



TYLER POLICE DEPARTMENT

GENERAL ORDER: 09.700

	PERFORMANCE EVALUATIONS	
	EFFECTIVE DATE: 11-15-1993	
	REVISED DATE: 11-02-2018	
CALEA STANDARDS: 35.1.1 – 35.1.8		

09.701 DEFINITION

- A. For the purpose of this policy the term "*Performance Evaluation*" will have the same meaning as Efficiency Reports as described in [Local Government Code Section 143.082](#) and [City of Tyler Civil Service Commission Regulations Chapter F Section 082](#).

09.702 EMPLOYEES AFFECTED

- A. This policy applies to all non-probationary sworn and non-sworn employees unless another method of evaluation is approved by the Chief of Police.

09.703 OBJECTIVES

- A. The objectives of this evaluation system are to serve both department leaders and the individual employee by:
1. Identifying employee strengths and weaknesses;
 2. Providing feedback to employees in a fair and impartial basis;
 3. Identifying employee training needs; and
 4. Developing a plan of action to resolve deficit performance areas when necessary.

09.704 PREPARATION OF THE PERFORMANCE EVALUATION

[CALEA Standard: 35.1.4; 35.1.5; 35.1.8]

- A. The criteria used for performance evaluations shall be specific to the type of position occupied by the employee.
 - 1. The employee's job description provides the basis for identifying the work to be performed.
 - 2. An employee may be given a special assignment in addition to or in lieu of the employee's regular duties during all or part of a rating period.
 - a. When applicable, these special assignments and the employee's performance will be addressed in the appropriate section of the evaluation form.
- B. An employee's immediate supervisor is responsible for completing the employee's performance evaluation.
 - 1. Each performance evaluation will be prepared as objectively as possible.
 - 2. Each performance evaluation will include an appraisal of the quality of the ratings given by each employee's supervisor.
 - a. The appraisal (comments) is required to justify the ratings and shall be included whether favorable or unfavorable to the employee.
 - b. The appraisal justifying the ratings will be evaluated by the Rater's / Evaluator's reviewing supervisor to ensure fairness and impartiality.
 - 1. Supervisors will receive training on the department's performance evaluation system and their responsibilities in the evaluation of employees.
 - 2. All newly promoted supervisors (sworn and non-sworn) shall receive training on the department's and/or the city's evaluation system prior to evaluating any employee.
 - 3. Sworn personnel whose performance is reviewed quarterly shall have the reviews attached to their performance evaluation for submission.
 - a. Quarterly reviews of sworn personnel will be completed using the department's [Employee Consultation / Quarterly Employee Review Form \(TPD Form T-091\)](#).

- b. All sworn employees below the rank of Lieutenant will receive a quarterly review.
- C. The areas to be evaluated will include, but are not be limited to:
 - 1. Performance factors as dictated by the employee's position;
 - 2. Knowledge factors as dictated by the employee's position;
 - 3. Employee conduct;
 - 4. Physical fitness as dictated by Department Policy; and
 - 5. Other factors as directed by the City of Tyler Director of Personnel and Personnel Policies.
- E. Explanations of individual performance categories will be contained within the performance evaluation form.

09.705 PROCEDURES – [CALEA Standard: 35.1.1; 35.1.2; 35.1.3; 35.1.5; 35.1.7]

A. Semi-Annual Performance Evaluations

- 1. Job performance evaluations shall be conducted utilizing the department's [Six-Month Performance Evaluation form \(TPD Form T-064 A\)](#) on a semi-annual bases for all sworn employees.
- 2. Job performance evaluation ratings will only be based on an employee's performance during a specific rating period.
- 3. At the beginning of each semi-annual evaluation period, sworn supervisors will meet with and advise each of their assigned employees on:
 - a. The tasks and responsibilities of the position;
 - b. Expected levels of performance and goals for the new evaluation period; and
 - c. Provide performance criteria explanations. This meeting will normally be conducted during the performance evaluation review of the previous evaluation period.
- 4. At the conclusion of each semi-annual evaluation period, sworn supervisors will meet with each of their assigned employees to discuss the employee's performance evaluation ratings. The purpose of this meeting is to:

