

GENERAL ORDER



DISTRICT OF COLUMBIA

Subject
Performance Management System (PMS) for Sworn Members in the Rank/Position of Civil Service Sergeant, Investigative Personnel, and Officer

Topic	Series	Number
PER	201	20

Effective Date
April 13, 2006

Replaces:
General Order 201.20 (Performance Rating Plan for Sworn Members), Effective Date November 10, 1997

Rescinds:
Special Order 02-25 (FY 2002 Annual Performance System [PMS] Ratings)
Special Order 04-27 (Manuals and Standards for FY 2005 Annual Ratings, Performance Management System [PMS])

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I. BACKGROUND

An effective performance evaluation system is integral to the professional development of an agency and its employees; is key to attaining the goals and objectives of the District of Columbia and the Metropolitan Police Department; and helps to promote high standards for the delivery of police services.

To ensure impartial implementation, employees must be familiar with the performance expectations and standards for their rank/position before the rating period begins. The Performance Management System (PMS) is designed to give members and supervisors an opportunity to review and discuss job performance and performance expectations and performance ratings, and to improve job performance and supervisor-employee relationships.

II. POLICY

The policy of the Metropolitan Police Department is to rate employee performance in an objective manner against job-related performance standards using a standardized performance rating plan. PMS is the system used to evaluate the job performance of all investigative personnel, including Agents, Investigators, and Detectives Grades Two and One; and for Civil Service Sergeants and Officers, including Desk Sergeants and all other Officers in positions with technician pay. (CALEA 35.1.1)

III. DEFINITIONS (CALEA 35.1.1-a)

When used in this directive, the following terms shall have the meanings designated:

1. Annual Rating – An overall performance rating determined once per year. The annual rating is calculated from the ratings earned in each performance dimension.
2. Annual Rating Period – October 1 through September 30 (based on the D.C. government fiscal year).
3. Behavioral Anchors – Examples of behaviors that describe different levels of performance for specific performance standards.
4. Current Performance Rating – The rating given to a ratee for the most recent annual rating period.
5. Detail Rating – The performance rating given a ratee for performance during an assigned detail by the official supervising the ratee during the detail.
6. Documentation File – A file established by the rater that contains information pertaining to the ratee's job performance. The information may be favorable or unfavorable, and may include documents such as investigations, police reports, correspondence (e.g. letters from citizens, supervisors, and subordinates), etc.
7. Job Performance Documentation Form (PD Form 62-E) – An optional Police Department form that supervisors may use to record observations of a subordinate's job-related behaviors.
8. Non-Disciplinary Action – Action other than discipline taken by an MPD supervisor to enable or encourage an Officer to modify his or her performance. It may include oral or written counseling; training; increased field supervision for a specified time period; referral to the Police/Fire Clinic; referral to the Employee Assistance Program; a change of an Officer's partner; or a reassignment or transfer.
9. Performance Dimension – An aspect of performance that includes different behaviors related by a common concept. For example: the performance dimension "Professionalism" includes behaviors that all relate to the common concept of conducting oneself in a professional manner.
10. Performance Management Conference – A formal meeting between a supervisor and a subordinate to discuss the subordinate's job performance.

11. Performance Rating – An evaluation of a ratee’s job performance based on the rater’s observations. The performance rating categories are as follows:
 - a. Does Not Meet Expectations (Unsatisfactory) – Performance consistently fails to meet expectations.
 - b. Needs Improvement (Below Expectations) – Performance meets some expectations, but requires further development in one or more key areas.
 - c. Meets Expectations (Acceptable) – Performance meets key expectations and may occasionally exceed expectations.
 - d. Exceeds Expectations (Above Expectations) – Performance exceeds expectations in most key areas and meets expectations in others.
 - e. Significantly Exceeds Expectations (Outstanding) – Performance consistently and significantly exceeds expectations in all key areas; the accomplishments of the member are exceptional and are obvious to managers and peers.
12. Performance Rating Appeal Panel – A panel established for the purpose of reviewing annual performance rating appeals.
13. Performance Standard – A facet or subset of a performance dimension. For example, in the performance dimension “Professionalism” there are three performance standards: “Demonstrates Integrity;” “Maintains Bearing and Appearance;” and “Demonstrates Initiative.”
14. Performance Rating Forms – Required police department forms used to document the evaluation of a ratee within PMS, including:
 - a. PD Form 62 (Officer Performance Rating)
 - b. PD Form 62-L (Investigative Personnel Performance Rating)
 - c. PD Form 62-N (Non-Supervisory Sergeant Performance Rating)
 - d. PD Form 62-A (Sergeant Performance Rating)
15. Performance Rating Documentation Forms – Police department forms designed to be used in the administration of the PMS, including:
 - a. PD Form 62-E (Job Performance Documentation)
 - b. PD Form 62-D (Performance Rating Warning Notice)

