

<b>GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES</b>		
<b>Chapter 35</b>	<b>Performance Evaluation</b>	
<b>Date Initially Effective: 11/15/1994</b>	<b>By the Order Of:</b> <b>Mark Holtzman, Chief of Police</b>	
<b>Date Revised: 08/22/2019</b>	<b>Date Reissued: 10/11/2019</b>	<b>Page 1 of 6</b>

To achieve its stated objective, the Greenville Police Department depends on the satisfactory job performance of each employee. The Greenville Police Department shall apply fair and reliable principles of performance evaluation to all personnel to ensure the best use of human resources, ensure that personnel problems can be identified and resolved promptly and fairly, and ensure optimum job satisfaction for personnel.

### **35.1 Administration**

#### **35.1.1 PERFORMANCE EVALUATION SYSTEM**

CALEA Standard: 35.1.1 (Performance Evaluation System)
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The Greenville Police Department’s performance evaluation system is coordinated by the City of Greenville Human Resources Department. Included in the system are:

- A. Measurement definitions;
- B. Procedures for use of forms;
- C. Rater responsibilities, and
- D. Rater training.

Performance appraisals are completed electronically through the City of Greenville’s payroll system. Performance evaluations shall be documented using the performance appraisal review that corresponds with the employee’s position and associated job family.

Upon promotion or transfer to a position requiring the evaluation of a subordinate’s performance, personnel shall receive training, as soon as availability and scheduling permits, in conducting performance evaluations and completing performance appraisal forms.

#### **35.1.2 SCHEDULED PERFORMANCE EVALUATIONS**

CALEA Standard: 35.1.2 (Annual Evaluation), 35.1.3 (Quarterly Evaluation of New Hire Employees)
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##### **Annual Evaluations**

Performance evaluations for regular full-time employees of the Greenville Police Department shall be conducted annually as specified by the directions provided by the City of Greenville Human Resources.

##### **Probationary Employee Evaluations - Sworn Employees**

Newly appointed entry level sworn employees shall be evaluated at least quarterly, for a period of not less than one year from the date the employee actually performs the duties of the position. Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program. These DORs will serve as the first quarterly evaluation for the new police officer or until the sworn employee is released from training.

Once released from training the second and third quarter evaluation will be completed by the officer’s supervisor in memorandum form. The memorandum should address progress or deficiencies in the following areas:

accountability; customer service; teamwork; communication; information seeking and data analysis; initiative and innovation; multi-cultural/interpersonal sensitivity; professional knowledge and skills; time management and dependability; division/department/individual goals. Upon completion, the memorandum should be routed through the Bureau Commander to the Department Head or his designee and subsequently filed in the officer's in-house personnel file.

The 4<sup>th</sup> quarter evaluation will be completed in the same manner as the annual evaluation.

#### **Probationary Employee Evaluations- Non-Sworn Employees**

All non-sworn employees will receive a probationary evaluation at three, six and nine months from date of hire. Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program for Animal Control officers and Communication Center personnel. These DORs will serve as the first quarter evaluation for the Animal Control officers and Communication Center personnel or until the employee is released from training. All quarterly evaluations not covered by DORs shall be completed by the employee's supervisor in memorandum form. The memo should address progress or deficiencies in the rating categories used in the annual evaluation for each specific position. The fourth quarter evaluation shall be completed on the City of Greenville annual evaluation form designated by Human Resources.

If there are no significant performance issues necessitating an extension of the probationary period, then the employee will be released from probationary status pursuant to City of Greenville Personnel Policies. If probation is extended, evaluations will continue to be conducted quarterly during the probationary period.

### **35.1.3 PERFORMANCE EVALUATIONS**

CALEA Standard: 35.1.4 (Evaluation Criteria), 35.1.5 (Evaluation Components), 35.1.7 (Employee Consultation)

#### **Employee Assignment**

Criteria used for performance evaluation and measurement definitions are specific to the assignment of the employee during the rating period.

#### **Rating Period**

Performance evaluations shall be based only on the employee's performance during the specific rating period each calendar year as designated by City of Greenville Human Resources.

#### **Explanations for Performance Ratings**

Raters shall substantiate ratings of "unsatisfactory", "needs improvement", "exceeds expectations" and "top performer" by providing comments in the appropriate spaces of the performance appraisal. Specific behaviors that demonstrate successful/unsuccessful performance for each competency should be included.

