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October 20, 2017

VIA ECF

Honorable Analisa Torres
United States District Judge
United States District Court
Southern District of New York
500 Pearl Street
New York, NY 10007-1312

Re: *Floyd, et al. v. City of New York*, 08-CV-1034 (AT),
Recommendation Regarding NYPD Performance Evaluation System

Dear Judge Torres,

I am pleased to submit my recommendation regarding the NYPD's performance evaluation system, which is that the court issue an order that recognizes the significant positive changes that have been made in how the NYPD evaluates its officers and also that requires the Department to maintain those improvements. To insure the maintenance of these improvements, I am recommending the entry of an order (Attachment 1) that is narrowly tailored to address the issues identified by the court relating to the NYPD's performance evaluation system. The details of the order are discussed later in this letter. The NYPD also recognizes the importance of maintaining these improvements and consents to the entry of the order.

The Department has been working on a new performance evaluation system for several years. There was widespread dissatisfaction with the old system throughout the ranks. Moreover, one aspect of the system became a focus in the trial in *Floyd*—the fact that officers were under pressure to make more stops without regard to their legality. Officers feared that if

they did not produce these numbers, they would be disadvantaged in many ways—for example, in assignments, promotions, overtime, time off, and transfers.

The old performance evaluation system was incorporated in several NYPD orders, two of which were particularly important. In 2011, the Department issued:

- (1) Operations Order 50—Quest for Excellence - Command Conditions Reports (OO50); and
- (2) Operations Order 52—Police Officer Performance Objectives (OO52).

Operations Order 50 required commanding officers to prepare a Command Conditions Report each week identifying two crime and disorder conditions in their commands that needed to be addressed. It required officers to complete daily what was called the Police Officer's Monthly Conditions Impact Measurement Report. Each day, officers were to list their assignments, two conditions that they were addressing, and any activities noted in 22 different columns (including arrests, summonses, and stops). These reports were then submitted weekly to the officers' supervisors, who were to review and sign them each week and add an assessment of the officers each month.

Operations Order 52 described performance objectives for officers and stated that supervisors "can and must set performance goals" for proactive enforcement. In addition, supervisors used the monthly reports to prepare quarterly evaluations of their officers.

The *Floyd* Trial and Remedies Opinion

At the *Floyd* trial, there was evidence concerning pressure experienced by NYPD officers to increase the number of stops. The court identified two sources of this pressure: (1) CompStat meetings at which commanding officers were questioned about their officers' activities and number of stops; and (2) numeric goals imposed by supervisors that prompted negative consequences for officers if they were not met. *Floyd v. City of New York*, 959 F. Supp. 2d 540,

at 592-602 (S.D.N.Y. 2013) (Liability Opinion). Operations Order 52, the court said, “made clear that supervisors must evaluate officers based on their activity numbers, with particular emphasis on summonses, stops, and arrests, and that officers whose numbers are too low should be subjected to increasingly serious discipline if their low numbers persist.” *Id.* at 600. Referring to the Police Officer’s Monthly Conditions Impact Measurement Report, part of “Quest for Excellence,” the court stated that “the form used to track officer performance reflects the NYPD’s emphasis on enforcement activity numbers and effectiveness without attention to the constitutional justifications for enforcement.” *Id.* at 601. The court also focused on CompStat, at which it was communicated that the number of stops was an important metric, again without regard to the legality of those stops. *Id.* at 590, 592-94.

The court’s Remedies Opinion, insofar as it addressed performance evaluation, focused on possible revisions to the old system “in order to bring the NYPD’s use of stop and frisk practices into compliance with the Fourth and Fourteenth Amendments.” *Floyd v. City of New York*, 959 F. Supp. 2d 668, 680 (S.D.N.Y. 2013). Specifically, the court found that Operations Order 52’s “use of ‘performance goals’ created pressure to carry out stops, without any system for monitoring the constitutionality of those stops.” *Id.*

The New Performance Evaluation System

Apart from the *Floyd* litigation, the NYPD has made significant changes in many of its practices and procedures. In 2014, the new administration undertook extensive surveying of its workforce that showed, among other things, a widespread dissatisfaction for many reasons with the performance evaluation system then in existence. One reason coincided with a concern expressed by the court in *Floyd*, i.e., that there was too much pressure to produce high numbers of stops without concern for the quality of the stops.

Responding to the widespread dissatisfaction with the performance evaluation system and the concerns expressed by the court, the Department undertook extensive internal work and consulted with and obtained input from outside parties (e.g., police officers and supervisors through surveys and focus groups, other police departments, people familiar with performance evaluation in the private sector, the monitor team, and plaintiffs' counsel) to fashion a new system for evaluating its patrol officers. This system is now in operation. In it, the lawfulness of stops and the accuracy of stop reports play a role, but the number of stops does not.

There are four main components of the new evaluation system. The first is the Officer Profile Report (Attachment 2), an electronic form that is automatically generated monthly. Officers are not required to count and report on the number of stops (or the number of other enforcement activities). Instead, the Profile Report automatically compiles data from Department databases and compares officers to other officers in their precinct, their borough, and citywide. The Report does not include a count of the number of stops conducted by each officer. It does, however, compile the number of times officers' stops resulted in corrective action by their supervisors.

The second component is the Supervisory Feedback Form (Attachment 3), which allows supervisors to highlight commendable actions by an officer or note areas that may need improvement.

A third component is the Officer Self Report Form (Attachment 4), which allows officers to document notable actions they consider to be positive, such as community engagement, problem-solving, or achievements in crime prevention.

The final component of the new evaluation system of officers is the Quarterly Evaluation (Attachment 5), which took effect on April 1, 2017. Supervisors are instructed to review the

Officer Profile Report as well as any Supervisory Feedback Forms or Officer Self Report Forms from the relevant period before completing the Quarterly Evaluation. For the Quarterly Evaluation, supervisors must then rate officers based on what are called “dimensions,” which capture what the Department believes should be the attributes of good policing. There are twelve of these dimensions.¹ Two are particularly relevant here: “Application of Law and Procedures” and “Quality and Timeliness of Reports.” In these two dimensions, the supervisor is asked to rate the officer on, among other things, the lawfulness of the officer’s stops and the accuracy and completeness of the officer’s stop reports.

The Department has issued a Performance Evaluation System Guide (Attachment 6) that explains the system to members of the service and, importantly, highlights for them what the Department wants to accomplish by changing to this new performance evaluation system. “The overall message from the 12 performance dimensions is clear: it is about the quality and effectiveness of our work. It’s not purely about quantitative metrics.” See Attachment 6 at 2. The Guide notes that “[o]nly one of the 12 dimensions captures enforcement activity (‘Implementation of Proactive Policing Strategies’). This dimension is applicable only to members performing patrol functions, and it couples the evaluation of any activity with an assessment of whether the activity was lawful and appropriate.” *Id.*

The Guide speaks to the court’s concerns about the lawfulness of stops in this passage:

It should be noted that Terry stops (i.e., investigative stops or detentions that require the completion of a Stop Report) are no longer recognized as a quantitative performance metric in any way. However, if the member could not articulate a reasonable suspicion to justify a Terry stop, improperly prepared a Stop Report, or failed

¹ The twelve are: 1. Problem Identification/Solving; 2. Adaptability and Responsiveness; 3. Judgment; 4. Integrity; 5. Application of Law and Procedures; 6. Community Interaction; 7. Departmental Interaction; 8. Professional Image and Maintenance of Equipment; 9. Quality and Timeliness of Reports; 10. Initiative; 11. Leadership; and 12. Implementation of Proactive Policing Strategies (for members who perform administrative functions, a different dimension, Competence in Supporting Unit’s Mission, replaces this dimension).

to complete stop documentation, supervisory members should take appropriate action, depending on the severity and frequency of the error, including guidance, training, preparing a feedback card, discipline or consideration in a quarterly evaluation.

Id. at 6.

Although the new evaluation system is now being used for patrol officers, it undoubtedly will be modified going forward. For example, the Department is still working on making more data available to put in the Officer Profile Report and developing ways to increase the kinds of reports that can be generated for supervisors from the data. In addition, the new evaluation system covers only officers, and it will need to be expanded and possibly adapted to cover sergeants and lieutenants.

Analysis of the New System and Reasons for the Recommendation

As stated, the Liability Opinion identified two sources of pressure on officers to make stops irrespective of their lawfulness. As for CompStat, that pressure has been removed. One or more members of the monitor team have watched almost all the CompStat meetings from April 2016 through August, 2017. There is seldom any mention of stops, and never criticism of the number of stops or lack of stops.

With respect to the second source of pressure, Operations Order 52 has been revoked. In addition, the Liability Opinion referenced the daily tracking of stops and enforcement activities by officers (through their Police Officer's Monthly Conditions Impact Measurement Reports) as an aspect of the prior system contributing to the pressure to make stops without attention to their constitutionality. That daily tracking by officers was eliminated as of January 2017 when "Quest for Excellence" was abolished (See Attachments 7 and 8). More than simply eliminating negative pressures, the NYPD's new system asks supervisors to consider the lawfulness of stops and the quality and accuracy of stop reports as part of officers' evaluations.

In spite of these very substantial advances, the monitor believes, and the Department also recognizes, that it is still too early to say anything meaningful about how the system is working in practice. For these reasons, the monitor is recommending the entry of an order concerning continuing scrutiny of the performance evaluation system by the monitor and ultimately the court. A proposed order is Attachment 1².

To assist your review of the recommendation, I am enclosing the following additional attachments:

2. Officer Profile (Redacted)
3. Supervisory Feedback Form
4. Officer Self Report Form
5. Quarterly Evaluation Form
6. Performance Evaluation System Guide
7. Operations Order 2-17
8. Interim Order 9-17

Respectfully submitted,

/s/ Peter L. Zimroth

Peter L. Zimroth
Monitor

² The entry of this order does not preclude the possibility of additional measures being developed and submitted to the court as part of the Joint Remedial Process.

Attachment 1

UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF NEW YORK
DAVID FLOYD, *et al.*,

Plaintiffs,

-against-

CITY OF NEW YORK,

Defendant.

ANALISA TORRES, District Judge:

USDC SDNY
DOCUMENT
ELECTRONICALLY FILED
DOC #:
DATE FILED:

08 Civ. 1034 (AT)

**PROPOSED
ORDER**

The Court has reviewed—and now APPROVES—the Monitor’s recommendation.

Accordingly, it is ORDERED that:

1. The Monitor shall, in his bi-annual reports, review and assess the NYPD’s performance-evaluation system to ensure that, on paper and in practice, it does not (a) reinstitute pressures that result in a focus on the quantity of stops without regard to their lawfulness or (b) undermine the goals of the remedial process, including compliance with the Fourth and Fourteenth Amendments of the Constitution as required by the Remedies Opinion.
2. During the period of Court supervision, Court approval is required before the NYPD implements any proposed change to the performance-evaluation system that may (a) introduce a mechanism to count the number of stops conducted by an officer or (b) affect the manner in which the quality and lawfulness of stops are assessed. The NYPD shall notify the Monitor and the parties of any such proposed change so that the Monitor—in consultation with the parties—may seek Court approval.

SO ORDERED.

Attachment 2



PROFILE

SQUAD

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Precinct Status Indicators

Shootings

Date	Time	Address	Location	Motive	Gang Related	Inside/Outside
07/28/17	00:15	1311 PLIMPTON AVENUE	STREET	DISPUTE	NO	OUTSIDE
07/12/17	11:31	390 EAST 167 STREET	STREET	DISPUTE	YES	OUTSIDE
07/09/17	00:09	1160 TELLER AVENUE	STREET	UNKNOWN	YES	OUTSIDE
07/03/17	23:01	960 GRAND CONCOURSE	STREET	GANG	YES	OUTSIDE

7 Major Crimes

Offense	Current	Prior	Diff	% Change
MURDER & NON-NEGL. MANSLAUGHTER	0	1	-1	-100.00%
RAPE	2	0	2	0.00%
ROBBERY	25	45	-20	-44.40%
FELONY ASSAULT	53	64	-11	-17.20%
BURGLARY	17	19	-2	-10.50%
GRAND LARCENY	57	60	-3	-5.00%
GRAND LARCENY OF MOTOR VEHICLE	5	11	-6	-54.50%

Top 311 Locations

Full Address	Apt	Call Count	General Location	Sector	Incident Type
MACOMBS ROAD	N/A	44	Street/Sidewalk	44D	Noise - Vehicle (34)
MORRIS AVENUE	N/A	22	Residential Building/House	44C	Noise - Residential (22)
NELSON AVENUE	N/A	20	Street/Sidewalk	44B	Noise - Vehicle (19)
SHERMAN AVENUE	N/A	18	Street/Sidewalk	44C	Noise - Street/Sidewalk (16)
TUDOR PLACE	N/A	16	Residential Building/House	44C	Noise - Residential (16)

Top 911 Locations

Full Address	Apt	Call Count	Sector	Incident Type
161 ST	N/A	169	44C	10-68 SEE COMPLAINANT (126)
SEDGWICK AVE	N/A	145	44D	10-54 AMBULANCE CASE (83)
GRAND CONC	N/A	133	44E	10-24 ASSAULT (PAST) (34)
RIVER AVE, E 161 ST	N/A	90	44C	10-54 AMBULANCE CASE (35)
E 161 ST, RIVER AVE	N/A	85	44C	10-54 AMBULANCE CASE (41)

Top 911 Shots Fired Locations

Address	Apt	Call Count
UNIVERSITY AVE	N/A	2
SELWYN AVE	N/A	2
E 157 ST, GERARD AVE	N/A	2
E 164 ST, SHERIDAN AVE	N/A	2
E 167 ST, COLLEGE AVE	N/A	2

Top 911 Narcotics Locations

Address	Apt	Call Count
1505 TOWNSEND AVE	N/A	8
1383 PLIMPTON AVE	N/A	6
106 MARCY PL	N/A	5
1165 SHAKESPEARE AVE	N/A	5
1320 SHERIDAN AVE	N/A	5

Sergeant Signature & Date

Lieutenant Signature & Date



PROFILE

Report Covering the period from Jul 01, 2017 to Jul 31, 2017

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Top Collision Locations

Address	Call Count	Sector	Injuries	Fatalities
CROSS BRONX EXPY & MAJOR DEEGAN EXPY	6	44	0	0
E 161 ST & MAJOR DEEGAN EXPRESSWAY	5	44	0	0
CLAY AVE & CROSS BRONX EXPY	3	44	0	0
CROSS BRONX EXPY & JEROME AVE OVERPASS	3	44	0	0
CROSS BRONX EXPY & WEEKS AVE	3	44	0	0



PROFILE

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Platoon Status Indicators

Shootings

Date	Time	Address	Location	Motive	Gang Related	Inside/Outside
07/12/17	11:31	390 EAST 167 STREET	STREET	DISPUTE	YES	OUTSIDE