- c. PD Form 62-O (Performance Management System Conference Report)
- 16. Ratee – The individual that is being evaluated.
- 17. Rater – The immediate supervisor completing the performance evaluation.
- 18. Reviewer – The immediate supervisor of the rater.
- 19. Satisfactory Performance – A performance rating of “Meets Expectations” or higher.
- 20. Supervisor Departure Rating – A performance rating assigned by an evaluating supervisor prior to his/her departure from the element or separation from the Department.
- 21. Special Rating – Transfer, Detail, or Supervisor Departure ratings.
- 22. Transfer Rating – The performance rating assigned when a ratee is transferred, reassigned, promoted, or demoted during the rating period.
- 23. Unacceptable Performance – A performance rating of “Needs Improvement” or “Does Not Meet Expectations.”
- 24. Warning Rating – A notification that a ratee is in danger of receiving an “Unacceptable” annual performance rating. The PD Form 62-D must be provided at least ninety (90) days prior to the end of the rating period in order to afford the ratee the opportunity to improve his/her performance prior to the assignment of the annual rating.

IV. REGULATIONS

The provisions in this directive apply only to members serving as investigative personnel, and at the rank of Civil Service Sergeant or Officer. Members at the rank of Lieutenant and above are evaluated under the Performance Management Plan (PMP) managed by the D.C. Office of Personnel.

- A. The performance of investigative personnel, Sergeants, and Officers shall be documented regularly and shall be evaluated on an annual basis. (CALEA 35.1.2)
- B. Sergeants shall be held accountable for evaluating the job performance of their subordinates. The quality of the Sergeants’ performance in this regard shall be reflected in his/her annual performance rating in the performance dimension labeled “Subordinate Development.” (CALEA 35.1.14)

- C. The previous annual rating shall be used as the current performance rating for any ratee with a pending performance evaluation appeal, until the appeal is resolved.
- D. Sergeants and Officers shall:
 - 1. Be provided with the job-related performance standards established for their respective rank, in writing. Performance standards booklets are distributed through the Office of Human Services (OHS). Additional copies are available at the element, or through the Job Analysis Unit of OHS.
 - 2. Be recognized for their individual accomplishments through the performance ratings assigned, and possibly through the awards process established by the Department.
 - 3. Receive performance counseling, corrective action or adverse action in accordance with the policies and procedures established by the Department.
 - 4. Receive timely and objective performance evaluations that accurately reflect their performance relative to the performance standards established for their respective rank, including: the consideration of mistakes; corrective actions and adverse actions; and the consideration of accomplishments, commendations, and awards.
 - 5. Be provided with the opportunity to review and discuss their job performance with their supervisor upon request.
 - 6. Be provided with, or request on a regular basis, performance feedback that is specific and timely, positive or negative.
 - 7. Be provided with the opportunity to review their performance rating and discuss their job performance with their evaluating supervisor during initial, interim, and annual performance management conferences.
- E. Performance rating data may be used in personnel planning and development decisions in areas such as compensation, education and training, selection, promotion, demotion, and removal. The performance evaluation of a member may also factor into the selection process for special assignments, and may factor higher than seniority when selecting qualified members.
- F. Records pertaining to the filing of a grievance, or the assertion of a contract right, **shall not** impact the performance evaluation rating for Sergeants, Officers or investigative personnel; **nor** shall these records be retained and/or stored in files maintained for performance evaluations.

