

	RUTGERS UNIVERSITY POLICE DEPARTMENT WRITTEN DIRECTIVE SYSTEM		3:13
	PERFORMANCE EVALUATIONS		
	Effective Date: 07-19-2018		Supersedes: 3:13 (07-01-2013)

3:13-1 PURPOSE

The purpose of this directive is to initiate and maintain a process of evaluating personnel based on their performance in a variety of behaviors related to the policing function.

3:13-2 POLICY

It is the policy of this department to evaluate the performance of its employees on a regular basis. It is also the policy of this department to keep and maintain an effective information system on its human resource.

3:13-3 GENERAL

- a. The goal of this evaluation system is to provide the employee with important feedback that will enable the individual to develop and grow into an effective, well rounded, professional. Organizational goals will be reinforced while the employee sets realistic, pertinent short and long-term career goals in comportment with the organizational mission. The setting and accomplishment of personal and organizational goals will help build an individual's competence and character while contributing to organizational effectiveness and efficiency.
- b. The success of this evaluation system depends on supervisors and the effort they make to evaluate the employee accurately and objectively. In order for the evaluation system to be most effective the supervisor must have a positive attitude.
- c. Like all institutions within society, police work is a constantly changing discipline. The evaluation system too is subject to modification and improvement. All personnel are encouraged to submit any suggestions to improve or modify the system through their supervisors.
- d. Personnel should be evaluated specific to the duties of their assignment and job classification.
- e. The evaluation period (rating period) is the time elapsed between each performance evaluation. Supervisors use this time to observe performance, correct deficiencies, and gather information to use in the evaluation.
- f. Performance evaluations will be conducted as follows:
 1. Entry-level employees are evaluated daily during their field training period and thereafter shall be evaluated quarterly for one year following their graduation of the police academy and the commencement of the performance of the duties of the position or first year of employment for previously certified employees.
 2. Probationary civilian employees shall be evaluated quarterly during their first year of employment.
 3. Non probationary employees shall be evaluated annually.

4. Personnel who have been promoted or who switch job titles shall be evaluated at thirty (30 days) and thereafter every three months through the end of their probationary period.
 5. Personnel transferred from one command to another shall be evaluated at thirty (30 days) and thereafter every three months for the first year following their transfer.
 6. Personnel who exit the department shall be evaluated prior to their departure.
- g. Notwithstanding the provisions contained above at 3:13-3(f) the frequency of employee performance evaluations shall be governed by the relative collective bargaining agreement where applicable.
 - h. The Collective Bargaining Agreement between Rutgers and the Union of Rutgers Administrators establishes an Employee Performance Evaluation program unique to covered employees. This process is a product of collective bargaining and this agency has no input into the process. Non-probationary employee covered under this agreement shall be evaluated annually by April 30 of each fiscal year utilizing the form attached to the Collective Bargaining Agreement.
 1. At the time of completion of the performance evaluation, the standards for the next year's evaluation process will be set by employee's supervisor and discussed with the employee.
 2. Employees will be evaluated against the performance standards established during the previous evaluation process and any additions or modifications that have been communicated to the employee during the year.
 3. Supervisors will notify employees of their performance evaluation ratings by May 15 of each year and will provide employees an opportunity to comment in writing by June 1. Comments shall be attached to the appraisal.
 - i. Specific provisions relative to Managerial, Professional, Supervisory, Confidential and Administrative Staff not otherwise covered by a collective bargaining agreement are addressed at Section 60.4.9 of University Policy.
 - j. Legacy UMDNJ employees shall be evaluated in accordance with the provisions of legacy UMDNJ policy 30-01-20-55:00 in addition to the provisions discussed herein by classification.

3:13-4 PROCEDURES

- a. Supervisors should make observations pertaining to an employee's performance. Supervisors should make written notes of their observations. This will assist in conducting the actual evaluation and assuring a high level of accuracy.
- b. Non-probationary employees shall receive written notice from their supervisor whenever their performance is deemed to be unsatisfactory and that the written notification be provided to the employee in a timely manner. This written notice shall be accompanied by a discussion between the supervisor and the employee regarding the employee's performance. During the evaluation period, supervisors may not have the opportunity in the natural course of conduct to observe a particular rating factor. Because of this, supervisors should always keep the rating factors in mind and create or seek an opportunity to observe an employee in the performance of each particular rating factor. For example, a supervisor may intentionally assign an employee to a particularly type of assignment or investigation with the intention to observe performance and

provide mentoring, training or other corrective action as deemed appropriate with an overall goal of improving individual employee competencies and performance.

