



# Colorado Springs Police Department

## General Orders

### 1803 Performance Evaluations

#### Office of the Chief - Human Resources Section

Active Date: 7/13/2023

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## **.01 Purpose**

The purpose of this directive is to outline personnel job performance reviews via the established evaluation system.

## **.02 Cross Reference**

[HR-61 Performance Evaluation Process](#)

## **.03 Discussion**

The performance evaluation system is designed to provide a comprehensive method by which all employees of the Colorado Springs Police Department (CSPD) are evaluated on their individual performance, as it relates to their positions and assignments during the given rating period.

Personnel, supervisors, raters, and reviewers all have a vested interest in participating in the performance evaluation program to ensure goals and objectives are being met as well as to demonstrate agency accountability.

## **.04 Policy**

All personnel performance will be monitored and evaluated, based upon documented goals utilizing the established assessment system, in an objective and professional manner.

Adherence to the established evaluation schedules will be maintained by all personnel (in accordance with their current employment status), supervisors, raters, and reviewers.

A Performance Improvement Plan (PIP) is utilized to correct employee performance under a particular set of circumstance and may be used in conjunction with the disciplinary process.

## **.05 Definitions**

*Performance Evaluation System:* an automated system used to establish and evaluate employee performance for identified goals and competencies. Ratings are required for each established goal, as well as for each performance competency.

The evaluation for goals are dependent on the requirements of each agreed upon goal. Three rating levels are used to provide performance assessment for each goal as defined below:

- “Achieved”: established goal has been successfully completed based on the expectations defined by the supervisor. If an achievement toward a goal exceeded expectations, this can be reflected in the competency ratings.
- “Not Achieved”: established goal has not been successfully completed based on the expectations defined by the supervisor or the goal is still in progress. If a goal was not successfully completed, this should be reflected in the competency ratings
- “Not Applicable”: established goal was removed due to operational need

Five rating levels are used to provide performance assessment for each competency as defined below:

- “Does not meet Expectations”: performance toward established goal(s)/competency does not meet position requirements. The employee’s performance is poor in the defined areas. The rated employee is required to show improvement immediately in the identified areas.
- “Partially meets Expectations”: performance toward established goal(s)/competency that may meet some of the position requirements but falls short in certain defined areas. The rated employee is required to show improvement immediately in the identified areas.
- “Meets Expectations”: performance toward each goal(s)/competency, which fully and completely meets the requirements and expectations of the position. Performance indicates complete attention to and accomplishment of all assigned responsibilities.
- “Exceeds most Expectations”: performance toward established goal(s)/competency that clearly exceeds basic requirements of the position. Performance is marked by individual initiative and high quality and quantity of work. Employee makes significant contributions beyond that required for the position.
- “Exceeds all Expectations”: performance toward established goal(s)/competency that clearly exceeds all requirements of the position. Performance is marked by individual initiative and high quality and quantity of work. Employee makes significant contributions beyond that

required for the position. The employee is the leader among their peers in the competency.

The rating level for each competency is built into the system and uses predetermined benchmark language. It is required for the supervisor to add additional comments regarding the justification for the rating level selected when the rating is “Does not meet Expectations,” “Partially meets Expectations,” or “Exceeds all Expectations”.

## **.10 Evaluation Schedule**

For non-probationary employees, evaluations are formally conducted annually, with informal evaluations completed at mid-year during the rating year.

Written performance evaluation reports of new employees, while on probation, will be completed in the Performance Evaluation System based on the following schedule:

- Probationary civilian employees will be evaluated at 6 months and 11 months.
- Recruit Police Officers are on a 12-month probationary period beginning from the date of graduation and are evaluated at 6 months and 11 months.
- Lateral Police Officers are on a 12-month probationary period beginning from the date of hire and are evaluated at 11 months.
- Rehired Police Officers are on a 12-month probationary period from the date of reinstatement and are evaluated at 6 months and 11 months.
- Promoted Police Officers are on a 12-month probationary period from the date of promotion and are evaluated at 6 months and 11 months.

At least 30 days prior to the completion of the probationary period, the supervisor will inform Human Resources if the probationary employee will successfully complete the probationary period.

## **.15 Probationary Periods**

### **Civilian Employees**

The probationary period for newly hired civilian personnel is 12 months.

Civilian personnel who are promoted or reclassified into a new position, will serve a 12-month probationary period.

