



REPUBLIC OF SAN MARINO

REGULATION no. 3 of 24 February 2022

**We the Captains Regent
of the Most Serene Republic of San Marino**

Having regard to Article 4, paragraph 4 and to Article 5, paragraph 3-bis of Delegated Decree no. 159 of 31 August 2021;

Having regard to Congress of State Decision no. 11 adopted during its sitting of 21 February 2022;

Having regard to Article 5, paragraph 5 of Constitutional Law no. 185/2005 and to Article 13 of Qualified Law no. 186/2005;

Promulgate and order the publication of the following Regulation:

MODEL EVALUATION SHEETS FOR MEMBERS OF THE POLICE CORPS

Art. 1

1. The annexed model evaluation sheets for members of the Police Corps shall be hereby adopted:

- a) Annex 1: model of the annual evaluation sheet for members of the Police Corps referred to in Article 5, paragraph 3-bis of Delegated Decree no. 159 of 31 August 2021;
- b) Annex 2: model evaluation sheet for the probationary period of cadet guards of the Police Corps referred to in Article 4, paragraph 4 of Delegated Decree no. 159/2021;
- c) Annex 3: model evaluation sheet for the probationary period of agents of the Police Corps referred to in Article 8, paragraph 8 of Delegated Decree no. 159/2021.

Art. 2

1. Pending the adoption of uniform models for the three Police Corps, the Civil Police Corps shall continue to use as the model evaluation sheet for the probation period for career advancement by internal competition referred to in Article 6, paragraph 11 of Delegated Decree no. 159/2021 the evaluation sheet used in the Public Administration for the evaluation of the six-month probationary period following recruitment through public or internal competition.

Done at Our Residence, on 24 February 2022/1721 since the Foundation of the Republic.

THE CAPTAINS REGENT
Francesco Mussoni - Giacomo Simoncini

**THE MINISTER OF
INTERNAL AFFAIRS**
Elena Tonnini



Ref. _____/_____

San Marino, _____

MEMBER BEING EVALUATED:	_____.	born on	Identification no. _____
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POSITION HELD:	SERVICE OR UNIT OF BELONGING	PERIOD OF BELONGING
		from to

	ROLE AND UNIT OF BELONGING	RANK, NAME AND SURNAME	FROM	TO
COMPILER	Head of the Service		from	to
EVALUATOR	Corps Commander		from	to

PART ONE: PHYSICAL, MORAL AND CHARACTER QUALITIES				
EXTERNAL APPEARANCE				
<input type="checkbox"/> Shabby - neglected	<input type="checkbox"/> Not always decorous	<input type="checkbox"/> Decorous/dignified	<input type="checkbox"/> Distinct bearing and trait	<input type="checkbox"/> Impeccable/brilliant
PHYSICAL VIGOUR				
<input type="checkbox"/> He/she gets fatigued even in normal situations	<input type="checkbox"/> Not always enduring	<input type="checkbox"/> Satisfactory in normal situations	<input type="checkbox"/> Energetic and resistant	<input type="checkbox"/> Always strong and vigorous even in critical situations
MENTAL VIGOUR AND CONCENTRATION CAPACITY				
<input type="checkbox"/> Poor concentration capacity	<input type="checkbox"/> He/she occasionally shows lapses in concentration	<input type="checkbox"/> Satisfactory under normal conditions	<input type="checkbox"/> Optimal resistance to mental fatigue	<input type="checkbox"/> Tireless even in conditions of discomfort
EXEMPLARINESS				
<input type="checkbox"/> Difficulty complying with ethical values	<input type="checkbox"/> Not always exemplary	<input type="checkbox"/> He/she usually expresses positive values in human and service-related relations	<input type="checkbox"/> He/she sets a good example of correctness and honesty	<input type="checkbox"/> Firm action in all kinds of situations
STRENGTH OF CHARACTER AND DETERMINATION				
<input type="checkbox"/> Pliant/easily influenced	<input type="checkbox"/> Hesitant	<input type="checkbox"/> Determined	<input type="checkbox"/> Very determined and confident	<input type="checkbox"/> He/she tackles all kinds of situations firmly and decisively
CAPACITY TO DEAL WITH RISK SITUATIONS				
<input type="checkbox"/> He/she shows insecurity	<input type="checkbox"/> He/she shows perplexity in risk situations	<input type="checkbox"/> Properly firm	<input type="checkbox"/> He/she tackles risk situations with determination	<input type="checkbox"/> Valiant and confident in all circumstances
LOYALTY				
<input type="checkbox"/> In interpersonal relations, he/she does not explicitly express intentions	<input type="checkbox"/> Sometimes he/she acts in a not fully transparent way	<input type="checkbox"/> Adequately frank	<input type="checkbox"/> Certainly loyal and sincere	<input type="checkbox"/> Crystal-clear loyalty
PERSUASIVENESS (for Non-Commissioned Officers and Officers)				
<input type="checkbox"/> Failure to earn esteem and cooperation	<input type="checkbox"/> Accepted only by those who know him/her well	<input type="checkbox"/> He/she shows satisfactory credibility	<input type="checkbox"/> He/she easily earns esteem and appreciation	<input type="checkbox"/> He/she acts with authority in all circumstances