7 Major Crimes

Offense	Current	Prior	Diff	% Change
MURDER & NON-NEGL. MANSLAUGHTER	0	0	0	0.00%
RAPE	0	0	0	0.00%
ROBBERY	9	11	-2	-18.20%
FELONY ASSAULT	12	22	-10	-45.50%
BURGLARY	6	7	-1	-14.30%
GRAND LARCENY	26	29	-3	-10.30%
GRAND LARCENY OF MOTOR VEHICLE	1	2	-1	-50.00%

Top 311 Locations

Full Address	Apt	Call Count	General Location	Sector	Incident Type
COLLEGE AVENUE	N/A	7	Street/Sidewalk	44C	Blocked Driveway (7)
PLIMPTON AVENUE	N/A	4	Street/Sidewalk	44D	Noise - Street/Sidewalk (4)
CONCOURSE VILLAGE WEST	N/A	4	Street/Sidewalk	44A	Derelict Vehicle (2)
CONCOURSE VILLAGE WEST	N/A	4	Street/Sidewalk	44A	Illegal Parking (2)
PARK AVENUE	N/A	3	Street/Sidewalk	44A	Noise - Street/Sidewalk (3)

Top 911 Locations

Full Address	Apt	Call Count	Sector	Incident Type
E 161 ST	N/A	56	44C	10-68 SEE COMPLAINANT (34)
SEDGWICK AVE	N/A	46	44D	10-54 AMBULANCE CASE (17)
GRAND CONC	N/A	39	44E	10-24 ASSAULT (PAST) (7)
RIVER AVE, E 161 ST	N/A	36	44C	10-54 AMBULANCE CASE (15)
E 161 ST, RIVER AVE	N/A	33	44C	10-54 AMBULANCE CASE (19)

Top 911 Shots Fired Locations

Address	Apt	Call Count
WEBSTER AVE, E 167 ST	N/A	2
E 167 ST, WEBSTER AVE	N/A	1
CLAY AVE, WEBSTER AVE	N/A	1
CLAY AVE, E 167 ST	N/A	1
1514 TOWNSEND AVE APT 3F	3F	1

Top 911 Narcotics Locations

Address	Apt	Call Count
106 MARCY PL	N/A	3
1064 CARROLL PL	N/A	2
1050 CARROLL PL	N/A	2
1505 TOWNSEND AVE	N/A	2
1056 SHERMAN AVE	N/A	1

Top Collision Locations

Address	Call Count	Sector	Injuries	Fatalities
CROSS BRONX EXPY && MAJOR DEEGAN EXPY	3	44	0	0
E 161 ST && MAJOR DEEGAN EXPRESSWAY	3	44	0	0
EAST 169 STREET && GRAND CONCOURSE	3	44E	0	0
OGDEN AVENUE && WEST 164 STREET	3	44B	0	0
CROMWELL AVENUE && EAST 167 STREET	2	44B	0	0



PROFILE

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Officer Comparison

		2ND PLATOON Avg. per Officer For	2ND PLATOON Avg. per Officer For PB	2ND PLATOON Avg. per Officer Citywide
Supervisor Feedback Forms - Exceeds Expectations *	0	0.1	0.0	0.0
Supervisor Feedback Forms - Needs Improvement *	0	0.0	0.0	0.0
Officer Self-Reported Comment Forms *	0	0.1	0.2	0.3
Arrests **	0	0.7	0.9	0.9
Accident Reports **	2	1.2	1.7	2.2
Aided Forms **	2	1.4	1.2	1.1
Complaints **	9	4.6	4.5	4.1
Domestic Incident Reports **	3	2.5	2.5	1.6
Parking Summonses **	0	0.0	0.0	0.0
Moving Violation Summonses **	3	1.3	2.5	3.1
Criminal Summonses **	1	0.4	0.5	0.4
OATH Summonses **	1	0.3	0.5	0.4
Insufficient Basis for Stops/Frisks/Searches on Stop Report *	8	0.1	0.1	0.1
Follow-Up from Stops *	5	0.1	0.0	0.0

* Number

** per Officer Rate



PROFILE

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Officer's Reports

Supervisor Feedback Forms: Exceeds Expectations - 0

No records

Supervisor Feedback Forms: Needs Improvement - 0

No records

Officer Self-Reported Comment Form - 0

No records

Arrests - 0

No records

Accident Reports - 2

Accident#	Date	Time	Address	Vehicle Count	Victim Pedestrian	Fatality Count	Injured Count
	07/14/17	09:36		2	N	0	0
	07/30/17	10:40		2	N	0	0

Aided Reports - 2

Aided#	Date	Time	Address	Removed	MOS	Homeless	Condition	Narrative
	07/30/17	10:00	MERRIAM AVENUE	MONTEFIOR E HOSPITAL AND MEDICAL CENTER (7012)	N	N	OTHER	AT TPO, MOTHER STATES SHE HAD CHILD ON TOP OF HER CHEST WHEN THE BABY ROLLED OVER AND FELL ON THE FLOOR. BABY SUFFERED NO BRUISING AND NO INJURIES.
	07/31/17	13:30	PLIMPTON AVENUE	NA	N	N	SICK/INJURED PERSON	AT TPO AIDED WAS HIT W/A STICK. NO MARKS, NO INJ.

Complaints - 9

Complaint #	Date	Time	PD Code	DIR	Sector	Address
		08:15	MENACING, UNCLASSIFIED	NO	C	
		09:40	LARCENY, PETIT FROM AUTO	NO	C	
		08:30	CRIMINAL MISCHIEF, UNCLASSIFIED 4	NO	B	
		02:20	LARCENY, PETIT FROM STORE-SHOPL	NO	C	
		09:15	LOST PROPERTY, UNCLASSIFIED	NO	D	
		12:15	HARASSMENT, SUBD 3,4,5	YES	D	
		13:50	ASSAULT 3	NO	C	
		12:08	LOST PROPERTY, UNCLASSIFIED	NO	E	
		14:38	ASSAULT 2,1, UNCLASSIFIED	NO	D	

Domestic Incident Reports - 3

DIR#	Date	Time	Address	PD Description	Suspect Relationship	Victim Relationship	OOP Violated
	07/26/17	11:25	GRAND CONCOURSE	NA	INTIMATE		N
	07/26/17	12:08	GRAND CONCOURSE	NA	PARTNER/DATING		N
	07/29/17	14:40	OGDEN AVENUE	NA	MARRIED	NA	N



PROFILE

PRECINCT

SQUAD

Time in Service: 0 years 7 months

Parking Summonses - 0

No records

Moving Violation Summonses - 3

B-Summons ID	Date	Offense
	07/20/17	DISOBEYED TRAFFIC DEVICE
	07/30/17	UNLICENSED OPERATOR- LIC EXP MORE THAN 60 DAYS
	07/30/17	3193

Criminal Summonses - 1

C-Summons ID	Date	Time	Offense	Address
	07/21/17	15:45	MARIJUANA, POSSESSION OF	E 169 STREET

Transit Adjudication Bureau (TAB) Summonses - 0

No records

OATH Summonses - 1

OATH-Summons ID	Date	Time	Offense	Address
	07/21/17	15:35	OPERATION OF MOTORIZED SCOOTER WITHIN THE CITY OF NEW YORK	170 ST MORRIS AVE

Insufficient Basis for Stops/Frisks/Searches on Stop Reports

Insufficient Basis for Stop	Insufficient Basis for Frisk	Insufficient Basis for Search
4	4	0

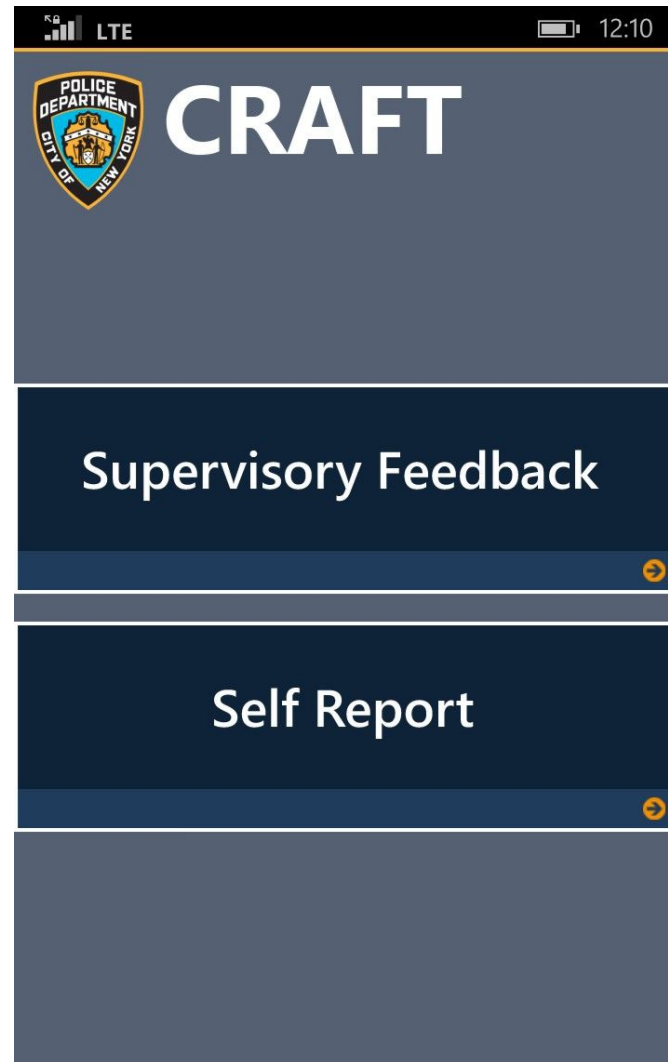
Follow-up from Stop Reports

Instruction	Reports Corrected	Training	Disciplinary Action
1	4	0	0

Attachment 3

CRAFT – SUPERVISORY FEEDBACK DEPARTMENT PHONE APPLICATION

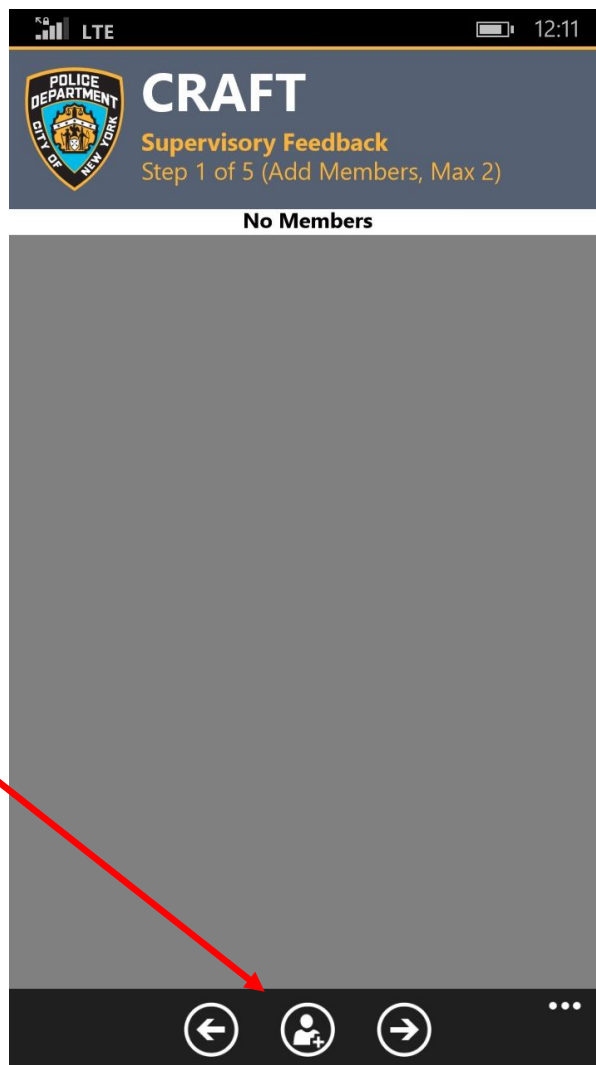
CRAFT – SUPERVISORY
FEEDBACK



CRAFT – SUPERVISORY FEEDBACK

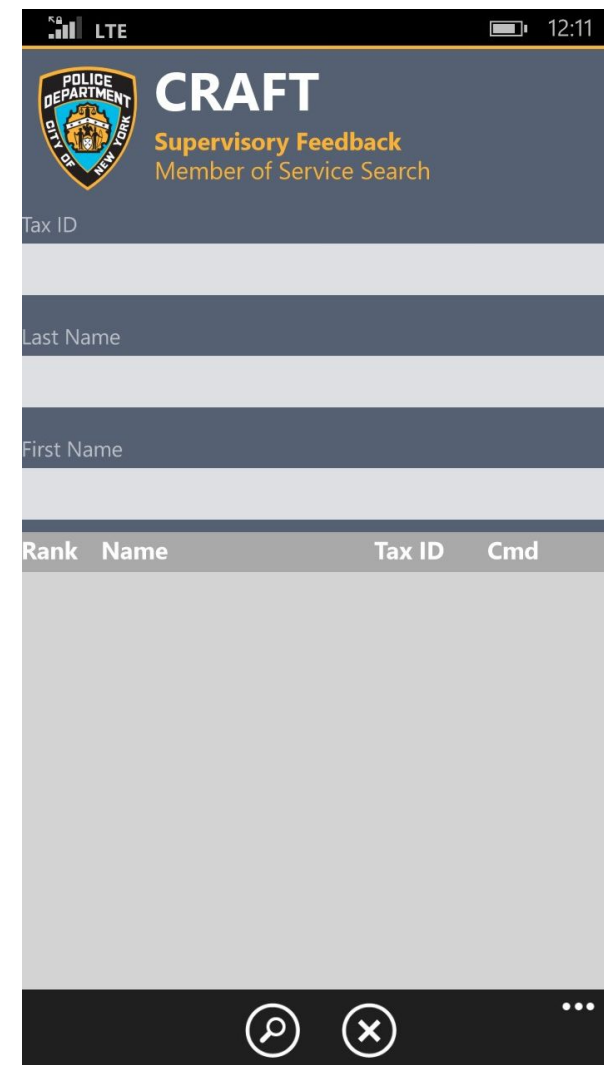
STEP 1 OF 5 (ADD MEMBERS)

-CLICK THE
CONTACT ICON TO
ADD A MEMBER OF
SERVICE TO YOUR
QUEUE



-MEMBER OF
SERVICE SEARCH
SCREEN WILL
APPEAR →

-SEARCH BY TAX ID,
LAST NAME, FIRST
NAME →



CRAFT – SUPERVISORY FEEDBACK

STEP 1 OF 5 (ADD
MEMBERS CONTINUED)

-ONCE MEMBER IS
LOCATED PROCEED TO
NEXT SCREEN BY
CLICKING ARROW

Rank: **POLICE OFFICER**

Name: [REDACTED]

Cmd: [REDACTED]

Cmd Code: [REDACTED]

Tax ID: [REDACTED]

Shield: [REDACTED]

Bottom navigation bar: [Back] [Add Member] [Next Arrow] [More]

CRAFT – SUPERVISORY
FEEDBACK

STEP 2 OF 5 (ASSESSMENT
TYPE)

-WAS EVENT IN QUESTION
A GOOD/NOTABLE
ACCOMPLISHMENT OR
NEEDS IMPROVEMENT

The screenshot shows a mobile application interface for the New York City Police Department. At the top, there is a status bar with 'LTE' and the time '12:11'. Below this is a header section with the NYPD logo on the left and the text 'CRAFT Supervisory Feedback Step 2 of 5 (Assessment Type)' on the right. The main content area is divided into two large, vertically stacked rectangular buttons. The top button is green and contains the text 'Good / Notable Accomplishment'. The bottom button is gray and contains the text 'Needs Improvement'.

