CITY OF ARLINGTON
EMPLOYEE PERFORMANCE APPRAISAL

EMPLOYEE NAME: [redacted] **LAWSON ID #:** _____

POSITION TITLE: Police Sergeant **JOB CODE:** _____

DEPARTMENT NAME: Police

EVALUATION PERIOD FROM: 01/01/2018 **TO:** 12/31/2018

TYPE OF PERFORMANCE REVIEW: ☑ **ANNUAL** ☐ **PROBATIONARY PERIOD** ☐ **STEP**

INSTRUCTIONS:

The objective of the performance report meeting is to discuss and evaluate performance for the past review period, noting accomplishments ond areas needing improvement, identifying development issues and scheduling a planning session to set expectations for the upcoming year. Review the employee on each performance category by checking the box that best describes the employee's performance. If a category was not applicable during the review period, check "N/A". Check the applicable categories using the following definitions:

***(5) Outstanding** – Performance consistently far exceeds job requirements.*
***(4) Exceeds Expectations** – Performance consistently meets and frequently exceeds job requirements.*
***(3) Fully Achieved Expectations** – Performance fully meets job requirements.*
***(2) Needs Improvement** – Performance meets some, but not all, job requirements.*
***(1) Unsatisfactory** – Performance is below job requirements.*
***N/A** – Not applicable to the employee at this time.*

All comments should provide specific examples reflecting the employee's performance.

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Section 1 - Performance Goals:

Instructions: In this section, the manager and employee collaboratively define "What" the employee is going to accomplish on the job. List 2-4 major business performance goals for the employee including the specific target date for completion, and the results expected. Goals are required and do not have assigned weights. Goals should be tied to the Council Priorities and City's initiatives. If additional space is needed or want to add more goals, attach a separate piece of paper.

GOAL 1: Conduct monthly reviews of DVR and BWC videos.

COMMENTS: Sergeant [redacted] consistently conducts BWC and DVR reviews of shift officers.

GOAL 2: Timely reviews of Mobile reports, Use of Force reports, off-duty requests, line inspections and Peak Performer notices.

COMMENTS: Sergeant [redacted] reviews reports for the South District on an almost daily basis. Use of Force reports, inspections and other administrative duties are done with diligence. I have not had to make any corrections to her work.

Section 1 - Performance Goals cont.:

Instructions: In this section, the manager and employee collaboratively define "What" the employee is going to accomplish on the job. List 2-4 major business performance goals for the employee including the specific target date for completion, and the results expected. Goals are required and do not have assigned weights. Goals should be tied to the Council Priorities and City's initiatives. If additional space is needed or want to add more goals, attach a seporate piece of paper.

GOAL 3:	Keep the shift under 77:00 for time on call. Model and encourage a high level of productivity with respect to self-initiated activity.
COMMENTS:	The South District has had a average TOC for the year (through 11/12/2018) of 82:25. For day-shift it was 80:00. Sgt. [redacted] also models traffic stops and other self-initiated activity.
GOAL 4:	
COMMENTS:	

Section 2 – Competencies & Overall Employee Rating:

Competencies can be chosen from the Competency Definitions List on the HR Portal. (http://coaportal/Departments/HR/HR_Documents/2015%20Competency%20Definitions.pdf)

When identifying the competencies associated with the position, it is not necessary to use all the competencies. Every individual must have a minimum of four competencies. Each competency must have a minimum weight of 10% and be increased in increments of 5%. The reviewer can assign the weights and ratings as appropriate. All weights should equal 100%.

Instructions: Choose the competency and assign the rating and weight. You can move from one box to the other by using the Tab or Enter keys. The total score and rating will automatically calculate. From the drop down box select the overall rating. The weights must equal 100%. Comments for each competency can be written page 6.

Competency	Numerical Rating	Numerical Weight	Calculated Score
Accountability	3.50	15.00 %	0.53
Budget	3.00	10.00 %	0.30
Communication	0.00	0.00 %	0.00
Customer Focus	3.75	15.00 %	0.56
Dependability	0.00	0.00 %	0.00
Initiative	0.00	0.00 %	0.00
Interpersonal Skills	3.25	15.00 %	0.49
Job Knowledge	3.50	10.00 %	0.35
Leadership	3.25	25.00 %	0.81
Planning	0.00	0.00 %	0.00
Productivity	0.00	0.00 %	0.00
Quality of Work	3.75	10.00 %	0.38
Safety	0.00	0.00 %	0.00
Teamwork	0.00	0.00 %	0.00
	Total & Overall Score	100.00 %	3.41

Numerical weights should equal 100%

3 - Fully Achieved Expectations

(5) Outstanding – Performonce consistently far exceeds job requirements.
(4) Exceeds Expectations – Performance consistently meets and frequently exceeds job requirements.
(3) Fully Achieved Expectations – Performance fully meets job requirements.
(2) Needs Improvement – Performance meets some, but not all, job requirements.
(1) Unsatisfactory – Performance is below job requirements.
N/A – Not Applicable to the employee at this time.

Section 3 - Comments for Competencies:

Please write your comments below. If additional space is needed please attach a separate sheet of paper.