- a. Provide feedback to the employee and communicate the results of the evaluation;
 - b. Offer a basis for and plans to maintain and/or improving the employee's performance;
 - c. Identify the employee's strengths, weaknesses, and any training needs that is appropriate for the their position;
 - d. Discuss performance goals for the upcoming evaluation period;
 - e. Clarify any misunderstandings by either the employee or supervisor; and
 - f. Identify career development goals and provide career counseling concerning the employee's advancement.
5. Following the performance evaluation review each employee is required to provide written comments in the evaluation's designated field. At that time a copy of the evaluation is to be furnished to the employee. Once an employee has been provided a copy of the evaluation they are to sign the original; indicating they have reviewed and received a copy of their performance evaluation.
- a. Following the employee's performance evaluation review the employee's immediate supervisor will forward the evaluation to the next level in the employee's chain of command.
 - b. Each performance evaluation will be reviewed and signed by each level of supervision, up to and including the Chief of Police.
 - c. Due dates for performance evaluations shall be set by the Chief of Police or his designee.
6. Should an employee disagree with any part of their performance evaluation, a rebuttal may be submitted to their Asst. Chief / Division Commander. The rebuttal will be attached to the employee's performance evaluation and must submitted through their chain of command within ten (10) days of the date the employee received their evaluation.
- a. If an employee wishes to contest any part of the evaluation, an employee will need to submit a memorandum concerning their rebuttal directly to their Division Commander requesting a review of the performance evaluation.
 - b. The Asst. Chief / Division Commander will conduct a review of the performance evaluation with the employee, the employee's

immediate supervisor, the Shift / Unit Commander. Other supervisors in the employee's Chain of Command may be included if necessary.

- c. If the employee disagrees with the Asst. Chief's / Division Commander's assessment of the performance evaluation and still wishes to contest any part or all of the evaluation, the rebuttal and evaluation shall be forwarded to the Chief of Police. The Chief of Police will conduct a final review of the evaluation and their decision shall be final.
 - d. Any other written statements and/or comments regarding the employee's performance evaluation may be submitted by the employee per [Local Government Code 143.082](#), [Local Civil Service Regulations](#) or City of Tyler Personnel Policies.
7. Once completed and signed by the Chief of Police each employee's performance evaluation will become a part of their personnel file maintained by the City of Tyler's Human Resources Department.
- a. Performance evaluations shall be retained in the employee's personnel file for a minimum of three (3) years.
 - b. Any performance evaluation used in a disciplinary matter or may be used in any pending legal action shall be retained in the employee's personnel file until the issue has been resolved.
 - c. Performance evaluations may only be removed from an employee's personnel file in accordance with the City Personnel Department's policies and Records Retention Laws.
- B. Department Employee Consultation / Quarterly Employee Review
1. Lieutenants and sergeants are required to complete an [Employee Consultation / Quarterly Employee Review Form \(TPD Form T-091\)](#) on each of the sworn employees they supervise.
 2. Employee Consultation / Quarter Employee Reviews are designed to offer written employee feedback regarding their performance strengths, deficiencies, areas for improvement, and/or additional training requirements.
 3. The number and type (i.e. Body Worn, In-Car) of employee videos reviewed each month by Lieutenants and Sergeant shall be documented on the quarterly review and comply with [General Order 05.300 – Mobile Video and Audio Recording](#) and [General Order 12.600 – Bias-Based / Racial Profiling](#).