CRAFT – SUPERVISORY FEEDBACK

STEP 3 OF 5 (COMMAND OF OCCURENCE)

-COMMAND OF
OCCURRENCE SHOULD
BE PICKED FOR THE
EVENT IN QUESTION

The screenshot shows a mobile application interface for the New York City Police Department. At the top, the status bar indicates 'LTE' and the time '12:13'. The app header features the 'POLICE DEPARTMENT CITY OF NEW YORK' logo and the title 'CRAFT Supervisory Feedback Step 3 of 5 (Command of Occurrence)'. Below the header, a grey bar displays 'Needs Improvement'. The main content area is a list of precincts, with '001 PRECINCT' highlighted in blue. The list includes: 005 PRECINCT, 006 PRECINCT, 007 PRECINCT, 009 PRECINCT, 010 PRECINCT, 013 PRECINCT, 014 PRECINCT, 017 PRECINCT, 018 PRECINCT, 019 PRECINCT, 020 PRECINCT, CENTRAL PARK PRECINCT, and 023 PRECINCT. At the bottom, there are navigation icons: a left arrow, a right arrow, and a three-dot menu icon.

LTE 12:13

POLICE DEPARTMENT
CITY OF NEW YORK

CRAFT
Supervisory Feedback
Step 3 of 5 (Command of Occurrence)

Needs Improvement

001 PRECINCT

005 PRECINCT

006 PRECINCT

007 PRECINCT

009 PRECINCT

010 PRECINCT

013 PRECINCT

014 PRECINCT

017 PRECINCT

018 PRECINCT

019 PRECINCT

020 PRECINCT

CENTRAL PARK PRECINCT

023 PRECINCT

← → ...

CRAFT – SUPERVISORY FEEDBACK

STEP 4 OF 5 (AREA OF COMMENTS)

-SUPERVISOR SHOULD
PICK THE ASSESSMENT
AREA →

-CHECK IF MOS IS
RECOMMENDED FOR
DEPARTMENT
RECOGNITION →

-ENTER ANY COMMENTS
IF APPLICABLE →

The screenshot shows the CRAFT app interface for 'Supervisory Feedback' at Step 4 of 5. The header includes the Police Department City of New York logo and the title 'CRAFT'. Below the header, a green bar indicates the assessment type: 'Good/Notable Accomplishment'. The form contains fields for 'Date of Event' (5/22/2017) and 'Time of Event' (12:12). The 'Assessment Area' dropdown menu is open, showing 'Select Item...'. Below this is a checkbox for 'Recommend for Department Recognition' which is unchecked. The 'Comment' field is a large text area, currently empty. The bottom navigation bar shows back, forward, and menu icons.

The screenshot shows the CRAFT app interface for 'Supervisory Feedback' at Step 4 of 5. The header includes the Police Department City of New York logo and the title 'CRAFT'. Below the header, a grey bar indicates the assessment type: 'Needs Improvement'. The form contains fields for 'Date of Event' (5/22/2017) and 'Time of Event' (12:12). The 'Assessment Area' dropdown menu is open, showing 'Problem Identification/Solving'. Below this is a checkbox for 'Recommend for Department Recognition' which is unchecked. The 'Comment' field is a large text area containing the text 'This is a test.'. The bottom navigation bar shows back, forward, and menu icons.

CRAFT – SUPERVISORY FEEDBACK

STEP 5 OF 5 (REVIEW AND SUBMIT)

-REVIEW THE DETAILS OF
YOUR ASSESSMENT FOR
MOS INVOLVED AND
CLICK SUBMIT

POLICE DEPARTMENT CITY OF NEW YORK **CRAFT**
Supervisory Feedback
Step 5 of 5 (Review and Submit)

Good/Notable Accomplishment

Please review the below information and ensure it is correct before submitting. Once you submit, the assessment can't be modified. To submit, click the submit icon on the action bar at the bottom of the screen.

Members
[Redacted]

Assessment Date/Time
05/22/2017 1212

Assessment Rating
Good/Notable Accomplishment

Recommend for Department Recognition
No

Assessment Area
Problem Identification/Solving

Assessment Comment
This is a test.

Location
[Redacted]

Navigation bar: Back, Submit (highlighted), Forward, More

POLICE DEPARTMENT CITY OF NEW YORK **CRAFT**
Supervisory Feedback
Step 5 of 5 (Review and Submit)

Needs Improvement

Please review the below information and ensure it is correct before submitting. Once you submit, the assessment can't be modified. To submit, click the submit icon on the action bar at the bottom of the screen.

Members
[Redacted]

Assessment Date/Time
05/22/2017 1212

Assessment Rating
Needs Improvement

Recommend for Department Recognition
No

Assessment Area
Problem Identification/Solving

Assessment Comment
This is a test.

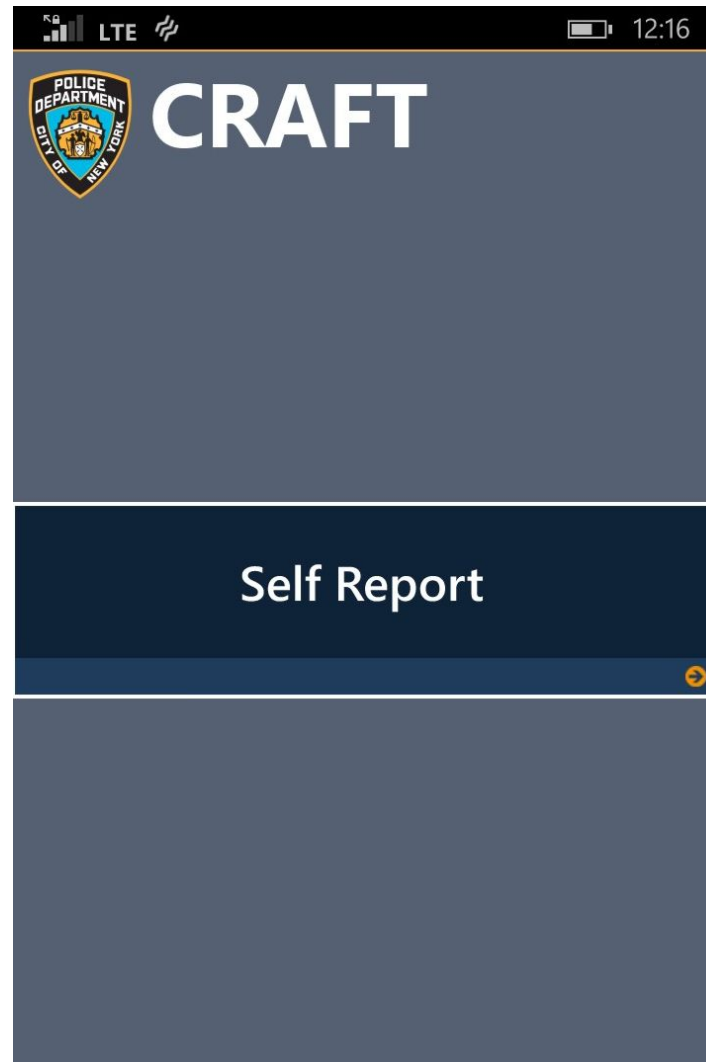
Location
[Redacted]

Navigation bar: Back, Submit, Forward, More

Attachment 4

CRAFT – SELF REPORT DEPARTMENT PHONE APPLICATION


CRAFT – SELF REPORT



CRAFT – SELF REPORT

STEP 1 OF 5 (INTRO)


LTE 11:20


 **CRAFT**
Self Assessment Reporting Tool
Step 1 of 5 (Intro)


Instructions
The device is currently registered to the below Member of the Service. This process must be completed by the Member of Service shown below. The process to complete a Self Assessment is performed in five (5) steps:

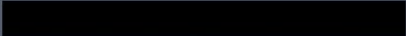
- 1) Verify you are the below Member of Service.
- 2) Choose Assessment Area.
- 3) Specify supporting narrative of event.
- 4) Specify date/time and cmd. confines of event.
- 5) Review and submit assessment.

Member Of Service Assessing (Self)



Rank :


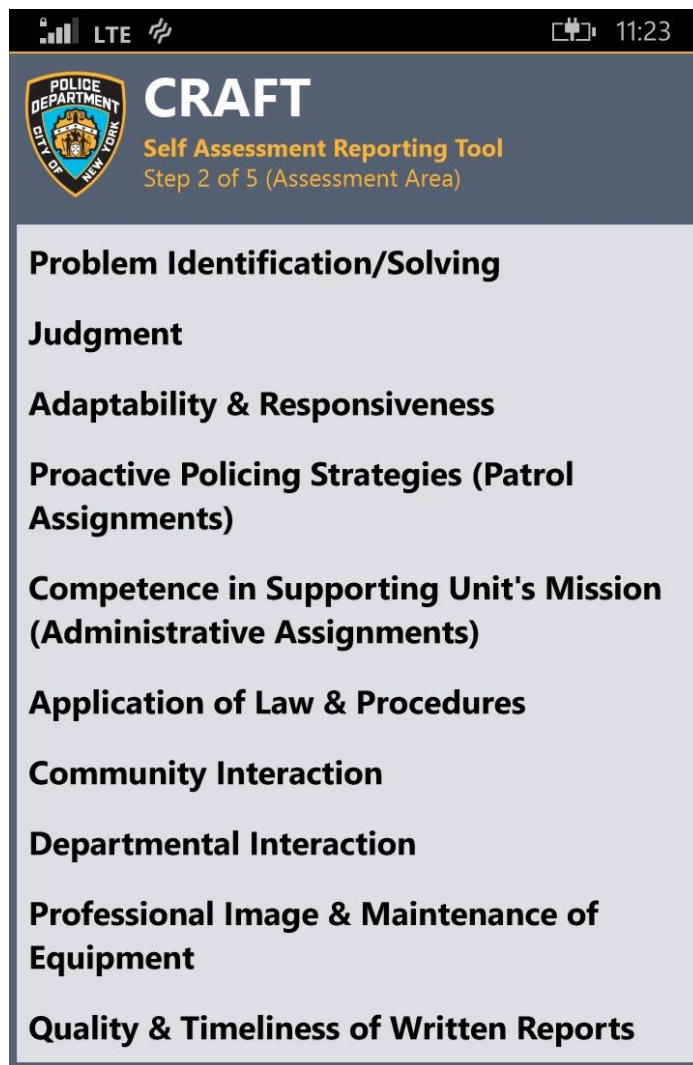
Name :


Cmd :


CRAFT – SELF REPORT

STEP 2 OF 5 (ASSESSMENT AREA)

-CLICK ON ANY TOPIC
TO SELF ASSESS



CRAFT
Self Assessment Reporting Tool
Step 2 of 5 (Assessment Area)

Problem Identification/Solving

Judgment

Adaptability & Responsiveness

Proactive Policing Strategies (Patrol Assignments)

Competence in Supporting Unit's Mission (Administrative Assignments)

Application of Law & Procedures

Community Interaction

Departmental Interaction

Professional Image & Maintenance of Equipment

Quality & Timeliness of Written Reports

CRAFT – SELF REPORT

STEP 3 OF 5
(SUPPORTING
NARRATIVE)

-ENTER DETAILS
PERTAINING TO TOPIC
CHOSEN ON PREVIOUS
SCREEN

The screenshot shows a mobile application interface for the "CRAFT Self Assessment Reporting Tool". At the top, there is a status bar with "LTE" and the time "11:22". Below this is a header section with the "POLICE DEPARTMENT CITY OF NEW YORK" logo on the left and the text "CRAFT Self Assessment Reporting Tool Step 3 of 5 (Supporting Narrative)" on the right. The main content area is a large, light gray rectangular box containing the text "This is a test.".

CRAFT – SELF REPORT

STEP 4 OF 5 (DATE & CMD OF OCCURENCE)

- TIME, DATE AND
COMMAND OF
OCCURRENCE SHOULD
BE PICKED FOR THE
EVENT IN QUESTION

LTE 11:21

CRAFT
Self Assessment Reporting Tool
Step 4 of 5 (Date & Cmd Occurrence)

Date of Event Time of Event

5/22/2017 11:21

001 PRECINCT
005 PRECINCT
006 PRECINCT
007 PRECINCT
009 PRECINCT
010 PRECINCT
013 PRECINCT
014 PRECINCT
017 PRECINCT
018 PRECINCT
019 PRECINCT
020 PRECINCT
CENTRAL PARK PRECINCT
023 PRECINCT

CRAFT – SELF REPORT

STEP 5 OF 5 (REVIEW AND SUBMIT)

-REVIEW THE DETAILS
OF YOUR ASSESSMENT
AND SUBMIT TO
SUPERVISOR FOR
REVIEW

LTE 11:38

CRAFT
Self Assessment Reporting Tool
Step 5 of 5 (Review and Submit)

Please review the below information and ensure it is correct before submitting. Once you submit, the assessment can't be modified. To submit, click the submit icon on the action bar at the bottom of the screen.

Assessed Member (self)

Rank : [REDACTED]

Name : [REDACTED]

Cmd : [REDACTED]

Assessment Date/Time
05/22/2017 1137

Assessment Rating
Self Assessment

Assessment Area
Problem Identification/Solving

Assessment Comment
This is a test.

Location
[REDACTED]

Attachment 5



Quarterly Evaluation for Police Officers/Detective Specialists

As the Department continues to make strides in strengthening ties with the communities that we serve, supervisors need to pay close attention to community interactions involving officers. It is imperative that community members feel that their voices have been heard, and that they are being treated with impartiality. Officers' appropriate use of discretion in this regard is especially important. Supervisors will also look to the "Officer Profile Report" to ensure that the officer's reports have been prepared properly.

Rate officer in each performance area utilizing the categories listed below. Department records such as Comment Forms, Online Booking Sheets, Complaint Reports, Command Disciplines, and Follow-Up Actions from Stop Reports should be considered when rating officers as "Exceptional," "Exceeds Standards," and "Needs Improvement" in any performance area.

