

	<b>PALACIOS POLICE DEPARTMENT</b>	
	<b>Policy 4.4 Performance Evaluations</b>	
	<b>Effective Date: 1/04/2021</b>	<b>Replaces:02/07/2006</b>
	<b>Approved:</b>  <u>Milton Rivera, Chief of Police</u>	
	<b>Reference:</b> 4.08 and 4.09	

## I. POLICY

The department bears an obligation to the public and its own personnel to hire and retain the best qualified officers. Further, the department's community oriented policing philosophy demands that officer's exhibit not only competent investigative skills but also that they succeed in communicating with many different individuals in a variety of contexts. To that end, the department regularly and formally evaluates the performance of officers and other employees. The evaluation system discussed herein serves both the interests of management and employees. The purposes of the evaluation system are to (1) ensure 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 departmental evaluation process.

## III. PROCEDURES

### A. General

1. All employees shall be evaluated using the departmentally approved form.
2. Supervisors will be trained in the evaluation process prior to conducting the evaluations. (TBP: 4.08, 4.09)
3. Personnel shall be rated as having demonstrated unacceptable, acceptable, or superior behavior. The rating is based on and reflects the observations and perceptions of rating personnel.
4. After completion of probation, each officer shall be evaluated annually. A satisfactory evaluation is an overall 3.0. Officers who fail to receive an overall 3.0 may be placed on probation for a period determined by the Chief of Police. Within the probation period, the officer shall receive remedial training in deficient areas, and demonstrate proficiency (or satisfactory improvement) in deficient areas. The training and improved behavior will be documented on the evaluation form.
5. With the exception of probationary employees, all performance evaluations will cover one calendar year and shall be completed, signed by the employee

and the rating supervisor, and turned in to the Chief of Police by the end of January each year.

6. All evaluations shall be reviewed with the employee and placed in the employee's personnel file.
7. All newly hired employees and officers in their probationary year shall receive quarterly written evaluations if no significant deficiencies are observed.
8. Officers shall be evaluated formally by their immediate supervisor.
9. An officer who receives an unsatisfactory rating which he or she perceives to be unjust may appeal to the next level of the chain of command up to the Chief of Police. The officer concerned must rebut the comments or rating in writing and submit the rebuttal through the chain of command.

## B. Scale Value Appreciation

1. The most difficult task facing the rater is applying the numerical scale that accompanies categories of behavior. Two raters might not apply the same numerical values to the person under evaluation. To reduce such differences, the appendix to this instruction clearly defines what constitutes unacceptable, acceptable, and superior 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 practical exercise or simulation, accompanied by written or oral testing; and/or
  - c. Written or oral testing (for subjects not amenable to field demonstration).
3. Any numerical rating below 3 must be documented. Deficiencies in behavior must receive precise documentation. For example, an officer might receive a 1 (unacceptable) under category six, 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 non-sworn employees and supervisors

1. Non-sworn employees shall be evaluated on forms used by the city for the purpose.
2. Supervisors shall be evaluated by their next level supervisor using the same form that is used for officers. Under "comments" the rater shall refer to an attached page that will contain, in narrative form, comments concerning the individual's supervisory performance. The rater shall address, at a minimum, the following points:
  - a. Ability to instill in officers a high regard and respect for community-oriented policing ideals, the rule of law, civil rights, and concern for victims
  - b. Ability to perceive performance weaknesses in his or her 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 his or her officers
  - e. Ability to take responsibility for the performance of his or her officers.

**PALACIOS POLICE DEPARTMENT**

**SWORN POLICE OFFICER**  
**PERFORMANCE EVALUATION**

**NAME** \_\_\_\_\_

**PERFORMANCE RATING INSTRUCTIONS:**

**RANK/ASSIGNMENT** \_\_\_\_\_

The narrative portion of the evaluation follows the scale ratings. Refer to the rating guide for an explanation of the rated behaviors. Raters may comment on any observed behavior, but specific comments are required to justify ratings of "1," "2," or "5."

