

CHAPTER 15
PERFORMANCE APPRAISAL PROCESS FOR NONUNIFORMED EMPLOYEES
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CHAPTER 15

PERFORMANCE APPRAISAL PROCESS FOR NONUNIFORMED EMPLOYEES

1. OVERVIEW.

- a. The procedures and guidelines for assessing and certifying the success of nonuniformed employees designated as probationary or permanent (represented and nonmanagerial excluded employees) are presented in this chapter. Ten performance factors have been identified as essential in developing and evaluating nonuniformed employees.
- b. The STD. 636, Report of Performance for Probationary Employee, is used to document the performance of probationary employees in ten qualification factors.
- c. The CHP 118A, Performance Appraisal of Permanent Nonuniformed Employee, is used to develop and document performance of permanent employees not currently serving a probationary period (represented and nonmanagerial), and to certify successful performance in ten performance factors.

The CHP 118A is also used to document interim reporting. Interim reporting is used at any time during the rating period to document an employee's performance when specified critical factors do not meet performance standards. Occasionally, an employee may experience performance deficiencies so serious the supervisor feels the need to immediately initiate interim reporting procedures. In this case, the normal CHP 118A process will be preempted and the supervisor, with the concurrence of the commander, shall complete a CHP 118A immediately, following the procedures outlined in paragraph 3.a.(1)(b).

2. STD. 636, REPORT OF PERFORMANCE FOR PROBATIONARY EMPLOYEE.

a. Probationary Period Process.

(1) The probationary period is the final part of the selection process. It affords the employer the opportunity to determine whether or not the employee meets established performance standards. (Refer to Highway Patrol Manual [HPM] 10.3, Personnel Transactions Manual, Chapter 7, Probationary Periods, Annex A, for the length of probationary periods for various classifications.)

(a) The probationary reports for nonuniformed employees serving a six-month probationary period shall be completed and signed within ten days of the end of 2 months, 4 months, and 6 months. The six-month report shall serve as the final probationary report.

(b) The probationary reports for nonuniformed employees serving a 12-month probationary period shall be completed and signed within ten days of the end of 4 months, 8 months, and 12 months. The 12-month report shall serve as the final probationary report.

(c) Refer to Chapter 1, General Information, for the assigned responsibilities and the required procedures for completing and signing the appraisal documents.

(2) Employees Off Duty. Title 2, Section 321 of the California Code of Regulations prescribes specific requirements for completion of the probationary period. In the event a probationer has not, during a prescribed calendar length of the probationary period, worked the hours set forth below, the probation will be extended until the probationer has worked the required number of hours. Commands shall contact the Human Resources Section (HRS), Personnel Transactions Unit (PTU), to determine the official date for completion of the probationary period.

(a) If an employee serving a six-month probationary period has not worked the required 840 hours for the probationary period due to absences, the period will be extended.

(b) If an employee serving a 12-month probationary period has not worked the required 1,680 hours for the probationary period due to absences, the period will be extended.

(c) If an employee has had a continuous period of absence of 60 or more working days, the probationary period may be extended to provide sufficient time to evaluate the employee's performance. Commands shall contact HRS, PTU, to determine the official date for completion of the probationary period. For more information on probationary period extensions, refer to HPM 10.3, Chapter 7.

b. Rating Guidelines.

(1) The supervisor should keep in mind the employee's success in carrying out the responsibilities of the job depends on a diverse array of technical, organizational, and interpersonal skills. Because of these demands, expectations regarding acceptable performance are high. Dedication to high standards is the centerpiece and touchstone of the appraisal system.

(2) Probationary employees are to be rated on the degree to which their performance meets the standards expected for the amount of experience possessed.

(3) Rating System. The following four-level rating system shall be used by the employee's immediate supervisor to assess the employee's success in performing the qualification factors to complete the probationary period:

(a) **Outstanding**. This rating indicates the qualification factor is superior and is well above the standard required of a permanent employee in the position. If the overall rating is outstanding, the supervisor must provide a written statement of factual substantiation for the rating. General statements such as "outstanding in skill and knowledge" are not acceptable.