PART TWO: INTELLECTUAL AND CULTURAL QUALITIES				
PROBLEM SOLVING CAPACITIES				
<input type="checkbox"/> Superficial	<input type="checkbox"/> Sometimes inaccurate and generic	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Timely/rational methodical	<input type="checkbox"/> He/she analyses problems from every angle, always finding the best solution
COMMUNICATION CAPACITIES				
<input type="checkbox"/> He/she has difficulty in expressing him/herself	<input type="checkbox"/> Sometimes unintelligible	<input type="checkbox"/> He/she manages to make him/herself intelligible	<input type="checkbox"/> He/she usually expresses him/herself with ease and clarity	<input type="checkbox"/> Always concise, clear and convincing
PROPENSITY FOR CULTURAL TRAINING				
<input type="checkbox"/> He/she shows no particular interest in cultural training	<input type="checkbox"/> Limited to superficial and occasional training	<input type="checkbox"/> He/she follows issues of greatest interest and topicality	<input type="checkbox"/> Well prepared and updated on wide-ranging issues	<input type="checkbox"/> He/she has a broad wealth of very in-depth and constantly updated knowledge
COMMITMENT TO LEARNING AND USING FOREIGN LANGUAGES				
<input type="checkbox"/> Mediocre	<input type="checkbox"/> Sufficient	<input type="checkbox"/> Good	<input type="checkbox"/> Very good	<input type="checkbox"/> Excellent

