

	Houston Independent School District Police Department Directives		DIRECTIVE: 410-002
			EFFECTIVE DATE: November 14, 2013
	SUBJECT: Performance Evaluations		REVISED DATE: January 18, 2022

PURPOSE

This directive aims to mandate the performance evaluation practices of the Houston Independent School District Police Department. This directive applies to all Houston Independent School District Police Department Personnel. The purpose of the HISD Non-Teacher Appraisal System is to provide a systematic and consistent way to measure and improve the individual performance to achieve the goals and priorities of the District. All employees appraised under the Non-Teacher Appraisal System must complete Non-Teacher Appraisal Training.

THE NON-TEACHER APPRAISAL PROCESS

Stages in the Evaluation Process

The Non-Teacher Appraisal process includes three major components which have to be completed sequentially;

- a) Goal Setting Conference
- b) Progress Conference (Optional)
- c) End of Year Conference

Performance Criteria

Non-Teacher Employee Appraisals evaluate performance based on Department Goals and Competencies. Some employee groups have been assigned competencies that are specific to their role. This includes: "Police Department," "Crafts Trades and Custodial," and "Teacher Development Specialists." All rubrics are available on the Talent Development and Performance SharePoint.

Competencies will account for 70% of the final appraisal rating for all Non-Teacher Employees.

Department Goals

Police Department supervisors and managers will assign a minimum of 2 and a maximum of 6 department goals to each of their direct reports after considering which work is essential for departmental success.

Department Goals will account for 30% of the final appraisal rating for all Non-Teacher employees. Goals will be written in the SMART format to be evaluated at the end of the appraisal year. For assistance in goal development, refer to the Department Goals Worksheet. Refer to the Department Goals Quick Reference Guide for navigation assistance in OneSourceMe Performance and Goals. This reference guide and other resources are found on the Talent Development and Performance SharePoint.

Employee Competencies

The first step in the evaluation system is to understand the department goals. Department goals are set by the Chief of Police and must be aligned with the goals of the District. A supervisor must set a minimum of two goals to a maximum of six goals for each subordinate.

Employee competencies are defined as Non-Manager and Manager. Employee competencies for Non-Managers are;

- a) Performance:
 - 1. Customer Service
 - 2. Judgment and Decision Making
 - 3. Planning and Organization
 - 4. People and Team Development
 - 5. Interpersonal Effectiveness
 - 6. Knowledge of Job
- b) Professional
 - 1. Standards Expectations
 - 2. Ethics and Compliance

Managers' employee competencies use the same rubric as Non-Managers, but the definitions are different. Review the District's Performance Appraisal District Handbook to review the differences.

FINAL RATINGS

Performance ratings shall be based on the appraisal instrument and cumulative performance data gathered by appraisers throughout the year.

Rating Level	Range	Description
4 - Highly Effective	3.50 – 4.00	Performance frequently exceeds job requirements. Accomplishments are regularly above expected results.
3 - Effective	2.50 – 3.49	Performance consistently meets requirements of the position. The employee performs at a steady and expected level.
2 - Developing	1.50 – 2.49	The employee is a new hire or is performing below expectations. Performance inconsistently meets requirements of the position. The employee may receive additional feedback and support.
1 - Ineffective	1.00 – 1.49	Performance rarely meets the requirements of the position. Performance must improve significantly.

FREQUENCY

A performance evaluation of each employee shall be conducted and documented on an annual basis in accordance with the Non-Contract Personnel Assistance and Assessment; Guidelines. Special performance evaluations shall be performed as necessary; to include personnel on probationary status.

All District employees coded in OneSourceMe at 20 planned (standard) hours or more per week shall be annually appraised in their duties' performance and assisted in improving job performance Board Policy, DN (LOCAL).

DEVELOPMENT PLANS

Prescriptive Plans for Assistance (PPA)

An appraiser may develop a Prescriptive Plan for Assistance (PPA) for an employee at any time when performance or behavior becomes a concern as evidenced by observations, work products, or behavior aligned to the performance expectations as per Board Policy, DN (LOCAL).

The PPA shall outline the areas for improvement identified by the appraiser, and specific developmental activities within the employee's plan shall be monitored. To assist appraisers in supporting employees during this process, there are resources available on the NTAS SharePoint.

