

**The Bill Blackwood  
Law Enforcement Management Institute of Texas**

---

**Performance Evaluation**

---

**An Administrative Research Paper  
Submitted in Partial Fulfillment  
of the Requirements for Graduation from the  
Leadership Command College**

---

**By  
James Gonzales**

**Boerne Police Department  
Boerne, Texas  
November 2005**

## **ABSTRACT**

Performance evaluation plays a crucial role in assessing an officer's performance, as the organization strives to meet its operation goals. Traditionally, performance evaluations have been used for pay increases, promotions, bonuses, and demotions. However, in many small departments, performance evaluations are non-existent. This can lead to poor performance by the officers. It promotes individualism, non-conformity with agency administrators and ultimately the failure of the organization as a whole.

The purpose of this research is to develop and design a performance evaluation system, which is uniquely designed for a small department. In order to implement a performance evaluation system, the proper job performance criteria will be identified, a rating scale will be implemented, and the actual performance evaluation form will be created.

This research concentrated on a six-member police department in south Texas. The officers participated in survey's and interviews. The research had expectantly proven the hypothesis when the results of the interviews and survey's defined the over-all criteria to be used, and the development and design of a performance evaluation system.

## Table of Contents

Abstract

Introduction.....1

Review of Literature..... 2

Methodology.....4

Findings.....5

Conclusions.....13

References.....16

Appendices

## **INTRODUCTION**

Performance evaluations in law enforcement have been used for pay raises, transfers, assessing training needs and promotions. They are a valuable tool and serve as avenue of communication between agency administrators and officers. Most large departments have some type of performance evaluation in place, but for many small departments performance evaluations are non-existent.

The purpose of this research project is to develop and implement a performance evaluation for a small police department. In order to develop a performance evaluation, a small department located in South Texas will be used. This department consists of six officers including the chief of police.

For agency administrators, a performance evaluation can ensure that proper department guidelines and procedures are being followed, it can reduce civil liability and ensure the proper use and care of city issued equipment which in turn will present a positive image of the department. From an officer's standpoint, it will open up lines of communications between the officer and supervisors. This allows the officer to know what is expected of him/her, offers guidance and gives directions to many un-experienced officers. Most importantly this ensures accountability. In small departments, there are no specialized units such as homicide/robbery or violent crimes, however the officers in these small departments must conduct the same investigations, secure crime scenes, obtain witness and victim information and respond to hazardous situations. These tasks are the responsibility of every officer and if officers fail to perform less that what is expected, it may determined the difference between guilt, innocent, life or death

In order for a department to fulfill its' goals, the right performance evaluation must be used. Implementing an annual performance evaluation is not a "one-performance-evaluation-fits-all departments", but rather it should be customized and curtailed to the departmental needs. Due to the uniqueness of every organization, law enforcement agencies should create individual effective performance evaluation systems. (Kramer 1998)

This research will include a survey from the officers of this small South Texas department, an analysis of the type of calls handled by the officers, a survey from officers outside the department, periodicals, journals and publications regarding performance evaluations. The goal of this research is to provide information for small departments on how to develop and implement a performance evaluation system.

## **REVIEW OF LITERATURE**

Historically, performance evaluations can be traced back to the early 1900's. During this era, performance evaluations focused on the relationship between employee and machine. Industrial factories were concerned with the maximum output by employees in exchange for the maximum profits. Frederick Winslow Taylor, a notable researcher, developed what is now known as "Scientific Management," to improve the performance of employee and machine. Scientific management was known as the classical management perspective that emphasized scientifically determines changes in management practices as the solution to improve labor productivity. (Daft 2000).

Taylor's scientific management consisted of several key elements: Develop a standard method for performing each job, select workers with appropriate abilities for each job and provide wage incentives to workers for increased output. Scientific management was an avenue

by which employers could require employees to perform at an acceptable level and maintain qualified employees, while providing pay increases for maximum performance.

Today many corporations in the retail sales industries have implemented numerous forms of performance evaluations. These performance evaluations can be simple and range in the form of customer service surveys, telemarketing phone calls, to very complex evaluations. These surveys are designed to show the relation between customer satisfaction and profits. It is clear that from a historical perspective and current views, the private sector is motivated by profits.

