

Acceptable: Courteous, friendly, and empathetic. Communicates in a professional and unbiased manner.

Superior: Establishes rapport and is always fair.

(25) RELATIONSHIPS WITH SUPERVISORS, CO-WORKERS

Unacceptable: Constantly argues with other officers or other superior officers. Belittles other officers or supervisors in front of other people. Fails to adhere to chain of command. Insubordinate.

Acceptable: Able to establish a good relationship with other officers and supervisors. Understands and adheres to chain of command. Respects other officers.

Superior: Establishes excellent relationships with other officers and supervisors. Possesses thorough understanding of chain of command, and adheres to it. Utmost respect shown to superior officers and peers as well.

(26) GENERAL Demeanor

Unacceptable: Officer cannot be depended upon to produce routine work without close supervision. Does not adapt readily to new situations, work hours, changing assignments. Tardy, complains about assignments, days off, duties.

Acceptable: Officer generally displays initiative, interest in the job, willingness to take on new challenges or schedule changes. Dependable.

Superior: Attentive beyond requirements of job. Constantly analyzes own work performance and devises and tries new approaches to problems. Consistently outstanding overall performance. High interest in welfare and image of department. Exemplary.

(27) GENERAL APPEARANCE

Unacceptable: Overweight, dirty shoes, uniforms, and leather. Long messy hair. Offensive body odor.

Acceptable: Neat, clean, and well-pressed uniform. Cleaned and shined shoes and leather. Well groomed hair.

Superior: Tailored uniforms, spit-shined shoes and leather. Command bearing.

CONTESTED PERFORMANCE EVALUATION FORM

DATE: _____

NAME: _____

EVALUATOR: _____

DATE EVALUATED: _____

This form must be presented to the Command Officer specified in section IV of G.O. 2-6-2016 within five (5) days of the date of the evaluation.

Attach a copy of the Performance Evaluation in question.

Be as specific as possible and describe the reason(s) you disagree or are dissatisfied with the Performance Evaluation.

EMPLOYEE'S SIGNATURE: _____

Rec'd by: _____ Date: _____