



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

500 – PERSONNEL EVALUATIONS

GENERAL ORDER: 2025-14
ISSUED: March 7, 2025

EFFECTIVE: March 7, 2025

REVIEWED/APPROVED BY:
Assistant Chief Craig Sarnow
DATE: January 30, 2025

ACTION: Amends General Order 2022-08 (February 4, 2022)

WILEAG STANDARD(S): 2.5.1, 2.5.2, 2.5.3
2.5.4, 2.5.5, 2.5.6, 2.5.7

500.00 PURPOSE

The purpose of this standard operating procedure is to outline performance evaluations, reviews, stay interviews, and management procedures for both sworn and civilian members of the Milwaukee Police Department.

500.10 POLICY

It is the policy of the Milwaukee Police Department that work performance of all personnel is evaluated on an annual basis. The criteria used to evaluate performance shall be specific to the member's rank/title and shall be reasonable, descriptive and measurable.

500.20 PERFORMANCE RATING SCHEDULE, EPERFORMANCE, AND FORMS (WILEAG 2.5.1, 2.5.3)

A. SWORN MEMBERS

During each calendar year, a personnel evaluation shall be completed for all sworn members subordinate to the rank of captain.

Note: The number of traffic stops, field interviews, no-action encounters, frisks and/or searches by a member of the police department shall not be used as performance indicator or in any way to evaluate their performance.

B. NON-PROBATIONARY SWORN MEMBERS

1. Performance evaluations shall be completed annually for all non-probationary sworn members, subordinate to the rank of captain. Evaluations for non-probationary sworn members shall be completed using the ePerformance Excel forms, which are located in the Evaluation Forms folder in the N:/ drive.
2. Supervisors shall obtain the necessary information to appraise and evaluate each member's performance accurately at the conclusion of their review period.
3. The Human Resources Division shall send an email to the commanding officer and civilian manager of each district/work location at the beginning of each calendar year with a list of all non-probationary sworn members under their command who must

have an ePerformance evaluation completed for that particular calendar year. The rating period shall encompass the twelve (12) month period preceding the member's anniversary hire month in their current rank.

C. NON-PROBATIONARY CIVILIAN MEMBERS PERFORMANCE EVALUATIONS

1. During each calendar year, a personnel evaluation shall be completed for all non-probationary civilian employees utilizing the *Annual Employee Assessment (Group A)* (form PE-60E) or *Performance Appraisal Form (Group B)* form (form PE-59E). Supervisors can determine if a civilian employee is a Group A or Group B employee in the [City of Milwaukee Salary Ordinance](#).
 - a. Group A employees include Section 3 (Technicians), Section 5 (Paraprofessionals), Section 6 (Administrative Support), Section 7 (Skilled Craft), and Section 8 (Service and Maintenance)
 - b. Group B employees include Section 1 (Officials and Administrators), Section 2 (Professionals), and Section 4 (Protective Service Non-Represented).
2. The annual performance review shall only be completed for non-probationary civilian employees. Supervisors shall obtain the necessary information to appraise and evaluate each employee's performance accurately at the conclusion of their review period.
3. The rating period shall encompass the twelve (12) month period preceding the member's salary anniversary date in that position.

D. NON-PROBATIONARY CIVILIAN MEMBERS STAY INTERVIEW PROCESS

1. Non-probationary civilian members may participate in a voluntary stay interview annually. Stay interviews are structured conversations between a manager or supervisor and the member to discuss specific actions that can be implemented to deepen the members' engagement. Stay interviews allow for meaningful discussion about the employee's professional needs, development priorities and interests, areas of growth opportunities, and promotional opportunities.

Note: The civilian member shall sign the *Stay Interview* questionnaire form (form PC-52E) if he/she elects to not participate in the annual stay interview.

2. Stay Interview Process
 - a. Supervisors shall contact the employee to schedule the interview and to explain its purpose. The interview should last no more than thirty (30) minutes.
 - b. Supervisors shall utilize the *Guidelines for Stay Interviews* (form PC-51E) and *Stay Interview* questionnaire form, which are located in the N:/drive Forms folder to structure and conduct the interview.

