

The University of Texas System Police Department
Job Performance Analysis Report Form
Instructions

I. Planning and Appraisal Process

Valid employee appraisal processes require that employees be informed of the responsibilities and standards upon which their performance will be evaluated.

This process should incorporate three phases:

Planning Performance:

At or near the start of the performance appraisal period (typically at the time of the employee's performance for the previous period is reviewed), the supervisor should review, with the employee, their job responsibilities and previously agreed upon goals for the performance period. Subsequent to this review, the supervisor should communicate these responsibilities and expectations to the employee. Appropriate goals should be identified and performance expectations communicated to the employee for the upcoming performance period.

Monitoring Performance:

Throughout the performance period, the supervisor should observe and document the employee's progress toward achieving the goals and provide feedback to the employee on a periodic basis.

Performance Review:

At or near the end of the performance period, the supervisor should review the documented observations of the employee's performance during the performance period; compare performance results with agreed upon goals; complete the performance appraisal; then discuss the performance review outcomes with the employee.

II. Ratings Definitions

There are five definite standards for measuring employee performance. Each category must be assigned one of the following ratings:

· Exceptional Performance (EP)

The employee not only consistently performs regularly assigned duties and responsibilities as a level exceeding the highest standards, but also seeks, accepts and performs other assignments at a level exceeding the highest standards. The employee's knowledge, skills and abilities exceed the highest standards for the job classification.

· Exceeds performance Expectations (EE)

The employee's performance consistently and significantly exceeds performance levels regarded as fully meeting expectations. The employee's performance, knowledge, skills and abilities stand out when compared with what can reasonably be expected from others performing the same of a similar job.

· Fully Meets Performance Expectations (ME)

The employee's performance meets the full performance expectations of a trained experienced person. The individual understands and demonstrates the principles, techniques, and procedures necessary for efficient job performance. Judgment appropriate to the position is exercised and the results of the work are accurate, thorough, consistent, and produced in a timely manner. This level of performance is consistent with what is expected. The employee is often referred to as "doing a good job."

· Performance Improvement Expected (IE)

The employee's performance fails to meet the minimum requirements for a trained, experienced person. This level of performance requires that the supervisor and the employee jointly develop a work plan for improved performance. The employee is also required to demonstrate continual performance progress to raise performance to the "Fully Meets Performance Expectations" level within a stated time period.

· **Unsatisfactory Performance (UP)**

The employee's performance falls far below the minimum requirements for a trained, experienced person. This level of performance requires that the supervisor take immediate corrective action which should, among other things, include a Written Warning. Unless immediate and sustained performance improvement to the Fully Meets Performance Expectations level is made, the employee's employment may be terminated.

III. Planning and Appraisal Procedure

Planning

1. Meet with the employee in a planning session to discuss the identified essential performance measure, and establish goals. During this critical step, the supervisor should make every effort to obtain employee input, and insure that the employee understands and agrees to the agreed upon goals.
2. Define monitoring frequency and methods.

Monitoring:

1. Throughout the monitoring period, the supervisor should regularly monitor and document the employee's performance as defined in the performance plan.
2. If, during the monitoring period, the employee is not making satisfactory progress toward achieving the identified goals, or if the employee's performance falls below the "Fully Meets Performance Expectations level, the supervisor must take immediate corrective action. This may include counseling sessions with the employee to discuss performance deficiencies, and/or initiation of the Discipline Process. The supervisor's efforts should be aimed at obtaining the employee's commitment to performance improvement.

Reviewing:

1. At or near the end of the performance period, review the documented observations of the employee's performance during the entire appraisal period.
2. Compare performance results with goals as established in the performance plan.
3. Obtain review of the completed Appraisal Record by an appropriate departmental manager.
4. Meet with the employee to review and discuss the employee's performance.
5. Consider any information presented by the employee pertaining to an assigned performance rating.

Establishment of Development Plan

This section identifies and describes the plans, activities and/or goals to enhance the employee's future job performance, knowledge, skills and abilities.

Employee Comments

Invite employee to respond by memo to the Appraisal and/or Appraisal Plan.

Acknowledgements

The supervisor should sign and date the Performance Appraisal Form, and at the conclusion of the review session with the employee, request that the employee sign and date it also. The form should then be passed up through the chain of command for proper handling.

Quality – 10

Work produced is usually highly accurate and thorough
 Displays a strong commitment to excellence
 Works to improve quality in own work
 Promotes quality awareness throughout the department
 Asks for feedback to improve own quality
 Regularly monitors own work to ensure it quality

Customer Service – 10

Is familiar with campus policing concepts
 Shows respect for customers through attention and understanding
 Handles most difficult and emotional calls for assistance with little supervision
 Goes beyond minimums to assure resolution of calls for assistance
 Responds with a sense of purpose when assisting customers
 Makes effective use of customer feedback information
 Immediately responds to and resolves problems of customers
 Documents routine encounters thoroughly and accurately
 Responds promptly to requests from customers

Dependability – 5

Works out time off requests well in advance
 When off arranges for coverage of commitments
 Is prompt for meetings and appointments
 Follows instructions conscientiously and responds well to management directions
 Assumes full responsibility for own actions and outcomes
 Dedication to the department exceeds norms

Teamwork – 5

Balances the needs of the team with individual responsibilities
 Exhibits openness and objectivity with other team members
 Gives and readily receives constructive feedback
 Works to build a positive team spirit and identity
 Keeps the success of the team in the forefront of all actions

Cooperation – 5

Is successful at establishing and maintaining good relationships
 Exhibits a high degree of tact and consideration in relations with others
 Regularly displays a positive outlook and pleasant manner
 Extends self more than required to support co-workers
 Promotes cooperation in group situations
 Takes an active role in resolving conflicts before they get out of hand

Initiative – 5

Quick to volunteer when others need assistance
 Undertakes self-development activities on own initiative
 Seeks additional responsibilities beyond normal scope of duties
 Takes independent actions and appropriate, calculated risks in the course of duties
 Has a good sense of when assistance is needed and doesn't hesitate to ask for it

Adaptability - 5

Adapts quickly to changes in job environment
 Balances demands on time
 Accepts criticism and feedback well
 Adjusts style of working to meet most situations

Innovation – 2

Displays creativity and original thinking beyond normal expectations
 When faced with unexpected challenges is very resourceful
 Generates useable and ingenious suggestions for improving work processes
 Develops highly innovative approaches and ideas for changing work processes

Organizational Support – 2

Understands policies and procedures and follows them closely
 Completes administrative tasks accurately and without follow up
 Actions and words demonstrate support of the department’s mission and goals
 Demonstrates respect for diverse cultures and ideals

Quantity – 1

Produces more work than expected
 Completes work ahead of schedule
 Demonstrates a strong commitment to increasing productivity
 Works at a faster pace than expected
 Strives to achieve established goals

Overall Rating Score

Overall Rating

Rating Supervisor’s Remarks (attach additional sheet(s) if necessary)

Development Plan (attach additional sheets(s) if necessary)

Creation Date

Modification Date

Rating Supervisor’s signature: _____ **Date:** _____

In-Line Review’s signature: _____ **Date:** _____

Employee’s signature: _____ **Date:** _____
 (Employee’s signature does not necessarily indicate agreement.)

Police Chief’s signature: _____ **Date:** _____

Distribution: Original to Personnel Department/Human Resources Department
 One copy to Office of the Director of Police (for commissioned officers)
 One copy for departmental files