Lubbock Police Department

Supervisor's Report

Name:	Rank:	Employee #:
Evaluator:	Division:	Evaluation Period:

Job Factors	Performance Measures			
	Above Average	Average	Needs Improvement*	Unsatisfactory*
1) Interpersonal Skills:	( )	( )	( )	( )
2) Dependability:	( )	( )	( )	( )
3) Job Knowledge:	( )	( )	( )	( )
4) Preparation of Documented Material:	( )	( )	( )	( )
5) Work Practices:	( )	( )	( )	( )
6) Use and Care of Equipment:	( )	( )	( )	( )
7) Investigative Skills:	( )	( )	( )	( )
8) Officer Safety:	( )	( )	( )	( )
9) Pride in Profession:	( )	( )	( )	( )
10) Judgment:	( )	( )	( )	( )
11) Leadership Skills:	( )	( )	( )	( )

Employee Comments: _____

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( ) **Overall Acceptable Performance**

( ) **Overall Unacceptable Performance**

_____ _____

Employee Signature **Date**

Evaluator Signature **Date**

_____

Reviewer Signature **Date**

** Ratings of Needs Improvement or Unsatisfactory require supporting documentation and enhancement form attached.*

1) **Interpersonal Skills**: Examines the employee's ability to interact with diverse groups i.e. co-workers, citizens, interagency personnel (respectful and courteous, uses appropriate level of communication, receptive to feedback, remains objective, establishes rapport).
   a) **Above Average:** Successful use of skills encourages interaction, resolves conflicts, promotes good rapport, and welcomes constructive criticism.
   b) **Average**: Adequately utilizes skills to avoid conflict, produces a productive work environment, benefits from constructive criticism.
   c) **Needs Improvement**: Does not consistently use skills to avoid or resolve conflict; has difficulty accepting constructive criticism; does not always promote good rapport or a productive working environment.
   d) **Unsatisfactory:** Lack of failure to utilize skills creates or prolongs conflict, impairs work productivity, evidences inability to accept constructive criticism, demonstrates insubordination.
2) **Dependability**: Examines the reliability of the employee (adherence to work schedules, proper use of all types of leave, willingness to follow instructions and procedures, completion of assigned tasks, acceptance of responsibilities).
   a) **Above Average**: Rarely requires supervision, completes tasks well before deadlines, identifies and seeks to correct personal weaknesses, capable of finding more efficient ways to complete assigned tasks.
   b) **Average**: Reports to work on time, completes routine assignments with little guidance, holds self-accountable for own actions, conscientiously compiles with policies.
   c) **Needs Improvement**: Does not always monitor activity in assigned area; develops a pattern of using sick leave in conjunction with days off; does not return to service as soon as possible or stays on calls longer than necessary.
   d) **Unsatisfactory**: Requires an unreasonable amount of supervision, refuses to follow directions, abuses leave policies, reports to work late without justification, places blame on others.
3) **Job Knowledge**: Examines the employee's knowledge of all applicable laws and policies, procedures, job skills, and job-related information (pertinent written material, street savvy, available outside resources, police tactics, beat configuration and geographic comprehension, operation of justice system).
   a) **Above Average**: Able to analyze complicated situations and determine best solution, fully knowledgeable of most areas of city, displays expertise in tactical situations.
   b) **Average**: Shows working knowledge of available resources requires assistance only in complex cases, familiar with beat and city, understands judicial process, aware of situations unique to assigned area.
   c) **Needs Improvement**: Has difficulty articulating and/ or recognizing probably cause; unfamiliar with department rules/ policies and their practical application; too often relies on supervisors for routine tasks.
   d) **Unsatisfactory**: Fails to demonstrate a working knowledge of commonly used laws and procedures, requires frequent assistance in locating beats or addresses, unable to provide information to public, requires repeated instructions, ignorant of community concerns, unaware of proper police tactics.
4) **Preparation of Documented Material**: Examines the employee's ability to complete written documents (knowledge of applicable forms, completeness, accuracy, spelling, punctuation, grammar, neatness, clarity, efficiency).
   a) **Above Average**: Utilizes proper resources required to produce quality documents, proofreads and corrects own errors before submitting written materials, takes pride in proficient use of language skills, attentive to neatness.
   b) **Average**: Produces concise written materials with infrequent spelling or grammatical errors, completes and submits reports in a timely manner, rarely has documents returned for corrections.
   c) **Needs Improvement**: Makes frequent and repeated errors; omits pertinent details and has reports returned for correction at times; handwriting illegible at times.
   d) **Unsatisfactory:** Submits documents containing recurrent grammatical and spelling errors, generates unclear or unorganized documents, uses excessive amount of time to complete routine forms, unable to determine when or which forms need to be used for given situations, submits forms which are incomplete or illegible.
5) **Work Practices**: Examines the employee's work habits (self-initiated activities, innovation, time management, teamwork, productivity, accountability).
   a) **Above Average**: Volunteers for assignments, attempts to identify problems in assigned area and suggests innovative solutions to correct them, makes effective use of time, returns to service as soon as possible.
   b) **Average**: Applies suggested solutions to identified problems, uses appropriate amount of time for given situations, gets along well with others, produces adequate amount of work, responds immediately to call for service.
   c) **Needs Improvement**: Takes too long to complete tasks; does not balance self-initiated tasks with calls for service; often neglects calls for service on assigned beat or zone.
   d) **Unsatisfactory**: Leaves assigned area unnecessarily, takes an inordinate amount of time to complete tasks, spends unassigned time on matters unrelated to duties, does not work well with others, shows no concern for duties.
