

**Lower Providence Township Police Department
Eagleville, Pennsylvania**

General Order <input checked="checked" type="checkbox"/>		ORDER NUMBER
Special Order <input type="checkbox"/>		
Personnel Order <input type="checkbox"/>		107a
Subject Performance Evaluation System		
Date of Issue January 28, 2020	Effective Date January 28, 2020	Expiration Date Until Amended or Rescinded
Issued by: Michael Jackson, Chief of Police		
Amends		Rescinds All Previous Orders
Standard Number: 1.10.4		
Distribution 1. General Order Manuals 2. Records Manual 3. Reading Verification to all Personnel		

I. Purpose

This directive shall establish procedures for conducting fair, objective, and impartial performance evaluations for employees of the Lower Providence Township Police Department.

II. Policy

It is the policy of the Lower Providence Township Police Department to conduct annual performance evaluations on all employees in conformance with the guidelines established by this directive.

III. Agency Performance Evaluation System

- A. The performance evaluation system of the Lower Providence Township Police Department provides a standard format that is used by a supervisor to assess the conduct of work performed by an employee for his/her permanent record. Standard formats are utilized for the following positions:

- Patrol officers (Appendix A)
- Detectives (Appendix B)
- Supervisors (Appendix C)
- Civilian Personnel (Pending)

Each performance evaluation serves to:

1. Initiate and maintain a flow of valuable communication between employees and supervisors.
 2. Illustrate employees' strengths and weaknesses.
 3. Provide background needs in order to devise methods for improving employee performance.
 4. Provide information in developing employees for higher level and more responsible positions.
 5. Point out areas of performance where the employee needs special training.
 6. Provide information used as a factor in job assignments, transfers, promotions, and successful completion of the probationary period.
- B. The criteria used to form the basis of the employee's performance evaluation will reflect the tasks that the employee performs relative to the job description of the position. The performance evaluation form used for a particular employee will match the responsibilities assigned for evaluation.
- C. Measurement Definitions
1. The measurement definitions used by the Lower Providence Township Police Department employee performance evaluation forms are:
 - a. Exceeds Expectations (EE) - the employee consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard above the expectations of the supervisor. Scoring value equals 3 points.
 - b. Meets Expectations (ME) - the employee consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard at the expectations of the supervisor. Scoring value equals 2 points.
 - c. Needs Improvement (NI) - the officer inconsistently accomplishes tasks or fails to demonstrate specific competency for the criteria standard. Scoring value equals 1 point.
 - d. Unsatisfactory (U) – Consistently fails to accomplish assigned tasks and/or fails to demonstrate specific competency for the criteria standard. Scoring value equals 0 points. [Often the officer has been warned and either has failed to improve or does not demonstrate the capacity to improve in that factor being rated or the officer is a probationary employee who has yet to demonstrate the responsibility.]
 2. The measurement definitions for management level employees are:
 - a. Far exceeds. Performance substantially and consistently exceeded the requirements of this position. Results were far in excess of the requirements of this position.
 - b. Exceeds requirements. Performance clearly and frequently exceeded the requirements of this position. Results were regularly above the requirements of this position.
 - c. Meets requirements. Performance consistently met the responsibilities, standards and objectives of this position.

- d. Below requirements. Performance often achieved, but sometimes fell short of the requirements of the position. Performance plan may be needed in order to meet the requirements of the position.
- e. Well below requirements. Performance consistently fell below requirements of this position. Performance plan is mandatory. If, after the performance plan, there is no improvement while continuing on the same job, the employee will be considered unsatisfactory for the position.

D. Procedures for the use of forms.

1. An Employee Performance Evaluation jacket file shall be created for each non-management employee and provided to the employee's rater prior to evaluation. The jacket file shall contain the following supporting documents for the applicable rating period that are to be referenced by the rater and shall be provided to the Rater:

- (a.) Performance Evaluation Form
- (b.) Standards and Scoring Rubric
- (c.) Employee Leave usage & absence report
- (d.) Employee Early Warning System report
- (e.) Annual performance statistics (sworn personnel)
- (f.) A copy of the employee's prior Performance Evaluation Form
- (g.) Employee Training Record including records of remedial training
- (h.) Copies of employee commendations & awards

2. The performance evaluation form itself consists of several sections which will be completed as follows:

a. General Information Section.

- (1.) This section contains identifying information about the performance evaluation to include the employee name, employee number, employee rank, date of hire, years of service, evaluation purpose, rating period and assignment. The rater will accurately fill in the requested information unless otherwise completed by the Records Department prior to submission to the rater.

b. Performance Criteria - Sworn Officers & Civilian Personnel:

- (1.) Each employee is rated "Unsatisfactory to Exceeds Expectations" in individual criteria, which are further subdivided into the following categories:
 - (a.) Workplace Qualities
 - (b.) Job Competencies
 - (c.) Performance
 - (d.) Human Relations
 - (e.) Personal Qualities
- (2.) Raters compute the total number of criteria in each of the Measurement Definitions and multiply that number of criteria by the associated point allocation for the Measurement Definition.

- (a.) A scoring and standards rubric shall be provided to the rater in each employee's Performance Evaluation file jacket. The rubric shall serve as reference for each criteria standard and shall provide guidance on scoring methodology.
- (a.) Any rating of "Exceeds Expectations", "Needs Improvement" or "Unsatisfactory" must be justified in a written comment(s).

(3.) Overall Numerical Performance Score.

- (a.) Each Performance Evaluation Report contains an Appraisal Scoring Range for reference.

(4.) Statistical Data

- (a.) Annual performance statistics with department comparative averages shall be included on the Evaluation Form for sworn personnel and Community Service Officers.
- (b.) Annual sick leave usage with department comparative averages shall be included on the Evaluation Form of every employee.

(5.) Additional Duties and Assignments

- (a.) The rater will annotate all additional duties and assignments of the employee.

(6.) Action plan for employee.

- (a.) The rater will provide an action plan for the employee to improve in any area of deficiency or desired development.
- (b.) Employee input may be solicited for this area, at the discretion of the rater, to allow for mutually agreeable terms and conditions.

(7.) Employee Comments.

- (a.) Each employee is provided an opportunity to put any and all of his/her comments in response to this evaluation in writing on the evaluation report itself or on a separate attached document.

c. Performance Criteria - Management.

- (1.) Each management employee is rated between "Far Exceeds" and "Well Below" in the following 9 areas:
 - (a.) Job Knowledge.
 - (b.) Quality of Work.
 - (c.) Planning and Organization.
 - (d.) Leadership.
 - (e.) Productivity.
 - (f.) Communications.

- (g.) Public Relations.
- (h.) Personal/Staff Development.
- (i.) Job Behavior.

E. Rater/Senior Rater/Reviewer responsibilities:

1. The employee's rater shall be their immediate supervisor, the senior rater shall be the Lieutenant or Chief of Police and the reviewer shall be the Chief of Police. The rater should consult with other supervisory personnel, who have had the opportunity to oversee the rated employee in various functions during the rating period, for additional performance evaluation information. The rater will complete the performance evaluation accurately and in a timely manner.
2. The performance evaluation should be representative of the employee's total performance and contribution for an entire evaluation period. Evaluations require well-planned, accurate and detailed information. Raters should take enough time and put thought into each evaluation.
3. The Senior Rater shall compare the Rater's findings with the historical documents contained within the Performance Evaluation file jacket for consistency and applicability.
4. The Reviewer shall review the Evaluation form for accuracy, neatness and appropriateness of comments and serve as final authority for discrepancies between the Rater and Senior Rater.

