

	Administrative General Order	20 Performance Evaluations	PAGE 1 OF 7
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CONTENTS:

- 20.1 Performance Evaluations
- 20.2 Annual Performance Evaluations
- 20.3 Supervisor's Responsibilities
- 20.4 Required Training
- 20.5 Commander Responsibilities
- 20.6 Annual Review of Employee Evaluation Program
- 20.7 Performance Report Retention
- 20.8 Performance Evaluation Interview
- 20.9 Contested Performance Evaluations
- 20.10 Evaluation Statement Guidelines
- 20.11 Evaluation Procedure

20.1 PERFORMANCE EVALUATIONS (CALEA 35.1.1)

The performance evaluation that is used by the Department is an extension of the Department's Job Description/Task Analysis for each position within the Department. The evaluation form is intended to be a flexible instrument that will be revised as necessary and reviewed at least annually to insure that the criteria in the evaluation is valid, useful, non-discriminatory, and reflects the duties, responsibilities, and tasks of the employee being rated.

Performance evaluations will be specific to that position held by the employee and be derived from, at least in part, the job description for the employee.

Under certain circumstances, employees may be rated more frequently than on an annual basis (i.e.: disciplinary action, production review, the discretion of the police department, probationary employees).

The Department hereby establishes performance evaluation measures to rate the employee's on-the-job performance of assigned duties by the employee's supervisor. Each evaluation will include the following instructions:

1. Measurement definitions;

GENERAL ORDER #20

2. Procedures on use of forms;
3. Rater responsibilities; and
4. Training responsibilities (where necessary).

The objectives of the evaluation system are to provide a vehicle to:

1. Allow fair and impartial personnel decisions;
2. Maintain and improve performance;
3. Provide a medium for personnel counseling;
4. Facilitate proper decisions regarding probationary employees;
5. Provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines; and
6. Identify training needs.

20.2 ANNUAL PERFORMANCE EVALUATIONS (CALEA 35.1.2)

The Department requires an annual performance evaluation on each employee, and reserve officers, to be documented on the evaluation form covering a period of one year, except in those instances wherein an employee is on a probationary status of twelve (12) months.

Non-sworn employees will have an evaluation completed quarterly, by their supervisor, for a period of one (1) year from the individual's first day of employment. Sworn employees will follow the PTO program requirements for assessments until graduation to independent duty. At that time the employee's supervisor will complete monthly performance evaluations for a period of one (1) year from the individual's first day of academy attendance. Performance evaluations of both sworn and non-sworn employees will cover, at a minimum, the following:

1. Tasks of the position occupied;
2. Level of performance expected;
3. Evaluation rating criteria;
4. All areas covered on evaluations for non-probationary employees.

20.3 SUPERVISOR'S RESPONSIBILITIES (CALEA 35.1.6, 35.1.8)

Performance evaluation raters for employees not on a probationary status are responsible for the following:

1. To determine suitability for assignment;
2. To determine training needs;
3. To determine the ability of the employee to absorb more responsibilities; and
4. To determine the employee's effectiveness in the assigned position.

Each evaluation will be based on the performance of the employee during the previous year specific to the position occupied by the employee and be completed by the immediate supervisor. All supervisors will evaluate their employees uniformly with regard to fairness and impartiality in their ratings. The rating supervisor will also include explanatory comments when performance ratings are unsatisfactory or outstanding.

Supervisors will counsel their employees at the conclusion of each rating period concerning:

1. Tasks of the position occupied;
2. Level of performance expected;
3. Evaluation rating criteria;

GENERAL ORDER #20

4. Results of the evaluation just completed; and
5. Career counseling relative to specialization or training appropriate for that position.

Employees will also be advised whenever their performance is deemed to be unsatisfactory and that a written notification is given to them at least ninety (90) days prior to the end of the reporting period.

20.4 REQUIRED TRAINING (CALEA 35.1.1 d)

Rater training will be provided to all newly appointed Supervisors. Training will be coordinated and held by the Professional Development and Training Commander. Training will cover at a minimum the following:

1. Forms and form completion;
2. Evaluation techniques;
3. Essential writing skills;
4. Definition of the measures:
 - a. Unsatisfactory
 - b. Meets Requirements
 - c. Exceeds Requirements
5. Common problems in evaluation preparation; and
6. Rater Responsibilities.

20.5 COMMANDER RESPONSIBILITIES (CALEA 35.1.8)

Commanders will instruct raters regarding the fairness and impartiality of ratings given and their ability to carry out the rater's role in the performance evaluation system.

Supervisory employees who complete performance feedback reports on subordinate employees will be evaluated on their ability to provide quality feedback to those under their supervision.