6) **Use and Care of Equipment**: Examines the employee's ability to maintain and utilize equipment (vehicle, electronic and communications equipment, forensic tools, weaponry, uniform and leather gear, written materials).
   a) **Above Average**: Values importance of proper care of issued equipment, makes effective use of available equipment, readily identifies and promptly reports damages, strives to improve weapons skills.
   b) **Average**: Maintains supply of essential materials, keeps vehicle and work area clean, proficient in use of electronic and communication equipment, adheres to maintenance schedules, proficient with weapons.
   c) **Needs Improvement**: Inconsistently keeps equipment clean, repaired or maintained; inconsistent weapons skills; often fails to use communications/ MVR equipment according to policy.
   d) **Unsatisfactory**: Operates equipment in an unsafe manner, misuses communication equipment, fails to report damages and seek needed repairs, does not perform routine maintenance or replenish supplies, misplaces or carelessly damages issued materials.
7) **Investigative Skills**: Examines the employee's ability to carry out an investigation (treatment of crime scene, handling of evidence, interviewing, following procedures, applying appropriate charge, documenting stages of investigation, coordinating work with others, initiating essential follow-up).
   a) **Above Average**: Thoroughly searches crime scenes and properly preserves potential evidence, distinguishes between involved parties and identifies beneficial witnesses and suspects, actively seeks additional witnesses and initiates follow-up interviews.
   b) **Average**: Coordinates with other agencies or divisions, performs necessary follow-up interviews, documents all phases of investigation, uses correct charge for given circumstances, follows procedures for collecting and handling evidence, interviews obviously involved parties.
   c) **Needs Improvement**: Occasionally conducts improper or incomplete investigations; fails to recognize evidence or makes mistakes identifying, collecting or booking evidence.
   d) **Unsatisfactory:** Does not secure crime scenes, ignores investigative procedures, overlooks or mishandles evidence, selects inappropriate charges, makes no attempt to interview witnesses or suspects, omits documenting pertinent information.
8) **Officer Safety**: Examines the employee's ability to maintain a safe working environment (considers safety of self and others, operates equipment responsibly, follows proscribed safety guidelines and tactics).
   a) **Above Average**: Considers safety of others before self, monitor's activities of fellow officers, gains control in hazardous situations, confident in reactions to threats.
   b) **Average**: Practices basic safety procedures, informs others of potential hazards, notifies dispatchers of location and activity, exhibits good discipline of weapons, takes only necessary risks.
   c) **Needs Improvement**: Occasionally does not anticipate or recognize potentially dangerous situations; does not communicate effectively in stress situations; occasionally uses improper tactics.
   d) **Unsatisfactory**: Allows non-violent situations to escalate, over-reacts, repeatedly operates vehicle in an unsafe manner, does not consider positioning during citizen contact, ignores basic safety procedures, takes unnecessary risks which endanger self and others.
9) **Pride in Profession:** Examines the employee's standards of conduct (appearance, honesty, integrity of legal and moral codes, respect for fellow officers, self-confidence).
   a) **Above Average**: Mindful of expressing criticism in front of subordinates or citizens, committed to excelling in career, defends honor of others, dedicated to the community, confident in appearance.
   b) **Average:** Attempts to resolve problems and improve morale, retains a positive attitude toward job duties, respects and upholds laws, well groomed, admits to errors.
   c) **Needs Improvement:** Occasionally lacks dedication to department and profession values; grooming does not always meet policy; occasionally displays to the public a negative attitude toward the department.
   d) **Unsatisfactory:** Uniform and equipment appears slovenly, violates laws and policies, makes disrespectful comments about fellow officers, mishandles evidence, makes false statements or misrepresents facts, disregards public's perception of professional image of law enforcement.
10) **Judgment:** Examines the employee's decision-making skills (common sense, obtaining and analyzing relevant information, weighing alternatives and consequences, taking appropriate actions for given situations).
   a) **Above Average:** Makes sound decisions even under stressful conditions, analyze relevant information and consider alternative actions, contemplate how decisions will affect others, rarely require supervisory assistance.
   b) **Average:** Actions taken are suitable for given situations, reasons through routine problems to arrive at acceptable conclusions, considers relevant information and possible consequences, requests assistance only with complicated problems.
   c) **Needs Improvement:** Acts without thinking or is indecisive at times; needs reassurance about common decisions.
   d) **Unsatisfactory:** Frequently seeks advice on common matters, consistently makes decisions without obtaining sufficient information, does not use common sense, decisions are illegal or immoral, unable to make decisions during stressful situations, fails to consider consequences of actions.
11) **Leadership Skills:** Examines the employee's leadership skills (self-confidence, impartiality, enforcement of standards, guidance, management skills, responsibility, motivation).
   a) **Above Average**: Motivates others to excel, establishes authority by mere presence, knows when to lead or follow, considers individual as well as departmental needs, solicits feedback from all to enhance work environment.
   b) **Average:** Leads by example, treats everyone fairly, completes required administrative duties as expected, encourages others to improve, self-assured.
   c) **Needs Improvement:** Reluctant taking a leadership role; lacks confidence or willingness to take responsibility for decisions; resists change or fails to remain objective at times; displays to junior officers a negative attitude toward the department at times.
   d) **Unsatisfactory:** Exhibits low self-confidence, allows personal bias to interfere with work, fails to fulfill required administrative duties, and does not uniformly enforce standards, irresponsible, condescending.