(b) **Standard**. This rating indicates the qualifications are thoroughly satisfactory. Performance by the end of the probationary period can be expected to be up to, or somewhat above, the standard required of a competent permanent employee in this position.

(c) **Improvement Needed**. Performance on the job indicates qualifications are somewhat inadequate to reach the standard rating required of a competent employee by the end of the probationary period. Greater effort by the employee is needed or additional training is necessary.

(d) **Unacceptable**. Performance on the job indicates qualifications are very inadequate. Special training, reassignment, or rejection during probation may be advisable. Any factor or overall rating of unacceptable must be substantiated by the supervisor's written statement of specific reasons for each unacceptable rating.

(4) A probationary employee shall not be promoted or obtain permanent status if the employee receives a final rating of **Unacceptable** for any qualification factor, or an overall rating of **Improvement Needed**. If necessary, a rejection during probation shall be initiated. For information on rejection during probation, refer to HPM 10.2, Internal Investigations Manual.

(5) By the conclusion of the probationary period, an employee must meet the minimum acceptable performance standards (a rating of **Standard**) for all qualification factors. However, a rating of **Improvement Needed** for one or more qualification factors is permissible for employees who have been placed on a training program based on identified needs for improvement, and who have improved sufficiently for the supervisor to be reasonably certain performance objectives will be met.

c. Completing the STD. 636, Report of Performance for Probationary Employee. Refer to detailed instructions provided on the back of the form.

(1) Identification Information. The appropriate identification information shall be entered in the space provided at the top of the STD. 636.

(a) Reason for Report. Check the appropriate box at the top right of the STD. 636 to indicate the period (first, second, or third) covered by the probationary report.

(b) Name. Enter the last name, first name, and middle initial of the employee.

(c) Social Security Number (Last 4 Digits). Enter the last four digits of the employee's social security number.

(d) Report Date. Enter the date the report was prepared.

(e) Civil Service Title. Enter the employee's civil service classification.

(f) Position Number. Enter the employee's 13-digit position number with dashes (e.g., 388-062-5393-712).

(g) Date Probation Ends. Enter the date the employee will complete the probationary period.

(h) Department Name. Enter "California Highway Patrol."

(i) Division / Unit. Enter the name of the Division, Area, or section to which the employee is assigned, followed by the location code in parenthesis.

(j) Employee's Headquarters. Enter "CHP Headquarters" for employees assigned to a headquarters Division, office, section, or unit. For employees assigned to a field command, enter the name of the Division or Area to which the employee is assigned.

(2) Qualification Factors and Ratings.

(a) The evaluation method for the STD. 636 consists of certifying the employee's success in performing each element of 10 qualification factors, as well as assigning an overall rating for the period. An employee's performance of qualification factors shall be rated on a four-level rating system (**Unacceptable, Improvement Needed, Standard, and Outstanding**).

(b) A minimum of five factors must be rated. Factors that do not apply are not rated. For example, qualification factor item 9, Administrative Ability, is not rated if the position does not have regular administrative responsibility. Any important qualification factors not listed in items 1 through 9 are described by the supervisor and rated under item 10.

(c) Ratings are indicated by marking an "X" in the appropriate rating column. The location of the X in the rating column may be varied to give the employee a precise indication as to their qualifications. When this is done, the further the X is placed to the right within the column the stronger the rating.

(d) Supervisors preparing performance evaluations should remember the assigned rating and written comments used to support the rating must be justified as ratings are subject to appeal through the grievance process. This is of particular importance when the ratings are lowered for a subsequent rating period. Artificially inflated or unsupported ratings may make it difficult to lower a rating in the future.

(e) The STD. 636 ratings for qualification factors shall be supported by the employee's performance during the rating period and other forms of documentation (e.g., CHP 2, Incident Report, letters of appreciation, complaints).