F. Rater training

1. The Lieutenant shall ensure that raters are trained in the use/conduct of performance evaluations, and any applicable forms, prior to them being permitted to complete performance evaluations.
2. Rater training is not required prior to every evaluation period. It is required, however, if policy, procedures, or forms change, or if the rater has not previously been trained in conducting performance evaluations.

IV. Performance Evaluations to be Conducted Annually and Upon Change of Assignment

- A. Lower Providence Township Police Department full-time and part-time non-exempt employees will be given written performance evaluations on an annual basis consistent with the provisions of this general order. The evaluation period shall be from November 1st to November 1st.
 1. Supervisors will complete employee evaluations by January of each year for the employee's performance over the preceding calendar year, and the completed evaluations shall be submitted to the Senior Rater by a date determined by the Chief of Police.
- B. An employee may be formally evaluated more often for good reason, and with the approval of the Chief of Police. The actual dates covered by the evaluation will be listed on the face of the performance evaluation form.
 1. Raters should periodically review the employee's performance so that no evaluation rating comes as a surprise to the employee. This can be accomplished during periodic meetings with the employee or by using the ratings forms and rubrics if necessary.

- C. Performance evaluations will be conducted within 30 days of a change of assignment by the employee or of the employee's rater. This Performance Evaluation Report shall also serve as the annual evaluation report should the change of assignment or change of supervisor occur within 45 days of the end of the calendar year.

V. Performance Evaluations of Probationary Employees

- A. Performance Evaluations will be completed on all entry-level sworn and civilian probationary employees quarterly during their probationary year. Thereafter, evaluations shall be completed annually as provided for in this general order.
 - 1. Evaluations will be performed by FTO's (Field Training Officers), Platoon Sergeants, designated Section/Unit Leaders, or any Section Sergeant, or a Lieutenant.
 - 2. Field training evaluations will be conducted in accordance with the General Order 1005 establishing field training policy and procedures.

VI. Unsatisfactory Performance and Written Notification

- A. Employees must be advised in writing when their performance is deemed to be unsatisfactory.
- B. Supervisors must be able to substantiate deficiencies and provide the employee with an action plan to improve their performance.

VII. Evaluation Review – Supervisor/Senior Rater

- A. Prior to being given to or discussed with the evaluated employee, the Rater will discuss the results of the performance evaluation report with the rater's supervisor (Senior Rater).
- B. The Senior Rater will note any discrepancies in the Rater's evaluation based upon the supporting historical documentation within the evaluation file jacket and make adjustments to the Rater's assessment as necessary.
- C. In cases where there is disagreement, the Rater and Senior Rater will discuss the discrepancy with the Reviewer prior to the presentation of these ratings to the employee. If agreement cannot be reached, the Reviewer has the authority to change ratings or make comments on the evaluation form and reflect a new overall rating, which will be the official rating
- D. Each evaluation report shall be signed by the Rater, Senior Rater and Reviewer at which time the Rater shall schedule to meet with the employee to for performance counseling.

VIII. Evaluation Review by Employee/Employee Signature & Response/Copy Provided

- A. Each employee, at the conclusion of the evaluation interview, will be counseled in the following areas:
 - 1. Results of the performance evaluation just completed.
 - 2. Level of performance expected, rating criteria and goals for the new reporting period.

3. Career counseling concerning training requests, advancement, specialization, or training appropriate for the employee's position.
- B. At the conclusion of the evaluation interview, the employee shall be provided an opportunity to make any written comments on the evaluation form to supplement the evaluation.
- C. The employee will be requested to sign the evaluation form.
 1. The signature denotes that the employee has read and understands the contents of the evaluation. The signature is not necessarily an indication of agreement.
 2. If the employee refuses to sign the form, the supervisor will so note and record the reason or reasons given on a separate memorandum submitted with the form.
 3. An employee can contest their performance evaluation.
 - a. An appeal process for contested performance evaluations shall be offered to all employees. This process shall consist of an appeal to the employee's Senior Rater, then the Reviewer. In this appeal process, the decision of the Reviewing Officer is final.
- D. A copy of the completed evaluation form will be provided to the employee upon their request.

IX. Retention of Evaluation Reports

- A. The original signed copy of employees' Performance Evaluation reports are retained in the employee's personnel file located in the Township administrative office.
 1. They are retained in active file while the employee remains employed by the Lower Providence Township Police Department, or in accordance with any other records retention schedule authorized by law or the Township Board of Supervisors.
 2. If the employee is separated from their employment with the Township, performance evaluation forms will be retained a minimum of 3 years from date of evaluation, or in accordance with any other records retention schedule authorized by law or the Township Board of Supervisors.
- B. A copy of the employee's last issued Performance Evaluation report shall also be retained in the Performance Evaluation jacket file and shall be used by the Rating officer as reference during future evaluations.

X. Evaluation of Raters

- A. Supervisors who conduct performance evaluations shall be evaluated by their supervisor regarding the quality of ratings given employees.
 1. Criteria to be applied to rater evaluations may include, but not be limited to:
 - a. The fairness and impartiality of ratings given.
 - b. The rater's participation in counseling rated employees.
 - c. Their ability to carry out the rater's role in the evaluation system process.