COMPETENCY:	Accountability
COMMENTS:	Sergeant [redacted] completes her beat reports on time and in an easy to read format. She sends them to all involved officers and usually has a few comments with respect to enforcement. The goal for the district in TOC was not achieved but the A shift led the district in this area. She responds well to criticism. She often did many more BWC and DVR reviews that were asked for as she reviewed UOF and her officers actions. She routinely forwarded citizen commendations on her officers and was equally as diligent in bringing concerns to me and handling them with her officers. She sets a high bar for herself in this competency area and gives me absolutely no concerns with respect to her integrity. She is the senior sergeant on the weekends and does an excellent job of making timely notifications of officer behavior and serious calls for service.
COMPETENCY:	Budget
COMMENTS:	Sergeant [redacted] ensured the timely turning in of slips to payroll to minimize corrections. Although not directly responsible, she assisted me in managing overtime for the shift as the previous budget year closed. She ensured all of her employees had used all comp time prior to the close of the fiscal year.

Section 3 - Comments for Competencies:

Please write your comments below. If additional space is needed please attach a separate sheet of paper.

COMPETENCY: Customer Focus

COMMENTS: Sergeant [redacted] has stayed very active, visible and connected to her community stakeholders. She has dealt with several neighborhood concerns in her beat and maintains close contact with the apartment management in her area. She assisted the Crime Prevention Officer in planning for her beat during National Night Out. She is quick to follow up on complaints and is objective, fair and responsive.

Sergeant [redacted] is very focused on geographic policing. She participated in a 'day with law enforcement' with DWG PD,National Night Out, and multiple community events involving private schools and businesses in the district. She also has attended several functions on her days off to best represent the department's missions of community engagement and geographic accountability. In July she received the Peak Performer Award for helping to identify a MHMR/burglary suspect based upon her knowledge of her beat, offenses and trends.

COMPETENCY: Interpersonal Skills

COMMENTS: Sergeant [redacted] has very good communication skills and is concise, articulate and thorough, both verbally and in writing. She takes the role of sergeant very seriously and strives to mentor the junior officers on the shift. She desires to be a stronger role model for female officers and has been to several different trainings on the subject. As one of the newer sergeants on the shift, albeit with a great deal of P-1 experience, she is still acclimating to the different dynamic of other officers taking their cues from her behavior and demeanor, but she is very aware of this and makes conscious decisions to model professional supervisory behavior. Sergeant [redacted] takes pride in representing the Department and this shows in her conversations within and outside the Department.

COMPETENCY: Job Knowledge

COMMENTS: Sergeant [redacted] has over 20 years with the Department and this knowledge shows. She stays up to date on current issues in policing and arrest, search and seizure case law through email list-serves and her own, self-initiated searching. She has a strong patrol and policy background and has served at the academy, training new officers. She brings this teacher-mentality to the shift and genuinely wants to help others who may not be as strong in these areas. This is demonstrated in her briefing, and sidebar conversations she has with officers.

Sergeant [redacted] also has a strong mental health in policing background and has done well in dealing with mental health consumers that she and officers have come across during the shift.

Section 3 - Comments for Competencies:

Please write your comments below. If additional space is needed please attach a separate sheet of paper.

COMPETENCY: Leadership

COMMENTS: Sergeant [redacted] leads by example. She models traffic stops and self-initiated activity. She followed the goals set for the sergeants and helped mentor the junior officers on the shift. In briefings, she relays the proper information and also provides context to the officers to allow them a better understanding in carrying out the Department's goals. She represents her chain of command with professionalism and attention to detail. She strives to be a leader to less senior female supervisors and officers and takes this mentor role very seriously. She is consistently monitoring officer's time on call and makes this a priority for herself and the shift. Overall, since this was her first full year as a supervisor on a shift, she is doing very well in this area and will only improve. Her evaluation of her officers was slightly optimistic and corrections were needed but this was her first full year of supervision and evaluation and responded very well to the criticism given.

COMPETENCY: Quality of Work

COMMENTS: Sergeant [redacted] is detailed in her review of officer's reports, uses of force and pursuits. Her reviews were done in a timely fashion, often forwarding the reports to me within several days of the occurrence. I was not aware of any reports that she reviewed that had issues pointed out by Record Services or Investigations. She did significantly more than was required of report and BWC review and was thorough in noting any rejection to the officer. Any memo or report that she did was very high in quality and standard. She has a very strong work ethic and attention to detail and it shows clearly in all of her work. She is very in-tune with her beat and it's issues and communicates that well to beat officers across all shifts.

Sergeant [redacted] had no complaints or discipline.

COMPETENCY: Please select one

COMMENTS:

Section 4 – Developmental Needs:

Instructions: List specific training and development recommended to help the employee improve effectiveness, performance and growth.

No major issues. She primarily needs experience in managing people and situations which will only come with more time in grade. She enjoys training and would like to pursue opportunities when given to take a stronger role in mentoring female officers.

Section 5 – Employee Comments:

Instructions: Add information that you believe is pertinent to this Performance Review. If additional space is needed please attach a separate sheet of paper.

Section 6 – [redacted]

Employee: [redacted] **Date:** 1-11-19

Supervisor [redacted] **Date:** 1-11-19

2nd Level Supervisor(s): **Date:**

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