

WESTERLY POLICE DEPARTMENT



EMPLOYEE PERFORMANCE APPRAISAL

Employee Title/Position: _____

Time in position: _____

Supervisors Name: _____

Review Period from: _____ **to** _____

Purpose of Appraisal: _____

Date: _____

WESTERLY POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL FORM

INSTRUCTIONS: Please read instructions for the proper filling out of the attached appraisal form. All forms shall be submitted to the shift O.I.C. upon completion of the appraisal. Part 1 and Part 2 shall be filled out in their entirety. All comments on each section of Part 1 shall be incorporated within the written portion of Part 2 on the Appraisal Form.

STATEMENT OF PURPOSE

The purpose of this Performance Appraisal Report is to establish the employee's job related performance for a specific performance period. At the beginning of this period, the supervisor and employee should have reviewed this report and developed an understanding of what type of performance will be expected of the employee. During the performance period, communication between the employee and supervisor about job performance should take place on a frequent basis. It is the supervisor's primary responsibility to ensure there is a clear understanding of what is expected of the employee. The information on this report should be a summary of the employee's performance during a specific time period.

EVALUATORS' INSTRUCTIONS

1. Read Appraisals Manual (Packet) thoroughly prior to beginning the appraisals.
2. Fill out all areas of the form completely and accurately and in a timely manner.
3. The form is broken down into two distinct parts, being parts 1 and 2. Carefully review the Standards of Performance (Traits) and corresponding Rating Categories (EXCEPTIONAL, EXCELLENT, ACCEPTABLE, IMPROVEMENT NEEDED, UNACCEPTABLE AND DEVELOPING) and select the appropriate performance levels. See definitions of above categories on page 4-5.
4. First-line supervisors shall complete Performance Appraisal reports for employees under their command and forward such reports to their supervisors for review, appraisal and signature.
5. The superior officer of the supervisor shall complete their review and appraisal of employees, then return the original appraisal back to the first line supervisors so they have the original appraisal reports when meeting with employees.

6. First-line supervisors shall arrange a face-to-face meeting to discuss the employee's appraisal. This meeting should be conducted privately, without interruptions, and allow enough time to assure that satisfactory communication has taken place.
7. If improvement is required in any areas, be sure to discuss an action plan that will help assure such improvement. This may include any additional training that is required, a schedule of periodic meetings to check progress, as well as special details about what is expected of the employee. It is recommended that supervisors put such details in writing and attach them to this report.
8. The rater must explain in writing in the "Comments section" when performance ratings are exceptional or excellent or when the category of Improvement needed and/or unacceptable has been utilized as a category. The rater may, and is encouraged to, comment on all ratings given.

NOTE: A good evaluation form is not enough to accomplish the results listed above. A quality performance evaluation places significant responsibility upon the supervisor. Evaluation requires continuous observation, analysis of employee actions, and first-hand knowledge of the employee and his/her work habits. Performance evaluation is not a once-a-year activity. It must be viewed as a continuous process with frequent feedback and observation, all culminating in the formal performance review. A good evaluation process assures that there are no surprises during the formal review session

WESTERLY POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL

OVERALL RATINGS GUIDE

Exceptional:

Employee's performance often exceeds requirements of successful performance. The employee often takes on the initiative in performing additional tasks, duties, and assignments. The individual overall does an outstanding job at their current duties, and identifies and proposes solutions to internal and external problems. Employee demonstrates performance beyond the expected scope of the performance evaluation factors. Work assignments are completed effectively and on time or ahead of schedule, and are of extraordinary quality.

Excellent:

The employee's work performance meets the Any Town Police Department's high expectations and provides high-quality services, demonstrating high achievement in all performance evaluation factors throughout the rating period. Performance may sometimes exceed requirements in all areas and shows potential leadership qualities. Employee may take initiative in performing additional tasks and objectives, improving service delivery, and identifying and proposing solutions to problems. Work assignments are completed within acceptable time frames and are of high quality.