Michael Jackson

Michael Jackson
Chief of Police

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION
POLICE OFFICER

EMPLOYEE: last name, first name, middle initial		BADGE #:	EMPLOYEE RANK/POSITION		DATE OF HIRE: dd/mm/yr	Years of Service:
Appendix A						
EVALUATION PURPOSE:	<input type="checkbox"/> Annual <input type="checkbox"/> Rater Change	<input type="checkbox"/> Probationary <input type="checkbox"/> Assignment Change	RATING PERIOD	FROM / /	TO / /	ASSIGNMENT/DIVISION Patrol
NAME OF RATER (IMMEDIATE SUPERVISOR):			RATER SIGNATURE:			DATE:
NAME OF SENIOR RATER (LIEUTENANT):			SENIOR RATER SIGNATURE:			DATE:
NAME OF REVIEWER (CHIEF OF POLICE):			REVIEWER SIGNATURE:			DATE:
PERFORMANCE CATEGORY and OVERALL ANNUAL RATINGS -Assign a rating for each criteria standard within a performance and for the overall category rating; overall ratings are determined by quantity of measurement standards earned for the descriptors within the category. EXCEEDS EXPECTATIONS [EE]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard above the expectations of the supervisor. MEETS EXPECTATIONS [ME]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard at the expectations of the supervisor. NEEDS IMPROVEMENT [NI]: Inconsistently accomplishes assigned tasks or fails to demonstrate specific competency for the criteria standard. UNSATISFACTORY [U]: Consistently fails to accomplish assigned tasks and/or fails to demonstrate specific competency for the criteria standard.						
I. WORKPLACE QUALITIES	a. Adheres to appearance, grooming and dress guidelines			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Timeliness/Dependability			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Duty, care and proficient use of equipment			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Commitment to self-Improvement/officer proficiency requirements			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
II. Job Competencies	a. Effectively communicates in written and oral form			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Maintains proper self-control in all situations			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Exercises safe vehicle operation			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Employs proper application and use of force			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	e. Compliance and Proficiency of department policies, procedures and directives			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	f. Knowledge of Criminal Law, Case Law, Rules of Criminal Procedure			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	g. Knowledge of Motor Vehicle Law			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	h. Knowledge of local ordinance			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	i. Knowledge of local geography			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	j. Effectively utilizes available investigative databases			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
III. PERFORMANCE	a. Engages in self-initiated activity/targeted enforcement			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Effectively engages in problem solving with minimal supervision			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Exhausts all available investigative leads			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Performs all aspects listed within job description			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	e. Effectively employs sound interview and interrogation techniques			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	f. Commits to extra duty & special assignments			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	g. Engages in officer safety practices			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	h. Adheres to case management, documentation and submission requirements			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	i. Engages in sound evidence preservation, collection and documentation practices			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	j. Exercises good judgment/discretion in enforcement			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
IV. HUMAN RELATIONS	a. Committed to the vision, mission and goals of the organization			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Exudes tactful, courteous, professional demeanor with citizens and detainees alike			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Fosters positive relationships with co-workers, Township staff & Criminal Justice Community			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Embodies Community Policing/Victim Advocacy			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	e. Demonstrates leadership & team-building skills			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	f. Accepts feedback and supervisory instruction			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U

V. PERSONAL QUALITIES	Positive Attitude	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Fair judgement	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Loyal to Organization	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Civic Minded	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Accepts Responsibility	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Self-Confident	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Self-Motivated	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Self-Discipline	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Efficient	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Command Presence	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U

Pistol Score		Rifle Score		Total Calls		Total Traffic Stops	
Plt. Avg. Score		Plt. Avg Score		Plt. Average		Plt. Average	
Dept. Avg. Score		Dept. Avg. Score		Division Average		Division Average	
Total Tr Citations		Total Arrests		Total Nt Citations		Total Sick Leave (Hrs.)	
Plt. Average		Plt. Average		Plt. Average		Plt. Average	
Division Average		Division Average		Division Average		Division Average	

ADDITIONAL DUTIES AND ASSIGNMENTS:

PRINCIPAL STRENGTHS OF EMPLOYEE:

PRINCIPAL WEAKNESS(ES) OF EMPLOYEE/AREAS FOR IMPROVEMENTS:

ACTION PLAN FOR EMPLOYEE:

EMPLOYEE COMMENTS:

I hereby acknowledge that I have read and have been provided with a copy of the performance evaluation. I've had the opportunity to discuss the evaluation with my raters and understand that I may

offer further comment in the Employee Comment section of this form prior to final signature by the Reviewer.

Employee Signature: _____ Date: _____

Original-Records (Employee Performance Evaluation Folder)

Copy-Employee

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION SCORING & STANDARDS RUBRIC
POLICE OFFICER

I. Workplace Qualities

- a. Adheres to appearance, grooming and dress guidelines – *always adheres to the dress, appearance and grooming guidelines set forth in General Order 302. Maintains a state of physical fitness that does not interfere with his/her ability to engage in and perform all aspects of their job description and function.*
- b. Timeliness/Dependability – *Reports for duty on-time, at assigned location and in proper uniform to include court appearances. Shows no pattern of sick leave abuse, tardiness or last minute 'call-offs'. Adheres to proper leave request submissions through scheduling software; overtime and comp time submissions are timely and appropriate for given duty.*
- c. Duty, care and use of equipment - *Employee maintains proper care of all assigned uniforms & equipment; takes appropriate measures to safeguard and prolong equipment functionality. Interior and exterior of assigned vehicles are clean, free of debris and orderly maintained. Employee properly submits equipment repair requests and resupply requests efficiently and in a timely manner.*
- d. Commitment to self-improvement/officer proficiency standards – *Employee seeks training opportunities. Engages in job related performance improvement without supervisory direction. Exploits the use of training literature, subject matter experts, online sources for self-improvement. Commits to and participates in mandatory training requirements without reservation. Committed to ensuring that standard officer certification standards & requirements are satisfied on first attempt (i.e. firearms, Legal Updates, less lethal weapon certifications, etc.).*

II. Job Competencies

- a. Effectively communicates in written and oral form – *reports, department forms, written correspondences are timely, grammatically correct, neat; and the content is well structured, concise, and appropriate. Radio communications are clear, understandable and to the point. Does not engage in lengthy, unauthorized, improper radio procedures.*
- b. Maintains proper self-control in all situations – *employee maintains composure and sound response to critical, volatile or aggressive situations. Effective in using command presence and verbal skills to de-escalate situations. Communication levels are applicable for the situation, and the employee does not convey a perception or loss of self-control. This includes radio transmissions and on-scene response.*
- c. Exercises safe vehicle operation – *Applies to both normal and emergency operation of a motor vehicle. Employee engages in defensive driving techniques; proper positioning of emergency vehicles during response; proper and appropriate use of emergency signals and audible devices; safe & efficient operation during adverse weather conditions. Employee shows no pattern of at fault collisions.*
- d. Employs proper application and use of force – *always applies force in accordance with departmental training and policy as stated in General Order 801. Utilizes proper commands, and documents applied levels of force appropriately.*
- e. Compliance and proficiency of department policies, procedures and directives – *employee has a basic familiarity with all applicable policies, procedures and directives that govern his/her job function. Stays current with latest policy changes and supervisory directives. Requires little supervisory oversight into*

adhering to policy and procedure, and displays competencies in locating and understanding written policy, procedure and directive.

- f. Knowledge of Criminal Law, Case Law, Rules of Criminal Procedure – *familiar with and applies all statutory components established in Title 18 (Crimes Code), Title 42 (Judicial Procedure), Rules of Criminal Procedure, Local MDJ and Common Pleas rules. Employee maintains a basic knowledge and understanding of case law and shows capability of researching the same.*
- g. Knowledge of Motor Vehicle Law – *familiar with and applies all statutory components listed in Title 75 and Title 67, PAMC.*
- h. Knowledge of Township ordinances – *familiar with and applies all statutory components governing Township motor vehicle, domestic animals, & outdoor burning ordinances.*
- i. Knowledge of local geography – *Proficient in Township roadway and key locations (i.e. Hospitals, Courthouse, etc.). Response times are not affected by unfamiliarity with municipality.*
- j. Effective utilization of available investigative databases – *Employee maintains access to and fully utilizes all available Law Enforcement databases available to them to include NCIC, CLEAN, AOPC, JNET, Visual Alert, PaCIC, PENDOT Crash Reporting, etc. Employee does not solely rely on other personnel to access these databases for him/her.*

