





POLICIES AND PROCEDURES MANUAL

	PERFORMANCE EVALUATION	
	POLICY NUMBER: 35-1	ISSUING AUTHORITY 
	EFFECTIVE DATE: June 12, 2025	Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

Performance evaluation in the Cambridge Police Department provides an opportunity for supervisors at all levels to engage in constructive conversations with subordinates to promote their success, professional development, and overall wellbeing. It is not a report card nor a grading system; rather it is a structured discussion whereby supervisors should ask questions, listen, learn how their employees are doing, and provide constructive feedback with the ultimate aim of improving professional growth and development.

In addition, performance evaluation provides a space to discuss the vision, mission, and values of the department and the City. The department is committed to the principles of procedural justice including voice, transparency, fairness, and impartiality. In the meeting, employees and supervisors can discuss the application of these principles both externally with community members and internally in the department itself.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. require performance review to be conducted annually for a specified performance period between employees and their supervisors, with 30 day notice provided prior to the start of any evaluation period;
- B. establish that the goals of the process are the success, professional growth and development, and well-being of each employee;
- C. identify potential performance issues early so that a plan for intervention can facilitate a resolution before a problem becomes unmanageable where possible;
- D. provide a platform for supervisors to help employees identify their strengths for the purposes of development, growth and learning, and to discuss areas of work that could be improved;
- E. use the process to discuss goals and training opportunities for the coming year;

- F. use the process to foster support for and alignment with the mission, vision, and values of the Cambridge Police Department and the City of Cambridge; and
- G. provide for updates and revisions considering that nothing in this policy shall limit the City and/or the City Manager from implementing a separate city-wide performance evaluation system.

III. DEFINITIONS

- A. *Performance*: The action or process of carrying out or accomplishing a job, task, or function.
- B. *Performance Period*: Performance reviews should be conducted within a year from the date of the previous review considering the tasks that were assigned during that period.
- C. *Professional Development Facilitator*: Any supervisor who meets with subordinates to conduct a meaningful conversation, provide constructive feedback, promote growth and lifelong learning, and listen to employees regarding their work and interests.

IV. PROCEDURES

- A. 35.1.1 (M) Performance Evaluation System
 - 1. The department's performance evaluation system includes the following provisions.
 - a. Measurement definitions.
 - (1) The department's performance evaluation system is intentionally designed as a structured dialogue between supervisors and employees rather than a grading-based system.
 - b. Procedures for use of forms.
 - (1) The instructions for using the form will be included with the document when distributed.
 - c. Facilitator responsibilities.
 - (1) Once Unit Heads make the performance review assignments, facilitators should notify the employees and arrange to meet in person. The notification may be done by email with an electronic receipt/read signature.
 - (2) All facilitators shall meet with their assigned personnel and use the meeting in a positive manner as a coaching/mentoring opportunity. Facilitators should use the session to provide constructive feedback with the understanding that feedback is only as useful as the willingness of the employee to receive it.
 - (3) Employees may use the session to provide useful and constructive feedback to their supervisors that would benefit the overall operations of the department.

- (4) At the conclusion of the meeting, facilitators will complete the form and provide a copy to the employee for the employee's records.
 - (5) Facilitators will ensure that all necessary signatures are provided.
 - d. Facilitator training.
 - (1) The Training Unit is responsible for ensuring that facilitators receive training in the use of the Performance Review Form as well as the spirit of the process as set forth by the Police Commissioner.
- B. 35.1.2 (M) Annual Evaluation
 - 1. The department shall require a performance review of all full-time, sworn and non-sworn employees to be conducted and documented at least annually, with the exception of the Police Commissioner.
- C. 35.1.4 (M) Evaluation Criteria
 - 1. The performance review process shall focus on the assignment of the employee during the rating period.
 - 2. Employees and supervisors should identify job tasks specific to the current assignment. Both the employee and the supervisor should have a clear understanding of the assignments and associated expectations.
 - 3. Supervisors shall ensure that all conversations with employees are conducted in the same manner: fair, impartial, transparent, and allowing for the voice of each employee to be heard.
- D. 35.1.5 (M) Evaluation Components
 - 1. The performance review system shall require that:
 - a. the review of the employee's performance covers the year since the employee's last review;
 - b. facilitators shall include explanatory comments on the form provided whenever providing feedback for outstanding or unsatisfactory performance;
 - c. Employees will be provided with a copy of their performance review;
 - d. the facilitators' supervisors shall maintain rosters documenting the performance review process and sign to confirm that each employee has met with and completed a performance review report;
 - e. the employee may make written comments on the performance review report for their own future reference;
 - f. discrepancies or disagreements shall be handled outside of the review process. Employees may request to meet with the supervisor of the supervisor who conducted their performance review if they want to contest the content of their performance review.

E. 35.1.6 (M) Unsatisfactory Performance

1. Unsatisfactory performance in conducting job tasks by any employee shall be identified and addressed through regular supervisory rolls and responsibilities other than the performance review.
 - a. When such deficiencies are identified, the issues will be addressed in writing, and in a timely manner by the employee's supervisor according to applicable laws, Collective Bargaining Agreements, policies and procedures, and in accordance with the principles of progressive discipline.
 - b. Where possible, performance deficiencies should be addressed by coaching, mentoring, and/or training.

F. 35.1.7 (M) Employee Consultation

1. During the performance review process, each employee shall be consulted regarding:
 - a. Results of the performance evaluation just completed;
 - b. goals and expectations for the new reporting period; and
 - c. career counseling relative to such topics as appropriate for the employee's position and any interests outside of the current position.

G. 5.1.8 (O) Facilitator Evaluation

1. Facilitators will be evaluated by their supervisors regarding the quality of their interactions with employees during the review process.
2. Facilitator evaluation will be in conversational format only and shall not be recorded either in written or electronic format.

H. 35.1.9 (M) Personnel Early Intervention System (See policy 35-2 Personnel Early Intervention System.)