



PERFORMANCE EVALUATIONS OF ALL SWORN AND CIVILIAN DEPARTMENT MEMBERS BELOW THE RANK OF SUPERINTENDENT



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I. PURPOSE

This directive *introduces*:

- A. a performance evaluation process for all sworn and civilian Department members below the rank of superintendent that will enable CPD to identify, support, and recognize members who perform their duties lawfully, safely, and effectively, as well as to identify and respond to members who perform poorly, demonstrate adverse behaviors, or engage in inappropriate conduct or conduct that otherwise undermines member or public safety and community trust.
- B. evaluation procedures, performance dimensions, and rating process for all sworn and civilian members below the rank of superintendent.
- C. the Performance Evaluation System PES is accessible through the Talent Management System (TMS) in the Benchmark PES application.
 - 1. The Performance Evaluation System will be utilized for all sworn and civilian members below the rank of superintendent.
 - 2. The performance management system focuses on collaboration, growth, training, teamwork, accountability, and transparency.
 - 3. The Performance Improvement Plan (PIP) can be electronically accessed by supervisors in the Performance Evaluation System.

II. POLICY

- A. The Department is committed to ensuring that evaluations of all full-time sworn and civilian Department members are conducted and documented annually for sworn members and twice annually for civilian members. The purposes of performance evaluations are to:
 - 1. refine documentation of supervisory actions and observations;
 - 2. standardize the nature of the personnel decision-making process;
 - 3. assure the public that Department personnel are qualified to carry out their assigned duties;
 - 4. communicate employee expectations in both written and verbal fashion;
 - 5. provide members with the necessary information to assist them in maintaining appropriate skills and behaviors;
 - 6. address inappropriate behaviors; and
 - 7. comply with Municipal Code of Chicago MCC 2-84-400, which requires the Chicago Police Department to ascertain and record the efficiency of each Department member.

- B. The assessment of a member's job performance is an ongoing process. The annual performance evaluation for sworn members and twice annual performance evaluations for civilian members are not the only time during the year that supervisors should discuss performance issues with Department members.
- C. Setting goals, ongoing coaching, and feedback in the PES provides supervisors with opportunities throughout the year to:
1. refocus members' efforts to enhance performance. Frequent feedback allows members to direct their attention to performance-improvement needs and is intended to assist them in achieving higher levels of performance;
 2. communicate early to members any significant problems that exist and to provide advice and guidance to correct those problems; and
 3. document significant and notable supervisory observations, feedback sessions, coaching recommendations, goal-setting discussions, and performance-enhancement guidance in the Portfolio Notes field.

NOTE: During this period, supervisors will document members' progress throughout the observation period where they have the option to document progress towards the annual goals set out in the beginning of the year.

- D. The Department has an obligation to help Department members cope with the consequences that come from their service to the public, including actively engaging with all Department members and utilizing support structures, including the Professional Counseling Division (PCD), Employee Assistance Program (EAP), Traumatic Incident Stress Management Program, and the Officer Support System (OSS).
1. The evaluation process provides an opportunity in identifying members who may need support.
 2. The evaluating supervisors can have meaningful conversations with members who may need support and connect the member with the support or services identified that best serve the needs of the member (e.g., training, Chaplains Unit, Peer Support).
- E. Performance evaluations will be conducted annually for sworn members and twice annually for civilian Department members and will be completed upon an Administrative Message Center (AMC) announcement, unless otherwise established by this directive.
- F. The Executive Director, Office of Constitutional Policing and Reform, will ensure that the performance evaluation dimensions are disseminated to all sworn Department members in the first quarter calendar of the year.

NOTE: January, February, and March comprise the first quarter of the year.

- G. Command staff personnel are responsible for the administration of performance evaluations for all sworn members under their supervision and will ensure that performance evaluations are administered fairly and that all members are evaluated impartially and under the same standards set by this directive.
- H. Training will be provided to all supervisory members who are responsible for evaluating Department members.

III. DEFINITIONS

- A. **Benchmark Analytics** – a company that developed the current Performance Evaluation System that provides an evidence-based personnel management solution grounded in research and powered by data science.