PART THREE: PROFESSIONAL QUALITIES				
PROFESSIONAL PREPARATION				
<input type="checkbox"/> Inadequate to the usual tasks	<input type="checkbox"/> Superficial / he/she has some gaps	<input type="checkbox"/> Satisfactory/adequate	<input type="checkbox"/> Solid and constantly updated	<input type="checkbox"/> Broad and diverse
STAFF MANAGEMENT				
<input type="checkbox"/> Little attention paid to productivity and the enhancement of resources	<input type="checkbox"/> Not always rational	<input type="checkbox"/> Accurate and conscientious	<input type="checkbox"/> He/she arranges and coordinates available resources	<input type="checkbox"/> Deep knowledge of collaborators, whom he/she knows how to best motivate and enhance
ORGANISATIONAL CAPACITIES				
<input type="checkbox"/> Modest	<input type="checkbox"/> To be developed	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Very good planner and supervisor	<input type="checkbox"/> Excellent planner, organiser and supervisor
CAPACITY TO WORK IN A TEAM				
<input type="checkbox"/> He/she tends to put his/her own ideas first at the expense of the collective interest	<input type="checkbox"/> Not always willing to cooperate	<input type="checkbox"/> He/she generally cooperates constructively	<input type="checkbox"/> Naturally collaborative/proactive	<input type="checkbox"/> Always playing a leading role in solving common problems
INTERPERSONAL CAPACITIES				
<input type="checkbox"/> Little inclined to relate to others	<input type="checkbox"/> He/she does not always properly manage relational activities	<input type="checkbox"/> Sociable. He/she establishes interpersonal relationships	<input type="checkbox"/> Very communicative and effective	<input type="checkbox"/> Brilliant. He/she establishes excellent institutional relations
WORK MOTIVATION AND DEDICATION				
<input type="checkbox"/> Lack of motivation/tendency to avoid tasks	<input type="checkbox"/> Sometimes he/she lacks involvement in the performance of tasks	<input type="checkbox"/> Adequately motivated / he/she does what is necessary	<input type="checkbox"/> Particularly motivated, he/she always tries to give his/her best	<input type="checkbox"/> Convinced and selfless, he/she tirelessly devotes him/herself to the Institution
RELIABILITY				
<input type="checkbox"/> He/she does not offer sufficient guarantees that the task assigned will be completed	<input type="checkbox"/> He/she sometimes needs to be stimulated/encouraged	<input type="checkbox"/> Generally reliable	<input type="checkbox"/> He/she scrupulously performs assigned tasks	<input type="checkbox"/> Absolutely reliable
SPIRIT OF INITIATIVE				
<input type="checkbox"/> He/she has difficulty acting without indication	<input type="checkbox"/> Not always suitable to act autonomously	<input type="checkbox"/> Usually enterprising	<input type="checkbox"/> Effective and prompt	<input type="checkbox"/> He/she acts in the best and most timely manner, even in critical situations
DECISION-MAKING CAPACITY				
<input type="checkbox"/> He/she finds it difficult to decide	<input type="checkbox"/> Not always ready to take responsibility	<input type="checkbox"/> Determined and responsible	<input type="checkbox"/> He/she decides well and quickly	<input type="checkbox"/> Always confident and determined
READINESS FOR COMMAND (for Agents)				
<input type="checkbox"/> He/she has difficulty being followed by staff	<input type="checkbox"/> He/she does not always obtain staff involvement	<input type="checkbox"/> He/she is capable of involving staff by obtaining their convinced participation	<input type="checkbox"/> He/she manages to direct collaborators in the achievement of the objectives pursued	<input type="checkbox"/> Charismatic and authoritative
RESERVE				
<input type="checkbox"/> Superficial	<input type="checkbox"/> Not always reserved	<input type="checkbox"/> Essentially reserved	<input type="checkbox"/> Very reserved	<input type="checkbox"/> Absolutely reserved
SENSE OF DISCIPLINE				
<input type="checkbox"/> Little respectful of the rules	<input type="checkbox"/> Exclusively formal	<input type="checkbox"/> Respectful of the rules	<input type="checkbox"/> Strong	<input type="checkbox"/> Very strong and deeply felt
PERFORMANCE				
<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not always adequate	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Very good	<input type="checkbox"/> Excellent

Compiler's considerations (if any)

San Marino, _____	Head of Unit (or Service)	Compiler's signature	
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<u>EVALUATION</u> <input type="checkbox"/> Excellent <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Sufficient <input type="checkbox"/> Insufficient	<u>Commander's considerations (if any)</u>		
San Marino, _____	Commander of the Corps _____	Signature	