If a dimension lists multiple tasks and descriptors, and a majority but not all apply to the duties of the member of service, the rater may still use the dimension to rate the member based on the descriptors and tasks that apply.

Each dimension of the Quarterly Evaluation will be scaled from 1-4 points as follows: Exceptional - 4, Exceeds Standards - 3, Meets Standards - 2, Needs Improvement - 1. *There will be a summation within each quarter (maximum 48 points) and across all quarters for the total annual evaluation score (maximum 192 points). The quarterly evaluation and final annual evaluation will be normalized to reflect a score out of 100 total points.



#1

PROBLEM IDENTIFICATION / SOLVING

UMOS uses initiative and innovative thinking to appropriately identify and address the needs of the command and the community effectively and efficiently. UMOS effectively determines strategies to address priorities.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Correctly identifies community issues, crime problems, and related events. • Effectively determines strategies which lead to improved outcomes. 	CONSISTENTLY: <ul style="list-style-type: none"> • Understands community issues, crime problems, and related events. • Acts effectively to address emerging needs. 	OFTEN: <ul style="list-style-type: none"> • Understands the nature of community issues, crime problems, and related events. • Acts effectively to address emerging needs. • Addresses needs of the command and community. 	SOMETIMES: <ul style="list-style-type: none"> • Does not demonstrate an understanding of a community issue, crime problem, or related event even despite being given direction and additional information. • Exhibits proper strategies for addressing priorities.



#2

ADAPTABILITY & RESPONSIVENESS

UMOS acclimates to varied environments, adjusts style and approach when necessary, and produces alternative solutions. UMOS is able to shift current focus to address emerging needs. UMOS can be counted on to respond to squad/unit's needs and handle tasks promptly, completely, thoroughly, and professionally. UMOS reports for assignments, including tours, training, and court appearances, on time and response to radio calls is not delayed unnecessarily.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Ready to acclimate to varied environments and anticipates the need to adjust approach. • Recognizes the need for, and produces, alternative solutions. • Able to quickly shift focus to adapt and respond to emerging needs. • Can be counted on to respond to the squad/unit's needs and to handle tasks promptly, and thoroughly. • Reports for all assignments on time and ready, and responds promptly to radio calls. • Can be counted on to carry out priority assignments due to promptness. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments and adjust approach as necessary. • Able to carry out and identify alternative solutions. • Can shift focus to address emerging needs. • Can be counted on to respond to the squad/unit's needs and handle tasks promptly, thoroughly, and professionally. • Acts independently without need for direction, but utilizes it effectively when given. • Reports for assignments on time, and response to radio calls is not delayed unnecessarily. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments or adjust approach, when provided with direction. • Able to carry out alternative solutions with guidance and instruction. • Able to shift focus to respond to emerging needs, when given instruction to do so. • Can be counted on to respond to the squad/unit's needs and handle tasks promptly, thoroughly, and professionally. • Can act independently without further direction. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments or adjust approach as necessary. • Able to carry out alternative solutions when given guidance and instruction. • Able to shift focus to respond to emerging needs, when instructed to do so. • Can be counted on to respond to squad/unit's needs in a timely or helpful manner, or to handle tasks promptly, thoroughly, or professionally. • Reports for assignments on time, or responds to radio calls without unnecessary delay. • Requires direction regarding lateness and delays.



#3

JUDGMENT

UMOS uses appropriate discretion and judgment in handling tasks and processing incidents; prioritizes assignments properly. UMOS can independently arrive at steps to accomplish tasks and seeks guidance when appropriate.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes assignments properly. • Able to independently arrive at steps to accomplish tasks and willing to seek guidance when appropriate. 	CONSISTENTLY: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes assignments properly and seeks guidance when appropriate. • Acts independently without need for direction, but utilizes it effectively when given. 	OFTEN: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes tasks, and carries out next steps. 	SOMETIMES: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Able to prioritize tasks or to carry out next steps when provided with direction. • Seeks guidance in situations where it is necessary or appropriate to do so.



#4

INTEGRITY

UMOS adheres to Department policies and guidelines. UMOS exhibits a sense of duty, moral obligation and strict personal honesty and is not a disciplinary problem.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Exhibits a high level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	CONSISTENTLY: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	OFTEN: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	SOMETIMES: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Fails to maintain confidentiality. • Conduct elicits negative community feedback. • Is a disciplinary problem.



#5

APPLICATION OF LAW AND PROCEDURES

UMOS understands and appropriately applies the law and Department procedures and guidelines, included, but not limited to the law and Department procedures for arrests, summons, stops, frisks and searches.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Prepares reports that demonstrate an awareness and understanding of the law. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties and otherwise is able to identify areas where guidance is needed, and appropriately seeks guidance. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters, and otherwise appropriately seeks guidance in the application of laws, procedures, and guidelines. • Prepares reports that demonstrate an awareness and understanding of the law and otherwise responds to direction and supervision to correct reports. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Prepares reports that demonstrate an awareness and understanding of the law. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Fails to seek or has not responded to guidance or training. • Prepares reports that demonstrate a lack of awareness and understanding of the law.



#6

COMMUNITY INTERACTION

UMOS engages the community in a proactive and positive manner; treats others with courtesy and professionalism and is an active listener. UMOs allows individuals to respond and to be heard and refers individuals in need to appropriate community services. Feedback from community members is positive.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Actively engages the community in a proactive and positive manner. • Treats victims, witnesses, defendants, and all others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, and explains processes and actions. • Proactive in referring individuals in need to appropriate community services. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Engages the community in a proactive and positive manner. • Treats victims, witnesses, defendants, and all others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, and explains processes and actions. • Refers individuals in need to appropriate services. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Engages the community, and contact with community members is positive. • Treats victims, witnesses, defendants, and others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, or explains processes and actions. • Refers individuals in need to appropriate services or provides information when asked. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Able to engage the community, and contact with community members is positive. • Treats victims, witnesses, defendants, and others with dignity and respect in an objective and unbiased manner; listens actively, is responsive, or explains processes and actions. • Refers individuals in need to appropriate services or provides information when asked.



#7

DEPARTMENTAL INTERACTION

UMOS treats coworkers and supervisors with courtesy and professionalism. Exhibits patience and tact, works well with others.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Treats coworkers and supervisors with courtesy, kindness, and high professionalism. • Goes out of the way to assist coworkers and supervisors. • Positively receives direction and feedback from supervisors and peers. • Considered for particular assignments due to professionalism and fairness. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Treats coworkers and supervisors with courtesy and professionalism. • Exhibits patience and tact, and works well with others. • Positively receives direction from supervisors and peers. • Considered for assignments due to professionalism and fairness. • Interacts appropriately without need for direction, and utilizes it effectively when given. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Professional towards coworkers and supervisors. • Demonstrates patience, and has ability to work with others. • Considers directions from supervisors and peers. • Interacts appropriately without the need for direction. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Courteous or professional towards coworkers and supervisors. • Demonstrates patience and appropriate tact, or works with others without difficulty. • Accepts/responds to direction from supervisors and peers. • Able to complete tasks as part of a team.



#8

PROFESSIONAL IMAGE AND MAINTENANCE OF EQUIPMENT

UMOS maintains a smart and professional appearance, whether in uniform, plainclothes, or business attire, that projects authority and commands respect while providing reassurance to the public of a professional standard of service. The member takes care to maintain uniforms and department property.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped, no matter what the assignment. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped, no matter what the assignment. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped for assignment. • Wears well maintained, authorized uniform items and equipment. • Follows instruction on the use and care of Department property, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Improperly uniformed and equipped, despite being offered guidance. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines.



#9

QUALITY AND TIMELINESS OF WRITTEN REPORTS

UMOS completes all required paperwork including, but not limited to paperwork related to arrests, stops, summonses and complaints, and does so accurately, professionally, and in a timely manner. Reports, paperwork and communications are clear and comprehensible.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Completes all required reports accurately, professionally, thoroughly, and in a timely manner. • Ensures that reports, paperwork and communications are clear, concise, comprehensible, and detailed. • Does reports that are never returned for additional information or revisions. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Completes required reports accurately, professionally, clearly, and in a timely manner. • Completes reports with only occasional need for guidance, but executes direction effectively. • Completes paperwork clearly and comprehensibly. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Completes required reports accurately, professionally, clearly, and/or in a timely manner. • Completes reports with only occasional need for guidance. • Completes paperwork clearly and comprehensibly, with few exceptions. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Does not complete required reports professionally, and/or in a timely manner, despite direction. • Reports are returned, due to errors or missing information, or other reasons.



#10

INITIATIVE

UMOS initiates work independently and sets a positive example.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Initiates work independently, is self-sufficient, and delivers high quality work. • Sets a positive example for coworkers and peers, and motivates others in the command and/or the community. • Starts collaborative relationships appropriate for task completion. 	CONSISTENTLY: <ul style="list-style-type: none"> • Initiates work independently and is self-sufficient. • Sets a positive example. • Starts collaborative relationships appropriate for task completion. 	OFTEN: <ul style="list-style-type: none"> • Initiates work independently when provided the opportunity. • Sets a positive example for coworkers. • Starts collaborative relationships appropriate for task completion. 	SOMETIMES: <ul style="list-style-type: none"> • Able to initiate work independently when provided with the opportunity. • Able to set a positive example for coworkers. • Responds appropriately to redirection regarding behavior.



#11

LEADERSHIP

Provides guidance and motivates others. Identifies and addresses issues to improve the good order and efficiency of the Department.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Provides guidance to coworkers. • Helps motivate others. • Is a catalyst in building community relationships and trust. 	CONSISTENTLY: <ul style="list-style-type: none"> • Relied upon to lead and/or motivate others. • Displays potential for leadership without much guidance. • Is a catalyst in building community relationships and trust. 	OFTEN: <ul style="list-style-type: none"> • Displays ability and/or willingness to guide/motivate others. • Gives adequate guidance. • Is a catalyst in building community relationships and trust. 	SOMETIMES: <ul style="list-style-type: none"> • Displays appropriate work ethic. • Demonstrates the will or capacity to guide/motivate others. • Is a catalyst in building community relationships and trust.



The member's immediate Supervisor will determine whether "Implementation of Proactive Policing Strategies" is applicable to the core duties of the member being evaluated. Utilization of **12A** is mandatory for those members performing enforcement duties. Should 12A not apply to the assignment of the member being evaluated, those members performing non-enforcement functions will be evaluated by utilizing **12B** (ex. personnel assigned to the Medical Division, Training Bureau, etc). The Reviewer will ensure proper designation of the member of the service by the Rater.

#12A

IMPLEMENTATION OF PROACTIVE POLICING STRATEGIES

UMOS utilizes proactive policing strategies including, but not limited to, arrests, summonses, interior/directed patrols, and prevention strategies appropriately, and as needed.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Demonstrates a clear understanding of proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies, and always utilizes them appropriately. • Very proactive about using policing strategies in non-enforcement settings, through target-hardening and other prevention strategies. 	CONSISTENTLY: <ul style="list-style-type: none"> • Utilizes proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately as needed. • Employs strategic technique or execution without direction, but when necessary, incorporates such direction effectively. 	OFTEN: <ul style="list-style-type: none"> • Engages in or utilizes proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately. • Able to properly use proactive policing strategies, resulting in successful intervention. 	SOMETIMES: <ul style="list-style-type: none"> • Able to engage in or utilize proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately, with frequent redirection and guidance. • The inability to properly use proactive policing strategies results in unsuccessful intervention.



#12B

COMPETENCE IN SUPPORTING UNIT'S / SQUAD'S MISSION

UMOS demonstrates competence in the performance of unit-specific or squad-specific duties and is proactive in advancing the unit's/squad/s mission.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Very proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates a high level of competence in performing unit / squad specific duties. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Is proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates competence in unit / squad specific duties that exceeds expectations. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Thinks about strategies that further the mission of the unit / squad. • Performs unit / squad specific duties in a manner that meets expectations. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Is proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates a level of competence in performing unit / squad specific duties.



Total Points: 1st Quarter 38 2nd Quarter 3rd Quarter 4th Quarter Year to Date 36

Quarterly Score: 1st Quarter 86 2nd Quarter 3rd Quarter 4th Quarter Projected Annual 86

**The Projected Annual score is computed out of a total (max) score of 100. In this example, if the UMOS consistently receives 36pts of a total possible 48pts each quarter, the average annual score is 86.*

Supervisor Comments

Supervisor's Electronic Signature

Police Officer Comments

Police Officer's Electronic Signature

Lieutenant Review and Comments

Lieutenant's Electronic Signature

THE RATER HAS SHOWN THIS EVALUATION TO RATEE AND FULLY DISCUSSED ITS CONTENTS, INCLUDING RATEE'S RIGHTS AND RESPONSIBILITIES REGARDING EEO ISSUES.

☐ I WISH TO FINALIZE THIS EVALUATION

☐ I WISH TO APPEAL THIS EVALUATION

- Factual error
- Rater's misinterpretation of instructions
- Bias or prejudice on the part of the Rater
- Performance Evaluation is completed and based upon OTHER THAN performance factors



ANNUAL EVALUATION

Cumulative Score: 85

Quarterly Score: 1st Quarter 86 2nd Quarter 80 3rd Quarter 84 4th Quarter 89

Supervisor Comments

Supervisor's Electronic Signature

Police Officer Comments

Police Officer's Electronic Signature

Lieutenant Review and Comments

Lieutenant's Electronic Signature

THE RATER HAS SHOWN THIS EVALUATION TO RATEE AND FULLY DISCUSSED ITS CONTENTS, INCLUDING RATEE'S RIGHTS AND RESPONSIBILITIES REGARDING EEO ISSUES.