- B. **Dimensions** – categories used to evaluate members based on the expectations of his or her assignment specifications.
- C. **Evaluation Period** – the timeframe in which a supervisor is responsible for making informal and formal observations of performance for his or her subordinate. An established period of time for which the performance evaluation will cover.
- D. **Feedback Session** – a meeting that takes place with the evaluating Department supervisor and evaluated sworn and civilian Department member that occurs at the six-month mark of the Department member's evaluation period. The meeting functions as a performance progress discussion between the evaluated member and their supervisor.
- E. **Performance Evaluation** – a tool used to review a Department member's work and results over the course of the evaluation period.
- F. **Performance Evaluation System (PES)** – the electronic system that is used to create and store performance evaluations.
- G. **Performance Improvement Plan (PIP)** – a document used to record an objective and activities to improve a Department member's performance in a given area.
- H. **Portfolio Notes** – a free-form field in the Performance Evaluation System that allows sworn and civilian Department supervisors to record notable observations for all Department members, including those Department members they supervise. Additionally, supervisors can document any feedback sessions, coaching recommendations, goal setting discussions, and performance enhancement guidance.
- I. **Rating Bands** – the levels of performance that can be observed for a given dimension (e.g., outstanding performance, meets performance expectations, need performance improvement, or unsatisfactory performance).
- J. **Rating Periods** – evaluators engage in job performance observations and employee feedback for the purpose of determining subordinate performance evaluations.
- K. **Rating Values** – a numeric value that represents a measure of a sworn or civilian Department member's work quality, initiative, innovation, and professionalism. They are used in various contexts, such as performance evaluations and employment assessments.
- L. **Talent Management System (TMS)** – locate d o n Th e Wir e homepage , the Talent Management System (TMS) is a comprehensive collated warehouse of Department member information that includes, but is not limited to, the Learning Management System (LMS), Member Jacket (MJ), Performance Evaluation System (PES), Performance Recognition System (PRS), Department Time Sheets (TS), and Department Watch Sheets (WS).

IV. PERFORMANCE EVALUATION SYSTEM (PES) FOR SWORN AND CIVILIAN DEPARTMENT MEMBERS BELOW THE RANK OF SUPERINTENDENT

- A. Sworn Department members will be evaluated annually beginning in the first quarter of the calendar year. The evaluation process will provide for support, feedback, communication of expectations, and, when appropriate, corrective actions. The evaluations will be completed by the fourth quarter of the calendar year.

NOTE: October, November, and December comprise the fourth quarter of the year.
- B. Consistent with Item VIII-C of this directive, sworn Department members will participate in a feedback session with their evaluating supervisor at the six-month mark of the member's annual evaluation period. The meeting functions as a performance-progress discussion between the evaluated member and their supervisor.
- C. Chicago Police Department supervisors are required to rate its civilian members **twice annually**, by authority of the Municipal Code of Chicago (MCC 2-84-400). The two rating periods are 1 January through 30 June and 1 July through 31 December.

1. At the start of each rating period, the civilian member's immediate supervisor, whether sworn or civilian, must review the PES system, outlining both the supervisor's responsibilities as evaluator and the civilian member's responsibilities as the individual being evaluated.
2. Civilian members transferred to a new unit or who are newly hired after 01 July, but prior to 31 December, must be appropriately rated at the beginning of the new assignment in the PES for the next rating period.
3. Civilian probationary members will be rated at three months and six months after their start date using the PES system.

D. Sworn and civilian supervisors will participate in training regarding the purpose, implementation, and use of the Performance Evaluation System.

NOTE: Sworn and civilian supervisors will participate in training and receive Performance Evaluation System materials regarding the purpose, implementation, and use of the Performance Evaluation System for evaluating sworn and civilian Department members.

E. To effectively evaluate and document job performance of sworn and civilian members under their command, Department supervisors will use the Performance Evaluation System to document Department member's performance observations in portfolio notes of the application.

NOTE: Department supervisors are required to make portfolio note entries quarterly for each of the sworn and civilian members they supervise.

F. The Executive Director, Office of Constitutional Policing and Reform, has overall authority over the PES and will coordinate the implementation, management, and monitoring of the evaluation process of all Department members under the rank of superintendent.

