



# DETROIT POLICE DEPARTMENT MANUAL

<b>Series</b> 400 Personnel	<b>Effective Date</b> TBD	<b>Review Date</b> <i>Three Years</i>	<b>Directive Number</b>  <div><input type="checkbox"/> <b>401.01</b></div> <div><input type="checkbox"/></div>
<b>Chapter</b> 401 - Personnel			
<b>Reviewing Office</b> Human Resources			<div><input type="checkbox"/> <b>New Directive</b></div> <div><input checked="" type="checkbox"/> <b>Reviewed</b></div>
<b>References</b> MLEAC 2.21 Evaluation System & 2.2.2 Annual Evaluation			

## PERFORMANCE EVALUATION RATINGS

### 401.1- 1 PURPOSE [MLEAC 2.2.1 a]

To outline guidelines and procedures for performance evaluations for sworn and professional staff members of the Detroit Police Department (DPD).

### 401.1- 2 POLICY [MLEAC 2.2.1 a]

The performance evaluation system is an effective system that serves both management and the individual member. It only applies to the performance during the given rating period. This system is not a substitute for the daily interaction between employees and supervisors, rather, it is an additional opportunity for supervisors to train, instruct, and monitor subordinates under their span of control. A supervisor should commend excellent performance and correct any deficiencies in performance at the time that either occurs.

### 401.1- 3 PROCEDURE

#### 401.1-3.1 Rating Periods

1. Performance Evaluation Ratings (PERs) shall be completed yearly for all members holding the rank of commander and captain. The rating periods shall be from July 1st, through June 30<sup>th</sup>;
2. PERs shall be completed twice a year on all members from the rank of police officer through the rank of lieutenant. The rating periods shall be from May 1st through October 31st and November 1st through April 30<sup>th</sup>;
  - a. The May through October ratings shall be completed during the month of November and forwarded by December 10th to be reviewed per the distribution outline. Final distributions will be completed by December 20<sup>th</sup>;
  - b. The November through April ratings shall be completed during the month of May and forwarded by June 10th to be reviewed per the distribution outline. Final distributions will be completed by June 20<sup>th</sup>;
  - c. Members of the rank of police officer shall have been confirmed on or before July 31st for the former period or January 31st for the latter period to be eligible to receive a PER for the period.

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- d. The November through April ratings shall be completed during the month of May and forwarded by June 10th to be reviewed per the distribution outline. Final distributions will be completed by June 20<sup>th</sup>;
- e. Members of the rank of police officer shall have been confirmed on or before July 31st for the former period or January 31st for the latter period to be eligible to receive a PER for the period.
3. Professional staff members are to be rated annually. The evaluation shall be completed on the member's anniversary date of hire or transfer or, if promoted, on the member's anniversary date of promotion.

### 401.1- 3.2 Rating Forms

1. All members holding the rank of police officer, investigator, detective, sergeant, and lieutenant shall be rated by at least one supervisor, at least one rank higher, on the PER- Ranks of Lieutenant, Sergeant, Investigator and Detective (DPD198 or DPD-198-A). All raters shall sign all copies of the Performance Evaluation Rating;
2. Commanders and captains shall be rated on the Performance Appraisal form. The forms are available on the DPD-Intranet webpage under forms;
3. Professional staff employees shall be rated online by their supervisor utilizing the Ultipro system.

### 401.1 - 3.3 Scoring - Police Officer, Investigator, Detective, Sergeant, and Lieutenant [MLEAC 2.2.1 c]

The scoring for each category for the purpose of rating members holding the rank of police officer, investigator, detective, sergeant, and lieutenant on the appropriate PER form will be based on a nine point system as follows: All scores below 2.0 and above 4.0 shall be supported with in-depth documentation.