Performance evaluation not only served a purpose in the private sector, the military relied heavily on performance evaluations on officers. Performance evaluation was introduced by the military during World War I, when the United States Army began evaluating commissioned officers. (Bopp 1974) Every aspect of the recruit and officer's life is evaluated. From boots, uniform, grooming, discipline, the use of a rifle and artillery equipment, to how they respond to various tactical situations are evaluated. The purpose of these performance evaluations was to maximize optimum performance of a soldier in order to obtain victorious results. If the soldiers can not perform their duties in a satisfactory manner, the consequences are far more serious than those of the private sector.

In the late 1950's, law enforcement adopted the same principals, including many of the military's policy and procedures. However, at its inception, law enforcement consisted of very little, or no supervision and almost no training. Most importantly there was no accountability.

During the 1960's, major court decisions had a profound impact on how officers performed their jobs. In the cases of *Miranda v. Arizona* and *Terry v. Ohio*, the United Supreme

Court decisions shifted the emphasis on the conduct of police officers. In conjunction with the major court decisions, the technical advancement of latent finger printing, use of intermediate impact weapons, specialized units-K9, tactical and swat teams, hostage negotiation, community oriented policing, criminal investigation; evidence collection and courtroom testimony, all have a direct effect of police performance.

It is believed that no two police departments are alike; therefore, a performance evaluation system must be created specifically for each department. Moreover, a formal evaluation follows established guidelines which everyone in the organization can have some input into the developing and can adhere to. (Holtz 1995).

## **METHODOLOGY**

The proper criteria will be taken from a statewide job analysis from the Texas Commission on Law Enforcement Officer Standards and Education, and examining the department's computer data for calls for service during the last year.

Research consisted of all the officers of the department completing a survey that consisted of a one hundred-four questionnaire, regarding arrest and detain, booking procedures, patrol, investigation, interpersonal communication, emergency medical and use of force. This survey began with ten basic questions regarding the background of each officer. Additional research will include, a survey from officers outside the department and information regarding other police departments design and creation of the personnel evaluation form.

Hypothetically, this research will show what criteria should be included in developing a performance evaluation, and any personnel issues that may indicate a need for a performance

evaluation, the grading process, design of a performance evaluation system and is the performance evaluation system valid?

## FINDINGS

The initial step to develop a performance appraisal system was to conduct a preliminary survey that consisted of ten questions regarding the officer's experience, background and education. Table 1 depicts the officers' experience, education and background.

Table 1

Experience	3 officers had less than 6 years, 1 officer had 22 years and the remaining officer had 33 years of experience .
Age	Average age was thirty-seven years old.
Prior experience	Four officers had prior experience, one officer had no prior experience.
Department issued equipment	The city issues uniforms, weapons, boots ect...
Education	Four officer have high school education, one officer has sixty-eight hour of college
Certification	Three officers have basic certification, one officer has an advanced certificate and the remaining officer has a master certificate.
Training hours	Each officer receives less than forty hours of Training each year.
Reports and Administrative	All officers indicated that they are concerned with reports and administrative issues.
Concerned with performance	All officers indicated they are concerned with their performance.
Concerned with appearance	All officers are concerned with their appearance.

With the initial questionnaire completed, the officers were then asked to answer the following questions regarding job related tasks that were obtained from The Texas Commission on Law Enforcement Officer Standards and Education job analysis of Texas peace officers. The officers were ask to rate the following questions with regards to frequency under the categories of arrest and detention, booking, emergency medical services, use of force,



investigations, patrol functions and traffic. The results of the task survey provided insight of the officer's daily routine and how frequently they perform certain tasks.

In the category of arrest and detention, eight out of fifteen tasks received an average rate of frequency score of three or higher. These tasks include, issuing Miranda rights, arrest person with or without warrants, complete arrest reports, conduct pat down or search, detain a person and transport offender to detention. These tasks not only indicated how frequently the officers perform these tasks, but may also indicate the officer's knowledge with regard to probable cause that will allow the officer to arrest, or detain a suspect for further investigation.

