

**CHAPTER 3**  
**PERFORMANCE APPRAISAL PROCESS FOR OFFICER,**  
**CALIFORNIA HIGHWAY PATROL**

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## CHAPTER 3

### PERFORMANCE APPRAISAL PROCESS FOR OFFICER, CALIFORNIA HIGHWAY PATROL

#### 1. OVERVIEW.

- a. The procedures and guidelines for rating an officer's performance are presented in this chapter. Eight critical tasks have been identified as essential to performing the job of an officer and are used in evaluating individual performance. These critical tasks and their rating guidelines reflect the expectations of the Department and have been developed to emphasize observable job behaviors of officers in the work setting.
- b. Officers are assigned monthly critical task ratings using a three-point rating system on the CHP 100, Officer's Evaluation/Activity Summary. While the CHP 100 is primarily intended to serve as a tool to promote personal growth and enhance performance, it also serves to record officer activities and as the primary source document in determining ratings for the annual CHP 118, Performance Appraisal - Officer. It is designed to highlight strengths and identify problems that can be corrected before they become serious performance issues. In completing the CHP 100, supervisors should conduct a general review of activity for the period covered.
- c. The CHP 118 is typically used to document performance in eight critical tasks for probationary officers, covering three consecutive 4-month rating periods, and permanent officers, covering a 12-month rating period. The CHP 100 ratings for the rating period are to be used in conjunction with other documentation to derive CHP 118 ratings. The rating period of the CHP 118 may vary for officers off duty or when used for interim reporting.
- d. The CHP 118G, Performance Appraisal Guide - Officer, is an optional form available as a resource to the supervisor in preparing the CHP 118. The form summarizes the CHP 118 process and provides additional forms to be completed by the officer or supervisor to assist in filling out sections of the CHP 118.
- e. The annual performance appraisal shall be completed and signed within 60 days following the officer's anniversary date. The probationary reports shall be completed and signed within ten days of the end of 4 months, 8 months, and 12 months. Refer to Chapter 1, General Information, of this manual for the assigned responsibilities and the required procedures for completing and signing the appraisal documents.

f. Interim reporting is used at any time during the rating period to document an officer's performance of a specified critical task(s) does not meet performance standards. Occasionally, an officer may experience performance deficiencies so serious the supervisor feels the need to immediately initiate interim reporting procedures. In this case, the normal CHP 118 process will be preempted and the supervisor, with the concurrence of the commander, shall complete a CHP 118 immediately, following the procedures outlined in paragraph 4.a.(2)(c).

## 2. RATING GUIDELINES.

a. The supervisor should keep in mind the California Highway Patrol officer is the crucial interface between the public and the Department. Along with other duties, officers are charged with the highly visible and intensely sensitive responsibility of carrying out the Department's primary mission of providing Safety, Service, and Security to the public. Success in meeting this responsibility requires mastery of a diverse and exacting array of interpersonal, organizational, and technical skills. Because of these demands, the expectations regarding acceptable performance are high and the standards embodied in the officers' rating guidelines are very difficult to meet. The critical nature of this position demands nothing less. Dedication to high standards is the centerpiece and touchstone of the officers' performance appraisal system.

b. Since the emphasis is on officer development, two rating categories have been specified for substandard performance: **Needs Improvement** on the CHP 100 and **Deficient** on the CHP 118. The reason for having these two categories is the CHP 100 is intended, among other purposes, to serve as a developmental tool to provide timely feedback to the officer. **Needs Improvement** serves as a non-career-threatening mechanism on the CHP 100 that supervisors may use as a warning to the officer that improvement is needed. Conversely, a rating of **Deficient** on the CHP 118 typically represents a persistent pattern of substandard performance. It indicates the officer's performance is clearly unacceptable and results in interim reporting or other progressive discipline as necessary. A continued rating of **Needs Improvement** on the CHP 100 or a particularly serious performance issue could trigger an immediate CHP 118 rating of **Deficient** and result in the officer being placed on interim reporting.

c. The actual guidelines for rating officers on individual critical tasks are presented in Annex A. These guidelines were developed primarily for the annual performance appraisal that is documented via the CHP 118, and are geared to behavior occurring over a 12-month period of time. As such, they contain qualifiers such as "sustained" and "consistently" and reflect the Department's ultimate concern, not only with the quality of performance, but also its consistency over a sustained period of time.

d. Rating System. The rating system used for the CHP 118 consists of a three-point rating scale as follows:

(1) **Excellent**. A rating of **Excellent** indicates the officer has demonstrated sustained outstanding performance with regard to the critical task in question. This rating is reserved for performance that is clearly above what is expected for the position. While most officers are capable of achieving excellence, few officers are likely to be rated as **Excellent**; this is a rating that requires clear and convincing **documented** evidence of sustained outstanding performance.

(2) **Proficient**. A rating of **Proficient** means the officer has demonstrated full competence with regard to all facets of the task in question. It is a difficult rating to earn and should not be taken for granted or dismissed as average or mediocre. Officers receiving this rating should be proud of their accomplishment. They have achieved and demonstrated mastery of a complex and difficult set of skills.

(3) **Deficient**. A rating of **Deficient** is reserved for performance where there is a clear, **documented** need for improvement. This rating indicates the officer has demonstrated a pattern of consistently unacceptable performance in a particular critical task. However, a particularly serious performance issue could trigger an immediate CHP 118 rating of **Deficient**. A rating of **Deficient** will always result in the initiation of interim reporting. Refer to paragraph 4.a.(2)(c) for interim reporting procedures.

e. The rating guidelines in Annex A consist of the above descriptions tailored to the specific content of each critical task.

f. Supervisors will find the qualitative descriptions in Annex A useful for CHP 100 ratings. The CHP 100 ratings concern performance during a much shorter period where the focus is on quality of performance. The emphasis is on specific incidents that demonstrate strengths and/or weaknesses occurring during that month. As such, CHP 100 ratings are geared more towards officer development and capture behavior which, over the annual rating period, provides the basic input for the CHP 118. Because of the short rating period covered by the CHP 100, it is expected there could be fluctuation in the ratings assigned for any given critical task. Thus, it should not be viewed in a negative light to have accumulated several months of **Excellent** ratings and then revert back to a **Proficient** rating.

g. Annex B is provided as a guide for supervisors to assist in determining which critical tasks performed by Special Duty Officers can be rated.

3. CHP 100, OFFICER'S EVALUATION/ACTIVITY SUMMARY.

a. Process.

(1) The CHP 100 is the principle means of recording an officer's day-to-day activities, job performance, development, and training needs. Officers are evaluated on the full range of their activities (enforcement actions, investigations, public contacts, and services to fellow CHP officers and allied agency personnel). Officers are to record these activities as accurately as possible and as completely as necessary to describe their actions. The CHP 100 shall be initiated in the Department's Activity Tracking System (ATS) application. Detailed instructions can be found in the ATS Training Manual within the ATS application.

(2) The enforcement and service activities on the last page of the CHP 100 are generated from the California Automated Reporting System's Automated 415 (A415) application.

(3) A CHP 100 shall be completed for each officer every calendar month, with the exception of the situations described in 3.a.(3)(a)1 and 3.a.(3)(a)2 below. At the conclusion of each calendar month, officers shall electronically submit the CHP 100 to their supervisor.

(a) A CHP 100 is not required under the following circumstances:

1 A CHP 100 is not required for officers off duty the entire calendar month (e.g., extended absence covered under Section 4800.5 of the Labor Code, leave of absence benefit without loss of salary).

2 A CHP 100 is not required for officers assigned as a trainee in the Field Training and Evaluation Program (FTEP). Evaluation of FTEP trainees shall be accomplished utilizing the methods outlined in HPM 10.11, Field Training and Evaluation Program Manual.

(4) Review of the CHP 100, Officer's Evaluation/Activity Summary.

(a) Each officer's CHP 100 should be reviewed by their immediate supervisor promptly after the 15th of the month and again after the last day of the calendar month (and at any other time deemed appropriate).

(b) The supervisor should review previous CHP 100s to identify work performance trends. Performance trends can be identified by referring to the enforcement and service activities section of the form. Statistics are

important in evaluating several of the critical tasks and, if there are deficiencies with law enforcement activities, semimonthly reviews could identify the problem for correction.

(c) The supervisor shall complete the critical task ratings, the Supervisor's Comments, and Occupational Safety Tip sections of the CHP 100, following instructions provided in the ATS Training Manual. The supervisor's comments shall be followed by their initials to identify the source of the comment. The Written Recognition section of the CHP 100 shall also be completed when indicated. The supervisor shall electronically sign the form by checking the appropriate signature box prior to notifying management the form is ready for review and comments.

(d) The Field Operations Officer (FOO) or manager, if applicable, shall review and electronically sign the CHP 100 by checking the appropriate signature box. The FOO or manager shall add comments to the Supervisor's Comments section quarterly, if all critical tasks are rated "Proficient" or "Excellent." Comments shall be followed by their initials to identify the source of the comment. If one or more critical tasks are rated "Needs Improvement," or appropriate action needs to be taken, a monthly review, comment, and signature shall be completed by the FOO or manager.

(e) The commander shall review and electronically sign the CHP 100 by checking the appropriate signature box. The commander shall add comments to the Supervisor's Comments section quarterly if all critical tasks are rated "Proficient" or "Excellent." Comments shall be followed by their initials to identify the source of the comment. If one or more critical tasks are rated "Needs Improvement" or appropriate action needs to be taken, a monthly review, comment, and signature shall be completed by the commander.

(5) Following management review, the CHP 100 shall be finalized by the officer by checking the signature box labeled "Officer's Signature & Date."

b. Completing the CHP 100, Officer's Evaluation/Activity Summary.

(1) Identification Information. The appropriate identification information shall be entered in the space provided at the top of page 1 of the CHP 100.

(a) Name. Enter the last name, first name, and middle initial of the officer.

(b) ID Number. Enter the officer's departmental ID number.