V. **BASE PERFORMANCE EVALUATION DIMENSIONS FOR ALL SWORN MEMBERS AND CIVILIAN MEMBERS BELOW THE RANK OF SUPERINTENDENT**

A. Performance Dimensions

The performance evaluation process enables the Department to identify, support, and recognize members who perform their duties lawfully, safely, and effectively, as well as to identify and respond to members who under-perform, engage in inappropriate conduct, or conduct that otherwise undermines the member, public safety, or community trust. There are five performance dimensions used in the evaluation of all Department members' job performance below the rank of superintendent:

1. Job Knowledge/ Professional Development:
 - a. Legal Knowledge — Follows Department directives and procedures and complies with legal standards. Treats all persons fairly and impartially by upholding the U.S. Constitution and civil rights which are the fundamental principles of constitutional policing.
 - b. Organization — Demonstrates ability to manage workload appropriately.
 - c. Education/ Training — Shows readiness to apply new skills, knowledge learned through training, and continuing education.
 - d. Development — Uses feedback from others to further develop knowledge and skills.
 - e. Accuracy and Attention to Detail — The member's reports are free of errors or inconsistencies and demonstrates attention to detail in their written work.
 - f. Community Interactions — Applies the principles of community policing in their sworn or civilian assignment consistent with Department policy in a way that encourages trust and positively shapes the community's view of the Department.

2. Communications:

- a. Clarity — The member communicates effectively, without ambiguity and their verbal and written interactions are easy to follow.
 - b. Professionalism — The Department member maintains a civil and diplomatic tone and demeanor in all verbal exchanges, even in high-stress situations.
 - c. Comprehension — Understanding and mastery of written and spoken communications and assignments.
 - d. Assignment Accomplishment — The member submits written reports/ documents in a timely manner, meets deadlines, and ensures that critical information is documented promptly.
 - e. Listening — Makes a conscious effort to hear, analyze, and effectively respond to what others say and relates to others by demonstrating diplomacy and tact.
3. Adaptability/ Initiative:
- a. Independence — The Department member demonstrates the ability to make sound decisions without needing constant supervision or direction.
 - b. Orientation — Adapts rapidly and easily to changing demands and circumstances.
 - c. Innovation — The Department member develops new effective ideas or solutions for routine and unique challenges.
 - d. Tolerance — Maintains calm and displays restraint and perseverance when faced with unexpected obstacles, opposition, or hostility.
 - e. Techniques — Demonstrates practical application of Department knowledge, skills and training techniques, such as de-escalation.
 - f. Commitment to Self-Improvement — The Department member actively seeks to enhance their skills and knowledge to perform better in their role/ assignment.
4. Problem Solving/ Decision Making:
- a. Risk Management — The member effectively assesses and manages hazards to ensuring the safety of all parties involved.
 - b. Timeliness — Recognizes and diagnoses problems accurately, effectively, and in a prompt manner to include seeking additional resources and supervisory assistance.
 - c. Problem Solving — The Department member collects and organizes information and makes valid and timely decisions using sound judgment to provide alternative resolutions to problems. Additionally, the member consistently makes decisions that are legally and ethically sound taking all relevant factors into account.
 - d. Responsiveness to Feedback — Uses input from their peers and supervisors to further develop assignment knowledge and skills.
 - e. Professionalism — focuses on interactions with the public in a way that positively shapes the public's view of policing including proper enforcement of the law and procedural justice.
 - f. Legal — The member ensures all actions are in keeping with the constitutional requirements, local statutes, municipal code, and the mission of the Chicago Police Department.
5. Accountability/ Dependability/ Professionalism:
- a. Ethical Behavior — The member consistently demonstrates honesty, integrity, truthfulness, and moral conduct in all aspects of their work.

- b. Respectfulness — The Department member treats others with dignity and respect regardless of the circumstances or the person involved.
 - c. Time Management — Adheres to work schedules and completes work activities in a prompt manner.
 - d. Teamwork — The Department member collaborates effectively with peers and supervisors contributing positively to their work environment.
 - e. Accountability — The member take responsibility for their actions, both positive and negative, and strive for continuous improvement.
 - f. Professional Attire — Dresses in designated uniform, civilian dress, or business attire.
 - g. Professionalism — Interacts with members of the public in an unbiased, fair, and respectful manner and performs their duties lawfully, safely, and effectively. Sworn or civilian members, in their respective roles, will display proficiencies in the areas of constitutional policing, community policing, problem-solving, and specialized training including, but not limited to, the use of de-escalation techniques.
- B. Sworn and civilian Department members below the rank of superintendent will be evaluated by sworn or civilian supervisor(s) who may consult with other supervisors the Department member has worked with, if the member has worked for more than one supervisor during the evaluation period.
 - C. A majority determination for individual dimensions is achieved when a 50% or higher rating value is tabulated by the PES platform for the evaluated sworn or civilian Department member.

