


<b>HAVERFORD TOWNSHIP POLICE DEPARTMENT OPERATIONS MANUAL</b>		
<b>Issue Date</b> September 2024	<b>Review Date</b> September 2025	<b>Directive Number</b> 1.9.1
<b>Accreditation Index: 1.9.1, 1.9.2</b>		<b>Rescinds:</b> None
<b>Chapter:</b> One – Organization & Management Role		<b>Section:</b> Nine – Administrative Practices
<b>Chief of Police:</b> <i>John F. Viola</i>		

## SUBJECT: EMPLOYEE DEVELOPMENT

### I. PURPOSE

The purpose of this policy is to establish a comprehensive framework for the professional development of employees at the Haverford Township Police Department. This policy encompasses the annual performance evaluations and extends to continuous mentoring, leadership development, and career advancement opportunities. It aims to ensure fair, objective, and consistent assessment of performance while supporting the growth and success of each officer and the organization.

### II. POLICY

The Haverford Township Police Department is committed to maintaining high standards of accountability and performance across all levels of operation. This policy provides a transparent and equitable framework for evaluating all employees, structured to foster professional growth, leadership readiness, and organizational advancement. It is designed to recognize exemplary service, identify areas for improvement, and ensure that each member of the department has the opportunity to achieve their professional potential and prepare for higher responsibilities. The evaluations are crafted not only to assess past performance but also to identify opportunities for development and to strategically plan for future roles within the department.

### III. PROCEDURES

- A. Mentoring for Enhanced Development and Performance Evaluation  
(PLEAC 1.9.2)

1. The Haverford Township Police Department recognizes mentoring as an essential component of its ongoing employee development efforts. Every officer has the potential to serve as a mentor, and as such, mentoring is integrated into the fabric of this agency's professional culture. It facilitates the professional growth of officers and enhances their preparedness for future challenges and opportunities. Acknowledging that mentorship is a shared responsibility, all officers are encouraged to actively engage in mentoring relationships. These interactions, based on mutual respect, shared experiences, and a commitment to professional growth, underscore the department's dedication to fostering a collaborative and supportive work environment
- B. Participation and Pairing
1. All officers, regardless of rank or tenure, are encouraged to participate in mentoring, either as mentors or mentees.
  2. While formal applications and nominations are welcome, the department also supports more spontaneous and natural mentoring connections. These pairings are based on common interests, specific developmental needs, or shared professional paths, and are facilitated by, but not limited to, supervisory recommendations.
- C. Role of Mentors and Feedback
1. Officers serving as mentors use their expertise and experience to guide less experienced colleagues. The role of a mentor in this context is less about formal obligations and more about providing support, sharing knowledge, and assisting others in navigating their career paths within the department.
  2. Mentors provide ongoing, informal feedback to their mentees. This feedback is crucial as it complements the more structured feedback from annual performance evaluations, allowing mentees to receive timely insights that can influence immediate improvements and adjustments in their professional conduct and strategies.
- D. Mentorship Impact
1. The knowledge sharing and support provided through these mentoring relationships are invaluable for continuous professional development, enhancing the skills and readiness of officers for various challenges and opportunities.
  2. Successful mentoring relationships that lead to noticeable growth and development are recognized within the department. Such contributions can influence career advancement and recognition, demonstrating the value and impact of mentorship within the community.

- E. By promoting a culture where every officer is both a learner and a teacher, the Haverford Township Police Department fosters a collaborative and supportive work environment. This approach ensures that mentorship is woven into the fabric of daily operations, enhancing the overall effectiveness and cohesion of the department.
- F. Continuous Performance Monitoring and Documentation
1. Performance evaluations shall be conducted annually for all employees as outlined by this agency's [\*Officer Performance Appraisal\*](#) directive. For officers, this evaluation shall include an assessment of adherence to agency policies. For supervisors, this evaluation shall include an assessment of their effectiveness in ensuring compliance with agency policy, legal requirements, and accreditation standards.  
(PLEAC 1.9.1)
  2. Evaluations must be accurate, fair, and impartial, reflecting the true performance of the employee over the review period. Evaluations should be free from personal biases, reputation considerations, or any non-performance-related factors. Evaluators must use detailed and well-substantiated information.
  3. While formal performance evaluations occur annually, the process of documenting and tracking performance is an ongoing activity that requires constant attention from supervisors throughout the year. This continuous monitoring and documentation serve multiple purposes: ensuring employees are aware of their performance in real-time, fostering a culture of continuous improvement, and providing a documented history of employee performance that can inform the annual evaluation process.
  4. Supervisors should maintain detailed notes/logs for each employee, documenting both positive and negative observations. This documentation should include dates, specific behaviors observed, the context of these behaviors, and any feedback provided. Supervisors are encouraged to notify officers of any entries made in their logs, placing the onus on the subordinate to address and correct any deficiencies.
  5. For performance that requires improvement, supervisors should provide clear, actionable advice on how to address these issues. This guidance should be documented and followed up on to ensure progress is made.
  6. Positive performance should be promptly recognized and recorded. This recognition not only boosts morale but also serves as a motivator for the employee and their peers, promoting an overall culture of excellence.
- G. Leadership Development, Promotion, and Retention  
(PLEAC 1.9.1)

1. In alignment with its commitment to professional development and organizational success, the Haverford Police Department integrates leadership development into its performance evaluation system. This integration aims to identify and prepare potential leaders, ensuring a clear pathway for career advancement and retention within the department.
2. The department shall seek to identify officers who exhibit leadership qualities and the potential for advancement.
3. Officers recognized for their leadership potential should be provided with targeted leadership training and development opportunities. This may include enrollment in advanced courses, participation in leadership workshops, formal mentoring with superior officers, etc.
4. During the performance evaluation process, officers are encouraged to discuss their career aspirations with their supervisors. Together, they develop a personalized career path plan that includes specific steps for achieving desired advancements.
5. By actively investing in the professional growth of officers and providing clear advancement opportunities, the department aims to increase job satisfaction and retention. Recognizing and nurturing leadership talents contributes to a robust succession planning strategy is essential for the long-term stability and success of the department.
6. Officers who successfully take on leadership roles and demonstrate significant growth and contribution to the department should be formally recognized. Such recognition not only boosts morale but also serves as a motivator for continued excellence and loyalty to the department.

## **THE CHIEF OF POLICE**