

PERSONAL TRAITS/PERFORMANCE

1 - APPEARANCE - PERSONAL, HEALTH AND PHYSICAL FITNESS**BELOW EXPECTATIONS**

Does not consistently maintain appearance at a level needed to project a positive image. Clothes are not always kept neat and clean, not always worn in compliance with Division policy. Does not maintain accessory items in prescribed fashion. Grooming and personal hygiene need improvement. Civilian attire is not appropriate for the assignment. Care, regard and treatment of appearance are acceptable but occasionally less than satisfactory.

MEETS EXPECTATIONS

Uniform and accessories maintained and worn in compliance with Division policy. Overall personal hygiene, grooming, neatness and appearance is adequate for job. Civilian attire is appropriate for the assignment.

EXCEEDS EXPECTATIONS

Uniform is consistently kept in a state beyond reproach; accessories are highly polished. Physical appearance and grooming enhance the public image of the Division. Makes a good impression; maintains appearance throughout the work shift; has good posture, personal hygiene above standard. Civilian attire projects a very good image and is above standard. Does not smoke or use tobacco in public while on duty.

2 - ATTITUDE WITH CO-WORKERS, SUPERVISORS AND PUBLIC

BELOW EXPECTATIONS

Sometimes indifferent and goes about work half-heartedly. Attitude usually varies with personal mood. Lacks motivation for doing job. Generally cooperative but reluctant to accept new ideas or suggestions; easily discouraged. Difficult to handle at times, causes confusion, does not use tact and diplomacy. Reluctant at times to accept constructive criticism. Does not always work toward Division objectives. At times has a negative attitude towards job and Division. Performs at a level that occasionally fails to meet the requirements or expectations of the position. Improvement needed.

MEETS EXPECTATIONS

MEETS EXPECTATIONS interest, likes most phases of his work. Reasonably conscientious about doing a good job; difficulty slightly affects attitude; accepts change but does not initiate. Is cooperative, develops interest in others; works well with others. Accepts criticism in a positive manner and applies to further learning processes. Provides administrative and operational support and assistance. Projects a positive attitude toward Division

EXCEEDS EXPECTATIONS

Meets standard, definite interest in work and success of organization. Motivated to do a good job; accepts difficulty without noticeable effect on attitude; accepts change with enthusiasm; adapts well to new situations. Tactful; considerate of others; makes positive effort toward new ideas; is reasonable and meets others halfway; solicits and accepts criticism in order to improve performance. Evaluates self in critical and objective fashion. Takes innovative approach in utilizing subordinates to positively impact established objectives. Performs at a level that is better than required.

3- DEPENDABILITY**BELOW EXPECTATIONS**

Often has difficulty in completing tasks. Requires stimulation from supervisors to assure basic job functions are performed. Seldom meets deadlines in work performance. Tries to shift difficult assignments to other workers. Does not always pay close attention to the work. Does not take control in emergency situations.

MEETS EXPECTATIONS

Will work at job to complete assigned duties and does not shift burden of difficult assignments. Seeks the counsel of supervisors when need is indicated. Able to perform reasonably well under some pressure. Can be relied upon to complete work assignments promptly and accurately. Reliable, predictable, dependable performance.

EXCEEDS EXPECTATIONS

Has a good working knowledge of job requirements and proceeds without outside incentive. Can be relied upon to proceed in the prescribed fashion. Will consult with supervisors if need is indicated. Will accept additional tasks and responsibilities. Works well under pressure. Works swiftly to overcome any situation and accomplishes his/her tasks. Creates a calming effect on those around him/her in emergency situations.

4- INITIATIVE

BELOW EXPECTATIONS

Rarely shows any initiative; has difficult time getting started; procrastinates; requires considerable encouragement. Requires supervisor to list job requirements or lack of accomplishments to ensure compliance with requirements. Complacent, approaches the job thoughtlessly resulting in waste or mistakes; does not follow up on incidents.

MEETS EXPECTATIONS

Shows initiative; proceeds with established job requirements in accordance with policies and recommended procedures. Acts voluntarily. Occasionally needs encouragement. Adapts satisfactorily to new work procedures, surroundings, and supervisors. Reliable in meeting job requirements, plans work ahead and goes about it.