V. NON-DISCIPLINARY ACTION

- A. Supervisors should distinguish between misconduct requiring disciplinary measures, and minor performance derelictions that permit non-disciplinary action. Observations of work performance that do not violate policies and procedures of the Metropolitan Police Department, but are indicative of a need for improved performance, are more properly handled through the PMS.
- B. Supervisors shall counsel and guide members through non-disciplinary action when appropriate. Non-disciplinary action shall be documented on the PD Form 62-E (Job Performance Documentation).
- C. Documented non-disciplinary action may be used as a reference in performance evaluations and/or as a step toward disciplinary action.

VI. RATING CRITERIA

- A. Raters shall apply the procedures and use the performance standards as outlined in the applicable Performance Management System Manuals and Performance Standards booklets listed below:
 - 1. Officer Performance Standards
 - 2. Investigative Personnel Performance Standards
 - 3. Sergeant Performance Standards
 - 4. Supervisory Manual
- B. Raters and reviewers shall be the immediate supervisor of the member and the rater, respectively unless one of the following circumstances applies: (CALEA 35.1.1-c).
 - 1. If the rater or reviewer is not available to prepare/review the rating, the next available supervisory official in the ratee's current chain of command shall prepare/review the rating. The acting rater/reviewer shall ensure that the performance ratings accurately reflect the quality of the ratee's job performance by:
 - a. Discussing the ratee's job performance with the ratee's immediate supervisor, whenever possible; and
 - b. Conducting a thorough review of the documentation file for that ratee.
 - 2. Ratees detailed for extended periods outside the Department shall be rated by the MPD official supervising them during the detail. The MPD official supervising the ratee shall ensure that the performance ratings accurately reflect the quality of the ratee's detail performance by contacting the ratee's supervisor from the outside agency and

requesting information regarding the ratee's performance at the detail assignment.

C. Performance Rating Warning Notice (PD Form 62-D)

1. If, during the annual rating period, a rater concludes that a ratee is in danger of receiving an annual rating of "Needs Improvement" or "Does Not Meet Expectations," the rater shall:
 - a. Prepare a PD Form 62-D;
 - b. Schedule a meeting with the ratee before June 30 to discuss the PD Form 62-D, and the performance improvement plan, in order to ensure that the ratee has ninety (90) days to improve his/her performance.
 - c. Meet with the ratee to discuss the warning rating and to prepare a performance improvement plan that includes:
 - (1) A list of the performance standards associated with the performance dimension(s) in which the ratee's performance is unacceptable;
 - (2) Actions to be taken to improve performance by the ratee;
 - (3) Actions or responsibilities that others will take to assist the ratee in improving performance, if applicable;
 - (4) When the actions and performance improvement will be accomplished; and
 - (5) A date on which the ratee and rater will meet again to monitor the ratee's progress.
 - d. Ensure that the ratee is allowed input into the performance improvement plan;
 - e. Have the ratee sign and date the PD Form 62-D. If the ratee refuses to sign, the rater will write REFUSED TO SIGN in the signature block for the ratee.
 - f. Distribute the PD Form 62-D as follows:
 - (1) Provide the ratee with a copy of the PD Form 62-D;
 - (2) Provide the reviewer and the Commanding Officer with a copy of the PD Form 62-D;
 - (3) Place the original PD Form 62-D in the ratee's Performance Documentation File.

