



**Chapter:** Department Operations  
**Subject:** 03-45 – Performance Management Program  
**Effective:** March 18, 2026  
**Supersedes:** N/A  
**Distribution:** Department Members

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**03-45-1 PURPOSE**

This Order establishes the department’s policy and procedures for administering the Performance Management Program (PMP).

**03-45-2 POLICY**

It is the department’s policy to help members understand how their work supports the department’s mission and to provide opportunities for growth. Regular feedback and coaching help ensure performance meets expectations and supports career development. The PMP connects individual performance to the department’s goals.

**03-45-3 DEFINITIONS**

- A. Competency: A critical skill or behavior required for effective job performance.
- B. Development Plan: A training tool used when a member may require additional training and/or guidance.
- C. Development Plan Required Rating: A performance evaluation outcome indicating that specific areas require additional training, support, or guidance. This rating triggers the creation of a development plan to strengthen skills and improve future performance but is not considered disciplinary.
- D. Development Plan Not Required Rating: A performance evaluation outcome indicating that the member’s performance consistently meets established objectives and competencies, with no additional training, support, or corrective action required.
- E. Evaluation: An appraisal, measurement, or documentation of a member’s performance of defined duties against established standards for the respective position.
- F. High Performing: Performance consistently exceeds expectations and demonstrates initiative.

- G. Interim Service Rating: A performance rating issued at any time during the rating period when a member's performance falls below expectations. It reflects unsatisfactory performance.
- H. Meets Expectations: Performance reliably meets established objectives and competencies.
- I. Non-Probationary Member: A member who has satisfactorily completed a probationary period.
- J. Objective: A specific, measurable target established at the beginning of the rating period.
- K. Probationary Member: A member who becomes permanent upon completion of a probationary period. The probationary period varies on the position classification. Consists of new hires, probationary troopers, probationary motor carrier officers, and newly promoted members.
- L. Rater: The supervisor or designated individual responsible for assessing, documenting, and providing feedback on a member's performance during the evaluation period. The rater ensures the performance plan is implemented, conducts regular check-ins, and completes the final performance evaluation.
- M. Rating Period: Defined timeframe for performance assessment.
- N. Status: An employee who has been officially evaluated, meets all job requirements, and has successfully completed their probationary period in either a permanent or limited-term position within the classified service.
- O. Unsatisfactory: Performance fails to meet established expectations and requires corrective action.

**03-45-4****GENERAL REQUIREMENTS AND PLAN DEVELOPMENT**

- A. All members shall have a performance plan and evaluation completed in the NEOGOV Performance Evaluation (PE) system at least once per year.
- B. Performance plans shall be entered and certified in NEOGOV PE by the rater within 30 calendar days of a member's start date or, for all other members, within 30 calendar days before or after the end of the previous rating period.
  - (1) At the beginning of each rating period, or when a member's job duties change significantly, raters shall review and communicate the expectations, objectives, and competencies that will form the basis for the evaluation.
  - (2) All plans shall include at least:
    - a. Three performance objectives specific to the member's position.
    - i. Raters shall have an objective in their performance plan that reflects the expectation to complete evaluations accurately and on time. Raters will be assessed on the fairness, consistency, detail, and quality of their ratings, as well as their participation in advising the rated member concerning performance or career development.

- b. Three competencies, including any mandatory competencies required by the department, and all competencies must be directly applicable to the member's position.
- C. All raters shall complete training on the PMP, rating criteria, and use of the NEOGOV PE system upon selection to a supervisory position or when significant program changes occur.

**03-45-5 QUARTERLY CHECK-INS AND PERFORMANCE ACTIONS**

- A. Raters shall meet with each member quarterly to discuss progress toward objectives, demonstration of competencies, and training or development objectives.
  - (1) If a member's performance falls below expectations during the rating period:
    - a. An interim service rating may be issued. For all members except MSPTA members, this rating is considered disciplinary and may lead to progressive corrective action, up to and including dismissal. Raters shall consult the Labor Relations Section before issuing the rating.
    - b. A development plan may be implemented. This can occur at any time and is not considered discipline. Raters shall consult the Labor Relations Section before implementing a development plan.
    - c. If a member's performance is deemed unsatisfactory, the member shall be notified in writing at the time of the evaluation or within five business days thereafter.