EXCEEDS EXPECTATIONS

Very resourceful, seldom must be told or shown. Seeks additional responsibilities and duties. Pursues all opportunities for increased job efficiency. Seeks out self-improvement. Originates investigation or acts as needed to produce effective products by efficient methods and procedures. Organizes to ensure that all feasible factors are properly considered. Alert to operating efficiency, remains alert in detecting problems in his/her area. Makes suggestions or submits information which assists in achieving organizational goals.

5- INTERPERSONAL SKILLS

BELOW EXPECTATIONS

Displays and projects inappropriate verbal communications. Does not actively listen. Fails to ask appropriate questions to clarify misunderstanding. Fails to demonstrate proficiency in the courtroom presentation. Occasionally misinterprets and misunderstands information disseminated during briefing and training sessions. Lacks self-confidence in dealing with public or co-workers. Sometimes not prepared for presentation. Room for improvement. Has difficulty in getting along with co-workers. Occasionally callous or offensive when dealing with others, especially in negative situations, shows reluctance to cooperate, overly sensitive, defensive or irritable, impulsive changes in behavior, instances of lack of courteous behavior in public contacts, creates disharmony among fellow members. Cannot be relied upon to conduct public relations activities. Ineffective in dealing with public, BELOW EXPECTATIONS.

MEETS EXPECTATIONS

Demonstrates ability to use effective verbal communications. Actively listens, is not insubordinate. Demonstrates ability to follow instructions and directions with minimum misrepresentation. Seeks to prevent misunderstanding through appropriate questioning. Able to get point across, makes a point to understand others. Courtroom demeanor is satisfactory. Demonstrates self-confidence. Gets along with co-workers, MEETS EXPECTATIONS skill in human relations, exercises a reasonable degree of diplomacy to avoid arousing hostility in difficult situations, cooperative attitude. Exercises self-control maintains effective relationships with others under normal conditions. Good public relations, gets along well with allied agencies, good team worker. Contacts made in positive manner, keeps confrontations under control, treats others with courtesy and respect. Is responsive to constructive criticism. Displays positive image.

EXCEEDS EXPECTATIONS

Articulate at expressing self to individuals/groups, skillful at understanding others. Enhances team effort through open communication. Not only readily comprehends information being disseminated, but usually contributes significantly to briefing and training sessions. Courtroom demeanor is usually exceptional. Takes initiative to improve or utilize skills, thereby enhancing the image of the Division. Seeks out opportunities to present community relations programs. EXCEEDS EXPECTATIONS skills in human relations, displays skill and grace in dealing with others, even when confronted with persons of differing ideas or ideals, goes out of his/her way to cooperate. Creates a harmonious atmosphere in contacts with the public and fellow members. Maintains a professional attitude. Willing to go beyond what is normally required to assure good relations. Develops contacts with the public, is a positive influence on the morale of others, demonstrates a positive attitude about job, ability to reverse negative situation into positive outcome, exceptional job in community relations.

6- JUDGMENT - DECISION MAKING - COMMON SENSE**BELOW EXPECTATIONS**

Frequently seeks advice or assistance before deciding. Decisions not made in a timely manner when necessary. Inappropriately delegates decision-making upward. Inappropriately seeks approval of subordinates and co-workers prior to deciding. Exercises poor judgment in reaching decision. Often fails to make responsible decision, inclined to be illogical. Fails to consider all facts or alternatives. Commits frequent errors in judgment. Is a poor decision maker. Avoids making decision.

MEETS EXPECTATIONS

Demonstrates responsibility and willingness to make decision. Demonstrates accountability for decisions. Exercises decisiveness in with the amount of authority possessed. Considers facts and impact of alternatives, determination and conclusion are usually sound and logical, minimal errors in judgment. Seeks the aid and advice of supervisors when appropriate prior to reaching a final decision. Problems are handled objectively; common sense, trustworthy in discharging tasks, consistent and reliable in his/her judgment, makes mature, logical and timely decision.

EXCEEDS EXPECTATIONS

Demonstrates responsibility and willingness to make decisions even under stressful situation or when things go wrong. Good response to difficult and unusual problem. Attempts to identify all possible approaches of achieving the objective. Very prompt. Decisions are logical, reasonable and based on sound management principles.