Lubbock Police Department

Key Incident Journal

(for Patrol Officers, Detective/Corporals)

1. Interpersonal Skills
2. Dependability
3. Job Knowledge
4. Preparation of Documented Material
5. Work Practices
6. Use and Care of Equipment
7. Investigative Skills
8. Officer Safety
9. Pride in Profession
10. Judgment
11. Leadership Skills

Name: **Officer Name Here**

Date Occurred	Description of Incident	Action

Evaluator's Signature Date

Lubbock Police Department

Supervisor's Report (for Supervisor/Commander)

Name:	Rank:	Employee #:
Evaluator:	Division:	Evaluation Period:

Job Factors	Performance Measures			
	Above Average	Average	Needs Improvement*	Unsatisfactory*
1) Supervisory Communication Skills:	( )	( )	( )	( )
2) Dependability:	( )	( )	( )	( )
3) Operational Knowledge/Skills:	( )	( )	( )	( )
4) Administrative Knowledge/Skills:	( )	( )	( )	( )
5) Objectivity/Impartiality:	( )	( )	( )	( )
6) Supervisory/Organizational Climate:	( )	( )	( )	( )
7) Resource Management:	( )	( )	( )	( )
8) Teamwork:	( )	( )	( )	( )
9) Pride in Profession:	( )	( )	( )	( )
10) Judgment:	( )	( )	( )	( )
11) Leadership Skills:	( )	( )	( )	( )

