



ORONO POLICE DEPARTMENT

STANDARD OPERATING PROCEDURES

Protect with Vigilance & Serve with Compassion and Excellence

Subject:	Performance Evaluations	Policy #	A-6
Effective Date:	February 14, 2023	Review Cycle:	2 Years
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MLEAP:	4.08		
<i>Rescinds All Previous Policies - Related To This Current Policy</i>			
Issuing Authority:	Chief of Police Daniel Merrill		

I. POLICY

The Orono Police Department bears an obligation to the public and its own personnel to hire and maintain the best-qualified employees. To that end, the agency regularly and formally evaluates the performance of all employees. The evaluation system discussed herein serves both the interests of management and the agency employees.

The purposes of the evaluation system are to 1) Allow fair and impartial personnel decisions, 2) Maintain and improve performance, 3) Provide a basis and a medium for personnel counseling, 4) Assist decisions about the tenure of probationary employees, and 5) Identify training needs.

II. PURPOSE

The purpose of this policy is to outline and describe the agency evaluation process.

III. PROCEDURES

MLEAP 4.08

A. General

1. All law enforcement officers employed by the Orono Police Department shall be evaluated using the form located in *Appendix #3* to this order.
2. Individuals conducting performance evaluations will be properly trained prior to them conducting performance evaluations to ensure they are done properly and fairly. **MLEAP 4.09**
3. Evaluations reflect observations and perceptions by rating personnel and are, therefore, inherently subjective. Nevertheless, personnel shall be rated according to their not meeting, meeting, or exceeding expectations. Specific guidelines for rating behavior are found in *Appendix #2* to this order.
4. Each employee will be required to fill out a ***Pre-Interview Evaluation Report*** Appendix #1 to assist the rater in preparing for the evaluation.
5. At the discretion of the Chief of Police, each employee may be evaluated either every six months or annually.
6. All evaluations shall be placed in employee personnel files.
7. Employees promoted or transferred to new assignments shall receive evaluations at least every three months for the first six months of assignment or promotion, or more often at the discretion of the Chief of Police.
8. Performance evaluation assignments.

A. Patrol Officer/Detectives shall be formally evaluated by a Sergeant.

- B. Sergeant shall be formally evaluated by a Captain
 - C. Captain shall be formally evaluated by the Chief of Police.
 - D. Civilians shall be formally evaluated by the Captain.
- 9. An employee who receives an unsatisfactory mark, that they perceive as unjust, may grieve it through the next level of the Chain of Command. The employee concerned must rebut the comments or marks in writing, and submit it through the chain of command to the Chief of Police. In any case, the final appeal extends to the Chief of Police unless dictated by a collective bargaining agreement.
- B. Scale Value Application
 - 1. The most difficult task facing the rater is applying the numerical scale which accompanies categories of behavior. Two raters might not apply the same numerical values to the person under evaluation. To reduce such differences, *Appendix #2* clearly defines what constitutes not meeting, meeting, or exceeding expected behavior.
 - 2. The philosophy of the evaluation form focuses on observations of demonstrated proficiency in behavior relevant to the job. Proficiency may be demonstrated in a variety of ways:
 - A. Performing the behavior in the field.
 - B. Performing the behavior in a role play, accompanied by written or oral testing.
 - C. Written or oral testing (for subjects not amenable to field demonstration).
 - 3. Any numerical rating below 2 must be documented. Deficiencies in behavior must receive precise documentation. For example, an officer might receive a "1" (Does Not Meet Expectations under category three), officer safety. In the comments section, the rater would write, "Officer consistently presents his gun to traffic violators and approaches stopped vehicles with objects in both hands."
 - 4. The categories of behavior represent key areas of police behavior. The categories are aligned in four subjects: critical performance tasks, knowledge, attitude/relations, and appearance.
- C. Evaluation of Supervisory Staff and Civilian Employees
 - 1. Civilian employees shall be evaluated on forms used by the town office for the purpose.
 - 2. The Supervisory staff can be evaluated using the same form as that for officers. Under "comments," the evaluator shall refer to an attached page containing, in narrative form, comments related to the individual's supervisory performance. The evaluator shall address, at a minimum, the following points:
 - A. Ability to instill in officers high regard and respect for the rule of law, civil rights, and concern for victims.
 - B. Ability to perceive performance weakness in their officers conduct remedial training, and document improved proficiency.
 - C. Command of patrol techniques, methods, and investigative procedures.
 - D. Ability to reprimand, counsel, praise, or otherwise discipline their officers.
 - E. Ability to take responsibility for the performance of their officers.
- D. Principle Strengths/Weaknesses Observed During Rating Period
 - 1. Evaluators shall articulate the employee's principal strengths during the evaluation period in *Appendix #3* of this policy.
 - 2. Evaluators shall articulate the employee's principal weaknesses during the evaluation period in *Appendix #3* of this policy.
- E. Departmental/Employee Goals for Upcoming Rating Period
 - 1. Employees and evaluators shall jointly agree to individual employee goals for the upcoming period and articulate them in *Appendix #3* of this policy.
 - 2. Employees and evaluators shall jointly agree to departmental goals for the upcoming period and articulate them in *Appendix #3* of this policy.