2. A Performance Rating Warning Notice (PD Form 62-D) may be issued whenever the performance of a ratee significantly declines on any performance dimension(s) not addressed in a PD Form 62-D previously issued in the same rating period. Raters shall follow the procedures outlined in Section VI.C.1.(a-f), when issuing additional PD Form 62-Ds.
 3. Ratees in receipt of "Needs Improvement" annual rating for two, consecutive annual rating periods, shall automatically receive an annual rating of "Does Not Meet Expectations" and will be subject to the actions described in Section VI.D.
 4. An annual rating of "Needs Improvement" may subject the ratee to additional penalties, and/or prohibit a ratee from consideration for a specialized position, participation in an incentive program, promotion, or other opportunities, as determined by the Chief of Police and in compliance with the Collective Bargaining Agreement.
- D. Annual Rating of "Does Not Meet Expectations" (CALEA 35.1.6)
1. Ratees receiving an annual rating of "Does Not Meet Expectations" for the first time in any rating period shall be subject to:
 - a. The loss of the ratee's next scheduled in-service step increase;
 - b. Automatic referral of the ratee for disciplinary action based upon a charge of "Inefficiency."
 2. An annual rating of "Does Not Meet Expectations" may subject the ratee to additional penalties, and/or prohibit a ratee from consideration for a specialized position, participation in an incentive program, promotion or other opportunities, as determined by the Chief of Police and in compliance with the Collective Bargaining Agreement (CBA).
 3. A second, consecutive annual rating of "Does Not Meet Expectations" shall result in the automatic referral of the ratee for adverse action based upon a charge of "Inefficiency," for which the ratee shall be recommended for termination or demotion.

VII. PROCEDURAL GUIDELINES (CALEA 35.1.1-c)

- A. No later than October 31, raters shall:
1. Prepare for the start of a new rating period by establishing a Performance Rating Documentation File for each ratee they supervise;
 2. Hold an initial Performance Management Conference with each ratee in their chain of command to discuss the performance standards, level

of performance expected, rating criteria and goals for the upcoming rating period; (CALEA 35.1.9-b)

3. Where appropriate, recommend or provide career counseling related to the advancement, specialization, or training appropriate for the member's position and/or particular career goals expressed by the member;
 4. Document the initial conference on the PD Form 62-O (Performance Management System Conference Report) by:
 - a. Noting the date and time of the initial conference;
 - b. Listing the performance standards reviewed with the ratee during the conference, in numerical order;
 - c. Summarizing any issues brought up by the ratee and the rater's responses;
 - d. Afford the ratee the opportunity to add comments to the PD Form 62-O; (CALEA 35.1.1-b)
 - e. Sign and date the PD Form 62-O, and have the ratee do the same. If the ratee refuses to sign, the rater will write REFUSED TO SIGN in signature block for the ratee. (CALEA 35.1.10); and
 - f. Place the PD Form 62-O in the performance documentation file for that ratee.
 5. Raters may record any personal observations or details related to the conference on the PD Form 62-O, or may use the optional PD Form 62-E (Job Performance Documentation) to record additional observations such as the ratee's professional demeanor, statements or responses made by the ratee related to professional development counseling, etc.
- B. Between April 1 and April 15, raters shall:
1. Conduct an Interim Performance Management Conference with each ratee in their chain of command to discuss the ratee's performance for the first half of the annual rating period; (CALEA 35.1.1-b-c and 35.1.10)
 2. Document the interim conference on the PD Form 62-O as described in Section VII.A.4.(a-f);
 3. Ensure that the ratee is allowed to add comments to the PD Form 62-O;

4. Sign and date the PD Form 62-O and ensure that the ratee does the same; and
 5. Place the form in the ratee's performance documentation file.
- C. Between October 1 and October 15, raters shall:
1. Review the behavioral anchors of the applicable performance standards, and ensure that each performance dimension has at least one behavioral anchor that applies to each ratee they will be rating.
 - a. If no behavioral anchors apply for any specific performance standard, the rater shall immediately submit a memorandum, through the chain of command, to the Assistant Chief, OHS. The memorandum will document why the standard(s) cannot be rated, and will request a review of the circumstances.
 - b. The Assistant Chief, OHS, shall review the request, and make a final decision on how to best evaluate the member no later than October 31.
 2. Complete the applicable Performance Rating Form for each ratee, including signing and dating the form.
(CALEA 35.1.1.b-c)
 3. Prepare a memorandum of explanation for any ratee not receiving an annual rating.
 4. Submit the Performance Rating forms and memorandum, if applicable, to the reviewer:
 - a. Reviewers may request to discuss with the rater any ratings assigned, review the performance documentation file, and may make suggestions to the rater regarding the ratings.
 - b. Reviewers may not require a rater to change any assigned performance ratings.
- D. No later than October 31, the Reviewer shall:
1. Ensure that all Performance Rating Forms are complete and in compliance with the applicable performance manual (CALEA 35.1.8);
 2. Indicate concurrence or non-concurrence, and explain non-concurrences;
 3. Sign and date the Performance Rating Forms and return them to the rater(s); and