- a. The assigned supervisor shall then meet with and discuss the employee's progress before provide them with an opportunity to make mandatory written comments on the quarterly review.
 - 4. Once an employee has commented and signed/dated the quarterly review it will be signed/dated by the supervisor responsible for preparing the review. If prepared by a shift / unit sergeant the review is to be forward to the shift / unit lieutenant for a final review.
 - a. After being signed/dated by the shift / unit lieutenant the review may remain in their possession or returned to the appropriate shift / unit sergeant until the close of the evaluation period.
 - b. At the close of the six (6) month evaluation period the quarterly reviews shall be attached to each of the sworn employee's semi-annual performance evaluation. The performance evaluations and attached quarterly reviews shall then be forward through the employee's chain of command to the Chief of Police.
- C. Probationary Sworn Employee Evaluations
 - 1. Probationary sworn employees will be evaluated pursuant to the Police Training Officer (PTO) Program until they attain Solo Patrol Status. Once the probationary sworn employee attains "solo" status, their performance will be reviewed by their assigned sworn supervisor in the same manner as non-probationary sworn employees (Quarterly and Semi-Annually).
 - a. Probationary sworn employees may be further evaluated during their "solo" phase via Check-out Rides and other methods as outlined in [General Order 09.200 – Police Training Program](#).
- D. Non-Sworn Employee Performance Evaluations
 - 1. All non-sworn employees shall be evaluated on an annual bases per [City of Tyler Policy 2-20: Position Classification Compensation Pay Plan Benefits & Employee Programs](#).
 - 2. The above stated City policy also requires all newly hired non-sworn employees to complete a six (6) month orientation period. Additionally, any non-sworn employee who is re-assigned/transferred to a new position or reclassified to a supervisory role is required to complete a six (6) month orientation period.
 - a. The City of Tyler's Job Performance Evaluation Form [(Policy Form 2-21(b-e))] shall be completed for the evaluation, with the appropriate evaluation type (e.g. End of Orientation, Promotional, Transfer) noted on the form.

3. As a CALEA accredited agency all newly hired non-sworn department employees shall be reviewed on a quarterly bases for a period of one (1) year. The review shall be conducted by the non-sworn employee's immediate supervisor to make certain they are able to perform the positions essential job functions.
 - a. The quarterly review shall be completed on the City of Tyler's Employee Consulting Form (Policy Form 2-36a).
4. Both the six (6) month orientation evaluation and quarterly reviews shall detail any strengths, deficiencies, areas for improvement, and/or additional training requirements. The assigned supervisor will meet with and discuss the employee's progress before provide them with an opportunity to make written comments on the evaluation and reviews.
5. Upon completion of the newly hired non-sworn employee's first year of serve they shall transfer to the city's annual performance evaluation program outlined by the City of Tyler Policy 2-20 highlighted in subsection (D)(1) above. This only includes the completion of:
 - a. The Annual Job Performance Evaluation Form [Policy Form 2-21(b-e)] with the appropriate evaluation type labeled (i.e. Annual Review). The evaluation is to be completed on or about the employee's date of hire anniversary; and
 - b. The Employee Consultation From (Policy Form 2-36a), which is to be completed at least once every 6 months within the employee's annual evaluation period.
 - 1) Both forms are maintained on the P: Drive and the City of Tyler Intranet. The forms can be found by follow either of the links listed:
 - a) [P: Drive > POLICIES 10-1-99 > Policy Forms](#)
 - b) [City of Tyler Intranet](#)
 - c. Only an employee's Annual Job Performance Evaluation and the employee's six (6) month Employee Consulting Form or appropriate orientation evaluations are to be submitted through the employee's chain of command for final review and processing.
 - 1) The supervisor who completed the newly hired non-sworn employee's quarterly reviews shall retain the quarterly reviews for a minimum of three (3) years.

6. A copy of the employee's Annual Job Performance Evaluation, a copy of any required six (6) month orientation evaluation, and the department required quarterly reviews shall be provided to the employee.
- E. Performance Evaluations will be distributed as follows:
1. Original evaluations and attachments to the employee's official personnel file in the City of Tyler Human Resources Department.
 2. One copy to the employee.
 3. Other copies as required.

09.706 PERFORMANCE PROGRAMS – [CALEA Standard: 35.1.6]

A. Performance Indicating a Need for Improvement.

1. Any sworn employee whose job performance at any time during a quarterly review period or any non-sworn employee's annual evaluation period indicates a need for improvement shall be closely monitored by the employee's immediate supervisor.
 - a. Employees that are counseled for performance that would be rated as "*Does Not Meet Minimum Standards (D)*" in any category of the semi-annual job performance evaluation during a Quarterly Review period requires an action plan and recommendations to address deficiencies.
 - 1) The Quarterly Review may include an Action Plan with recommendations for improvement listed on the document.
 - b. If after being consulted the employee's performance fails to improve to an acceptable level, the employee will be placed on a **Performance Improvement Plan (PIP)** with an Action Plan for improvement detailed within the plan.
2. Any sworn employee whose job performance is rated as "*Does Not Meet Minimum Standards (D)*" on their semi-annual job performance evaluation or any non-sworn employee whose job performance is rated as "*Below Expected Performance*" on their annual job performance shall be immediately placed on a **Performance Improvement Plan (PIP)**.