VI. SUPERVISORY PERFORMANCE EVALUATION DIMENSIONS FOR SWORN AND CIVILIAN DEPARTMENT SUPERVISORS BELOW THE RANK OF SUPERINTENDENT

- A. In addition to the base performance evaluation created for every Department member below the rank of superintendent as described in Item V, sworn and civilian supervisors will be rated in three additional performance dimensions. Evaluators will consider various components under each dimension, depending upon the job description of the supervisor being evaluated.
 - 1. Leadership and Team Building:
 - a. Professional Attire — Demonstrates excellence in personal appearance, attendance, and promptness.
 - b. Accuracy — Completes tasks in a timely and correct manner.
 - c. Employee Development — Delegates the appropriate tasks to subordinates, mindful of the Department member's strengths and weaknesses.
 - d. Collaboration — Interacts and works well with other supervisors, subordinates, and community members.
 - e. Timely Task Delivery — Exhibits time management and performs well with little or no task instruction and supervision.
 - f. Responsiveness — Promptly addresses requests for review of Department policy and procedures.
 - g. Team Development — Support the collaborative team-oriented environment including soliciting feedback and providing everyone a voice to express concerns, communicate expectations, and co-create solutions.
 - 2. Management and Supervisory Performance:
 - a. Communication — Adept in all personal interactions including the ability to actively listen and consider other viewpoints before making a decision.

- b. Performance Reviews — Regularly observes and reviews member execution of duties and utilizes the Performance Evaluation System appropriately.
 - c. Coaching and Employee Supports — Provides mentorship, training opportunities, wellness assistance, and support service recommendations for members when determined appropriate.
 - d. Disciplinary Reviews — Demonstrates proficiency with the Department's disciplinary system and utilizes it when required.
 - e. Performance Appraisals — Supervisors appraised on their ability to train, evaluate, and monitor their subordinates, when warranted.
 - f. Subordinate Evaluations — Where applicable, assesses sworn and civilian supervisors on their ability to train, evaluate, and monitor their subordinates. Additionally, assess their ability to identify and respond to evaluated members who perform poorly, demonstrate adverse behaviors, or engage in inappropriate conduct.
3. Analytical Supervision and Problem Solving:
- a. Resource Allocations — Demonstrates the ability to allocate resources appropriately.
 - b. Information Sharing — When applicable, creates formalized processes for subordinates to disseminate information concerning relevant assignment issues.
 - c. Planning — Demonstrates comprehensive planning abilities to account for all circumstance for required course of action.
 - d. Dedication to Assignment — Consistently provides examples in leadership and gets involved to help resolve problems, follows timelines, and meet deadlines. Negotiates personnel conflicts and disagreements fairly, effectively, and promptly.
 - e. Decision Justification — Demonstrates the ability to justify decisions made in a supervisory capacity.
- B. The same evaluator, of the next higher-rank of the Department supervisor being evaluated, will conduct both the five-dimension base performance evaluation and the three-dimension supervisory performance evaluation.
- C. A majority determination for individual dimensions is achieved when a 50% or higher rating value is tabulated by the PES platform for the evaluated sworn or civilian supervisory Department member.

VII. EVALUATIONS FOR SWORN AND CIVILIAN DEPARTMENT MEMBERS AND THE PERFORMANCE EVALUATION SYSTEM (PES)

- A. The performance evaluation process will enable Department supervisors to identify, support, and recognize sworn and civilian members who perform their duties effectively, as well as to identify and respond to members who perform poorly or engage in inappropriate conduct.
1. Objectives of the PES evaluation include opportunities for sworn and civilian members to set professional goals. Examples of these goals can include the following:
- a. improving performance within the outlined performance dimensions;
 - b. seeking additional professional training;
 - c. desire to move to a specialized role;
 - d. progress towards attaining a promotion;
 - e. progress towards receiving Department recognition/ award;
 - f. interest in furthering education; and

- g. for sworn and civilian supervisory members, improving efficiency and effective support for subordinates.
2. The sworn or civilian Department supervisor will meet with the member to be evaluated to discuss the goals and set expectations for the year, and also to assist the member in determining what their professional goals will be for the upcoming year.
3. Once a sworn or civilian member has drafted his or her professional goals and training objectives, they will be inputted into the PES system by the evaluating Department supervisor.
4. The sworn or civilian member will then receive a notification that his or her annual goals are ready for review. Upon receipt of this notification, the member will review and acknowledge the goals for the year.