20.6 ANNUAL REVIEW OF PERFORMANCE EVALUATION PROGRAM

The evaluation system will be inspected on an annual basis in order to determine how well the system is functioning. This review will be accomplished by the Compliance Manager and include the following:

1. General functioning of the system;
2. Certification that all reports have been submitted within the required time frame;
3. Identification of problems in extremes in rating and insure that justification comments exist and are adequate when required; and
4. Determine the number of contested evaluations and actions taken.

A report of this review will be submitted to the Chief of Police annually at the end of each year. This report will include recommendations to correct any existing problems.

20.7 PERFORMANCE REPORT RETENTION (CALEA 35.1.5 g)

The City Personnel Division will retain performance reports for a period of three (3) years. Bi-monthly evaluations of probationary personnel will be above and beyond any probationary evaluations required by City Personnel. These evaluations will also be retained for a period of three (3) years after completion of probation. The Manager of Administrative Services, or designee, will retain these evaluations.

Once completed, the performance evaluation will be maintained in the employee service jacket consistent with the Records Retention Act.

GENERAL ORDER #20

20.8 PERFORMANCE EVALUATION INTERVIEW (CALEA 35.1.5)

In conducting the review of the evaluation form, the supervisor will provide for an interview with the employee, encouraging written comments by the employee after review of the form. Upon completion of the evaluation, the rater's supervisor will review and sign the form, turning the evaluation over to the employee for their signature after review.

All employees will be given the opportunity to make written comments during the review process.

An employee's signature indicates only that he/she has read the report and does not imply agreement or disagreement with its contents. Should the employee refuse to sign, the supervisor will so note and record the reason(s), if known. The rating officer will furnish a copy of the completed evaluation to the employee.

20.9 CONTESTED PERFORMANCE EVALUATIONS (CALEA 35.1.5 f)

For contested evaluations where the employee disagrees with the ratings of the supervisor, the immediate supervisor of the rater will schedule a review process.

This initial review will consist of an informal meeting between the officer concerned, the rater and the immediate supervisor. In the event that this does not result in agreement, a second level of review will be established at the level of the Division Commander. This procedure will be as follows:

1. The officer contesting the evaluation within three (3) working days will submit a written statement of objections.
2. Within three (3) working days after receipt of this complaint, the Division Commander will direct written replies to the objections from the original rated officer. These replies will be received within three (3) working days of request.
3. The Division Commander will review all statements and schedule a hearing with the rated officer, rating officer, and reviewing supervisor. A decision will be made as a result of this hearing. Further appeal may be made to the office of the Chief of Police and will be heard at his/her discretion.

20.10 EVALUATION STATEMENT GUIDELINES

Statements will not deal with opinions, but will contain only statements of facts to justify the complaint. None of the above procedures replaces the formal grievance procedure, but must be utilized prior to invoking that procedure. Statements regarding disagreements with evaluations will conform to the following guideline:

1. Statements will be specific regarding individual points of disagreement. General statements of disagreements will not be sufficient and will not be considered.

20.11 EVALUATION PROCEDURE (CALEA 35.1.4)

The following performance evaluation procedures are designed to help the supervisor of the Department rate an employee's performance in a fair and impartial manner. The ideas listed are offered to assist the supervisor/rater. They are not designed or intended to be all-inclusive. Supervisory judgment or discretion will prevail.

PART I - APPRAISAL OF STANDARD (CPD) PERFORMANCE ELEMENTS

The eleven (11) Standard CPD Performance Elements are listed together with descriptions of behaviors and actions that are the Standards of Excellence by which performance on each element is to be appraised. For each Performance Element, the supervisor will write an appraisal of the employee's performance during the review period. The supervisor is to provide specific examples of how the employee's behavior compares to the Standards of Excellence, including quantitative data wherever practical and meaningful.

Officer Appraisal

1. **Grooming and Dress:** Maintains professional appearance and attire appropriate to assignment or activity in accordance with General Orders.
2. **Attendance, Punctuality and Preparedness for Duty:** The officer is reliable in attendance and punctual for all shifts and assignments. Equipment and vehicles are fully operational and maintained in accordance with General Orders.
3. **Adherence to Policy and Procedures:** Demonstrates adherence to policies, procedures, safety guidelines, and officer awareness. Shows knowledge and application of Constitutional law, statutes and police procedures.
4. **Professionalism & Behavior:** Consistently displays honesty, integrity, and respect to all co-workers and community members. Demonstrates a positive attitude and image as a representative of the City of Charleston.
5. **Acceptance of Direction & Accountability:** Officer is open to feedback, corrective measures and demonstrates accountability for their actions. Accepts ideas and approaches to solutions which are different than their own.
6. **Interpersonal Skills:** Exhibits courtesy and respect to other employee's views. Communicates effectively with community, co-workers and supervisors to establish and build strong relationships. Displays sensitivity, fairness and patience.
7. **Organization and Documentation:** Uses time effectively and accurately completes work in a timely manner.
8. **Initiative:** Maintains self-initiated activity at a level comparable to team/department average. Makes appropriate suggestions and offers solutions and assistance to other department employees. Motivates others by setting a positive example.
9. **Judgement, Decision Making, & Officer Tactics:** The officer makes sound judgment and decision making based on training, experience, policy and procedure. Makes logical, effective, and timely decisions and understands when the use of officer discretion is appropriate.
10. **Specific Job Skill Set & Quality of Work:** Completes assigned work. Quality of work performed. Understands and properly applies knowledge of current city and department directives as well as laws and city ordinances which affect their assignment.
11. **Community Policing and Problem Solving:** Community Policing outreach and problem solving with citizens, neighborhoods and businesses. Develops and maintains partnerships/relationships within the community. Disseminates information throughout the department and community, outlining initiatives, issues and overall impact.