III. Performance

- a. Engages in self-initiated activity – *Employee recognizes scope of duties listed in the applicable job description and proactively engages in such duties without supervisory direction or responsive nature of being dispatched to a call. Employee's proactive actions enhance the department's mission and service to this community.*
- b. Effectively engages in problem solving with minimal supervision – *Employee displays cognitive problem solving skills before immediately seeking supervisory guidance. Displays confidence in their ability to remedy problems.*
- c. Exhausts all available investigative leads – *officer completes all initial investigations thoroughly without simply capturing the report and deferring investigation to Detective Division. He/she shall attempt to identify all participants upon onset of investigation, collect or preserve all necessary evidence & statements and document such for follow-up. He/she shall not list cases as 'inactive' until a certainty is reached that all available investigative resources are depleted.*
- d. Performs all aspects listed within job description - *employee's skills are well-rounded in that he/she engages in all aspects of his/her job description without emphatically committing to or negating specific duties that the employee particularly likes or dislikes respectively.*
- e. Effectively employs sound interview and interrogation techniques – *officer conducts thorough questioning and interview of victims and witnesses and soundly documents statements. Employs standard practice of utilizing written statements, field notes to document investigations. Recognizes the proper application, delivery and documentation of Miranda Warnings during custodial detentions. Captures interview and interrogations in a written statement when applicable. Does not delay in conducting on-scene and immediate interviews when possible to glean fresh information.*
- f. Commits to extra-duty and special assignments – *Employee regularly shows availability and willingness to participate in extra duty assignments or to augment manpower during critical situations.*
- g. Engages in officer safety practices – *officer makes effective utilization of all available tools and resources that promote safety among public safety personnel (i.e. emergency lighting, ANSI supplied clothing, ballistic material, etc.). Engages in sound positioning practices for both self and vehicle. Utilizes cover and concealment effectively. Regards the safety and security of other public safety personnel and citizens alike. Properly documents or communicates potential officer safety risks via RMS, Bolo file, email. Appropriately utilizes defensive tactics and less lethal applications to prevent serious injury.*
- h. Adheres to case management, documentation and submission requirements – *employee documents calls for service assigned to him/her and does so in a timely, efficient manner. Employee properly utilizes the Records Management System and any and all supporting documentation requirements set forth by policy and procedure. Call and Case reports contain all required information and employee does not display a consistent pattern of failing to collect and input necessary data into the RMS. Employee makes necessary corrections as noted by supervisors in a timely, efficient manner. Arrest packets, written warnings, summonses are completed with all required information are legible and submitted in a timely manner.*

- i. Engages in sound evidence preservation, collection and documentation practices – *employee seeks physical evidence in all criminal cases and adheres to proper preservation, collection and documentation procedures in accordance with departmental policy as listed in General Orders 608, 609, 610. Evidence is securely maintained and secured by the officer once collected. Employee displays sound judgment in recognizing when to request forensic personnel for assistance.*
- j. Exercises good judgment/discretion in enforcement – *employee never displays abuse of power or retaliatory action. Takes all factors into consideration before exercising lawful authority. Actions are executed with balance and regard for both public safety and the individual(s) alike. Utilizes the full gamut of enforcement: verbal & written warnings, traffic & non-traffic citations, summonses, custodial arrest.*

IV. Human Relations

- a. Committed to the vision, mission and goals of the organization - *always embodies the standards set forth in General Order 102 and those set forth by the Chief of Police.*
- b. Exudes tactful, courteous, professional demeanor with citizens – *(self-explanatory)*
- c. Fosters positive relationships with co-workers, Township staff and Public Safety Community – *(self-explanatory)*
- d. Embodies Community Policing/Victim Advocacy – *officer must embody a willingness for community exposure through such tasks as walking patrols that are dynamic (not routinely conducted in the same location), interaction with businesses & private security personnel, positive youth contacts (i.e. playground patrols), etc. Officer provides all victims with victim rights notifications and explains services available to them. Officer shows that they have the capability to provide immediate support to some victims and to exploit the services of county-wide victim witness agencies. Providing case status updates to victims should be a standard practice of officers.*
- e. Demonstrates team building skills – *Employee demonstrates ability and willingness to assist co-workers without hesitation or supervisory direction. Offers constructive suggestions to enhance operations and/or improve efficiency in operations.*
- f. Accepts feedback and supervisory instruction – *Employee willingly accepts constructive criticism, remedial training, counselings with tact. Maintains professionalism at times when he/she contests supervisor instruction. Learns from mistakes.*

V. Personal Qualities – *the below listed qualities speak for themselves. It is expected that each department employee embodies these qualities which are valued at a single point each. Should an employee fail to display these characteristics during the rating period, the point(s) shall be crossed out on the evaluation form and supporting comments and documentation in the EWS should reflect the reason for the deficiency.*

- Positive Attitude
- Loyal to Organization
- Accepts Responsibility
- Self-Motivated
- Efficient
- Fair Judgement
- Civic Minded
- Self-Confident
- Self-Discipline
- Command Presence

STATISTICS:

- Employee data will be compared to platoon/section averages as well as the stated department or division average. Shaded portions should not be considered in the evaluation.
- Sick leave usage for sworn personnel is based on cumulative 'Sick Leave-Unplanned' and 'Family Sick Leave' usage during the rated period for sworn personnel only. Civilian usage is not computed into this average.

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION
DETECTIVE

EMPLOYEE: last name, first name, middle initial		EMPLOYEE #:	EMPLOYEE RANK/POSITION	DATE OF HIRE: dd/mm/yr	Years of Service:		
Appendix B			Detective				
EVALUATION PURPOSE:	<input type="checkbox"/> Annual <input type="checkbox"/> Rater Change	<input type="checkbox"/> Probationary <input type="checkbox"/> Assignment Change	RATING PERIOD	FROM	TO		
				ASSIGNMENT/DIVISION			
NAME OF RATER:		RATER SIGNATURE:			DATE:		
NAME OF SENIOR RATER:		SENIOR RATER SIGNATURE:			DATE:		
NAME OF REVIEWER:		REVIEWER SIGNATURE:			DATE:		
PERFORMANCE CATEGORY and OVERALL ANNUAL RATINGS -Assign a rating for each criteria standard within a performance and for the overall category rating; overall ratings are determined by quantity of measurement standards earned for the descriptors within the category. EXCEEDS EXPECTATIONS [EE]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard above the expectations of the supervisor. Point Allocation=3 MEETS EXPECTATIONS [ME]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard at the expectations of the supervisor. Point Allocation=2 NEEDS IMPROVEMENT [NI]: Inconsistently accomplishes assigned tasks or fails to demonstrate specific competency for the criteria standard. Point Allocation=1 UNSATISFACTORY [U]: Consistently fails to accomplish assigned tasks and/or fails to demonstrate specific competency for the criteria standard. Point Allocation =0							
I. WORKPLACE QUALITIES	a. Adheres to appearance, grooming and dress guidelines			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	b. Timeliness/Dependability			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	c. Duty, care and proficient use of equipment			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	d. Commitment to self-Improvement/officer proficiency standards			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
II. Job Competencies	a. Effectively communicates in written and oral form			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	b. Maintains proper self-control in all situations			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	c. Exercises safe vehicle operation			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	d. Compliance and Proficiency of department policies, procedures and directives			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	e. Proper application of Statutory Law, Case Law, Rules of Criminal Procedure			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	f. Maintains proficiency in basic tenets of the patrol function			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	g. Effectively utilizes all available investigative databases			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	h. Maintains constructive liaison with patrol staff, outside agencies, investigators, prosecutors			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	i. Develops and adheres to timely investigative action plans			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
j. Conducts investigations with consideration of all available physical, testimonial, forensic evidence			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	
III. PERFORMANCE	a. Engages in self-initiated activity/formulates targeted enforcement recommendations			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	b. Effectively engages in problem solving with minimal supervision			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	c. Exhausts all available investigative leads			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	d. Performs all aspects listed within job description			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	e. Effectively employs interview and interrogation techniques			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U