NOTE: Should a member choose not to set an initial goal, the PES system will populate with the following: "Continue to meet the expectations and duties of a police officer or civilian member of the Chicago Police Department." The member will be required to accept this within the PES system.

5. The assigned Department supervisor and member to be evaluated will document progress towards the goals. The evaluation will include an update on progress towards the member's stated goals in the PES.
6. The progress of professional goals will be reviewed by the evaluating supervisor and the evaluated member during a meeting to discuss the full performance evaluation.

NOTE: Professional goals concerning career advancement will not affect the overall performance dimension rating received by an evaluated member.

B. Performance evaluations for all sworn and civilian supervisory Department members will be documented in the PES. Command staff/unit commanding officers will ensure that:

1. all sworn and civilian Department members will be evaluated by the next higher-ranking supervisor in their immediate chain of command.

NOTE: If the immediate supervisor of the member to be evaluated is unavailable to complete the performance evaluation, the unit commanding officer or civilian director will assign an alternate supervisor to finish the evaluation.

2. electronic performance evaluations for each sworn and civilian Department member will be conducted by the immediate supervisor of the member to be evaluated.

a. the evaluation of the Department member will be entered into the Performance Evaluation System.

(1) Evaluating supervisors should provide supporting documentation of their evaluation decisions in the form of portfolio note observations, BWC annotations, uploaded supportive documents, etc.

(2) Portfolio note entries in the PES can document both problematic behavior and desirable behavior observations. Sworn or civilian supervisors will be able to document formal and informal types of corrective measures taken and forms of praise given.

(a) Department supervisors are encouraged to acknowledge subordinate members who demonstrate a professional commitment in the areas of, procedural justice, impartial policing, community policing, and law enforcement tactics including de-escalation.

(b) Department supervisors are required to make portfolio note entries quarterly for each of the sworn and civilian members they supervise.

b. the supervisor conducting the evaluation will review the PES evaluation with the member being evaluated.

c. a PES evaluation will be conducted annually for each sworn and twice annually for civilian Department members below the rank of superintendent.

3. only Department members who have been under the evaluation supervisor's command for at least thirty days prior to the announcement of the evaluation period are evaluated. Those who have worked for a commanding officer or civilian director for less than thirty days will be evaluated by their previously assigned supervisor.

C. When applicable, the command staff, unit commanding officers, and civilian directors will appoint teams of supervisors to evaluate their subordinates. Each team will operate under the direction of a higher-ranking supervisor.

D. A supervisor above the rank of the evaluated sworn or civilian Department member must electronically approve the performance evaluation field.

E. Sworn and civilian Department members will be evaluated in their assigned or detailed units if they were assigned to that unit for at least thirty days or more prior to the announcement of the evaluation period. If not, they will be evaluated by supervisors in the last unit of assignment or detail.

F. A sworn or civilian Department member will not be evaluated if he or she has been:

1. on the medical roll for an illness or injury, on or off duty, for six consecutive months or more immediately preceding the announcement of the evaluation period.

2. on a leave of absence for six or more consecutive months immediately preceding the announcement of the evaluation period.

VIII. SPECIFIC RESPONSIBILITIES IN EVALUATING SWORN AND CIVILIAN DEPARTMENT MEMBERS BELOW THE RANK OF SUPERINTENDENT

A. The evaluator will electronically check the boxes in the PES indicating the evaluation category for each of the five base performance dimensions and three supervisory specific performance dimensions in the evaluation fields.

NOTE: The same evaluator will conduct the base performance evaluation and the required supervisory performance evaluation for sworn or civilian supervisory Department members to be evaluated.

B. Each evaluator must make comments (in the comment section of the PES) for each category.

NOTE: Comments will be pertinent and as specific as possible.

C. The assessment of a member's job performance is an ongoing process and the Department member's performance evaluation is not the only time during the year that supervisors should discuss performance issues with Department members.

1. Sworn Department members will participate in a feedback session with their evaluating supervisor at the six-month mark of the member's annual evaluation period. The meeting functions as a performance progress discussion between the evaluated member and their supervisor covering the topics presented in Item VIII-C-3 in this directive.

NOTE: Sworn and civilian Department members will be evaluated on the same evaluation dimensions as presented in Items V-A and VI-A for both their six-month feedback session and their annual performance review. Evaluating supervisors can use these sessions as points of comparison during the sworn or civilian Department member's annual performance review.