- (c) Area. Enter the location code to which the officer is permanently assigned.
- (d) Shift. Enter the start time of the assigned work shift using the 24-hour clock.
- (e) Doubled With. If applicable, enter the last name of the officer's assigned partner.
- (f) Shift Sergeant. Enter the shift sergeant's departmental ID number. The sergeant's first initial and last name will automatically populate this field upon entry of the ID number.
- (g) Month/Year. Enter the two-digit month and four-digit year for which the CHP 100 is being completed.

(2) Officer's Detailed Work Summary.

- (a) Community engagement, services, and activity counts shall be tallied from the enforcement and service activities section of the CHP 100, and recorded in the appropriate total boxes on page 1 in the Officer's Detailed Work Summary section.
- (b) The officer shall summarize specific activities or events in the Officer's Detailed Work Summary boxes for community engagement, services, and activity.
- (c) During the period when comments are being recorded on the CHP 100, the form shall be available to both the officer and the immediate supervisor.
- (d) Timely comments by the officer will result in a thorough appraisal.

(3) Rating Performance.

- (a) An officer's performance of the critical tasks is to be rated on the three-point system (**Excellent**, **Proficient**, and **Needs Improvement**).
- (b) All road patrol officers, regardless of their assignment, shall be evaluated on Critical Tasks 1-7. When appropriate, these officers may also be assigned a rating on Critical Task 8.
- (c) Officers not assigned to road patrol may be given a **No Rating** on Critical Task 7 if that task was not performed during the rating period. However, these officers shall be rated on Critical Task 8.

(d) There may be occasions when a supervisor is unable to substantiate a rating of any type for Critical Tasks 1 (Community Engagement), 7 (Emergency Incident/Traffic Management Techniques), or 8 (Special Duty and Auxiliary Assignments). For these critical tasks, a **No Rating** entry may be appropriate.

(e) Special Duty Officers will, more than likely, perform activities relating to each critical task during the rating period. For example, commercial officers display traffic management techniques when conducting Motor Carrier Safety Assistance Program strike force operations; and emergency incident management could be performed when auto theft investigators serve warrants, when the Area public information officer becomes involved in a hazardous materials incident, or when a headquarters staff member is assigned to an Emergency Resource Center. Annex B is provided as a guide for supervisors in determining which critical tasks performed by Special Duty Officers can be rated.

(f) Occasionally, it may be necessary to preempt the normal evaluation process and place the officer on interim reporting in response to an unusually serious incident or a persistent pattern of substandard performance. Procedures for interim reporting are discussed in paragraph 4.a.(2)(c).

(g) When assessing performance, avoid making comparisons between the officer being rated and other officers. These comparisons are common sources of rating errors in performance appraisals. All ratings are to be made using the standards described for each critical task in Annex A.

(h) When assessing activity levels, it is understandable comparisons will be made between the officer being rated and other officers. Ensure all comparisons are made against officers with similar experience who are working similar shifts in comparable areas. Unrealistic comparisons are common sources of rating errors in performance appraisals.

(4) Weapons Check/Regular Days Off. Calendars are provided to document weekly inspection of weapons as required in HPM 70.8, Firearms Manual, Chapter 5, Annual Inspection of Departmental Pistols, and the officer's regular days off (RDO) during the month.

(5) Written Recognition. The supervisor shall utilize this section to recognize the officer for achievements or accomplishments during the month. Comments may include compliments from citizens, coworkers, or management; awards

received; exceptional performance or behavior observed by the supervisor, or other positive feedback.

(6) Collision Completion Rate. The supervisor shall record the percentage of crash reports completed by the officer during the month within the eight-day completion time frame. Refer to HPM 110.5, Crash Investigation Manual, Chapter 1, Responsibilities and Policies, for more information.

(7) Supervisor's Comments. Pertinent comments made by the supervisor on the CHP 100 are essential to the effectiveness of the performance appraisal process. Comments by the FOO or manager and the commander are encouraged, but not required. All comments shall be followed by initials to identify the source. The CHP 100s are used for documenting ongoing performance of officers, and they subsequently become the basis of the officer's annual performance appraisal. An additional page is provided in the electronic version of the CHP 100 for supervisor's comments, if needed.

(a) During the period when comments are being recorded on the CHP 100, the form shall be available to both the officer and the immediate supervisor.

(b) Comments on the CHP 100, whether positive or negative, should be made as soon as possible after performance is observed by the supervisor.

(c) Timely comments by the supervisor will result in better communication and more thorough appraisals.

(d) Comments by the supervisor are **mandatory** for any ratings of ***Excellent*** or ***Needs Improvement***.

(e) The supervisor's comments shall **be specific** and **clearly document** relevant officer performance issues occurring during the month. Generalized statements or nonspecific language shall not be used.

(f) An officer's enforcement and service activities shall not be the sole basis for a supervisor's performance evaluation comments.

(g) Comments regarding previous months' 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 of the critical task where performance of the critical task during the current rating period has shown marked improvement or deterioration in comparison with past rating periods.

(8) Occupational Safety Tip. The supervisor shall enter an occupational safety tip for the officer's review each month. Entries shall be relevant to the officer's assignment and current departmental issues.

(9) Signatures and Dates. Required signatures, initials, and dates shall be completed electronically in the boxes indicated on the CHP 100. If the commander is the FOO or manager, the "FOO/Manager's Initials & Date" may be left blank.

c. Completion, Distribution, and Retention of Monthly Appraisal Forms.

(1) Completion. A final copy of the CHP 100 shall be printed.

(2) Distribution.

(a) One copy of the CHP 100 shall be maintained by the supervisor and retained in a separate file as described in paragraph 3.c.(3).

(b) One copy of the CHP 100 may be returned to the officer.

(3) Retention.

(a) The completed CHP 100s for the current annual evaluation period shall be maintained by the supervisor in a separate file for assistance in preparing the annual performance appraisal reports.

(b) The completed CHP 100s for previous annual evaluation periods shall be maintained for five years, in a separate folder, filed adjacent to the field personnel folder.

(c) Transfers.

1 The completed CHP 100s will be forwarded to the new command only when an officer voluntarily or administratively transfers. A transfer CHP 118 is not required to be prepared.

2 The completed CHP 100s **will not be** forwarded with the submission of a résumé for an administrative position as outlined in General Order (GO) 10.7, Field and Headquarters Assignments and Transfers Uniformed Employees.

3 The completed CHP 100s **will not be** forwarded upon promotion. The CHP 100s reflect the officer's performance in the current classification and will not be applicable to the employee's performance in the new classification.

4. CHP 118, PERFORMANCE APPRAISAL - OFFICER.

a. Process.

(1) The CHP 118 shall be initiated by the supervisor in the Department's ATS application.

(2) The CHP 118 is used to document performance in the following instances:

(a) Probationary Officers.

1 The probationary period is the final part of the selection process. It affords the supervisor the opportunity to determine whether or not the officer meets established performance standards.

a Probationary officers shall receive written performance appraisals within ten days of the end of 4 months, 8 months, and 12 months.

b The 12-month report shall serve as the final probationary report.

c A probationary officer is not to complete the probationary period with a **Deficient** rating for any critical task. If necessary, a rejection during probation shall be initiated. For information on rejection during probation, refer to HPM 10.2, Internal Investigations Manual.

2 Officers Off Duty. Title 2, Section 321 of the California Code of Regulations prescribes specific requirements for completion of the probationary period.

a If an officer has not worked the required 1,680 hours for the probationary period due to absences, the period will be extended. Commands shall contact HRS, Personnel Transactions Unit (PTU), to determine the official date for completion of the probationary period.

b If an officer 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 extensions of probationary periods, refer to HPM 10.3,

Personnel Transactions Manual, Chapter 7, Probationary Periods.

3 For probationary officers, the completed probationary CHP 118s, as well as the completed CHP 100s, shall be attached to the final probationary CHP 118.

(b) Permanent Officers.

1 Completion and Submission of Annual Performance Appraisal Reports. Refer to paragraph 1.e.

2 Command Responsibility. Each command is responsible for maintaining a roster of employees by anniversary date and ensuring CHP 118s are completed in a timely manner.

3 Transfer. A transfer CHP 118 is not required to be prepared.

4 Officers Off Duty. When an officer is off duty 30 consecutive calendar days or more because of illness, injury, or leave of absence, the officer's appraisal will be extended 3 additional months after returning to work. (Example: An officer 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 officer's anniversary date does not change and the next performance appraisal is due on the employee's anniversary date.

(c) Interim Reporting.

1 If at any time during the rating period an officer's performance of a specified critical task(s) does not meet performance standards and other supervisory techniques have not brought about satisfactory performance (such as counseling, corrective memoranda, CHP 100s, etc.), the officer shall be placed on interim reporting and a CHP 118 shall be initiated. All documentation supporting the need for interim reporting shall be attached to the CHP 118 (e.g., Memorandum of Direction; censurable CHP 2, Incident Report; and CHP 100s).

a The number of low ratings on the CHP 100s an officer may receive in any critical task is a subjective decision by the supervisor and Area management. A single low rating on a CHP 100 in a 12-month period does not necessarily mean an officer should be placed on interim reporting. However, a single **Deficient** rating on the CHP 118 would be cause for such action. (The rating guidelines included in this chapter should assist

supervisors in determining whether performance meets expected standards.)

b Supervisors who work with and evaluate officers regularly should be able to determine whether or not a pattern of behavior indicates the need for interim reporting.

2 When interim reporting is initiated, the supervisor shall assign a rating of **Deficient** to the applicable critical task(s) on the CHP 118 and prepare a plan of action to correct the deficiency. The plan shall include:

a A discussion of the specific problem area(s).

b A description of all performance objectives set.

c Methods outlined to reach objectives.

d Controls involved.

e Time frames for follow-up.

3 When an officer is placed on interim reporting, only the **Deficient** task or tasks shall be rated except when the deficiency is identified at the same time as the officer's annual or probationary evaluation. Action plans for improvement are to be documented until the performance objective is reached.

