



Herndon Police Department GENERAL ORDERS

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PERFORMANCE EVALUATIONS

I. POLICY

The department measures and documents performance through a performance evaluation system and other reviews to ensure job requirements and responsibilities are met.

II. TERMINOLOGY

○ Performance Evaluation Measurement Definitions:

- Exceptional – performance exceeds expectations and is consistently outstanding.
- Above Expectations – performance is consistently above expectations.
- Meets Expectations – performance consistently fulfills expectations and at times exceeds them.
- Needs Improvement – performance does not consistently meet expectations; deficiencies should be addressed.
- Unsatisfactory – performance is consistently below expectations; deficiencies should be addressed.

III. EVALUATION SYSTEM

The performance evaluation system, administered by Human Resources and detailed in the Town of Herndon's "Pay-for-Performance Handbook", includes measurement definitions, documentation procedures, types of evaluations (staff, supervisor, and manager), program goals, roles and responsibilities of employees and supervisors, and established competencies.

A. Types of Evaluations

Department employees will be subject to the following types of evaluations:

1. Individual Goals

The supervisor and employee will agree to individual goals in advance, based on the employee's job responsibilities, to complete by the end of the annual evaluation period. The supervisor will monitor the setting and attainment of goals to promote personal development, encourage individual achievement, and meet the requirements of the Career Development Plan (as applicable).



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2. Interim Evaluation

The interim evaluation will be completed at the six-month interval in the annual evaluation period to document status of performance, progress toward goals, training to be completed, and recommended improvements or other job-related requirements at the interval.

3. Annual Evaluation <35.1.2>

The annual evaluation will be completed at the end of the annual performance period to document:

- the overall status of job performance for the period,
- the attainment of goals,
- fulfillment of career development requirements, as applicable,
- training completed or needed,
- the status of recommended improvements, other job-related requirements, or career counseling.

B. Evaluation Process and Components

1. The actual dates covered by the evaluation will reflect the performance evaluation period indicated.
2. The evaluation will include established competencies to assign a numerical measurement along with a section for specific comments.
3. Prior to discussing a completed evaluation with an employee, the documenting supervisor should review the results of the performance evaluation with their chain of command, up to the division commander. Supervisors should be prepared to substantiate ratings and recommendations contained in the evaluation, as well as expected performance, goals achieved, career development requirements, targeted improvement, and training completed or needed. The chain of command's review and agreement with the results, prior to delivery, will ensure consensus in the assessment. The performance evaluation is critical to document overall findings, expectations, recommendations for development or improvement, and preparation for advancement.



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4. After the evaluation has been discussed with the employee, the employee will have an opportunity to sign and provide comments. Completed evaluations will be accessible to the employee from the electronic self-service portal and will be maintained by Human Resources as part of the employee's official employment record.
5. If an employee disputes a rating on an evaluation, the employee should first work with the supervisor to resolve the issue by providing facts or documentation to support their objection before further disputing the issue through the chain of command. The Chief of Police, in conjunction with Human Resources, will make the final determination regarding the dispute. Performance evaluations are not eligible for the grievance process (see Herndon Town Code 54-81).

C. Supervisors' Responsibilities

Supervisors have a critical role in the performance evaluation process. Regularly providing feedback to employees on expectations and observations, documenting specific examples throughout the evaluation period, and recommending corrections as issues arise, are crucial to objectively evaluating performance. The following points provide practical guidance to consider when completing performance evaluations:

1. Focus on performance behavior; the goal is to evaluate the employee on how they perform their duties.
2. Do not only focus on recent activities and ignore earlier performance. This can be avoided more easily by documenting and communicating performance issues on a frequent basis.
3. Provide an accurate and reliable assessment by addressing what the employee accomplished or failed to accomplish during the rating period. The goal is to correct performance to meet the expectations of the position in an acceptable manner.
4. Don't exaggerate or generalize but take the time to be objective and honest. Don't "copy and paste" from previous evaluations.



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5. Ratings should not be surprising to the employee but should accurately reflect the met or unmet performance expectations as discussed throughout the evaluation period.
 6. Rate the employee's performance for each competency based on meeting the position's requirements and responsibilities. The evaluation should reflect a thoughtful consideration of the employee's individual abilities and areas where focus is needed.
 7. Ensure that issues previously identified are being or have been addressed effectively. Be sure there is agreement on areas that need improvement.
 8. Actively listen for concerns or complaints and document the specifics of the concerns so that any alleged problems can be investigated and properly handled.
- D. Supervisors and managers will be rated in their annual performance evaluation on additional supervisory competencies and will be accountable for effective supervision and leadership.