4. At his/her discretion, discuss any or all of the assigned ratings with the rater and/or review the Performance Documentation File for the ratee. However, reviewers may not require raters to change performance ratings. As the rater's supervisor, the reviewer may document the rater's performance relative to completing performance evaluations, and may consider the rater's performance in assigning the annual ratings for the fiscal year in which the performance occurred.
- E. No later than November 15, the rater shall:
1. Hold a Performance Management Conference with each ratee to discuss the results of the performance rating cycle that has just concluded, and: (CALEA 35.1.9-a and 35.1.9-c)
 - a. Provide positive feedback about the ratee's strengths and discuss limitations in performance that need to be improved;
 - b. Discuss the ratee's performance objectives and/or career goals;
 - c. Formulate a plan of action to improve the ratee's performance or, if appropriate, to help the ratee attain his/her goals;
 - d. Afford the ratee the opportunity to add comments to the PD Form 62-O; (CALEA 35.1.10)
 - e. Ensure that both the rater and the ratee initial, in ink, any mutually agreed-upon changes to the Performance Rating Form that arise from the Performance Management Conference.
 2. Document the Performance Management Conference by:
 - a. Ensuring that the ratee signs and dates the applicable Performance Rating Form;
 - b. Ensuring that the ratee signs and dates the PD Form 62-O or, in cases where a ratee refuses to sign the PD Form 62-O, the rater shall note REFUSED TO SIGN in the signature block for the ratee.
 3. Forward the Performance Rating Forms and related PD Form 62-Os, to the Commanding Officer.
 4. Retain the PD Form 62-O in the Performance Documentation File for that ratee. Raters shall retain documentation in support of the annual rating for three full years from the date of the Performance Management Conference.

- F. No later than November 30, Commanding Officers shall:
1. Review, sign, and date any ratings of “Significantly Exceeds Expectations,” “Needs Improvement,” and “Does Not Meet Expectations,” and
 2. Include any related comments on the PD Form 62-O. (CALEA 35.1.8)
- G. No later than November 30, the organizational element shall:
1. Deliver the original Performance Rating Form to the Job Analysis Unit, OHS.
 2. The original Performance Rating Form shall be filed in the member’s official Personnel Folder and retained for the duration of the member’s career with the Metropolitan Police Department, and for at least three (3) years after the member’s separation from the Department. (CALEA 35.1.13)
 3. Provide the ratee with one photocopy of the Performance Rating Form. (CALEA 35.1.11)
 4. Place one photocopy of the Performance Rating Form in the ratee’s personnel folder at his/her organizational element. (CALEA 35.1.13)
- H. Delayed Performance Management Conferences
1. If a rater is not able to review the Performance Rating Form with the ratee in a Performance Management Conference by November 15, the following procedures shall be followed: (CALEA 35.1.1-b)
 - a. No later than November 15, the rater shall submit to the Commanding Officer the completed Performance Rating Form, the PD Form 62-O, and a memorandum explaining the circumstances that prohibited conducting the Performance Management Conference, and reviewing the Performance Rating Form with the ratee.
 - b. The Commanding Officer shall initial and date the accompanying memorandum.
 - c. The Performance Rating Form (PD Forms 62 and/or 62-A, L, or N) and related PD Form 62-O shall be retained by the rater in the Performance Documentation File until the ratee is available for a Performance Management Conference. (CALEA 35.1.9 and 35.1.10)
 - d. Upon completion of the Performance Management Conference, the rater shall forward the Performance Rating Form and the

signed and dated PD Form 62-O to the Commanding Officer. (CALEA 35.1.8)

- e. The Commanding Officer shall process the forms as prescribed in Section VII.F. (CALEA 35.1.13)

2. Raters shall retain documentation, as described in Section VII.A.1. in support of the annual rating for three full years from the date of the Performance Management Conference.