### **Civil Service Employees**

Recruit officers will have a probationary period for the duration of the Training Academy and until certified as a Police Officer IV. A certified Police Officer IV then completes 12 months of probation.

Lateral Police Officers are hired as a Police Officer II and will serve their 12-month probationary period starting at the initial hire date.

Reinstated and promoted officers will complete a 12-month probationary period.

## **.16 Trainee Probationary Review**

The process of training, coaching, and mentoring continues after the trainee completes the PTO Program and approaches the end of probationary status. Supervisors and managers are responsible for an ongoing dialogue and sharing of information to ensure that trainees understand and can apply the department's mission, values and Chief's vision of Responsiveness, Excellence, Humility and Honor. Supervisors and managers must ensure that trainees are performing at an acceptable level in all core competencies, and furthermore, provide an informed opinion that the trainee will continue to meet job performance expectations after the probationary status ends.

Upon notification from Human Resources that the probationary status of an officer(s) in the affected division is approaching its end, the division commander will convene members from the division training team to a comprehensive review and assessment of each probationary officer's job performance. The CSPD Human Resources Manager will be scheduled to attend or be available for consult during the review process.

The review and assessment process will culminate in a memorandum drafted by Human Resources, with any appropriate back up documentation provided by the commander to the Chief of Police. The memorandum will conclude with one of the following recommendations:

- The trainee has met all job performance expectations and is recommended to be released from probationary status.
- The trainee has failed to meet job performance expectations in one or more core competencies and is recommended for an extension of the probationary status.
- The trainee has failed to meet job performance expectations in one or more core competencies and is recommended for termination of employment.

## **.20 Supervisor Responsibilities**

A supervisor's role requires continual evaluation of each employee's performance.

At the beginning of each rating period, the immediate supervisor will meet with the employee to discuss performance expectations and goals.

A full listing of goals will be made available on the CSPD intranet for the employee to view and should be provided directly to each employee.

In work groups where there are several supervisors who oversee the work of a group of employees, (e.g., patrol), the supervisors will meet together collegially to discuss the performance of assigned employees. The employee's assigned supervisor is responsible for making final rating determinations considering input from the other involved supervisors and holding an evaluation meeting with the employee.

During the year, the supervisor will meet with the employee mid-year to discuss performance. The review will be documented in the Performance Evaluation System.

The performance evaluation is not a substitute for the daily interaction between employees and supervisors. A supervisor should commend excellent performance and correct unacceptable performance, at the time it occurs.

Journal entries, in the Performance Evaluation System, can be used by supervisors to keep note of important accomplishments, observations, notes related to goals and competencies, work tasks and/or events, and should be used to log verbal counseling or performance conversations they had with an employee throughout the year.

The supervisor should voice any concerns about an employee's performance as soon as it becomes apparent and enter any incidents in the employee's six-month evaluation for discussion and counseling, if required.

If a supervisor believes that an employee's performance does not meet expectations overall or in any specific rated competency, that supervisor must provide notice to the employee. Notice of any unsatisfactory performance will be provided to the employee a minimum of 90 days prior to the year-end rating period, unless the unsatisfactory performance occurs in the last quarter of the year.

If/when applicable, notice will be provided in a timely manner to the employee, as soon as practical.

Timely notification of unsatisfactory performance is not immediately required in the event that notification could compromise an on-going investigation.

Discipline can be used as part of the overall assessment in an evaluation if the initiation of the personnel investigation resulting in a sustained finding occurred within one year of the date of the evaluation.

### *Semi-Annual BWC Performance Reviews*

The BWC videos are a valuable resource and tool for coaching, mentoring, developing, and training our department members. Regularly reviewing BWC provides a means to systematically provide feedback to the member about their performance and police services provided.

Supervisors, twice per year, during each mid-year and final year evaluation period, will review at least three to four random BWC videos of each of their direct reports. The videos should represent calls for service that occurred during the reporting period and document interactions between the officer and public. Supervisors should review these videos to evaluate the officer's performance and adherence to department values, the concepts of Procedural Justice, ICAT, policy, and general conformance to CSPD professional expectations. Supervisors should document the review in the evaluation in the overall comments section and provide constructive feedback to the officers.

## **.25 Employee Responsibility**

All personnel will prepare a self-evaluation as the first step in the evaluation process.

Employees have an opportunity to provide a statement of accomplishments to their supervisors.

