

603 EMPLOYEE PERFORMANCE EVALUATION:

- I. DISCUSSION: An employee's performance evaluation is the systematic appraisal of the employee's on-the-job work performance during the evaluation period. It should assist both the employee and the department in the determination of the employee's strong and weak points. The performance evaluation is a valuable tool, which is used by management in determining training needs and identifying and recognizing the high production employee.

To receive a meaningful performance evaluation, an employee must work under the direct supervision of a supervisor for a sufficient period of time (minimum of 90 days). This will ensure the supervisor has an opportunity to observe an adequate and timely sample of the employee's behavior and work habits. The employee must be given an opportunity to perform. The evaluation must be based on observable behavior during the rating period; biases, false perceptions, and social pressures should be avoided.

II. DEFINITIONS:

- A. Police Performance Evaluation (EVAL TPD 1): A form designed for use in evaluating the work performance of sworn employees below the rank of major.
- B. Managerial Employees Performance Evaluation (EVAL M): A form designated for use in evaluating the work performance of sworn employees with the rank major or above.
- C. Professional, Technical, and Administrative Employee Performance Evaluation: A form designed for evaluating the work performance of non-sworn employees in the same classes of work.
- D. Supervisory Employee Performance Evaluation: A form designed for evaluating the work performance of non-sworn employees in the "S" pay plan.
- E. Administrative Support Employee Performance Evaluation: A form designed for evaluating the work performance of non-sworn employees in the Administrative Support classes of work.
- F. Services/Trades Employee Performance Evaluation: A form designed for use in evaluating the work performance of non-sworn employees in the Services/Trades classes of work.
- G. Rater's Manual: A guide designed to assist supervisors in completing performance evaluations. A different rater's manual has been prepared for each evaluation form.

- H. Individual Goals & Objectives: Designed to document each employee's goals and objectives for the coming year and a mandatory supplement to each type of performance evaluation. The Individual Goals & Objectives describes any need for and implementation of remedial training. It will be used to enhance employee development, and to increase the skills, knowledge, and abilities of employees. Additionally, it will reflect a means and target date for accomplishment of desired goals. Individual Goals & Objectives for sworn personnel under the rank of major will be documented on the Police Performance Evaluation Form (EVAL TPD 1). The Individual Goals & Objectives (DA 291) form is required for all other types of evaluations. (See rater's manual for further information.)
- I. Periodic Review Checklist: A form designed to document the current work performance of non-sworn employees, to be completed at various times throughout the rating period. A separate checklist has been created for each evaluation form. See the appropriate rater's manual for instructions and due dates.
- J. Evaluation Attachment (EVAL ATCH TPD 5): A form to be attached to each employee's evaluation. The employee completes the "Personal Data Update" sections and the rater completes the "Safe Driver Award" section
- K. Pending Evaluation File: A file designed to store documentation, which may later be used in preparing the performance evaluation (refer to SOP 603.1).
- L. Purge Review Letter (TPD 624): A form that is used as documentation that a review of the employee's department personnel service records has been completed and purged.
- M. Written Reprimand Void Request (DA 20): A form used to request certain material presented in an employee's departmental personnel service records be voided in accordance with the City of Tampa Personnel Manual (in the case of non-bargaining unit employees), or the prevailing union contract (in the case of bargaining unit employees).
- N. Remedial Training: Shall consist of those steps taken to correct deficiencies in the skills, knowledge, and abilities of the employee. The immediate supervisor shall document on a department memo for sworn employees or on the Individual Goals & Objectives (DA 291) for professional staff any need for remedial training, along with the steps to be taken and the timetable to complete such training. This assessment will be part of the evaluation process and will be monitored by the supervisor to ensure compliance.
- O. Special Evaluation (TPD 56): An evaluation completed due to transfer, midpoint, probation extension, or a 90-day re-evaluation. This does not include shift bid.

- P. Neutral Evaluation: An evaluation where an employee did not perform any job-related functions during the rated period, as rated in entirety by NA.
- Q. Secondary Employment: Employees engaged in any non-city employment or active participation in a private business entity (see Sec.2-511 and SOP 672.2).