☐ I WISH TO FINALIZE THIS EVALUATION

☐ I WISH TO APPEAL THIS EVALUATION

- Factual error
- Rater's misinterpretation of instructions
- Bias or prejudice on the part of the Rater
- Performance Evaluation is completed and based upon OTHER THAN performance factors

Attachment 6




NYPD
New York City Police Department

**PERFORMANCE
EVALUATION SYSTEM
GUIDE**

PART I: Performance Evaluations for
POLICE OFFICERS and DETECTIVE SPECIALISTS
Performing Patrol/Administrative
(non-investigative) Duties

OVERVIEW:

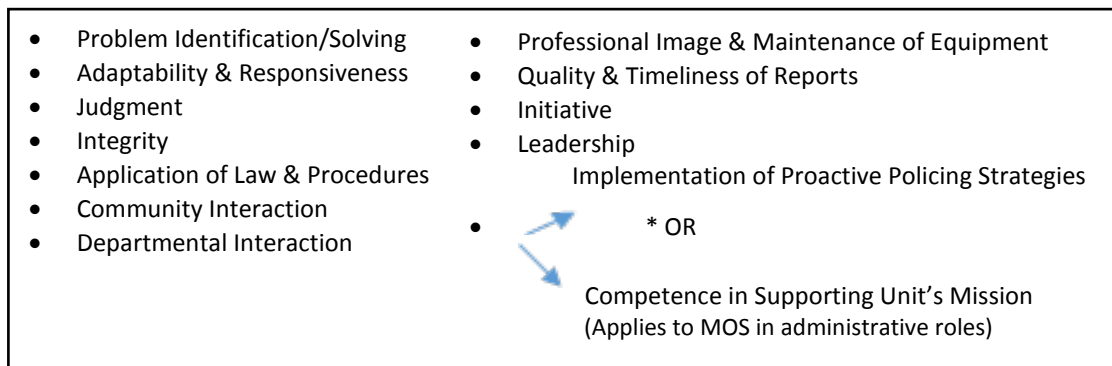
The  Performance Evaluation system is a completely electronic and partially automated performance evaluation system that will be implemented in phases. The first phase will commence on January 1, 2017, and will apply only to Police Officers and Detective Specialists assigned to patrol and administrative duties (not to investigative units). This Guide applies only to those groups.¹ The Performance Evaluation system for those members is comprised of 4 parts:

Officer Self-Report (See page 4)	Optional. Allows a UMOS to report his/her own notable accomplishments, provided they relate to one of the 12 performance dimensions of the Quarterly/Annual Evaluation.
Supervisor Feedback Form (See pages 4 -5)	Optional. Allows supervisors to document the quality of a task related to one of the 12 performance dimensions performed by a member in a manner that either exceeded expectations or reflected a need for improvement.
Monthly Officer Profile Report (See pages 5-7)	Mandatory. Data concerning command conditions and an officer's performance is automatically compiled and available on demand by officers and supervisors. The Profile Report must be submitted to/reviewed by supervisors monthly and considered in conjunction with the goals of the 12 performance dimensions.
Quarterly (Annual) Evaluation See more on page	Mandatory. Supervisors evaluate UMOS on the 12 performance dimensions. The 4 th quarter evaluation will generate the annual evaluation and includes an annual narrative recap and annual score.

Supervisors' day-to-day observations of, and interactions with, the members they supervise are among the most valuable sources of information for evaluating performance. Quarterly and annual evaluations will be informed by these interactions and guided by the 12 performance categories or "dimensions" of the quarterly/annual evaluation.

¹ Upcoming phases will include customizations for Police Officers and Detectives assigned to investigative units and Sergeants and Lieutenants performing both patrol and investigative duties.

The 12 performance dimensions are enumerated below:



Only one of the 12 dimensions captures enforcement activity (“Implementation of Proactive Policing Strategies”). This dimension is applicable only to members performing patrol functions, and it couples the evaluation of any activity with an assessment of whether the activity was lawful and appropriate. The overall message from the 12 performance dimensions is clear: it is about the quality and effectiveness of our work. It’s not purely about quantitative metrics.

In between monthly and quarterly reviews, members may self-report notable accomplishments and supervisors can comment on acts by a member that either exceeded expectations or that reflected a need for improvement. Again, these reports or comments must relate to one of the 12 performance dimensions. Supervisor Feedback Forms and Self-Reports will be incorporated into the system’s monthly Officer Profile Reports automatically.

The system calls for a supervisor to perform monthly assessments and quarterly performance reviews. The purpose of the monthly assessment is for supervisors to monitor a member’s performance and to give guidance and feedback in between rating periods, as needed. On a monthly basis, members will print out their Officer Profile Report and supervisors will review them. This report is automatically generated by the system; it may be viewed by a member or his/her supervisor at any time. The first two sections of the Profile Report (Precinct Status Indicators and Platoon Status Indicators) provide a real-time snapshot of the conditions the command and the member’s platoon are facing. The remainder of the report provides a real-time snapshot of the member’s efforts to address them. This report must be evaluated with the goals of the 12 performance dimensions and the officer’s particular assignments in mind.

THE EVALUATION SYSTEM:

EVERY TOUR

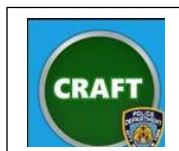
Rating supervisors must always be attuned to UMOS performance in the 12 quarterly/annual rating dimensions. These dimensions are:

Problem Identification/Solving
Adaptability & Responsiveness
Judgment
Integrity
Application of Law & Procedures
Community Interaction
Departmental Interaction
Professional Image &
Maintenance of Equipment
Quality & Timeliness of Reports
Initiative
Leadership
Implementation of Proactive
Policing Strategies
OR
Competence in Unit's Mission
(If UMOS performs administrative functions)

ANY TOUR




UMOS may complete an **Officer Self - Report** for a notable accomplishment during a tour related to the 12 dimensions, including successful achievements in community engagement, problem-solving and crime detection or prevention.



Any supervisor may complete a **Supervisor Feedback Form** to provide real-time positive or constructive feedback on any of the 12 performance areas including successful achievements in community engagement, problem-solving and crime detection or prevention.

MONTHLY



JOHN SMITH'S PROFILE Report Covering the period from Jan 27, 2016 to Mar 27, 2016
PHOTO PLATOON - LT BRIAN JONES
Squad C-1, SGT. JENNIFER HOLMES

Top 1000000 100 Percent Report C-1 Time in Service 8 years, 7 months

Prisoner Status Indicators

Date	Time	Address	Location	Before	Gang Related	Inside/Outside
Jan 27, 2016	4:32 AM	6427 10 STREET & ALEXANDER AVENUE	STREET	UNKNOWN	NO	OUTSIDE

Top Major Crimes

Offense	Current	Prior	Diff	% Change
MURDER & MANSLAUGHTER	1	3	-2	-66.67%
RAPE	3	3	0	0.00%
ROBBERY	55	28	27	100.00%
PEACE VIOLATION	15	37	-22	-59.46%
BURGLARY	28	9	19	211.11%
GRAND LARCENY	15	45	-30	-66.67%
GRAND LARCENY OF MOTOR VEHICLE	8	18	-10	-55.56%

Top 200 Locations

UMOS and supervisors must review the **Officer Profile Report** to see if UMOS is proactively addressing community concerns. The goal of this review is to assess the overall quality and effectiveness of the activity, not just numbers.

QUARTERLY/ANNUAL UMOS EVALUATION

UMOS are rated in 12 Dimensions with four possible ratings: Exceptional, Exceeds Standards, Meets Standards, and Needs Improvement. Ratings should be consistent with monthly assessments for the rating period. The 4th quarter review will generate the annual evaluation and will contain an annual recap narrative and the quarterly ratings will yield an annual aggregate score.

Officer Self-Report: The Officer Self-Report may be found through the CRAFT application on Department issued smartphones. Directions for the use of this application are contained within the application itself.

Members may use the Self-Report application to report notable achievements related to any of the 12 performance dimensions listed above. The reports should describe specific, successful accomplishments rather than general self-assessments. **Self-Reports should not be used to report the performance of basic duties required to meet expectations.** They should be used to report positive and noteworthy acts. The reports should include the date and a summary of the action. Appropriate examples of notable accomplishments include positive and substantial community engagement, referring citizens to needed services, providing valuable information to the command's FIO, or other notable acts of problem-solving, crime detection or crime prevention. Other examples may include an appropriate application of law to a complex search and seizure issue or charging decision, or the display of an exemplary level of leadership or professionalism among colleagues in a particular situation. The Self-Report should be submitted by the member at the conclusion of their scheduled tour of duty in which the notable task was performed. Supervisors shall regularly review member Self-Reports via the Officer Profile Report. Self-Reports will be automatically incorporated into the member's Monthly Profile Report and should be considered during monthly assessments.

Supervisor Feedback Form: The Supervisor Feedback Form may be found through the CRAFT application on Department issued smartphones. Directions for the use of this application are contained within the application itself.

Any supervisor, including supervisors who are assigned to oversee a particular UMOS for a specific assignment or detail, may use a Supervisor's Feedback Form to document an instance where a member performed a task in a manner that either exceeded expectations or revealed the need for the officer to improve his/her performance in the related dimension. The Supervisor Feedback Form provides supervisors with an opportunity to provide real-time feedback regarding any of the 12 performance dimensions. Like the Self-Report, the Supervisor Feedback Form

should be used to offer feedback on specific tasks or actions, although supervisors may comment on whether the action is consistent with an observed pattern of behavior. Circumstances warranting the issuance of a Supervisor Feedback Form are manifold. Examples include positive and substantial community engagement, referrals for needed services, relaying valuable intelligence to the command's FIO, notable acts of problem-solving, crime detection or crime prevention, the accurate application of law to a complex search and seizure issue or charging decision, the display of an exemplary level of leadership or professionalism among colleagues in a particular situation, or the application of training to the performance of a duty in a manner that exceeded expectations (or conversely, the failure to do so in a manner that reflected a need for improvement or retraining). The Feedback Form should provide the date and details of the member's actions. Feedback Forms are digitally stored, and members who are the subjects of Feedback Forms will be able to view them on the Officer Profile Report. Feedback Forms that report a member's "need for improvement" will replace the current "Minor Violations Log" for the reported event. Supervisors must consider positive and negative Feedback Forms during monthly, quarterly, and annual reviews. Supervisors must also determine whether any additional follow-up action is necessary for negative Feedback Forms during monthly, quarterly, and annual reviews.

Monthly Officer Profile Report: The Officer Profile Report may be viewed by accessing the Performance Evaluation system and may be printed. Profile Reports may be viewed by members and supervisors at any time.

By the 2nd day of each month, members must print a copy of their Officer Profile Report for the prior month and submit it to his/her supervisor. Supervisors must promptly review monthly Officer Profile Reports; their review must be completed by the 5th day the month.

A supervisor's review of a monthly Officer Profile Report should begin with an assessment of the conditions of the command (Precinct Status Indicators) and the member's platoon (Platoon Status Indicators) specified for the prior month. Then the reviewer should assess whether the work performed by the member that is either reflected in the Profile Report (Officer Reports and Comparisons) or known to the supervisor (1) served to address the problems confronting his/her command

and platoon, and (2) served to achieve the overall goals of the 12 performance dimensions. In performing this task, the review should include an assessment of the listed enforcement actions and other activity, such as arrests, summonses, Complaint Reports, and Domestic Incident Reports, but enforcement actions carry no greater weight than any of the other activities or events listed on the Profile Report. It should be noted that Terry stops (i.e., investigative stops or detentions that require the completion of a Stop Report) are no longer recognized as a quantitative performance metric in any way. However, if the member could not articulate a reasonable suspicion to justify a Terry stop, improperly prepared a Stop Report, or failed to complete stop documentation, supervisory members should take appropriate action, depending on the severity and frequency of the error, including guidance, training, preparing a feedback card, discipline or consideration in a quarterly evaluation.

Accident Reports, Aided Reports and any information about referrals the member made to individuals in need of services should also be considered as part of this review. Supervisory Feedback Forms and approved Self-Reports should also be carefully considered.

For all the data points listed on the Profile Report, the Profile Report also offers averages for the same data points for other officers and can be viewed on the Officer Comparison section. It presents the city-wide average, the borough-wide average and the average for the member's platoon. These averages are offered as context and are not by themselves determinative of a favorable or unfavorable review. In addition, reviewers must consider not only the number of days the member was on patrol, but also the type of assignments the member has received. For example, Field Training Officers may engage in enforcement actions but those actions may only be reflected in the Profile Reports of the Probationary Officers they supervise, and considerations such as this must be taken into account.

The review of the data points in the Profile Report should aid a supervisor's assessment of the quality and effectiveness of the member's efforts, but these monthly assessments are just one part of a more comprehensive quarterly and annual evaluation. Some of the data points in the Profile Report relate to the 12 dimensions, such as Implementation of Proactive Policing, Responsiveness (i.e.,

responsiveness to radio runs), Application of Law and Procedure (i.e., arrests, stops requiring follow up, and declined prosecutions) but the 12 dimensions of the quarterly and annual evaluations cover much more. The monthly Profile Report is merely one tool that informs the dimensions of the quarterly and annual evaluation.

After supervisors review monthly Officer Profile Reports, but before they sign the Reports, supervisors should provide members with any needed feedback or guidance, and should ensure that any required follow-up from negative Feedback Forms or Follow-up from Stops has been addressed or is impending.

Supervisors must complete their review, sign the member's monthly Profile Report and submit the signed Report to either the Platoon Commander or other reviewer by the 5th day of the month.

Quarterly (Annual) Evaluation: Police Officers and Detective Specialists performing patrol and administrative functions will receive their quarterly evaluations using the new form in the Performance Evaluation ("PERF") application. The 4th quarter evaluation will generate the member's annual evaluation. It will contain an additional annual narrative review.

The full online evaluation can be found at the end of this guide. The online evaluation will contain the following 12 dimensions and descriptions:

1. PROBLEM IDENTIFICATION/SOLVING	UMOS uses initiative and innovative thinking to appropriately identify and address the needs of the command and the community effectively and efficiently. UMOs effectively determines strategies to address priorities.
2. ADAPTABILITY & RESPONSIVENESS	UMOS acclimates to varied environments, adjusts style and approach when necessary, and produces alternative solutions. UMOs is able to shift current focus to address

	emerging needs. UMOs can be counted on to respond to squad/unit's needs and handle tasks promptly, completely, thoroughly, and professionally.
3. JUDGMENT	UMOS uses appropriate discretion and judgment in handling tasks and processing incidents; prioritizes assignments properly. UMOs can independently arrive at steps to accomplish tasks and seeks guidance when appropriate.
4. INTEGRITY	UMOS adheres to Department policies and guidelines. UMOs exhibits a sense of duty, moral obligation and strict personal honesty and is not a disciplinary problem.
5. APPLICATION OF LAW AND PROCEDURES	UMOS understands and appropriately applies the law and Department procedures and guidelines, including, but not limited to the law and Department procedures for arrests, summonses, stops, frisks and searches.
6. COMMUNITY INTERACTION	UMOS engages the community in a proactive manner; treats others with courtesy and professionalism and is an active listener. UMOs allows individuals to respond and to be heard and refers individuals in need to appropriate community services. Feedback from community members is positive.
7. DEPARTMENTAL INTERACTION	UMOS treats co-workers and supervisors with courtesy and professionalism. The member exhibits patience and tact, and works well with others.