Acceptable:

The employee is performing standard work while providing basic services, which are expected and/or required, for the position. Employee could improve effectiveness by taking the initiative to perform additional tasks, and or identify and propose solutions to problems. Work assignments are completed within acceptable time frames and are of minimum quality or quantity. Usually copes with situations adequately; and may look for leadership and support in stressful situations.

Improvement Needed:

Employee's performance is below expected levels and does not meet the requirements for acceptable performance. The quality or consistency is lacking in their work. Assignments and or reports may be incomplete, of poor quality or quantity, or not submitted within acceptable time frames. Improvement is required and monitoring is needed.

Unacceptable:

Employee's performance does not meet the requirements of his/her position. Employee needs to achieve significant, consistent improvement in one or more of the key job functions and attributes. Work reports are often of poor quality or quantity and are not completed within acceptable time factors. Continued performance at this level may result in separation from employment with the Town.

Developing:

Employee's performance is at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee demonstrates appropriate progress and initiative toward acceptable, successful, or exceptional achievement in most of the Performance evaluation factors during the rating period.

PART 1

WESTERLY POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL FORM

EMPLOYEE EVALUATED: _____

DATE: _____

INTERPERSONAL SKILLS

- Exceptional:** Elicits a positive public response; demonstrates a leadership role in guiding others towards improving the departments image; perceives others feelings and attitudes; persuasive; shows high-level leadership qualities; people respect him/her and comply readily; avoids showing prejudice; he/she is a public relations asset.
- Excellent:** Goes beyond what is normally required to assure good public relations; gets along with no difficulty; leads by example; shows leadership qualities: promotes confidence in police; motivates subordinates; patient and courteous with all persons.
- Acceptable:** Has no real problem with superiors, fellow officers and public, handles contacts with acceptable regard for others; something of a leader; no particular public relations gains or losses; avoids complaints.
- Improvement Needed:** Employee's behavior and interpersonal skills do not meet the requirements for acceptable performance. Additional on-the-job training and communication skills proficiency are needed to bring these ratings to an acceptable level of performance.
- Unacceptable:** Has habits or characteristics that seem to "turn people off"; may have aggression trouble (too much or too little); complaints from superiors, fellow officers or public; sometimes causes public relations problems.
- Developing:** Requires further on-the-job training to completely understand and deal effectively with fellow employees and the general public. Skills are acceptable at this particular state of employment.

STABILITY

- Exceptional:** Calm, positive behavior even in emergencies; sets examples in self-control under any type of stress or in dangerous situations; able to function objectively in the face of frustrating or trying circumstances.

- ❑ **Excellent:** Relatively unruffled and cool with few exceptions; doesn't let situations rattle him/her or interfere with job behavior; productive under adverse conditions.
- ❑ **Acceptable:** Usually copes with situations adequately; may look for leadership and support in emergencies or stressful situations, but sticks to job; maintains acceptable self-control.
- ❑ **Improvement Needed:** Displays limitations of confidence and ensured stability of the employee. Inconsistent behaviors that need further development and training on. Potentially weak attributes of taking charge and control over a trying circumstance.
- ❑ **Unacceptable:** Employee tends to get rattled in emergencies and depends on fellow officers to take over; may react impulsively under Stress and cause problems for others; doesn't stay calm or keep mind on goal; uses poor judgement; lacks self control.
- ❑ **Developing:** Employee's performance is at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee demonstrates appropriate progress and initiative toward acceptable, successful, or exceptional achievement in most of the Performance evaluation factors during the rating period.

RELIABILITY

- ❑ **Exceptional:** Can always be depended on to do the right thing at the right time; never any carelessness on the job; uses sound judgement in abiding by regulations; can be expected to exceed work requirements; perseveres; shows maturity.
- ❑ **Excellent:** Seldom any evidence of problems; no complaints from superiors; follows instructions and regulations well; inclined to work harder and do more than he/she has to; sticks to the job; appropriately mature.
- ❑ **Acceptable:** Is on the job when he/she is supposed to be with few exceptions: does what he/she is expected to do without special supervision. Usually willing to follow through on assignments given.
- ❑ **Improvement Needed:** Constant supervision and follow-up is needed for the employee. There appears to be a lack of work ethic and dependability that causes more time and effort in monitoring to ensure work is performed at an acceptable level.
- ❑ **Unacceptable:** Cannot be depended upon; may have more absences than others; late; has a variety of excuses for not being on the job or not following instructions: rather immature; ignores instruction and supervision; fails to improve; personal problems; no self-motivation; does not perform at minimum level.
- ❑ **Developing:** Employee displays behaviors of reliability that appear to be consistent with an employee at that level of employ. Employee demonstrates appropriate progress and initiative toward acceptable and reliable behavior traits.