1.0, 1.5	Inadequate-Seldom if ever displays this character
2.0	Weak-Occasionally displays this characteristic
2.5, 3.0, 3.5	Average-Usually displays this characteristic
4.0	Good-Displays this characteristic more than the average
4.5, 5.0	Outstanding-always displays this characteristic

### 401.1- 3.4 Rating Traits [MLEAC 2.2.1 f]

The following issues shall be considered when providing a rating for all Department employees:

**401.1 Performance Evaluation Ratings****Civil Rights Integrity:**

Raters shall consider whether the member (sworn and professional staff) enforces the laws with impartiality and respects the rights of individual/community members to be free from discrimination; harassment; unlawful detention and arrest; unreasonable searches and seizures; and excessive force. Consideration shall be given to whether the member respects the rights of due process; equal protection of laws and other civil liberties, including fundamental constitutional guarantees such as the privilege against self-incrimination, the right to counsel, rights of privacy, and the freedoms of expression, association and religion for all individuals. This trait shall be evaluated by the rater conducting the evaluation by performing the following:

- Conducting a review of any information contained in the Management Awareness System (MAS) for any performance indicators relative to whether the member was involved in any incidents that improperly infringed upon the civil rights of any citizen and sustained citizen complaint records. The review shall be conducted to ascertain whether there were any incidents during the rating period involving violations of policy in regards to arrests, arrest warrants and affidavits, incidents of use of force, care and processing of detainees, and any incidents bearing on the honesty and integrity of the member. The rater shall document the results of such review in the explanation section of the rating form for this specific category;
- This category is specifically designated on DPD Form 198-A for the purpose rating of police officers;
- For the purpose of rating lieutenants, sergeants, investigators, and detectives in this category, Part II, A.1, DPD Form 198 is to be utilized;
- For the purpose of rating commanders and captains, the Job Knowledge category contained in the Employee Work Performance Dimensions section of the performance appraisal form is to be utilized.

**Effective Supervisory Oversight:**

Raters of supervisory personnel shall determine whether the supervisor effectively manages subordinates by reviewing aspects of their work performance throughout the given period. In addition, consideration shall be given as to whether the supervisor adequately participates in the counseling and evaluation of subordinates as well as whether the supervisor applies the standards contained in the performance evaluation guidelines fairly and uniformly. This trait shall be evaluated by the rater conducting the evaluation by performing the following: See Table below.

Commanders/Captains	Managing People Category in the Employee Work Performance
Lieutenants, sergeants, detectives and investigators	Part II, E.2 of the DPD Form DPD 198
Police officers and police assistants	Part II, E.2 of the DPD Form DPD 198
Professional staff employees	Ultipro system

**401.1 Performance Evaluation Ratings****401.1-3.5 Rater Training MLEAC 2.2.1 h**

The Training Center provides annual training to supervisors. Within that 40 hour block of instruction, supervisors are trained on how to properly rate sworn members, forms DPD 198 and 198a and for professional staff members, Ultipro.

**401.1 - 3.6 Raters for Commanders and Captains**

Commanders and captains shall be evaluated by executive members of a higher rank. The rater shall be an executive to whom the commander or captain reports.

**401.1 -3.7 Raters for Detectives, Investigators, Sergeants, and Lieutenants**

1. Members shall be rated by at least two ranking members to ensure the integrity of the rating. The normal chain of command shall be utilized in determining the raters of detectives, investigators, sergeants, and lieutenants. As a general rule, the member's immediate supervisor and the next highest-ranking officer shall participate in the rating;
2. In no instance will members of equal rank rate each other except when a lieutenant is acting as a commanding officer of a command, with personnel of equal rank assigned;
3. To qualify as a rater, a ranking member should have supervised a member for three (3) months or more during this performance evaluation period. In the event two (2) commands are equally qualified to rate a member, the member's present command shall complete the PER;
4. A member promoted during this performance evaluation period will be evaluated for the rank held the longest duration during this period. The rank for which the member is being rated shall be designated on the PER even though this rank may be different from the member's current rank;
5. Each commanding officer will initiate a survey of members promoted, transferred, or assigned out during this performance evaluation period to determine those members who shall be included in the command's rating;
6. The member's present commanding officer, in consultation with the previous commanding officer, shall decide who shall rate those individual cases where unusual situations or extenuating circumstances may arise that are not covered by established guidelines. In the event that a conflict of opinion exists, the issue shall be decided by the commanding officer of Human Resources.