**EVALUATION PERIOD** \_\_\_\_\_

**DATE OF EVALUATION** \_\_\_\_\_

<b>Unacceptable</b>		<b>Acceptable</b>		<b>Superior</b>		
1	2	3	4	5	<b>Not Observed</b>	

**PART I: PERFORMANCE TASKS**

(1)	Driving skills (stress conditions)	1	2	3	4	5	N.O. ____
(2)	Driving Skills (non-stress conditions)	1	2	3	4	5	N.O. ____
(3)	Orientation skills	1	2	3	4	5	N.O. ____
(4)	Field performance (stress conditions)	1	2	3	4	5	N.O. ____
(5)	Field performance (non-stress cond.)	1	2	3	4	5	N.O. ____
(6)	Officer safety (general)	1	2	3	4	5	N.O. ____
(7)	Officer safety (with suspicious persons and prisoners)	1	2	3	4	5	N.O. ____
(8)	Control of conflict (voice command)	1	2	3	4	5	N.O. ____
(9)	Control of conflict (physical skill)	1	2	3	4	5	N.O. ____
(10)	Investigative procedures	1	2	3	4	5	N.O. ____
(11)	Report writing (organization/details)	1	2	3	4	5	N.O. ____
(12)	Proper form selection (accuracy and details)	1	2	3	4	5	N.O. ____

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	<b>Unacceptable</b>		<b>Acceptable</b>		<b>Superior</b>		<b>Not Observed</b> ____	
	1	2	3	4	5			
(13) Report writing (grammar/spelling/neatness)			1	2	3	4	5	N.O. ____
(14) Report writing (appropriate time used)			1	2	3	4	5	N.O. ____
(15) Radio (listens and comprehends transmissions)			1	2	3	4	5	N.O. ____
(16) Radio (articulation of transmissions)			1	2	3	4	5	N.O. ____

**COMMUNITY POLICING SKILLS**

(17) Self-initiated activity			1	2	3	4	5	N.O. ____
(18) Problem-solving/decision-making			1	2	3	4	5	N.O. ____
(19) Community-policing objectives			1	2	3	4	5	N.O. ____

**KNOWLEDGE**

(20) Knowledge of department orders			1	2	3	4	5	N.O. ____
(21) Knowledge of criminal law			1	2	3	4	5	N.O. ____
(22) Knowledge of traffic law			1	2	3	4	5	N.O. ____

**ATTITUDE/RELATIONS**

(23) Acceptance of feedback			1	2	3	4	5	N.O. ____
(24) Relationship with citizens			1	2	3	4	5	N.O. ____
(25) Relationship with co-workers/super.			1	2	3	4	5	N.O. ____
(26) General demeanor			1	2	3	4	5	N.O. ____



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**EMPLOYEE REMARKS:**

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**Rating Authority** \_\_\_\_\_ **Date** \_\_\_\_\_  
(Print name and sign)

**Employee Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Chief's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

Form Rev. 01/04/2021

# PALACIOS POLICE DEPARTMENT

## RATING SCALE VALUES

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

### (1 ) DRIVING SKILLS: STRESS CONDITIONS

- 1 . Unacceptable: Involved in accident(s). Uses lights and siren in inappropriate circumstances. Excessive and unnecessary speed. Fails to slow for intersections or loses control on corners.
3. Acceptable: Maintains control of vehicle. Evaluates driving situations and reacts properly. Proper speed for conditions.
5. Superior: High degree of reflex ability and competence in driving skills. Superior judgment shown in use of lights and siren. Controls speed skillfully.

### (2)DRIVING SKILLS: NON-STRESS CONDITIONS

- 1 .Unacceptable: Continually violates traffic law (red lights, speed, stop signs, etc.). Involved in chargeable accidents. Lacks dexterity and coordination during vehicle operation.
3. Acceptable: Able to maintain control of vehicle while being alert to activity outside vehicle. Practices good defensive driving techniques.
5. Superior: Sets good examples of lawful, courteous driving while exhibiting good manipulative skill required of an officer, i.e., operate radio, use street index, etc.