4 In accordance with the Bargaining Unit 5 Memorandum of Understanding, an officer on interim reporting within the prior 12 months of an overtime program cannot be considered for that overtime program if it has the same emphasis as the critical task for which the officer was placed on interim reporting. (For example, an officer placed on interim reporting for substandard enforcement activity would not be allowed to work an "enforcement team" overtime detail such as speeding or high occupancy vehicle but would still be allowed to work a movie detail or Construction Zone Enhanced Enforcement Program.)

5 When an officer is placed on interim reporting, the commander shall determine if the officer has a transfer request on file. If a transfer request is on file, the commander shall notify HRS that the officer is on interim reporting (refer to GO 10.7).

6 At the close of the interim reporting period specified in the initial 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.

7 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 performance, the command may, at any time during the interim reporting period, take further action to address the performance deficiency.

8 A sustained rating of **Deficient** in any critical task means an officer is unfit to continue employment in that current job classification or assignment.

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

(3) Discussing Officer Appraisals.

(a) Informal Discussion.

1 Prior to completing an officer's annual performance appraisal, the supervisor shall meet with the officer to discuss the officer's job performance during the past 12-month period.

2 Before the informal discussion is held, a preliminary rating should be assigned for each task and comments made, where applicable, regarding areas to be discussed during the meeting.

3 A few days prior to the informal discussion, the officer should be notified of the date, time, and location of the meeting. It is important the supervisor arrange for adequate time with no interruptions.

4 At the beginning of the informal discussion, the officer should be given a copy of the preliminary ratings. Areas of disagreement, if any, should be resolved whenever possible. If a **Deficient** rating is to be assigned for any critical task, the officer shall be made aware of the requirement to be placed on interim reporting and an interim reporting plan shall be developed.

(b) Goal Setting. At the conclusion of the appraisal conference, the officer shall be asked if there is a desire to establish any specific personal

development goals (e.g., promotion, education, special training). An officer who does not wish to establish personal goals and is performing all critical tasks at or above departmental standards, is not required to set goals, or have goals set by the supervisor.

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

b. Completing the CHP 118, Performance Appraisal - Officer.

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

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

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

(c) ID Number. Enter the officer's departmental ID number.

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

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

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

1 1st, 2nd, or Final Probationary. These entries are to be used for rating officers during the probationary period.

2 Annual. This entry is used for rating officers on an annual basis.

3 Interim. This entry is used whenever an officer is placed on interim reporting.

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

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

(i) Discussed. Indicate the topic(s) of the informal discussion by checking the following box(es):

1 Career development plan.

- 2 Goal setting.
- 3 Past year's performance.

(2) Section A, Critical Tasks.

(a) Performance Element Check Boxes.

- 1 The supervisor shall use the check boxes to indicate performance elements observed during the rating period.
- 2 A rating shall not be assigned to individual performance elements.
- 3 "Other" performance elements shall be specified and listed when this box is checked by the supervisor.

(b) Ratings Boxes. Ratings boxes are provided below each critical task for the assignment of a rating. These ratings are to be made using the guidelines provided in Annex A.

(c) Assigning a Rating.

- 1 An officer's performance of the critical tasks is to be rated on the three-point scale (**Excellent**, **Proficient**, and **Deficient**).
- 2 The CHP 118 ratings for critical tasks shall be supported by the officer's performance during the past 12-month period, as indicated on the CHP 100s and other forms of documentation (e.g., CHP 2, letters of appreciation, and/or complaints). Look for obvious performance patterns that might have occurred during the rating period. When there has been a pattern of improvement, the officer may be given the benefit of any doubt and assigned the higher rating. Conversely, when there has been a pattern of steady deterioration, the supervisor may assign the lower rating.
- 3 When assigning ratings, avoid making comparisons between the officer being rated and other officers. All comparisons are to be made against the rating standards provided in Annex A.
- 4 When assigning these ratings, keep in mind it is unlikely the officer will match all of the performance examples for one and only one rating category. For example, an officer's performance may match many of the descriptions of **Proficient** performance of a critical task, yet might also include some elements described under **Excellent**. Overlap of this nature is common in performance appraisal and requires

judgment on the part of the supervisor for resolution. Always assign the rating that corresponds to the description that most closely matches the officer's performance for the critical task in question.

5 The purpose of the performance evaluation system is to evaluate the officer's performance of critical job tasks during the prescribed rating period. Performance of the critical tasks during preceding rating periods shall not be considered in assigning ratings, except in cases where CHP 118s are used to support the need for interim reporting.

6 Because the importance of individual performance elements contained in the critical tasks varies, the supervisor is to make a rating determination based on the following considerations.

a If anyone performance element is determined by the supervisor to be essential to successful completion of the task (e.g., pursuit driving), and is performed in such a manner that performance standards are not met, a **Deficient** rating for the critical task shall be assigned with appropriate comments and a plan of action implemented.

b If, however, a performance element is determined by the supervisor to be important but not essential to successful completion of a task (e.g., spelling), and performance of this element is substandard, a rating of **Proficient** could be justified if all other performance elements in the task meet or exceed performance standards.

7 The CHP 100s serve as the primary source document for annual CHP 118 ratings. When assigning CHP 118 ratings, always consider the officer's performance for the entire rating period.

8 As with the CHP 100, all road patrol officers, regardless of their assignment, shall be evaluated on Critical Tasks 1-7. When appropriate, these officers may also be assigned a rating on Critical Task 8.

9 Officers not assigned to road patrol may be given a **No Rating** on Critical Task 7 if that task was not performed during the rating period. However, these officers shall be rated on Critical Task 8.

10 There may be occasions when a supervisor is unable to substantiate a rating of any type for Critical Tasks 1 (Community Engagement), 7 (Emergency Incident/Traffic Management

Techniques), and/or 8 (Special Duty and Auxiliary Assignments). For these critical tasks, a **No Rating** entry may be appropriate.

11 Special Duty Officers can be rated on most of the critical tasks. The supervisor should closely review the performance elements of each critical task to ensure all applicable tasks are rated. Annex B is provided for supervisors as a guide to assist in determining which critical tasks performed by Special Duty Officers can be rated. This guide is not intended to be all inclusive nor does it exempt officers assigned to special duty positions from being able to acceptably perform all critical tasks when required to do so. The applicable special duty or auxiliary assignment shall be marked where indicated under Critical Task 8.

12 Probationary officers are rated on the degree to which their performance meets the standards expected for the amount of experience possessed.

13 A probationary officer is not to complete the probationary period if a **Deficient** rating is identified in any critical task. If necessary, a request for rejection during probation shall be initiated (refer to HPM 10.2).

14 Supervisors preparing performance evaluations should remember the assigned ratings and written comments to support them must be justified as they are subject to appeal by the officer through the grievance process. This is of particular importance when ratings fluctuate during subsequent rating periods. Unsupported ratings may make it difficult to change a rating in the future.

(d) Ratings Comments.

1 Comments are mandatory for **Deficient** ratings. A Critical Task Deficient Rating Comments subsection for the critical task will be generated under Section D, Supervisor Comments, when any rating of **Deficient** is marked.

2 Comments for **Excellent** ratings are mandatory only when monthly CHP 100 ratings for the previous 12 months do not clearly support an annual rating of **Excellent**. If monthly CHP 100 ratings support an **Excellent** rating, comments by the supervisor are optional, but strongly encouraged. A button will be generated in the critical task box when a rating of **Excellent** is checked. Clicking on the button will generate a Critical Task Excellent Rating Comments subsection for the critical task under Section D, Supervisor Comments.

(e) Year Totals. The CHP 100 ratings for the rating period shall be tallied for each critical task and recorded in the spaces provided below the ratings boxes on the CHP 118, with the exception of interim reporting. For example, if an Officer receives an **Excellent** rating on three CHP 100 forms; a **Proficient** rating on eight CHP 100 forms; and a **Deficient** rating on one CHP 100 form for Critical Task 2 in the 12 months preceding the annual evaluation, the Year Totals would reflect 3, 8, and 1, under the respective ratings for Critical Task 2 on the CHP 118.

1 The Year Totals shall indicate 12 months of CHP 100 ratings for annual performance evaluations, unless the officer's evaluation period has been extended or shortened as a result of being off duty. Refer to paragraph 4.a.(2)(b)4 for additional information.

2 The Year Totals for probationary reports shall include four months of CHP 100 ratings for each probationary period, unless the officer's probationary period has been extended. In cases where an extension of the probationary period has been granted, the Year Totals may exceed four months of ratings. Refer to paragraph 4.a.(2)(a)2 for additional information

3 The Year Totals are not required on the CHP 118 when the form is used for interim reporting.

(3) Section B, Certification of Proficiency.

(a) In accordance with departmental policies, as specified in HPM 70.6, Officer Safety Manual, annual officer performance appraisal reports must include the appropriate certifications that the officer has demonstrated proficiency.

(b) Supervisors shall use the check boxes and place their initials in the space provided to indicate proficiency has been demonstrated in each of the required elements.

(c) Certification of proficiency on the CHP 118 is in addition to recording certification dates and refresher training hours (when needed) on the CHP 270, Service Record.

(4) Section C, Leadership Skills. This section shall be completed by the supervisor when the officer has participated in a leadership assignment during the prescribed rating period. This section is intended to provide documentation the officer had assignments which provided an opportunity to use leadership skills. Comments by the supervisor are optional. A button will be generated at the bottom of the section when any box in Section C is checked. Clicking on

the button will generate a Leadership Skills Comments subsection under Section D, Supervisor Comments.

(5) Section D, Supervisor Comments.

(a) The Monthly CHP 100 Supervisor's Comments subsection shall be used to record the supervisor's monthly comments from the CHP 100s for the rating period. The monthly comments shall support the assigned rating on the CHP 118.

(b) If a Critical Task Deficient Rating Comments subsection is generated as a result of a critical task rating of **Deficient** marked in Section A, the supervisor shall comment on the rating.

(c) If a Critical Task Excellent Rating Comments subsection is generated as a result of the supervisor clicking the optional comments button for a critical task rating of **Excellent** marked in Section A, the supervisor may comment on the rating. Comments are mandatory, however, for an **Excellent** rating when the monthly CHP 100 ratings do not clearly support the annual rating.