2. Civilian Department members will be evaluated twice annually consistent with Item IV-C of this directive.
3. Department member performance discussions between the evaluating supervisor and the evaluated Department member provide opportunities for coaching, mentoring, and feedback throughout the year to:
 - a. review the Department member's portfolio notes;
 - b. recognize notable performance attributes;
 - c. direct the evaluated member's attention to performance-improvement needs and assist them in achieving higher levels of performance;
 - d. refocus members' efforts to enhance performance when required; and
 - e. communicate early to members any performance issues that occur, providing timely advice and guidance to correct those issues.

D. The evaluator will electronically sign his or her name and indicate their rank or title, star or employee number, and the date in the space designated in the PES.

E. The evaluations will be reviewed, approved, and electronically signed by the exempt member or civilian director in the evaluating supervisor's immediate chain of command.

F. Each evaluator must evaluate his or her subordinates under the same set of fair and impartial standards as set by this directive.

G. The evaluator must consider any formal or informal Department recognition received by the evaluated member and any type of disciplinary action or misconduct that occurred during the member's evaluation period.

H. With reference to "Dependability, Attendance, and Promptness," absences for medical reasons must be carefully evaluated before assigning an evaluation. The reasons, duration, and number of medical incidents are factors to be considered. A long-term absence due to injury or illness should not be viewed the same as multiple absences of short duration.

NOTE: Department members absent because of injury on duty will not be penalized.

I. In units where several supervisors have supervised the same member, they may confer with each other in evaluating that member.

J. The evaluator will determine the overall performance evaluation category based on the evaluations received for each of the five performance dimensions and in accordance with the evaluation dimensions in Item V and Item VI of this directive.

IX. REVIEW OF ALL EVALUATIONS FOR SWORN AND CIVILIAN DEPARTMENT MEMBERS BELOW THE RANK OF SUPERINTENDENT

A. All sworn and civilian Department members below the rank of superintendent:

1. will have access to review their evaluations for each dimension and their overall performance evaluation.
2. whose job performance has been evaluated, will accept or reject their performance evaluation in the PES.

- B. The evaluator will provide ongoing necessary guidance, mentoring, support and feedback regarding the sworn or civilian Department member's job performance in an effort to provide opportunities for improvement. At the conclusion of the rating period, the performance evaluation for the Department member will cover the following areas:
1. the result of the performance evaluation just completed;
 2. the level of performance expected;
 3. evaluation criteria or goals for the new reporting period; and
 4. career suggestions relative to such topics as advancement, specialization, or training appropriate for the member's position. The evaluating supervisor will facilitate a member's career choices, comprehension of career goals, and achievement of career goals through meaningful and well-informed choices.
- C. The evaluator will prepare a To-From-Subject Report to his or her immediate supervisor requesting that a Performance Improvement Plan (PIP) be initiated in the evaluated member's PES for any evaluated Department member who receives a rating for any performance dimensions in the "Needs Performance Improvement" or "Unsatisfactory Performance" category. The evaluator will ensure the PIP is electronically forwarded to the unit commanding office or civilian director.
- D. Unit commanding officers and civilian directors will ensure that, after the evaluator and approving supervisor have electronically approved the PES and, if applicable, the PIP in the PES the evaluator discusses the evaluation with the evaluated sworn or civilian Department member and informs him or her of the right to request a review of the evaluation.
- NOTE:** Command staff, unit commanding officers and civilian directors will ensure that any completed Performance Improvement Plan (PIP) is electronically reviewed quarterly and that any recommendations for improvements are implemented.
- E. The evaluated Department member below the rank of superintendent will electronically sign the PES in the field indicating that he or she has reviewed the evaluation. A comments space is provided on the evaluation form for any comments the evaluated member elects to include.
- F. Once the evaluation has been approved by the evaluated Department member, the evaluator will electronically sign and date the performance evaluation form acknowledging that he or she has reviewed the evaluation with the evaluated member.
- G. Consistent with the Department directive titled, "[Appeals Procedures For Performance Evaluations Of All Sworn And Civilian Department Members Below The Rank Of Superintendent](#)," if a sworn or civilian Department member does not accept a rating for an individual dimension or the overall performance evaluation, the evaluating supervisor will document that the member has rejected the evaluation in the PES.
1. The sworn or civilian Department member may request a review of the performance evaluation within **seven calendar days** of the date they receive the performance evaluation by submitting a To-From-Subject Report to the unit commanding officer or civilian director.
 2. If the unit commanding officer or civilian director is the evaluator, the To-From-Subject Report request will go to the next-level exempt member in the chain of command.
- H. Within **seven calendar days** of receiving the rejected performance evaluation, the member's sworn or civilian evaluating supervisor will process the rejected evaluation and forward it to the approving evaluation supervisor. The sworn or civilian evaluating supervisor will:
1. review the rejected evaluation and meet with the member to discuss the evaluation within **seven calendar days** after reviewing the rejected performance evaluation.
 2. determine if the rejected performance evaluation requires any appropriate changes and review with the evaluated member.