	f. Commits to extra duty & special assignments	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	g. Engages in officer safety practices	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	h. Adheres to case management, documentation and submission requirements	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	i. Adheres to sound evidence preservation, collection and documentation practices	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	j. Exercises good judgment/discretion in enforcement	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
IV. HUMAN RELATIONS	a. Committed to the vision, mission and goals of the organization	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	b. Exudes tactful, courteous, professional demeanor with citizens and detainees alike	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	c. Fosters positive relationships with co-workers, Township staff & Criminal Justice Community	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	d. Embodies Community Policing/Victim Advocacy	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	e. Demonstrates leadership & team-building skills	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	f. Accepts feedback and supervisory instruction	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
V. PERSONAL QUALITIES	Positive Attitude	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Loyal to Organization	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Accepts Responsibility	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Self-Motivated	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Efficient	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Fair judgement	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Civic Minded	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Self-Confident	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Self-Discipline	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Command Presence	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U

Pistol Score		Rifle Score		Total Arrests		Total Sick Leave (Hrs.)	
Plt. Avg. Score		Plt. Avg Score		Plt. Average		Plt. Average	
Dept. Avg. Score		Dept. Avg. Score		Division Average		Department Average	

ADDITIONAL DUTIES AND ASSIGNMENTS:

PRINCIPAL STRENGTHS OF EMPLOYEE:

PRINCIPAL WEAKNESS(ES) OF EMPLOYEE/AREAS FOR IMPROVEMENTS:

ACTION PLAN FOR EMPLOYEE:

EMPLOYEE COMMENTS:

I hereby acknowledge that I have read and have been provided with a copy of the performance evaluation. I've had the opportunity to discuss the evaluation with my raters and understand that I may offer further comment in the Employee Comment section of this form prior to final signature by the Reviewer.

Employee Signature: _____ Date: _____

Original-Records (Employee Performance Evaluation Folder)

Copy-Employee

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION SCORING & STANDARDS RUBRIC
DETECTIVE

I. Workplace Qualities

- a. Adheres to appearance, grooming and dress guidelines – *always adheres to the dress, appearance and grooming guidelines set forth in General Order 302. Maintains a state of physical fitness that does not interfere with his/her ability to engage in and perform all aspects of their job description and function.*
- b. Timeliness/Dependability – *Reports for duty on-time, at assigned location and in proper uniform to include court appearances. Shows no pattern of sick leave abuse, tardiness or last minute 'call-offs'. Adheres to proper leave request submissions through scheduling software or leave forms if applicable; overtime and comp time submissions are timely and appropriate for given duty; payroll times sheets & expense reports are accurate and submitted in required time.*
- c. Duty, care and use of equipment - *Employee maintains proper care of all assigned uniforms & equipment; takes appropriate measures to safeguard and prolong equipment functionality. Interior and exterior of assigned vehicles are clean, free of debris and orderly maintained. Employee properly submits equipment repair requests and resupply requests efficiently and in a timely manner.*
- d. Commitment to self-improvement/officer proficiency standards – *Employee seeks training opportunities. Engages in job related performance improvement without supervisory direction. Exploits the use of training literature, subject matter experts, online sources for self-improvement. Commits to and participates in mandatory training requirements without reservation. Committed to ensuring that standard officer certification standards & requirements are satisfied on first attempt (i.e. firearms, Legal Updates, less lethal weapon certifications, etc.).*

II. Job Competencies

- a. Effectively communicates in written and oral form – *reports, department forms, written correspondences are timely, grammatically correct, neat; and the content is well structured, concise, and appropriate. Radio communications are clear, understandable and to the point. Does not engage in lengthy, unauthorized, improper radio procedures.*
- b. Maintains proper self-control in all situations – *employee maintains composure and sound response to critical, volatile or aggressive situations. Effective in using command presence and verbal skills to de-escalate situations. Communication levels are applicable for the situation, and the employee does not convey a perception or loss of self-control. This includes radio transmissions and on-scene response.*
- c. Exercises safe vehicle operation – *Applies to both normal and emergency operation of a motor vehicle. Employee engages in defensive driving techniques; proper positioning of emergency vehicles during*

response; proper and appropriate use of emergency signals and audible devices; safe & efficient operation during adverse weather conditions. Employee shows no pattern of at fault collisions.

- d. Compliance and proficiency of department policies, procedures and directives – *employee has a basic familiarity with all applicable policies, procedures and directives that govern his/her job function. Stays current with latest policy changes and supervisory directives. Requires little supervisory oversight into adhering to policy and procedure, and displays competencies in locating and understanding written policy, procedure and directive.*
- e. Proper application of Statutory Laws, Case Law, Rules of Criminal Procedure – *familiar with and applies all statutory components established in Title 18 (Crimes Code), Title 42 (Judicial Procedure), Rules of Criminal Procedure, Local MDJ and Common Pleas rules. Employee maintains a basic knowledge and understanding of case law and shows capability of researching applicable resources to gain understanding of the laws.*
- f. Maintains proficiency in basic tenets of patrol function – *detective maintains the basic skills necessary to conduct duties associated with the patrol functions as well as immediate accessibility and use of uniform and patrol equipment.*
- g. Effective utilization of available investigative databases – *Employee maintains access to and fully utilizes all available Law Enforcement databases to include NCIC, CLEAN, AOPC, JNET, RMSs, PaCIC, PENDOT Crash Reporting, etc. Employee does not solely rely on other personnel to access these databases for him/her.*
- h. Maintains constructive liaison with patrol staff, outside agencies, investigators and prosecutors – *detective is constantly engaging in the dissemination and collection of information with these sources. Shall build strong relationships with outside investigators and local prosecutors alike in an effort to establish strong foundations in investigations and subsequent prosecution.*
- i. Develops and adheres to timely investigative action plans – *detective assesses each assigned case and establishes an immediate course of action for the investigation as it relates to how the investigation will be accomplished, what resources are needed for the investigation and the timeline for investigation. Maintains consistency in conducting follow-up investigation as it progresses and provides necessary status updates to supervisory personnel and provides supplemental information to the case report.*
- j. Conducts investigations with consideration of all available physical, testimonial, forensic evidence – *detective encompasses all available evidence in consideration of case development. Maintains close liaison with forensic investigator(s) for evidentiary considerations. Detective should be familiar with latest evidence collection and forensic processing techniques.*