Employee Comments: _____

_____

( ) **Overall Acceptable Performance**

( ) **Overall Unacceptable Performance**

_____ _____

Employee Signature **Date**

Evaluator Signature **Date**

_____

Reviewer Signature **Date**

** Ratings of Needs Improvement or Unsatisfactory require supporting documentation and enhancement form attached.*

1) **Supervisory Communication Skills**: Examines the supervisor's ability to effectively communicate and interact with subordinates, peers, superiors, citizens, interagency personnel, etc. in a respectful and courteous manner while being receptive to feedback, remaining objective, and resolving conflicts.
   a) **Above Average:** Successful use of skills effectively promotes and relays information, encourages interaction, resolves conflicts, promotes good rapport, and welcomes constructive criticism.
   b) **Average**: Adequately utilizes skills to pass along information, avoid conflict, and produce a productive work environment. Usually benefits from constructive criticism.
   c) **Needs Improvement**: Often fails to relay necessary administrative information or errantly omits key details; does not consistently use skills to avoid or resolve conflict; has difficulty accepting constructive criticism; does not always promote good rapport or a productive working environment.
   d) **Unsatisfactory:** Withholds information; lack of or failure to utilize skills creates or prolongs conflict, impairs work productivity. Evidences inability to accept constructive criticism, demonstrates insubordination.
2) **Dependability**: Examines the reliability of the employee as a supervisor (adherence to and enforcement of work schedules, proper use and management of all types of leave for self and subordinates, willingness to follow instructions and procedures and to carry out the same from higher level supervisors, completion of assigned tasks, and acceptance of responsibilities).
   a) **Above Average**: Rarely requires higher level oversight, completes tasks well before deadlines, identifies and seeks to improve personal weaknesses and proactively addresses subordinate weaknesses, capable of finding more efficient ways to complete assigned tasks. Enforces rules and regulations, can be counted on to accomplish objectives.
   b) **Average**: Reports to work on time, completes routine assignments with little guidance, holds subordinates accountable as well as self, and conscientiously complies with policies.
   c) **Needs Improvement**: Does not always monitor activity in assigned area; develops a pattern of using sick leave in conjunction with days off or is indifferent to subordinates' improper use of leave; is often unaware of subordinates' activities.
   d) **Unsatisfactory**: Requires an unreasonable amount of oversight, refuses to follow or enforce rules and directions, abuses or allows others to abuse leave policies, reports to work late without justification, places blame on others. Fails to supervise.
3) **Operational Knowledge/Skills**: Assesses the supervisor's knowledge and understanding of all applicable laws, procedures, current case-law rulings, etc. along with the ability to apply them operationally. Also encompasses industry-wide (national, state, regional, and local) standards, protocols, and methods along with available outside resources and overall process of the criminal justice system.
   a) **Above Average**: Able to analyze complicated situations and determine best solution, fully knowledgeable of current and acceptable law-enforcement practices, displays tactical expertise.
   b) **Average**: Shows working knowledge of available resources and requires assistance only in complex incidents, stays current with local policies and industry standards, understands judicial process.
   c) **Needs Improvement**: Has difficulty articulating and/or recognizing probable cause; unfamiliar with current case-law and industry standards and their practical application; too often relies on command or executive assistance for routine tasks; maladroit at times during operational situations.
   d) **Unsatisfactory**: Fails to demonstrate a working knowledge of commonly used laws and procedures, requires frequent assistance from higher-level supervisors to address subordinate operational questions and issues, requires repeated instructions, ignorant of community concerns, unaware of proper police tactics; inept in operational situations
4) **Administrative Knowledge/Skills**: Assesses the supervisor's knowledge of department and city policies and ability to apply them, knowledge of and proficiency at specific supervisory tasks, understanding of organizational structure and his/her relative position. Includes knowledge of applicable forms, completeness, accuracy, spelling, punctuation, grammar, neatness, clarity, etc.
   a) **Above Average**: Maintains a high level of knowledge and currency with department and city policies and is often a policy/procedure resource for others, dependably makes proper and timely notifications to appropriate individuals throughout the department and city, uses appropriate forms and completes them fully, prepares professional memos and other documents, proofreads and corrects own errors before submitting written materials, takes pride in proficient use of language skills, attentive to neatness.