ATTITUDE

- Exceptional:** Constantly self-motivated; positive influence on morale; enthusiastic; very loyal; demonstrates initiative; solicits assistance and information to improve skills.
- Excellent:** Displays job satisfaction and is motivated. Helpful to others; a willing worker; loyal; adaptive to change.
- Acceptable:** Neutral attitude; normal complaining but no real dissatisfaction; doesn't let problems interfere with reliable performance; not a morale problem.
- Improvement Needed:** Not willing to work as a team, independent and unmotivated to change. Needs enhancement in this area for internal and external contacts with the public and fellow co-workers. Needs to develop a better behavioral attitude in outwards displays.
- Unacceptable:** Dissatisfied, or acts that way; attitude liable to interfere with work; has to be coaxed or over-supervised; wants his/her own way; is difficult and resistant to supervision; tries to exert negative influence on others; an unhappy person with a bad effect on morale; disloyal.
- Developing:** Employee's attitude is at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee demonstrates appropriate behavior and enthusiasm for bettering himself/herself.

ABILITY

- Exceptional:** Gets everything right, but in addition, shows initiative and promotional promise; reports are complete without excess material; interrogates and investigates well; adjusts to new situations; enforcement techniques well handled.
- Excellent:** Can be expected to do job thoroughly and well; performs various aspects of work completely; promotional potential; willing to accept additional responsibility; energetic in completing tasks; no problem with enforcement work.
- Acceptable:** Little basis for either praising or criticizing his/her work; adequate learning and performance duties; may have some weaknesses in certain aspects of work, but generally productive.
- Improvement Needed:** Employee appears to lack motivation and initiative. Work often needs to be reviewed by a supervisor for deficiencies. Displays no willingness to assume additional tasks or responsibilities. Employee makes little or no effort to improve productivity and job performance.
- Unacceptable:** Has difficulty getting things right; lacks initiative and needs help in many situations; poor reports, etc.; careless or inattentive; performance and judgement errors even in routine assignments; work constantly has to be corrected; is not learning as he/she goes along; superiors reluctant to give him/her anything but the simplest assignments.

- Developing:** Employee's abilities are at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee demonstrates appropriate behavior, awareness and understanding of the position requirements.

PERSONAL APPEARANCE

- Exceptional:** Always appears professional, enhances public image of the department; perfectly groomed with high standard of personal hygiene; complies with uniform standards; civilian attire presents professional image appropriate to position.
- Excellent:** Takes pride in wearing of uniform and clothes, clean and neat appearance; equipment worn properly and in excellent condition; complies with uniform standards; civilian attire appropriate to position.
- Acceptable:** Meets all requirements of professional appearance both in physical appearance, wearing of the uniform and equipment; civilian attire is acceptable.
- Improvement Needed:** Employee needs to enhance their professional appearance in the wearing of the uniform and equipment. Prompting is required to comply with department standards of dress and appearance.
- Unacceptable:** Requires reminders in the proper wearing of the uniform and clothing; uniform or equipment is not in compliance with standards; professional appearance is sloppy; in need of grooming; appears to be lax in the area of hygiene.
- Developing:** Employee's personal appearance is at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee demonstrates an appropriate understanding of the agency's personal appearance and uniform requirements. .