(f) The purpose of the performance appraisal system is to evaluate the employee's performance of qualification factors during the prescribed rating period. Performance of the qualification factors during preceding rating periods should not be considered in assigning ratings.

(3) Comments to Employee.

(a) Whenever the supervisor is required to make comments on the assignment of a numerical rating (refer to paragraph 2.c.[3][c]), those comments shall:

1 Be directed to the appropriate qualification factor.

2 Cite specific examples of job performance to illustrate why the rating has been assigned.

3 Not be used to document initial comments about excellent or deficient performance. Emerging performance trends shall have been documented on other source documents (e.g., Memorandum of Direction, censurable CHP 2).

(b) Supervisors shall refrain from the use of generic comments. Both positive and negative comments must be justified.

(c) Required Comments.

1 All ratings of **Outstanding, Improvement Needed, or Unacceptable** must be justified by appropriate comments.

2 Comments on ratings of **Improvement Needed** or **Unacceptable** should include suggested methods for development.

(d) Other Comments. Supervisors may use the Comments to Employee section to provide appropriate comments on behavior or performance not specifically identified within the qualification factors.

(e) Supervisors shall use additional letter-sized sheets of plain paper for comments when necessary. The employee's first and last name, ID number, and the rating period shall be included at the top of each page. Additional pages shall also be initialed and dated by the employee, supervisor, and reviewing officer, and attached to the STD. 636.

(4) Signatures.

(a) Signature of the Supervisor. The supervisor's typed or printed name shall be followed by the supervisor's signature, then the supervisor's title and date shall be provided in the appropriate boxes to the right. The supervisor shall mark the appropriate box in the Comments to Employee section of the STD. 636 to indicate the report was discussed with the employee.

(b) Signature of the Reviewing Officer. After reviewing the performance report, the reviewing officer's typed or printed name shall be followed by the reviewing officer's signature, and a date shall be provided in the appropriate space. The reviewing officer shall ensure the supervisor has properly completed the form and discussed the report with the employee. The reviewing officer shall not change the supervisor's final appraisal of the employee's performance; however, comments substantiating reasons for disagreements must be made whenever the reviewing officer does not concur with the rating. These comments are to be documented on additional letter-sized sheets of plain paper, initialed and dated by the employee, the supervisor, and the reviewing officer, and attached to the STD. 636.

(c) Final Probationary Report. When a final probationary report is due, the appropriate box either recommending or not recommending the employee be granted permanent civil service status must be checked.

(d) Signature of the Employee. The employee shall sign and date the form and indicate by checking the box provided if a discussion with the reviewing officer is desired. If the employee refuses to sign the form, the supervisor shall indicate "Refused to sign" in the Employee's Signature box. A third party shall initial the form as a witness to the refusal.

(e) Request for Review. If the employee indicated a desire to discuss the report with the reviewer, the reviewer shall discuss the report with the employee and check the appropriate box to indicate a discussion was held.

d. Completion, Distribution, and Retention.

(1) Completion. Final copies of the STD. 636 may be typed or printed; however, all completed evaluations must be legible. The most recent revision of the forms should be utilized.

(2) Distribution.

(a) For distribution of STD. 636, refer to Chapter 1.

(3) Retention.

(a) The last three STD. 636s shall be retained in the employee's field personnel folder for four years following the end of the probationary period.

3. CHP 118A, PERFORMANCE APPRAISAL OF PERMANENT NONUNIFORMED EMPLOYEE.

a. Process.

(1) The CHP 118A is used to document and certify successful performance of permanent employees in the following instances:

(a) Permanent Employees.

1 Represented Employees. Refer to the appropriate labor agreements. For those employees who do not have specific performance evaluation provisions in their labor agreements, performance appraisals shall be completed and signed within 30 days

following the employee's anniversary date of appointment in the current job classification. Refer to paragraph 2.a.(1)(c).