Employees should honestly consider areas that could have been improved or that need further development.

The employee should review all personal documentation to complete the self-evaluation.

## **.30 Designation of Raters and Reviewers**

Personnel, who serve as raters and reviewers for subordinate employees, in each division, will be designated in advance of the performance evaluation.

An employee's rater will typically be their immediate supervisor.

The reviewer and approver of the evaluation will be the rater's next level of supervision in the chain of command.

## **.35 Rater & Reviewer Responsibility**

The rater is responsible for preparing the performance evaluation as accurately and as objectively as possible.

The rater will evaluate the employee, utilizing the department's Performance Evaluation System.

The criteria for the performance evaluation must be specific to the position occupied by the employee during the evaluation period.

Whenever a rater has concerns regarding an evaluation, they should consult the reviewer prior to completing the evaluation. Similarly, when a reviewer has concerns about a pending evaluation, they

should discuss their concerns with the rater. CSPD Human Resources is available for coaching and guidance related to performance evaluations.

Prior to meeting with the employee, the supervisor will submit the completed evaluation form to the next level of supervision for review. Reviewers will assure that the ratings are fair and impartial, and that ratings are applied uniformly. They will bring concerns about an evaluation to the attention of the supervisor and act to bring about necessary changes before any evaluation meeting is held with an employee.

The approver will electronically sign and date the appropriate section in the Performance Evaluation System.

The rater will then conduct individual, private discussions with the employees whom they rated. At the end of the meeting, the employee will electronically sign the rating form. Employees may log into the Performance Evaluation System to view their evaluation. The performance evaluation will be permanently kept electronically.

In the course of preparing performance evaluations for their subordinate supervisors, managers will consider the accuracy and quality of evaluation ratings administered by raters under their supervision and will comment on this component as appropriate.

## **.40 Review Process for Contested Evaluation Reports**

While performance ratings are not appealable, if an employee has a belief or concerns, they are not rated fairly, by a supervisor, on the six-month performance assessment, that employee may submit request in writing, for a review by the rater's supervisor.

This written request will include the reasoning and rationale that the employee feels the review was unfair and/or inaccurate. Supporting documentation should be attached to this memo with copies provided to the rater, the reviewer, and the Human Resources Manager.

The reviewer will hold a meeting to discuss the evaluation with the employee and the rater. The reviewer will provide a written response regarding the evaluation to the employee, with copies given to the rater and the Human Resources Manager.

If an employee receives an annual evaluation that shows an overall “does not meet expectations” (overall rating below a 2.0) and the employee believes they have compelling reasons and solid documentation of performance to support a different rating than what was given, they may request a review of the rating up to three levels above the supervisor in the chain of command. This request will be made, in writing, with attached supporting documentation, and submitted through the chain of command providing an additional copy to the Human Resources Manager.

The reviewer will schedule a meeting to discuss the evaluation with the employee, the rater, and the Human Resources Manager. The reviewer will provide a written response regarding the evaluation to the employee, with copies provided to the rater and the Human Resources Manager.

## **.50 Performance Improvement Plans (PIP)**

When an employee's overall performance rating on the annual evaluation is determined to be 'not meeting expectations', the supervisor will initiate a Performance Improvement Plan (PIP) with the employee. If a PIP is not the appropriate course of action, the supervisor will discuss alternate options with the CSPD Human Resources Manager.

Personnel whose work performance is unsatisfactory in any critical function of their job or who, in the sole judgment of their immediate supervisor, are behaving in the workplace in a manner that causes disruption or impedes work will also be placed on a PIP.

All PIP's must be discussed with and reviewed by the commander in the employee's chain of command and the CSPD Human Resources Manager, prior to implementation.

A PIP may be initiated at a six-month performance evaluation or in conjunction with disciplinary action.

The PIP should identify the problem areas of work production and/or problem behaviors and establish a timeline (not less than 30 days) and describe corrective actions.

Personnel on a PIP cannot transfer to a specialized assignment until the plan is successfully completed.

Personnel on a PIP will not receive a pay increase until the plan is successfully completed. This pay increase will not be retroactive.

If the employee fails to meet the requirements of the improvement plan, that employee is subject to discipline up to and including termination of employment.

A copy of the completed and signed PIP will be submitted to the CSPD Human Resources Manager.

A PIP that is current or that concluded within the evaluation period can be used as part of the overall assessment in the evaluation.