

 Lexington Police Department	<u>Subject:</u> Performance Evaluations		<u>Policy Number:</u> 35A			
	<u>Accreditation Standards:</u> <u>Reference:</u> 35.1.1; 35.1.2; 35.1.5; 35.1.6; 35.1.7; 35.1.8		<u>Effective Date:</u> 1/1/12			
<input type="checkbox"/> New <input checked="" type="checkbox"/> Revised	<u>Revision Dates:</u>	1/24/19				
<u>By Order of:</u> Mark J. Corr, Chief of Police						

GENERAL CONSIDERATIONS AND GUIDELINES

The evaluation of an employee's daily work activities is important to ensure that high standards of performance are achieved. It is essential to conduct this evaluation to make sure the Department is utilizing available human resources properly, that personnel performance issues can be identified and there is the ability for each employee to obtain optimum job satisfaction.

The intent of a yearly performance evaluation is to provide feedback to the employee on his/her level of performance in order to:

- Allow the employee to work towards improving any recognized deficiencies;
- Inform the employee when the Department recognizes good work;
- Promote a feeling of confidence by the employee regarding the fairness and value of the process;
- Provide the Department with an accurate measure of employee performance; and
- To help guide an employee in a career track that he/she may be interested in pursuing.

It is the policy of the Lexington Police Department to conduct and document the performance of all employees regularly in the form of a performance evaluation.

PROCEDURES

A. Employee Evaluation (Including Supervisors) [35.1.5 (a)]

1. Once each year the performance of each sworn employee and civilian employee will be evaluated. This evaluation will be based on the position and assignment of the employee during the previous year. The objectives of the Department's performance evaluation program are to provide each employee with feedback on his/her level of performance and to: [35.1.1]
 - a. Foster fair and impartial personnel decisions;
 - b. Maintain and improve performance;
 - c. Provide an opportunity for personnel counseling and coaching;
 - d. Provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines; and
 - e. Identify training needs.
2. The evaluation period will cover a one-year period dependent on collective bargaining agreements and specified by the Chief of Police. [35.1.2]
 - a. Employees in different collective bargaining units may have different evaluation dates, generally occur in the first quarter of each year.
 - b. Positions such as the Parking Control Officer, Mechanic, Animal Control Officer and clerical staff are evaluated two weeks prior to their anniversary date. The Office Manager is evaluated by the Chief, and the Chief is evaluated thru the Town Managers Office.
3. The evaluation shall be conducted by the employee's primary shift supervisor or direct supervisor in the case of civilian personnel. It will be based on the positions and assignments of the employee during that rating period. All Raters shall receive training on their responsibilities in the performance evaluation process; on how to complete the evaluation forms; on how to conduct counseling sessions, etc. before evaluating any employee. [35.1.1(d)]
 - a. The Evaluator will choose the correct Evaluation Form as may be determined by the Town of Lexington and developed through the collective bargaining process. There are seven different Evaluation Forms for the Department and they are all located on the "G-Drive" of the Departments database. [35.1.1(b)]
 - Cadet;
 - Civilian;
 - Dispatcher; (1/1/12 - part-time not evaluated)
 - Mechanic / Parking Control;
 - Patrol and Detective;
 - Sergeant; and
 - Lieutenant and Captain.
 - part-time parking lot attendants (1/1/12 not evaluated)