(d) If a Leadership Skills Comments subsection is generated as a result of the supervisor clicking the optional comments button in Section C, the supervisor may comment on the employee's leadership skills. Supervisors are encouraged to cite specific examples of the employee's leadership skills while in leadership assignments.

(6) Section E, Occupational Safety Comment. The supervisor shall use this section to comment on any accidents, injuries, hazardous substance exposures, or loss or damage to departmental property sustained by the employee. It would also be appropriate to recognize the officer for several years without a preventable patrol car accident or industrial injury.

(7) Section F, Certification of Review.

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

1 CHP 137C, Field Personnel Folder Annual Review (Uniformed).

a The supervisor shall review the CHP 137C and ensure the field personnel folder contains all the required documentation and certifications.

All documents must be complete, current, and properly dated.

NOTE: Special attention shall be given by the supervisors and managers to ensure proficiency information on the CHP 270 is current (e.g., Emergency Medical Care, Physical Methods of Arrest Training).

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

c The supervisor shall review the CHP 4, Secondary Firearms Report, located under the Training File section of the CHP 137C, with the officer and ensure the weapons listed on the form are in compliance with departmental guidelines as specified in HPM 70.8.

d 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.

(b) Valid Driver's License. The supervisor shall ensure the officer's driver's license is valid and note the expiration date in the space provided.

(c) Review General Order 0.8, Professional Values. The supervisor shall discuss and provide a copy of GO 0.8 to the officer.

(d) Excellent or Deficient Performance. This box will be checked if the employee receives a rating of **Excellent** or **Deficient** for any critical task. Any critical task number(s) for which the employee received a **Deficient** rating will be listed in the space provided. 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).

(e) Other local requirements will be listed when appropriate.

(8) Section G, 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 spaces.

(b) Signature of Reviewer. After reviewing the performance appraisal, the reviewer's name shall be typed or printed; then a signature and date shall be provided in the appropriate spaces. The reviewer shall ensure the

supervisor has properly completed the form and had the initial discussion of the report with the officer. The reviewer shall 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 officer'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 sheets of letter-sized paper, initialed and dated by the officer, the supervisor, and the reviewer, and attached to the CHP 118.

(c) Signature of the Employee. The officer shall sign and date the form and indicate by checking the box provided if a discussion with the reviewer is desired. If the officer 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 G of the CHP 118 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) Final Probationary Report. When a final probationary report is due, the appropriate box either recommending or not recommending the officer for permanent civil service status must be checked.

(f) Initials. The officer, the supervisor, and the reviewer shall initial the appropriate box at the bottom of each page of the CHP 118, with the exception of the final page with signatures.

c. Completion, Distribution, and Retention of Annual Appraisal Forms.

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

(2) Distribution. For distribution of CHP 118, refer to Chapter 1.

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

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## ANNEX A

### OFFICER—CRITICAL TASKS

The eight critical tasks capture the full range of the officer's activities, duties, and responsibilities and are described below in considerable detail to assist supervisors in evaluating the performance of officers. These descriptions and guidelines are for use in all rating situations but may be most relevant to completing the CHP 118. The discussion for each task is broken down into three interrelated parts. First, a general paragraph describes the content domain for the task. Then, clarifying issue statements are provided for each of the task's sub-elements. These statements are intended to provide a behavioral frame of reference to assist in conceptualizing each sub-element. Finally, rating guidelines in the form of paragraphs describing **Excellent**, **Proficient**, and **Deficient** levels of performance are provided. These guidelines are intended to serve as a kind of yardstick for assessing actual officer performance with regard to the task.

1. COMMUNITY ENGAGEMENT. This critical task is focused on the officer's ability to contribute meaningful and positive interactions with the community for which they provide safety, service, and security. A key issue is the officer's willingness to positively engage the community, whether it is interacting with motorists on their assigned beat, promoting departmental programs at local businesses, conducting presentations at schools, giving on-camera interviews at emergency incidents, or soliciting concerns from local officials or allied agency representatives. While public information or other special duty officers are often tasked with many of the responsibilities described under the community engagement critical task, the officer, in any assignment, is often the public's first and only interaction with the California Highway Patrol. As such, the officer's day-to-day interactions with members of the community affect the Department's reputation and the public's trust in law enforcement as a whole. Each officer plays a critical role in enhancing the Department's reputation as a vital and trusted resource within the community.

a. Issues.

(1) Understands and endorses the Department's community engagement strategic goals.

(a) Does the officer have an understanding of the Department's strategic plan goals associated with community engagement?

(b) Does the officer understand the command's Strategic Action Plan strategies associated with accomplishing the Department's Strategic Plan community engagement goals?

(c) Does the officer take opportunities to impart knowledge, experiences, techniques, or strategies, proven successful in the fostering of positive

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

community relationships, when interacting, either one-on-one or in a group setting, with other departmental employees?

(d) Does the officer understand their responsibilities as a departmental representative within their communities?

(2) Fosters positive community relationships.

(a) Does the officer solicit and effectively relay community issues and concerns to the appropriate command staff, or present the information during command briefings?

(b) Does the officer present thoughtful and meaningful alternatives for resolution of community issues and concerns to command management or other appropriate departmental staff?

(c) In the course of their assigned duties, does the officer engage in positive interactions with the public?

(d) Does the officer display professional conduct and appearance when interacting with the public?

(e) When appropriate, and with commander approval, does the officer actively engage with community key contacts?

(f) Does the officer attend community meetings when assigned by the commander or designee?

(g) Is the officer attending community events, approved by the commander, that support the mission of the Department?

(h) Does the officer recognize community members for actions that support the Department's mission?

(3) Effectively documents departmental accomplishments through visual and written communication.

(a) Does the officer gather and present relevant, community-based content to the command for possible inclusion in departmentally approved public awareness campaign publications or social media site posts?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (b) Is the officer appropriately documenting daily activities, including grant-based program activities, on their CHP 415, Daily Field Record, or other required reports, to record their contribution and personal commitment to public safety?
  - (c) Does the officer understand and properly apply the CHP 464, Photograph/Video Authorization?
- (4) Responds to requests from, and promotes positive interactions with the media when assigned.
- (a) Does the officer exercise appropriate discretion when fielding media inquiries relegating to the public information officer or other departmental resource, according to policy?
  - (b) Is the officer knowledgeable regarding releasable and nonreleasable information?
  - (c) Does the officer effectively and promptly respond to assigned media requests?
  - (d) Does the officer willingly accept opportunities for on-camera, on-air interviews when assigned by the commander or designee?
  - (e) Does the officer display professional conduct and appearance when requested by the commander or designee to interact with the media?
  - (f) Does the officer effectively utilize the CHP 288A, Report of Collision - News Release?
- (5) Plans, presents, and directs communication of departmental programs and public safety information when assigned.
- (a) Does the officer understand departmental safety programs and their importance to the Department's mission and the motoring public?
  - (b) Is the officer actively promoting safety programs in their daily interactions with the public during the course of their assigned duties, or to community stakeholders when assigned by the commander or designee?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (c) Does the officer effectively present key departmental program messages and objectives in their daily interactions with the public during the course of their assigned duties, or to community stakeholders when assigned by the commander or designee?
  - (d) Does the officer take initiative in the planning, coordination, and presentation of safety presentations when assigned by the commander or designee?
  - (e) Does the officer effectively and appropriately address public safety issues during the course of their assigned duties?
  - (f) Does the officer maintain a working knowledge of the safety concerns of community stakeholders?
- (6) Manages public relation concerns at critical incidents.
- (a) Does the officer provide accurate and timely notifications through the chain of command in regard to critical incidents?
  - (b) Does the officer recognize and develop strategies to address community level concerns resulting from critical incidents?
  - (c) Does the officer relay community level concerns to the appropriate command staff and offer possible strategies to address the concerns?
  - (d) Does the officer disseminate public safety-related information when assigned to do so by the commander or designee?
- (7) Recruitment.
- (a) Does the officer actively recruit viable candidates for departmental employment?
  - (b) Is the officer innovative in their recruitment efforts for cadets, explorers, and nonuniformed personnel?
  - (c) Does the officer promote a positive ride-along experience for prospective employees when assigned by the command?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(d) Does the officer willingly accept opportunities to represent the Department at recruitment fairs when assigned by the commander or designee?

(e) Does the officer serve as an advisor in the Department's Explorer Program?

b. Rating Guidelines.

(1) ***Excellent***: The officer demonstrates an exceptional ability to effectively communicate the purpose, mission, and objectives of the Department to the public and other external stakeholders. The officer understands and eagerly accepts their role as a departmental representative, promoting and positively representing the Department at every opportunity. The officer consistently engages members of the community by soliciting community concerns or issues, promoting relevant departmental programs or activities aimed at improving public safety within the community, and/or sharing highway safety-related information to educate and protect the public. The officer takes a vested interest in the community, consistently communicating community concerns or issues to management, and offering thoughtful and meaningful alternatives for resolution to public safety concerns or community issues. The officer consistently and accurately records their daily contributions to the Department's mission of fostering positive community relationships. The officer regularly receives compliments or other recognition from the public, the media, local officials, or other members of the community. The CHP 100 comments consistently demonstrate the officer's personal commitment to community engagement and building public trust.

(2) ***Proficient***: The officer demonstrates the ability to effectively communicate the purpose, mission, and objectives of the Department to the public and other external stakeholders. The officer understands and accepts their role as a departmental representative, promoting and positively representing the Department. The officer engages members of the community by soliciting community concerns or issues, promoting relevant departmental programs or activities aimed at improving public safety within the community, and/or sharing highway safety-related information to educate and protect the public. The officer takes an interest in the community, communicating concerns or issues to management, and implementing command resolutions to public safety concerns or community issues. The officer records their daily contributions to the Department's mission of fostering positive community relationships. The

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

officer may receive compliments or other recognition from the public, the media, local officials, or other members of the community. The CHP 100 comments include instances of the officer's community engagement and activities aimed at building public trust.