III. RESPONSIBILITY:

- A. The Personnel Unit is responsible for ensuring that information from the computer-generated list of employees who are due for an evaluation is forwarded to the appropriate division/bureau commander prior to the evaluation due date.
- B. Division commanders are responsible for ensuring that a list of the names of all employees assigned to their command that are due an annual evaluation, a midyear review, a merit salary increase, or will be completing a probationary period, is posted as required reading for supervisory and management personnel no more than two weeks prior to the evaluation due date required by this procedure.
- C. Supervisors and managers are responsible for evaluating the work performance of all employees under their direct supervision and completing the probationary evaluation, and annual performance evaluation by the dates required in this directive. They shall also initiate a performance evaluation at any time an employee under their direct supervision is not performing in a manner consistent with departmental standards.
 - 1. Non-probationary employees shall be advised in writing whenever their performance is deemed to be unsatisfactory. The written notification shall be given to them at least 90-days prior to the end of the annual rating period.
- D. Supervisors and managers should first consult the appropriate rater's manual to ensure that the proper evaluation forms are utilized before beginning the actual written evaluation process.
 - 1. The supervisor shall not complete the rating or narrative portion prior to the SRD date listed on the evaluation.
- E. The City Human Resources Division shall inspect the performance evaluation system annually to determine how well it is functioning and to identify and analyze instances of extreme ratings, contested evaluations, and other anomalies.

IV. EVALUATION DUE DATES:

- A. Probationary Police Officers: Police officers will be on a twelve-month probationary status following their date of appointment as police officers. If, at the

end of the normal probationary period, there is any open internal investigation involving the probationary officer as a subject officer, the probationary period will be extended, with the approval of the Director of Human Resources, through the conclusion of the investigation and the administration of the appropriate discipline.

1. While assigned to a squad for training, probationary officers will be evaluated according to the Field Training and Evaluation Program guidelines.
2. Upon completion of the Field Training and Evaluation Program, probationary officers performing at a satisfactory level or better will be evaluated every two months.

The final probationary evaluation will be completed once the probationary employee has reached the end of their probationary period. The evaluation type is marked "probationary."

The final probationary evaluation will be submitted to the Personnel Unit not more than 30 days after the employee's completion of their probationary period.

3. For probationary officers performing at less than a satisfactory level, their final probationary evaluation will be completed at the conclusion of the extended probationary period.
4. When a sworn probationary officer receives their final probationary evaluation, it will act as notification the employee is no longer on probationary status.

B. Non-Sworn Probationary Employees: Non-sworn employees will be on a six-month probationary status following their date of employment with the City of Tampa.

1. Probationary employees performing satisfactorily will be given a midpoint evaluation after three months of employment. The Periodic Review Checklist found in the appropriate rater's manual will be utilized for this evaluation. The employee will sign a copy of this to be placed in the employee's pending evaluation file.
2. Probationary employees performing at a satisfactory level will be evaluated at the conclusion of the 6-month probationary period. The final probationary evaluation will be submitted to the Personnel Unit not more than 30 days after the completion of the employee's probationary period. When a non-sworn employee receives their 6-month performance

evaluation, it will act as notification the employee is no longer on probationary status.

- C. Regular Employees: Regular employees will be evaluated annually at their salary review date. Salary review dates are determined as outlined in the City of Tampa Personnel Manual, Section B18, and/or the appropriate labor agreement. Evaluations are due within 30 days after the salary review date.
1. Performance in individual categories that are rated below average, below expectations, poor, unsatisfactory, or unacceptable, or falls to that level during the rating period, will be discussed with the employee and noted in writing for the pending evaluation file at ninety-day intervals or more frequently as the situation arises.
 - a. The rater's entry into the pending file should document the following:
 1. Substantiation of outstanding or above expectations performance;
 2. Substantiation of performance less than meets expectations or satisfactory rating;
 3. Confirmation in writing that the employee has been advised of the rating and needs to improve performance.
 4. Details in writing of the actions that should be taken to improve the performance.
 - b. Following the meeting between the rater and the employee, the documentation will be submitted via the chain of command to the division commander for approval. This documentation will be placed in the employee's pending file and handled according to SOP 603.1 – Pending Evaluation File. All pending file entries will be forwarded with the annual evaluation.
 - c. Employees will be notified in writing at least 90 days prior to receiving a less than satisfactory (overall) evaluation.
 1. Regular employees who receive an evaluation rated at a less than satisfactory or acceptable level will receive another evaluation in sixty days.