- c. Supervisors shall document the date the Stay Interview was conducted on the *Stay Interview* questionnaire form.
- d. The original *Stay Interview* form shall be sent to the Human Resources Division with a copy given to the member and one copy kept in the member's work location personnel file.

E. PROBATIONARY MEMBERS

1. All MPD members on probationary status shall be evaluated monthly.
2. Commanding officers/civilian managers supervising members in a probationary status shall complete the appropriate member (e.g., employee) performance evaluation:
 - a. *Police Aide Monthly Performance Evaluation* (form PE-28E)
 - b. *Member's Individual Monthly Probationary Report for Entry Level or Promoted Employees* (form PE-37E), which includes all civilian members and sworn police members (with the exception of probationary police officers). A list of probationary periods associated with each job title can be located on the Human Resources Division SharePoint site.
 - c. Monthly observation reports for police officers utilizing the *Probationary Performance Report* in the ACADIS system in accordance with SOP 270 Field Training and Evaluation Program.
3. All commanding officers/civilian managers supervising members in a probationary status shall, by the 10th of each month, submit an *All Probationary Members Progress Report* (form PE-41E) through their chain of command. The original shall be sent to the Human Resources Division, one copy shall be sent to the bureau commanding officer, and one copy shall be retained in the member's work location personnel file.
4. Evaluations which result in a "Needs Improvement" or "Unsatisfactory Progress" should be detected, reported, and acted upon promptly.
5. Supervisors identifying unacceptable or below standard performance with a probationary or non-probationary member, as soon as practical, shall notify the member of the deficiency and promptly document the deficiency and improvements throughout the rating period. Supervision shall provide immediate corrective action, progressive discipline, remedial training or a Performance Improvement Plan (PIP); whichever is applicable. The PIP can be located on the Human Resources Division SharePoint site. The notification and PIP shall be documented and reviewed with the member prior to implementation.

6. Routing of Probationary Employee Performance Evaluations

- a. Civilian members and sworn police members (with the exception of probationary police officers) evaluations shall be forwarded to the Human Resources Division, and one copy shall be retained in the member's work location personnel file.
- b. All original *Probationary Performance Reports* for police officers shall be maintained in the ACADIS system.
- c. Police aide evaluations shall be forwarded to the Training Division and one copy shall be retained at the member's work location personnel file.

500.30 COMMANDING OFFICER / CIVILIAN MANAGER RESPONSIBILITIES

- A. It is the responsibility of the commanding officer/civilian manager to ensure probationary performance evaluations completed by evaluating managers under their command are completed appropriately, timely, and submitted prior to the conclusion of each month in which it is due.
- B. ePerformance evaluations for sworn non-probationary members are due within thirty (30) days of the initial notification from the Human Resources Division that the evaluation must be completed.
- C. It is the responsibility of the commanding officer/civilian manager to ensure annual performance evaluations completed for non-probationary civilian employees are submitted within thirty (30) days after the employee's salary anniversary date in that position.

500.40 SUPERVISOR RESPONSIBILITIES AND TRAINING (WILEAG 2.5.2, 2.5.4)

- A. Supervisors shall receive training prior to conducting performance reviews. Members will be evaluated on their performance in meeting the standards of their current position based on their job performance during the specific rating period. Supervisors are responsible for monitoring the job performance of their subordinates and the documentation of their performance (e.g., awards, deficiencies, commendations, discipline) throughout the year.
- B. Supervisors shall review documentation that has been gathered throughout the rating period. The principle objective in evaluating all members is to determine whether or not the member can perform the required duties/essential functions of their position. Supervisors shall evaluate all members on their knowledge, skills, and abilities and may determine training or further development needs are required. Supervisors shall include comments and examples of performance on the evaluation to support the ratings given to the member.