(3) ***Deficient***. The officer fails to communicate the purpose, mission, and objectives of the Department to the public or other external stakeholders when appropriate. The officer does not recognize or take opportunities to promote the Department. The officer avoids opportunities to engage members of the community, even when assigned to community engagement activities by the command. The officer does not take an interest in the community, fails to communicate community concerns or issues to management, or fails to support command resolutions to public safety concerns or community issues. The officer consistently fails to actively participate in, or purposely avoids, command-assigned activities geared toward fostering positive community relationships. The officer's interactions with the public or other outside stakeholders are either unproductive or negative, and may generate complaints from coworkers, supervisors, the public, the media, local officials, or other members of the community. The CHP 100 comments rarely include instances of community engagement or activities aimed at building public trust.

2. **POLICIES AND PROCEDURES, LAWS, CODES, AND REGULATIONS**. Central to this critical task is the officer's commitment to the purpose, mission, objectives, and philosophy of the Department. This commitment is manifested by a reasonably broad knowledge of departmental/Area policies and procedures, an understanding of their purpose and function, and a willingness and ability to adhere to them. Related concerns include an appreciation for officer safety, the need to ensure that enforcement activity conforms to state and local laws, and the importance of providing quality service and assistance to the public.

a. **Issues**.

(1) Understanding of the Department's mission, objectives, and philosophy, and the officer's role in meeting these.

(a) Does the officer have a general understanding of the role of the Department within the context of California state government and other law enforcement and allied agencies?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (b) Does the officer understand the role of traffic law enforcement in modifying driver behavior to achieve a safer driving environment?
  - (c) Are enforcement actions taken directed towards reducing accidents and accomplishing departmental and Area goals (e.g., speed enforcement, driving under the influence [DUI])?
  - (d) Does the officer properly utilize the chain of command?
  - (e) Does the officer understand the role in providing and disseminating information to peers, superiors, support personnel, etc.?
  - (f) Does the officer understand the general law enforcement roles and responsibilities in ensuring the safety and security of the public?
- (2) Knowledge, understanding, and adherence to departmental/Area policies and procedures.
- (a) Does the officer have a working knowledge of policies and procedures that affect the assignment (e.g., driving, enforcement stops, vehicle storage and impound authorities, warrant service, court orders, pursuit policy, high risk/felony procedures, use of force, shooting policy, in-custody arrests, search and seizure policy, consent search moratorium, traffic control, diplomatic immunity, emergency incident management, Area standard operating procedures, client/public contact, building manager contact, alarm response)?
  - (b) Does the officer maintain current knowledge of recent additions or revisions to policy and procedures?
  - (c) Are the policies and procedures affecting the officer's specific assignment complied with?
  - (d) Do the officer's actions reflect acceptance of supervisory authority?
  - (e) Does the officer support policy changes with a minimal amount of resistance?
  - (f) Does the officer understand the responsibilities regarding assisting the public (e.g., disabled motorists, ill, injured, and lost persons)?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (g) Is the officer alert to the actions of the occupant(s) of stopped vehicles? Is the white spotlight used to illuminate the interior of the violator's vehicle when appropriate?
  - (h) Does the officer approach vehicles cautiously, paying particular attention to movements within the vehicle and keeping the gun hand free of flashlight, citation book, etc.?
  - (i) Are weapons always accessible for use?
  - (j) Does the officer conduct all enforcement activity according to the provisions of Highway Patrol Manual (HPM) 70.6, Officer Safety Manual?
- (3) Knowledge of enforcement policies.
- (a) Is appropriate enforcement action taken for all violations as per HPM 100.68, Traffic Enforcement Policy Manual?
  - (b) Does the officer actively seek and stop persons suspected of being under the influence of alcohol and/or drugs?
  - (c) Does the officer know the Primary Crash Factors on the assigned beat(s)? Are contributing factors known? Is this knowledge reflected in the officer's enforcement activity?
- (4) Knowledge of other related laws, codes, and regulations.
- (a) Does the officer understand the elements of each arrest (as indicated by enforcement documents, traffic crash and arrest reports, court testimony, observation, etc.)?
  - (b) Does the officer understand basic registration/licensing requirements?
  - (c) Does the officer have a working knowledge of equipment violations?
  - (d) Does the officer understand and properly utilize provisions of DUI, the implied consent law, and administrative per se?
  - (e) Does the officer understand and properly utilize provisions of the Health and Safety Code, Business and Professions Code, and Penal Code as they relate to narcotics interdiction and enforcement?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(f) Does the officer understand and properly utilize provisions of the Welfare and Institutions Code (filing petitions, notifying parents, etc.) when dealing with juvenile cases?

(g) Does the officer have a working knowledge of general law enforcement responsibilities?

b. Rating Guidelines.

(1) **Excellent**: The officer demonstrates a superior understanding of the purpose, mission, and objectives of the Department. All enforcement activity reflects a high degree of knowledge and consistent application of a broad spectrum of departmental and Area policies and procedures, as well as statutory laws, codes, and regulations. The officer is service-oriented, taking every opportunity to provide high-quality assistance to the public. Enforcement activity reflects an unusual depth of knowledge and appreciation for the provisions of HPM 100.68 and HPM 70.6. The CHP 100 comments contain many references to the officer's superior knowledge and application of policies, procedures, laws, and codes. The officer receives numerous compliments and other recognition from the public, superiors, and/or allied agencies pertaining to this exceptional skill.

(2) **Proficient**: The officer demonstrates a clear understanding of the Department's purpose, mission, and objectives. Enforcement activity reflects proficiency regarding the knowledge and application of departmental/Area policies and procedures, as well as statutory laws, codes, and regulations. The officer recognizes the importance of service and assists the public accordingly. Enforcement activity is conducted according to the provisions of HPM 100.68 and HPM 70.6. The CHP 100 comments occasionally refer to the officer's proficiency regarding policies, procedures, laws, and codes. The officer may receive occasional compliments and/or other recognition from the public, superiors, and/or allied agencies pertaining to this skill.

(3) **Deficient**: The officer demonstrates an inadequate understanding of the Department's purpose, mission, and objectives. Enforcement activity reflects knowledge of departmental and Area policies and procedures, as well as statutory laws, codes, and regulations that is limited in both depth and breadth. As a result, the officer may not completely adhere to policies and procedures and may become overly dependent on a narrow range of enforcement options. The officer exhibits a low regard for the service aspects of the job which often impacts negatively on the quality of assistance provided to the public.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

Enforcement activity frequently demonstrates an inadequate knowledge or appreciation for the provisions of HPM 100.68 and HPM 70.6. The CHP 100 comments often refer to the officer's poor knowledge and/or inability to apply policies, procedures, laws, and codes. The officer may receive complaints and/or other feedback from the public, superiors, and/or allied agencies pertaining to inadequacies in this area.

3. **JUDGMENT.** This critical task is concerned with the officer's decision-making skills and self-control under all conditions. These abilities may strongly influence the degree to which the officer's presence contributes to scene stabilization and problem resolution. A key issue is the officer's interpersonal skills in dealing with departmental superiors, peers, and subordinates; allied agency personnel; and civilians, including motorists, violators, witnesses, reporters, and public officials. The officer demonstrates self-control by the reaction to constructive criticism and feedback.

a. Issues.

(1) Problem solving, decision making, common sense.

(a) Is sound judgment used when determining what type of enforcement action should be taken?

(b) Does the officer reach sound conclusions and make the appropriate decision for the situation?

(c) Is the officer an effective problem solver?

(2) Self-control in stressful situations and/or with angry/distraught persons.

(a) Is the officer tactful and diplomatic when confronting volatile situations?

(b) Can the officer control personal feelings during stressful situations?

(c) Does the officer maintain self-control when dealing with angry, abusive, and/or distraught individuals?

(d) Are the symptoms of emotionally disturbed individuals recognized? Do the officer's actions assist in calming these persons?

(e) Does the officer accept assignments willingly? Are they carried through to conclusion?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(3) Interpersonal skills.

(a) Does the officer interact effectively and harmoniously with other departmental members?

(b) Does the officer consider the working demands and time constraints of others (support staff, peers, superiors) in allowing adequate time to complete assignments?

(c) Does the officer criticize others without full knowledge of their duties and responsibilities?

(d) Does the officer recognize and respect the roles and responsibilities of allied agencies and emergency service providers while representing the views and interests of the Department?

(e) Is the officer able to work effectively within all sections of the community and in cooperation with various community groups to resolve local safety issues?

(f) Are public contacts conducted fairly, courteously, and efficiently without unduly antagonizing others or losing control of personal feelings?

(4) Acceptance of constructive criticism and feedback.

(a) Are supervisory directions, including criticism, accepted objectively?

(b) Does the officer take responsibility for personal actions?

(c) Does the officer use constructive criticism/feedback to further the learning process?

b. Rating Guidelines.

(1) ***Excellent***. The officer consistently analyzes situations accurately, reaches logical conclusions, and makes sound decisions under even the most stressful circumstances. The officer maintains self-control and demonstrates excellent interpersonal skills in all settings. The officer regularly receives letters of appreciation from members of the public and commendations and/or positive comments from superiors and allied agencies. Civilians' complaints

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

are very rare. Feedback and constructive criticism are sought out in a continuing desire for self-improvement.

(2) **Proficient**. The officer reaches sound conclusions, makes effective decisions, and maintains self-control. All incidents are handled in a proficient manner and the officer possesses good interpersonal skills. The officer receives occasional letters of appreciation from members of the public and commendations and/or positive comments from superiors and allied agencies. Civilians' complaints are infrequent. Feedback and constructive criticism are received objectively and generally used to improve performance.

(3) **Deficient**. The officer often demonstrates poor decision-making skills and occasionally loses control of personal feelings. Poor interpersonal skills are apparent and incidents are frequently handled in a manner that antagonizes others. The officer's behavior is a concern to superiors and allied agency personnel, and frequent and/or severe civilians' complaints may be documented. Feedback and constructive criticism are resented and mistakes are denied or rationalized.