7- LEADERSHIP/SUPERVISORY QUALITIES AND ABILITY

BELOW EXPECTATIONS	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Occasionally shows interest in members; inconsistent in dealing with members; actions cause member morale and respect to be negatively affected; occasionally delegates authority; does not provide feedback, rarely gives praise or criticism when appropriate; ineffective direction and control of work; inflexible; waits to be told to act; easily influenced by others or sometimes overbearing; frequently does not perform to standard; Does not properly handle citizen complaints; does not work toward goal of Division; places little or no importance on training; fails to identify training needs of subordinates; schedules do not meet area needs; inconsistent at enforcing Division Rules and Regulations and Policies and Procedures; Fails to support Division philosophies and objectives.</p>	<p>Shows interest in member's; treats members equally and fairly; promotes good morale; usually delegates authority; controls and directs work to meet unexpected needs; takes charge of a situation when necessary; is in control of meetings, briefings and training sessions as well as work situations. Leadership provided in a positive manner to influence subordinates to cooperate in the achievement of goals and objectives; sets standards of conduct; makes a conscious and sustained effort to demonstrate. Knows and uses subordinates' abilities to the best advantage, requires action from others when necessary to complete work. Requires subordinates to conform to Rules, Regulations and Policies and Procedures; supports policies and decisions of superiors. Points out both good and bad work habits to subordinates. Evaluations are fair, timely and accurate. Ensures that subordinates' appearance and care of equipment meets Divisional standards. Effectively schedules manpower. Deals tactfully with citizen complaints. Motivates subordinates to do what is required. Shows good common sense in dealing with problems. Capable of commanding respect and motivating subordinates to achieve. Keeps superiors informed of problems and delays.</p>	<p>Consistently shows interest in members; involves members in work problems or changes; delegates authority effectively. Develops team approach to the work; is susceptible to new ideas; is willing to take the initiative to improve satisfactory performance. Leadership style enhances productivity and stability. Uses a variety of techniques and strategies to achieve the desired results; willing to accept additional responsibility. Creates and maintains confidence and respect of subordinates. Creates an atmosphere in which subordinates' attitudes are optimistic and positive. Utilizes strengths or skills of available resources to upgrade the efficiency of his/her subordinates. Takes innovative approach in utilizing subordinates to positively impact objectives. Develops subordinates. Sets goals and objectives. Can get subordinates to willingly produce work. Plans improvements or changes and effects them in a logical and systematic manner. Alert to possible problems, monitors the morale and work habits of his/her subordinates, acts to correct potential deficiencies before they come serious.</p>

PROFESSIONAL/WORK RELATED SKILLS/PERFORMANCE

8- ENFORCEMENT TACTICS

BELOW EXPECTATIONS

Enforcement tactics during in-custody arrests need improvement. Sometimes fails to maintain a physical advantage or fails to request back-up when necessary. Sometimes utilizes improper search techniques. Proper handcuffing techniques are not always used. Demeanor has created combative situations. Sometimes hesitant to use force when required. Prisoner transportation is sometimes improper or proper processing procedures are not followed. Does not do a complete body search for weapons. Occasionally fails to maintain a position of safety for himself/herself and the citizen. Fails to maintain a position of advantage; over or under reacts. Improvement is needed.

MEETS EXPECTATIONS

Enforcement in tactics during in-custody arrests are satisfactory. Maintains physical advantage and requests back-up when necessary. Notifies offenders of the reason for the arrest. Utilizes proper search techniques and searches are made within legal basis. Proper handcuffing techniques are employed. Uses force only when necessary and only that amount of force required to affect the arrest. Prisoner transportation is properly handled, and processing procedures are followed. Maintains position of safety for himself/herself and the citizen. Is aware of surroundings and does not indiscriminately turn his/her back to the offender. Maintains position of advantage; does not over or under react. Acts within scope of authority.

EXCEEDS EXPECTATIONS

Meets all criteria set out in standard performance and has additionally demonstrated instances of exceptional performance. Has identified problem area with policy or personnel and brought them to the attention of supervisor and/or the training division. In addition to meeting standards, demonstrates extraordinary diligence regarding promoting safety consciousness. Shows initiative in upgrading own skills relating to officer survival techniques. Always maintains control and position of advantage, always alert to changing conditions. Projects a positive image.