**401.1- 3.8 Raters for Police Officers/Corporals**

1. Police officers/corporals shall be rated by at least two ranking members to ensure the integrity of the rating. As a general rule, the rating shall be prepared by at least one lieutenant and one sergeant. In those instances where this is not appropriate, the member's immediate supervisor and the next highest-ranking officer shall participate in the rating;
2. To qualify as a rater, a ranking member should have supervised a member for three (3) months or more during this performance evaluation period. In the event two (2)

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commands are equally qualified to rate a member, the member's present command shall complete the Performance Evaluation Rating;

3. A member promoted during this performance evaluation period will be evaluated for the rank held the longest duration during this period. The rank for which the member is being rated shall be designated on the PER even though this rank may be different from the member's current rank;
4. Each commanding officer will initiate a survey of members promoted, transferred, or assigned out during this performance evaluation period to determine those members who shall be included in the command's rating;
5. The member's present commanding officer, in consultation with the previous commanding officer, shall decide who shall rate those individual cases where unusual situations or extenuating circumstances may arise that are not covered by established guidelines. In the event that a conflict of opinion exists, the issue shall be decided by the commanding officer of Human Resources.

**401.1- 3.9 Raters for Professional Staff Members**

Professional staff members shall be rated by an immediate supervisor.

**401.1 - 3.10 Separated Personnel**

It is not necessary to complete a PER for members who have retired or resigned during the rating period.

**401.1 - 3.11 Retention [MLEAC 2.2.1 g]**

Evaluations become a permanent part of the employee's Department personnel file. These files are retained by the Detroit Police Department's Human Resources Police Personnel for sworn members. Professional staff members files are maintained electronically and can be accessed by the Ultipro, City of Detroit Human Resources and DPD Human Resources.

**401.1- 4 Counseling****401.1 - 4.1 General**

1. Upon completion of the rating, members will be personally informed of their respective evaluations by the immediate supervisor who prepared the evaluation. Each category is to be discussed with the member, which is to include the level of performance expected and rating criteria. The supervisor shall also provide career counseling relative to such topics as advancement, specialization, or training appropriate for the member's position.
2. In those situations where members will be rated by supervisors of their previous assignment, the rater assigned to counsel the member will contact the member via department, phone call, text, etc.
3. Members whose performances are deteriorating shall be counseled relevant to their shortcomings during the rating period and given an opportunity to improve. Non-probationary members shall be advised in writing whenever their performance is deemed to be unsatisfactory.

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4. For the purpose of this order, unsatisfactory performance is indicated by either an "Inadequate" or "Weak" scoring as prescribed in scoring section of this Directive.

**401.1 - 4.2 Administrative Counseling Register**

1. The Administrative Counseling Register (ACR) is utilized to provide documentary information to assist in the compilation of PERs, ACR entries are not a form of discipline;
2. Executives, as well as commanding officers of commands, shall ensure this is maintained on MAS or its electronic equivalent database.

**401.1 -4.3 Entries**

1. Executives, commanding officers and supervisors shall make entries using an ACR upon observing an incident that could be utilized to substantiate either a high or low score in a particular category of the performance evaluation for members whom they are responsible for rating;
2. At the precinct level, the commanding officer or designee shall be responsible for the audits on MAS.
3. When making an entry, the day, date and time of the incident shall be noted. Supervisors shall affix their signatures following the entries and submit on MAS. Supervisors shall counsel members regarding all entries. At the conclusion of the counseling session, the concerned member will date and sign under the counseling register entry to indicate that the member was personally informed of the entry into MAS. In those instances where the member refuses to sign, the supervisor shall make the notation "refused," then date and sign the entry;
4. Commanding officers shall review MAS and determine whether any member of their command is in need of additional counseling. When it is determined that additional corrective counseling is necessary, the commanding officer and/or the immediate supervisor shall discuss the entries with the member and record it MAS.
5. After a member has received the PER, in most cases the entry shall be removed in MAS.

**401.1 - 4.4 Retention of Old Registers [MLEAC 2.2.1 g]**

1. ACRs are retained on MAS electronically. Supervisors can request through the MAS system to remove any counseling registers.
2. In the event a member transfers, the file shall be retained by the member's former command if that command will be responsible for compiling the member's PER. If the command to which the officer is transferring will be responsible for compiling the PER, the register at the member's former place of assignment shall be destroyed, if no performance evaluation or disciplinary action appeal is pending, when the transfer takes effect. This register shall not be forwarded to the officer's new place of assignment. The officer's new place of assignment shall include the officer in its register.