Supervisor Appraisal

1. **Grooming and Dress:** Maintains professional appearance and attire appropriate to assignment or activity in accordance with General Orders.
2. **Attendance, Punctuality and Preparedness for Duty:** The officer is reliable in attendance and punctual for all shifts and assignments. Equipment and vehicles are fully operational and maintained in accordance with General Orders.
3. **Adherence to Policy and Procedures:** Demonstrates adherence to policies, procedures, safety guidelines, and officer awareness. Shows knowledge and application of Constitutional law, statutes and police procedures.
4. **Professionalism & Behavior:** Consistently displays honesty, integrity, and respect to all co-workers and

community members. Demonstrates a positive attitude and image as a representative of the City of Charleston.

5. **Acceptance of Direction & Accountability:** Officer is open to feedback, corrective measures and demonstrates accountability for their actions. Accepts ideas and approaches to solutions which are different than their own.
6. **Interpersonal Skills:** Exhibits courtesy and respect to other employee's views. Communicates effectively with community, co-workers and supervisors to establish and build strong relationships. Displays sensitivity, fairness and patience.
7. **Administrative Responsibilities:** Uses time effectively and accurately to complete work in a timely manner.
8. **Initiative:** Maintains self-initiated activity at a level comparable to team/department average. Makes appropriate suggestions and officers solutions ad assistance to other department employees. Motivates others by setting a positive example.
9. **Judgement, Decision Making, & Supervisor Tactics:** The officer makes sound judgment and decision making based on training, experience, policy and procedure. Makes logical, effective, and timely decisions and understands when the use of officer discretion is appropriate.
10. **Community Policing and Problem Solving:** Community Policing outreach and problem solving with citizens, neighborhoods and businesses. Develops and maintains partnerships/relationships within the community. Disseminates information throughout the department and community, outlining initiatives, issues and overall impact.
11. **Leadership /Strategic Planning:** Supervisor provides strong leadership, leads by example, and fosters a positive work environment. Aligns with the department and city decisions and objectives as a whole and encourages employees to do the same. Helps build cooperation between units. Supervisor anticipates and prepares for obstacles. Shows creativity when defining solutions. Works to establish and articulate vision.
12. **Rater Evaluation:** Supervisors should evaluate rates regarding the fairness and impartiality of ratings given within their ability to carry out the rater's role in the performance appraisal

PART II - RATING SUMMARY

The Rating Summary is used by the Charleston Police Department as the final score of Part I. The Total Score is then written and the corresponding rating standard is checked. The Rating Standards are:

- | | | |
|-------------------------|---|--|
| 1. Exceeds Requirements | = | forty-fifty (45) – fifty-four (54); |
| 2. Meets Requirements | = | twenty-seven (27) – forty-four (44); & |
| 3. Unsatisfactory | = | 9 (nine) – twenty-six (26). |

Scoring is to be done by rating supervisor.

Part III REQUIRED RESPONSE

Part III requires a response for each of the following categories to be completed by the supervisor:

1. Professional Development
2. Areas of Improvement / Future Goals
3. Overall Performance

PART IV - ACKNOWLEDGEMENTS

This section requires the employee to sign the document which indicates that the supervisor had reviewed the document with the employee. Additionally, the employee with acknowledge the Harassment Statement with their signature.

PART V - PERFORMANCE PLAN

Part III is the Performance Plan, which is utilized when an employee receives a rating of one (1) on any of the Performance Elements during any of the rating periods. The employee will focus on improving his/her performance on these Performance Elements during the next appraisal period. The supervisor will establish four objectives for the employee. One of the elements of the objectives must be customer service related. The supervisor may refer the employee's job description to devise these elements. The job elements may be in the form of specific tasks or goals. The supervisor will make sure that the evaluation criteria that will be used to evaluate the employee's success rate in performing each element. A sample job element and evaluation criteria will be included on the form. The supervisor will review each element with the employee to make certain that the employee understands element, and how he/she can meet the minimum required performance level. At the end of the next appraisal period, these elements will be included in and scored in Part II of his/her appraisal

PART VI – ACKNOWLEDGEMENTS

This section of the document needs to be signed only if the employee is placed on a Performance Improvement Plan.