For acknowledgement and full examination

San Marino, _____	Rank and name of the evaluated person		Evaluated person's signature	
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EMPLOYEE: SURNAME AND NAME			EVALUATION OF THE PROBATIONARY PERIOD OF CADET AGENTS AFTER 6 MONTHS			EVALUATION OF THE PROBATIONARY PERIOD OF CADET AGENTS AFTER 12 MONTHS IN THE CORPS	
Factor	Criterion	Indicators	NEGATIVE	MEDIOCRE	POSITIVE	NEGATIVE	POSITIVE
Achievement of goals	Objectives assigned by rank or job specification	He/she is able to draw up deeds and documents					
		He/she is able to carry out field interventions					
		He/she respects hierarchies and instructions received					
		He/she is able to work in a team					
		He/she is able to handle stress in emergency situations					
		He/she has listening capacities					
		He/she adequately knows the legislation					
		He/she is able to assist colleagues in all units					
		He/she is able to adequately use computer and communication tools and programmes					
	Compliance with working hours	He/she complies with the directives and rules regarding organisation and presence on duty					
	Diligence in performing the duties assigned	He/she performs assigned tasks with continuous effort to achieve the expected outcome					
		He/she works with care and operational precision					
		He/she knows and acts in accordance with current procedures					
		He/she adopts appropriate tools and strategies with a view to successfully completing the assigned task					
	Willingness to correct misconduct	He/she critically analyses his/her work by identifying and correcting errors					
		He/she accepts criticism and provides well-informed explanations by questioning him/herself					
		He/she acts constructively even in stressful situations					
		He/she deals with and ensures the positive resolution of conflicts					
		He/she develops strategies to address identified gaps					
		He/she keeps calm in conflict situations					
Contribution to organisational performance	Willingness to collaborate with superiors and colleagues and interact with others	He/she is able to actively participate in processes involving him/her in a constructive and critical manner					
		He/she is able to relate with colleagues in a friendly and constructive manner to foster a productive and harmonious working environment					
		He/she is committed to finding more appropriate responses to difficult situations					
		He/she communicates by adapting language to the interlocutor and context					
	Physical, moral and professional qualities	He/she takes care of external appearance					
		He/she has concentration capacity and physical vigour					
		He/she has strength of character and determination					
		He/she expresses positive values in human and professional relationships					
		He/she takes care of the work place and tools, as well as personal equipment					
		He/she is able to interact respectfully with institutional representatives and citizens					
		Also in private life and in the use of social media, his/her behaviour is not detrimental to the dignity and image of the Corps to which he/she belongs					

Legend - evaluation

Evaluation at the end of the 6th month of probationary period
A "NEGATIVE" evaluation indicates the non-achievement of eligibility in the specific entry and only one "NEGATIVE" evaluation determines the non-eligibility for the task and the subsequent interruption of the probationary period
A "MEDIOCRE" evaluation indicates only partial achievement of eligibility in the specific entry. The presence of more than four entries evaluated as "MEDIOCRE" determines the non-eligibility for the task and the subsequent interruption of the probationary period
Conclusions of the Commander at the end of the 6th month of probationary period:
eligible to continue the probationary period
not eligible for the task

Evaluation at the end of the 12th month of probationary period:
A "NEGATIVE" evaluation indicates the non-achievement of eligibility in the specific entry and determines the non-eligibility for the task
Conclusions of the Commander at the end of the probationary period:
eligible for the task
not eligible for the task