**03-45-6 EVALUATIONS**

- A. Evaluations may be completed as early as 30 calendar days before the due date but shall be completed no later than 30 calendar days after.
- B. Raters shall provide feedback on each objective and competency and indicate whether a development plan is required. All comments must be clearly documented and supported by observable facts.
  - (1) The performance evaluation shall be reviewed, signed, and certified in NEOGOV PE by both the member and the rater. The rater shall meet with the member to discuss the results, provide advice on performance and career development, offer an opportunity for written comments in NEOGOV PE, and ensure the member knows how to access their completed evaluation in the system.
  - (2) Performance evaluations shall be reviewed in accordance with PM 18-01 – Worksite Inspections to verify the accuracy and consistency of ratings.
- C. Performance evaluations and ratings shall be retained according to the department's retention and disposal schedule. Copies shall not be retained at the worksite.

**03-45-7 PROBATIONARY PERIODS AND PERFORMANCE EVALUATIONS**

- A. A new probationary period is required when a member experiences any of the following:

- (1) Hire
  - (2) Promotion
  - (3) Lateral job change between agencies to a different classification.
  - (4) Lateral job change of a probationary member to the same classification from a different agency.
  - (5) Lateral job change of a probationary member to a different classification within the department.
- B. A new probationary period may be established for any of the following circumstances:
- (1) Reinstatement
  - (2) Lateral job change to a different classification within the department.
  - (3) Demotion of a member with status
  - (4) Lateral job change of a probationary member to the same classification in the same agency.
- C. Evaluations shall be completed at the following intervals:
- (1) New hires (without status): three, six, and 12 months
  - (2) Full-time continuing status members: six and 12 months
  - (3) Less than full-time: nine and 18 months
- D. Probationary Ratings:
- (1) Meets Expectations
  - (2) High Performing
    - a. Requires comments that specifically explain how the member exceeded expectations on objectives and competencies.
  - (3) Unsatisfactory
    - a. An overall unsatisfactory rating requires pre-approval from the Labor Relations Section, prior to issuing, as this is considered discipline and must follow the disciplinary guidelines. Supervisors should contact the Labor Relations Section as soon as performance starts to deteriorate, or time and attendance becomes an issue.
    - b. When a member's performance is deemed to be unsatisfactory, written notice shall be provided to the member in a timely manner.
- E. Extension of a probationary period or early termination of a probationary member requires pre-approval by the Labor Relations Section.

**03-45-8 ANNUAL PERFORMANCE EVALUATIONS**

- A. Annual performance evaluations shall be completed and certified every 12 months based on the following evaluation periods:
- (1) Group 1: Non-degreed positions are due on April 15 of each year.
  - (2) Group 2: Degreed positions are due on April 15 of each year.
  - (3) Group 3: Managers and supervisors are due on April 15 of each year.
  - (4) Group 4: Executives and administrators are due on February 1 of each year.
  - (5) Sergeants: Due on the anniversary of their promotion date.
  - (6) Troopers and Motor Carrier Officers: Due on the anniversary date of hire.

**03-45-9 PERFORMANCE PAY**

- A. In accordance with Civil Service Commission Regulation 5.07, members are eligible to receive a performance-pay award if they have completed six months of satisfactory service in an eligible position at the time of the annual award distribution.
- (1) Transfers or promotions between eligible positions will not impact eligibility.
  - (2) Performance-pay awards will not be pro-rated unless an exception is authorized by the Director.
- B. The HRD will provide bureau commanders with a list of eligible members and available performance-pay award amounts for distribution determination.
- (1) Bureau commanders will submit their recommended performance-pay award distributions to the Director for review and approval.
  - (2) The Director will forward approved performance-pay awards to the HRD for processing.
  - (3) The Human Resources Division (HRD) will process the performance-pay awards and notify members before issuance.

**03-45-10 APPEAL PROCESS**

- A. Members may appeal the following performance-related actions in accordance with Civil Service Rule 3-6 and related regulations or with the applicable collective bargaining agreement, whichever is applicable:
- (1) Unsatisfactory Interim Rating:
    - a. Probationary and non-probationary members may grieve unsatisfactory interim ratings.
  - (2) Annual Evaluation Ratings:

- a. Members may request the Labor Relations Section review their performance evaluation.
- b. "Unsatisfactory" ratings are formally grievable.
- c. "Needs Improvement" ratings are not grievable unless it violates Civil Service Rule 1-8 (Prohibited Discrimination) or Rule 2-10 (Whistleblower Protection).

(3) Performance-Pay Disputes

- a. Members may not grieve or appeal a performance-pay decision unless:
  - i. Their base salary is reduced,
  - ii. They did not receive a required annual evaluation, or
  - iii. The action violates Civil Service Rules 1-8 or 2-10.

DIRECTOR

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**Annual Review Responsibility:** Human Resources Division

**Accreditation Standards:** CALEA 35.1.1, 35.1.2, 35.1.4, 35.1.5, 35.1.6, 35.1.7, 35.1.8