General Order

Houston Police Department

ISSUE DATE:	NO.
March 14, 2019	300-08

REFERENCE: Supersedes all prior conflicting Circulars and Directives, and General Order 300-08, dated March 4, 2016

SUBJECT: CLASSIFIED EMPLOYEE EFFICIENCY RATING

POLICY

The performance of all classified employees shall be evaluated in accordance with the provisions outlined in the *City of Houston Civil Service Commission Manual of Procedure and Factors Governing Performance Rating, Reporting and Grading of Individual Members of the Police Department* (hereinafter referred to as the Civil Service Manual). Performance shall be assessed regularly and fairly based on job-related knowledge, skills, and attitudes.

This General Order applies to classified employees only.

DEFINITIONS

Factor Degrees. Standards for performance set forth as adjective ratings in a typology that are used to describe a classified employee's performance.

Immediate Supervisor. The supervisor to whom a classified employee directly reports.

Performance Factors. Specific work-related performance criteria on which an evaluation is based.

Rating Period. A specified amount of time in which to assess a classified employee's performance.

Report of Employee Efficiency Rating. A form completed two times a year for the explicit purpose of recording the evaluation of a classified employee's performance (also referred to as efficiency rating, efficiency report, or semiannual efficiency report). This form is available on the department's Intranet Portal.

Semiannual Performance Rating Worksheet. A form used by a classified employee's immediate supervisor to document the employee's performance during the course of a rating period (also referred to as the worksheet or performance rating worksheet). The form is available on the department's Intranet Portal in three versions for personnel assigned primarily to patrol, investigations, or support.

1 PERFORMANCE RATING WORKSHEET

Supervisors of employees holding the rank of lieutenant, sergeant, senior police officer, or police officer are responsible for completing *Semiannual Performance Rating Worksheet* forms as outlined in this General Order to document performance observations and to prepare semiannual efficiency reports.

Three performance rating worksheets have been developed to document performance evaluations for classified employees who have assignments associated with patrol, investigations, or support. Specific *performance factors* and *factor degrees* listed on the worksheet shall be used when completing it. Supervisors shall identify those tasks that do not meet predefined tasks and add them to the worksheet in the category of "other." When a task does not apply to the employee, the supervisor shall document the task as being not applicable by placing "N/A" in the category numeric field.

Each performance rating worksheet has a specific reporting requirement and time line. Patrol worksheets require immediate supervisors to record performance observations every two months or three times during a six-month rating period. Investigative and support worksheets require immediate supervisors to record performance observations every three months or two times during a six-month rating period.

Although performance rating worksheets cannot be grieved, the rating worksheet shall be used to calculate the final numeric totals on the *Report of Employee Efficiency Rating* form.

2 ADMINISTRATION OF PERFORMANCE RATING WORKSHEET FORM

The performance rating worksheets shall be completed in accordance with instructions contained in the Houston Police Department manual entitled: *Houston Classified Officer Semi-Annual Performance Evaluation Workbook.*

a. The supervisors of classified employees holding the rank of lieutenant, sergeant, senior police officer, or police officer shall meet with their employees to discuss the contents of the worksheet every two or three months depending on which worksheet is used. Lieutenants, sergeants, senior police officers, or police officers and their immediate supervisors shall sign the worksheet at the conclusion of the meeting.

b. The supervisor of the rating supervisor shall review the contents of the worksheet, discuss discrepancies, and make valid changes when necessary.

c. The completed worksheet shall be used to properly document performance on a lieutenant's, sergeant's, senior police officer's, or police officer's efficiency report and shall be filed in the lieutenant's, sergeant's, senior police officer's, or police officer's Division Personnel File.

d. When a lieutenant, sergeant, senior police officer, or police officer transfers to another division during a rating period, that employee's supervisor shall send a *Report of Employee Efficiency Rating* and the supporting worksheet documentation to the employee's immediate supervisor in the receiving division within ten *calendar* days after the effective date of transfer.

e. Copies of the worksheet shall be provided to the rated employee before being filed.

3 REPORT OF EMPLOYEE EFFICIENCY RATING

The *Report of Employee Efficiency Rating* form shall be used to evaluate verifiable performance for a specified period of time. The efficiency report shall be completed semiannually for each classified employee. Supervisors shall complete an efficiency report on classified employees who report directly to them. The efficiency report shall be completed in accordance with provisions contained in the Civil Service Manual and the *Houston Classified Officer Semi-Annual Performance Evaluation Workbook* and by using the performance descriptors established in Appendix C of the workbook.