EMPLOYEE: SURNAME AND NAME			EVALUATION OF THE PROBATIONARY PERIOD AS OFFICER AND NON-COMMISSIONED OFFICER (UNDER ART. 8) AFTER 6 MONTHS IN THE CORPS			EVALUATION OF THE PROBATIONARY PERIOD AS OFFICER AND NON-COMMISSIONED OFFICER (UNDER ART. 8) AFTER 12 MONTHS IN THE CORPS	
Factor	Criterion	Indicators	NEGATIVE	MEDIOCRE	POSITIVE	NEGATIVE	POSITIVE
Achievement of goals	Objectives assigned by rank or job specification	He/she is able to draw up deeds and documents					
		He/she is able to report offences					
		He/she is able to make communications/reports to other Offices					
		He/she is able to carry out field interventions					
		He/she is able to carry out an emergency intervention					
		He/she is able to communicate to collaborators the orders to be carried out					
		He/she respects hierarchies and instructions received					
		He/she is able to work in a team					
		He/she can handle stress in emergency situations					
		He/she has listening capacities					
		He/she adequately knows the legislation					
		He/she is able to assist colleagues in all units					
		He/she is able to adequately use computer and communication tools and programmes					
		He/she complies with the directives and rules regarding organisation and presence on duty					
	Compliance with working hours	He/she analyses organisational problems and proposes solutions					
	Diligence in performing the duties assigned	He/she performs assigned tasks with continuous effort to achieve the expected outcome					
		He/she works with care and operational precision					
		He/she knows and acts in accordance with current procedures					
		He/she adopts appropriate tools and strategies with a view to successfully completing the assigned task					
	Willingness to correct misconduct	He/she critically analyses of his/her work by identifying and correcting errors					
		He/she accepts criticism and provides well-informed explanations by questioning him/herself					
		He/she acts constructively even in stressful situations					
		He/she deals with and ensures the positive resolution of conflicts					
		He/she develops strategies to address identified gaps					
	He/she is able to organise his/her work efficiently	He/she keeps calm in conflict situations					
		He/she collects data through documents useful to plan and carry out activities					
		He/she evaluates his/her competences by recognising the limits and spaces of autonomy and discretion					
		He/she is able to organise him/herself: he/she plans activities, sets priorities and puts the interest of the service provided first					
		He/she develops his/her own skills					
	Aptitude for autonomous intervention, also to cope with unforeseen situations, taking into account the level of autonomy required for the rank or job specification	He/she effectively organises his/her own activities and/or those of others, stimulating and involving collaborators to improve results					
		He/she effectively uses the time and means provided to achieve results					
		He/she knows the rules regarding the tool of self-management and knows how to behave in the absence of the hierarchical superior					
		He/she has an appropriate spirit of initiative					
		He/she can take responsibility					
		He/she grasps changing situations by being open to other people's ideas and proposals, adapting his/her behaviour accordingly to achieve expected results					
		He/she is able to manage imminent and timely situations by setting priorities and making decisions					
Contribution to organisational performance	Willingness to collaborate with superiors and colleagues and interact with others	He/she is able to assist the reference staff even for complex tasks					
		He/she is able to actively participate in processes involving him/her in a constructive and critical manner					
		He/she is able to relate with colleagues in a friendly and constructive manner to foster a productive and harmonious working environment					
		He/she is committed to finding more appropriate responses to difficult situations					
		He/she communicates by adapting language to the interlocutor and context					
	Physical, moral and professional qualities	He/she takes care of external appearance					
		He/she has concentration capacity and physical vigour					
		He/she has strength of character and determination					
		He/she expresses positive values in human and professional relationships					
		He/she takes care of the work place and tools, as well as personal equipment					
		He/she is able to interact respectfully with institutional representatives and citizens					
		Also in private life and in the use of social media, his/her behaviour is not detrimental to the dignity and image of the Corps to which he/she belongs					

Legend - Evaluation

Evaluation at the end of the 6th month of probationary period:
A "NEGATIVE" evaluation indicates the non-achievement of eligibility in the specific entry. Only one "NEGATIVE" evaluation determines the non-eligibility for the task and the subsequent interruption of the probationary period
A "MEDIOCRE" evaluation indicates only partial achievement of eligibility in the specific entry. The presence of more than four entries evaluated as "MEDIOCRE" determines the non-eligibility for the task and the subsequent interruption of the probationary period
Conclusions of the Commander at the end of the 6th month of probationary period:
eligible to continue the probationary period
not eligible for the task

Evaluation at the end of the 12th month of probationary period:
A "NEGATIVE" evaluation indicates the non-achievement of eligibility in the specific entry. Only one "NEGATIVE" evaluation determines the non-eligibility for the task
Conclusions of the Commander at the end of the probationary period:
eligible for the task
not eligible for the task