D. Promoted Employees: Promoted employees will be on a six-month probationary status following the date of promotion.

1. Promoted probationary employees performing at a satisfactory level or better will be evaluated bi-monthly. The special police performance evaluation form (TPD 56) will be utilized to document successful completion of the promotional probationary period and a copy sent to Personnel to be included in the file/jacket.
2. Promoted probationary employees performing at less than a satisfactory level will be evaluated monthly with the last probationary evaluation due thirty days prior to the completion of the probationary period.
3. Sworn employees who receive an unacceptable or below expectations rating in any category will be re-evaluated in those categories in sixty days.
4. If applicable, supervisors will submit a safe driver incentive form (TPD 664) as the employee's SRD date will change.

E. Terminating Employees: In accordance with SOP 610 – Resignation.

F. Transfer of Employee or Supervisor: The work performance of an employee will be evaluated at the time an employee is transferred or changes supervisors, unless the employee's last evaluation is less than three months old.

1. The special police performance evaluation (TPD 56) will be utilized.
2. The evaluation will be forwarded to the new supervisor and retained in the employee's pending file.
3. This information is intended to provide information to the supervisor who will later write the employee's annual evaluation.

G. Reserve Officers: Reserve officers will be evaluated annually by the Reserve Force Coordinator. (Refer to TPD 1026 - Reserve Officer II Observed Activity Report.)

1. Reserve officers who are in the Field Training and Evaluation Program (FTEP) will be evaluated in accordance with FTEP guidelines.

V. PROCEDURE FOR THE RATER:

A. Before initiating the performance evaluation, the employee's immediate supervisor (known as the "rater") will complete the Equipment Inventory Control Log on the evaluation after verifying that the employee has possession of the equipment.

Note: Missing items will be accounted for according to department procedures.

B. Driver's License Check:

1. Sworn Personnel:

- a. Supervisors of sworn personnel will visually check the employee's driver's license and conduct a computer check to ensure that it is valid and current.
- b. Document such information (expiration year only) on the Evaluation Form.

2. Non-sworn Personnel:

- a. Supervisors of non-sworn personnel who operate city vehicles or who are required to possess a valid Florida Driver's License shall visually check the employee's driver's license and conduct a computer check to ensure that it is valid and current. This information (expiration year only) shall be noted on the Evaluation Form.
- b. Supervisors of non-sworn personnel who are authorized to operate city vehicles or authorized to use a personal vehicle for city business shall visually check the employee's personnel record to ensure their safety driving certification is valid and current. This information shall be noted on the Evaluation Checklist (TPD 668).

C. Review the employee's personnel service record and pending evaluation file (see SOP 603.1 - Pending Evaluation File).

D. Evidence Purge: The rater will cause an evidence review list (Review and Disposal Report) to be generated. The employee will purge evidence according to SOP 339 – Entry & Disposition of Property that is Deposited in the Evidence Control Section.

E. Supervisors shall check with the Personnel Unit or Info Base to ensure employees' photographs are not more than five years old.

F. Purge the department personnel service records of the employee in accordance with SOP 641.3 - Purging of Personnel Jackets.

1. If applicable, route a photocopy of the completed form DA 20 to the division commander.

2. Any discipline material purged from personnel service records must also be deleted from Employment History and Performance Summary forms.
 - G. Complete the performance evaluation form utilizing the appropriate rater's manual. Once completed, the employee's immediate supervisor must sign the employee's evaluation form.
- Note: The employee is to be evaluated solely on the job performance in the position(s) occupied during the rating period.
- H. Review and discuss the performance evaluation and supporting documentation with the next higher supervisor (known as the "reviewer") to ensure a fair and balanced appraisal.
 - I. Conduct an evaluation review conference with the employee.