The following *performance factors* listed in the efficiency report are based on relevant job responsibilities, knowledge, skills, and attitudes associated with different job functions.

a. Knowledge of Work

b. Dependability and Adaptability

c. Initiative and Leadership

d. Safety Mindedness

e. Cooperation and Loyalty

Performance factors are rated in accordance with the following *factor degrees* with associated numeric values:

Factor Degree	Numeric Value
Unacceptable	1
Marginal	2
Effective	3
Strong	4
Outstanding	5

Each *factor degree* represents a specific description of performance. These descriptions are contained in the Civil Service Manual and shall be followed when completing the efficiency report.

The efficiency report contains provisions to record comments reflecting strengths, weaknesses, and suggestions for improvement in performance.

4 WHEN TO COMPLETE A REPORT OF EMPLOYEE EFFICIENCY RATING

Report of Employee Efficiency Rating forms shall be completed for the following:

a. *Semiannual Performance Rating*. Supervisors shall finalize efficiency ratings for classified employees as determined by the Chief of Police.

b. *Probationary Period.* Supervisors shall complete an efficiency report when a classified employee completes his or her probationary period.

c. *Transfer of Classified Employees.* Classified employees transferred during the rating period shall be evaluated on the basis of input from all supervisors who were responsible for the employee during the rating period unless an efficiency rating has been issued within the last 30 *calendar* days.

d. *Termination of Classified Employees.* Supervisors shall complete an efficiency report when classified employees are terminated from service with the department.

5 ADMINISTRATION OF REPORT OF EMPLOYEE EFFICIENCY RATING FORM

The following procedures shall be used in administering the *Report of Employee Efficiency Rating* form:

a. Supervisors of classified employees holding the rank of lieutenant, sergeant, senior police officer, or police officer are required to complete performance rating worksheets on their subordinates prior to completing efficiency reports.

b. Each *factor degree* selected on the efficiency report shall coincide with the *factor degree* derived from computations on the performance rating worksheet.

c. Each *factor degree* selected on efficiency reports by supervisors shall be based on observed and verified performance that occurred during the rating period.

d. Supervisors shall document the employee's significant strengths and weaknesses on the efficiency report and list specific examples from the rating period. If a significant weakness is identified, supervisors shall document suggestions for improvement on the efficiency report.

e. The supervisor rating the classified employee and the supervisor of the rating supervisor shall review efficiency reports prior to the report being discussed with the evaluated classified employee. If two levels of supervisors immediately above the evaluated classified employee disagree with an efficiency report, the disagreement shall be settled in a meeting consisting of the involved supervisors.

f. Supervisors shall meet with classified employees to discuss their respective efficiency reports and obtain the signature of the classified employee.

g. The original completed efficiency report and three copies shall be sent through the chain of command for review and signatures.

h. Upon obtaining signatures, the original and copies of the efficiency report shall be filed as follows:

    1. The original shall be sent to Employee Services Division, which shall forward it to the City of Houston Human Resources Department for inclusion in the classified employee's Official Personnel File.

2. The second copy shall be sent to Employee Services Division to be placed in the classified employee's Department Personnel File.

3. The third copy shall be placed in the classified employee's Division Personnel File.

4. The fourth copy shall be given to the classified employee being rated.

6 GRIEVING EFFICIENCY REPORTS

The following procedures shall be followed when classified employees do not agree with their efficiency rating.

a. A classified employee may file a grievance as provided by Sec. 143.127 of the Texas Local Government Code. A grievance filed regarding a job performance review shall be limited to semiannual efficiency reports in which the classified employee's overall efficiency rating is reduced to less than *effective.* Grievances cannot be filed if the job performance review is reduced only in specific *performance factors* that do not result in a reduction of the overall efficiency rating to less than *effective*.

b. Classified employees whose efficiency ratings are overturned via the grievance process shall be issued a revised copy of their efficiency rating by their division commander. Copies of the revised efficiency rating shall be forwarded to the appropriate locations.

7 RELATED GENERAL ORDER

300-11, **Discrimination, Harassment, and Other Prohibited Conduct**

Art Acevedo
Chief of Police