   b) **Average**: Maintains adequate working knowledge of current department and city policies and procedures, usually makes appropriate notifications, rarely needs guidance on forms and routine documents, produces concise written materials with infrequent spelling or grammatical errors, completes and submits reports in a timely manner, rarely has documents returned for corrections.
   c) **Needs Improvement**: Frequently requires assistant on administrative matters such as which forms to use, whom to notify of certain incidents, etc. Makes frequent and repeated errors; omits pertinent details and has written documents returned for correction at times; handwriting illegible at times.
   d) **Unsatisfactory:** Submits documents containing recurrent grammatical and spelling errors, generates unclear or unorganized documents, uses excessive amount of time to complete routine forms, unable to determine when or which forms are appropriate for given situations, often submits forms which are incomplete or illegible.
5) **Objectivity/Impartiality**: Examines the supervisor's ability to provide honest, fair, and unbiased feedback to subordinates; considers a supervisor's sense of equivalence while accurately accounting for individual subordinates' strengths and weaknesses.
   a) **Above Average**: Makes assignments and critiques performance without regard to interpersonal relationships. Takes into consideration individual subordinates' strengths and weaknesses and conscientiously works to leverage strengths and account for weaknesses while striving for fairness and equity. Appreciates that a perception of a lack of fairness can overshadow a reality of it.
   b) **Average**: Understands the importance of fairness and equity and their relative balance with subordinates' individual abilities. Willing to provide objective criticism when instructed to.
   c) **Needs Improvement**: Provides or recommends inconsistent and/or unintentionally biased feedback. Fails to recognize the existence of inequality or poor alignment of subordinates' strengths and weakness for best results. Reluctant to objectively criticize subordinates' actions.
   d) **Unsatisfactory**: Engages in favoritism, demonstrates exclusionary behavior. Bases personnel decisions on personal relationships or biases, knowingly allows inequity to exist and continue.
6) **Supervisory/Organizational Climate:** Examines the supervisor's commitment to a positive working environment, professional growth of subordinates, and sense of esprit de corps.
   a) **Above Average**: Most always displays a positive attitude. Measurably contributes to increased morale of subordinates and peers. Exemplary mentor; involved in subordinates' professional development; achievement oriented; builds and encourages sustained cohesion; and values subordinate differences, leveraging them as strengths. Approachable, makes self available/accessible.
   b) **Average**: Usually presents a positive attitude, does not interject negativity into subordinate atmosphere. Supports subordinates' desires to advance professionally and gain new experience and training. Understands diversity and its positive impact. Most often available/accessible to subordinates.
   c) **Needs Improvement**: Too often displays negativity, even if unaware, adversely impacting the morale and motivation of subordinates and peers. Lacks an understanding of diversity. Is indifferent to poor attitude of subordinates. Often unavailable/accessible to subordinates.
   d) **Unsatisfactory**: Openly spreads negativity and/or works to undermine or countermine cohesiveness. Conscientiously fails to support diversity. Unapproachable, unavailable/accessible.
7) **Resource Management**: Looks at the supervisor's management and allocation of his or her assigned shift/section/unit/squad personnel, equipment, budgetary funds, offices spaces, etc. (Includes vehicles, information technology equipment, forensic tools, weaponry, personnel uniform equipment, etc.)
   a) **Above Average**: Appreciates that resources are scarce and have alternative uses, allocates them accordingly for the greatest advantage and efficiency. Promotes the value of proper equipment care and usage, espouses prompt reporting of equipment damage in order to minimize lost usage, encourages improvements in equipment skills (weapons, IT, radar, etc.) for tactical advantage.
   b) **Average**: Holds subordinates accountable for assigned equipment. Maintains supply of essential supervisor issued materials, keeps vehicle and work area clean and expects the same of subordinates. Proficient with all individually assigned equipment, including IT, weapons, radio, MVR, etc.
   c) **Needs Improvement**: Sets an inconsistent example of equipment care and usage; often fails to hold subordinates accountable for equipment related policy issues.
