


TEXARKANA POLICE DEPARTMENT GENERAL ORDERS MANUAL

SUBJECT	Performance Evaluation and Development System		
NUMBER	1104.05	EFFECTIVE DATE	October 15, 2008
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APPROVED BY		ALEAP Standards	4.08; 4.09

I. Purpose and Scope

- A. The primary purpose of employee evaluations are to inform employees as to how well they are performing their duties and responsibilities and to offer suggestions, assistance and support in aiding employees in improving job performance. Employee performance evaluations may also be used as a tool to assist management in making key decisions concerning promotions, disciplinary action, training and determination of eligibility for permanent appointment.

II. Policy

- A. The Texarkana Police Department recognizes the importance and relevant impact upon the Agency's mission when considering such actions as timely and relevant feedback provided to the employees of the Agency; therefore, it shall be the policy of the Texarkana Police Department to conduct a fair, impartial and objective formal performance evaluation of every member of the Agency on a semi-annual basis.

III. Definitions

- A. **Counseling**—A discussion occurring between an employee and a supervisor consisting of dialogue aimed at addressing an employee's job performance or providing advice to the employee.
- B. **Performance**—Actions taken or instituted by an employee, or the absence or lack of actions, regarding specific tasks and/or assignments required of an individual's specific duty obligation.
- C. **Assessment**—A process to determine the value of specific actions that include an appraisal of such actions.
- D. **Rating Score**—Any measurable indication of the quality of the work performance to include any relative personal attributes.
- E. **Rating Period**—The period of time that encompasses and defines the period in which the employee's performance will be evaluated. i.e. January thru June; July thru December.
- F. **Evaluation Performance Review**—A meeting between the supervisor and the employee that consists of a dialogue intended to convey feedback necessary to define the employee's work performance.

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- G. **Rater**—A supervisor who prepares the employee’s performance evaluation.
- H. **Department Values - Benchmarks**- Are core values embraced by the Texarkana Police Department and appear in bold type among the performance benchmarks.

IV. Procedure

A. Probationary Sworn Officers

- 1. All sworn employees are subject to a twelve month probationary period beginning from their date-of-hire into the sworn position.
- 2. All officers shall be evaluated daily during their field training period byway of the Texarkana Police Department’s Daily Observation Report. Such evaluations shall be further governed by the Agency’s policy surrounding field training. Once the probationary officer graduates from the FTO program, he/she will be evaluated pursuant to Paragraph B, Section 1, sub-section (a) listed below.
- 3. Performance evaluations described in Paragraph A, Section 2 above shall be completed in addition to all other evaluations required by the Commission on Law Enforcement Standards and Training (CLEST).

B. Sworn Officers - - Non-Probationary ALEAP 4.08

- 1. Following the initial one-year probationary period, sworn officers shall be evaluated semi-annually using the Texarkana Police Department’s Performance Evaluation Form.
 - (a) All sworn personnel shall be evaluated on a six-month evaluation period which shall occur during the months of January and July of each year.
 - (1) The evaluations completed annually during the month of January correspond to the rating period comprised of the six-month time frame between July and December of the previous year; and
 - (2) The evaluations completed annually during the month of July correspond to the rating period comprised of the six-month time frame between January and June.
 - (b) The criteria used to the performance evaluation shall be specific to officer’s assignment during the evaluation period.
- C. The evaluation forms as well as the form’s instructions are accessible on the Department’s server within the information folder. Supervisors having questions related to the completion of these forms should forward such questions through their appropriate chain-of-command.
- D. Performance evaluations are reviewed at each level of the chain-of-command.
- E. Agency supervisors shall also be required to prepare monthly evaluations reports on those employees that are promoted or transferred to a new assignment within the Department. These evaluation reports shall be completed on the Agency’s standard performance evaluation form for a period of six months following a promotion or transfer. All evaluations completed in response to this section shall be forwarded to the Chief of Police through the appropriate chain-of-command, and upon his approval, placed with the affected employee’s personnel file.

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- F. At the direction of the employee's Division Commander, an employee who receives a performance evaluation reflecting a performance rating score of **"Unsatisfactory"** shall be subject to additional performance ratings for a period of time determined by the appropriate Division Commander. If necessary, the evaluations completed pursuant to this section shall address the relevant needs of remedial training as well as additional directives designed to improve the employee's performance.
1. These additional performance evaluations will be prepared by the employee's immediate supervisor in accordance with the directive established by the Division Commander and processed in a manner pursuant to all other performance evaluations governed by this policy.
- G. **Performance Improvement Plans:** A plan must be developed for the employee if an **"Unsatisfactory"** rating applies to any subsection. Efforts to address **"Improvement Needed"** ratings must be fully articulated in the evaluation. A *formal* plan must be developed for the employee if they receive an overall rating that falls within the *Below Standards category rating*.
1. At the direction of the employee's Division Commander, employees who are placed within a probationary period in response to poor job performance resulting in a disciplinary action may be subject to the completion of monthly performance evaluations for a period of six months. The appropriate Division Commander, or his/her designee, shall prescribe a plan of action intended to correct the employee's performance and define a measurable amount of improvement expected during the six-month period. Once completed and approved by the Division Commander, the evaluation forms will be forwarded to the Services Division for inclusion within the officer's personnel file. All supervisors are responsible and accountable for proper employee motivation, counseling and providing the employee assistance as necessary whenever the affected employee demonstrates poor job performance.
- H. At the end of each evaluation period, the rater will counsel the employee in the following areas:
1. The results of the completed performance evaluation;
 2. The level of performance expected;
 3. Explanation of the rating criteria used during the performance evaluation, to include an explanation of the dimensions and the meaning of the rating so assigned;
 4. Long Term Goals for the upcoming evaluation period;
 5. Career counseling relative to topics such as advancement, specialization, or training appropriate for the employee's current position; and
 6. Recognition of superior and above average incidents of performance in relevant areas of performance.
- I. Each employee shall be given the opportunity to make comments to supplement the completed performance evaluation report. Each employee shall sign the completed evaluation indicating that he/she has read and understands it. This signature does not indicate agreement or disagreement with the performance evaluation score.
1. Should the employee refuse to sign a performance evaluation, the supervisor shall take note of such refusal and, if known, record the reasons surrounding the employee's decision. Each employee shall be provided a copy of the evaluation form in its entirety.
- J. Evaluations which are rated **"Unsatisfactory"** will be accompanied by written documentation with specific reasons for the rating.