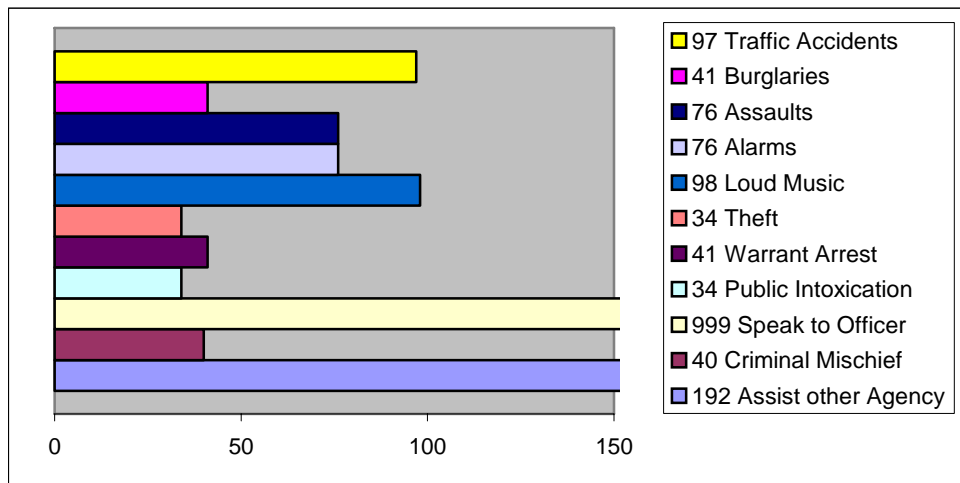
In the categories of Booking, and Emergency Medical Services, no task listed under these categories received higher than a score of "3". Use of Force category contained two tasks that received higher than a score of "3", they were double lock offender restraints and use body language to project control/influence. For the category of Investigations, nine out of fourteen tasks received a score of "3" or higher. These tasks are crucial in the officer's ability to solve cases, and may indicate that the patrol officer's are not only writing the initial report, but also performing the actual role of an investigator. These tasks are conducting surveillance, analyze modus operandi, investigating drug and penal code offenses, sharing information with other law enforcement agencies, locating witnesses, taking confessions and interviewing complainant/witnesses. The category of Patrol contained fifteen out of twenty tasks that received an average of frequency score of "3" or higher. These tasks depict the day to day routine of the patrol officers. These tasks include transporting prisoners, monitoring police radio, checking for outstanding warrants, responding to alarms, and patrolling business and residential area's. The task that received the highest score was reporting shift activities to a

supervisor or incoming officer. In the category of Crime Scene Search, no task received an average rate of frequency score above “3”.

The last category “Traffic,” contained four out of twelve tasks that had received an average rate of frequency score of “3” or higher. The tasks were observing traffic violation, issue citation/warnings, estimate speed of moving vehicle with a radar and conduct a traffic stop. These tasks depend heavily on the officer’s ability to observe violations and take the appropriate action.

Upon completion of the survey, additional data was received from the department’s call for service records. (See table II).

Table II. Number and type of calls between January 1, 2004 through January 30, 2005.



During that period the department received 3,054 calls for service, table I indicates a total of 1,728 calls for service. This data accurately reflects the number and types of calls the officers are answering, thus giving some insight into their daily routine.

After gathering the initial questionnaire and the job analysis survey, the results were reviewed. Based on the results, seven performance categories were created that accurately

reflect the survey completed by the officers and the calls for service data. These performance categories are Field Operations, Administrative Organization, Use of Equipment, Appearance, Initiative, Dependability and Relations with Others.

Field operations tasks consisted of: Arrest with a warrant, issuing citations and warnings, responding to alarm calls, traffic investigations, directing traffic, patrol business and residential areas, responding to disturbances, responding to ems calls, operating radar equipment, taking statement/confession, collecting evidence, processing crime scene, taking photographs, maintains accurate records of criminal activity/informs supervisor of case status. Administrative organization tasks consisted of: Reports contain necessary information, reports are completed on time, appropriate forms are completed, appropriately manages time with regard to report writing, reports are clear and concise, work station is neat and clean. Use of equipment tasks consist of: Interior and exterior of the patrol car is clean on a regular basis, police radio, police car video camera radar units and city issued service revolver are clean and in good working order. Appearance tasks consist of: Uniform is neat and clean on a regular basis, grooming and personal hygiene are suitable for the job, boots and leather gear are kept clean and shined on a regular basis. Initiative tasks consist of: Accepts varying assignment without hesitation, demonstrates a positive attitude towards job, supervisor(s), city officials and coworkers, Accepts supervisor's instruction and criticism. Dependability tasks consist of: predictable job behavior, including attendance, promptness, and reaction to boredom, stress and criticism. Relations with others tasks consist of: Ability to effectively articulate to those whom the officer comes in contact with during his/her shift, willing to assist fellow officers, officers from other agencies with cases and relations with the public.