   d) **Unsatisfactory**: Sets a poor example of equipment care and usage. Operates equipment in an unsafe manner, misuses communication equipment, fails to report damages and seek needed repairs for assigned and subordinate assigned equipment, does not perform routine maintenance or replenish supplies, misplaces or carelessly damages issued materials.
8) **Teamwork**: Assesses the supervisor's ability to engage in and lead teams as part of the department's permanent organizational structure or on a temporary assignment basis. Includes conflict resolution skills.
   a) **Above Average:** Team builder, inspires cooperation and progress, works to align individual team members' goals and objectives with those of the team, and excels at accepting and offering team direction. Remains fully cognizant that each small team is a part of the larger departmental team and ensures team activities are focused on the accomplishment of the overall department mission, fosters interworking relationships with other teams throughout the department. Solicits and values input from all members. Usually able to resolve conflict in a positive manner.
   b) **Average:** Able to effectively engage in and direct teams toward goal accomplishment. Manages conflict, encourages member participation, meets personal commitments to assigned teams.
   c) **Needs Improvement:** Fails to deal with apparent conflict, often fails to recognize team member contributions, unable to focus team efforts toward goals and objectives.
   d) **Unsatisfactory:** Creates conflict, unwilling to work with others, puts self above team. Conduct detracts from team cohesion. Discourages viable input from all team members.
9) **Pride in Profession:** Examines the supervisor's standard of conduct (appearance, honesty, integrity of legal and moral codes, respect for fellow officers, self-confidence).
   a) **Above Average**: Personal conduct is at all times in keeping with the ideals of a police supervisor/commander, mindful of expressing criticism in front of subordinates or citizens, committed to excelling in career, defends honor of others, dedicated to the community, confident in appearance.
   b) **Average:** Conduct on and off-duty does not detract from good order and discipline of subordinates and/or department, respects and upholds laws, well groomed, admits to errors.
   c) **Needs Improvement:** Occasionally lacks dedication to department and professional values; grooming does not always meet policy; occasionally displays to the public a negative attitude toward the department. Conduct on or off-duty is occasionally contrary to a positive supervisory or command image.
   d) **Unsatisfactory:** Uniform and equipment appears slovenly, violates laws and policies, makes disrespectful comments about fellow officers, mishandles evidence, makes false statements or misrepresents facts, disregards public's perception of professional image of law enforcement. Personal conduct is unbecoming a law enforcement leader.
10) **Judgment**: Examines the supervisor's decision-making skills (common sense, obtaining and analyzing relevant information, weighing alternatives and consequences, taking appropriate actions for given situations).
   a) **Above Average:** Makes sound decisions and recommendations even under stressful conditions; analyzes relevant information and considers alternative actions; contemplates how decisions will affect others; rarely requires higher-level supervisory oversight.
   b) **Average:** Actions taken are suitable for given situations, reasons through routine problems to arrive at acceptable conclusions, considers relevant information and possible consequences, requests command or executive guidance only with complicated problems.
   c) **Needs Improvement:** Acts without thinking or is indecisive at times; needs reassurance about common decisions.
   d) **Unsatisfactory:** Frequently seeks advice on common matters, consistently makes decisions without obtaining sufficient information, does not use common sense, decisions are illegal or immoral, unable to make decisions during stressful situations, fails to consider consequences of actions.
11) **Leadership Skills:** Examines the supervisor's overall leadership capacity (self-confidence, open-mindedness, acceptance of responsibility, intrinsic motivation, etc.).
   a) **Above Average**: Motivates others to excel, establishes authority by mere presence, knows when to lead or follow, considers individual as well as departmental needs, solicits feedback from all to enhance work environment.
   b) **Average:** Leads by example; authentically interacts with subordinates, peers, and superiors; encourages others, self-assured.
   c) **Needs Improvement:** Reluctant taking a leadership role; lacks confidence or willingness to take responsibility for decisions; resists or discourages change; displays to junior officers a negative attitude toward the department at times.
   d) **Unsatisfactory:** Exhibits low self-confidence, acts with malice, does not uniformly enforce standards, irresponsible, condescending.