4. **PROFESSIONAL DEMEANOR**. A professional attitude is the key feature of this critical task. Beat accountability and responsibility for assigned duties are essential, as is a strong sense of command presence and poise. Attire (uniform and civilian), grooming, and hygiene reflect positively on the Department. Finally, the officer's physical condition is sufficient to carry out job duties without injury, and avoid an excessive use of sick leave.

a. **Issues**.

(1) Beat accountability/work ethic.

(a) Is the officer's patrol time actually spent on the assigned beat(s)?

(b) Is the officer accurate with regard to the location and actual time worked during the shift?

(c) Is the officer readily available for assignments?

(d) Is the officer familiar with the area (beats) assigned?

(2) Command presence, bearing, poise.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (a) Is the officer's initial approach in public contacts courteous and conducted according to departmental policies and procedures?
  - (b) Is the officer's subsequent conduct appropriate for the occasion?
  - (c) Do the officer's bearing and demeanor have a stabilizing influence on potentially volatile situations?
  - (d) Does the officer use appropriate voice, tone, and inflection?
- (3) Physical condition/strength.
- (a) Is the officer physically fit?
  - (b) Does the officer use size, strength, and training to the best advantage?
  - (c) Has the officer been unable to control aggressive suspects and/or prisoners because of the officer's physical condition?
  - (d) Does the officer participate in activities to promote health and physical fitness?
  - (e) Does the officer's physical condition affect attendance and the use of sick leave?
- (4) Grooming, attire, and personal appearance.
- (a) Does the officer conform to grooming standards?
  - (b) Is the officer conscious of personal hygiene needs?
  - (c) Does the officer maintain a neat, clean, and presentable appearance from day-to-day and throughout the work shift?
  - (d) Is the uniform neat, clean, and properly pressed? Does it fit well? Are all leather and metal goods polished and maintained in good working order?
  - (e) Does the uniform conform to standards?
  - (f) When civilian clothes are worn on duty, are they appropriate for the occasion? Do they conform to policy?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(5) Attendance.

(a) Do work habits influence performance (punctuality, grooming, personal appearance, occupational safety, sick leave use, etc.)?

b. Rating Guidelines.

(1) ***Excellent.*** The officer projects a highly professional image. Beat accountability is outstanding and the officer's whereabouts are consistently and accurately made known via the radio or mobile digital communication. When necessary, the officer's activities are always properly documented. Command presence and poise are exemplary, and the officer's grooming, attire, and hygiene consistently reflect positively on the Department. The officer's physical condition exceeds the requirements of the job. As a result, injuries and sick leave usage are rare.

(2) ***Proficient.*** The officer projects a professional image. Beat accountability is consistent with the ethical standards of the Department. The officer's whereabouts are made known, as required, via the radio or mobile digital communication and activity is properly documented. Command presence and poise meet the everyday demands of the job, and the officer's grooming, attire, and hygiene are consistent with departmental policy. The officer's physical condition meets the requirements of the job. As a result, injury and sick leave usage are within acceptable limits.

(3) ***Deficient.*** The officer often projects an image that is inconsistent with the professional standards of the assignment. There is poor beat accountability and the officer fails to properly patrol assigned beats, area, or sector. The officer may neglect to make location whereabouts known, via the radio or mobile digital communication, and fails to follow up activity with the necessary documentation. Command presence and poise are poor, and grooming, attire, and hygiene frequently fall short of departmental standards. The officer's physical condition is insufficient for the job, with the consequence that injuries and sick leave usage are excessive.

5. VERBAL/WRITTEN COMMUNICATIONS. Verbal expression, directed at both individuals and groups, is the unifying theme behind this critical task, as well as the officer's ability to prepare the documentation necessary to carry out assignments. A key ingredient is listening and thinking before speaking. When addressing audiences, the officer is informed about the issues to be discussed and has thoroughly prepared the

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

presentation before speaking. Suspect and witness questioning is carried out effectively and according to departmental policy. Court testimony is factual, clear, concise, intelligible, and accurately reflects the conclusions of the officer's investigation. Whether addressing individuals, small groups, or large audiences, the officer articulates clearly and coherently and responds to questions factually and completely. Additionally, the officer must select and fill out forms accurately and completely, write memoranda, reports, etc., and record statements. Documentation must be grammatically correct, free of spelling errors, and legible, coherent, and logical. Narrative reports must be well organized and all opinions and conclusions must be supported by the facts and evidence. To meet these objectives, the officer must be able to locate source material, identify and interview witnesses, interrogate suspects, and locate and document additional supporting facts and evidence as required. Documentation is completed and submitted in a timely manner.

a. Issues.

- (1) Speaks effectively to groups and individuals.
  - (a) Does the officer make inappropriate spontaneous comments?
  - (b) Are thoughts expressed in a logical and understandable manner?
  - (c) Is the reason for the stop explained upon initial contact? Are violations and the clearance process for citations (e.g., mechanical violations, court appearances, bail requirements) explained in a courteous, patient manner?
  - (d) When addressing audiences, does the officer present a professional image and maintain proper decorum?
  - (e) Does the officer patiently and courteously answer questions and respond to inquiries from the public?
  - (f) Does the officer contribute positively to briefings and training sessions?
- (2) Listens effectively to others.
  - (a) Does the officer actively listen to what is being said?
  - (b) Is the officer able to accurately interpret what is being said and assess changes in voice inflection and other physical cues?
- (3) Exercises effective interview and interrogation techniques.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (a) Is the officer effective in questioning witnesses and suspects?
  - (b) Does the officer gear voice, tone, and inflection to the situation and the individual being questioned?
  - (c) Does the officer maintain a physical and psychological advantage? Can the officer distinguish between fact and fabrication?
  - (d) Does the officer ask the necessary questions, interpret the answers, and accurately evaluate the information?
- (4) Completion of Required Reports.
- (a) Does the officer accurately complete routine enforcement documentation?
  - (b) Does the officer accurately complete traffic crash and vehicle storage documentation?
  - (c) Does the officer accurately complete arrest and booking documentation?
  - (d) Does the officer accurately complete the CHP 415?
  - (e) Does the officer accurately complete interview and interrogation reports?
  - (f) Does the officer identify witnesses and prepare effective witness statements?
  - (g) Does the officer properly document the questioning session and the information obtained during interviews and interrogations?
  - (h) Does the officer conduct appropriate investigations according to departmental policy and in the proper sequence?
- (5) Effectively prepares for court testimony.
- (a) Does testimony reflect adequate preparation?
  - (b) Is testimony factual, unbiased, and free of unsolicited personal opinion?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (c) Is testimony clear, concise, and understandable?
- (d) Is testimony enhanced by the officer's personal appearance and demeanor?
- (6) Properly organized, contains necessary elements, legible, with proper spelling and grammar.
  - (a) Does the officer know and utilize appropriate sources of information?
  - (b) Are all of the necessary supporting documents and materials gathered prior to writing the report? Can the officer analyze this information sufficiently to arrive at logical, valid conclusions?
  - (c) Does the officer understand all of the elements required for prosecution? Are they properly documented?
  - (d) Does the officer properly utilize the appropriate form? Are the not-so-common and seldom-used forms known and utilized?
  - (e) Are key issues identified and discussed?
  - (f) Does the documentation gathered and the report prepared support the officer's opinions and conclusions?
  - (g) Are reports neat, legible, and understandable?
  - (h) Are reports free of spelling errors? Are they grammatically correct? Does the officer use proper sentence structure?
  - (i) Are reports complete, logical, and presented in the proper format? Do they contain all of the required elements?
- (7) Timely submission of required reports.
  - (a) Does the officer complete reports and documentation in an appropriate amount of time?
  - (b) Are reports submitted in a timely manner?
- b. Rating Guidelines.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(1) ***Excellent***: The officer's verbal communication skills are clearly outstanding. Thoughts are consistently well organized and pertinent points are clearly articulated. The officer listens and thinks before speaking and is exceptional in questioning suspects and witnesses. The officer's written communication skills are also clearly outstanding. The officer rapidly completes even detailed forms accurately and legibly without need for revision. All documents utilize the proper form(s), consistently include all of the required information and elements, and are submitted within required time frames. The officer conducts thorough investigations and gathers all the appropriate evidence prior to writing reports. Reports are clearly and logically presented and all opinions and conclusions are supported by carefully collected and documented facts and evidence. Narrative reports show a command of the language and are free of error. When making enforcement stops, violations are completely explained and questions are answered factually and completely. Court testimony is impeccably prepared, and presented in such a solid and factual manner that the conclusions of even the most complicated investigations are substantiated. Significant contributions are made during briefings and training sessions. The CHP 100 comments frequently refer to the officer's superior verbal skills, and compliments and/or other recognition regarding the officer's superior written products are frequently documented.

(2) ***Proficient***: The officer's verbal communication skills meet the needs of the assignment. Thoughts are organized, articulation is clear, and pertinent points are addressed. The officer generally listens and thinks before speaking. The officer's written communication skills also meet the needs of the assignment. Reports are based on proper investigations and the officer knows commonly used forms, when they should be used, and is able to complete them accurately and legibly, with little or no need for revision. While these reports demonstrate basic writing competence with minimal problems in mechanics, they may occasionally require minor revision to ensure proper interpretation. They are generally completed and submitted in a timely manner. Narrative reports include the essential information and elements which are organized properly. Opinions and conclusions are generally supported by the facts and evidence. Proper techniques are used when questioning suspects and witnesses. During enforcement stops, violations are explained and questions answered so that the violator understands the violation and its clearance process. Court testimony is well prepared, factual, and presented in a manner to support the conclusions of most investigations. The officer participates as required during briefings and training sessions. The CHP 100 comments occasionally refer to the officer's verbal skills and written

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

products, and compliments and/or other recognition in these areas are documented from time to time.