### (3)ORIENTATION SKILL: STRESS CONDITIONS

1. Unacceptable: Becomes disoriented when responding to stressful situations. Unable to relate his/her location to their destination. Unable to use map under stress. Unable to determine compass directions during stressful situations.
3. Acceptable: Aware of his/her location. Able to use map effectively under stress. Demonstrates good sense of direction when responding to stressful situations.
5. Superior: Always responds quickly to stressful calls by the most appropriate route. Does not have to refer to map. Does not become disoriented during stressful situations.

### (4)FIELD PERFORMANCE: STRESS CONDITIONS

1. Unacceptable: Becomes emotional and panic stricken. Unable to function; loses temper. Endangers safety of self and other officers and citizens by inattention to the demands of the job.
3. Acceptable: Exhibits a calm and controlled attitude. Can perform reasonably well at least in preventing a situation from deteriorating. Reasonably conscious of officer safety measures and protection of citizens from further harm.
5. Superior: Maintains control and brings order under virtually any circumstances without assistance. Remembers and carries out key police duties properly.

### (5)FIELD PERFORMANCE: NON-STRESS CONDITIONS

1. Unacceptable: Confused and disoriented as to what action should be taken in a given situation. Numerous specific examples of bad judgment can be shown.
3. Acceptable: Able to assess situation and take proper action.

5. Superior: Requires no assistance and always takes proper action. Excellent field judgment.

## **(6) OFFICER SAFETY: GENERAL**

1. **Unacceptable:** Frequently fails to exercise basic officer safety precautions, i.e.:
- a) Exposes weapons (baton, handgun, etc) to suspect.
  - b) Fails to keep gun hand free during enforcement situations.
  - c) Stands directly in front of violator's car door.
  - d) Fails to control suspect's movements.
  - e) Does not maintain sight of violator while writing citation.
  - f) Fails to use illumination when necessary.
  - g) Fails to advise 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 persons.
  - l) Stands too close to vehicular traffic.
  - m) Stands in front of door when knocking.
  - n) Fails to have weapon ready when appropriate.
  - o) Fails to cover other officers.
  - p) Fails to search police vehicle before duty or after transporting prisoners.
  - q) Fails to check equipment.
  - r) Fails to properly search and/or handcuff prisoners.
3. **Acceptable:** Understand principles of officer safety and generally applies them.
5. **Superior:** Always maintains position of safety and advantage. Does not become unduly anxious or apprehensive, over-cautious or overconfident.

## **(7) OFFICER SAFETY: WITH SUSPICIOUS PERSONS AND PRISONERS**

1. **Unacceptable:** Frequently violates officer safety standards. Fails to "pat search" or confronts suspicious persons while seated in patrol vehicle. Fails to handcuff prisoners. Fails to thoroughly search prisoners and/or vehicles. Fails to maintain position of advantage with prisoners.
3. **Acceptable:** Generally displays awareness of potential danger from suspicious persons and prisoners. Maintains position of advantage.

5. **Superior:** Always maintains position of advantage and is alert to changing conditions.

#### **(8) CONTROL OF CONFLICT: VOICE COMMAND**

1. **Unacceptable:** Improper voice inflection, i.e., too soft, too loud, indecisive, confused commands, etc. Few problems resolved as result of officer's oral direction.
3. **Acceptable:** Speaks with authority in a calm, clear voice.
5. **Superior:** Always appears to be in complete command through voice tone and bearing.

#### **(9) CONTROL OF CONFLICT: PHYSICAL SKILL**

1. **Unacceptable:** Cowardly, physically unable to handle most situations, or uses too much or too little force for given situations.
3. **Acceptable:** Maintains control without excessive force. Maintains self in good physical condition.
5. **Superior:** Excellent knowledge of and ability to use restraining holds. Always ready to use necessary force. Maintains above average physical condition.