2 Nonmanagerial Excluded Employees. Performance appraisals for excluded employees shall be completed and signed within 30 days following the employee's anniversary date of appointment in the current job classification. Refer to paragraph 2.a.(1)(c).

3 Command Responsibility. Each command is responsible for maintaining a roster of employees by anniversary date and ensuring CHP 118As are completed in a timely manner, including appraisals with nonstandard due dates, as with interim reporting and extended appraisal periods for employees off duty.

4 Transfer. Except as noted in subparagraph 3.a.(1)(a)4a below, when an employee is transferred for any reason (e.g., promotion, involuntary transfer), an evaluation shall be prepared covering the period from the date of the last report until the date of transfer. Except as noted in subparagraph 3.a.(1)(a)4b below, an annual evaluation subsequent to a transfer will cover the period from the date of transfer until the end of the employee's performance appraisal date.

a A transfer appraisal is not required within three months after an annual appraisal with a supervisor's verification that no significant changes in the employee's performance have occurred. The supervisor will verify the information in Section B, Rater's General Comments or Comments on Other Factors of the CHP 118A.

b An annual appraisal is not required if due within three months after a transfer appraisal with the supervisor's verification that no significant changes in performance have occurred since assignment to the new command.

5 Employees Off Duty. When an employee is off duty 30 consecutive calendar days or more because of illness, injury, or leave of absence, the employee's appraisal will be extended three additional months after returning to work. (Example: An employee works 11 months, is on a leave for 2 months, and returns to work for 3 months. The total performance period will encompass 16 months.) The employee's anniversary date does not change and the next performance appraisal is due on the employee's anniversary date.

(b) Interim Reporting.

1 If at any time during the rating period an employee's performance of a specified performance factor does not meet performance standards, and other supervisory techniques (e.g., counseling, corrective memorandums) have not brought about satisfactory performance, the employee shall be placed on interim reporting and a CHP 118A shall be initiated. All documentation supporting the need for interim reporting shall be attached to the CHP 118A (e.g., Memorandum of Direction, censurable CHP 2).

2 When interim reporting is initiated, the supervisor shall prepare a plan of action to correct the deficiency. The plan shall be documented on a memorandum and include:

- a Problems discussed and outlined with specifics.
- b Performance objectives set.
- c Methods outlined to reach objectives.
- d Controls involved.
- e Time frames for follow-up.

3 When an employee is placed on interim reporting, only the deficient performance factors shall be addressed except when the deficiency is identified at the same time as the employee's annual evaluation.

4 When an employee is placed on interim reporting, the commander shall determine if the employee has a transfer request on file. If a transfer request is on file, the commander shall notify Selection Standards and Examinations Section, Classification and Hiring, that the employee is on interim reporting. Refer to General Order (GO) 10.6, Field and Headquarters Assignments and Transfers Nonuniformed Employees.

5 At the close of the interim reporting period specified in the initial interim reporting plan of action, a final report shall be prepared indicating whether or not the performance objective has been reached and, if not, what further corrective measures will be taken. This may include extending the initial period of interim reporting.

6 While the employee is initially placed on interim reporting for a specified period of time, it is the employee's responsibility to attain satisfactory performance as soon as possible. If the employee shows

no progress in improving their performance, the command may, at any time during the interim reporting period, take further action to address the performance deficiency.

7 When an employee fails to respond to interim reporting, adverse action shall be initiated (refer to HPM 10.2).

b. Rating Guidelines.

(1) The supervisor should keep in mind the employee's success in carrying out the responsibilities of the job depends on a diverse array of technical, organizational, and interpersonal skills. Because of these demands, expectations regarding acceptable performance are high. Dedication to high standards is the centerpiece and touchstone of the appraisal system.

(2) The evaluation method for the CHP 118A consists of certification of the employee's performance in each element of ten performance factors.