- C. Supervisors shall explain to each member the expectations of their rank/title, level of performance and the rating criteria prior to the performance review.
(WILEAG 2.5.4.1)
- D. Immediately following the completion of the evaluation, supervisors shall discuss with the member, the member's actual performance compared to the expectations. Supervisors shall also review previous goals, document progression and/or completion of previous goals, and establish new expectations and goals for the next performance review.
(WILEAG 2.5.4.2)
- E. Supervisors shall review the member's *Change in Registered Information* (form PN-2E), including the member's emergency contact information, during the performance evaluation or stay interview meeting. Supervisors shall ensure the member submits a revised *Change in Registered Information* (form PN-2E) if any information on the form needs to be revised.
- Note: Members are required to submit a revised *Change in Registered Information* (form PN-2E) to their commanding officer within 72 hours of a change in their name, current address, telephone number, or emergency contact information.**
- F. Training and performance issues identified by a supervisor may be addressed utilizing immediate corrective action, progressive discipline, remedial training, or Performance Improvement Plan (PIP).

500.50 REQUIRED SIGNATURES AND COPIES OF NON-PROBATIONARY PERFORMANCE EVALUATIONS (WILEAG 2.5.5)

A. SWORN NON-PROBATIONARY PERFORMANCE EVALUATIONS

1. The ePerformance evaluation review shall be approved and signed by both the evaluating manager and the commanding officer or civilian manager.
 - a. If the lieutenant and/or commanding officer or civilian manager disagrees with the evaluating manager's evaluation, the disagreement shall be settled in a meeting consisting of the involved supervisors.
 - b. If the disagreement between the involved supervisors cannot be settled, the lieutenant and/or commanding officer or civilian manager shall have the authority to override the evaluating manager and update the ePerformance evaluation. The lieutenant and/or commanding officer or civilian manager shall submit a *Department Memorandum* (form PM-9E) documenting the reasons why he/she disagreed with the evaluating manager's evaluation, which shall be attached to the ePerformance evaluation. This documentation shall include the specific factor(s) and rating(s) that were changed (both the original rating and revised rating) and the specific reasons why they were changed.

2. Members are required to acknowledge they have read their ePerformance evaluation and met with a supervisor regarding their performance evaluation by signing the evaluation form. The member's acknowledgment by signing the ePerformance evaluation implies neither agreement nor disagreement with the evaluation's content.
3. The member shall be given the opportunity to add comments to their ePerformance evaluation by submitting a *Department Memorandum* (form PM-9E) to their commanding officer/civilian manager. Members must submit their comments within seven (7) days from the date the evaluation was received.
4. The original ePerformance evaluation shall be sent to the Human Resources Division. One copy of the ePerformance evaluation shall be given to the member and one copy shall be retained in the member's work location personnel file.
5. Commanding officers/civilian managers shall follow up with an email to the Human Resources Division indicating the date and time the ePerformance evaluation was sent and how it was delivered to the Human Resources Division. Upon receipt of the ePerformance evaluation(s), the commanding officer/civilian manager will receive a confirmation email from the Human Resources Division acknowledging receipt of the ePerformance evaluations.

B. CIVILIAN NON-PROBATIONARY PERFORMANCE EVALUATIONS

1. The *Annual Employee Assessment (Group A)* or *Performance Appraisal Form (Group B)* form evaluation review shall be approved and signed by both the evaluating manager and the commanding officer or civilian manager.
 - a. If the lieutenant and/or commanding officer or civilian manager disagrees with the evaluating manager's evaluation, the disagreement shall be settled in a meeting consisting of the involved supervisors.
 - b. If the disagreement between the involved supervisors cannot be settled, the lieutenant and/or commanding officer or civilian manager shall have the authority to override the evaluating manager and update the *Annual Employee Assessment (Group A)* or *Performance Appraisal Form (Group B)* evaluation. The lieutenant and/or commanding officer or civilian manager shall submit a *Department Memorandum* (form PM-9E) documenting the reasons why he/she disagreed with the evaluating manager's evaluation, which shall be attached to the *Annual Employee Assessment (Group A)* or *Performance Appraisal Form (Group B)* evaluation. This documentation shall include the specific factor(s) and rating(s) that were changed (both the original rating and revised rating) and the specific reasons why they were changed.
2. Members are required to acknowledge they have read their *Annual Employee Assessment (Group A)* or *Performance Appraisal Form (Group B)* form evaluation and met with a supervisor regarding their performance evaluation by signing the evaluation form. The member's acknowledgment by signing the *Annual Employee*

Assessment (Group A) or Performance Appraisal Form (Group B) form evaluation implies neither agreement nor disagreement with the evaluation's content.