Appendix #1

Orono Police Department Pre-Interview Evaluation Report

Officer's Name:

Date of Report:

Current Supervisors:

Supervisors during rating period:

- Special projects completed during the rating period:

- Accomplished goals declared during the last rating period:

- Completed training during the last rating period:

- Commendations and Letters of Appreciation during the last rating period:

- Other accomplishments obtained during the last rating period:

- List of Special Assignments or additional jobs (e.g. firearms Instructor, Crash Reconstruction Specialist, SRT):

-
-
- List short-term (1-2 years) and long-term (3-5 years) goals that you would like to accomplish. Please be specific:

-
-
-
-
-
- Employee's Comments:

Officer's Signature

Date

APPENDIX #2
Rules and Regulation; PERFORMANCE EVALUATIONS
RATING SCALE VALUES

The task of evaluating and rating an officer or trainee's performance shall be based on the following scale or value definitions. These definitions serve as a means of standardizing the evaluation process.

(1) DRIVING SKILLS:

1. Does Not Meet Expectations: Involved in an accident(s), overuses emergency lights and siren, excessive and unnecessary speed, fails to slow for intersections, or loses control on corners. Continually violates Motor Vehicle law. Lacks dexterity and coordination during vehicle operation.
2. Meets Expectations: Maintains control of the vehicle, evaluates driving situations, and reacts properly, proper speed for conditions. Practices good defensive driving techniques.
3. Exceeds Expectations: High degree of reflex ability and competence in driving skills, superior judgment shown in the use of light and siren, and speed control. Sets good examples of lawful, courteous driving while exhibiting good manipulative skills required of an employee.

(2) ORIENTATION SKILLS:

1. Does Not Meet Expectations: Becomes disorientated when responding to a stressful situation. Unable to relate location to destination. Not familiar with the beat structure. Unable to use a map or determine compass direction.
2. Meets Expectations: Aware of their location. Able to use map effectively. Demonstrates a good sense of direction and knowledge of the beat when responding to situations.
3. Exceeds Expectations: Always responds quickly to calls by the most appropriate route. Does not have to refer to a map. Do not become disoriented during stressful situations.