- c. Supervisors should always keep the evaluation in mind. Supervisors should continue to use the information from past evaluations, to coach, teach, counsel, train, motivate, and lead employees toward accomplishing both organizational and personal goals and performance improvement plans that have already been set forth.
- d. Good or excellent performance should be documented and an employee should be praised. Unsatisfactory performance should be documented with the corrective actions taken by the supervisors at the time. Supervisors should help employees set goals and discuss how to reach these goals. This is a performance improvement plan that the supervisor must monitor.
- e. Supervisors may form an ad hoc committee to rate their subordinates. This may result in a better assessment of an employee's overall performance since a single supervisor may not have had an opportunity to observe specific behaviors due to tour switches or special assignments. Evaluating performance by committee also has the advantage of lessening the possibility of some of the common errors in performance evaluations. Supervisors are reminded that the committee approach also has disadvantages. Supervisors may become complacent in observing behavior during a rating period assuming that other supervisors will observe behaviors for them. The primary supervisor has the responsibility for completing the evaluation and maintaining records on their staff.
- f. Supervisors are encouraged to discuss performance evaluations of subordinate employees with their immediate supervisor prior to the scheduling of the Performance Evaluation Interview. Supervisors should review these evaluations to ensure they are devoid of common rater errors and accurately represent the employee's performance for the rating period.
- g. Supervisors must be prepared to substantiate their ratings. Page 2 of the evaluation form is the Supervisor's Narrative Section. This area shall be used to explain individual ratings when a specific rating category is deemed poor, below standard or exceptional and to comment on overall performance.
- h. Supervisors are responsible for monitoring an employee's progress at all times. Supervisors must provide leadership, coaching, motivation, training and teaching, to help employees accomplish their goals.
- i. The most important part of the evaluation process is the Performance Evaluation Interview. The interview must be a positive experience for all parties. Supervisors should choose a private, comfortable place and schedule sufficient time to conduct an effective interview. The interview should not be rushed.
 - 1. The interview should begin with a statement of purpose and a brief review of the process. The supervisor(s) will review the present evaluation form and its contents. The supervisor(s) should also have the previous evaluation(s) present for review. The supervisor(s) should encourage dialog with the employee and give feedback in a constructive way. Optimum mutual benefit will occur when there is a high degree of trust from all parties and everyone engages in empathic communication.
 - 2. The supervisor(s) should clearly state the employee's strong points or attributes. The supervisor(s) should also clearly state the employee's

weaknesses and help formulate a consensus agreement to correct any problems or weaknesses. This should be done in the most positive, constructive manner possible. The supervisor(s) must keep in mind that the employee should leave the interview with a feeling of high self-esteem, a sense of direction (what they need to do to improve), and goals for the new reporting period. The supervisor(s) should convey that they are a resource for that employee and they will help the employee improve and accomplish their goals.

3. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position should also be discussed.
- j. The signature of the employee demonstrates that the employee has reviewed the evaluation and has engaged in an evaluation interview. **A signature does not demonstrate agreement or disagreement with the evaluation.** The comment section is to give employees the opportunity to make written comments to supplement the completed performance evaluation report.
- k. The supervisor's signature(s) demonstrates that the evaluation has been discussed with the subordinate and that the form is complete.
- l. The Tour Commander or Division Commander will review the completed form, discuss it with the supervisor and employee, if necessary, and forward the signed evaluation through the proper chain of command.
- m. A copy of the completed evaluation shall be provided to the employee within one week of the interview.

3:13-5 APPEAL PROCESS

- a. Employees who are not satisfied with the results of their performance evaluation can appeal the performance evaluation by submitting a memorandum to the next level in their chain of command for eventual review by the division commander. The memorandum must be clearly written and must contain specific, articulable reasons for reconsideration, supported by objective facts, data, etc.
- b. The division commander should conduct interviews with both the rater and the employee prior to any decision and should render a decision within ten (10) working days.
- c. A further appeal of the division commander's decision may be made to the Chief of University Police through the chain of command by way of a miscellaneous report citing the specific and articulable reasons for reconsideration.
- d. Performance evaluations are not subject to the grievance procedures contained within the respective collective bargaining agreements. These appeal procedures contained herein are considered the sole avenue for resolving contested evaluation reports.
- e. Any decision by the Chief of University Police will be considered final.

3:13-6 RETENTION

- a. Upon completion and review of the performance evaluation, the original evaluation document should be forwarded to the Chief of Police or designee for permanent retention.

- b. Supervisors and commanders should keep copies for their own files for future reference.
- c. Performance Evaluations are permanently retained in employee personnel files. They are disposed of only following the termination of employment, in accordance with the New Jersey Bureau of Archive schedule for employee personnel files.