WRITTEN COMMUNICATIONS

- Exceptional:** Reports or other correspondence are always exceptional; is instrumental in developing a new method or procedure that improves effective and efficient utilization of forms and reports within the department.
- Excellent:** Reports or other correspondence are clear; grammar and spelling errors are rare; reports rarely need corrections or additions; the quality of written communications enhances the image of the department.
- Acceptable:** Reports are properly organized and in the proper format; necessary elements are included; grammar and spelling errors are minimal; forms are complete and accurate; reports are submitted in a timely manner; seldom need for correction or addition.
- Improvement Needed:** Submitted documentation needs to be reviewed and scrutinized by a superior officer to ensure proper penmanship, grammar and there is a logical flow of thoughts and pertinent information included within the report. Employee needs to strengthen the necessity of providing accurate and complete reports.

- ❑ **Unacceptable:** Written communications are disorganized; reports are incorrect or incomplete; omissions or mistakes are common; consistently has reports returned for correction; reports not submitted on time.
- ❑ **Developing:** Employee's written communication skills are at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee is sufficiently competent in writing reports and other documentation. Reports are improving during the rating period.

JUDGEMENT-DECISION MAKING-COMMON SENSE

- ❑ **Exceptional:** Outstanding ability to make decisions based on information given: accurately identifies type and extent of problem before making decisions; identifies all possible approaches for achieving objectives; actively seeks additional information to base decisions; evaluates alternatives and consequences of decisions made; maintains composure during high stress or difficult decisions; displays commanding presence keeping or restoring control in difficult situations; recalls past experience to present situations.
- ❑ **Excellent:** Properly assesses situations and evaluates information; willing to make decisions and be accountable for the same; can make decisions in high stress situations; decisions are logical and based on sound principles; determines appropriate actions based on processed information; maintains calm and self control in difficult situations; uses discretion effectively.
- ❑ **Acceptable:** Assesses routine situations properly; decisive in accordance to amount of authority possessed; decisions are usually sound and logical; maintains calm and self-control in routine stress situations; seeks advice from supervisors where appropriate; mature, logical, timely decisions.
- ❑ **Improvement Needed:** Decisions sometimes do not reflect the desired course of action appropriate for the situation. Employee has difficulty in analyzing facts in order to arrive at a sound decision. Needs improvement in ability to make proper judgment and decisions.
- ❑ **Unacceptable:** Avoids making decisions; frequently seeks advice or assistance before making decisions; uses poor judgement; inaccurately processes information prior to acting: fails to consider alternative and/or consequences of decisions; has difficulty with routine tasks; unable to maintain calm in stressful situations.
- ❑ **Developing:** Employee displays behaviors of capable decision making that appears to be consistent with an employee at that level of employ. Employee uses common sense and logic when determining or taking action on a situation. Requires supervisory guidance and direction at this level.

POLICY AND PROCEDURE

- ❑ **Exceptional:** Outstanding working knowledge of department policies, procedures and regulations and encourages peers to support the same; initiates and promotes new ideas to improve procedures that positively impact department; is often sought by others for direction and guidance.

- Excellent:** Above average knowledge of department policies, procedures and regulations; willing to incorporate new ideas or methods to improve department: consistently complies with policies and procedures; sets good example.
- Acceptable:** Has sufficient knowledge of policies, procedures and regulations: adaptable to changes in procedures; is able to and does reference policies and directives when needed; complies with policies of the department.
- Improvement Needed:** Employee generally understands and follow instruction but often needs further explanation and guidance. Clarification is sought when complication arises and/or instructions are not fully understood. Supervision and direction is required.
- Unacceptable:** Has little knowledge of common department policies, procedures and regulations or reluctant to comply with same; unable to accurately reference policy in unfamiliar situations; makes little or no effort to expand knowledge of department regulations.
- Developing:** Employee's understanding of policy and procedures are at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee is developing stronger skills in fully understanding the dynamics of the agency's policy and guidelines.