9- KNOWLEDGE OF JOB & DIVISION POLICIES AND PROCEDURES

BELOW EXPECTATIONS	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Requires considerable assistance; frequently shows unfamiliarity with common procedures; instances of misinterpretation or improper application of materials; relies on others for their knowledge; must improve in use of commonly used statutes. Knowledge of Divisional Policies and Procedures needs improvement. Occasionally fails to properly apply policies. Takes more time than the average employee to adapt to them.</p>	<p>Has sufficient knowledge of own job and related jobs. Has good knowledge of commonly used statutes; possesses the required tools and knowledge to deal effectively with the assignment. Shows good knowledge of job by solving everyday problems while completing assigned tasks. Has good understanding of most areas in the job. Keeps abreast of changes. Capable of utilizing furnished resource material. Will seek clarification of material or direction from supervisor if necessary to assure proper procedure is followed. Possesses intellectual and technical skills related to his/her job duties that would provide an acceptable working level of overall job knowledge. Knowledge of Divisional Policies and Procedures is satisfactory. Complies with Policy and Procedures. Stays informed of changes in Policies and Procedures. Refers to policies and directives in unfamiliar assignment or situation.</p>	<p>Possesses and uses special knowledge and skills beyond that required in job related duties and responsibilities to enhance total job performance. Has and utilizes the ability to increase work knowledge. Can be relied upon to make proper decisions. Willing to impart knowledge to others. Researches and inquires to ensure against error when any doubt exists as to the accuracy of information. Seeks improvement and knowledge. Has a very good knowledge of Divisional Policies and Procedures. Properly implements these policies. Initiates ideas for changes to policies that are beneficial to the Division. Consistently complies with Policies and Procedures. Sets a good example.</p>

10- OPERATION/CARE/MAINTENCE OF DIVISION EQUIPMENT

BELOW EXPECTATIONS	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Sometimes fails to inspect vehicle prior to use; leaves vehicle in an unsatisfactory condition or fails to note and record defects. Instances of failing to properly maintain and care for State equipment. Areas of operation not kept neat and clean. Does not maintain proficiency in the use of equipment. Sometimes commits driving errors and fails to use good defensive driving tactics. May have experienced a preventable traffic accident during the rating period based on the State Police's investigation and determination. Vehicle is not neat and clean. Does not always maintain appropriate supplies and equipment in vehicle. Does not demonstrate proficient driving ability. Remedial training appears appropriate. Instances of equipment lost or unnecessarily damaged. Does not always report malfunction to appropriate authority.</p>	<p>Inspects vehicle and equipment prior to use; leaves vehicle and equipment in a satisfactory condition and properly notes and records defects. Requests maintenance and repair of equipment when necessary. Uses good defensive driving tactics. Operates vehicle at appropriate speed. Operates vehicle in a manner that minimizes mechanical malfunction and unnecessary cost. Vehicle is kept neat and clean. Maintains appropriate supplies and equipment in vehicle. Consistently demonstrates necessary safe driving habits and skills. Effectively and responsibly operates assigned vehicle to perform job related duties and responsibilities and enhances total job performance. Overall handles and maintains all State-owned property in a diligent manner, guarding against neglect or abuse; area of operation is kept neat and clean. Maintains proficiency in the use of equipment.</p>	<p>Operation of Divisional vehicle and equipment is usually exceptional. Equipment and vehicles operated are maintained in an exceptionally good condition and are immaculate. Defensive driving skills are noteworthy. Has experienced no preventable traffic accidents during rating period. Sets an example of courteous driving. Good manipulative skill while driving. Will follow all suggestions and policies made to reduce associated expenses of equipment. Concern not only for own issued equipment but is concerned for all State equipment. Assists others to ensure the proper use of equipment and supplies. Sets an example. Consistently above standard.</p>

11- WORK HABITS-EFFECTIVE, EFFICIENT, SAFE**BELOW EXPECTATIONS**

Wastes time, appears busy but accomplishes limited amount of work, often fails to meet due dates and time limitations, seldom plans work ahead, doesn't know where to start work, requires assistance in sorting out tasks that need to be done first. Often unaware of own and/or subordinates' workload; fails to advise supervisor of changing situations. Doesn't report when assignments are completed, distracts co-workers, is not flexible, takes extended lunch and other break periods, sometimes leaves assigned area without permission. Frequently absent or late. Cannot always be relied on. Room for improvement.