3:13-7 **TRAINING**

- a. All supervisors shall receive preliminary training in the use of the Performance Evaluation System. Their training shall be documented and forwarded to the Agency's Training Supervisor.
- b. All supervisors shall be provided with this agency's Performance Evaluation Training Manual which includes instructions for proper completion of this agency's evaluation form and details the proper implementation of the system.
- c. Supervisors shall themselves be evaluated by their commander regarding the fairness and impartiality of the ratings given, their participation in counseling rated employees, and their ability to carry out the supervisor's role in the Performance Evaluation System. Commanders shall ensure that supervisors apply ratings consistent with this directive.
- d. Supervisors shall be provided with refresher training on a periodic basis. Remedial training shall be provided where indicated. All training shall be documented and forwarded to the agency's training supervisor.

3:13-8 **RATING SYSTEMS**

- a. **Poor (1):** Unacceptable performance / Not performing to an acceptable standard.
- b. **Below Standard (2):** Improvement Needed / Performs but does not meet the goals or jobs standards of the department.
- c. **Met Standard (3):** Acceptable Performance / Performing in an acceptable manner, meeting the goals and standards of the department.
- d. **Above Standard (4):** Exceeds all the acceptable standard and performs beyond the purviews of the department standards.
- e. **Exceptional (5):** Superior Performance / Exceeds all department standards and performs beyond that which is requires in all areas of endeavor.
- f. **NO:** Not observed / To be placed in any area applicable to the assignment, however not observed by the rater.
- g. **N/A:** Not Applicable / To be placed in any area of the evaluation where a standard is not applicable.
- h. The rating system for those employees covered by the Agreement between Rutgers & the Union of Rutgers Administrators utilizing two rating categories: Meets Standards & Does Not Meet Standards.
 - 1. Meets Standards: This rating encompasses a wide range of performance from the employee satisfactorily meeting job expectations to making exceptional contributions in advancing the objectives of their departments and/or the university.

2. Does Not Meet Standards: Employees who do not satisfactorily meet job expectations and overall do not consistently perform their assigned responsibilities adequately will be given this rating. Employees who receive this rating will be provided specific guidelines on how to improve performance and will be re-evaluated again by October 15 of that year.

3:13-9

EVALUATION STANDARDS

- a. Standards applicable to all Personnel
 1. Grooming and Dress:
 - According to policy and procedure.
 - Complies with the applicable sections of Chapter 4 of the Written Directive System.
 2. Work Performance:
 - Displays knowledge of current university, department and criminal policies and procedures. Applies them in appropriate situations.
 - Maintains calm and self-control.
 - Does not contribute to the deterioration of a situation.
 3. Safety:
 - Follows and applies accepted safety procedures
 - Operates department equipment safely and effectively
 4. Public Contacts:
 - Communicates in a professional and unbiased manner
 - Is service oriented
 - Participates in community events (Big Chill, Race for a Cure, etc...)
 5. Interpersonal Skills:
 - Develops and maintains positive working relations.
 - Accepts constructive feedback in a positive manner.
 6. Judgments and Decisions:
 - Reasons through a problem and comes to an acceptable conclusion in routine situations.
 - Makes reasonable decisions based on information available.
 - Makes appropriate decisions independently
 7. Assignments:
 - Completes assigned task accurately and thoroughly within an acceptable time frame.
 - Follows chain of command.
 - Accepts change in a professional manner.
 - Voices concerns in an appropriate manner.
 8. Initiative:
 - Recognizes and identifies police-related activity and take the appropriate action.
 - Makes recommendations for improvements
 9. Maintenance of Equipment

- Maintains department issued equipment and patrol vehicle in a clean functional condition.
 - Takes precautions to safeguard equipment from damage or theft.
10. Reports:
- Submits reports that are organized logically, clear and concise. Reports are grammatically correct, accurate and thorough.
 - Completes reports on time.
11. Self-improvement:
- Demonstrates initiative to learn and apply new information.
- b. Standards applicable only to Police Supervisory Personnel
1. Planning and Organization:
- Utilizes limited personnel, equipment and resources in ways that will favorably affect the department and the community
 - Anticipates problems.
 - Maintains accurate records.
 - Delineates responsibility and delegates authority.
2. Training and Instruction:
- Conducts roll call and in-service training.
 - Takes remedial and disciplinary action when appropriate.
 - Identifies and recommends subordinates for additional training.
3. Evaluating Subordinates:
- Rates subordinates in a fair, accurate and unbiased manner.
 - Recognizes and avoids rater error.
4. Judgments and Decisions:
- Assures police actions are within legal and departmental guidelines.
 - Considers total ramifications of actions with regard to safety of the community and other employees.
 - Makes appropriate notifications.
5. Leadership:
- Provides positive example for and motivates subordinates.
 - Assumes responsibility.
 - Takes decisive action.
 - Self-motivated and task oriented.
 - Is fair, unbiased and has integrity.
6. Supervisor's Control:
- Maintains command and control of all activities that occur on their shift.
 - Maintains discipline among subordinates.

This Page Intentionally Left Blank For Double Sided Printing