(3) OFFICER SAFETY:

1. Does Not Meet Expectations: Frequent fails to exercise officer safety, i.e.:
 - a. Exposes weapons (baton, handgun, etc.) to suspect.
 - b. Fails to keep a gun hand-free during enforcement situations.
 - c. Stands directly in front of the driver's door.
 - d. Fails to control the suspect's movements.
 - e. Do not maintain sight of the violator while writing a citation.
 - f. Failure to use illumination when necessary.
 - g. Fails to advise location on the radio when leaving vehicle.
 - h. Fails to maintain good physical condition.
 - i. Fails to use and/or maintain personal safety equipment properly.
 - j. Does not foresee potentially dangerous situations.
 - k. Points weapon at other officers.
 - l. Stands too close to vehicular traffic.
 - m. Stands in front of the door when knocking.
 - n. Fails to have a weapon ready when appropriate.
 - o. Fails to cover other officers.
 - p. Fails to search law enforcement vehicles before duty or after transporting prisoners.
 - q. Fails to check equipment.
 - r. Fails to properly search and/or handcuff prisoners.
2. Meets Expectations: Understands principles of officer safety and generally applies them to situations. Maintains positions of advantage.
3. Exceeds Expectations: Always maintains a position of safety and advantage and alert to changing conditions. Does not become paranoid, over-cautious, or overconfident.

(4) CONTROL OF CONFLICT: VOICE COMMAND

1. Does Not Meet Expectations: Improper voice inflection, i.e., too soft, too loud, indecisive, confused commands, etc. Few problems were resolved as a result of the officer's oral direction.
2. Meets Expectations: Speaks with authority in a calm, clear voice.
3. Exceeds Expectations: Always appears to be incomplete command through voice tone and bearing.

(5) CONTROL OF CONFLICT: PHYSICAL SKILL

1. Does Not Meet Expectations: Cowardly, physically unable to handle most situations or uses too much or too little force for given situations.
2. Meets Expectations: Maintains control without excessive force. Maintains self in good physical condition.
3. Exceeds Expectations: Excellent knowledge of and ability to use restraining holds. Always ready to use necessary force. Maintains above average physical condition.

(6) FIELD PERFORMANCE:

1. Does Not Meet Expectations: Confused and disoriented as to what action should be taken in each situation. Numerous specific examples of bad judgment can be shown.
2. Meets Expectations: Able to assess the situation and take proper action.
3. Exceeds Expectations: Requires no assistance and always takes proper action. Excellent field judgment.

(7) TRAFFIC/SUSPICIOUS PERSON STOPS:

1. Does Not Meet Expectations: Rarely checks on suspicious vehicles or persons. Uses bad judgment or unsafe practices when dealing with people/vehicles in these situations.
2. Meets Expectations: Uses good judgment or safe practices when dealing with suspicious vehicles or persons.
3. Exceeds Expectations: Always uses good judgment or safe practices when dealing with suspicious vehicles/persons.

(8) SELF-INITIATED ACTIVITY

1. Does Not Meet Expectations: Does not see and/or avoids activity. Does not follow-up on situations, rationalizes suspicious circumstances. Gets involved inappropriately, too often. Ignores departmentally defined problems.
2. Meets Expectations: Recognizes and identifies suspected criminal activity. Makes cases from routine activity. Writes a fair amount of parking tickets, summons, and warnings, as well as makes a fair number of arrests.
3. Exceeds Expectations: Catalogs maintain and use the information given at briefings and from bulletins or crime reports for reasonable cause to stop persons or vehicles. Make good quality and quantity of arrests. Shows balance in type and extent of self-initiated activity. Writes a great deal of parking tickets, summons, and warnings.

(9) PROBLEM-SOLVING/DECISION-MAKING ABILITY

1. Does Not Meet Expectations: Acts without thought or is indecisive. Relies on others to make decisions. Numerous examples of bad decisions or indecision can be shown.
2. Meets Expectations: Is able to reason out problems and relate them to what was taught. Has good perception and ability to make own decisions.
3. Exceeds Expectations: Excellent perception in foreseeing problems and arriving at advanced decisions. Makes timely, good-quality decisions.