#### **Evaluation by Immediate Supervisor**

Performance evaluations shall be conducted and Performance Appraisal Forms completed, by an employee's immediate supervisor. Performance evaluations of employees who are transferred or reassigned shall be conducted as follows:

- If the new position is under similar job tasks as the previous position, the evaluation shall be based on performance in both positions.
- If an employee is transferred or reassigned to a position having a different set of job tasks, and has been in the position less than ninety (90) days, the employee shall be evaluated under the job task for the former position by the previous supervisor with input from the current supervisor.
- If an employee is transferred or reassigned to a position having a different set of job tasks, and has been in the position 90 days or more, the employee shall be evaluated under the job tasks for the new position by the current supervisor with input from the previous supervisor.

**Review by Supervisor of Rater**

Each performance evaluation shall be reviewed and signed (with comments if necessary) through the appropriate chain of command to Department of Human Resources. Once approved by the Department of Human Resources, the evaluation is finalized by the City Manager.

**Employee Comments and Copy of Evaluation**

The employee should be counseled at the conclusion of the rating period regarding the results of the completed evaluation. The level of performance expected, the rating criteria and goals for the next evaluation period should be provided as part of the review.

Upon completion of the evaluation process, the employee will be allowed to provide comments regarding their performance. These comments should be recorded in the appropriate section of the Performance Appraisal Form. A copy of the completed Performance Appraisal Form will be available to the employee after it has been reviewed and signed by the City Manager.

**Process for Contesting Performance Appraisals**

Performance Appraisals cannot be grieved under the City of Greenville personnel policies. However, if an employee believes that the rating or comments reflected in the Performance Appraisal Form are inaccurate or otherwise not indicative of the employee's overall performance; the employee may contest the rater's decision.

The process for contesting the performance appraisal shall be in the form of an addendum by the employee evaluated. The addendum must be completed and forwarded to the Chief of Police or designee through the chain of command within seventy-two (72) hours of the employee's performance review.

The Chief of Police or designee shall review the performance appraisal and addendum and may direct further action or revision. The decision of Chief of Police in contested performance evaluations shall be final.

**Retention of Performance Appraisal Reports**

All Performance Appraisal Reports shall become a permanent record in the employee's personnel file. The original shall be forwarded to the City of Greenville Human Resources Department and maintained in accordance with the State of North Carolina Records Retention Act.

**35.1.4 EMPLOYEE PERFORMANCE**

CALEA Standard: 35.1.6 (Unsatisfactory Performance), 35.1.7 (Employee Consultation),

**Unsatisfactory Performance**

Non-probationary employees whose performance falls to a level of unsatisfactory at any time during the rating period will be notified in writing. Written notification will be provided in a timely manner to allow the employee the opportunity to improve their performance.

**Employee Career Development Goals**

During the performance evaluation review, the employee's immediate supervisor shall include discussions concerning the employee's career goals within the agency. The review is an appropriate time and means to assure the employee opportunity to discuss topics such as:

- Advancement
- Specialization
- Training Appropriate to the Employee's Position

Employees are asked to complete a Career Development Annual Review electronically as a component of the performance evaluation. The Career Development Annual Review is approved electronically by the employee's immediate supervisor. Copies of the completed review are maintained by the Staff Support Specialist in the Administrative Bureau.

Employees are also encouraged to discuss any training and career development issues with their immediate supervisor and/or the Training Coordinator during the time between performance appraisals.

### 35.1.8 REVIEW OF THE SUPERVISING RATER

CALEA Standard: 35.1.8 (Rater Evaluation)

As part of their annual performance evaluation, supervisors shall be evaluated on their ability to conduct performance evaluations. Supervisors shall be assessed on the quality of the evaluations with regards to:

- Fairness and impartiality of ratings
- Participation in counseling rated employees
- Ability to carry out the rater's role in the performance evaluation system

### 35.1.9 PERSONNEL EARLY INTERVENTION SYSTEM (EIS)

CALEA Standard 35.1.9 (Personnel Early Intervention System), 11.4.1 (Administrative Reporting Program)

The Office of Internal Affairs is responsible for administering a Personnel EIS and initiating follow-up review procedures that will identify employees who may be experiencing difficulty in their job performance. The purpose of such a program is to help reduce personal civil and criminal liability to the employee and the Department and to assist the employee in improving job performance.

#### Early Intervention System (EIS) Application

The EIS does not change the responsibility supervisors have as the primary source for monitoring performance and behavior of personnel on a daily basis. Supervisors shall continue to be alert to and monitor the strengths and weaknesses of employees assigned to their unit or shift. Examples of behaviors and actions symptomatic of personnel difficulties include:

- Uncharacteristic or repeated citizen's complaints
- An increase in Use of Force incidents
- Abrupt changes with regard to tardiness, absenteeism, erratic mood swings, unreasonable irritability, aggressiveness, or repeated instances of failure to act *or* overreaction in the line of duty
- Indications of alcohol and/or substances abuse
- An accumulation of Employee Conference Reports within the same annual performance evaluation period
- Significant negative changes in the employee's annual performance review

Any employee who becomes aware of a fellow employee exhibiting any of the described symptoms shall bring their concern to the attention of their supervisor.