IV. PERFORMANCE EXPECTATIONS

- A. Satisfactory performance is required of all employees. Supervisors should regularly meet with assigned employees to discuss expectations and establish performance standards that meet or exceed performance expectations. Continued coaching and feedback by the supervisor provides employees with opportunities to acknowledge exceptional work or identify issues that need to be corrected, as it arises. Periodic discussions with the employee during the evaluation period are encouraged and should be documented by the supervisor.
- B. Unsatisfactory performance should be discussed with the employee as soon as possible and specific guidance given to the employee to address the deficiency or improve the performance. Additional training should be offered, if needed.
- C. When, in the judgment of a supervisor or other command official, an employee exhibits recurring performance or behavioral concerns, the supervisor shall document specific details in a memorandum through the chain of command to



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the appropriate division commander. The division commander, in consultation with the Chief of Police, will determine if structured intervention is necessary.

- D. Employees subject to a probationary period must meet satisfactory performance requirements. If a probationary employee's performance is unsatisfactory, the supervisor shall notify the appropriate division commander through the chain of command. The division commander, in consultation with the Chief of Police, will work with Human Resources to determine next steps or available options.

V. EARLY INTERVENTION SYSTEM

- A. The department has established an Early Intervention System (EIS) to identify unsatisfactory performance indicators that warrant improvement, and that may additionally require intervention resources or services. The purpose of the EIS is to:
1. Assess personnel for potential risk factors or patterns of behavior associated with performance issues.
 2. Structure an individual improvement plan that is monitored for progress.
 3. Provide intervention resources or services, such as training, counseling services, or other proactive measures or resources, as warranted.
- B. An EIS process is confidential and shall be initiated based on the following factors. A supervisor shall notify the captain by memorandum, through the chain of command, when an individual meets an established factor. **<35.1.9a,b>**
1. Ratings of "needs improvement" (performance does not consistently meet expectations) or "unsatisfactory" (performance is consistently below expectations) are indicated on one or more competencies on the annual performance evaluation.
 2. Upon a supervisory referral that documents performance or behavioral concerns, as determined by a division commander.
- C. The department will utilize a Performance Improvement Plan (PIP) as part of the EIS process to document performance deficiencies, structure a plan for



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improvement, and include intervention measures if risk factors exist. The division commander will: **<35.1.9d>**

1. Work with the supervisor to develop specific performance measures to be included in an employee's PIP.
2. Conduct an EIS assessment based on a statistical review of the following elements, approved by the Chief of Police, to identify potential risk factors or patterns indicated with performance. **<35.1.9c>**
 - a. Administrative Investigations: the types of complaints, findings, and sustained violations.
 - b. Audio/Video Recordings: in-car and body worn camera recordings for a specific period.
 - c. Awards: all commendations, awards received, compliments documented.
 - d. Complaints: the number of allegations of misconduct; the number of substantiated complaints; the profile of the complainant in cases of suspected bias; the number of off-duty events; and a pattern of allegations.
 - e. Civil Litigation: the number and types of lawsuits; the findings from the suits; the adverse effects of media attention, if any.
 - f. Enforcement Statistics: arrests, traffic stops, issuance of summonses, field contacts, etc.
 - g. Leave Usage: use of sick leave (not covered by FMLA), annual leave, and unscheduled leave for a specific period.
 - h. Performance Evaluations: interim and final performance evaluations, career development records, for a specific period.



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- i. Police Vehicle Accidents: the number of accidents, the seriousness of the accident; the type of violation or activity that led to the accident.
 - j. Pursuits: the number of pursuits, reasons for initiation, etc.
 - k. Training Records: all training received/requested for a specific period.
 - l. Use of Force Incidents: the number of allegations/complaints; the types of force used; and the comparison from year to year.
3. Determine, based on the findings of the statistical review, if training, counseling services, or other proactive measures should be included in the PIP to support performance improvement or serve as an intervention resource.
<35.1.9h>
- D. The division commander shall determine the final proposed PIP plan, along with warranted intervention measures, that would support improvement, approved by the Chief of Police, and reviewed by Human Resources prior to implementation. The PIP's requirements will be outlined on the Town of Herndon PIP form. **<35.1.9g>**
- E. The supervisor will administer and monitor the PIP. Upon presentation of the PIP to the employee, it will be signed by the supervisor, then signed and acknowledged by the employee. **<35.1.9f>**
- 1. Scheduled follow-ups will be conducted to measure progress of the employee's PIP and shall be documented by the immediate supervisor with notification through the chain of command to the division commander.
 - 2. A PIP may be instituted for up to six months depending on the specific requirements of the plan. The employee will be evaluated on progress toward the stated improvements in the PIP at regular intervals identified by the plan, with notification through the chain of command. The Chief of Police will be apprised of the progress.



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3. Upon successful completion of the requirements in the PIP, a meeting will be held with the employee, the supervisor, the lieutenant, and the division commander to discuss the improvements achieved and the termination of the PIP.
 4. An employee who has not met the requirements outlined in the PIP by the end of the plan period may be subject to further action or discipline.
 5. The PIP and associated follow-ups shall be documented and maintained in the employee's personnel file.
- F. Annually, the Support Services Division Commander shall conduct an evaluation of the Early Intervention System and submit a written report to the Chief of Police. The evaluation should determine if the EIS is meeting the needs of the department in identifying and addressing performance issues as well as efforts to support intervention resources or services. **<35.1.9e>**