(10) RADIO USAGE:

1. Does Not Meet Expectations: Repeatedly misses call sign and is unaware of radio traffic in adjoining beats. Frequently must ask the radio to repeat transmissions or does not understand the message. Does not plan before transmitting a message.
2. Meets Expectations: Copies most radio transmissions directed at an employee. Generally aware of adjoining beat radio traffic. Use proper procedure with short, clear, concise transmissions.
3. Exceeds Expectations: Always comprehends radio transmissions and makes a written record. Always aware of and reacts to radio traffic in adjoining beats. Always uses proper procedure with a clear, calm voice, even under stressful conditions.

(11) REPORT WRITING: FORMS AND ACCURACY

1. Does Not Meet Expectations: Totally incapable of organizing events into written form. Leaves out many. Important details. Puts in inappropriate information. Much of the work will have to be redone. Unable to determine proper forms for a given situation. Forms are filled out incorrectly or are incomplete.
2. Meets Expectations: Converts field events into a logical sequence of thought to include all elements of the situation. The narrative leaves the reader with a good understanding of what took place. Knows most standard forms and understands the format. Completes forms with accuracy.
3. Exceeds Expectations: A complete and detailed account of what occurred from the beginning to the end. Written and organized so that any reader has a clear understanding of what occurred. Full consideration is given to the needs of the investigator/prosecute. Consistently and rapidly completes detailed forms with no assistance—high degree of accuracy.

(12) REPORT WRITING: GRAMMAR/SPELLING/NEATNESS AND TIME USED

1. Does Not Meet Expectations: Illegible, misspelled words, incomplete sentence structure. Requires excessive time to correctly complete a basic simple report.
2. Meets Expectations: Grammar, spelling, and neatness are satisfactory in that errors are rare and do not impair understanding. Correctly completes simple basic reports in a timely manner.
3. Exceeds Expectations: Very neat, legible, no spelling mistakes, and excellent grammar. Correctly completes all reports in no more time than a skilled veteran employee.

(13) KNOWLEDGE OF DEPARTMENTAL RULES, REGULATIONS, AND PROCEDURES

1. Does Not Meet Expectations: Has no knowledge of Departmental rules, procedures, and orders. Makes no attempt to learn them. Frequent violations of rules, procedures, and orders.
2. Meets Expectations: Familiar with most applied rules and procedures and can apply them to most field situations.
3. Exceeds Expectations: Exceptional working knowledge of rules, procedures, and orders.

(14) KNOWLEDGE OF AGENCY RULES, REGS & PROCED.: FIELD PERFORMANCE

1. Does Not Meet Expectations: Has no knowledge of Departmental rules, procedures, and orders. Makes no attempt to learn them. Frequent violations of rules, procedures, and orders.
2. Meets Expectations: Familiar with most applied rules and procedures and can apply them to most field situations.
3. Exceeds Expectations: Exceptional working knowledge of rules, procedures, and orders.

(15) KNOWLEDGE OF CRIMINAL LAW, INCLUDING FIELD PERFORMANCE

1. Does Not Meet Expectations: Does not know elements of basic crimes. Reports and performance continually show an inability to apply criminal law to field situations.
2. Meets Expectations: Has a working knowledge of commonly used sections of code. Relates elements to observed criminal behavior.
3. Exceeds Expectations: Outstanding knowledge of criminal law. Can apply laws to normal and unusual criminal activity.

(16) KNOWLEDGE OF TRAFFIC LAW, INCLUDING FIELD PERFORMANCE

1. Does Not Meet Expectations: Does not know the elements of basic sections. Reports or actions continually show an inability to apply vehicle code to field situations.
2. Meets Expectations: Has a working knowledge of commonly used sections of code. Relates traffic laws to observed traffic-related activity in the field.
3. Exceeds Expectations: Outstanding knowledge of vehicle traffic law. Can apply laws to normal and unusual traffic-related activity in the field.