With the performance categories completed, a weight or overall importance score was assigned to them. In order to obtain a weight, or overall score for these performance categories, a survey of officers outside the police department was conducted. These officers represented departments ranging from eight to twenty-five officers, and were comprised of the following rank, a chief of police, one patrol sergeant, a patrol officer and two detectives. These officers represented 60 years of law enforcement experience. The officers were asked to rank the performance categories in relation to importance, one through five (one being the least important, five being the most important). See table III.

**Table III**

Overall weight (importance) of each performance category.

<b>Category</b>	<b>Average Score</b>
Field Operations	5
Administrative Organization	4
Use of Equipment	4
Appearance	4
Initiative	5
Dependability	5
Relations with Others	4

Field Operations received a score of five, Administrative Organization received a score of four, Use of Equipment received a score of four, Appearance received a score of four, Initiative received a score of five, Dependability received a score of five and Relations with Others received a score of four.

In reviewing the results, the performance categories scores of Dependability, Initiative and Relations with Others were adjusted. Under each of these performance categories, the tasks are considered important; however, they do not require technical skills and lack complexity.

Initiative was adjusted to 3, Dependability was adjusted to 1 and Relations with others was adjusted to 1.

With the selection of the performance categories, along with the weight score of each performance category completed, the rating scale was selected. Borrowing from the City of Boerne's evaluation process, a proven ratings system was adopted. Ratings will consist of the following scale:

- “Unsatisfactory (0)-the employee is unable or unwilling to perform at an acceptable standard.
- Below Expectations (1)-experienced employee who requires more than normal counsel, guidance and supervision.
- Meets expectations (2)-good performance, meeting supervisor's expectations on most performance factors.
- Exceed expectations (3)-performance is excellent and frequently outstanding, exceeding the supervisor's expectations on nearly all performance factors.
- Outstanding (4)-Performance is consistently exceptional in scope, quality and quantity”. (Boerne Police Personnel Handbook 1993)

In order to accurately evaluate an employee, the following procedure will be followed. Each performance category has been given a weighted value. This weighted value should be multiplied by the ratings scale number assigned to each performance category. For example if the weighted value of a performance category is “5” and a rating scale of three is given to that performance category, the total score is “15” (5x3). All performance categories receiving a

ratings score of less than "2" and greater than "3" should be accompanied by notes in the comments section.

The evaluation form must also include standardized information about the employee. Name, date when the evaluation was completed, period of evaluation, space for commentary for each dimension, actions to address improvements, signature for employee and supervisor, rating system (e.g., poor, average, good, excellent). (McNamara, n.d.). These requirements may be simplistic in nature, but they provide specific information that may serve as documentation to the overall content of discussion, plan of action to be taken. In addition, a six-month "pre-evaluation" date will be incorporated into the form. This six-month review allows the supervisor and employee to evaluate the course of action that was agreed upon during the initial evaluation period; or it may serve to encourage the employee to maintain his current performance level.

When conducting a performance evaluation, many employees feel that performance evaluations are no more than a formal tool to criticize their performance. These negative feelings can be reversed by giving the employee an opportunity to include his or her performance. The performance appraisal should be an employee's motivational tool and a two-way feedback opportunity. (Porter 2003). A fair and standard practice is to let the employee offer their assessment of their performance through a self-evaluation. Its overall purpose is to encourage thinking, self-evaluation, a critique of the organization and pinpointing of reference that will be helpful in the interview. (Trojanowicz 1980)

A self-evaluation form was created for the police department, it requires the employee to evaluate him or herself and answer several questions regarding their performance. The questions initiated are as follows:

- Are your duties and responsibilities adequately defined?
- Do you feel you are getting the backing and support you need?
- What can the City change or improve upon to help you do your job better?
- How can your supervisor help you in your job performance and personal development?
- Do you feel you have adequate training to perform your job responsibilities?
- What are your goals and how do you plan to achieve them?
- List any significant job accomplishment over the past year.
- List your top 5 job performance related goals for the next 12 months.
- Was there any condition or situation that may have hinder your performance during the past twelve months?
- How would you rate your overall job performance?

A final step in the evaluation process will be for the supervisor to gather a peer evaluation of the employee. The supervisor should seek out comments that will look favorable upon the employee. This can be done by soliciting opinions from Judges and prosecuting attorney's regarding testimony, honesty and the employee's ability to articulate the facts regarding the case. This may also include letters of appreciation from the public and special recognition from civic and community organizations.