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- K. Each evaluation will be reviewed and endorsed by the employee's supervisor(s) and routed through the chain-of-command to the Division Commander for his/her endorsement.
- L. Unless the employee, supervisor or Division Commander is unavailable due to vacation, training, illness or some other reason, Division Commanders shall review and forward all completed performance evaluations to the Chief of Police no later than ten days after the performance evaluation's date of completion.
- M. During any such incident or sets of circumstances involving poor, diminished or declining levels of job performance, all employees of the Texarkana Police Department shall be treated equally, fairly and in accordance to the Agency's approved methods of progressive discipline that includes:
 - 1. Oral counseling;
 - 2. Written Letter of Counseling;
 - 3. Written Letter of Reprimand;
 - 4. Suspension without pay; and
 - 5. Termination of employment.

(a) It shall remain the responsibility of the employee's supervisor to monitor and document all incidents of unsatisfactory job performances. All employees of the Texarkana Police Department are expected to perform at a satisfactory level within any assignment encountered in order to maintain continued employment with the Agency.
- N. A member may request an appeal of an evaluation rating when they believe that it does not correctly reflect their performance during the preceding six (6) months. Should an evaluation be contested, the appeal process is as follows:
 - 1. The officer shall notify his or her supervisor in the form of a written memorandum requesting to appeal the evaluation and stating the specific reasons why the employee does not believe the evaluation rating reflects job performance for the applicable rating period.
 - 2. Discussion of the evaluation and all related counseling between the rating supervisor and the employee shall occur as soon as is possible after the appeal request has been submitted, but unless either the employee or the supervisor is unavailable due to vacation, training, illness, or other reasons deemed acceptable by the Division Commander, discussion and related counseling must occur within five (5) working days.
 - 3. If an agreement between the next higher ranking officer in the employee's chain-of-command is not reached, the employee's Division Commander shall then review the evaluation with the employee and the rating supervisor.
 - 4. If the contention remains unsatisfied, the Division Commander shall forward the appeal and all evaluation documentation to the Office of the Chief of Police. The final decision shall be made by the Chief of Police and the employee will be advised of that decision in writing.

V. Evaluation Procedures

- A. The Texarkana Police Department has developed and instituted a performance evaluation instrument to be used for all commissioned personnel.

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- B. Five individual “performance factor ratings” are possible for each of the sections of the plan by which employees are evaluated. These ratings and their explanation are as follows:
1. **Outstanding** - This is performance that is well beyond that which is required for the position. It is outstanding performance, definitely superior, exceptional or extraordinary.
 2. **Very Good** - This is performance that is better than expected of a fully competent employee. It is superior to what is expected but is not of such rare nature to warrant an “outstanding” rating.
 3. **Meets Standards** - This is the performance of a fully competent employee. It represents the degree of performance that meets the standards of the Texarkana Police Department.
 4. **Improvement Needed** - This is a level of performance that is less than standards required of the position. A “below standards” rating in a subsection must be thoroughly discussed with the employee and plans to improve must be articulated in this evaluation. Other additional documentation may be required.
 5. **Unsatisfactory** - This performance is inferior to the standards required of the position. It is inadequate or undesirable performance that cannot be tolerated. A performance improvement plan is required to address this rating.
- C. The Texarkana Police Department’s Performance Evaluation and Development System Plan identifies performance factors or department values that are designed to measure the performance level in varying areas particular to the employee’s job assignment. Fourteen of these factors have been determined by the Texarkana Police Department to be required for all employee evaluations. The fourteen required factors are as follows:

Section 1. Knowledge/Skills/Abilities

1. **Officer Safety**
2. **Investigative Ability / Interviewing Skills**
3. **Report Writing**
4. **Decision Making**
5. **Interpersonal Skills**
6. **Driving Skills**
7. **Radio / Communications Procedures**

Section 2. Leadership and Initiative

8. **Performance**
9. **Leadership**
10. **Service Improvement**
11. **Personal Appearance**

Section 3. Community Policing, Partnerships, and Teamwork

12. **Community Policing and Problem Solving**
13. **Community Partnership**
14. **Teamwork and Collaboration**

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- D. The rating Supervisor shall also outline specific plans for the employee to further develop their performance over the next evaluation period. Examples might include special assignments, coaching, reading, improvement steps, in-house or outside training, etc.
- E. The intent of this policy to identify employee strengths and define areas in which employees can improve, in order to field a well-trained, competent and professional organization. Employees should be evaluated based on their individual performance as it relates to the General Orders, philosophy and general direction of the Agency. The primary purpose of an evaluation is to provide positive feedback for superior performance and provide direction for an employee where improvement is needed in order to secure professional development throughout the Agency.
- F. All supervisory personnel shall complete the required training governing the agency's performance evaluation system that including the provisions contained within this General Order before the supervisor administers the evaluation process among his assigned personnel. [ALEAP 4.09](#)
 - 1. The training governing the agency's performance evaluation system, including the provisions contained within the General order, shall be developed, maintained, administered and disseminated in the PMAM HCM module.

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