8. PROFESSIONAL IMAGE AND MAINTENANCE OF EQUIPMENT	UMOS maintains a smart, professional appearance, whether in uniform, plainclothes, or business attire, that projects authority and commands respect while providing reassurance to the public of a professional standard of service. The member takes care to maintain uniform and Department property.
9. QUALITY AND TIMELINESS OF WRITTEN REPORTS	UMOS completes all required paperwork, including, but not limited to paperwork related to arrests, stops, summonses, and complaints, and does so accurately, professionally, and in a timely manner. Reports, paperwork and communications are clear and comprehensible.
10. INITIATIVE	UMOS initiates work independently and sets a positive example.
11. LEADERSHIP	UMOS provides guidance and motivates others. Identifies and addresses issues to improve the good order and efficiency of the Department.
12. IMPLEMENTATION OF PROACTIVE POLICING STRATEGIES (PATROL)	UMOS utilizes proactive policing strategies including, but not limited to, arrests, summonses, interior/directed patrols, and prevention strategies appropriately and as needed.
OR	OR
COMPETENCE IN SUPPORTING UNIT/SQAD'S MISSION (ADMINISTRATIVE)	UMOS demonstrates competence in the performance of unit-specific duties and is proactive in advancing the unit/squad's mission.

Each dimension is equally weighted. The available ratings will be “Exceptional” (4 points), “Exceeds Expectations” (3 points), “Meets Standards” (2 points), and “Needs Improvement” (1 point). There will be a sum within each quarter (a maximum of 48 points per quarter) for a maximum annual total of 192 points. The quarterly evaluation and annual evaluation are weighted to reflect a score of 100. This weighting takes the maximum point total and translates it into a more readily understandable score of 100. An annual or quarterly score below 65 will be considered unsatisfactory. The chart below can be referenced for examples of the specific rating structure. Raters should consult available records as appropriate, such as Supervisor Feedback Forms, Officer Self-Reports, Officer Profile Reports, Online Booking Sheets, Complaint Reports, Follow-up Actions from Stop Reports, any disciplinary action, Community letters or other feedback from community members, and other records. Any dimension ratings of “Exceptional,” “Exceeds Expectations,” and “Needs Improvement,” must be supported by official documentation.

	Rating	Points	Score
Needs Improvement	1	12	52
	1.5	18	60
Meets Standards	2	24	68
	2.5	30	76
Exceeds Expectations	3	36	84
	3.5	42	92
Exceptional	4	48	100

The above chart can be read as the following example: If a UMOS receives an Exceeds Expectations rating in every one of the 12 categories on the Quarterly Evaluation, he/she will receive a sum total of 36 points, which computes to a score of 84.



Quarterly Evaluation for Police Officers/Detective Specialists

As the Department continues to make strides in strengthening ties with the communities that we serve, supervisors need to pay close attention to community interactions involving officers. It is imperative that community members feel that their voices have been heard, and that they are being treated with impartiality. Officers' appropriate use of discretion in this regard is especially important. Supervisors will also look to the "Officer Profile Report" to ensure that the officer's reports have been prepared properly.

Rate officer in each performance area utilizing the categories listed below. Department records such as Comment Forms, Online Booking Sheets, Complaint Reports, Command Disciplines, and Follow-Up Actions from Stop Reports should be considered when rating officers as "Exceptional," "Exceeds Standards," and "Needs Improvement" in any performance area.

If a dimension lists multiple tasks and descriptors, and a majority but not all apply to the duties of the member of service, the rater may still use the dimension to rate the member based on the descriptors and tasks that apply.

Each dimension of the Quarterly Evaluation will be scaled from 1-4 points as follows: Exceptional - 4, Exceeds Standards - 3, Meets Standards - 2, Needs Improvement - 1. *There will be a summation within each quarter (maximum 48 points) and across all quarters for the total annual evaluation score (maximum 192 points). The quarterly evaluation and final annual evaluation will be normalized to reflect a score out of 100 total points.



#1

PROBLEM IDENTIFICATION / SOLVING

UMOS uses initiative and innovative thinking to appropriately identify and address the needs of the command and the community effectively and efficiently. UMOS effectively determines strategies to address priorities.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Correctly identifies community issues, crime problems, and related events. • Effectively determines strategies which lead to improved outcomes. 	CONSISTENTLY: <ul style="list-style-type: none"> • Understands community issues, crime problems, and related events. • Acts effectively to address emerging needs. 	OFTEN: <ul style="list-style-type: none"> • Understands the nature of community issues, crime problems, and related events. • Acts effectively to address emerging needs. • Addresses needs of the command and community. 	SOMETIMES: <ul style="list-style-type: none"> • Does not demonstrate an understanding of a community issue, crime problem, or related event even despite being given direction and additional information. • Exhibits proper strategies for addressing priorities.



#2

ADAPTABILITY & RESPONSIVENESS

UMOS acclimates to varied environments, adjusts style and approach when necessary, and produces alternative solutions. UMOS is able to shift current focus to address emerging needs. UMOS can be counted on to respond to squad/unit's needs and handle tasks promptly, completely, thoroughly, and professionally. UMOS reports for assignments, including tours, training, and court appearances, on time and response to radio calls is not delayed unnecessarily.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Ready to acclimate to varied environments and anticipates the need to adjust approach. • Recognizes the need for, and produces, alternative solutions. • Able to quickly shift focus to adapt and respond to emerging needs. • Can be counted on to respond to the squad/unit's needs and to handle tasks promptly, and thoroughly. • Reports for all assignments on time and ready, and responds promptly to radio calls. • Can be counted on to carry out priority assignments due to promptness. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments and adjust approach as necessary. • Able to carry out and identify alternative solutions. • Can shift focus to address emerging needs. • Can be counted on to respond to the squad/unit's needs and handle tasks promptly, thoroughly, and professionally. • Acts independently without need for direction, but utilizes it effectively when given. • Reports for assignments on time, and response to radio calls is not delayed unnecessarily. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments or adjust approach, when provided with direction. • Able to carry out alternative solutions with guidance and instruction. • Able to shift focus to respond to emerging needs, when given instruction to do so. • Can be counted on to respond to the squad/unit's needs and handle tasks promptly, thoroughly, and professionally. • Can act independently without further direction. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Able to acclimate to varied environments or adjust approach as necessary. • Able to carry out alternative solutions when given guidance and instruction. • Able to shift focus to respond to emerging needs, when instructed to do so. • Can be counted on to respond to squad/unit's needs in a timely or helpful manner, or to handle tasks promptly, thoroughly, or professionally. • Reports for assignments on time, or responds to radio calls without unnecessary delay. • Requires direction regarding lateness and delays.



#3

JUDGMENT

UMOS uses appropriate discretion and judgment in handling tasks and processing incidents; prioritizes assignments properly. UMOS can independently arrive at steps to accomplish tasks and seeks guidance when appropriate.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes assignments properly. • Able to independently arrive at steps to accomplish tasks and willing to seek guidance when appropriate. 	CONSISTENTLY: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes assignments properly and seeks guidance when appropriate. • Acts independently without need for direction, but utilizes it effectively when given. 	OFTEN: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Prioritizes tasks, and carries out next steps. 	SOMETIMES: <ul style="list-style-type: none"> • Uses appropriate judgment in handling tasks and exercises discretion in a fair, impartial, unbiased, and appropriate manner. • Able to prioritize tasks or to carry out next steps when provided with direction. • Seeks guidance in situations where it is necessary or appropriate to do so.



#4

INTEGRITY

UMOS adheres to Department policies and guidelines. UMOS exhibits a sense of duty, moral obligation and strict personal honesty and is not a disciplinary problem.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Exhibits a high level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	CONSISTENTLY: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	OFTEN: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Maintains strict confidentiality. • Exhibits conduct that results in positive community feedback. 	SOMETIMES: <ul style="list-style-type: none"> • Exhibits a strong level integrity, ethical conduct, and is trustworthy for assignments. • Supports Department policy and represents the Department favorably. • Fails to maintain confidentiality. • Conduct elicits negative community feedback. • Is a disciplinary problem.



#5

APPLICATION OF LAW AND PROCEDURES

UMOS understands and appropriately applies the law and Department procedures and guidelines, included, but not limited to the law and Department procedures for arrests, summons, stops, frisks and searches.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
☐	☐	☐	☐
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Prepares reports that demonstrate an awareness and understanding of the law. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties and otherwise is able to identify areas where guidance is needed, and appropriately seeks guidance. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters, and otherwise appropriately seeks guidance in the application of laws, procedures, and guidelines. • Prepares reports that demonstrate an awareness and understanding of the law and otherwise responds to direction and supervision to correct reports. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Prepares reports that demonstrate an awareness and understanding of the law. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of Department procedures and guidelines, and the essential legal principles relevant to the performance of duties. • Applies relevant law and Department procedures and guidelines appropriately in the performance of duties, including, but not limited to investigative encounters. • Fails to seek or has not responded to guidance or training. • Prepares reports that demonstrate a lack of awareness and understanding of the law.



#6

COMMUNITY INTERACTION

UMOS engages the community in a proactive and positive manner; treats others with courtesy and professionalism and is an active listener. UMOs allows individuals to respond and to be heard and refers individuals in need to appropriate community services. Feedback from community members is positive.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Actively engages the community in a proactive and positive manner. • Treats victims, witnesses, defendants, and all others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, and explains processes and actions. • Proactive in referring individuals in need to appropriate community services. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Engages the community in a proactive and positive manner. • Treats victims, witnesses, defendants, and all others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, and explains processes and actions. • Refers individuals in need to appropriate services. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Engages the community, and contact with community members is positive. • Treats victims, witnesses, defendants, and others with dignity and respect in an objective and unbiased manner; actively listens, is responsive, or explains processes and actions. • Refers individuals in need to appropriate services or provides information when asked. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Able to engage the community, and contact with community members is positive. • Treats victims, witnesses, defendants, and others with dignity and respect in an objective and unbiased manner; listens actively, is responsive, or explains processes and actions. • Refers individuals in need to appropriate services or provides information when asked.



#7

DEPARTMENTAL INTERACTION

UMOS treats coworkers and supervisors with courtesy and professionalism. Exhibits patience and tact, works well with others.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Treats coworkers and supervisors with courtesy, kindness, and high professionalism. • Goes out of the way to assist coworkers and supervisors. • Positively receives direction and feedback from supervisors and peers. • Considered for particular assignments due to professionalism and fairness. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Treats coworkers and supervisors with courtesy and professionalism. • Exhibits patience and tact, and works well with others. • Positively receives direction from supervisors and peers. • Considered for assignments due to professionalism and fairness. • Interacts appropriately without need for direction, and utilizes it effectively when given. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Professional towards coworkers and supervisors. • Demonstrates patience, and has ability to work with others. • Considers directions from supervisors and peers. • Interacts appropriately without the need for direction. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Courteous or professional towards coworkers and supervisors. • Demonstrates patience and appropriate tact, or works with others without difficulty. • Accepts/responds to direction from supervisors and peers. • Able to complete tasks as part of a team.



#8

PROFESSIONAL IMAGE AND MAINTENANCE OF EQUIPMENT

UMOS maintains a smart and professional appearance, whether in uniform, plainclothes, or business attire, that projects authority and commands respect while providing reassurance to the public of a professional standard of service. The member takes care to maintain uniforms and department property.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped, no matter what the assignment. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped, no matter what the assignment. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Properly uniformed and equipped for assignment. • Wears well maintained, authorized uniform items and equipment. • Follows instruction on the use and care of Department property, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Improperly uniformed and equipped, despite being offered guidance. • Wears well maintained, authorized uniform items and equipment. • Maintains and uses Department property with care, including department issued electronic devices. • Displays the type of grooming which is neat and in adherence with department guidelines.



#9

QUALITY AND TIMELINESS OF WRITTEN REPORTS

UMOS completes all required paperwork including, but not limited to paperwork related to arrests, stops, summonses and complaints, and does so accurately, professionally, and in a timely manner. Reports, paperwork and communications are clear and comprehensible.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Completes all required reports accurately, professionally, thoroughly, and in a timely manner. • Ensures that reports, paperwork and communications are clear, concise, comprehensible, and detailed. • Does reports that are never returned for additional information or revisions. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Completes required reports accurately, professionally, clearly, and in a timely manner. • Completes reports with only occasional need for guidance, but executes direction effectively. • Completes paperwork clearly and comprehensibly. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Completes required reports accurately, professionally, clearly, and/or in a timely manner. • Completes reports with only occasional need for guidance. • Completes paperwork clearly and comprehensibly, with few exceptions. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Does not complete required reports professionally, and/or in a timely manner, despite direction. • Reports are returned, due to errors or missing information, or other reasons.



#10

INITIATIVE

UMOS initiates work independently and sets a positive example.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
☐	☐	☐	☐
ALWAYS: <ul style="list-style-type: none"> • Initiates work independently, is self-sufficient, and delivers high quality work. • Sets a positive example for coworkers and peers, and motivates others in the command and/or the community. • Starts collaborative relationships appropriate for task completion. 	CONSISTENTLY: <ul style="list-style-type: none"> • Initiates work independently and is self-sufficient. • Sets a positive example. • Starts collaborative relationships appropriate for task completion. 	OFTEN: <ul style="list-style-type: none"> • Initiates work independently when provided the opportunity. • Sets a positive example for coworkers. • Starts collaborative relationships appropriate for task completion. 	SOMETIMES: <ul style="list-style-type: none"> • Able to initiate work independently when provided with the opportunity. • Able to set a positive example for coworkers. • Responds appropriately to redirection regarding behavior.



#11

LEADERSHIP

Provides guidance and motivates others. Identifies and addresses issues to improve the good order and efficiency of the Department.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Provides guidance to coworkers. • Helps motivate others. • Is a catalyst in building community relationships and trust. 	CONSISTENTLY: <ul style="list-style-type: none"> • Relied upon to lead and/or motivate others. • Displays potential for leadership without much guidance. • Is a catalyst in building community relationships and trust. 	OFTEN: <ul style="list-style-type: none"> • Displays ability and/or willingness to guide/motivate others. • Gives adequate guidance. • Is a catalyst in building community relationships and trust. 	SOMETIMES: <ul style="list-style-type: none"> • Displays appropriate work ethic. • Demonstrates the will or capacity to guide/motivate others. • Is a catalyst in building community relationships and trust.



The member's immediate Supervisor will determine whether "Implementation of Proactive Policing Strategies" is applicable to the core duties of the member being evaluated. Utilization of **12A** is mandatory for those members performing enforcement duties. Should 12A not apply to the assignment of the member being evaluated, those members performing non-enforcement functions will be evaluated by utilizing **12B** (ex. personnel assigned to the Medical Division, Training Bureau, etc). The Reviewer will ensure proper designation of the member of the service by the Rater.

#12A

IMPLEMENTATION OF PROACTIVE POLICING STRATEGIES

UMOS utilizes proactive policing strategies including, but not limited to, arrests, summonses, interior/directed patrols, and prevention strategies appropriately, and as needed.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>ALWAYS:</p> <ul style="list-style-type: none"> • Demonstrates a clear understanding of proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies, and always utilizes them appropriately. • Very proactive about using policing strategies in non-enforcement settings, through target-hardening and other prevention strategies. 	<p>CONSISTENTLY:</p> <ul style="list-style-type: none"> • Utilizes proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately as needed. • Employs strategic technique or execution without direction, but when necessary, incorporates such direction effectively. 	<p>OFTEN:</p> <ul style="list-style-type: none"> • Engages in or utilizes proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately. • Able to properly use proactive policing strategies, resulting in successful intervention. 	<p>SOMETIMES:</p> <ul style="list-style-type: none"> • Able to engage in or utilize proactive policing strategies including, but not limited to lawful arrests, summonses, interior/directed patrols, and prevention strategies appropriately, with frequent redirection and guidance. • The inability to properly use proactive policing strategies results in unsuccessful intervention.