(3) Rating System. The supervisor shall rate the employee on the ten performance factors, using the following three-level rating system:

(a) **I—Improvement Needed to Meet Expected Standards.** A rating of **I** indicates the employee has failed to perform at a level which is expected for the performance factor. A rating of **I** will always trigger the initiation of interim reporting (refer to paragraph 3.a.[1][b] for interim reporting procedures).

(b) **M—Fully Meets Expected Standards.** A rating of **M** indicates the employee is performing at a level which is expected for the performance factor.

(c) **E—Consistently Exceeds Expected Standards.** A rating of **E** indicates the employee consistently performs in a manner that exceeds what is expected for the performance factor.

c. Discussing Performance Appraisals.

(1) Informal Discussion.

(a) Prior to completing an employee's annual performance appraisal, the supervisor should meet with the employee to discuss their job performance during the past 12-month period and any identified performance objectives. If applicable, the discussion should also include optional programs available to assist the employee in improving their skills within their current job (i.e., Individual Development Plan and Leadership

Development Plan), or preparing for future career advancement (i.e., Upward Mobility Career Plan or Career Development Plan).

(b) Before the informal discussion is held, a preliminary rating should be assigned for each performance factor and comments made regarding areas to be discussed during the meeting.

(c) A few days prior to the informal discussion, the employee should be notified of the date, time, and location of the meeting. It is important the supervisor arrange for adequate time with no interruptions during the meeting. The supervisor should encourage the employee to review any applicable departmental policy regarding optional programs available to assist the employee in improving their skills within their current job, or to prepare for future career advancement, including, but not limited to, the STD. 637, Individual Development Plan for Future Job Performance of Permanent Employees; the CHP 14, Leadership Development Plan, and policy in Chapter 2, Leadership Development Plan, of this manual; the CHP 50B, Upward Mobility Career Plan, and policy in HPM 10.12, Equal Employment Opportunity Manual, Chapter 12, Upward Mobility Program; and policy in HPM 70.13, Departmental Training Manual, Chapter 9, Career Development Program. It is the supervisor's responsibility to ensure the employee is aware these programs are available and encourage participation as appropriate.

(d) At the beginning of the informal discussion, the employee should be given a copy of the preliminary ratings of the past year's job performance. Areas of disagreement, if any, should be resolved whenever possible. If the rating of any performance factor(s) will be deemed to be I, the employee shall be made aware of the requirement to be placed on interim reporting and an interim reporting plan shall be developed.

(e) At the conclusion of the informal discussion regarding the employee's past year's job performance, the supervisor shall provide a brief overview of the personal development programs available to the employee (i.e., Individual Development Plan, Leadership Development Plan, Upward Mobility Career Plan, and Career Development Plan). If the employee is eligible, and chooses to participate in any of these programs, the supervisor and employee shall set another meeting date, prior to signing the final CHP 118A, to review and finalize any documentation required for participation.

(f) Another performance appraisal conference shall be held when the CHP 118A is finalized for signature.

d. Completing the CHP 118A, Performance Appraisal of Permanent Nonuniformed Employee.

(1) Identification Information. The appropriate identification information shall be entered in the space provided at the top of the CHP 118A.

(a) Appointment Date. Enter the date the employee was appointed to the current classification.

(b) Name. Enter the last name, first name, and middle initial of the employee.

(c) Identification Number. Enter the employee's departmental identification number.

(d) Location Code. Enter the location code to which the employee is permanently assigned.

(e) Assignment. Enter the name of the Division, Area, or section to which the employee is assigned.

(f) Reason for Report. Enter one of the following in this box:

1 Annual. This entry is to be used for assessing employees on an annual basis.

2 Interim. This entry is to be used whenever an employee is placed on interim reporting.

3 Transfer/Promotion. This entry is to be used when an employee is transferred from one command to another or promoted to a new classification.

(g) Reporting Period. Enter the dates of the period covered by the assessment.

(h) Informal Discussion Date. Enter the date of the informal discussion.

(i) Classification. Enter the employee's civil service classification.

(j) Served as a Mentor. Check the box if the employee served as a mentor during the rating period.