The last component of developing a performance evaluation is whether or not it will withstand legal challenges. According to Adolph Jacobson attorney for the cities of Grey Forest, Fair Oaks and Leon Valley, (personal communication July 8, 2005) not only should performance evaluations be job related, employee performance must be supported by evidence,

documentation becomes extremely important. Through out the course of the employee's evaluation period, the supervisor must keep accurate records of the employee's performance. If an employee performance is outstanding, the evaluation should reflect his performance. If an employee performs less than acceptable, it is the responsibility of the supervisor to take immediate corrective action and provide written documentation so the employee's poor performance can be noted in the evaluation. The supervisor must complete a written document indicating the specific item that was addressed, date, time, the corrective measure that was taken and the signature of the employee. This procedure if properly followed may reduce civil litigation, which may cost the department several thousands of dollars of tax payer revenue.

After Gathering data from the officer's survey and obtaining the proper criteria for the evaluation and self-evaluation, the actual design of the forms were completed. The self evaluation form and the actual evaluation form are presented in Appendix 1 & 2.

## **CONCLUSIONS**

Many small police departments do not have a performance evaluation in place to assess the performance of it's employees. The purpose of this research project was to develop and implement an annual performance evaluation for a small department.

In conducting research on performance evaluations, it was found by the researcher that there were many different models of evaluation systems. Among those were the Englewood and Ratings scales systems. These two systems are based on a mixture of objective and subjective measurements, thereby confusing the rater and not accurately measuring the performance of the employee. The Behaviorally Anchor Ratings Scales is a system of measurement that is objective, rather than subjective. It is this reason many departments have chosen to utilize the



behaviorally anchor rating scales system. (Londy & Goodin 1974). An objective form of measurement are those tasks that can be seen, or counted and have the appearance of being factual and unbiased. For the purpose of this research, an objective performance evaluation model will be created.

“Performance appraisals should be job related, performance criteria should be obtained through a job analysis that accurately represents all significant performance categories, performance appraisal ratings should be under formal standardized conditions, performance appraisals should eliminate bias regarding race, ethnicity, sex, religion or National origin; avoid using vague, un-validated factors; raters must have personal knowledge and reasonable contact with the job performance that is to be rated”. (Geller 1991).

The job criterion was defined by a questionnaire proposed to the officers. The overall response indicated there were personnel issues regarding the officers' experience and education. The majority of the officers held basic peace officer certificates, received forty hours or less of training per year and four out the six officers have six years or less of law enforcement experience. These items indicate that the officers are at the beginning stages of their careers, additionally may require guidance and direction offered by a performance evaluation. The criteria survey, along with the calls for service data from the department's computer revealed the exact criteria which should be included in the development on a performance evaluation. Seven performance categories were created, and individual tasks were assigned to the performance categories. The individual tasks identify the exact criteria that the employee will be rated upon, thus leaving no room for misunderstanding.

The performance categories were assigned a weight score by a survey of officers outside the department. A total of five officers, having a total of sixty years of law enforcement experience determined on a scale of 1 being the least important through 5, being the most important. With the creation of the weighted scores and rating systems, the department now has a system that will accurately evaluate their officers. A crucial step in the evaluation process is employee participation. Through the creation of a self evaluation, employees can answer and list several key questions regarding their performance, training, future goals; significant accomplishments and what can the city do to help the employee perform their duties.

Performance evaluations have been traditionally used for pay raises, promotions, bonuses and demotions. However, a performance evaluation should be viewed in a different light. It should be used as a motivational tool to enhance and direct an employee's performance, not used as a "fact finding mission" to criticize the employee performance. It serves both the officer and agency. For the officer, it is an excellent avenue of communication, it provides guidance and direction, and serves as a way of recognizing outstanding performances by the officers. For the agency, it allows administrators to define the exact criteria to be used in assessing the overall performance of each officer. Most importantly it provides accountability to the community whom the department serves.