**401.1 Performance Evaluation Ratings****401.1- 5 Distribution**

1. Upon completion of the proposed service ratings for police officers, detectives, investigators, sergeants and lieutenants, the proposed service ratings shall be forwarded through channels to the appropriate deputy chief. Included with these ratings shall be a summary report prepared on an Inter-Office Memorandum, (DPD568), containing the name and rating of each member in the command. This list shall be arranged by rank with the highest rated member at the top.
2. Performance Appraisal forms for captains and commanders shall be forwarded to Human Resources upon completion.
3. Performance evaluation for professional staff (professional staff) staff are completed electronically in the Ultipro system by the supervisor.
4. For all members, a copy shall be kept on file at the command and a copy shall be forwarded to Human Resources so that a copy can be kept in the member's file.

**401.1 - 5.1 Member's Review and Acknowledgment**

1. Upon completion of the review, the deputy chief shall return the PER for police officers, detectives, investigators, sergeants, and lieutenants and the summary to the commanding officer;
2. The commanding officer shall ensure that the evaluated police officers, detectives, investigators, sergeants, and lieutenants are personally informed of their respective evaluations by one of the supervisors who participated in the evaluation. The member being rated will sign the DPD 198 or 198A, whichever is applicable, in the space indicated. The member shall be given the opportunity to sign and make written comments to supplement the completed performance evaluation report; [\[MLEAC 2.2.1 d\]](#)
3. At the end of the rating period for commanders and captains, the supervisor conducting the evaluation will meet and discuss the ratings with the member. The member will sign or initial each page to indicate that they have been shown the ratings. The member has the right to attach a statement in writing to supplement the completed evaluation report;
4. At the end of the rating period for professional staff members, the immediate supervisor who participated in the rating of the member shall meet and discuss the ratings with the member. The member being rated will be provided a copy of the completed form from Ultipro. Members are to be permitted to make comments on the form.

**401.1- 6 Appeal Procedure [\[MLEAC 2.2.1 e\]](#)****401.1-6.1 General**

1. Any police officer, investigator, detective, sergeant, or lieutenant who wishes to appeal a PER shall make a written request to the commanding officer within thirty (30) days of receiving their copy of the evaluation. The member shall identify each trait that is being appealed and cite a brief basis for appealing that rating. The

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commanding officer shall read and forward a copy of the request to the commanding officer of Human Resources. Human Resources will convene the Performance Evaluation Appeal Board to hear the matter within sixty (60) days of receipt. Additionally, Human Resources will provide notification of receipt of the Performance Evaluation Rating appeal to the requesting member confirming receipt of the appeal request within a specified time after receiving it.

2. Any commander or captain who disputes the ratings they received shall submit a letter of appeal to the Chief of Police, through channels. The Chief of Police shall review all documents and conduct further investigation, if needed, and issue a decision which shall be final;
3. Professional staff members who wish to appeal a rating shall adhere to the established policy of the City of Detroit.

**401.1-6.2 Performance Evaluation Appeal Board**

1. A Performance Evaluation Appeal Board shall be convened by Human Resources to hear an appeal of a performance evaluation of a member with the rank of police officer, investigator, detective, sergeant, or lieutenant;
2. The board shall consist of two (2) members, the commanding officer of Human Resources, who will act as chairperson and another member of the rank of captain. Present at the hearing will be the member's commanding officer, two rating supervisors, and the member submitting the appeal. Upon request the member may have representation at the hearing in accordance with the member's applicable collective bargaining agreement;
3. Upon completion of the hearing the commanding officer of Human Resources shall prepare a complete report including personal recommendations. This report will be forwarded through channels to the Chief of Police for review and then returned to the commanding officer of Human Resources for final disposition. At this hearing, the rating supervisor is in an adversarial relationship and must be prepared to rebut the appellant's allegations and defend the rating given.

**Related Forms:**

- Administrative Counseling Register (ACR)
- Inter-Office Memorandum, (DPD568)
- Police Officer (DPD198-A)
- Performance Evaluation Rating - Ranks of Lieutenant, Sergeant, Investigator and Detective (DPD198)