B. Performance Improvement Plan - (PIP)

1. Should any employee be placed on a **Performance Improvement Plan (PIP)**, the employee will be notified by their immediate supervisor in writing of their substandard performance. The notification shall contain:

- a. A list of the performance area(s) that need improvement;
 - b. Goals for improvement;
 - c. A statement of expected satisfactory performance and a designated time frame for the employee to achieve this level of job performance.
 - 1) Sworn and non-sworn employees will normally be placed on a **Performance Improvement Plan (PIP)** for a period of two (2) months prior to conducting an appraisal of their job performance while on the PIP.
 - d. A statement that the employee's off-duty employment may be restricted or denied and/or a statement of changes in the employee's assignment or days off.
2. Upon receipt of the written notification, the employee's job performance shall be closely monitored by their immediate supervisor. The supervisor shall hold monthly meetings with the employee to measure the progress of the employee. Moreover, the supervisor, at their discretion, may hold additional meetings at more regular intervals to better monitor the employee's job performance.
- a. If sworn, Department Employee Consultation / Quarterly Employee Review form (TPD Form T-091) shall be completed after each meeting documenting the sworn employee's progress.
 - b. If non-sworn, a City of Tyler Employee Consultation Employee Consultation Form (Policy Form 2-36a) shall be completed after each meeting documenting the non-sworn employee's progress.
 - c. In both instances, the respective Employee Consultation Forms shall be attached to and become part of the sworn or non-sworn employee's Semi-Annual or Annual Job Performance Evaluation.
3. A sworn employee will be removed from their Performance Improvement Plan (PIP) at the close of the subsequent quarterly review period if their job performance in a given category(s) improves to the "*Meets Minimum Standards (M)*" criterion.
- a. If a sworn employee's performance has not risen to the appropriate level, the employee will be placed on secondary PIP Plan for the following quarterly review period.

- b. If at the close of the secondary PIP Plan implementation period the employee's performance remains inferior, the employee will be subject to disciplinary action, up to and including termination.
4. A non-sworn employee will be removed from their Performance Improvement Plan (PIP) at the close of the plans designated time frame if their job performance in a given category(s) improves to the “*Meets Expected Performance (MEP)*” standard.
 - a. If a non-sworn employee’s performance has not risen to the appropriate level at the closed of the PIP Plans allotted time frame the employee will be subject to disciplinary action up to and including termination.
5. No employee will be placed on a Performance Improvement Plan (PIP) without documentation from their immediate supervisor that the employee was previously made aware of their substandard performance.
 - a. Documentation may include, but is not limited to:
 - 1) Meetings held with the employee to discuss their Quarterly Review; and
 - 2) Counseling or consultation session held with the employee regarding their performance.
6. The previous statement notwithstanding, the Chief of Police may authorized the initiation of a Performance Improvement Plan (PIP) without prior documentation of substandard performance if an employee’s performance was so egregious as to bring discredit or shame upon the department.

09.707 SPECIAL CONSIDERATIONS – [CALEA Standard: 35.1.1]

- A. The Chief of Police may circumvent any portion of this policy when, in the Chief's opinion, it is in the best interest of the Department.
- B. Performance Improvement Plans (PIP) will NOT be used for sworn probationary employees. Sworn probationary employees will have their job performance evaluated utilizing a separate method as delineated by [General Order 09.200 – Police Training Officer Program](#) and the [Police Training Officer Manual](#).
- C. Asst. Chief of Police / Division Commanders shall be responsible for ensuring their supervisory staff understand and are properly training on the city’s and department’s job performance evaluation process. To include:
 1. Methods of Evaluation;

2. Rater Responsibilities;
 3. Measure Definitions; and
 4. Standard procedures for completing the respective Job Performance Evaluation forms.
- D. It is the responsibility of the Rater / Evaluator to carry out each evaluation in an impartial, objective, and comprehensive manner.
1. The Rater / Evaluator should make certain the employee's performance evaluation not only includes those areas that may require improvement, but recognition for outstanding job performance.
- E. When contemplating a change or changes, wherein an employee's ability to perform their required job function(s) are a factor performance evaluations may be utilized, except where strictly prohibited by law and/or department policy.
- F. The Performance Evaluation System / Process will be assessed on an annual bases as directed by the Chief of Police. The appraisal is designed to ascertain if they system meets the current needs of the Department.
1. The Patrol Asst. Chief / Division Commander or their designate will conduct the annual review and document whether the system does or does not meet the current needs of the Department.
 - a. Any recommended changes to Performance Evaluation System / Process shall be noted in the review.
- H. In the event an employee transfers to another division or unit within a given semi-annual or annual evaluation period, the employee's previous immediate supervisor shall complete a Transfer Evaluation. A Transfer Evaluation shall be completed and appropriately marked on the Six Month Performance Evaluation (TPD Form T-064 A) for sworn employees and on the Employee Job Performance Evaluation [Policy Form 2-21(b-e)] for non-sworn employees.
1. Once the previous immediate supervisor has discussed the evaluation with the employee it will be forwarded to the employee's new immediate supervisor.
 2. The new immediately supervisor shall be responsible for evaluate the employee's performance during the remainder of the evaluation period. At the close of the evaluation period both appraisals shall be submitted for review and become part of the employee's personnel file.

09.708 SWORN PERFORMANCE EVALUATION TASK AND DIMENSIONS

[CALEA Standard: 35.1.1]

- A. Definitions for each performance measure / category will be listed on the Semi-Annual Performance Evaluation forms as detailed below:
1. **Job Expertise (A)** – Demonstrates the knowledge and use of Citywide and departmental procedures and policies. Employee is able to apply the technical and procedural knowledge to get the job done. Serves as a resource person on who others rely for advice. Able to answer difficult questions and keeps informed of the latest developments in their area of specialty. Monitors events, which impact functional areas as well as effectively gathers and used information, procedures, materials, equipment, techniques, etc. required for the job.
 2. **Customer Service (B)** – Exhibits the ability to anticipate customer needs and to deliver services and respond to customers in a timely, accurate, courteous, respectful, and friendly manner. Demonstrates ownership, attention to detail, and follow-thru effectively and efficiently. Approaches problem solving by focusing on customers first and advocates for a customer results point of view. Has the ability to take ownership for solving problems, regardless of assigned responsibility and addresses customer complaints/problems in a timely manner. Effectively utilizes unassigned / unobligated duty time.
 3. **Verbal and Written Communication Skills (C)** – Communicates and listens effectively and responds in an affective, positive, and respectful manner. Employee demonstrates comprehension of oral and written questions, instructions, and information rapidly, thoroughly, and accurately. Response to oral and written questions, instructions, and information is timely and appropriate. Information presented is accurate, complete, and current. Written reports and correspondence are well organized, legible, concise, neat, and in proper grammatical form. Speech and verbal instructions are clear, concise, and understandable.
 4. **Teamwork and Interpersonal Skills (D)** – The degree in which the employee interacts with fellow employees, subordinates, supervisors, citizens, personnel from other departments and agencies are characterized by fairness, courtesy, diplomacy, honesty, firmness, empathy, and confidence. Employee is effective in offering support and assistance to others in obtaining information from others, and in supplying information to others. Is approachable and open to suggestions as well as demonstrates a positive attitude and flexibility along with the ability to develop effective relationships with co-workers and supervisors by helping others accomplish tasks and using collaboration and conflict resolution skills.

5. **Judgment and Problem Solving (E)** – Ability to demonstrate problem solving, evaluation of alternatives, and selecting the best course of action by using logic and common sense in decision making. Problems are identified rapidly, accurately, and appropriately under both emergency and non-emergency conditions. Decisions and resolutions are logical, rapid, appropriate, reliable, and effective when made under routine and non-routine conditions.
 6. **Reliability (F)** – Completes quality work assignments in a timely and efficient manner. Employee arrives to work on time and maintains attendance (for example, no lost time, no patterned or excessive absences). Meets established schedules and deadlines, including assigned work hours. Attends to duties of job, follow-up on progress of work and follows instructions and appropriate procedures. Fulfills responsibilities and maintains confidentiality as appropriate.
 7. **Community focused Policing (G)** – Utilizes the department and community resources to identify and remain knowledgeable of community crime and disorder problems. Employee takes action to correct identified problems. This includes soliciting input, cooperation, and participation of community members. When appropriate, shares such information with other officers, teams, units, departments, and agencies.
 8. **Department Performance Goals (H)** – Works towards identifying problems, determining solutions and producing results to accomplish department objectives.
 9. **Supervisory and Leadership Skills (I): Supervisors Only** – Supervisor establishes high standards of performance and sets an example for others to follow. Supervisor offers regular and constructive feedback, giving clear task instructions. Sets effective long and short-term goals based on a good understanding of management practices. Supervisor establishes realistic priorities within available resources. Supervisor excels in managing complex projects and balancing workloads to achieve results. Maintains high morale and provides direction, counsel, and guidance which are helpful, constructive, and effective. Supervisor completes performance evaluations in a fair and impartial manner.
- B. The above listed job performance measures / categories shall be utilized to evaluate a sworn employee's performance as it relates to their job description. Below are the measures / categories that apply to non-supervisory and supervisory personnel.
1. Non-supervisory employees will be evaluated on eight (8) performance categories (Sections A through H).

2. Supervisors will be evaluated on nine (9) performance categories (Section A through I).

09.709 SWORN PERFORMANCE EVALUATION RATINGS – [CALEA Standard 35.1.1]

- A. All sworn employees will be rated on observed and/or informed employee behaviors and competencies consistent with their job description.
 1. **Exceeds Minimum Standards (E)** – Employee’s performance is clearly above average. Accomplishments are significant and above the standard of the job responsibilities.
 2. **Meets Minimum Standards (M)** – Employee’s performance meets essential job requirements.
 3. **Does Not Meet Minimum Standards (D)** – Employee’s performance is not acceptable and requires a specific plan of action to correct noted deficiencies.
- B. Evaluation ratings for each performance measure / category will be listed in the “*Ratings Summary*” section of the job performance evaluation.

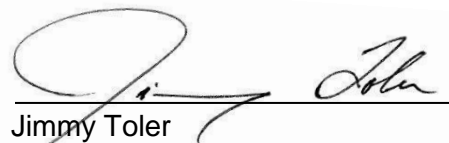
09.711 PERFORMANCE PRE-EVALUATION WORKSHEET

- A. Sworn employees may submit a [Performance Pre-evaluation Worksheet \(TPD Form T-092\)](#) to their immediate supervisor prior to the close of the Semi-Annual Job Performance Evaluation period.
 1. The Pre-evaluation Worksheet is voluntary and no sworn employee shall be compelled by ANY supervisor to submit one as part of their Semi-Annual Job Performance Evaluation.
 2. If submitted the employee’s Performance Pre-evaluation Worksheet will be attached to and remain a part of their Semi-Annual Job Performance Evaluation.
- B. Non-Sworn employees may submit a City of Tyler Self-Evaluation form [Policy Form 2-21(g-j)] to their immediate supervisor prior to the close of the Annual Job Performance Evaluation period.
 1. The Self-Evaluation form is voluntary and no non-sworn employee shall be compelled by ANY supervisor to submit one as part of their Annual Job Performance Evaluation.
 2. If submitted the employee’s Self-Evaluation form will be attached to and remain a part of their Annual Job Performance Evaluation.

a. The non-sworn Self-Evaluation form is maintained on the P: Drive and can be found by following the path listed below:

1) [P: Drive > POLICIES 10-1-99 > Policy Forms](#)

Approved: 11-02-2018



Jimmy Toler
Chief of Police