KNOWLEDGE OF JOB

- Exceptional :** Exceptional working knowledge of statutes, city ordinances, and law enforcement procedure; well informed in all areas of work; actively seeks information and skills from others to improve job performance; often sought by others for information and guidance; aware of changes in the law enforcement field and anticipates their impacts; incorporates outside knowledge to further performance.
- Excellent:** Above average knowledge of common statutes, city ordinances, and law enforcement procedure; identifies problems in community; actively works to improve skills to enhance job performance; willing to assist others in decision making; ensures accuracy of information; requires little supervision; open minded; willing to accept and incorporate knowledge from others.
- Acceptable:** Has sufficient knowledge of common statutes, city ordinances, and law enforcement procedure; possesses knowledge for proper job performance and use of proper equipment; completes assignment tasks and solves routine problems; able to reference information; willing to seek knowledge from supervisors or fellow officers when needed; requires supervision in accordance with experience.
- Improvement Needed:** Employee needs to increase their knowledge base of common statutes, city ordinances, and law enforcement procedure. Improvement is necessary to effectively plan and coordinate tasks to complete job assignments. Quality and quantity of work need further development.

- ❑ **Acceptable:** Inadequate knowledge of statutes, city ordinances, and law enforcement procedure; lack of knowledge effects investigative skills; needs assistance in referencing information; unfamiliar with common procedures; makes little or no effort to expand knowledge; requires supervision disproportionate to experience.
- ❑ **Developing:** Employee has sufficient knowledge about the basics of the required job. Abilities are at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Requires a normal amount of supervision and/or direction in the performance of duties.

CRIMINAL INVESTIGATIONS

- ❑ **Exceptional:** Investigations are always very comprehensive and well organized: the officer has an extraordinary grasp of interrogations and interview techniques; plans and targets enforcement activity; initiates investigations when appropriate; makes a continuous effort to neutralize criminal activity in the area of work assignment; outstanding knowledge of criminal investigative procedures; assists others with investigations.
- ❑ **Excellent:** Investigations are above standard; usually comprehensive and well organized; exhibits above average interrogation and interview techniques; identifies areas needing higher enforcement activity; uses appropriate types of investigative procedures; willing to help others with investigations.
- ❑ **Acceptable:** Investigations are complete and contain required information; usually able to gather necessary information during interviews and interrogations: recognizes criminal activity in duty area.
- ❑ **Improvement Needed:** Employee tends to perform in a manner which is less than acceptable in regards to the investigation of crime. Needs to enhance investigative skills so that he/she is familiar with current information gathering methods and procedures.
- ❑ **Unacceptable:** Investigations are incomplete or unorganized; needs assistance in interviews or interrogations; often does not obtain necessary information during investigations; unaware of criminal activity in duty area needing added investigative attention.
- ❑ **Developing:** The employees understanding of the fundamentals of criminal investigations are at an expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee will continue to gain experience in all applicable police methods, investigations, reports and/or other assigned tasks.

LEADERSHIP QUALITIES

- ❑ **Exceptional:** Confident and enthusiastic; motivated to submit only best work: makes accurate, timely decisions; sought by peers for advice; extends himself herself to fellow officers; shows outstanding initiative in all areas of performance; creative and innovative; always eager to take on added responsibility; has command presence and is looked upon by peers as a role model or natural leader.

- Excellent:** Confident in most duty assignments; willing to make decisions; has respect and confidence of peers; willing to accept added responsibility; maintains controls in most situations; requires little supervision.
- Acceptable:** Displays confidence in common duty assignments; takes added responsibility when asked to do so; requires no added supervision; usually makes good decisions: respected by fellow officers.
- Improvement Needed:** Employee has difficulty organizing staff and equipment to meet the task or project requirements. Does not anticipate and prepare for emergencies and unscheduled events. Permits or accepts below standard work from subordinates.
- Unacceptable:** Lacks confidence in many situations; resists added responsibility; avoids making decisions without prior approval; little respect from fellow officers.
- Developing:** The employee is performing at the expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee has yet to develop leadership skills yet.

SPECIALTY AREAS

1. Complete a separate sheet for each person's area of specialty(s).
2. List any specialties or deficiencies (i.e. breathalyzer operator, accident reconstruction, etc.) the officer being rated has. Rate his/her performance in the applicable areas. Only rate those areas not addressed in other sections of the appraisal.