MEETS EXPECTATIONS

Makes good use of time, gets job done, able to meet task without loss of efficiency, delegates effectively, sets reasonable deadlines and meets them. Monitors own and/or subordinates' work in progress and can recognize when change is necessary and direct same. Provides factual and accurate information and reports to supervisor on progress or changes in his/her assignments, reports for assignments on time, uses sick leave in accordance with the contract. Promptly responds to radio calls, remains in assigned area. Complies with time for meals and breaks. Able to effectively manage current assignments, observes work hours, can be relied upon to be working when and where they are supposed to be.

EXCEEDS EXPECTATIONS

Utilizes time wisely, recognizes difference between routine and priority tasks with minimal assistance, constantly aware of all tasks in progress, continually follows up to ensure all details completed - assigned tasks always completed in allotted time and often ahead of schedule. Very dependable and reliable.

12- QUALITY/QUANTITY

BELOW EXPECTATIONS

Frequently makes errors, needs to pay closer attention to quality of work. Effectiveness suffers due to lack of interest in accuracy and completeness, often unacceptable, requires close monitoring by supervisor. Makes little effort toward self-improvement. Accuracy requires close supervision. Works rather slowly, does not quite produce up to established performance standard. Volume is below employees in same work assignment, seeks easy way out or expends a little too much energy exploring irrelevant details, inconsistent, does not carry fair share of workload, does just enough to get by, has difficulty maintaining schedules, succumbs to pressure, does not seem to apply himself/herself. Upon daily observation can be seen wasting time. Needs improvement

MEETS EXPECTATIONS

The standard is that quality of work which is desirable in the situation, and which is acceptable to the Division. Quality is consistent, seldom necessary to check work. Is complete, accurate, and concise. Makes only an occasional mistake, dependable. Gets the job done satisfactorily. Volume of work is satisfactory; gets the job done. Gives whatever reasonable time and effort needed to achieve desired results; works steadily at assigned tasks. Completes work on time, productivity is expected for employee working under similar conditions/ assignments, consistently accomplishes a day's work for a day's pay. Is clearly an asset to the Division. Carries fair share of workload, meets job requirements, does an acceptable amount of work. Completes task.

EXCEEDS EXPECTATIONS

Reliable in meeting job standards. Will take necessary steps to ensure accuracy and completeness. Rarely is there a mistake. Very accurate, neat, concise, timely reliable, thorough and consistent. Work accomplishments are effective. Exceeds standards of performance for quality. Can be depended upon. Seldom necessary to check work. Quite often produces more than required. Always completes work on time. Willing to put in extra effort to get the job done, makes good use of time; is above norm in productivity in relationship to employee in similar work assignment, very attentive to task at hand.

13- WRITTEN COMMUNICATION/ REPORT WRITING

BELOW EXPECTATIONS

Written communications are sometimes disorganized and in an improper format. Necessary elements are sometimes omitted or improperly analyzed. Conclusions and recommendation are occasionally invalid or not supported by report contents. Legibility, grammar and/or spelling requires improvement. Written communications lack refinement and/or Understandability. Occasionally written material returned for correction. Room for Improvement.

MEETS EXPECTATIONS

Reports are properly organized and in the proper format. Necessary elements are included and are properly analyzed. Conclusion and recommendations are valid and supported by report content. Grammar and spelling errors are minimal. Reports are clear, concise, and easily understood. Forms are complete and accurate, minimizing need for correction. Written documents submitted in a timely manner. Forms are neat and legible.

EXCEEDS EXPECTATIONS

Legibility is usually EXCEEDS EXPECTATIONS and grammar and spelling errors are rare. Reports consistently are submitted without needing correction. Reports are always submitted prior to established deadlines. The quality of reporting promotes and enhances the image of the Division.