#12B

COMPETENCE IN SUPPORTING UNIT'S / SQUAD'S MISSION

UMOS demonstrates competence in the performance of unit-specific or squad-specific duties and is proactive in advancing the unit's/squad/s mission.

Exceptional (Associated Documentation)	Exceeds Standards (Associated Documentation)	Meets Standards	Needs Improvement (Associated Documentation)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALWAYS: <ul style="list-style-type: none"> • Very proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates a high level of competence in performing unit / squad specific duties. 	CONSISTENTLY: <ul style="list-style-type: none"> • Is proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates competence in unit / squad specific duties that exceeds expectations. 	OFTEN: <ul style="list-style-type: none"> • Thinks about strategies that further the mission of the unit / squad. • Performs unit / squad specific duties in a manner that meets expectations. 	SOMETIMES: <ul style="list-style-type: none"> • Is proactive in implementing strategies that further the mission of the unit / squad. • Demonstrates a level of competence in performing unit / squad specific duties.



Total Points: 1st Quarter 38 2nd Quarter 3rd Quarter 4th Quarter Year to Date 36

Quarterly Score: 1st Quarter 86 2nd Quarter 3rd Quarter 4th Quarter Projected Annual 86

**The Projected Annual score is computed out of a total (max) score of 100. In this example, if the UMOS consistently receives 36pts of a total possible 48pts each quarter, the average annual score is 86.*

Supervisor Comments

Supervisor's Electronic Signature

Police Officer Comments

Police Officer's Electronic Signature

Lieutenant Review and Comments

Lieutenant's Electronic Signature

THE RATER HAS SHOWN THIS EVALUATION TO RATEE AND FULLY DISCUSSED ITS CONTENTS, INCLUDING RATEE'S RIGHTS AND RESPONSIBILITIES REGARDING EEO ISSUES.

☐ I WISH TO FINALIZE THIS EVALUATION

☐ I WISH TO APPEAL THIS EVALUATION

- Factual error
- Rater's misinterpretation of instructions
- Bias or prejudice on the part of the Rater
- Performance Evaluation is completed and based upon OTHER THAN performance factors



ANNUAL EVALUATION

Cumulative Score: 85

Quarterly Score: 1st Quarter 86 2nd Quarter 80 3rd Quarter 84 4th Quarter 89

Supervisor Comments

Supervisor's Electronic Signature

Police Officer Comments

Police Officer's Electronic Signature

Lieutenant Review and Comments

Lieutenant's Electronic Signature

THE RATER HAS SHOWN THIS EVALUATION TO RATEE AND FULLY DISCUSSED ITS CONTENTS, INCLUDING RATEE'S RIGHTS AND RESPONSIBILITIES REGARDING EEO ISSUES.

☐ I WISH TO FINALIZE THIS EVALUATION

☐ I WISH TO APPEAL THIS EVALUATION

- Factual error
- Rater's misinterpretation of instructions
- Bias or prejudice on the part of the Rater
- Performance Evaluation is completed and based upon OTHER THAN performance factors

Attachment 7



OPERATIONS ORDER

SUBJECT: IMPLEMENTATION OF THE OFFICER PROFILE REPORT	
DATE ISSUED:	NUMBER:
01-04-17	2

1. Effective immediately, the Department will begin the first phase of a comprehensive plan to overhaul the existing performance evaluation process for all members of the service. The first phase will consist of a redesign of the mandated monthly performance report for police officers and detective specialists not assigned to an investigative Bureau (e.g., precinct, police service area [PSA], transit district, Strategic Response Group, etc.). A new electronic form entitled, “**OFFICER PROFILE REPORT**” has been created and will replace the current “**POLICE OFFICER’S MONTHLY CONDITIONS IMPACT MEASUREMENT REPORT (PD439-1424)**.” The **OFFICER PROFILE REPORT** will be generated through the Performance Evaluation System and will detail much of the same information, however, it removes the cumbersome requirement of manual preparation while providing supervisors with the ability to electronically monitor and comment on the performance of subordinate members. Captions on the **REPORT** will be populated automatically utilizing information from a variety of Department databases, which will result in more timely and accurate reporting of the uniformed member’s monthly performance.

2. In order to assist supervisors in determining whether a subordinate member’s performance corresponds with the particular conditions affecting their commands, the **OFFICER PROFILE REPORT** will contain a precinct and platoon indicator section, which will include statistical data (e.g., 7 Majors, Top 911 Locations, Top Collision Locations, etc.) unique to the precinct and platoon to which the reporting member is assigned. An additional officer comparison page included in the **REPORT**, provides precinct, patrol/transit/housing borough, and citywide averages for uniformed members of the service performing duty on the same platoon for all performance categories.

3. To allow supervisors the ability to provide feedback regarding the performance of subordinate members, an electronic form entitled, “**SUPERVISOR COMMENT FORM**” has been created and can be accessed on a Department mobile phone through the “Craft” application. Feedback can be provided for any of the performance areas listed (e.g., problem solving, judgment, leadership, etc.). The **SUPERVISOR COMMENT FORM** enables a supervisor to highlight commendable actions by a uniformed member of the service (e.g., a supervisor observes or becomes aware of exceptional community interaction, an officer makes an arrest that closes a precinct pattern, etc.). Conversely, supervisors will have the ability to note areas which may need improvement and indicate what actions were taken to address the deficiency. Supervisors will no longer utilize the “Minor Violations Log” to document minor violations of Department regulations committed by uniformed members of the service. Instead, supervisory members of the service will prepare a **SUPERVISOR COMMENT FORM** for the uniformed member of the service concerned. The **SUPERVISOR COMMENT FORM** can also be used by supervisors to comment on uniformed members of the service from outside their commands (e.g., while performing duty at a detail, etc.). Supervisors electing to submit comments should inform the uniformed member of the service concerned, and provide verbal feedback on how to improve performance.

4. On a daily basis, uniformed members of the service perform commendable acts that often go unrecognized. In order for police officers/detectives specialists to document notable actions, which they consider to be positive (e.g., achievements in crime prevention, problem-solving, community engagement, etc.), a new

electronic form entitled, “**OFFICER SELF-REPORT FORM**” has been created and can be accessed on a Department mobile phone through the “Craft” application. This form will enable the documentation of performance that has traditionally fallen outside the parameters of traditional evaluation criteria. By noting community interactions and engagements, members are afforded the ability to showcase their efforts towards furthering the Department’s commitment to neighborhood policing. The **OFFICER SELF-REPORT FORM** should be completed prior to the end of tour, allowing for information to be recorded while contemporaneous to the act or interaction.

5. The **SUPERVISOR COMMENT FORM** and **OFFICER SELF-REPORT FORM** can be accessed on a Department mobile phone by tapping on the “Craft” tile on the main screen and following the instructions. Members will tap on the “Supervisory Feedback” icon to prepare a **SUPERVISOR COMMENT FORM** and tap on the “Self Report” icon to prepare an **OFFICER SELF-REPORT FORM**. Comments can be viewed on the **OFFICER PROFILE REPORT** at any time via the Performance Evaluation System. Users will be guided by the instructions on the screen.

6. At the conclusion of each reporting period, police officers and detective specialists not assigned to an investigative Bureau, will generate and print a hard copy of the **OFFICER PROFILE REPORT** from the Performance Evaluation System and submit the **REPORT** to the designated supervisor for review, by the second day of the following month. The designated supervisor will provide a signature indicating he/she has reviewed the **REPORT**, and forward the hard copy to the platoon commander or other reviewer by the fifth day of the following month. The platoon commander or other reviewer will then sign and forward the report to the operations coordinator by the seventh day of the month for filing. It should be noted that the **REPORT** can be accessed at any time during the reporting period by the member or designated supervisor, through the Performance Evaluation System.

7. Members of the service are reminded that the implementation of the **OFFICER PROFILE REPORT**, **SUPERVISOR COMMENT FORM** and **OFFICER SELF-REPORT FORM** is the first phase of a comprehensive plan to overhaul the existing Department evaluation process for all members of the service. Subsequent changes affecting ranks not defined by the contents of this Order, will be outlined in future Department directives/forms.

8. Commanding officers will ensure that the Supervisor’s Quarterly Performance Reviews for the period of October 1, 2016 through December 31, 2016 are completed for members of their command.

9. Commanding officers will ensure that the 2016 Annual Performance Evaluations for all members of the service are completed as directed by the Personnel Bureau’s Human Capital Division.

10. Effective immediately, in order to accurately document a uniformed member’s performance during the 2017 calendar year, commands will **DISCONTINUE** using Department form **POLICE OFFICER’S MONTHLY CONDITIONS IMPACT MEASUREMENT REPORT (PD439-1424)** and use the new Department form **OFFICER PROFILE REPORT**, which will be automatically generated through the Performance Evaluation System. The **POLICE OFFICER’S MONTHLY CONDITIONS IMPACT MEASUREMENT REPORT** will no longer be utilized after the December 31, 2016 rating period.

11. Department form **POLICE OFFICER'S MONTHLY CONDITIONS IMPACT MEASUREMENT REPORT (PD439-1424)** is hereby **REVOKED**.

12. Effective immediately, in order to accurately document a uniformed member's performance during the 2017 calendar year, commands will **DISCONTINUE** using Department forms **SQUAD SUPERVISOR'S RECAPITULATION (PD439-1418)** and **QUARTERLY ASSESSMENT OF SQUAD SERGEANT (PD439-1425)**. The **SQUAD SUPERVISOR'S RECAPITULATION** and **QUARTERLY ASSESSMENT OF SQUAD SERGEANT** will no longer be utilized after the December 31, 2016 rating period.

13. Department forms **SQUAD SUPERVISOR'S RECAPITULATION (PD439-1418)** and **QUARTERLY ASSESSMENT OF SQUAD SERGEANT (PD439-1425)** are hereby **REVOKED**.

14. Operations Order 50, series 2011 is hereby **REVOKED**.

15. Operations Order 40, series 2015 is hereby **REVOKED**.

16. Commanding officers will ensure that the contents of this Order are brought to the attention of members of their commands.

BY DIRECTION OF THE POLICE COMMISSIONER

DISTRIBUTION

All Commands

OPERATIONS ORDER NO. 2

Attachment 8



INTERIM ORDER

SUBJECT: REVISION TO PATROL GUIDE 205-57, “POLICE OFFICER’S MONTHLY/QUARTERLY PERFORMANCE REVIEW AND RATING SYSTEM,” PATROL GUIDE 202-11, “OPERATIONS COORDINATOR,” PATROL GUIDE 202-12, “SPECIAL OPERATIONS LIEUTENANT,” PATROL GUIDE 202-13, “LIEUTENANT – PLATOON COMMANDER,” PATROL GUIDE 202-08a, “SUPERVISOR OF PATROL (CAPTAIN),” PATROL GUIDE 202-09, “COMMANDING OFFICER,” PATROL GUIDE 202-19, “TRAINING SERGEANT,” PATROL GUIDE 212-08, “ACTIVITY LOGS” AND PATROL GUIDE 212-103, “CRIME INFORMATION CENTERS”		
DATE ISSUED:	REFERENCE:	NUMBER:
02-02-17	*P.G. 205-57, P.G. 202-11, P.G. 202-12, P.G. 202-13, P.G. 202-08a, P.G. 202-09, P.G. 202-19, 212-08 AND P.G. 212-103	9

1. As a result of the implementation of the **OFFICER PROFILE REPORT** as detailed in Operations Order 2, series 2017, entitled, “Implementation of the **OFFICER PROFILE REPORT**,” several procedures in the Department Manual have been revised.

2. Therefore, effective immediately, Patrol Guide 205-57, “Police Officer’s Monthly/Quarterly Performance Review and Rating System” is **SUSPENDED** and the following procedure entitled, “Police Officer/Detective Specialist Monthly/Quarterly Performance Review” will be complied with:

PURPOSE To evaluate the monthly and quarterly performance, when applicable, of all police officers/detective specialists assigned to non-investigative Bureaus and non-investigative administrative Bureaus/Deputy Commissioner commands.

SCOPE The Police Officer/Detective Specialist Monthly/Quarterly Performance Review, utilizing the **OFFICER PROFILE REPORT**, measures the performance levels of uniformed members of the service.

All police officers/detective specialists assigned to non-investigative Bureaus (e.g., precinct, police service area [PSA], transit district, Strategic Response Group, etc.) will be assessed monthly utilizing the **OFFICER PROFILE REPORT** and evaluated quarterly using the Supervisor’s Quarterly Evaluation. All police officers/detective specialists assigned to non-investigative administrative Bureau/Deputy Commissioner commands (e.g., Personnel Bureau, Deputy Commissioner, Collaborative Policing, etc.) will be evaluated quarterly using the Supervisor’s Quarterly Evaluation.

PROCEDURE When preparing monthly/quarterly performance reviews of police officers and detective specialists utilizing the Police Officer/Detective Specialist Monthly/Quarterly Performance Review:

**UNIFORMED
MEMBER OF
THE SERVICE**

1. Access the Performance Evaluation System and print out a hard copy of the **OFFICER PROFILE REPORT** at the conclusion of each month.

NOTE

*The **OFFICER PROFILE REPORT** is an electronic form that is generated in the Performance Evaluation System, which compiles data from numerous Department databases to provide an accurate account of a uniformed member's performance. It will include statistical data (e.g., 7 Majors, Top 911 Locations, Top Collision Locations, etc.) unique to the precinct and platoon to which the reporting member is assigned. In addition, the **OFFICER PROFILE REPORT** will contain information from **OFFICER SELF – REPORT FORMS** and the **SUPERVISOR FEEDBACK FORMS**, when submitted (see **ADDITIONAL DATA**).*

2. Review and submit **OFFICER PROFILE REPORT** to designated supervisor for review by the second day of the following month.
 - a. Submit **REPORT** prior to leave, or if not possible, without delay upon return to duty if scheduled for vacation or other leave.
 - b. Inform designated supervisor of any excessive time off patrol for the reported month due to vacation, sick, administrative duties, details, etc.