## REFERENCES

- Bopp, W. (1974) *Police Personnel Administration*. Boston: MA, Holdbrook Press. Inc.
- City of Boerne. (1993), *Performance Evaluation Handbook for Supervisors*. Boerne, TX: City of Boerne Personnel Office.
- Daft, R. (2003). *Management*. Mason, OH: Thomson Southwestern.
- Geller, W. (1991). *Local Government Police Management*, Washington, DC: International City Management Association.
- Holtz, H. (1995.) *Effective Supervisory Practices*. (M.L. Walsh, Ed). Washington, DC: International City/county Management Association.
- Kramer, M. (1998). FBI Law Enforcement Bulletin. Designing an individualized performance evaluation system. 67(3) 20-27.
- McNamara, C. (1999). *Basics of Conducting Performance Appraisals*. Retrieved July 13, 2005 from <http://www.mapnp.org/library/emp-perf/-rvw/basic.htm>
- Porter, K. Positive Performance Appraisals. Office Pro. P.6 retrieved November 24, 2003. Proquest database (437055641)
- Trojanowicz, R. (1980), *The Environment of the first Line Police Supervisor*, Englewood Cliffs, NJ: Prentice-Hall Inc



## APPENDIX 1

### JOB ANALYSIS QUESTIONNAIRE FOR PEACE OFFICERS.

Please answer the following questions.

- 1). How many years of experience do you have in Law Enforcement? \_\_\_\_\_
- 2). Your age \_\_\_\_\_ male or female (circle one).
- 3). Does your agency issue equipment such as guns, uniforms and ballistic vest? \_\_\_\_\_
- 4). Are you concerned about your appearance (dress, patrol car and office area) and how it affects the public's perception of the police department? \_\_\_\_\_
- 5). What is your level of education? (Circle one) High School Associate's Degree  
Bachelor Degree PH D
- 6). What certificate do you hold as a peace officer? (Circle one). Basic Intermediate  
Advance Master
- 7). What is the total number of training hours you take each year? \_\_\_\_\_
- 8). Is appearance important to you? \_\_\_\_\_
- 9). Report writing and administrative organization important? \_\_\_\_\_
- 10). Do you feel it is important that management lets you know how you are performing your job so that it may allow you to grow as an officer? \_\_\_\_\_

## APPENDIX 2

0=not done, 1=few times per year, 2=monthly, 3=few times per month, 4=weekly, 5=few times per week, 6=daily, 7=several times per day. The numerical score after each task represents the overall average. (See tables one through eight).

Table I

Tasks: Arrest and Detention	Average Rate of Frequency
Issue Miranda Rights	3
Apprehend Suspect	2.6
Arrest persons with a Warrant	3
Arrest Persons without a Warrant	3.3
Assess Emotional Stability of an Arrested Person	2.5
Check for Warrants on Persons	4.8
Complete Arrest Reports	4.1
Conduct Frisk/Pat Down Search	5.5
Conduct Vehicle Stop for Misdemeanor/Felony Arrest	2.8
Detain a Person	4.8
Place Juvenile Offender in Custody	2.6
Explain Alternative Course of Action to Comp/Victims	2.8
Take Custody of Mentally Ill	1
Obtain Arrest Warrant	2.1
Transport Offender to Detention Facility	6

Table II

Tasks: Booking	Average Rate of Frequency
Assess Medical Condition of Prisoners	2.8
Book Prisoners by Completing Booking Forms	1.5
Interview Arrested Persons for Booking Purposes	1.5
Place hold on Prisoners and Notify Department Holding Warrant	2
Photograph Prisoners	2.1
File Appropriate Charge on the Defendant	2.5

Table III

Tasks: Emergency Medical Services	Average Rate of Frequency
Administer CPR	.6
Apply first aid to control bleeding	.6

Apply first aid to broken bones	.5
Apply first aid to treat for diabetic shock	.5
Apply first aid to treat for heart attack	.8
Apply first aid to treat for heat stroke	.6
Apply first aid to treat for overdose	.8
Apply first aid to treat for poisoning	.6
Apply first aid for shock	.5
Apply first aid for stab wounds	.6
Assist EMS with patients	2.8

Table IV

Tasks: Use of Force	Average Rate of Frequency
Break up a fight	2.1
Detain Person at Gunpoint	1
Disarm Suspect	1
Double Lock Offender Restraints	3.5
Draw Weapon to Protect Self/Third Party	1
Force Open a Door	.83
Handcuff Suspect Resisting Arrest	2
Handcuff Suspects/Arrested Persons	3
Place Resisting Offender in Vehicle	2.3
Pull Resisting Offender from Vehicle to Make Arrest	1.3
Pursue Offender on Foot	2
Qualify/Practice with Weapons	1.3
Subdue Resisting Offender with Assistance	2
Take Control of Publicly Intoxicated/Disruptive Person	2.5
Use Body Language to Project Control/Influence	3.6
Use Chemical Agents to Control Persons	.83
Use Impact Weapons to Control Persons	.6