III. Performance

- a. Engages in self-initiated activity/formulates targeted enforcement recommendations – *Employee recognizes scope of duties listed in the applicable job description and proactively engages in such duties without supervisory direction or responsive nature of being dispatched to a call. Detective identifies needs for targeted patrol efforts and communicates and coordinates such with patrol personnel, fellow criminal investigators and outside police agencies.*
- b. Effectively engages in problem solving with minimal supervision – *Employee displays cognitive problem solving skills before immediately seeking supervisory guidance. Displays confidence in their ability to remedy problems.*
- c. Exhausts all available investigative leads – *Detective shall not list cases as 'inactive' until a certainty is reached that all available investigative leads, resources are exhausted.*
- d. Performs all aspects listed within job description - *employee's skills are well-rounded in that he/she engages in all aspects of his/her job description without emphatically committing to or negating specific duties that the employee particularly likes or dislikes respectively.*
- e. Effectively employs sound interview and interrogation techniques – *detective conducts thorough questioning and interview of victims and witnesses and soundly documents statements. Employs standard practice of utilizing written statements, field notes to document investigations. Recognizes the proper application, delivery and documentation of Miranda Warnings during custodial detentions. Captures interview and interrogations via voice recorders when applicable. Does not delay in conducting on-scene and immediate interviews when possible to glean fresh information.*
- f. Commits to extra-duty and special assignments – *Employee regularly shows availability and willingness to participate in extra duty assignments or to augment manpower during critical situations.*
- g. Engages in officer safety practices – *detective makes effective utilization of all available tools and resources that promote safety among public safety personnel (i.e. emergency lighting, ANSI supplied clothing, ballistic*

material, etc.). Engages in sound positioning practices for both self and vehicle. Utilizes cover and concealment effectively. Regards the safety and security of other public safety personnel and citizens alike. Properly documents or communicates potential officer safety risks via RMS, Briefing Book, email. Appropriately utilizes defensive tactics and less lethal applications to prevent serious injury.

- h. Adheres to case management, documentation and submission requirements – employee documents calls for service assigned to him/her and does so in a timely, efficient manner. Employee properly utilizes the Records Management System and any and all supporting documentation requirements set forth by policy and procedure. Call and Case reports contain all required information and employee does not display a consistent pattern of failing to collect and input necessary data into the RMS. Employee makes necessary corrections as noted by supervisors in a timely, efficient manner. Arrest packets, written warnings, summonses are completed with all required information, legible and submitted in a timely manner.
- i. Engages in sound evidence preservation, collection and documentation practices – employee seeks physical evidence in all criminal cases and adheres to proper preservation, collection and documentation procedures in accordance with departmental policy as listed in General Order 608, 609, 610. Evidence is securely maintained and secured by the officer once collected. Employee displays advanced aptitude for forensic scene processing given their assignment as detective.
- j. Exercises good judgment/discretion in enforcement – employee never displays abuse of power or retaliatory action. Takes all factors into consideration before exercising lawful authority. Actions are executed with balance and regard for both public safety and the individual(s) alike. Utilizes the full gamut of enforcement: verbal & written warnings, traffic & non-traffic citations, summonses, custodial arrest.

IV. Human Relations

- a. Committed to the vision, mission and goals of the organization - always embodies the standards set forth in General Order 102 and those set forth by the Chief of Police.
- b. Exudes tactful, courteous, professional demeanor with citizens – (self-explanatory)
- c. Fosters positive relationships with co-workers, Township staff and Public Safety Community – (self-explanatory)
- d. Embodies Community Policing/Victim Advocacy – detective must embody a willingness for community exposure and outreach. Detectives shows that they have the capability to provide immediate support to some victims and to exploit the services of county-wide victim witness agencies. Providing case status updates to victims should be a standard practice of detectives and should maintain a constant liaison with victim(s) and victim families throughout court proceedings.
- e. Demonstrates leadership & team building skills – Employee demonstrates ability and willingness to assist co-workers without hesitation or supervisory direction. Offers constructive suggestions to enhance operations and/or improve efficiency in operations. Takes leadership role in critical investigations.
- f. Accepts feedback and supervisory instruction – Employee willingly accepts constructive criticism, remedial training, counselings with tact. Maintains professionalism at times when he/she contests supervisor instruction. Learns from mistakes.

V. Personal Qualities – the below listed qualities speak for themselves. It is expected that each department employee embodies these qualities which are valued at a single point each. Should an employee fail to display these characteristics during the rating period, the point(s) shall be crossed out on the evaluation form and supporting comments and documentation in the EWS should reflect the reason for the deficiency.

- Positive Attitude
- Loyal to Organization
- Accepts Responsibility
- Self-Motivated
- Efficient
- Fair Judgement

- Civic Minded
- Self-Confident
- Self-Discipline
- Command Presence

STATISTICS:

- Employee data will be compared to platoon/section averages as well as the stated department or division average. Shaded portions should not be considered in the evaluation.
- Sick leave usage for sworn personnel is based on cumulative 'Sick Leave-Unplanned' and 'Family Sick Leave' usage during the rated period for sworn personnel only. Civilian usage is not computed into this average.

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION
POLICE SUPERVISOR

EMPLOYEE: last name, first name, middle initial Appendix C		Badge #:	EMPLOYEE RANK/POSITION		DATE OF HIRE: dd/mm/yr	Years of Service:
EVALUATION PURPOSE:	<input type="checkbox"/> Annual <input type="checkbox"/> Rater Change	<input type="checkbox"/> Probationary <input type="checkbox"/> Assignment Change	RATING PERIOD	FROM	TO	ASSIGNMENT/DIVISION
NAME OF RATER:		RATER SIGNATURE:			DATE:	
NAME OF SENIOR RATER:		SENIOR RATER SIGNATURE:			DATE:	
NAME OF REVIEWER:		REVIEWER SIGNATURE:			DATE:	
<p>PERFORMANCE CATEGORY and OVERALL ANNUAL RATINGS-Assign a rating for each criteria standard within a performance and for the overall category rating; overall ratings are determined by quantity of measurement standards earned for the descriptors within the category.</p> <p>EXCEEDS EXPECTATIONS [EE]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard above the expectations of the supervisor.</p> <p>MEETS EXPECTATIONS [ME]: Consistently accomplishes assigned tasks and demonstrates specific competencies needed for the criteria standard at the expectations of the supervisor.</p> <p>NEEDS IMPROVEMENT [NI]: Inconsistently accomplishes assigned tasks or fails to demonstrate specific competency for the criteria standard.</p> <p>UNSATISFACTORY [U]: Consistently fails to accomplish assigned tasks and/or fails to demonstrate specific competency for the criteria standard.</p>						
I. WORKPLACE QUALITIES	a. Adheres to appearance, grooming and dress guidelines			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Timeliness/Dependability			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Duty, care and proficient use of equipment			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Commitment to self-Improvement/officer proficiency requirements			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
II. Job Competencies	a. Effectively communicates in written and oral form			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Maintains proper self-control in all situations			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	c. Exercises safe vehicle operation			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	d. Employs proper application and use of force			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	e. Compliance and Proficiency of department policies, procedures and directives			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	f. Knowledge of Statutory Law, Ordinances, Case Law, Rules of Criminal Procedure			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	g. Incident Command/Crisis Management			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	h. Scheduling			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	i. Discipline/Recognition			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	j. Effectively utilizes available investigative databases			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
III. PERFORMANCE	a. Fosters an expectation of employee, self-initiated activity			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U
	b. Engages in self-initiated activity/targeted enforcement			<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI <input type="checkbox"/> U