3. forward a rejected performance evaluation to the unit commanding officer or civilian director.
- I. Consistent with the Department directive titled, "Appeals Procedures For Performance Evaluations Of All Sworn And Civilian Department Members Below The Rank Of Superintendent," all forwarded rejected evaluations in the PES will be reviewed by the unit commanding officer, civilian director, or, when applicable, the sworn or civilian next-level exempt member in a reviewed supervisor's chain of command, who will:
1. notify members who have unapproved and rejected performance evaluations to inform them of the appeal process within seven calendar days after receiving the PES notification.
 2. interview the sworn or civilian Department member regarding his or her rejection of their evaluation within seven calendar days after receiving the PES notification.
 3. document the appeal interview with the sworn or civilian Department member in the PES indicating whether the Department member continued to reject the evaluation.
 4. document the final evaluation rating in the PES within seven calendar days after conducting the appeal interview.
 5. Sworn or civilian Department members cannot appeal their current evaluation more than once.

NOTE: Unit commanding officers, civilian directors, or, when applicable, the sworn or civilian next-level exempt members will monitor the appeal process to ensure it is not stalled prior to final approval.

X. EVALUATION CATEGORIES FOR ALL SWORN AND CIVILIAN MEMBERS BELOW THE RANK OF SUPERINTENDENT

- A. There are four rating band categories used to evaluate a member's job performance for each of the performance dimensions:
1. **Outstanding Performance/ Rating Value 4:** The Department member consistently demonstrates exemplary conduct. Performance is exceptional in all areas and is recognizable as being far superior to others.
 2. **Meets Performance Expectations/ Rating Value 3:** The performance consistently meets requirements or standards. The Department member's efforts and accomplishments are of the quality that is expected. This rating acknowledges that the member makes a solid, positive contribution to the Department.
 3. **Needs Performance Improvement/ Rating Value 2:** The Department member's performance does not fully meet work requirements or standards or the officer's performance is inconsistent. The member must improve efforts to meet work standards.
 4. **Unsatisfactory Performance/ Rating Value 1:** The performance is consistently below work requirements or standards. The Department member has not responded to training or counseling.

B. Overall Performance Evaluation Category

1. A member's overall performance evaluation category will be based on the evaluations received for each of the five performance dimensions.

NOTE: After evaluating a Department supervisory member, the evaluator will determine the overall performance rating determined from both the base performance evaluation and the required supervisory performance evaluation for the sworn or civilian supervisory Department member.

2. Described below is a summary of criteria associated with a member's overall performance evaluation category.

Category	Performance Evaluation Categories for Members Below the Rank of Sergeant
<p align="center"><u>Outstanding Performance/ Rating Value 4</u></p>	<p><u>Majority of individual dimension evaluations are "Outstanding Performance." No individual dimension evaluations of "Needs Performance Improvement" or "Unsatisfactory Performance."</u></p> <p><u>Eligible for specialized training consideration, merit consideration, and special assignments.</u></p>
<p align="center"><u>Meets Performance Expectations/ Rating Value 3</u></p>	<p><u>Majority of individual dimension evaluations are at least "Meets Performance Expectations." No more than one individual dimension evaluation of "Needs Performance Improvement" or "Unsatisfactory Performance." A second year with an "Unsatisfactory Performance" evaluation on the same dimension will place the member in the overall "Needs Performance Improvement" evaluation category.</u></p> <p><u>Eligible for specialized training consideration, merit consideration, and special assignments.</u></p>
<p align="center"><u>Needs Performance Improvement/ Rating Value 2</u></p>	<p><u>Majority of individual dimension evaluations are "Needs Performance Improvement." No more than two individual dimension evaluations of "Unsatisfactory Performance."</u></p> <p><u>Three consecutive years of "Needs Performance Improvement" will place the member in the "Unsatisfactory Performance" category and no salary step increase will be given.</u></p> <p><u>Not eligible for assignments outside district law enforcement, merit consideration, special assignments, or voluntary special work opportunities.</u></p>
<p align="center"><u>Unsatisfactory Performance/ Rating Value 1</u></p>	<p><u>For three or more individual dimension evaluations of "Unsatisfactory Performance" there will be no salary step increase.</u></p> <p><u>Not eligible for assignments outside district law enforcement, merit consideration and special assignments, voluntary special work opportunities, or working secondary employment. Two consecutive years of "Unsatisfactory Performance" Overall Performance Evaluations will result in charges being filed to terminate employment based on incompetency or inefficiency in performance of duty.</u></p>