Table V

Tasks: Investigations	Average Rate of Frequency
Investigate all penal code offense	3.6
Investigate all Drug Offenses	3.1
Analyze/Compare Incidents for Modus Operandi	4.8
Conduct Surveillance	3.5
Determine Whether Incidents are Criminal/Civil	3.6

Exchange Information with other Law Enforcement Agencies	4.1
Interrogate Suspect	2.6
Interview Complainant/Witness	4.5
Locate Witnesses to a Crime	4.3
Take Confessions	2.8
Take Juvenile Statements	1.6
Locate Witnesses to a Crime	4.3
Take Confessions	2.8
Take Juvenile Statements	1.6

Table VI

Tasks: Patrol Functions	Average Rate of Frequency
Describe persons to other officers	4.5
Direct actions of officers arriving to assist	3.6
Establish perimeter	2.3
Find remote locations	2.6
Inspect patrol vehicle for weapons and contraband	4.6
Monitor police communications	5.1
Notify persons/business of property damage	3.1
Check for outstanding warrants	5.1
Operate patrol vehicle in emergency response situation	3.8
Operate patrol vehicle in a pursuit situation	2
Prioritize response call into emergency/non emergency calls	3.8
Report Hazardous conditions	3
Report shift activities to a supervisor/incoming officer	5.8
Request repair or maintenance of patrol car	3.1
Respond to alarms__	3.6
Broadcast and attempt to locate or BOLO	2.3
Secure crime scene	1.3
Transport arrested persons in a patrol vehicle	3
Patrol business/residential areas	5.1
Assist other agencies	4

Table VII

Tasks: Crime Scene Search	Average Rate of Frequency
Collect evidence/property	2.8
Conduct search for missing person	1.1
Determine perimeter/scope of search	2



Dust/lift latent prints	1
Obtain consent to search	2.8
Obtain search warrant	1
Photograph/video evidence at a crime scene	1.8
Photograph persons	3
Record/recover stolen property	2.1
Search crime scene for evidence	2.5
Search for suspects	2.5

Table VIII

Tasks: Traffic	Average Rate of Frequency
Administer field sobriety test	2.1
Arrest DWI suspect	1.1
Collect facts of accident to determine charges	1.3
Diagram accident scene	1.5
Direct traffic during emergencies/special events	2.1
Determine causes/factors contributing to accident	1.8
Conduct a traffic stop	5.3
Estimate speed of moving vehicle with a radar	5.5
Fill out DWI arrest report	1.8
Issue citations/warnings	6
Observe traffic violations	6.1
Report hazardous traffic conditions	3.6

**APPENDIX 3**

***POLICE DEPARTMENT***

***SELF-EVALUATION FORM***

Officer: \_\_\_\_\_

Date: \_\_\_\_\_

Position: \_\_\_\_\_

This self-evaluation will be used as a communications tool to discuss your job performance with your supervisor. The Employee Self Evaluation is provided to gather information from employees about not only how they view their own job performance, but to offer suggestions on how the Department can assist employees in improving productivity and effectiveness.

1. Are your duties and responsibilities adequately defined?

---

---

---

2. Do you feel you are getting the backing and support you need?

---

---

---

3. What can the City change or improve upon to help you do your job better?

---

---

---

4. How can your supervisor help in your job performance and personal development?

---

---

---

5. Do you feel you are getting adequate training to perform your responsibilities? If not, please list the type of training you feel will help you.

---

---

---

6. What are your goals and how do you plan to achieve them?

---

---

---

7. List any significant job accomplishments over the past twelve months.

---

---

---

8. List your top 5 job performance related goals for the next twelve months.

---

---

---

9. Was there any condition or situation that may have hinder your performance during the past twelve months?

---

---

---

10. How would you rate your overall job performance? Please check one of the following.

Unsatisfactory  Below expectations.  Meets expectations.