#### **(10) INVESTIGATIVE PROCEDURES**

1. **Unacceptable:** 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 investigation. Cannot coordinate aspects of the investigation, i.e., interviews, searches, notetaking, report-writing.
3. **Acceptable:** 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.
5. **Superior:** Requires no supervision in organizing and undertaking an investigation. Identifies all possible sources of physical evidence. Identifies all potential witnesses and victims. Conducts complete interview. Uses time efficiently.

#### **(11) REPORT WRITING: ORGANIZATION AND DETAILS**

1. **Unacceptable:** 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.
3. **Acceptable:** 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.
5. **Superior:** A complete and detailed account of what occurred from beginning to end. Written and organized so that any reader has a clear understanding of what occurred. Full consideration is given to the needs of investigator/prosecutor.

#### **(12) PROPER FORM SELECTION: ACCURACY AND DETAILS**

1. **Unacceptable:** Unable to determine proper form for given situation. Forms filled out incorrectly or incomplete.
3. **Acceptable:** Knows most standard forms and understands format. Completes forms with reasonable accuracy.
5. **Superior:** Consistently and rapidly completes detailed forms with no assistance. High degree of accuracy.

**(13) RADIO: LISTENS AND COMPREHENDS TRANSMISSIONS**

1. **Unacceptable:** Repeatedly misses call sign and is unaware of radio traffic in adjoining beats. Frequently has to ask dispatcher to repeat transmissions or does not understand message.
3. **Acceptable:** Copies most radio transmissions directed at him/her. Generally aware of adjoining beat radio traffic.
5. **Superior:** Always comprehends radio transmissions and makes a written record. Always aware of and reacts to radio traffic in adjoining beats.

**(14) RADIO: ARTICULATION OF TRANSMISSIONS**

1. **Unacceptable:** Does not plan before transmitting message. Under or over modulation, resulting in dispatcher or other units constantly asking for a repeat.
3. **Acceptable:** Uses proper procedure with short, clear, concise transmissions.
5. **Superior:** Always uses proper procedure with clear, calm voice, even under stress conditions.

**(15) ORIENTATION SKILL: NON-STRESS CONDITIONS**

1. **Unacceptable:** Unaware of his/her location while on patrol. Unable to relate location to destination. Not familiar with beat structure.
3. **Acceptable:** Reasonable knowledge of his/her location in most situations. Can quickly use street index to find streets and then use map to get location.
5. **Superior:** Remembers street locations. Able to get to destination without referring to street index or town map.

**(16) REPORT WRITING: GRAMMAR/SPELLING/NEATNESS**

1. **Unacceptable:** Illegible, misspelled words, incomplete sentence structure.
3. **Acceptable:** Grammar, spelling, and neatness are satisfactory in that errors are rare and do not impair understanding.
5. **Superior:** Very neat and legible. No spelling mistakes and excellent grammar.

**(17) REPORT WRITING: APPROPRIATE TIME USED**

1. **Unacceptable:** Requires 2-3 hours to correctly complete a basic simple report.
3. **Acceptable:** Correctly completes simple basic reports in thirty minutes.
5. **Superior:** Correctly completes simple basic reports in no more time than that of a skilled veteran officer. (Depending on the type of report, the time will vary.)

**(18) SELF-INITIATED ACTIVITY**

1. **Unacceptable:** Does not see or avoids activity. Does not follow up on situations, rationalizes suspicious circumstances. Gets involved inappropriately too often. Ignores Departmentally defined problems.
3. **Acceptable:** Recognizes and identifies suspected criminal activity. Makes cases from routine activity.
5. **Superior:** Catalogs, maintains, and uses information given at briefings and from bulletins or crime reports for reasonable cause to stop persons or vehicles. Makes quality arrests. Shows balance in type and extent of self-initiated activity.