#### Early Intervention System Reporting

The Office of Internal Affairs or designee will be responsible for administering the EIS and generating the report specified by this policy. Supervisors may detect the need for an EIS review based on criteria set forth by this policy prior to the threshold being activated and will notify the Office of Internal Affairs.

The Office of Internal Affairs or designee will maintain a file, separate from other personnel files, which will be used as a tracking system for reported triggers to the early intervention system. Records will be maintained or accessed on individual employees as needed. Internal Affairs will provide copies of any documentation needed for compliance with this policy.

When any employee has been the subject of the following listed criteria within a twelve (12) month time period, the Office of Internal Affairs, or designee, will prepare a Personnel EIS Report:

- 4 Departmental Motor Vehicle Crashes or
- 4 Documented Complaints (Citizen and/or Internal) or
- 4 Use of Force Incidents or
- 8 Combination of Above Incidents (any combination totaling 8 of the above) or

- Use of more than 40 or more hours of Sick Leave during a 3-month period not associated with a doctor's note, or
- More than 2 light-duty assignments

The report will consist of a brief summary of the all incidents and corresponding dispositions, if applicable, included in the activation of the system. Supervisory personnel involved in any of the incidents under review should not complete the summary. In preparing the summary, supervisory personnel will view all video footage associated with each incident prior to completion of the summary. Video footage review should be documented in the report. Personnel EIS Reports will not render any conclusions nor make any determinations about the involved employee. These reports are designed to assist in an Early Intervention Review that will evaluate and guide the employee.

### **Early Intervention System (EIS) Review Process**

Once completed, the Office of Internal Affairs will forward Personnel EIS Reports to the appropriate Bureau Commander according to the employee's assignment.

The Bureau Commander will then direct the employee's Zone Commander or unit supervisor to review the incidents and discuss the Personnel EIS Report with the affected employee. Input from the employee, along with circumstances from the review will be documented in a written report by the supervisor. The interview must be conducted and the completed report returned to the Bureau Commander within five (5) working days.

The appropriate Bureau Commander will arrange a meeting with the employee's supervisor within five (5) days of receiving the completed Personnel EIS Report. The Bureau Commander and employee's supervisor will review and discuss each reported incident including all comments to determine if a problem exists and to identify a possible solution. If the Bureau Commander determines that additional action is warranted, the report will be returned to the Office of Internal Affairs with the appropriate Bureau Commander's written statement requesting that an "Early Intervention Review" be conducted.

The Office of Internal Affairs or designee will be responsible for arranging a meeting between him/herself and the Chief of Police, the involved Bureau Commander, the affected employee, and the employee's supervisor. The Office of Internal Affairs will organize a profile of the affected employee's development to include the Use of Force reports, documented complaints, accident reports, and other details such as sick leave, commendations, performance reviews, and any other pertinent information.

This Early Intervention Review will include an informal discussion to encourage effective communications. The employee is informed as to why they were selected for an Early Intervention Review and what the procedure will be. Listed complaints, observations, and/or patterns of behavior are discussed, as well as the awareness of potential consequences of civil liability. The review is primarily aimed at correcting deficiencies through proper training, direct supervision, guidance, and/or counseling through the Employee Assistance Program (EAP).

Following the Early Intervention Review, the involved supervisors and the Chief of Police will meet outside the presence of the affected employee. A decision will be made to refer the employee to one of the six options listed below, or a combination thereof:

- Additional training in the area of identified deficiencies, such as interpersonal skills, firearms, use of force, or defensive tactics
- Closer supervision and tracking by the immediate supervisors
- Referral to a psychologist for evaluation
- Reassignment
- Referral to the EAP
- No action to be taken

All documentation concerning the Personnel EIS and Intervention Review reports will be kept separate from the employee's personnel file and maintained by the Office of Internal Affairs or designee. The Office of Internal

Affairs will be responsible for attaching a memorandum providing a short synopsis of the Early Intervention Review, the future actions to be taken, and the identification of those supervisors involved.

To aid in assessing the benefits of the EIS, the Office of Internal Affairs will keep a file of the reviews that are initiated by the EIS and will submit an annual evaluation to the Chief of Police. The Chief of Police will use this report to determine if any changes need to be made to the program.