Exceeds expectations.  Outstanding.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

**APPENDIX 4  
EMPLOYEE EVALUATION (CONTINUED)**

POLICE DEPARTMENT PERFORMANCE EVALUATION

EMPLOYEE NAME: \_\_\_\_\_ EMPLOYEE NUMBER: \_\_\_\_\_  
 POSITION: \_\_\_\_\_ PERIOD OF REVIEW FROM \_\_\_\_\_ TO \_\_\_\_\_  
 REVIEWER: \_\_\_\_\_ SUPERVISORY POSITION: YES OR NO : YES OR NO  
 SELF EVALUATION ATTACHED: YES OR NO.  
 DATE: \_\_\_\_\_ TIME \_\_\_\_\_  
 PERFORMANCE RATING: U (0) BE (1) ME (2) EE (3) O (4)  
 ALL RATINGS BELOW MEETS EXPECTATIONS MUST HAVE COMMENTS ATTACHED.

WT/RT	FIELD OPERATIONS:	COMMENTS	SCORE
5/	ARREST WITH WARRANT,ISSUE CITATIONS/WARNINGS, RESPOND TO ALARM CALLS, TRAFFIC INVESTIGATIONS,DIRECT TRAFFIC, PATROL BUSINESS/RESIDENTIAL AREAS, RESPONDING TO DISTURBANCES, RESPOND TO EMS CALLS, OPERATES RADAR EQUIPMENT.		
5/	TAKE STATEMENT/CONFESSIONS, COLLECTS EVIDENCE, PROCESS CRIME SCENE, TAKE PHOTOGRAPHS, MAINTAINS ACCURATE RECORDS OF CRIMINAL ACTIVITY/INFORMS SUPERVISOR OF CASE STATUS.		
WT/RT	ADMINISTRATIVE ORGANIZATION	COMMENTS	SCORE
4/	REPORTS CONTAIN NECESSARY INFORMATION, REPORTS ARE COMPLETED ON TIME, APPROPRIATE FORMS ARE COMPLETED, APPROPRIATELY MANAGES TIME WITH REGARD TO REPORT WRITING, REPORTS ARE CLEAR AND CONCISE, WORK STATION IS NEAT AND CLEAN.		
WT/RT	USE OF EQUIPMENT	COMMENTS	SCORE
3/	INTERIOR AND EXTERIOR OF THE PATROL CAR IS CLEAN ON A REGULAR BASIS, POLICE RADIO, POLICE CAR VIDEO CAMERA'S RADAR UNITS AND CITY ISSUED SERVICE REVOLVER ARE CLEAN AND IN GOOD WORKING ORDER.		
WT/RT	APPEARANCE	COMMENTS	SCORE
3/	UNIFORM IS NEAT AND CLEAN ON A REGULAR BASIS, GROOMING AND PERSONAL HYGIENE ARE SUITABLE FOR THE JOB, BOOTS AND LEATHER GEAR ARE KEPT CLEAN AND SHINED ON A REGULAR BASIS.		
WT/RT	INITIATIVE	COMMENTS	SCORE
3/	ACCEPTS VARYING ASSIGNMENTS WITH OUT HESITATION, DEMONSTRATES A POSITIVE ATTITUDE TOWARDS JOB, SUPERVISOR(S), CITY OFFICIALS AND CO-WORKERS, ACCEPTS SUPERVISOR'S INSTRUCTION AND CRITICISM		
WT/RT	DEPENDABILITY	COMMENTS	SCORE
2/	PREDICTABLE JOB BEHAVIOR, INCLUDING ATTENDANCE, PROMPTNESS, REACTION TO BOREDOM, STRESS AND CRITICISM		
WT/RT	RELATIONS WITH OTHERS	COMMENTS	SCORE
1/	ABILITY TO EFFECTIVELY ARTICULATE TO THOSE WHOM THE OFFICER COMES IN CONTACT WITH DURING HIS/HER SHIFT, WILLING TO ASSIST FELLOW OFFICERS AND OFFICERS FROM OTHER AGENCIES WITH CASES.		

EMPLOYEE NAME \_\_\_\_\_

EMPLOYEE NUMBER \_\_\_\_\_

Peer evaluation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

List employee strengths and situations where employee should be commended. \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

List areas where employee performance needs improvements and steps to be taken to improve performance \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Score: \_\_\_\_\_

0=unsatisfactory 1-26= Below Expectations 27-52=Meets Expectations 53-78=Exceeds Expectations 79-104=Outstanding.

VALIDATION:

EMPLOYEE SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

SUPERVISOR SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

REVIEWER SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

SIX MONTH PRE-EVALUATION WILL BE CONDUCTED ON: \_\_\_\_\_