(k) Served as a Coach. Check the box if the employee served as a coach during the rating period.

(2) Section A, Performance Appraisal of Past Year's Job Performance.

(a) Assigning a Rating.

1 A column is provided adjacent to each performance factor for the assignment of a rating. An employee's success in the performance factors shall be rated on the 3-level rating system (**I—Improvement needed to meet expected standards, M—Fully meets expected standards, and E—Consistently exceeds expected standards**). If a performance factor does not apply to the employee's classification, the rating column shall be left blank.

2 The ratings shall be based on the performance appraisal factors specified in Chapter 1, and the performance factor descriptions provided on the CHP 118A.

3 Supervisors preparing performance evaluations should remember the assigned rating and written comments used to support them must be justified as they are subject to appeal by the employee through the grievance procedure. This is of particular importance when the ratings are lowered for a subsequent rating period. Artificially inflated or unsupported numbers may make it difficult to lower a rating in the future.

4 The CHP 118A ratings for performance factors shall be supported by the employee's performance during the rating period and other forms of documentation (e.g., CHP 2, letters of appreciation, complaints).

5 The purpose of the performance evaluation system is to evaluate the employee's performance during the prescribed rating period. Performance during preceding rating periods should not be considered in assigning ratings, except in the case of interim reporting.

6 Any performance factor rated **I** shall be addressed on page 2 of the CHP 118A, under Section B. The supervisor shall follow the steps outlined in paragraph 3.a.(1)(b) to correct unsuccessful performance.

(b) Comments.

1 Space on the CHP 118A is provided below each performance factor for the supervisor's comments on that particular performance factor.

2 Whenever the supervisor is required to provide comments on the assignment of a rating (refer to paragraph 3.d.[2][b]6), those comments shall:

a Be directed to the appropriate performance factor.

b Cite specific examples of clearly defined, observable job performance to illustrate why the rating has been assigned.

c Not be used to document initial comments about excellent or deficient performance. Emerging performance trends should have been documented on other source documents (e.g., Memorandum of Direction, CHP 2).

3 Supervisors shall refrain from the use of generic comments. Both positive and negative comments must be justified.

4 Comments regarding previous years' performance may be used in conjunction with current performance to recognize long-term trends or patterns. It would be particularly pertinent to comment on past performance if, during the current evaluation period, the employee has shown marked improvement or deterioration in comparison with past evaluation periods.

5 If additional space is needed for comments on a performance factor, Section B may be used. The comments below each performance factor shall indicate the continuation of comments in Section B if applicable.

6 Required Performance Factor Comments.

a All performance factor ratings of **E** or **I** must be justified by appropriate comments.

b Supervisors are encouraged to make appropriate comments for ratings of **M**.

(3) Section B, Rater's General Comments or Comments on Other Factors.

(a) The supervisor may use this section to make appropriate comments on behavior or performance not specifically identified within the performance factors, or to provide a summary of overall job performance for the rating period.

(b) The section may also be used for comments on performance factor ratings if there is insufficient space in Section A of the form below the specific performance factor.

(c) Use of additional letter-sized sheets of plain paper for supervisor's comments is prohibited. If additional comments are needed, the supervisor may check the box at the bottom of Section B, marked "Additional Comments (see page 3)," to generate an additional page of the CHP 118A form. A fourth page of the CHP 118A form may also be generated by checking the appropriate box at the bottom of page 3.

(4) Section C, Certification of Review.

(a) The supervisor shall use the check boxes to indicate required personal and proficiency information has been discussed with the employee and is current.

1 CHP 137CN, Field Personnel Folder Annual Review (Nonuniformed).

a The supervisor shall review the CHP 137CN and ensure the field personnel folder contains all the required documentation and certifications. All documents must be complete, current, and properly dated.

b The supervisor shall place a check mark in the Reviewed column in the space provided next to each document reviewed with the employee.

c Upon completion of the review, the supervisor shall complete the last line of the form by entering the Supervisor Name and ID, Rank, and Date Reviewed.

