

GENERAL ORDER



DISTRICT OF COLUMBIA

Subject Performance Management and Development		
Topic	Series	Number
PER	201	20
Effective Date December 30, 2021		
Replaces GO-PER-210.20 (Performance Management System (PMS) for Sworn Members in the Rank/Position of Civil Service Sergeant, Investigative Personnel and Officer), Effective Date April 13, 2006		
Related to Title 6B, DCMR, Chapter 14 (Performance Management)		
Rescinds Listed in Part. IV. Rescission		

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I. PURPOSE

An effective process for assessing performance is integral to the professional development of an agency and its employees, key to attaining the goals and objectives of the District of Columbia and the Metropolitan Police Department (MPD), and helps to promote high standards for the delivery of police services. The policy of the MPD is to assess employee performance in an objective manner against job-related performance standards using a standardized evaluation process. To that end, members shall be familiar with the expectations and standards for their rank and position before the rating period begins. The MPD performance development and management system is designed to give members and supervisors an opportunity to customize the performance management process based on the member's role within the organization, review job expectations and performance, and improve overall job performance and supervisor-employee relationships.

II. PROCEDURES

A. General

1. The provisions in this general order shall apply to all members.
2. Supervisors shall provide subordinates with timely and specific

performance feedback and shall be held accountable for evaluating the performance of their subordinates.

3. 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. A member's performance evaluation may also factor into the selection process for sworn special assignments and may factor higher than seniority when selecting qualified members for vacancy announcements.
4. Records pertaining to the filing of a grievance, or the assertion of a contract right, **shall not** impact the performance evaluation rating for any civilian member or sworn member the rank of sergeant and below, **nor** shall these records be retained or stored in files maintained for performance evaluations.
5. 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.
6. Raters and reviewers shall be the immediate supervisor of the member and the rater, respectively, unless one of the following circumstances applies:
 - a. If the rater or reviewer is not available to prepare or review the rating, the next official in the ratee's current chain of command or his or her designee shall prepare or review the rating. The acting rater or reviewer shall ensure that the performance ratings accurately reflect the quality of the ratee's job performance by discussing the ratee's job performance with the ratee's immediate supervisor, whenever possible, and conducting a thorough review of the ratee's unit personnel file.
 - b. Ratees detailed in excess of 30 days outside of their division shall be rated by the MPD official supervising them during the detail. The MPD official shall ensure that the ratee receives job-related goals established for their detail assignment and is assessed quarterly pursuant to the procedures set forth in this order, until such time that the member returns to his or her regular assignment. The division to which the ratee is assigned is responsible for the ratee's annual performance evaluation.

B. Setting Performance Expectations

1. Supervisors (i.e., raters) shall provide subordinates (i.e., ratees) with job related goals established for their respective job title or rank aligned with their current duty assignments using the performance development and management system.

2. Supervisors shall establish goals and hold an initial performance conference with their subordinates by October 31. This process shall be documented electronically in the performance development and management system.

Goal Setting
(1) A minimum of three goals shall be set for each member (additional goals may be added).
(2) All goals shall be specific, measurable, attainable, realistic and time-bound (SMART).
(3) Goals shall be based on agency objectives specific to the role and assignment of the member. Goals will depend on the ratee's unit and assignment and may be set at the bureau, division, or unit level.

3. The Human Resources Management Division (HRMD) director shall ensure that an initial list of potential goals is provided to supervisors to assist with framing new goals that are aligned with department goals. Goal lists shall be updated periodically and circulated by HRMD.
4. Members may request additional information regarding their goals if expectations are unclear.

C. Assessing Performance

1. Members are encouraged to complete a self-evaluation to be considered by supervisors when evaluating their performance. Members may enter comments and upload content demonstrating performance throughout the performance evaluation cycle.
2. Members assigned a body worn camera (BWC) shall have the option to provide, to their rater, two videos (i.e., approximately five minute clips of recorded footage from calls for service) to demonstrate how they embody the MPD mission and values. BWC clips may be submitted anytime during the evaluation period.
3. Supervisors shall document performance quarterly using the performance development and management system by the following quarter ending dates. The final quarter shall be included in the annual evaluation.

Quarterly Performance Assessment Deadlines	
1 st quarter	December 31
2 nd quarter	March 31
3 rd quarter	June 30
4 th quarter	Annual evaluation

4. Raters shall assess each goal by selecting one of the two below categories that best fits the ratee's progress toward that goal and explaining each assessment with written feedback on the ratee's performance:

Quarterly Goals Assessment Categories	
On track to meet expectations	
Needs improvement	

5. Ratees will receive an automated notification that quarterly assessments are available in the performance development and management system. Ratees shall read the feedback and request additional information, if needed, prior to acknowledging.
 - a. Ratees may request a meeting for additional feedback.
 - b. As necessary, raters should hold a performance management conference with the ratee to discuss quarterly reviews.
 - c. Ratees shall electronically acknowledge their quarterly performance assessment in the performance development and management system.