### **(19) PROBLEM SOLVING/DECISION-MAKING ABILITY**

1. **Unacceptable:** Acts without thought or is indecisive. Relies on others to make decisions. Numerous examples of bad decisions, or indecision, can be shown.
3. **Acceptable:** Able to reason out problems and relate them to what he/she was taught. Has good perception and ability to make own decisions.
5. **Superior:** Excellent perception in foreseeing problems and arriving at advanced decisions. Makes timely, quality decisions.

### **(20) COMMUNICATION SKILLS**

1. Unacceptable:
3. Acceptable:
5. Superior:

### **(21) KNOWLEDGE OF DEPARTMENTAL RULES AND PROCEDURES**

1. **Unacceptable:** Has no knowledge of Departmental rules, procedures and orders. Makes no attempt to learn them. Frequent violations of rules, procedures, and orders.
3. **Acceptable:** Familiar with most commonly applied rules and procedures, and is able to apply them to most field situations.
5. **Superior:** Exceptional working knowledge of rules, procedures, and orders.

### **(22) KNOWLEDGE OF CRIMINAL LAW**

1. **Unacceptable:** Does not know elements of basic sections. Reports and performance continually show inability to apply criminal law to field situations.
3. **Acceptable:** Has a working knowledge of commonly used sections of code. Relates elements to observed criminal behavior.
5. **Superior:** Outstanding knowledge of criminal law. Able to apply laws to normal and unusual criminal activity.

### **(23) KNOWLEDGE OF TRAFFIC LAW**

1. **Unacceptable:** Does not know the elements of basic sections. Reports or actions continually show inability to apply traffic law to field situations.
3. **Acceptable:** Has a working knowledge of commonly used sections of code. Relates elements to observed traffic activity.
5. **Superior:** Outstanding knowledge of traffic law. Able to apply laws to normal and unusual traffic related activity.

### **(24) ACCEPTANCE OF FEEDBACK: VERBAL/BEHAVIOR**

1. **Unacceptable:** Argumentative, rationalizes, refuses to admit mistakes, refuses to make corrections. Always considers feedback negative.
3. **Acceptable:** Accepts criticism in a positive manner and applies it to further learning. Accepts responsibility for his or her mistakes.
5. **Superior:** Solicits feedback and criticism in order to improve performance. Never argues with or blames others.

## (25) RELATIONSHIPS WITH CITIZENS

1. **Unacceptable:** Abrupt, belligerent, overbearing, officious, introverted or uncommunicative.
3. **Acceptable:** Courteous, friendly, and empathetic. Communicates in a professional and unbiased manner.
5. **Superior:** Establishes rapport and is always fair.

## (26) RELATIONSHIPS WITH SUPERVISORS, CO-WORKERS

1. **Unacceptable:** Constantly argues with other officers or other superior officers. Belittles other officers or supervisors in front of other people. Fails to adhere to chain of command. Insubordinate.
3. **Acceptable:** Able to establish a good relationship with other officers and supervisors. Understands and adheres to chain of command. Respects other officers.
5. **Superior:** Establishes excellent relationships with other officers and supervisors. Possesses thorough understanding of chain of command, and adheres to it. Utmost respect shown to superior officers and peers as well.

## (27) GENERAL DEMEANOR

1. **Unacceptable:** Officer cannot be depended upon to produce routine work without close supervision. Does not adapt readily to new situations, work hours, changing assignments. Tardy, complains about assignments, days off, duties.
3. **Acceptable:** Officer generally displays initiative, interest in the job, willingness to take on new challenges or schedule changes. Dependable.
5. **Superior:** Attentive beyond requirements of job. Constantly analyzes own work performance and devises and tries new approaches to problems. Consistently outstanding overall performance. High interest in welfare and image of Department. Exemplary.

## (28) GENERAL APPEARANCE

1. **Unacceptable:** Dirty shoes, uniforms, and leather. Long messy hair. Offensive body odor.
3. **Acceptable:** Neat, clean, and well-pressed uniform. Cleaned and shined shoes and leather. Well groomed hair.
5. **Superior:** Tailored uniforms, spit-shined shoes and leather. Command bearing.