2 Review General Order 0.8, Professional Values. The supervisor shall discuss and provide a copy of GO 0.8 to the employee.

3 STD. 637, Individual Development Plan for Future Job Performance of Permanent Employee. The supervisor shall mark the box to indicate the Individual Development Plan was discussed with the employee. If the employee has completed a STD. 637, the "Yes" box shall be checked. If the employee has opted not to complete a STD. 637, the "No" box shall be checked.

4 CHP 14, Leadership Development Plan. The supervisor shall mark the box to indicate the Leadership Development Plan was

discussed with the employee. If the employee has completed a CHP 14, the “Yes” box shall be checked. If the employee is not eligible, or has opted not to complete a CHP 14, the “No” box shall be checked.

5 CHP 50B, Upward Mobility Career Plan. The supervisor shall mark the box to indicate the Upward Mobility Career Plan was discussed with the employee. If the employee has completed a CHP 50B, the “Yes” box shall be checked. If the employee is not eligible, or has opted not to complete a CHP 50B, the “No” box shall be checked.

6 Career Development Plan. The supervisor shall mark the box to indicate the Career Development Plan was discussed with the employee. If the employee has completed a Career Development Plan, the “Yes” box shall be checked. If the employee has opted not to complete a Career Development Plan, the “No” box shall be checked.

7 Performance Factor Ratings. Supervisors shall check this box if the employee receives a rating of **E** or **I** for any performance factor and list the factor(s) with an **I** rating in the space provided. One purpose of this indicator is to make the employee aware their job performance does not meet expected standards. If improvement to an acceptable level is not accomplished within a reasonable period of time, administrative action will be initiated as specified in Chapter 1, paragraph 4.c.(3).

8 Other. The supervisor shall mark the box to indicate if there are other local requirements requiring review and list those requirements in the space provided.

(5) Section D, Signatures.

(a) Signature of the Rater. The supervisor’s name shall be typed or printed; then a signature and date shall be provided in the appropriate boxes.

(b) Signature of the Reviewer. After reviewing the performance appraisal, the reviewer’s name shall be typed or printed, and a signature and date shall be provided in the appropriate boxes. The reviewer shall ensure the supervisor has properly completed the form and discussed the report with the employee. The reviewer shall then check the appropriate box to either concur or not concur with the supervisor’s report. The reviewer shall not change the supervisor’s final appraisal of the employee’s performance; however, comments substantiating reasons for

disagreement must be made whenever the reviewer does not concur with the rating. These comments are to be documented on additional letter-sized sheets of plain paper with the employee's first and last name, ID number, and the rating period included at the top of each page. Additional sheets shall also be initialed and dated by the employee, supervisor, and reviewer, and attached to the CHP 118A.

(c) Signature of the Employee. The employee shall sign and date the form and indicate by checking the box to the left if a discussion with the reviewer is desired. If the employee refuses to sign the form, the supervisor shall indicate "Refused to sign" in the Employee's Signature box. A third party shall initial the form as a witness to the refusal.

(d) Request for Review. If the employee indicated in Section D of the CHP 118A a desire to discuss the report with the reviewer, the reviewer shall discuss the report with the employee and check the appropriate box to indicate a discussion was held.

(e) Initials. The employee, supervisor, and reviewer shall initial the appropriate box at the bottom of page 1 of the CHP 118A. If the CHP 118A includes an optional page 3 or 4, the employee, supervisor, and reviewer shall also initial the appropriate box at the bottom of these pages.

e. Completion, Distribution, and Retention.

(1) Completion. Final copies of the CHP 118A may be typed or printed; however, all completed evaluations must be legible. The most recent revision of the form should be utilized.

(2) Distribution.

(a) For distribution of CHP 118A, refer to Chapter 1.

(3) Retention. The most current CHP 118A, plus four years, shall be retained in the employee's field personnel folder.

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