4. The applicable Evaluation Form shall be chosen by the Rater/Evaluator and filled out completely using the appropriate evaluation measurement definitions as outlined on the specific forms. [35.1.5 (b)] [35.1.1(a)]
 5. When the evaluation report is completed, the Evaluator will notify the employee, set a date and time and have an interview with the employee about the evaluation.
 6. Following the interview, the Evaluator and the employee will sign the evaluation form. It is important to note that the signatures are not agreement, but an acknowledgement of receipt of the evaluation and that it has been read. [35.1.5 (d)]
 - a. A signed copy will be forwarded to the Captain of Administration who will share it with the Captain of Operations and the Chief of Police. [35.1.5 (c)]
 - b. A completed copy will be placed in the employee's personnel file.
 - c. If for any reason the employee's signature is not on the form, this will be noted on the evaluation form by the Rater/Evaluator.
 - d. The employee shall be given a copy of the completed evaluation form for his/her own records [35.1.5 (e)]
- B. Counseling and Feedback Sessions [35.1.5 (f)]
1. The Evaluator shall present the evaluation to the employee and discuss the results with him/her. [35.1.7(a)]
 2. The employee shall be informed that he/she may attach a written statement to the evaluation concerning the entire evaluation or any specific area of performance.
 3. If the employee indicates disagreement with the evaluation, the Rater/Evaluator should attempt to mediate any differences during the interview. The Evaluator has the privilege of amending the evaluation prior to submission as part of the mediation process.
 4. If mediation is not successful, the employee shall be informed of his/her right to appeal the evaluation to the Chief of Police.
 5. At the conclusion of the interview, the Rater/Evaluator shall counsel the employee concerning: [35.1.7]
 - a. The level of performance expected and rating criteria or goals for the new reporting period (or the current year); and [35.1.7 (b)]
 - b. Career counseling relative to advancement, specialization, or training appropriate for the employee's position. [35.1.7 (c)]
- C. Evaluator Responsibilities [35.1.1(c)]
1. Evaluators who conduct employee evaluations have the responsibility to both the employee and the Department to conduct each evaluation:
 - a. Objectively;
 - b. Fairly;
 - c. Impartially;
 - d. By proper documentation;

- e. By having knowledge of the duties and responsibilities of the employee;
 - f. By not using performance issues that occurred outside the rating period unless there is a continuing pattern of behavior that needs to be documented.
2. Unsatisfactory performance documented in an evaluation should not be a surprise to the employee. During the course of the rating period, supervisors should advise employees verbally of any deficiencies at the time of such incident. If an employee's overall performance is deemed unsatisfactory, employees will be notified in writing at least 90 days prior to the end of the rating period. Any discussions/counseling sessions should be documented in writing to indicate that the deficiency had been discussed. [\[35.1.6\]](#)
 3. Raters/Evaluators will have completed evaluations reviewed by the Captain of Administration, Captain of Operations and Chief of Police. Each evaluation may be accepted and filed in the personnel file, or returned to the Rater/Evaluator with any concerns, errors or apparent oversights noted. If the Chief or Captain(s) request changes to a completed evaluation, these requests should document the reason for requesting such change. Any changes must be brought back to the employee for his/her review and acknowledgement.
- D. Utilization and Retention of Performance Evaluation Reports
1. Evaluations will be used by the Department to assist in the selection of employees for advanced training, or to identify areas where employees may need to be retrained.
 2. Evaluations should also help employees determine potential personal career goals and objectives, as well as aid the Department in the selection of employees for specialized assignment or promotion.
 3. All evaluations will become a permanent part of the employee's personnel file, and shall be retained for as long as the person remains employed by the Department (see MGL c. 149 s. 52c about rules and regulations regarding maintenance of an employee's personnel file). [\[35.1.5 \(g\)\]](#)
- E. Training: The evaluation process will be reviewed yearly at the January Staff meeting, along with discussion on how they should be done and to provide any necessary training associated with performance evaluations.
- F. Performance Evaluations: Raters (Sergeants/Lieutenants) will be evaluated by their Supervisors regarding the quality of the ratings they give to the employees who supervise. [\[35.1.8\]](#)
1. Supervisors should evaluate raters regarding the fairness and impartiality of ratings given, their participation in counseling rated employees and their ability to carry out the rater's role in the performance evaluation system. The Supervisors should ensure that the raters apply ratings uniformly.

2. Rating/Evaluation skills for Sergeants shall be documented in the Supervisory Control section of the performance evaluation form. When rating Lieutenants it shall be documented in the Supervisory Guideline section.