I. Details and Transfers

When a ratee is detailed for ninety (90) days or more, or transferred to a new element, the detail supervisor or new supervisor shall: (CALEA 35.1.9 and 35.1.10)

1. Within four weeks of the member's arrival in the unit, conduct an Initial Performance Management Conference in accordance with the procedures specified in Section VII.A.(1-3).
2. Document the initial conference on a PD Form 62-O and in accordance with the procedures specified in Section VII.A.(4-5), including:
 - a. Allowing the ratee to record comments on the PD Form 62-O;
 - b. Ensuring that the rater and the ratee sign and date the form; and
 - c. Placing the form in the Performance Documentation File.

VIII. APPEALS (CALEA 35.1.12)

Ratees have the right to appeal their annual performance rating by appealing one or more performance standard ratings. Any supervisor or manager of a ratee, up to, and including the Commanding Officer, also has the right to appeal, to reduce, or increase one or more performance standard ratings of a ratee, and shall do so by following the procedures set forth in this directive.

A. Procedures for filing an appeal of an annual rating

1. Appeals must be filed, in writing, no later than January 15.
2. Failure to submit an appeal within the prescribed timeframe shall result in the loss of appeal rights, and the assigned annual rating shall be considered final.
 - a. If a "Does Not Meet Expectations" annual rating would result in a disciplinary action, and that rating **has not** been appealed, the 90-day time period for commencing disciplinary action shall commence on January 16.

3. Panel members may not include the ratee, the rater, or the reviewer for the annual rating being appealed. If so selected, they shall remove themselves from the panel, and shall be replaced in accordance with the criteria set forth in Section VIII.B.2.(a-b).
4. The EAC shall be responsible for providing the names of panel members to the appellant, who shall notify the EAC within fifteen (15) calendar days, in writing, of any conflict of interest.
5. The EAC shall resolve any such conflict in a timely manner, and set the date for the panel review.
6. The appellant, the appellant's representative (if any), and the rater may submit evidence, documentation, and other relevant information to the appeals panel, either in person or in writing; and may hear, examine, and/or reply to evidence, documentation, and other information submitted to the appeals panel by others.
7. The appeals panel may request additional evidence, documentation, and other information as necessary in order to render a decision on an appeal.
8. The panel shall render its decision no later than March 31. Available decisions include reducing, sustaining, or raising the performance standard rating under consideration.
9. Copies of the appeals panel decisions shall be distributed as follows:
 - a. The original shall be filed in the ratee's official personnel folder in OHS;
 - b. One copy shall be provided to the rater; and
 - c. One copy shall be filed in the ratee's element personnel folder.
10. Raters shall maintain documentation as described in Section VII.A.1. in support of the annual rating for three full calendar years from the date that the appeal decision was rendered. (CALEA 35.1.12 and 35.1.13)

IX. SPECIAL RATINGS (CALEA 35.1.4)

Circumstances may arise that require performance evaluations to be conducted in accordance with dates other than those prescribed in Section VII. Performance ratings assigned in those circumstances are considered Special Ratings, of which there are three types, as defined in Section III: Detail, Transfer, and Supervisor Departure Ratings.

- A. For each type of special rating, raters shall use the procedures for preparing and processing the Performance Rating Form set forth in Section VII. with

one exception: Commanding Officers, other than those serving as reviewers, are not involved in Special Ratings. (CALEA 35.1.1-b).