Area of specialty: _____

- Exceptional:** Performance, which is exemplary in all major aspects of position requirements. The officer is readily perceived as exceptionally competent by supervisor and fellow officers alike. Such performance is the epitome of sustained excellence significantly above and beyond position criteria.
- Excellent:** Superior performance in all significant functions of the job. The member frequently displays considerable initiative and self-direction and usually completes assignments at a level above expectation and/or ahead of schedule. Performance errors, if they occur, are very infrequent and minor. This category is best characterized as high quality performance, which always meets and frequently exceeds standards of the position.
- Acceptable:** Solid, competent performance, which meets all the performance expectations. Assignments are typically completed as required. Performance slightly above or below position standards from time to time, but it is not characteristic of total performance. The day-in-day-out result of such performance is that the job gets done in a timely and effective manner. The officer so rated is "doing the job" for which the position exists.

- Improvement Needed:** Performance slightly below position standards requirement from time to time, which is the norm vs. the total performance package. Needs encouragement and direction to meet usual demands of the position. Performance errors occur with frequency. Needs to change for the better.
- Unacceptable:** Work which falls significantly below standards. Although certain job requirements may be performed at a satisfactory level, they are outweighed by problem areas. Demands upon a supervisor's time may be totally unreasonable. Efforts to encourage and/or achieve significant performance improvement are usually unproductive. This level of performance is unacceptable and cannot be tolerated for a sustained period of time.
- Developing:** The employee is performing at the expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee has yet to develop any areas of specialty yet.

SICK LEAVE

(DOES NOT INCLUDE I.O.D.)

Days sick this appraisal period (Preceding 6 Months)

Actual Number : _____

0-1 Outstanding 2-3 Excellent 4-5 Satisfactory 6+ Unsatisfactory

WESTERLY POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL FORM

SUPERVISORY

***This section is completed by the Shift O.I.C for each Sergeant under his/her command or by the Chief of Police for each high ranking /commanding officer of the agency.**

SUPERVISORY SKILLS

- Exceptional:** Identifies officer's potential and encourages his/her growth; gains respect and confidence of officers; demands quality work; gives accurate, timely feedback; spends extra time, if necessary to ensure work is completed; sought by superiors for difficult assignments; sets goals and objectives, instituting a plan to achieve the same; monitors officer morale and seeks to positively influence it; implements training for officer weaknesses.
- Excellent:** Positively utilizes officer's skills and strengths to achieve goals and objectives; able to get officers to produce quality of work; plans improvements; monitors subordinates morale; identifies officer deficiencies before they become serious; willing to use training to address officer deficiencies.
- Acceptable:** Aware of officer's abilities and activities; requires conformity to policies and regulations; firm and fair; informs officers of their strengths and weaknesses; delegates authority where appropriate; capable of commanding respect and motivating subordinates to achieve; informs superiors of problems and delays.
- Improvement Needed:** Subordinates generally cooperative with supervisor. Needs to increase their management skills to motivate subordinates to think and respond to job requirements independently. Permits or accepts below standard work from subordinates.
- Unacceptable:** Unfamiliar with officer abilities; does not provide feedback effectively; often too lenient or overbearing; has little or no control of officers; does not conform to department philosophies and objectives; inconsistently enforces department rules and regulations.
- Developing:** The employee is performing at the expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee is developing supervisory skills at an acceptable pace.

LEADERSHIP SKILLS (SUPERVISORS)

- Exceptional:** Promotes officer involvement in new ideas and problem solving; inspires confidence and enthusiasm; motivates officers to their best efforts; is a role model; encourages a team atmosphere; encourages open communication: influences and directs through character rather than through authority and discipline.
- Excellent:** Consistently interested in activities of officers; effectively delegates authority; willing to take initiative to lead; maintains respect and confidence of officers; uses a variety of techniques and strategies to achieved desired results: willing to accept additional responsibility.
- Acceptable:** Aware of officers activities; promotes good morale; willing to delegate authority; in control of meetings, briefings and training sessions that require direction; provides positive leadership guiding officers toward achievement of department goals; accepts responsibility for decisions; approachable by officers.
- Improvement Needed:** Limited focus on the activities of the officers under his/her command. Requires direction and input on being a leader. Needs to strengthen command presence and take more ownership of the team/platoon.
- Unacceptable:** Inconsistent in interest of officers; negatively affects morale; fails to earn respect of officers; inflexible; shows little or no initiative; rarely delegates authority; work conflicts with department goals and objectives; avoids making decisions without prior approval.
- Developing:** The employee is performing at the expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee is developing new leadership skills as supervisor at an acceptable pace.