(17) INVESTIGATIVE PROCEDURE AND ABILITY

1. Does Not Meet Expectations: Does not plan an investigative strategy. Cannot define investigative. Goals, i.e., successful prosecution, arrest, recovery of property, development of informants. Leaves out important steps in investigations. Fails to connect legal and departmental guidelines while conducting an investigation. Cannot coordinate aspects of the investigation, i.e., interviews, searches, field note taking, reports, etc.
2. Meets Expectations: Maintains command of a crime scene. Able to assess the requirements of the situation concerning collection and preservation of evidence, interviews, and interrogations. Undertakes most of these functions with little or no direction.
3. Exceeds Expectations: Requires no supervision in organizing and undertaking an investigation. Identifies all possible sources or physical evidence. Identifies all potential witnesses and victims. Conducts complete interviews and uses time efficiently.

(18) ACCEPTANCE OF FEEDBACK

1. Does Not Meet Expectations: Argumentative, rationalizes, refuses to admit mistakes, refuses to make corrections. Always considers feedback negative.
2. Meets Expectations: Accepts criticism in a positive manner and applies it to further the learning process. Accepts responsibility for mistakes.
3. Exceeds Expectations: Solicits feedback and criticism to improve performance. Never argues or blames others.

(19) ATTITUDE TOWARDS LAW ENFORCEMENT WORK

1. Does Not Meet Expectations: Employees cannot be depended upon to produce routine work without close supervision and do not readily adapt to a new situation, work hours, changing assignments. Is tardy, complains about assignments, days off, duties.
2. Meets Expectations: Employee generally displays initiative, interest in the job, willingness to take on new challenges or schedule changes. Dependable.
3. Exceeds Expectations: Attentive beyond requirements of the job; constantly analyzes own work performance and devises and tries new approaches to problems. High interest in welfare and image of the agency. Exemplary.

(20) PUBLIC RELATIONS/COMMUNITY POLICING

1. Does Not Meet Expectations: Does not actively promote good public relations. Does not accept community policing methods. Does not actively seek out the public to problem solve law enforcement-related issues.
2. Meets Expectations: Does good public relations. Does accept community policing methods and attempts to implement these concepts. Does seek out the public to problem solve law enforcement-related issues.
3. Exceeds Expectations: Does actively promote good public relations. Does embrace community policing methods and implements these concepts. Actively seeks out the public to problem solve law enforcement-related issues.

(21) CITIZENS CONTACT: TOWN OR CITY EMPLOYEE/BUSINESSMEN/SCHOOL OFFICIALS AND OTHER LAW ENFORCEMENT AGENCIES

1. Does Not Meet Expectations: Abrupt, belligerent, overbearing, officious, introverted, and or uncommunicative.
2. Meets Expectations: Courteous, friendly, and empathetic. Communicates in a professional and unbiased manner.
3. Exceeds Expectations: Establishes rapport and is always fair.

(22) RELATIONSHIPS WITH SUPERVISORS, CO-WORKERS

1. Does Not Meet Expectations: Constantly argues with other employees or supervisors. Belittles other employees or supervisors in front of other people. Fails to adhere to the chain of command. Insubordinate.
2. Meets Expectations: Is able to establish a good relationship with other employees and supervisors. Understands and adheres to the chain of command—Respects other employees.
3. Exceeds Expectations: Establishes excellent relationships with other employees and supervisors. Possesses a thorough understanding of the chain of command and adheres to it. Utmost respect is shown to superior officers and peers.

(23) GENERAL APPEARANCE

1. Does Not Meet Expectations: Overweight, dirty shoes, uniforms, and leather. Long unkempt hair. Offensive body odor.
2. Meets Expectations: Neat, clean, and well-pressed uniform. Cleaned and shined shoes and leather. Well-groomed hair.
3. Exceeds Expectations: Tailored uniforms, spit-shined shoes, and leather—command bearing.

(24) KNOWLEDGE OF OFFICE EQUIPMENT

1. Does Not Meet Expectations: No useful knowledge of office equipment, such as computers, word processor DMV capabilities, typewriter, and FAX machine, etc.
2. Meets Expectations: Useful knowledge of office equipment, such as computers, word processor DMV capabilities, typewriter, and FAX machine, etc.
3. Exceeds Expectations: Excellent knowledge of office equipment, such as computers, word processor DMV capabilities, typewriter, and FAX machine, etc.