Lubbock Police Department
Key Incident Journal
(for Supervisors/Commanders)

1. Supervisory Communication Skills
2. Dependability
3. Operational Knowledge/Skills
4. Administrative Knowledge/Skills
5. Objectivity/Impartiality
6. Supervisory/Organizational Climate
7. Resource Management
8. Teamwork
9. Pride in Profession
10. Judgment
11. Leadership Skills

Name:

Page:

Date Occurred	Description of Incident	Action

1.15.009 **EXEMPTION.** The LPD is exempt from other data collection and reporting requirements under the Code of Criminal Procedure (CCP) because:

A. Most LPD vehicles regularly used to make motor vehicle and pedestrian stops are equipped with video and/or audio recorders;

B. Each motor vehicle and pedestrian stop that can be recorded is recorded; and

C. The City Council asked the Texas Department of Public Safety (DPS) for funds to equip the remainder.

1.16 EFFICIENCY REPORTS

1.16.001 **PURPOSE:** To enhance individual performance by identifying and understanding expectations and standards. The reports are comprehensive, semi-annual reviews considering aspects of law enforcement. They are intended to improve communication between supervisors and subordinates, and identify needs in self-improvement, training and procedures. The process emphasizes supervisors' roles to ensure officers meet acceptable performance standards. Reports may also document the basis for personnel decisions.

1.16.002 **POLICY.** The LPD considers certain characteristics and skills critical to the law enforcement profession. Immediate supervisors evaluate all officers below the rank of Assistant Chief. Supervisors are evaluated on the accuracy of the Efficiency Reports they submit.

1.16.003 **FORMS.** Appropriate persons must sign each form. Supervisors will ensure all original forms are forwarded to the Administration Division Administrative Assistant for inclusion in the Master Departmental Personnel File kept in accordance with Texas Local Government Code Section 143.089(g).

A. **KEY INCIDENT JOURNAL.** An officer's immediate supervisor will use this form to document significant observed examples of positive or negative performance.

When officers transfer during a report period, supervisors will send their Key Incident Journals to the new supervisors. Officers may keep a form for their own work activities and submit it to their supervisor.

B. **SUPERVISOR'S REPORT.** An officer's immediate supervisor will complete this report to assess the officer's overall performance. Supervisors will use information from the Key Incident Journal to support all ratings but Average. Supervisors will only use references to the Key Incident Journal on the Supervisor's Report, not positive or negative comments. Supervisors will put positive or negative comments only on the Key Incident Journal.

C. **ENHANCEMENT ACTIVITIES.** Supervisors will use this section to identify specific actions to improve future Efficiency Reports for officers earning Needs Improvement or Unsatisfactory ratings. They will discuss these actions with those officers during the Report Review Conference.

1.16.004 PERFORMANCE LEVELS are as follows:

A. **JOB FACTOR PERFORMANCE LEVELS** are Unsatisfactory, Needs Improvement, Average and Above Average. An officer earning a Needs Improvement or Unsatisfactory rating in any Job Factor who does not improve to an Average rating in that factor the next reporting period will earn an Unsatisfactory rating.