(3) ***Deficient***. The officer's verbal communication skills are clearly deficient. Thoughts are poorly organized, articulation may be garbled and incoherent, and pertinent points are glossed over or missed entirely. The officer often speaks before obtaining the facts and must frequently backtrack to cover any hastiness. Questioning of suspects and witnesses is often handled poorly and in a manner inconsistent with departmental policy. The officer's written communication skills are also clearly deficient. Reports are frequently based on faulty investigations which are missing critical supporting evidence. The officer utilizes forms improperly or may fail to complete the required form(s) at all. Submitted forms are frequently inaccurate, illegible, incomplete, and may require major revision. Narrative reports consistently omit essential information or elements, or are presented in a disorganized fashion. These reports may also be badly marred by multiple errors in punctuation, spelling, sentence structure, or word choice. At times, they may be so poorly written, and/or the opinions and conclusions not linked to documented facts and evidence, that reports must be completely rewritten. An excessive amount of time is taken to complete reports and they are often submitted late. During enforcement stops, violations are inadequately explained and questions are answered incompletely or ignored altogether. Court testimony is often so poorly prepared, and presented in such a weak, biased, and inaccurate manner, that the conclusions of even relatively simple investigations are called into question. The officer participates minimally, if at all, at briefings and training sessions. The CHP 100 comments frequently refer to the officer's poor verbal skills and written products, and other evidence of deficiency in these areas is documented from time to time.

6. **OPERATION OF DEPARTMENTAL VEHICLES/EQUIPMENT**. Since the majority of an officer's time is spent on road patrol, a critical factor in the officer's success is driving skill and ability to operate departmental communication and emergency equipment under both routine and emergency conditions. Vehicles and equipment are inspected before and after use, and any defects documented. The officer must make enforcement stops under all kinds of conditions. A key issue is safety with regard to driving during normal road patrol, enforcement stops, Code 3, and pursuit driving. A related concern is knowledge of communication procedures and use of the radio. Additionally, all officers, regardless of assignment, must practice safe/defensive driving techniques. Finally, the officer must understand the mechanics and use of emergency equipment, including lights, siren, public address system, fire extinguisher, and first aid supplies.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

a. Issues.

(1) Normal road patrol.

(a) Are patrol vehicles inspected thoroughly prior to going on patrol? Is the vehicle's emergency equipment (e.g., lights, siren, fire extinguisher) inventoried and checked for proper operation?

(b) Are specialty vehicles (e.g., motorcycles, unmarked vehicles, Mobile Road Enforcement vehicles, canine units) maintained in good mechanical condition and appearance? Does the officer maintain the skill level necessary to operate the specialty vehicle safely?

(c) Are vehicles left in satisfactory condition? Is used equipment replaced or proper notification made? Are defects noted and recorded?

(d) Does the officer make a thorough inspection of the assigned beat(s) checking for potential roadway hazards and disabled motorists? Are effective motorist information and services provided?

(e) Does the officer drive at appropriate speeds?

(f) Is the officer courteous to other drivers?

(2) Initiation, execution, and completion of stops.

(a) Are stops made in safe locations? Is available lighting used?

(b) Is emergency equipment used effectively when making stops?

(c) Does the officer close in on violators before activating the red light? Is the patrol vehicle placed in a position of advantage?

(d) Is the officer aware of the physical surroundings, bystanders, and traffic conditions when making stops and dealing with violators? Is a position of advantage maintained at all times?

(e) Does the officer ensure the motorist's safety (e.g., keep violators away from traffic and out from between vehicles)?

(f) Does the officer ensure that motorists safely reenter traffic?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (3) Use of communication and emergency equipment.
  - (a) Does the officer understand the functional capabilities of departmental communication equipment? Can the officer operate the equipment?
  - (b) Does the officer continuously monitor radio traffic and respond to calls?
  - (c) Does the officer speak calmly and clearly when using the radio? Are aural brevity codes used properly?
  - (d) Is radio courtesy practiced?
  - (e) Are Code 33 procedures understood and complied with?
  - (f) Is the officer able to locate and operate all emergency equipment on the patrol vehicle's radio control head (e.g., lights, siren, Lektro-lok)?
  - (g) Does the officer use the equipment effectively and according to departmental policy?
- (4) Code 3 and pursuit driving.
  - (a) Does the officer refrain from taking unnecessary chances? Is pursuit driving terminated when it is apparent that it is too dangerous to continue?
  - (b) Does the officer drive at reasonable speeds?
  - (c) Are the warning lights and siren used properly?
  - (d) Does the officer notify the communications center of pursuits? Is the communications center kept current regarding location, speed, etc.?
- (5) Defensive driving.
  - (a) Does the officer practice defensive driving?
- (6) Use of unmarked vehicles.
  - (a) Are the vehicles inspected, maintained, and operated properly and according to departmental policy?
  - (b) Are moving and fixed surveillance techniques used effectively?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

b. Rating Guidelines.

(1) **Excellent.** Vehicles and equipment are carefully inspected prior to use and vehicles are restocked and returned in good condition or proper notification is made. All defects are documented. The officer sets an example for lawful, courteous, and safe driving, maintaining a high visual horizon and consistent defensive driving tactics. Enforcement stops exemplify the highest standards of officer safety. Code 3 and pursuit driving are carried out in a smooth, confident manner consistent with the prevailing safety demands of the driving environment. The officer has an excellent knowledge of the patrol vehicle's emergency equipment. Radio traffic is routinely monitored and the officer promptly responds to calls when dispatched. The officer speaks calmly, clearly, and concisely on the radio. No preventable patrol car crashes have occurred for an extended period. The CHP 100 comments document frequent compliments regarding this task, and recognition from other sources may also be on record.

(2) **Proficient.** Vehicles and equipment are generally inspected prior to use and are either returned in proper condition or with appropriate notification. Vehicles are restocked and defects are documented properly. The officer seldom commits driving errors, maintains a high visual horizon and employs defensive driving tactics. Enforcement stops are safely executed. Code 3 and pursuit driving are carried out properly and without taking unnecessary chances. The officer demonstrates proficiency in the use of the patrol vehicle's emergency equipment. Radio traffic is monitored, the officer responds to calls when dispatched, and radio articulation is good. There have been no recent preventable patrol car crashes. The CHP 100 comments document occasional compliments regarding this task, and recognition from other sources may also be on record.

(3) **Deficient.** Vehicles and equipment are often not inspected prior to use and may be returned in poor condition without proper notification. Defects may be left undocumented and the vehicle not restocked. The officer frequently commits driving errors and fails to maintain a high visual horizon or use defensive driving tactics. Enforcement stops are unsatisfactory and important officer safety issues may be overlooked. Unnecessary chances are taken during Code 3 and pursuit driving, proper techniques are not employed, and pursuit driving may be continued even when it is unreasonably dangerous to do so. A poor understanding of the patrol vehicle's emergency equipment is demonstrated. Radio traffic is often ignored, the officer may fail to respond to calls when dispatched, and radio articulation is unsatisfactory. There may have been one or more preventable patrol car crashes. The CHP 100 comments document poor

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

performance with regards to this task, and frequent and/or severe complaints from other sources may also be on record.

7. EMERGENCY INCIDENT/TRAFFIC MANAGEMENT TECHNIQUES. Management of traffic crashes and other emergency incidents is central to this critical task. Upon arrival on the scene, the officer assesses priorities and takes action to stabilize the situation. The officer identifies the need for traffic control measures and successfully implements them. Necessary resources and personnel are identified and mobilized. The officer identifies the need for lane closures, determines effective alternate routes of travel, initiates sig alerts and traffic advisories, carries out the required lane closures, directs traffic, and safely reopens the affected lanes. The Incident Command System is implemented. The officer assumes incident management responsibilities and coordinates the actions of allied agency personnel as necessary to return the situation to normal. Proper action is taken to restore the scene's original state and appropriate steps are taken to ensure that a thorough investigation can be completed.

a. Issues.

(1) Preliminary incident management: prioritization of required actions and initial steps to stabilize the situation.

(a) Does the officer have a clear understanding of the responsibilities in various kinds of emergencies?

(b) Does the officer accurately assess the situation? Is the Incident Command System initiated appropriately?

(c) Does the officer notify the supervisor when appropriate?

(d) Does the officer establish priorities?

(e) Is an effective action plan initiated?

(f) Does the officer assume management responsibility? Is the incident managed effectively to conclusion?

(2) Identification, mobilization, and deployment of required resources and personnel.

(a) Does the officer determine what resources are required?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (b) Does the officer assure that adequate medical care is being provided? Does the officer utilize emergency medical techniques or first aid techniques as appropriate?
  - (c) Does the officer know what kinds of emergency services are available?
  - (d) Is the officer able to gain the confidence and cooperation of allied agencies and emergency service personnel?
  - (e) Does the officer effectively utilize the expertise of allied agency and other emergency service providers to return the situation to normal?
  - (f) Is the assistance of civilians enlisted when appropriate?
- (3) Implementation of the Incident Command System to the degree necessary.
- (a) Does the officer understand the concept, components, function, and application of the Incident Command System?
  - (b) Is care taken to protect responders from exposure and/or injury?
  - (c) Does the officer understand the relationship with the media?
- (4) Protection/collection of physical evidence, measurements, and photographs of the scene.
- (a) Does the officer know what evidence to collect?
  - (b) Does the officer control the scene to ensure that evidence is not lost or destroyed?
  - (c) Is evidence properly preserved? Is the proper chain of custody assured?
- (5) Identification of the need for lane closure, the duration of the closure, and its impact on traffic.
- (a) Does the officer accurately identify when traffic control measures are necessary?
  - (b) Does the officer initiate traffic control measures that are appropriate for the situation?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (6) Establishment of alternate routes of travel.
  - (a) Are effective alternate routes established and implemented in a timely manner?
  - (b) Does the officer coordinate with city/county roads and/or the Department of Transportation in providing alternate travel routes?
- (7) Initiation of traffic advisories through the communications center.
  - (a) Does the officer understand the function and appropriate use of sig alerts? Traffic advisories?
  - (b) Is the Traffic Management Center used effectively?
- (8) Effective use of cones, flares, and additional equipment to temporarily divert the flow of traffic.
  - (a) Are cones, flares, and other equipment used effectively?
  - (b) Are incident response teams and/or allied agencies utilized effectively? Is their safety assured?
  - (c) Does the officer use acceptable traffic direction and control techniques (e.g., hand signals, flashlight)?
  - (d) Does the officer always maintain a safe position?
  - (e) Are clear, concise orders and instructions given?
- (9) Placement of allied agencies' vehicles and equipment.
  - (a) Are allied agency/incident response team vehicles and/or equipment placed and used effectively?
  - (b) Are vehicles/equipment placed in as safe a position as possible?
- (10) Protection/service to motorists.
  - (a) Does the officer consider the safety needs of stranded motorists?
  - (b) Are onlookers kept at a safe distance?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

(c) Are disabled vehicles and/or debris removed from the scene as quickly as possible?

