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Salisbury University Police Department

CHAPTER 35 – PERFORMANCE EVALUATION

This chapter deals with the principles of performance evaluation and the manner in which evaluations are carried out. The
administration of Salisbury University is responsible for ensuring that each department administers an effective performance
evaluation method. The Chief of Police is responsible for ensuring that all employees within the department are evaluated
accordingly.

35.1 Administration

35.1.1 Performance Evaluation System

 The Department's Performance management system includes three main objectives. The first provides a
basis for fair and impartial measurement of personnel in terms of their individual responsibilities and day-to
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E. Individual Performance Factors

1. Individual Performance Factors for non-exempt employees are used to rate eighteen dimensions
that are:
 a. Quality of work;
 b. Quantity of work;
 c. Timeliness;
 d. Use of Re.

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 Exempt:

 Developing is defined as performance is below standards in some important aspects, but may
 meet standards in other areas; improvement needed.

 Meets Standards is defined as performance meets standards in all important aspects of the job.
 Met the requirements and achieved expected results. Consistently good performance which is
 expected of a fully experienced and competent employee.

 Exceeds Expectations is defined as exceptional performance and achievements that are superior

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K. After PMP Presentation

 1. Raters will provide subordinates copies of PMPs.
 2. Raters should make notes and record pertinent comments made during PMP presentations.
 3. PMPs will be forwarded to the Office of the Chief for inclusion in personnel files. Only the most
 recent three years PMPs will be retained in personnel files.

35.1.2 Annual Evaluation

 All full-time employees of the department shall be evaluated at a minimum of once per year. The annual
performance cycle is June 1 – May 31 or as otherwise indicated by the University. Semi-annual PMPs will also be
completed by Supervisors for his/her assigned personnel in order that areas of improvement may be addressed in
consideration of training needs, performance issues and overall progress towards the attainment of established
agency and/or university goals and objectives.

35.1.3 Quarterly Evaluation – Probationary Employees

 Refer to 35.1.2 (J)

35.1.4 Evaluation Criteria

 Refer to 35.1.1

35.1.5 Evaluation Period

 Refer to 35.1.1 (J) and 35.1.2

35.1.6 Unsatisfactory Performance

 Refer to 35.1.1 (D-4)

35.1.7 Employee Counseling

 Supervisors completing the PMP evaluations shall ensure that, at the conclusion of the PMP, the
employee is counseled on:

 A. The results of the performance evaluation just completed;
 B. The level of performance expected, rating criteria or goals for the next reporting period; and
 C. Career counseling relative to such topics as advancement, specialization or training appropriate
 to the employee’s position.

 Refer to 35.1.1

35.1.8 Rater Evaluation

 Refer to 35.1.1. (H)

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35.1.9 Personnel Early Warning System

A Personnel Early Warning System is a mechanism to assist in the identification and resolution of personal
or job related concerns or problems that may adversely affect an employee’s personal or professional well-being
or job performance. This system is not designed to be punitive in nature, but rather an administrative tool to
improve employee performance, enhance supervision and organizational accountability/integrity as well as assist
and support all agency employees.

Personal problems may include, but are not limited to, health (physical/mental), marital, family, financial,
substance abuse, emotional/stress, work performance and/or other personal problems.

A. Provisions to Initiate a Review of the System

 As a foundation of proactive and engaged supervision, it is essential that supervisors constantly monitor
 and document all facets of employee performance within the scope of this process. Supervisors should
 be keying into changes in performance or behavior that could signify possible negative impacts on the
 employee and/or organization. There are no precise or absolute behavioral indicators of employee stress
 that could lead to misconduct. Therefore, it is important that the scope of indicators vary widely and
 include a broad data set for determining if a supervisory assessment is warranted.

 Some examples of performance areas that should be tracked in our early intervention system include, but
 are not limited to, an escalating pattern of the following:

 Citizen Complaints Civil Litigation/Lawsuits Discipline
 Uses of force – off and on duty Portfolio entries/evaluations Secondary Employment
 Firearm discharge (on duty) Supervisor observations/info History of Leave Usage/Sick Leave
 Preventable accidents/injuries Peer observations/info Remediation issues
 Traffic/Criminal Citations/Arrests Tardiness Critical incident exposure
 Change in productivity Change in behavior/personality

 Any one of the following shall trigger a supervisory assessment of the involved employee:

 1. Repeated poor performance evaluations in any category, or overall;
 2. Citizen complaints of serious misconduct, or repeated citizen complaints of minor misconduct

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If it is determined that the employee is still exhibiting difficulties, he/she may be ordered to undergo a
 fitness for duty evaluation. Employees waive their privilege of confidentiality for all information obtained
 during the fitness for duty evaluation. The goal of fitness for duty evaluations is to assess and
 safeguard the officer undergoing the evaluation. In the event that an officer is determined to not be fit
 for duty, due to addiction, psychological problems or mental fatigue, the goal of the department is to
 have the officer return to work as quickly as possible, once he/she has been properly screened, evaluated
 and approved for duty by a licensed professional and/or the Command Staff/Office of Human Resources.
 Fitness for duty evaluations are designed to protect and support the officer and should not be viewed as
 a disciplinary action.

Critical incident debriefings (ie. hostage/barricade, shootings, etc.) by the department’s psychologist will
 be ordered by the Chief of Police, as needed.

F. Types of Employee Assistance

 1. University’s Employee Assistance Program through the Office of Human Resources;
 2. Supervisory Counseling;
 3. Participation in Remedial Training;
 4. Monitoring through documented job observation reports;
 5. Counseling with the department