	c. Effectively engages in problem solving with minimal supervision				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	d. Exhausts all available investigative leads				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	e. Performs all aspects listed within job description				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	f. Effectively employs sound interview and interrogation techniques				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	g. Commits to extra duty & special assignments				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	h. Engages in officer safety practices				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	i. Adheres to case management, documentation and submission requirements				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	j. Engages in sound evidence preservation, collection and documentation practices				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
k. Exercises good judgment/discretion in enforcement				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U			
IV. HUMAN RELATIONS	a. Committed to the vision, mission and goals of the organization				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	b. Exudes tactful, courteous, professional demeanor with citizens and detainees alike				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	c. Fosters positive relationships with co-workers, Township staff & Criminal Justice Community				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	d. Embodies Community Policing/Victim Advocacy				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	e. Demonstrates leadership & team-building skills				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
	f. Accepts feedback and supervisory instruction				<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U		
V. PERSONAL QUALITIES	Positive Attitude	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Fair judgement	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Loyal to Organization	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Civic Minded	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Accepts Responsibility	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Self-Confident	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Self-Motivated	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Self-Discipline	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
	Efficient	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U	Command Presence	<input type="checkbox"/> EE	<input type="checkbox"/> ME	<input type="checkbox"/> NI	<input type="checkbox"/> U
Pistol Score		Rifle Score		Total Calls		Total Traffic Stops				
Plt. Avg. Score		Plt. Avg Score		Plt. Average		Plt. Average				
Dept. Avg. Score		Dept. Avg. Score		Division Average		Division Average				
Total Tr Citations		Total Arrests		Total Nt Citations		Total Sick Leave (Hrs.)				
Plt. Average		Plt. Average		Plt. Average		Plt. Average				
Division Average		Division Average		Division Average		Division Average				
ADDITIONAL DUTIES AND ASSIGNMENTS:										
PRINCIPAL STRENGTHS OF EMPLOYEE:										
PRINCIPAL WEAKNESS(ES) OF EMPLOYEE/AREAS FOR IMPROVEMENTS:										

ACTION PLAN FOR EMPLOYEE:

EMPLOYEE COMMENTS:

I hereby acknowledge that I have read and have been provided with a copy of the performance evaluation. I've had the opportunity to discuss the evaluation with my raters and understand that I may offer further comment in the Employee Comment section of this form prior to final signature by the Reviewer.

Employee Signature: _____ Date: _____

Original-Records (Employee Performance Evaluation Folder)

Copy-Employee

LOWER PROVIDENCE TOWNSHIP POLICE
PERFORMANCE EVALUATION SCORING & STANDARDS RUBRIC
POLICE SUPERVISOR

I. Workplace Qualities

- a. Adheres to appearance, grooming and dress guidelines – *always adheres to the dress, appearance and grooming guidelines set for in General Order 302. Maintains a state of physical fitness that does not interfere with his/her ability to engage in and perform all aspects of their job description and function. Makes spot corrections to subordinate personnel in violation.*
- b. Timeliness/Dependability – *Reports for duty on-time, at assigned location and in proper uniform to include court appearances. Shows no pattern of sick leave abuse, tardiness or last minute 'call-offs'. Adheres to proper leave request submissions through scheduling software; overtime and comp time submissions are timely and appropriate for given duty; monthly reports are accurate and submitted in required time.*
- c. Duty, care and use of equipment - *Employee maintains proper care of assigned uniforms & equipment; takes appropriate measures to safeguard and prolong equipment functionality. Interior and exterior of assigned vehicles are clean, free of debris and orderly maintained. Employee properly submits equipment repair requests and resupply requests efficiently and in a timely manner. Conducts monthly assigned inspections prudently, timely and with attention to detail.*
- d. Commitment to self-improvement/officer proficiency standards – *Employee seeks training opportunities. Engages in job related performance improvement without supervisory direction. Exploits the use of training literature, subject matter experts, online sources for self-improvement. Commits to and participates in mandatory training requirements without reservation. Committed to proactive measures to ensure that standard officer certification standards & requirements are satisfied on first attempt (i.e. firearms, Legal Updates, less lethal weapon certifications, etc.) by subordinate personnel.*

II. Job Competencies

- a. Effectively communicates in written and oral form – reports, department forms, written correspondence are timely, grammatically correct, neat; and the content is well structured, concise, and appropriate. Radio communications are clear, understandable and to the point. Does not engage in lengthy, unauthorized, improper radio procedures. Consistently proofreads subordinate correspondence for the same.
- b. Maintains proper self-control in all situations – employee maintains composure and sound response to critical, volatile or aggressive situations. Effective in using command presence and verbal skills to de-escalate situations. Communication levels are applicable for the situation, and the employee does not convey a perception or loss of self-control. This includes radio transmissions and on-scene response. Recognizes necessity to intervene and execute supervisory authority in certain situations.
- c. Exercises safe vehicle operation – Applies to both normal and emergency operation of a motor vehicle. Employee engages in defensive driving techniques; proper positioning of emergency vehicles during response; proper and appropriate use of emergency signals and audible devices; safe & efficient operation during adverse weather conditions. Employee shows no pattern of at fault collisions.
- d. Employs proper application and use of force – always applies force in accordance with departmental training and policy as stated in General Order 801. Utilizes proper commands, and documents applied levels of force appropriately. Conducts preliminary reviews of subordinate use of force documentation.
- e. Compliance and proficiency of department policies, procedures and directives – Supervisor has an advanced familiarity with all applicable policies, procedures and directives. Stays current with latest policy changes and supervisory directives. Requires little supervisory oversight into adhering to policy and procedure, and displays competencies in locating and understanding written policy, procedure and directive. Ensures that new policy & changes are received, understood and executed by subordinates.
- f. Knowledge of Statutory Law, Ordinances, Case Law, Rules of Criminal Procedure – familiar with and applies all statutory components established in Title 18 (Crimes Code), Title 67 & 75 (Motor Vehicle), Title 42 (Judicial Procedure), Rules of Criminal Procedure, Local MDJ and Common Pleas rules. Employee maintains a basic knowledge and understanding of case law and shows capability of researching the same.
- g. Incident Command/Crisis Management – Supervisor has the sound capabilities of immediately identifying the key objectives needed to manage a critical incident and properly plans, directs/deploys personnel, deploys available resources and takes necessary actions in order to safely and effectively accomplish those objectives. The sergeant uses his/her experience, ICS training and other command level trainings to accomplish this task. Makes required notifications to chain of command, effectively communicates with superiors, subordinates and supporting agencies alike and immediately identifies unmet needs to accomplish his/her objectives. Displays competencies in fulfilling command and general staff positions and roles as needed.
- h. Scheduling – Supervisor has a firm understanding of manpower and scheduling requirements and manages the same while balancing the organizational staffing requirements with the Collective Bargaining Agreement. Recognizes staffing needs for both special events and the daily mission and addresses with superiors. Monitors overtime and compensation time claims and is cognoscente of the continued staffing of personnel beyond their assigned shifts.
- i. Discipline/Recognition – Effectively and consistently evaluates the performance of subordinates and initiates corrective actions when necessary. Immediately recognizes marginal and sub-standard performance and takes appropriate, constructive and corrective action to redirect an employee's performance and behavior. Embodies the notion of both positive and negative disciplinary measures. Differentiates between the appropriateness of retraining versus disciplining. Demonstrates consistency, fairness and tact when partaking in disciplinary measures. Utilizes the proper documentation and reporting of disciplinary matters to the chain of command.
- j. Effective utilization of available investigative databases – Employee maintains access to and fully utilizes all available Law Enforcement databases to include NCIC, CLEAN, AOPC, JNET, Visual Alert, PaCIC, PENDOT Crash Reporting, etc. Employee does not solely rely on other personnel to access these databases for him/her and compels subordinate personnel to do the same.