QUALITY OF RATINGS GIVEN

- Exceptional:** Exceptional ability to perceive officers capabilities and activities; ratings are fair and accurate; details officers areas of expertise and areas in need of improvement; feedback to officers is timely and instructive.
- Excellent:** Perceives officers' capabilities and activities well; ratings are fair and well thought; provides useful feedback as part of appraisals; provides positive and negative reinforcement.
- Acceptable:** Understands officers' abilities; ratings are fair and timely; provides necessary feedback.
- Improvement Needed:** Requires further development and a complete understanding of the delivering of a fair, impartial and accurate performance evaluation and giving negative and positive feedback to the subordinates.
- Unacceptable:** Inconsistent in appraisals; little or no feedback for officers; appraisals provide little or misguided direction for areas needing improvement; appraisals are incomplete or appeared hurried.

- ❑ **Developing:** The employee is performing at the expected level for a new employee within the learning curve of his/her duties OR for an experienced employee developing and being rated on new skills or duties. Employee is developing new management skills as a supervisor that will extend into being able to accurately record his/hers subordinates performance.

PART 2

WESTERLY POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL FORM

Substantiate any ratings that were given in Part I, that were classified as in either the Exceptional / Excellent category and/or in the Improvement Needed / Unacceptable category. Use additional space if needed.

Employee: _____

Period: _____ to _____

Evaluator: _____

INTERPERSONAL SKILLS: Exceptional Excellent Improvement Unacceptable

Comments:

STABILITY: Exceptional Excellent Improvement Unacceptable

Comments:

RELIABILITY: Exceptional Excellent Improvement Unacceptable

Comments:

ATTITUDE : Exceptional Excellent Improvement Unacceptable

Comments:

PERSONAL APPEARANCE: Exceptional Excellent Improvement Unacceptable

Comments:

WRITTEN COMMUNICATIONS: Exceptional Excellent Improvement Unacceptable

Comments:

**JUDGEMENT-DECISION:
MAKING-COMMON SENSE** Exceptional Excellent Improvement Unacceptable

Comments:

POLICY & PROCEDURE: Exceptional Excellent Improvement Unacceptable

Comments:

KNOWLEDGE OF JOB: Exceptional Excellent Improvement Unacceptable

Comments:

CRIMINAL INVESTIGATIONS: Exceptional Excellent Improvement Unacceptable

Comments:

LEADERSHIP QUALITIES: Exceptional Excellent Improvement Unacceptable

Comments:

SPECIALTY AREAS: Exceptional Excellent Improvement Unacceptable

Comments:

SICK LEAVE: (Does not include I.O.D.)

Exceptional 0-1 Excellent 2-3 Improvement 4-5 Unacceptable 6+

Comments:

SUPERVISORS ONLY

SUPERVISORY SKILLS: Exceptional Excellent Improvement Unacceptable

Comments:

LEADERSHIP QUALITIES: Exceptional Excellent Improvement Unacceptable

Comments:

QUALITY OF RATINGS GIVEN: Exceptional Excellent Improvement Unacceptable

Comments:

Immediate Supervisor (rater): _____
Signature Title Date

Second-Line Supervisor (reviewer): _____
Signature Title Date

Employee: This Performance Appraisal Report has been discussed with me on _____ and I have received a copy.

Signature Date

Note: The Employee's signature confirms that he/she has seen the Performance Appraisal Report, discussed it with his/her immediate supervisor and received a copy. Signing the report does not necessarily indicate agreement with its conclusions.

EMPLOYEE ADDITIONAL COMMENTS:

SECOND-LINE SUPERVISOR (REVIEWER) ADDITIONAL COMMENTS: