



SAN ANTONIO POLICE DEPARTMENT GENERAL MANUAL



Procedure 324 – Performance Evaluations

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Forms Referenced in Procedures:	SAPD Form #6-PE SAPD Form #6-CDC SAPD Form #6-NAR	Related Procedures:	

.01 INTRODUCTION

- A. This procedure establishes a performance evaluation system for all sworn members of the San Antonio Police Department.
- B. Non-sworn members are evaluated in accordance with *the City of San Antonio Employee Performance Management and Development System (EPDP)*.

.02 POLICY

- A. It is the policy of the San Antonio Police Department to use performance evaluations to identify training needs in order to enhance the service expectations, policing styles, and responsibilities of the Department's sworn members to reflect the goals and objectives of the Department and its community policing philosophy.
- B. Performance evaluations are also used as a catalyst for enhancing the career development of sworn members.
- C. Performance evaluations will not be used to determine any type of discipline or to affect promotions or transfers within the Department.

.03 TERMINOLOGY *(For specific use within this procedure, see Glossary)*

Coaching	Counseling	Immediate Notification
Performance Evaluation	Performance Evaluation Period	Planning Session
Rater	Rating Period	Reviewing Officer

.04 ANNUAL PLANNING SESSIONS AND PERFORMANCE EVALUATIONS

- A. Planning Sessions and Performance Evaluations are conducted annually on all sworn members to provide structure and guidance in developing their performance capabilities and career opportunities.
- B. Planning Sessions and Performance Evaluation are specific to the assignment or rank of the sworn member being evaluated. Both the Planning Session and the Performance Evaluation are documented on SAPD Form #6-PE, *Police (Sworn) Employee Annual Performance Appraisal*. Check the applicable box at the top of the form titled, Planning Session or Annual Evaluation.
- C. The SAPD Form #6-PE used for the annual Planning Session from the prior January will be the form used for the annual performance evaluation conducted in January of the following year. Planning Session forms shall remain in the sworn member's departmental field file. Should the officer transfer to another assignment, the Planning Session form will accompany the officer to the new assignment.
- D. During the rating period, rating officers shall conduct Performance Evaluations on subordinates utilizing the same SAPD Form #6-PE which was completed during the Planning Session from the previous January and can be retrieved from the officer's departmental field file.



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- E. Performance Evaluations for sworn members who are transferred during a Performance Evaluation period are conducted by the last Supervisor to whom a member is assigned during the Performance Evaluation period. Previous Supervisors should be contacted for input. The Performance Evaluation will be submitted to the reviewing officer by February 15th of each year.
- F. Probationary Police Officer Performance Evaluations
 - 1. Probationary police officers are evaluated weekly in accordance with Field Training Officer (FTO) Program SOP 207, *Evaluation Process for Probationary Police Officers*, through their riding phase.
 - 2. Probationary officers who have completed their riding phase are evaluated monthly for the remainder of their probationary period in accordance with Patrol Section SOP 213, *Probationary Police Officer Monitoring Program*.

.05 RATER TRAINING

- A. All supervisory officers shall receive initial professional and career development coaching, counseling, and performance evaluation training during annual in-service training.
- B. All newly promoted supervisory officers shall receive professional and career development coaching, counseling, and performance evaluation training during their promotional training school. This training is designed to increase knowledge and skill in the following areas:
 - 1. Planning expectations for new Performance Evaluation period;
 - 2. Performance Evaluations; and
 - 3. Career Development Consultation.

.06 ANNUAL PERFORMANCE EVALUATION PROCESS

- A. Supervisory officers, during the performance evaluation period, shall have the following evaluation responsibilities:
 - 1. Conduct Planning Sessions with all sworn members under their supervision;
 - 2. Consistently observe the sworn member's performance and document observations and events;
 - 3. Continually gather information on performance results and compare with evaluation criteria specific to the sworn member's assignment or rank;
 - 4. Regularly communicate with the sworn member about progress;
 - 5. Immediately document instances of poor performance and provide a copy of the document to the member;
 - 6. Identify systemic, procedural, and performance problems before they impact a sworn member's performance;
 - 7. Set specific goals to correct current performance problems and develop the sworn member's skills through coaching and formal and informal training; and
 - 8. When necessary, propose changes in the sworn member's attitude, work habits, or other key criteria which may be affecting job performance.
- B. At any time during a performance evaluation period, if a Supervisor detects an immediate need to address a training issue, the Supervisor shall document the issue in writing and submit a written report through the chain of command to the Training Advisory Board.



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- C. Also during the performance evaluation period, all sworn members being evaluated have the following evaluation responsibilities:
1. Identify for his Supervisor any problems which may be affecting his capabilities to successfully operate within an acceptable range of responsibility and productivity;
 2. Identify work performance problems to the Supervisor and cooperate in resolving them by setting mutually agreed upon objectives for improving work performance;
 3. When assigned by a Supervisor, attend and complete training and development activities designed to improve current or future job performance; and
 4. If a sworn member believes performance goals and objectives set by the Supervisor cannot be obtained as a direct result of Supervisory conflict, meet with the Supervisor's Supervisor to mediate mutually agreed upon objectives for improving work performance.
- D. Upon completion of the annual performance evaluation process, Supervisors shall review the criteria contained in SAPD Form #6-PE with members and explain those categories which apply to the member's assignment or rank for the next performance evaluation period.

.07 END OF EVALUATION PERIOD RATINGS

- A. At the end of the performance evaluation period all sworn members are rated on each category applicable to their assignment or rank listed on SAPD Form #6-PE. Explanations of the ratings are as follows:
- | | |
|-------------------------------|-------------------------------|
| ◆ <i>N/A</i> | ◆ <i>Not Applicable</i> |
| ◆ <i>Below Expectations</i> | ◆ <i>Unsatisfactory</i> |
| ◆ <i>Meets Expectations</i> | ◆ <i>Acceptable/Competent</i> |
| ◆ <i>Exceeds Expectations</i> | ◆ <i>Superior/Exceptional</i> |
- B. All sworn members are considered to have a rating value of "Meets Expectations" in all listed categories at the start of a performance evaluation period. Movement up and down the rating scale is based on a Supervisor's expectations, observations, documentation, coaching, and counseling of a sworn member.
- C. Category ratings are based on the overall performance of a sworn member. While single incidents may provide an indication of performance, Supervisors are encouraged to consider the totality of a sworn member's performance in light of a single or isolated incident.
- D. Supervisors who give a rating other than "Meets Expectations" in any section of the performance evaluation form must state the reason for the rating in writing in the "comments" section. Written documentation for instances of "Below Expectations" must be included with the original SAPD Form #6-PE for the performance evaluation period being rated.
- E. Members may document, in Part IV of SAPD Form 6-PE, any comments they might have regarding their annual performance evaluation. If additional space is necessary, SAPD Form 65, Interoffice Correspondence is used and becomes part of the evaluation form.

.08 SUPERVISORY REVIEW OF EVALUATION RATINGS

- A. Upon completion of an annual performance evaluation, the member's Supervisor conducting the evaluation signs the performance evaluation form and delivers the form to a reviewing officer.
- B. The reviewing officer reviews the performance evaluation form for accuracy, completeness, fairness and impartiality on the part of the rater. Reviewing officers shall discuss with the rater any identified or perceived problem found during the review of the evaluation.



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- C. A reviewing officer in disagreement with a rater's rating value in any category may require the rater to justify the rating value in writing.
 - 1. If the reviewing officer still disagrees with the rater's assessment of the rating value, he states the reason for his disagreement and records his assessment of the rating value in red ink next to the rater's assessment.
 - 2. Under no circumstances is the reviewing officer to change the rating value given by the rater.
- D. Upon completion of the reviewing officer's assessment of the rater's responsibilities, the reviewing officer shall sign the performance evaluation form in the appropriate box on the second page.
- E. The reviewing officer shall evaluate the rater regarding the fairness and impartiality of ratings given employees, the rater's participation in counseling rated employees, and the rater's ability to carry out the rater's role in the performance evaluation system.

.09 REQUIRED SUPERVISORY CONSULTATIONS WITH SWORN MEMBERS

- A. Upon completion and supervisory review of a sworn member's annual performance evaluation form, the Supervisor conducts a formal performance appraisal, counseling, and coaching interview with the sworn member.
- B. At the formal interview, the Supervisor reviews with the sworn member the rating value the sworn member received, discusses the level of performance expected, as well as the rating criteria or goals and expectations for the new period. The Supervisor also discusses career development with the sworn member and ensures SAPD Form 6-CDC, *Career Development Consultation*, is completed and attached to the performance evaluation form.
- C. After the end of the formal interview, the sworn member shall sign, date, and receive a copy of his completed annual performance evaluation form. The sworn member may also make written comments in Part IV of the performance evaluation form.
- D. The sworn member's signature on the annual performance evaluation form does not imply agreement or disagreement with the contents of the evaluation, but only that the sworn member has received an evaluation and has been given a copy of the performance evaluation form.
 - 1. If a sworn member refuses to sign his performance evaluation form, the Supervisor so notes and records the reason, if given.
 - 2. If sworn members are unavailable and cannot sign for their annual performance evaluations, the Supervisor will document the reason, place a copy in the sworn member's field file, and route the sworn member's original annual performance evaluation form to the Manpower Allocations Detail.
 - 3. If sworn members are unavailable and cannot sign for their annual performance evaluations, it will be the Supervisor's responsibility to ensure the member personally receives a copy of his evaluation upon his return to duty.

.10 APPEAL PROCESS FOR CONTESTED PERFORMANCE EVALUATIONS

- A. If a sworn member disagrees with his annual performance evaluation rating, the sworn member shall indicate the disagreement to the Supervisor. If an agreement cannot be reached between the Supervisor and the member, the Supervisor shall inform the sworn member the performance evaluation rating may be appealed to the reviewing officer.
- B. The sworn member's appeal must be in writing using SAPD Form #6-NAR, *Notification of Appeal Rights to Performance Evaluation* and submitted to the reviewing officer within five (5) working days after the sworn member has signed the performance evaluation form. The written appeal must state the reasons for the appeal and the points of disagreement.



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- C. The reviewing officer has ten (10) working days to investigate the appeal and respond to the sworn member in writing as to the findings of the investigation. The decision of the reviewing officer is final.
- D. The written appeal and findings become a permanent part of the original annual performance evaluation form and placed in the Department central personnel files.

.11 ROUTING AND RETENTION OF ANNUAL PERFORMANCE EVALUATIONS

- A. Supervisors shall make copies of all completed annual performance evaluation forms and new planning session forms, with any attachments, and place the copies in the sworn members' departmental field files.
- B. Reviewing officer shall route all completed original annual performance evaluations forms, with any attachments to the Manpower Allocations Detail by February 28 of each year for processing. All completed annual performance evaluation forms routed within the Department are placed in sealed envelopes prior to being routed.
- C. The Manpower Allocations Detail shall verify there is an accurate accounting of all sworn members' annual performance evaluation forms.
- D. The Manpower Allocations Detail shall forward a copy of any performance evaluation which has a "Below Expectations" rating in any category to the Training Advisory Board for review.
- E. The Manpower Allocations Detail shall forward all original annual performance evaluation forms to the Accounting and Personnel Office.
- F. All annual performance evaluation forms shall remain on file in Accounting and Personnel Office for a period of three (3) years.

.12 CONFIDENTIALITY OF ANNUAL PERFORMANCE EVALUATIONS

- A. All annual performance evaluations are confidential. Only persons who have a job related interest in reviewing the annual performance evaluations shall have access to the performance evaluations.
- B. A sworn member's performance evaluation is discussed only with the sworn member; their appropriate Supervisor or potential Supervisor, and the reviewing officer.
- C. The only units or personnel who should have access to annual performance evaluation forms are:
 - 1. The sworn member being evaluated;
 - 2. The Supervisor conducting the annual performance evaluation;
 - 3. The reviewing officer;
 - 4. The Manpower Allocations Detail;
 - 5. The Training Advisory Board; and
 - 6. The Accounting and Personnel Office.