B. Procedural Guidelines for Special Ratings

1. Transfer and Detail ratings of ninety (90) days or more, shall be completed no later than four weeks following the departure of the ratee or rater from their element or detail, as described in Section VII.I.1-2.
2. Supervisory Departure ratings shall be completed prior to the supervisor's departure from the element or the Department.
3. Transfer ratings must be completed whenever a ratee is reassigned between July 1 and September 30.
4. The Performance Rating Form and related PD Form 62-O for Special Ratings shall be distributed as follows:
 - a. For Transfer and Detail ratings, the original Performance Rating Form and PD Form 62-O, shall be forwarded to the element to which the ratee reports, and shall be placed in the ratee's personnel folder at the element. The element to which the ratee is reporting shall ensure that the new supervisor is provided with a copy of the rating form and related PD Form 62-O. (CALEA 35.1.1-b)
 - b. For Supervisor Departure Ratings, the original Performance Rating Form and PD Form 62-O, shall be placed in the ratee's personnel folder at the element and a copy shall be provided to the new supervisor. (CALEA 35.1.1-b).
 - c. In all cases, a copy of the Performance Rating Form shall be provided to the ratee. (CALEA 35.1.11).
5. The new supervisor shall ensure that the special rating is requested. If unsuccessful in obtaining the rating, he/she shall report the situation to his/her immediate supervisor, who will assist the new supervisor in obtaining a copy of the rating form.
6. Supervisors shall take into consideration the special ratings, as well as their own observations of performance, when completing the annual rating for the ratee.
7. Special ratings may not be appealed, as they are not annual ratings. However, an appellant may refer to, or include, the special rating, and any related evidence or documentation, in the appeal of an annual rating. (CALEA 35.1.12)
8. Documentation for Special Ratings shall be retained for three years from the date that the ratee signs the Performance Rating Form and

PD Form 62-O for the performance rating cycle in which the special rating was assigned, or in cases where the annual rating was appealed, for three years from the date of the appeal decision.

X. ROLES AND RESPONSIBILITIES

A. Commanding Officers shall ensure that:

1. Each rater completes the annual performance ratings for their ratees in accordance with the procedures and schedule set forth in Section VII. of this directive;
2. Each reviewer performs his/her responsibilities as related to the annual performance ratings in accordance with the procedures and schedule set forth in Section VII. of this directive;
3. Each ratee who has received a "Does Not Meet Expectations" annual rating is referred to the Assistant Chief, Office of Professional Responsibility, for disciplinary action; and
4. The performance of raters and reviewers, relative to the administration of the PMS, are used to inform their yearly performance ratings in the appropriate performance standards/dimensions.

B. The Commander, Maurice T. Turner, Jr., Institute of Police Science, shall:

1. Train newly promoted supervisors to correctly implement PMS prior to their serving as raters; and
2. Ensure that training is documented and retained in the supervisors' training records.

C. The Assistant Chief, OHS, shall:

1. Ensure that the completed performance rating forms delivered to OHS are retained in accordance with the retention schedule set forth in Section VII.G.2;
2. Provide technical and administrative guidance on the performance rating plan, including providing annual refresher training for all raters with regard to the PMS; (CALEA 35.1.1-d)
3. Make decisions on how to rate members for whom one or more performance rating standards do not apply; and
4. Ensure that the performance rating standards, forms, and manuals are kept current.

- D. The Executive Assistant Chief shall:
 - 1. Establish performance rating appeal panels; and
 - 2. Ensure the proper and timely processing of appeals.
- E. The Assistant Chief, Office of Professional Responsibility, shall:
 - 1. Determine the level of adverse action to be taken for charges of “Inefficiency” based upon an annual rating of “Does Not Meet Expectations;”
 - 2. Ensure that audits of PMS are conducted at least annually; and
 - 3. Submit recommendations based on the results of the annual audit to the Chief of Police.

XI. CROSS REFERENCES

- A. General Orders
 - 1. GO-PER-120.23 (Serious Misconduct Investigations)
 - 2. General Order 1202.5 (Citizen Complaints)
 - 3. GO-PER-120.21 (Disciplinary Procedures and Processes)
- B. Manuals
 - 1. Officer Performance Standards
 - 2. Investigative Personnel Performance Standards
 - 3. Sergeant Performance Standards
 - 4. Supervisory Manual

//SIGNED//
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