VI. THE EVALUATION REVIEW CONFERENCE/RATER AND EMPLOYEE:

- A. The employee needs to be counseled at the beginning of the rating period. The rater and employee should review the duties and responsibilities of the employee's position, including:
 1. Tasks of the position.
 2. Level of performance expected.
 3. Evaluation rating criteria.
- B. Using the evaluation form as a guide, the rater should review with the employee their performance during the rating period and obtain the employee's signature on the form.
 1. Open discussion and comments from the employee should be encouraged. The employee may write comments on the form or submit a separate written statement within two days of being served the evaluation.
 2. The employee's signature on the form indicates the evaluation has been read and discussed with the rater.
- C. Utilizing the Individual Goals & Objectives Form or Section, the rater and employee will mutually develop a plan to improve the employee's work performance.

1. A plan for the employee's overall professional development and improvement will be designed, regardless of the rating. See SOP 504 – Training and Career Development.
 2. The developmental plan will be considered remedial training for each category of the evaluation marked below expectations, unsatisfactory, or unacceptable two points or less (non-sworn personnel).
 3. When establishing goals for the coming year, raters and employees should consider the standards for advancement outlined in SOP 504.10, Promotional Assessment.
- D. Raters are encouraged to refer to the relevant rater's manual for guidelines on conducting the review conference.

VII. PROCEDURE FOR THE REVIEWER/DIVISION COMMANDER:

- A. Upon receipt of a performance evaluation that is marked other than fully meets or higher, the reviewer will edit it for completeness, initial the report above the rater's signature, and return it to the rater with instructions to discuss the evaluation with the employee.
- B. Outstanding, excels, below average, below expectations, poor, unsatisfactory, or unacceptable performance evaluations are to be signed by the respective division commander as the department head. However, prior to the final signing, these evaluations are to go through the chain of command, including the division commander as part of the review process. The division commander may at his discretion, include the deputy chief in the review process if necessary. After being served, it will then go back through the chain of command to the division commander for signature. After signature it will be forwarded to the Personnel Unit for processing.
 1. Raters will be evaluated by their supervisors regarding the quality of ratings given employees.
 - a. Supervisors should evaluate the rater regarding the fairness and impartiality of ratings given;
 - b. Their participation in counseling rated employees; and
 - c. The ability to carry out the rater's role in the performance evaluation system.
 2. The supervisor should ensure that the raters apply ratings uniformly.

- C. The reviewer and rater should be in agreement as to the scoring and content of the evaluation before it is presented to the employee.
 - 1. If agreement cannot be reached, the reviewer's supervisor should mediate and attempt to reach a consensus before the evaluation is served.
 - 2. If agreement still cannot be reached, the reviewer should document his comments in the form of a supplement to the evaluation. The division commander will make the final decision as to the scoring of the evaluation before it is served.
- D. After the rater has discussed the evaluation with the employee, the reviewer shall review the evaluation with the employee, sign and date the report, and attach comments relative to the interview.
- E. Evaluation forms and all attachments will be routed through the chain of command to the respective division commander (or deputy chief or chief of police for bureaus that report directly to them). All ranks in the chain of command will initial the evaluation or initiate an attachment with comments when deemed necessary.
- F. Upon receipt of a performance evaluation, the division commander shall review the evaluation, and add any necessary notations. The division commander, acting on behalf of the chief of police, will sign in the space designated for the department director's signature on all satisfactory evaluations, except for evaluations including management personnel, and/or contested evaluations.
 - 1. For the purpose of the evaluation process, management includes lieutenants and higher-ranking sworn officers and non-sworn employees who manage a bureau.
- G. Evaluations not signed by the division commander as department director will be routed to the concerned deputy chief, who will review it and sign in the space designated for the department director's signature.
 - 1. Management personnel evaluations will be reviewed by the appropriate deputy chief and routed to the chief of police.
 - 2. The appropriate deputy chief will ensure that a copy of contested evaluations and those rated outstanding, excels, below average, below expectations, poor, unacceptable, or unsatisfactory are routed to the chief of police.