Ratings of Needs Improvement and/or Unsatisfactory constitute a "valid reason" under Civil Service statutes for a promotional bypass.

B. **OVERALL PERFORMANCE LEVELS** are Acceptable and Unacceptable. Officers will earn Acceptable ratings unless:

1. Two or more factors are Unsatisfactory in a single report period;

2. Four or more factors are Needs Improvement in a single report period;

3. Three or more factors are any combination of Unsatisfactory or Needs Improvement in a single report period; or

4. They fail to earn an Average rating on any factor rated Needs Improvement or Unsatisfactory on the previous report.

1.16.005 **REPORTING PERIODS** for each rank are as follows:

A. **PROBATIONARY OFFICERS:** Due weekly during the first month after completing the Field Training Officer program, and then due monthly for the remainder of the probationary period. Thereafter, due the next regular due date.

B. **PATROL OFFICERS:** January 1st through June 30th with reports due July 14th, and July 1st through December 31st with reports due January 14th.

C. **DETECTIVES/CORPORALS:** January 15th through July 14th with reports due July 31st, and July 15th through January 14th with reports due January 31st. Detectives and Corporals should provide input to Sergeants for Efficiency Reports of Patrol Officers assigned to the same Squad, and Sergeants should consider such input when completing Efficiency Reports on Detectives and Corporals.

D. **SERGEANTS:** February 1st through July 31st with reports due August 14th, and August 1st through January 31st with reports due February 14th.

E. **LIEUTENANTS:** March 1st through August 31st with reports due September 14th, and September 1st through February 28th (or February 29th during Leap Years) with reports due March 14th.

F. **DEPUTY CHIEFS/CAPTAINS:** April 1st through September 30th with reports due October 14th, and October 1st through March 31st with reports due April 14th.

1.16.006 **REPORT REVIEW CONFERENCE.** Supervisors are accountable for the accuracy of reports they complete and will review each officer's report with them after it is reviewed by the next level supervisor. The next level supervisor is also responsible for the report's accuracy.

1.16.007 **PERFORMANCE RECOGNITION** levels are:

A. **OVERALL ACCEPTABLE.** Officers earning overall Acceptable ratings are eligible for other assignments. Supervisors will consider reports during selections.

B. **OVERALL UNACCEPTABLE.** Officers earning an Overall Unacceptable rating on a performance report will not be eligible for other assignments until they receive two Overall Acceptable rated performance reports. Officers earning two consecutive Overall Unacceptable rated performance reports may be reassigned if doing so best serves the LPD and/or the individual officer. Failure to improve Overall Unacceptable ratings will result in disciplinary action.

1.17 BUILDING SECURITY AND ACCESS

1.17.001 **PURPOSE:** To give guidelines for keeping LPD buildings secure while allowing adequate access for staff and visitors.

1.17.002 **POLICY.** The LPD recognizes it is a public entity and deals with the public daily. The LPD will balance the needs of the public for access to department operations with the need to protect investigations, evidence and staff by controlling access.

1.17.003 **SECURE AREAS** are those with access controlled by access cards, keys or combination locks.

1.17.004 **ACCESS AUTHORIZATION.** Assistant Chiefs will determine who has access to areas in their Bureaus. Staff will send requests for changes in access through their chain-of-command to the appropriate Assistant Chief, and access will be altered only with approval from the appropriate Assistant Chief or the Chief.

1.17.005 **KEY CONTROL.** Assistant Chiefs will keep master keys for their areas, and the Support Services Assistant Chief will keep master keys for all police buildings. Staff will send requests for duplicate keys through their chain-of-command to the appropriate Assistant Chief.

1.17.006 **ACCESS CARDS** are used as LPD credentials, to identify LPD and other COL employees as well as others who visit LPD facilities, and to grant access to LPD facilities. They are the property of the LPD.

A. **LPD STAFF CARDS.** The Administration Division's Operational Support Unit will issue and maintain individual LPD staff cards reflecting access authorized by Assistant Chiefs. It will monitor card use and report any irregularities to the appropriate Assistant Chief.