Individual Professional Development Plan (IPDP)

The employee will develop an Individual Professional Development Plan (IPDP) in preparation for the Goal-Setting Conference. The IPDP shall align professional development opportunities to perceived opportunities for growth in support of department goals. The employee and appraiser will review the IPDP during the Goal-Setting Conference and collaboratively make adjustments.

GOAL SETTING CONFERENCE

The Goal-Setting Conference is a required component of the appraisal process. It is the perfect opportunity to establish or develop relationships with employees based on feedback and support. At the Goal-Setting Conference, the appraiser will:

- a) Discuss the competencies that will account for 70% of the employee's appraisal rating.
- b) Share the Department Goals that will account for 30% of the employee's final appraisal rating.
- c) Align the employee's development plan (IPDP or PPA) to Department Goals.
- d) Identify professional development activities.
- e) Review the employee's performance from the previous year's appraisal (if available).
- f) Set performance expectations for the current appraisal year.

PROGRESS CONFERENCE

Progress Conferences are an optional component of the Non-Teacher Appraisal System. Progress Conferences are an opportunity to:

- a) Communicate areas of success.
- b) Discuss opportunities for improvement.
- c) Review progress on department goals.
- d) Review the development plan to determine if goals have been met and identify additional opportunities for professional growth.

END OF YEAR CONFERENCE

End-of-Year Performance Appraisals and Conferences are a required component of the Non-Teacher Appraisal Process. Prior to the conference, the appraiser will complete the employee's performance document, including ratings on competencies and department goals. The appraiser may refer to the appropriate Competencies Rubric for guidance regarding the assignment of performance levels.

EMPLOYEE REVIEW PERIOD

Following the deadlines above ensures that the employee will have five working days to review the appraisal document. This is a recommended best practice. At the End-of-Year Conference, the appraiser may:

- a) Discuss employee's performance appraisal ratings for competencies and department goals.
- b) Review progress on Development Goals.
- c) Discuss goals and performance expectations for next year.

TRANSFER/NEW HIRES

No appraisal is required for employees hired within 90 days of the end of the appraisal period.

THIRD-PARTY INPUT

The appraiser shall verify and document third-party information that the appraiser and employee want to use as cumulative data. Any documentation that will influence the employee's annual appraisal ratings must be shared in writing within ten working days of the appraiser's knowledge of the occurrence. Input gathered via the "Ask for Feedback" feature in OneSourceMe Performance and Goals may be included as third-party input.

EMPLOYEE RESPONSE

Employees may submit a written response or rebuttal to their appraiser within ten working days of receipt of a written document. Employees may submit a written response or rebuttal via the employee comments section of the appraisal document and as an attachment in the electronic appraisal tool or the form of a hard copy. The appraiser will ensure that the rebuttal is attached to the appraisal document.

MISSED DEADLINES

Per Board Policy DN(LOCAL), "In the event an appraisal deadline is missed by either the employee or appraiser, the appraiser shall document the reason in a memorandum to the employee, and a copy shall be sent to the appraiser's manager. The appraisal process shall continue. A missed deadline shall not invalidate an appraisal document."

LATE HIRES/PROTECTED LEAVES

Central Office and campus-based non-teachers hired one week before the Goal-Setting Conference date or one week after the Goal-Setting Conference date, based on the respective duty schedule, and returning central office and campus-based non-teachers who take a protected leave as designated by Human Resources in compliance with Board Policy and applicable law: Receive appraisal training and complete an Individual Professional Development Plan within 15 working days from the start or return-to-duty date.

EMPLOYEE ACKNOWLEDGEMENT

Once a formal evaluation has been completed, the employee shall sign the document indicating receipt of the evaluation, and the employee shall receive a copy of the initial evaluation. If the employee refuses to sign, the supervisor should note and record the reasons is given.

APPEAL PROCESS

Any appeals for contested evaluations shall be forwarded in memorandum format to the next level in the chain of command within ten working days. If there is no satisfactory resolution at that level, the appeal request may be forwarded to the Assistant Chief of Police for a final decision.

RETENTION OF EMPLOYEE APPRAISALS

Employee appraisals shall be retained in accordance with Section 203.042, Retention Schedules I.

Approved By


Pedro Lopez Jr., Chief of Police