NOTE

*The designated supervisor or another supervisor may print the **OFFICER PROFILE REPORT** for the uniformed member concerned, if the member is unavailable for an extended period due to vacation or other leave.*

**DESIGNATED
SUPERVISOR**

3. Review member's **OFFICER PROFILE REPORT**.
 - a. Evaluate the uniformed member's performance in proactively addressing community concerns.
 - b. Assess the quality and caliber of the member's efforts by carefully reviewing activity including, **SUPERVISOR FEEDBACK FORMS** and **OFFICER SELF-REPORT FORMS**.
 - (1) Determine the accuracy, validity, and integrity of the **OFFICER SELF-REPORT FORMS**.
 - c. Provide positive feedback and comments for proactive and quality activity.
 - d. Compare member's current monthly performance to other members with similar duties by referring to the "Officer Comparison" page of the **OFFICER PROFILE REPORT**.
 - e. Provide guidance and direction for improvement and conduct regular follow-ups, when a deficiency is identified.
 - (1) Take appropriate steps to improve the uniformed member's performance. These steps include, but are not limited to, assisting the uniformed member in identifying the conditions to be addressed.
 - (2) If member fails to improve performance, confer with platoon commander/special operations lieutenant or next higher supervisor.
4. Sign **OFFICER PROFILE REPORT**.
5. Deliver completed **OFFICER PROFILE REPORTS** to platoon commander or other reviewer by the fifth day of the following month.

INTERIM ORDER NO. 9

- | | |
|--|--|
| PLATOON
COMMANDER
OR OTHER
REVIEWER | 6. Review and sign OFFICER PROFILE REPORTS . |
| | 7. Forward completed OFFICER PROFILE REPORTS to operations coordinator by the <u>seventh</u> day of the month for filing. |
| OPERATIONS
COORDINATOR | 8. File copies of OFFICER PROFILE REPORTS . |
| COMMANDING
OFFICER | 9. Log into Performance Evaluation System periodically, and review completed OFFICER PROFILE REPORTS . |

EACH JANUARY, APRIL, JULY AND OCTOBER

NOTE

The following guidelines for the administration of the Supervisor's Quarterly Evaluation for uniformed members of the service will take effect on 0001 hours, April 1, 2017 and commence with the rating period for 01/01/17 – 03/31/17.

The Supervisor's Quarterly Evaluation will be conducted for all police officers/detective specialists assigned to non-investigative Bureaus (e.g., precinct, police service area [PSA], transit district, Strategic Response Group, etc.) and non-investigative administrative Bureau/Deputy Commissioner commands (e.g., Personnel Bureau, Deputy Commissioner, Collaborative Policing, etc.).

- | | |
|----------------------------------|---|
| DESIGNATED
SUPERVISOR | <p>10. Log into the Performance Evaluation System to conduct Supervisor's Quarterly Evaluation within seven days following the quarter for which the review is due (e.g., January-March, April-June, July-September and October-December).</p> <p>a. Review activity for all three months of the quarter.</p> <p>b. Rate uniformed member of the service in each of twelve performance areas and be guided by instructions on the electronic form.</p> <p style="margin-left: 20px;">(1) Documentation is mandatory for any rating above or below "Meets Standards." Examples of documentation include, but are not limited to, SUPERVISOR FEEDBACK FORMS, OFFICER SELF-REPORT FORMS, and content listed on the OFFICER PROFILE REPORT.</p> <p style="margin-left: 20px;">(2) SUPERVISOR FEEDBACK FORMS, OFFICER SELF-REPORT FORMS and above average activity on the OFFICER PROFILE REPORT are to be considered to support rating criteria.</p> <p style="margin-left: 20px;">(3) Performance Evaluation System in the Department Intranet will automatically calculate members rating as a score out of 100 points based on ratings.</p> <p>c. In the "Supervisory Comments" section of the Supervisor's Quarterly Evaluation, note the following:</p> <p style="margin-left: 20px;">(1) Any outstanding action or achievement. Examples of outstanding action or achievement include, bribery arrests, pattern robbery arrest or other action, which significantly impacts on crime or issues of community concern</p> |
|----------------------------------|---|

INTERIM ORDER NO. 9

**DESIGNATED
SUPERVISOR
(continued)**

- (2) Any deficiencies or areas that need improvement. Include notation if member is designated chronic sick, subject of any disciplinary action or placed on performance monitoring.
- 11. Sign off on completed evaluation.
- 12. Interview member in a private setting and discuss overall performance.
 - a. Review evaluation with member and direct member to sign off on evaluation.
- 13. Forward evaluation to the platoon commander or other reviewer by the seventh day of the month following reporting period.

NOTE

If a member consistently fails to perform at satisfactory levels, the supervisor will confer with the platoon commander or next higher level supervisor regarding referring the member for performance monitoring. Each quarter, the commanding officer will review all under-performing members and notify the next higher command in writing of action taken and/or recommended.

**PLATOON
COMMANDER
OR OTHER
REVIEWER**

- 14. Log into the Performance Evaluation System to review Supervisor's Quarterly Evaluation.
 - a. If reviewer concurs with rater's evaluation:
 - (1) Sign off and enter comments.
 - b. If reviewer disagrees with rater's evaluation:
 - (1) Confer with rater and direct rater to re-evaluate performance based on conferral and review of activity.
 - (2) If reviewer still disagrees with rater:
 - (i) Sign and enter reasons for disagreement in comments
 - (ii) Prepare separate evaluation, if appropriate.

NOTE

Supervisor's Quarterly Evaluation rating points will not be finalized until platoon commander or other reviewer reviews and concurs with rating.

Supervisor's Quarterly Evaluation may be appealed to the next higher-ranking supervisor. In all cases, the member's commanding officer (in the rank of captain or above) will make the final determination.

- 15. Deliver printed copy of Supervisor's Quarterly Evaluation to the operations coordinator by the tenth day of the month following the reporting period.

**OPERATIONS
COORDINATOR**

- 16. Ensure Supervisor's Quarterly Evaluations are finalized by the fifteenth day of the month following the reporting period.

**COMMANDING
OFFICER**

- 17. Access the Performance Evaluation system and review Supervisor's Quarterly Evaluations.
- 18. Personally conduct performance interview for those members who receive a numerical score below 65 (out of 100) for any quarter.
 - a. Provide direction and/or take necessary corrective action to improve member's performance.

**COMMANDING
OFFICER
(continued)**

- b. Inform member that continued below standard performance will, absent mitigating circumstances, result in the member being placed on performance monitoring and possible imposition of sanctions by the Personnel Review Board concerned.
- c. Record and file results of interview.
- 19. Notify next higher command in writing of uniformed members of the service who received a score below 65 in any two quarters within a one year period.

**NEXT HIGHER
COMMAND**

- 20. Provide oversight and direction in monitoring and improving a uniformed member's performance when they are underperforming.
- 21. Establish a Personnel Review Board to review all cases of members who receive a score below 65 in any two quarters within a one year period.
 - a. Select a minimum of three supervisory members who through assignment and/or knowledge of the member's performance are appropriate for inclusion for the Personnel Review Board.

**PERSONNEL
REVIEW
BOARD
CONCERNED**

- 22. Review cases and recommend corrective action to be taken.
 - a. Corrective action may include change of assignment within the command, intraborough or interborough transfer, transfer from administrative command and/or disciplinary action.

**NEXT HIGHER
COMMAND**

- 23. Review recommendations of Personnel Review Board concerned and make final determination and/or recommendation.
 - a. Endorse recommendation concerning transfers and/or disciplinary action, through channels, to the Chief of Personnel.

**ADDITIONAL
DATA**

*The **OFFICER SELF-REPORT FORM** can be accessed on a member's Department mobile phone through the "Craft" application and will allow uniformed members of the service to document notable actions that they consider to be positive (e.g., achievements in crime prevention, problem-solving, community engagement, etc.). By noting community interactions and engagements, members are afforded the ability to showcase their efforts towards furthering the Department's commitment to neighborhood policing.*

*The **SUPERVISOR FEEDBACK FORM** can be accessed on a supervisor's Department mobile phone through the "Craft" application and will allow the supervisor to highlight commendable actions by a uniformed member of the service (e.g., supervisor observes or becomes aware of exceptional community interaction, uniformed member of the service makes an arrest that closes a precinct pattern, etc.). The **FORM** will also allow supervisors to note areas that may need improvement and indicate what actions were taken to address the deficiency. In addition, minor violations of Department regulations committed by uniformed members of the service can be documented using the **FORM**. The **FORM** can also be completed by supervisors for uniformed members outside of their command (e.g., UMOS assigned to supervisors on details, etc.).*

Commanding officers will be responsible for determining performance standards within their respective commands and resolving all issues within their command relative to the Monthly Performance Review. Precinct, PSA and transit district commanding officers will also review and direct the conditions to be addressed consistent with applicable crime control strategies and areas of community concern.

INTERIM ORDER NO. 9

**RELATED
PROCEDURES**

*Implementation of **OFFICER PROFILE REPORT** (Operations Order 2, Series 2017)*

**FORMS AND
REPORTS**

OFFICER PROFILE REPORT
OFFICER SELF – REPORT FORM
SUPERVISOR FEEDBACK FORM

3. The composition of the “Personnel Review Board” will be the subject of future Department directives.

4. **REVISE** references to Patrol Guide 205-57, “Police Officer’s Monthly/Quarterly Performance Review and Rating System” in Patrol Guide 205-48 and wherever else they appear to read:

“Police Officer/Detective Specialist Monthly/Quarterly Performance Review”

5. Patrol Guide 202-11, “Operations Coordinator” is amended as follows:

- a. **DELETE** step “**24**,” opposite actor “OPERATIONS COORDINATOR,” on page “**2**.”
- b. **RENUMBER** current steps “**25 through 46**” to read:
“24 through 45”

6. Patrol Guide 202-12, “Special Operations Lieutenant” is amended as follows:

- a. **DELETE** step “**11**,” opposite actor “SPECIAL OPERATIONS LIEUTENANT,” on page “**1**.”
- b. **RENUMBER** current steps “**12 through 26**” to read:
“11 through 25”

7. Patrol Guide 202-13, “Lieutenant – Platoon Commander” is amended as follows:

- a. **DELETE** step “**27**,” opposite actor “LIEUTENANT – PLATOON COMMANDER,” on page “**4**.”

8. Effective immediately, commands will no longer utilize the “Minor Violations Log” to document minor violations of Department regulations committed by uniformed members of the service. Instead, supervisory members of the service will prepare a **SUPERVISOR FEEDBACK FORM** for the uniformed member of the service concerned.

9. Patrol Guide 202-08a, “Supervisor of Patrol (Captain)” is amended as follows:

- a. **REVISE** step “7,” opposite actor “SUPERVISOR OF PATROL,” on page “1,” to read:

“SUPERVISOR OF PATROL 7. Keep a record of discipline issued personally, or by direction to subordinates, including the use of SUPERVISOR FEEDBACK FORMS.”

10. **REVISE** references to “Minor Violations Log” in Patrol Guide procedures 202-15, 205-48, 205-49 and wherever else they appear to read:

“SUPERVISOR FEEDBACK FORM”

11. **REVISE** references to electronic form entitled, “SUPERVISOR COMMENT FORM” wherever they appear in the Department Manual, Operations Orders, etc., to read:

“SUPERVISOR FEEDBACK FORM”

12. Patrol Guide 205-48, “Evaluations – General – Members of the Service,” is amended as follows:

- a. **REVISE** “FORMS AND REPORTS,” on page “5,” to read:

**“FORMS AND REPORTS PERFORMANCE EVALUATION
FORCE RECORD (PD406-143)
ABSENCE AND TARDINESS RECORD (PD433-145)
CIVILIAN RECORD OF SUPERVISORY CONFERENCES (SUB-MANAGERIAL)
(PD433-1411)
CIVILIAN LATENESS/WARNING NOTIFICATION (PD449-122)
CIVILIAN UNSATISFACTORY PERFORMANCE WARNING (PD439-012)
SUPERVISOR FEEDBACK FORM
Online Performance Evaluation Guide”**

13. Patrol Guide 205-49, “Evaluation of Probationary Police Officers,” is amended as follows:

- a. **REVISE** “FORMS AND REPORTS,” on page “2,” to read:

**“FORMS AND REPORTS RECRUIT EVALUATION (PD439-1412)
PERFORMANCE EVALUATION POLICE OFFICER – DETECTIVE SPECIALIST
(Online Evaluation System)
SUPERVISOR FEEDBACK FORM
Typed Letterhead”**

14. **REVISE** references to Department form “**POLICE OFFICER’S MONTHLY CONDITIONS IMPACT MEASUREMENT REPORT (PD439-1424)**” in Patrol Guide 202-12, 202-13, 202-17, 202-21, Administrative Guide 320-01 and wherever else they appear to read:

“OFFICER PROFILE REPORT”

15. Effective immediately, commands will no longer utilize the **COMMAND CONDITIONS REPORT**. The **COMMAND CONDITIONS REPORT** is hereby **REVOKED**.

16. Patrol Guide 202-09, “Commanding Officer,” is amended as follows:

- a. **DELETE** step “**6**,” opposite actor “COMMANDING OFFICER,” on page “**1**.”
- b. **RENUMBER** current steps “**7 through 66**” to read:
“6 through 65”

17. Patrol Guide 202-19, “Training Sergeant” is amended as follows:

- a. **DELETE** step “**7**,” opposite actor “TRAINING SERGEANT,” on page “**1**.”
- b. **RENUMBER** current steps “**8 through 26**” to read:
“7 through 25”

18. Patrol Guide 212-08, “Activity Logs” is amended as follows:

- a. **DELETE** “NOTE,” following step “**1**,” subdivision “**a**,” sub-step “**(2)**,” opposite actor “UNIFORMED MEMBER OF THE SERVICE,” on page “**1**.”
- b. **REVISE** “FORMS AND REPORTS,” on page “**3**,” to read:

“FORMS AND REPORTS *ACTIVITY LOG (PD112-145)*”

19. Patrol Guide 212-103, “Crime Information Centers” is amended as follows:

- a. **DELETE** subdivision “**f**,” following step “**3**,” opposite actor “CRIME ANALYSIS SUPERVISOR,” on page “**2**.”

20. Effective immediately, due to the Department’s ongoing overhaul of the Performance Evaluation process for members of the service and to ensure 2016 Annual Performance Evaluations are completed properly, the following Patrol Guide procedures remain active pending the publication of future Department directives:

P.G. 205-15	“Police Officer’s/Detective Specialist’s Career Program”
P.G. 205-51	“Evaluations of Police Officers and Detectives Assigned to Non-Investigative Duties”
P.G. 205-56	“Police Officer’s Annual Evaluation Utilizing the Monthly/Quarterly Performance Review and Rating System”

21. Upon publication, this Interim Order has been incorporated into the On-Line Patrol Guide and On-Line Administrative Guide.

22. Any provisions of the Department Manual or any other Department directive in conflict with the contents of this Order are suspended.

BY DIRECTION OF THE POLICE COMMISSIONER

DISTRIBUTION
All Commands

INTERIM ORDER NO. 9