NOTE: A majority determination for the overall final rating is achieved when a 50% or higher rating value is tabulated by the PES platform for the evaluated sworn or civilian Department member.

- a. Consistent with Department directive "Secondary Employment," the Department maintains the right to limit a Department member's ability work secondary employment if it is determined to adversely affect the evaluated member's work performance.

- b. Consistent with Department directive titled, "Voluntary Special Work Opportunities," the Department member must receive in their most recent overall performance rating either a rating of "outstanding performance" or "meets performance expectations" to participate in the Department's special employment opportunities.

XI. EVALUATORS' RESPONSIBILITIES IN THE PERFORMANCE EVALUATION SYSTEM

A. Unit commanding officers and civilian directors will:

1. monitor the PES process to ensure that it is administered fairly and is conducted equitably by sworn and civilian supervisory Department members under their command.
2. review PES evaluations submitted by designated supervisors under their command and indicate concurrence or non-concurrence with the evaluation results. If the unit commanding officer or civilian director:
 - a. concurs with a performance evaluation, the evaluation will be electronically approved.
 - b. does not concur with a PES evaluation, the evaluation will be returned to the designated supervisor for comments supporting the evaluation and/or revisions if necessary.
3. designate the appropriate sworn or civilian supervisor to oversee the PES process for their watch or unit.

B. Designated sworn or civilian supervisors overseeing the PES process for the watch or unit will ensure that:

1. ratings are entered into the PES and are forwarded to the unit commanding officer or civilian director for review. This reviewing supervisor will ensure that:
 - a. any sworn or civilian member that transferred into the district/ unit during the first quarter of that member's performance evaluation period receives a proper evaluation.
 - b. the evaluation will reflect the member's performance for the entire evaluation period and not only for the time spent in the new unit.
2. the appropriate supervisor will be responsible for each Department member's performance evaluation and job performance feedback during any quarter.
3. the preliminary sworn or civilian member's ratings are printed for review and utilized in the performance evaluation review session.

C. Reviewing sworn or civilian supervisors will:

1. be notified of which Department members are to receive their yearly performance evaluation one month prior to the month the evaluations are due.
2. independently consider the job performance of each identified sworn or civilian Department member under their command.
3. review performance information contained in the sworn or civilian member's portfolio note entries and contact the member's supervisor(s) in previous units of assignments/details, if the member was assigned/detailed to another unit for a period of twenty-eight days or more during the evaluation period, to provide an accurate assessment of their job performance.
4. independently provide preliminary evaluations for sworn or civilian members designated for their review and enter a preliminary rating for each dimension.

REMINDER: The same evaluator will conduct the base performance evaluation and the required supervisory performance evaluation for sworn or civilian supervisory Department members to be evaluated.

5. participate in a performance evaluation review session, under the direction of the designated unit sworn or civilian supervisor or commanding officer/civilian director, to:
 - a. review and discuss the:
 - (1) the job performance of any Department member for whom there is a divergent rating on one or more dimensions.
 - (2) specific events that support the preliminary performance rating they gave for the dimension(s) in question.
 - b. support their ratings with specific examples as to why they gave a particular rating for any sworn or civilian member under discussion.
 - c. evaluate each affected member with the objective of reaching a consensus on the appropriate rating for each divergent performance evaluation dimension.
- D. Sworn and civilian supervisors designated to provide Department members with their overall performance evaluation will:
 1. provide job performance feedback to members receiving a performance evaluation.
 2. prepare an electronic Performance Improvement Plan (PIP) if any sworn or civilian member receives a rating for any performance dimension in the "Needs Performance Improvement" or "Unsatisfactory Performance" category.

(Items indicated by italics/double underline have been added or revised.)

Authenticated by MWK

Larry Snelling
Superintendent of Police

T25-006 JRS/VHC