3. The member shall be given the opportunity to add comments to their *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluation by submitting a *Department Memorandum* (form PM-9E) to their commanding officer/civilian manager. Members must submit their comments within seven (7) days from the date the evaluation was received.
4. The original *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluation shall be sent to the Human Resources Division. One copy of the *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluation shall be given to the member and one copy shall be retained in the member's work location personnel file.
5. Commanding officers/civilian managers shall follow up with an email to the Human Resources Division indicating the date and time the *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluation was sent and how it was delivered to the Human Resources Division. Upon receipt of the *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluation(s), the commanding officer/civilian manager will receive a confirmation email from the Human Resources Division acknowledging receipt of the *Annual Employee Assessment (Group A) or Performance Appraisal Form (Group B)* form evaluations.

500.60 CONTESTED EVALUATIONS (WILEAG 2.5.6)

- A. Sworn and civilian members who wish to contest a probationary or annual performance evaluation shall submit a *Department Memorandum* (form PM-9E) to their commanding officer/civilian manager detailing the areas of disagreement within seven (7) days from the date the evaluation was received. The decision of the commanding officer/civilian manager in a contested performance evaluation shall be final.
- B. The member's *Department Memorandum* contesting their performance evaluation shall be attached to their performance evaluation.

500.70 PERFORMANCE REVIEWS AND FEEDBACK FOR RANK OF CAPTAIN OF POLICE THROUGH ASSISTANT CHIEF OF POLICE (WILEAG 2.5.1, 2.5.2, 2.5.4, 2.5.5, 2.5.6)

- A. All personnel holding the rank of captain of police through assistant chief of police are subject to ongoing performance reviews and feedback from their commanding officer. These in-person performance reviews and feedback may be verbal or written in nature, at the discretion of the commanding officer, and will include the expected performance for members of the assigned rank, the actual performance of the member being reviewed, and any future performance goals for the member being reviewed.
- B. By December 31st of each year, members subject to this section shall complete a

Department Memorandum (form PM-9E) documenting that they have received ongoing verbal or written performance reviews and feedback from their commanding officer during the preceding twelve (12) month period. This *Department Memorandum* shall be signed by both the member and their commanding officer. The original *Department Memorandum* shall be sent to the Human Resources Division with a copy given to the member and one copy kept in the member's work location personnel file.

- C. Any written performance reviews and/or feedback for members subject to this section shall be provided to the member by the member's commanding officer and a copy shall be forwarded to the Chief of Police at the same time the member receives their written performance review and/or feedback.
- D. If a member subject to this section wishes to contest the review or feedback received from their commanding officer, they may do so by submitting a *Department Memorandum* (form PM-9E) to their commanding officer subsequent to their receipt of the review and/or feedback. Any contested review or feedback shall be provided to the Chief of Police.
- E. The Office of the Chief shall be responsible for the tracking of performance reviews and feedback for the rank of captain of police through assistant chief of police and ensure they are completed. The original *Department Memorandum* (form PM-9E) completed by members subject to this section and written performance reviews and/or feedback shall be placed in the member's personnel file and a copy shall be forwarded to the Office of the Chief.

500.80 PERFORMANCE REVIEW SCHEDULE FOR CHIEF OF POLICE (WILEAG 2.5.1)

The Chief of Police shall be evaluated annually by the Fire and Police Commission.

500.90 RETENTION PERIOD (WILEAG 2.5.7)

Evaluations shall be maintained for the duration of the member's employment and such records will be disposed eight (8) years after the member's separation from service.



JEFFREY B. NORMAN
CHIEF OF POLICE