VIII. DISTRIBUTION:

- A. The manager who signs as department director will forward all completed performance evaluations to the Personnel Unit where they will be distributed as follows:
 - 1. Original to the employee;
 - 2. A copy for the Personnel Unit for filing in the employee's department personnel service record and processing of the evaluation attachment. Past evaluations will be maintained in the employee's personnel service record with the Department of Human Resources, Employee Relations Division and will be retained as per current Florida State Statute Retention Guidelines.
 - 3. A copy of all annual, probationary, or any other performance evaluation that may affect the wages or benefits of an employee to the Department of Human Resources, Employee Relations Division.
- B. The Personnel Unit is responsible for forwarding a copy of any performance evaluation that may affect wages or benefits of an employee and the written reprimand void request (HR 20), to the Department of Human Resources, Employee Relations Division.

IX. CONFIDENTIALITY:

- A. Performance evaluations are confidential documents and, therefore, access to these reports in any file is limited to persons authorized by the employee, the City of Tampa, or prevailing law.
- B. A request for access to performance evaluations must be made in writing to the Department of Human Resources, Employee Relations Division.
- C. Employee performance evaluations must be transmitted in sealed envelopes marked "confidential." Opening of such envelopes by anyone other than the address for any purpose is prohibited.

X. CONTESTED EVALUATIONS:

- A. Perceived discrepancies may be handled formally or informally. Both methods may be used but only if the informal process is exhausted prior to the beginning of the formal process.
- B. Review Process: An employee may contest an evaluation by informal means. This consists of meeting with the reviewer's supervisor (the position above the immediate supervisor of the rater) within two working days after being served the

evaluation. This offers the employee the opportunity to clarify and fully voice his position and feelings regarding the evaluation. The reviewing authority will supplement the evaluation with the results of the meeting. Should the employee not find satisfaction at this stage, he may utilize the grievance process.

- C. Grievances: An employee may appeal an evaluation or any other perceived injustice connected with this procedure by filing a grievance in accordance with the City of Tampa Personnel Manual or prevailing union contract.
- D. Contested evaluations changed by informal or formal means will be retyped to reflect the final ratings. The contested evaluation may be attached to the retyped evaluation if desired.
- E. If an employee refuses to sign an evaluation, it will be submitted with the supervisor indicating on the evaluation the employee's refusal to sign.

XI. EVALUATIONS FOR AN EMPLOYEE WITH SPECIAL CIRCUMSTANCES

- A. There are items on the officer evaluation form that rate performance which can only be achieved on full duty status. Unless the employee has demonstrated performance during the rating period that would justify a score, an employee not on full duty status will not be rated and NOT APPLICABLE (NA) will be marked on the evaluation form. The following phrase will be written in the comments section: "This employee has been on XXX status during this rating period" and for the employee signature "Unavailable due to XXX"

To qualify for master shooter, an employee must qualify during the calendar year.

- B. LIGHT DUTY: An employee on light duty status during the rating period will be rated on observed performance.
- C. LEAVE OF ABSENCE: An employee's evaluation while on a leave of absence will be held as there could be a potential change in the salary review date.
- D. MILITARY LEAVE: An employee deployed on long-term military orders will receive a neutral evaluation.
 - 1. Safe driver award will be given in accordance with the PBA contract.
 - 2. Upon return to work, prior evaluations will be served during military in processing.

- E. ADMINISTRATIVE LEAVE: If an employee is on administrative leave, supervisors may contact Employee Relations to establish the evaluation procedure for the employee.
- F. If an employee was unavailable to sign their evaluation at the same time of submission due to a special circumstance, the employee will be served any previous evaluations within 30 days upon their return.

Supersedes SOP 603, dated 3/24.