6. Overall performance shall be evaluated annually using the performance development and management system. Deadlines shall be announced by HRMD. Annual evaluations shall be comprehensive of the performance cycle, employing the following rating categories:

Annual Performance Rating Categories	
Successful performer	Performance is consistently successful based on the member's set goals and performance.
Does not meet expectations	Performance fails to meet expectations on a consistent basis.

7. Ratees will receive an automated notification that annual performance evaluations are available in the performance development and management system.
 - a. Raters shall hold a performance management conference with each ratee to discuss the results of the performance rating period. Raters shall discuss positive feedback about the ratee's overall strengths, any applicable deficiencies in performance that need to be improved, and the ratee's career goals. Where appropriate, the rater shall recommend or provide career counseling related to the advancement, specialization, or training appropriate for the member's position.
 - b. Ratees shall be given the opportunity to request additional information as needed prior to acknowledging the rating.
 - c. Ratees shall electronically acknowledge their annual performance assessment in the performance development and management system.

8. If a rater is not able to conduct the performance conference with the ratee, the rater shall submit, to the commanding official, a memorandum explaining the circumstances that prohibited conducting the performance conference and upload a copy of the memorandum into the performance development and management system.
9. Reviewers shall ensure that quarterly goals assessments and annual evaluations are complete and in compliance by the prescribed completion deadline. Reviewers shall use the performance development and management system to electronically acknowledge each rating under his or her command or send the rating back to the rater for further documentation.
10. While reviewers shall not require raters to change performance ratings, 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.
11. The performance development and management system will automatically close all annual evaluations after 15 calendar days of the completion deadline, regardless of acknowledgement. In circumstances when the annual evaluation deadline cannot be met (e.g., extended absence due to injury, illness, or military leave), raters shall notify the HRMD director prior to the deadline.

D. Performance Improvement

1. Supervisors should distinguish between misconduct requiring disciplinary measures, and minor performance derelictions that permit other types of performance development actions that may be taken by a supervisor to enable or encourage a member to modify or improve his or her performance. These actions, which are not considered a form of discipline, may include oral or written counseling, coaching, training, increased field supervision for a specified time period, or change in partner. Supervisors shall document these actions using the performance development and management system.
2. Ratees whose performance needs improvement may be placed on a performance improvement plan (PIP). Raters shall consult with HRMD when other performance development actions are unsuccessful to discuss the need for a PIP. PIPs shall be documented in the performance development and management system.
3. A PIP may be initiated by a supervisor at any time during the rating period.
4. A PIP shall be initiated when a member's quarterly review lists two or more goals that need improvement or when the ratee's quarterly goal

assessments indicate that the ratee is likely to receive an annual rating of “does not meet expectations.” Raters shall contact HRMD by June 15 in order to initiate a PIP no later than June 30 for members who are likely to receive an annual rating of “does not meet expectations.” No member shall receive an annual rating of “does not meet expectations” unless he or she is placed on a PIP by June 30 of that rating cycle.

5. A PIP shall last for a period of 30 days, with two potential 30-day extensions, and must identify the specific performance areas that require improvement, and provide specific, measurable action steps that the employee can take to improve in the identified areas.
6. A rating of “does not meet expectations” may subject the ratee to additional penalties 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 in compliance with the collective bargaining agreement (CBA). Sworn members who receive a second, consecutive annual rating of “does not meet expectations” shall receive an automatic referral for adverse action based upon a charge of “inefficiency,” for which the member shall be recommended for termination or demotion.
7. A failed PIP may result in reassignment, transfer, or referral of the ratee for adverse action, termination or demotion.

E. Performance Evaluation Appeals

1. Ratees have the right to appeal their annual performance rating. Any member has the right to appeal or increase to a “successful performer” rating.
2. Appeals shall be filed in writing no later than January 15 to HRMD via hrm.adminbox@dc.gov. When filing an appeal, appellants shall include:
 - a. A copy of their performance rating;
 - b. Statements and/or documentation to support the appeal; and
 - c. Whether the appellant chooses to appear before a performance rating appeal panel pursuant to Part II.E.4. Additional documentation can be reviewed and considered at the hearing if presented by the ratee or his or her union representative.
3. 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 PIP, and that rating **has not** been appealed, the 90-day time

period for disciplinary action shall commence on January 16.

- b. If a “does not meet expectations” annual rating would result in a disciplinary action, and that rating **has been** appealed, the disciplinary process shall begin on the date the annual performance rating of “does not meet expectations” becomes final.
- c. Regardless of whether the member files an appeal, the disciplinary process shall begin when the member’s performance evaluation is final, pursuant to this order.

4. Performance Rating Appeals Panel

- a. The appellant may choose to appear before a panel established for the purpose of reviewing annual performance rating appeals. If the appellant elects to appear before the panel, he or she shall be entitled to representation by an attorney (at their own expense) or a union representative. Appellants and union representatives that are department members shall be entitled to four hours of official time to prepare for and appear before the panel.
- b. The executive assistant chief (EAC) shall establish performance rating appeals panels comprised of three voting members as follows:

Performance Rating Appeals Panel
(1) Member the rank of captain or above or civilian equivalent selected by the EAC (chairperson).
(2) Member one rank or grade above that of the appellant selected by the EAC.
(3) Member the same rank or grade as the appellant selected by the EAC, or, if the ratee is a union member, this member shall be selected by the relevant union.