(11) Determination of when and how closed traffic lanes can be reopened. Effective removal of all traffic control devices to allow for the orderly flow of traffic.

(a) Are cones and flares removed when the road is clear?

(b) Have all sig alerts and/or traffic advisories been lifted?

(c) Is the scene free of hazards when the officer leaves?

#### b. Rating Guidelines.

(1) ***Excellent:*** The officer accurately assesses when traffic control measures should be imposed, anticipates and prepares for potential problems, and determines the length of time the controls should be in effect. Effective alternate travel routes are identified. Sig alerts are initiated and, when appropriate, traffic advisories are broadcast. Traffic is rerouted safely and smoothly, with minimum inconvenience to the motoring public. The officer is constantly alert to the movement of traffic and demonstrates a keen awareness of officer safety concerns during emergency incidents. Exceptional skill is demonstrated when directing traffic which is carried out safely and properly. The officer consistently ensures effective and safe placement of vehicles, personnel, and equipment. The officer demonstrates a clearly superior understanding of the role and responsibilities during emergency incident management situations and effectively implements the Incident Command System. Situations are accurately assessed and action is initiated that quickly stabilizes even the most difficult incidents to the fullest extent possible. The officer accurately identifies and consistently mobilizes the resources necessary to restore order. The officer assumes incident command and quickly wins the confidence and cooperation of allied agency and emergency response personnel. The scene is cleared efficiently, and physical evidence needed to reconstruct the incident is carefully collected, identified, and preserved. The officer receives frequent compliments, positive CHP 100 comments, and/or other documented evidence of superior effectiveness during these situations.

(2) ***Proficient:*** The officer is proficient in traffic management techniques. The officer adequately assesses when traffic control measures should be imposed and the length of time they should be in effect. Alternate travel routes are provided, sig alerts are initiated and, when appropriate, traffic alerts are

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

broadcast. Traffic is generally rerouted safely and smoothly. The officer demonstrates an appreciation for officer safety concerns during emergency incidents and traffic is directed safely and properly. Skill is employed to physically divert and direct traffic. The officer ensures appropriate and safe placement of vehicles, personnel, and equipment. The officer demonstrates an understanding of the role and responsibilities during emergency incident management situations and implements the Incident Command System in a proficient manner. The situation is assessed and initial action is taken that stabilizes the incident as much as possible. The officer is able to identify and mobilize the resources necessary to restore order. The officer manages the incident and coordinates the efforts of allied agency and emergency response personnel so that the scene is cleared within a reasonable period of time. Essential physical evidence is collected, identified, and preserved. The officer receives occasional compliments, positive CHP 100 comments, and/or other documented evidence of proficiency during these situations.

(3) ***Deficient***: The officer is deficient in traffic management techniques. The officer often fails to assess the need for and duration of traffic control measures. Alternate travel routes are poorly thought out or not considered, and sig alerts and/or traffic advisories are inadequately formulated or not initiated at all. As a result, the motoring public may be subject to undue inconvenience. Officer safety concerns may be neglected during emergency incidents. Techniques used to physically divert and direct traffic are inadequate and the officer may fail to assure the appropriate and safe placement of vehicles, personnel, and equipment. The officer demonstrates a marginal understanding of the role and responsibilities during emergency incident management situations and implements the Incident Command System improperly or fails to implement it at all. Often, situations are misinterpreted and the officer's actions so poorly formulated, prioritized, and executed that incident stabilization can only be achieved after a prolonged period or through the intervention of others. The officer is often unable to identify the resources required to restore order which may delay their mobilization. The officer frequently is unable to control the incident to the extent possible or fails to win the confidence and cooperation of allied agency and emergency response personnel. The scene is often cleared inefficiently and essential physical evidence may be lost or destroyed. The officer receives complaints, negative CHP 100 comments, and/or other documented evidence of ineffectiveness during these situations.

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

8. **SPECIAL DUTY AND AUXILIARY ASSIGNMENTS**. These are duties that officers are assigned either full-time or in addition to regular duties. These assignments may include special administrative duties; participation in special investigations work (e.g., vehicle theft, Multidisciplinary Accident Investigation Teams, Safety Services Program assignments); personnel or analytical assignments; training (e.g., Area training days, allied agency training, weapons training, Crime Prevention Program, Employee Protection Program); assistance to Area/allied agencies with in-depth or complex investigations (e.g., auto theft rings, shootings); presentations to the public, community groups, and schools regarding departmental information and public safety programs; dissemination of information to media/public regarding road and weather information, traffic incidents, injuries, and victim/suspect information; Protective Services; Capitol Services; and Court Services. Critical issues for this critical task include the officer's attitude in taking on the assignment, the ability to complete the assignment, and the quality of the work products associated with the assignment.

a. Issues.

(1) Attitude.

- (a) Does the officer carry out the assignment diligently?
- (b) Is the officer enthusiastic when taking on special duty assignments?
- (c) Is the officer approachable and receptive to the needs of other employees and the public?
- (d) Is the officer open to constructive criticism and feedback provided by superiors?

(2) Ability.

- (a) Does the officer possess the necessary skills to complete the assigned work?
- (b) Is the officer capable of managing multiple projects?
- (c) Does the officer possess the necessary skills to assist with other special duty assignments as needed?
- (d) Does the officer possess the interpersonal skills needed to maintain harmonious relationships with fellow employees?

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

- (3) Quality of work product.
  - (a) Does the work product reflect positively on the Department?
  - (b) Is the assignment carried through to completion?
  - (c) Is the officer asked to participate in additional, related assignments?
- (4) Subject matter expertise.
  - (a) Does the officer convey confidence in their knowledge of the assigned duties?
  - (b) Is the officer able to develop a subject matter expertise in the area?
  - (c) Does the officer possess the desire to increase their knowledge and skills?
  - (d) Does the officer seek out opportunities for career advancement and additional training?
  - (e) Is the officer considered a resource within the command?
- (5) Knowledge of road patrol duties.
  - (a) Does the officer maintain a working knowledge of road patrol duties during special duty assignments?
  - (b) Does the officer maintain required departmental proficiencies and certifications?
  - (c) Does the officer maintain proficiency in the use of departmental equipment?

#### b. **Rating Guidelines.**

(1) **Excellent:** The officer consistently accepts special duty assignments enthusiastically and views them as learning experiences and opportunities for career development and personal growth. Whether full-time assignments or projects assigned in addition to regular duties, these assignments are given the officer's full attention and commitment, and carried out as thoroughly and diligently as possible. All work products are of superior quality and the officer

## ANNEX A

### OFFICER—CRITICAL TASKS (*continued*)

receives frequent compliments and/or other documented recognition for participating in these efforts. The officer is routinely sought out for these assignments because of subject matter expertise and reputation for outstanding work.

(2) ***Proficient***: The officer accepts special duty assignments graciously. The career development opportunities in these assignments are recognized and they are carried out in a proficient manner. Most work products are prepared reasonably well and the officer is complimented and/or receives other documented recognition for participation in these efforts. The officer is sought out for additional assignments because of a reputation for acceptable work.

(3) ***Deficient***: The officer either accepts special duty assignments grudgingly or is unable to complete them. Special duty assignments may not be given the attention they deserve or may be carried out thoughtlessly and carelessly. Many work products are of such poor quality that they have to be completely revised. The officer receives many complaints and/or other documented feedback because of the inability to carry out the assignment or lack of commitment to the effort. Because of this

(4) poor reputation, the officer is rarely, if ever, requested for additional assignments.

## ANNEX B

### GUIDE FOR RATING CRITICAL TASKS PERFORMED BY SPECIAL DUTY OFFICERS

CRITICAL TASKS	ROAD PATROL OFFICER	FIELD TRAINING OFFICER	COLLISION REVIEW OFFICER	FRONT DESK / WATCH OFFICER	PUBLIC INFORMATION & TMC OFFICERS (INCLUDING RECRUITMENT OFFICERS)	SCHOOL PUPIL SAFETY OFFICER	COURT OFFICER	VIN OFFICER	REGULATED SPECIAL PURPOSE VEHICLE OFFICER	FLIGHT DUTY OFFICER	COMMERCIAL OFFICER	GENERAL SUPPORT OFFICER (INCLUDING STAFF & LAN OFFICERS)	APPLICANT INVESTIGATOR	DIVISION SPECIAL SERVICES OFFICERS (INCLUDING SEU, ISU, & TASK FORCES)	K9 HANDLER	CAPITAL & JUDICIAL PROTECTION OFFICERS (INCLUDING SWAT OFFICERS)	MOUNTED & BICYCLE PATROL OFFICERS	FREEWAY SERVICE PATROL OFFICER
COMMUNITY ENGAGEMENT	●	●		●	●	●			●	●	●	●			●	●	●	●
POLICIES & PROCEDURES, LAWS, CODES & REGULATIONS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
JUDGMENT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
PROFESSIONAL DEMEANOR	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
VERBAL / WRITTEN COMMUNICATIONS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OPERATION OF DEPARTMENTAL VEHICLES / EQUIPMENT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
EMERGENCY INCIDENT / TRAFFIC MANAGEMENT TECHNIQUES	●	●				●			●	●	●			●	●	●	●	●
SPECIAL DUTY AND AUXILIARY ASSIGNMENTS		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●



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