III. Performance

- a. Fosters an expectation of employee, self-initiated activity – Supervisor encourages and coaches subordinate personnel from the onset to engage in self-initiated activity without constant supervisory direction and discourages an employee pattern of engaging purely in a reactionary mode by way of simply being

dispatched calls for service as a measure of productivity. All employees' proactive actions enhance the department mission and service to this community.

- b. Engages in self-initiated activity/targeted enforcement – Supervisor is proactive and seeks ways to set the example for subordinates by engaging in self-initiated activities such as training, traffic work, patrol details, i.e. traffic enforcement, directed patrols, and other activities.
- c. Effectively engages in problem solving with minimal supervision – Employee displays cognitive problem solving skills before immediately seeking supervisory guidance. Displays confidence in their ability to remedy problems.
- d. Exhausts all available investigative leads – Supervisor ensures that all personnel complete all initial investigations thoroughly without simply capturing information for the report and deferring investigation to CI. He/she shall attempt to identify all participants upon onset of investigation, collect or preserve all necessary evidence & statements and document such for follow-up. He/she shall not list cases as 'inactive' until a certainty is reached that all available investigative resources are depleted.
- e. Performs all aspects listed within job description – Supervisor strives to ensure that employees' skills are well-rounded in that they engage in all aspects of his/her job description without emphatically committing to or negating specific duties that the employee particularly likes or dislikes respectively. Assigns tasks to employees to encourage development of skills.
- f. Effectively employs sound interview and interrogation techniques – officer conducts thorough questioning and interview of victims and witnesses and soundly documents statements. Employs standard practice of utilizing written statements, field notes to document investigations. Recognizes the proper application, delivery and documentation of Miranda Warnings during custodial detentions. Captures interview and interrogations via voice recorders when applicable. Does not delay in conducting on-scene and immediate interviews when possible to glean fresh information.
- g. Commits to extra-duty and special assignments – Employee regularly shows availability and willingness to participate in extra duty assignments or to augment manpower during critical situations.
- h. Engages in officer safety practices – Supervisor always practices officer safety and ensures that subordinates make effective utilization of all available tools and resources that promote safety among public safety personnel (i.e. emergency lighting, ANSI supplied clothing, ballistic material, etc.). Engages in sound positioning practices for both self and vehicle. Utilizes cover and concealment effectively. Regards the safety and security of other public safety personnel and citizens alike. Properly documents or communicates potential officer safety risks via RMS, briefings, email. Appropriately utilizes defensive tactics and less lethal applications to prevent serious injury. Conducts or requests officer safety refresher training as needed.
- i. Adheres to case management, documentation and submission requirements – employee documents calls for service assigned to him/her and does so in a timely, efficient manner. Employee properly utilizes the Records Management System and any and all supporting documentation requirements set forth by policy and procedure. Call and Case reports contain all required information and employee does not display a consistent pattern of failing to collect and input necessary data into the RMS.. Sergeant shall routinely review and compel correction of employees' arrest packets, written warnings, citation, summonses to ensure that all are completed with the required information, are legible and submitted in a timely manner.
- j. Engages in sound evidence preservation, collection and documentation practices – employee seeks physical evidence in all criminal cases and adheres to proper preservation, collection and documentation procedures in accordance with departmental policy as listed in General Order 608, 609, 610. Evidence is securely maintained and secured by the officer once collected. Employee displays sound judgment in recognizing when to request forensic personnel for assistance.
- k. Exercises good judgment/discretion in enforcement – employee never displays abuse of power or retaliatory action. Takes all factors into consideration before exercising lawful authority. Actions are executed with balance and regard for both public safety and the individual(s) alike. Utilizes the full gamut of enforcement: verbal & written warnings, traffic & non-traffic citations, summonses, custodial arrest. Oversees enforcement actions of subordinates to ensure consistency, applicability and fairness.

IV. Human Relations

- a. Committed to the vision, mission and goals of the organization - always embodies the standards set forth in General Order 102 and those set forth by the Chief of Police.

- b. Exudes tactful, courteous, professional demeanor with citizens – (self-explanatory)
- c. Fosters positive relationships with co-workers, Township staff and Public Safety Community – (self-explanatory)
- d. Embodies Community Policing/Victim Advocacy – Supervisor must instill among subordinates a commitment and willingness for positive exposure of personnel within our community through such tasks as residential and retail area walking patrols that are dynamic (not routinely conducted in the same location), non-response based interactions with businesses & private security personnel, positive youth contacts (i.e. playground patrols), etc. Ensures that officers provide all victims with victim rights notifications and explains services available to them. Officer should demonstrate that they have the capability to provide immediate support to some victims and to exploit the services of county-wide victim witness agencies. Providing case status updates to victims should be a standard practice of officers.
- e. Demonstrates leadership & team building skills – Supervisor demonstrates ability and willingness to assist co-workers and subordinates alike without hesitation and maintains the balance between directed authority, group think, autonomy. Offers constructive suggestions and identifies new methods to enhance operations and/or improve efficiency in operations. Solicits constructive input from personnel. Provides sound leadership through example. Informs, motivates, influences and listens to subordinates. Effectively balances and recognizes when to delegate versus taking self-action to accomplish tasks. Fosters a strong sense of camaraderie among his/her staff.
- f. Accepts feedback and supervisory instruction – Employee willingly accepts constructive criticism, remedial training, counselings with tact. Maintains professionalism at times when he/she contests supervisor instruction. Learns from mistakes.

V. Personal Qualities – *the below listed qualities speak for themselves. It is expected that each department employee embodies these qualities. Should an employee fail to display these characteristics during the rating period, the categories shall remain unchecked on the evaluation form and supporting comments and documentation in the EWS should reflect the reason for the deficiency.*

- Positive Attitude
- Loyal to Organization
- Accepts Responsibility
- Self-Motivated
- Efficient
- Fair Judgement
- Civic Minded
- Self-Confident
- Self-Discipline
- Command Presence

STATISTICS:

- Employee data will be compared to platoon/section averages as well as the stated department or division average. Shaded portions should not be considered in the evaluation.
- Sick leave usage for sworn personnel is based on cumulative 'Sick Leave-Unplanned' and 'Family Sick Leave' usage during the rated period for sworn personnel only. Civilian usage is not computed into this average.