(25) KNOWLEDGE OF CRUISER EQUIPMENT

1. Does Not Meet Expectations: No useful knowledge of cruiser radio, radar, siren emergency lights, equipment in the boxes located in the trunk, stinger spikes, etc.
2. Meets Expectations: Useful knowledge of cruiser radio, radar, siren emergency lights, equipment in the boxes located in the trunk, stinger spikes, etc.
3. Exceeds Expectations: Excellent useful knowledge of cruiser radio, radar, siren emergency lights, equipment in the boxes located in the trunk, stinger spikes, etc.

(26) KNOWLEDGE OF LAW ENFORCEMENT OFFICERS DUTY EQUIPMENT

1. Does Not Meet Expectations: No useful knowledge of duty equipment such as handcuffs, baton, OC products, flashlight, etc.
2. Meets Expectations: Useful knowledge of duty equipment such as handcuffs, baton, OC products, flashlight, etc.
3. Exceeds Expectations: Excellent knowledge of duty equipment such as handcuffs, baton, OC products, flashlight, etc.

(27) VEHICLE MAINTENANCE

1. Does Not Meet Expectations: Does not keep vehicle washed, inside cleaned, and the inside vacuumed. Does not check the vehicle at the beginning of a shift and does not report damage or problems.
2. Meets Expectations: Generally, keeps vehicle washed, inside cleaned, and the inside vacuumed. Does check vehicle at the beginning of a shift and does report damage or problems.
3. Exceeds Expectations: Always keeps vehicle washed, inside cleaned, and the inside vacuumed. Always checks a vehicle at the beginning of a shift and always reports damage or problems.

**APPENDIX #3
EVALUATION FORM**

Employee Name:

Title:

Date of Evaluation:

Evaluation Period:

Rater:

Scale:

NO – Not Observed

1 – Does Not Meet Expectation

1.5

2 – Meets Expectation

2.5

3 – Exceeds Expectation

1. ___ Driving Skills:
2. ___ Orientation Skills:
3. ___ Officer Safety:
4. ___ Control of Conflict – Voice Command:
5. ___ Control of Conflict – Physical Skill:
6. ___ Field Performance:
7. ___ Traffic/Suspicious Person Stops:
8. ___ Self-Initiated Activity:
9. ___ Problem Solving/Decision Making Ability:
10. ___ Radio Usage:
11. ___ Report Writing – Forms and Accuracy:
12. ___ Report Writing – Grammar/Spelling/Neatness/Time Used:
13. ___ Knowledge of Agency Rules, Regulations and Procedures:
14. ___ Knowledge of Rules/Regs/Procedures – Field Performance:
15. ___ Knowledge of Criminal Law – Including Field Performance:
16. ___ Knowledge of Traffic Law – Including Field Performance:
17. ___ Investigative Procedure and Ability:
18. ___ Acceptance of Feedback:
19. ___ Attitude Toward Law Enforcement:

- 20. ____ Public Relations/Community Policing:
- 21. ____ Citizen Contact – Business/School/Other LE Agencies:
- 22. ____ Relationship with Supervisors and Co-workers:
- 23. ____ General Appearance:
- 24. ____ Knowledge of Office Equipment:
- 25. ____ Knowledge of Cruiser Equipment:
- 26. ____ Vehicle Maintenance:
- 27. ____ Knowledge of Officers Duty Equipment:

____ **Overall Average Score:**

Principal Strengths Observed During the Evaluation Period:

Principal Weaknesses Observed During the Evaluation Period:

Employee Goals for Up-Coming Evaluation Period:

Departmental Goals for Employee for Upcoming Period:

Employee: _____ Date: _____
signature

Rater: _____ Date: _____
signature

C.L.E.O.: _____ Date: _____
signature