- c. At least one of the three members of the panel shall be from within the element or bureau to which the appellant is assigned.
- d. Panel members may not include the ratee, the rater, or the reviewer for the annual rating being appealed.
- e. The EAC shall provide the names of panel members to the appellant, who shall notify the EAC in writing within 15 calendar days of any conflict of interest. The EAC shall resolve any such conflict and set the date for the panel review.
- f. The appellant, the appellant’s representative, if applicable, 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 reply to evidence, documentation, and other information submitted to the appeals panel by others.

- g. The appeals panel may request additional evidence, documentation, and other information as necessary in order to render a decision on an appeal. The appeals panel chairman may direct the rater to provide additional information and/or appear before the panel to provide context to any additional documentation.
- h. The panel shall render its decision no later than March 31. Available decisions include sustaining or raising the performance rating. Copies of the decision shall be distributed as follows:

Appeals Panel Decision
(1) The original shall be filed in the ratee's official personnel folder in HRMD.
(2) One copy shall be provided to the rater.
(3) One copy shall be filed in the ratee's element personnel folder.

- 5. After a decision is rendered on the appeal, any required changes to the annual performance rating shall be submitted to HRMD.
- 6. Raters shall maintain documentation used in support of annual ratings for three calendar years from the date that the appeal decision was rendered.

F. Quality Salary Increases

- 1. Pursuant to District Personnel Instruction No. 11B-89 & 19-8 (Quality Salary Increase), a quality salary increase (QSI) is used to recognize and reward civilian members who demonstrate exceptional performance.
- 2. To qualify for a QSI, members must receive an annual rating of "successful performer" **and:**
 - a. For a one-step increase, the qualifying member's supervisor shall submit written justification and supporting documentation that the member's performance during the rating period consistently exceeded expectations in most areas and met expectations in all other areas, consistently added value to the work of the agency, and the member demonstrated a willingness to offer sound recommendations for improvement and was involved in the implementation of them.
 - b. For a two-step increase, the qualifying member's supervisor shall submit written justification and supporting documentation that the member's performance during the rating period served as a

benchmark for other employees in the workplace, the member is regarded by colleagues as a person with great depth and breadth of knowledge in their area of expertise willing to share their expertise and ideas with others, and the member's contributions, initiatives, and productivity reflect the highest degree of performance.

3. Supervisors shall submit QSI requests including written justification and accompanying documents to the chief of police or his or her designee through the chain of command for approval.

G. Training

The Metropolitan Police Academy (MPA) commanding official, in collaboration with the HRMD director, shall ensure that the following training is required and documented.

1. All newly promoted personnel shall receive initial training on the performance evaluation cycle and the performance development and management system prior to rating subordinates. This training shall be conducted in small groups at HRMD to ensure that supervisors receive skills in goal-setting, coaching, and providing feedback. PIP preparation shall also be covered.
2. All managers and supervisors shall receive annual refresher training on proper evaluation of employees.
3. All members shall receive initial training on the performance evaluation cycle and the performance development and management system.

III. DEFINITIONS

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

	Term	Definition
1.	Performance rating	Evaluation of a member's job performance based on the rater's observations of progress on goals set for the rating period. Rating categories include: <ul style="list-style-type: none"> • Successful performer (i.e., consistently successful based on the member's set goals and performance); and • Does not meet expectations (i.e., fails to meet expectations on a consistent basis).
2.	Constructive feedback	Information provided to a member based on the performance of a task which is used to help identify solutions to areas where improvement is needed.
3.	Current performance rating	Rating given to a ratee for the most recent annual rating period.
4.	Documentation file	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 work products, investigations, police reports, and correspondence (e.g.

		written feedback from community members, supervisors, subordinates, and colleagues).
5.	Goal setting	Development of an action plan designed to motivate, guide, and ultimately achieve organizational goals.
6.	Performance management conference	Formal meeting between a supervisor and a subordinate to discuss the subordinate's job performance.
7.	Performance improvement plan (PIP)	Written strategy designed to facilitate constructive discussion between an employee and his or her immediate supervisor to clarify areas of work performance that must be improved. Once the areas for improvement have been identified, the PIP provides the employee the opportunity to demonstrate improvement in those areas and his or her ability to meet the specified performance expectations.
8.	Ratee	Individual being evaluated.
9.	Rater	Immediate supervisor completing the performance evaluation. If the rater is not available to prepare the rating, the next available supervisory official in the ratee's current chain of command shall act in his or her absence.
10.	Reviewer	Immediate supervisor of the rater. If the reviewer is not available to review the rating, the next available supervisory official in the ratee's current chain of command shall act in his or her absence.

IV. RESCISSION

<p>Rescinds: EO-18-016 (FY19 Performance Evaluations), Effective Date September 28, 2018 EO-19-008 (FY2020 Performance Evaluations), Effective Date October 31, 2019 EO-20-002 (Performance Rating Appeals), Effective Date January 10, 2020</p>



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