

GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES		
Chapter 35	Performance Evaluation	
Date Initially Effective: 11/15/1994	By the Order Of: Richard Tyndall, Chief of Police	
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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.

Each job family has specific evaluation criteria that includes but may not be limited to the following:

- *Accountability* - Demonstrates an understanding of the link between one’s own job responsibilities and overall organizational goals and needs, and performs one’s job with the broader goals in mind; takes personal responsibility for outcomes. Ensure adherence to City and Greenville Police Department policy and procedures.
- *Customer Service* - Anticipates, meets, or exceeds customer needs, wants and, expectations in a timely and courteous manner; represents the community in a positive and professional manner.
- *Teamwork* - Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works cooperatively with others to achieve overall business goals and objectives; takes steps to promote cohesiveness, collaboration and synergy with co-workers throughout the organization; bridges personal, business and cultural differences to work effectively in team settings.
- *Goals Rating Individual/Department/Division* - Manager/Supervisor determines measurable division and/or department goals aligned with strategic plan; using formal Job Descriptions as reference; Manager/Supervisor identifies top essential functions specific to the job title and determines behavioral identifiers and measurements for the fiscal year. Manager/Supervisor determines whether to use one or all of these goals (Division, Department and/or Individual Goals) and develops SMART goals and behavioral indicators specific to each goal or essential job function.
- *Communication* - Comprehends oral and written information, and clearly and effectively expresses self in the presentation of ideas; develops written work in a logical and comprehensive manner where

appropriate. Speaks, listens, and writes effectively in a variety of circumstances, sharing information and ideas with others.

- Record Administrative/Info Seek/Data Analysis
- Initiative/Innovation/Motivation
- Multicultural Interpersonal
- Professional Knowledge Skills
- Time Management/Dependability
- Computer/Electronic User Skills
- Problem Solving/Decision Making
- Conflict Management
- Managing Performance
- Planning and Organization

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.

35.1.2 SCHEDULED PERFORMANCE EVALUATIONS

CALEA Standard: 35.1.2 (Annual Evaluation)

Annual Evaluations

Performance evaluations for all 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 after six-months from the date the employee is assigned to perform the duties of the position. Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program. These DORs will be completed until the sworn employee is released from training.

Once released from training, the officer's supervisor will maintain a record of the officer's 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. This documentation should be used to complete the officer's annual performance evaluation utilizing the City's performance evaluation system.

Part-time or reserve sworn employees are considered probationary their first year of service and their annual evaluation should be completed by their assigned supervisor or the Administrative Services Bureau Commander. Sworn employees who resign/retire and are approved to work as a reserve officer are exempt from probationary time requirements.

Probationary Employee Evaluations- Non-Sworn Employees

All non-sworn employees will receive a probationary evaluation at six months from date of hire. The evaluation should be completed in the City's performance evaluation system and should address progress or deficiencies in the rating categories used in the annual evaluation for each specific position.

Daily Observation Reports (DORs) are scheduled evaluations conducted as part of the Field Training Program for Animal Protective Services officers and Communication Center personnel. The DORs will be completed for the Animal Protective Services officers and Communication Center personnel until the employee is released from training.

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. Probationary

status will continue until the employee meets the criteria for release or does not satisfy the minimum training requirements for retention.

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 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. Upon approval by the Chief of Police, it is forwarded to the 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 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 appraisal 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 Appraisals

All performance appraisals shall become a permanent record in the employee's personnel file and maintained in accordance with the State of North Carolina Records Retention and Disposition Schedule.

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 employee's assigned 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. Supervisory personnel and/or the appropriate Bureau Commander should maintain awareness of employee activity/performance under their command and be cognizant of any activity that should activate the early intervention system. Violations involving sick leave or light-duty are the responsibility of these supervisors. Additionally, a supervisor 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 (Level 2 or Level 3)
- 6 Use of Force Incidents (When level 1 comprises 3 or more of total Use of Force Incidents); *or*
- 6 Combination of Above Incidents (any combination totaling 6 of the above) or
- More than 2 light-duty assignments

A Personnel EIS report will also be prepared when any employee has used more than 40 or more hours of Sick Leave during a 3-month period not associated with a doctor's note.

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.

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 with the Chief of Police, the involved Bureau Commander, the affected employee, and the employee's supervisor. The Office of Internal Affairs will supplement the EIS report with any additional Use of Force reports, documented complaints, accident reports, and other details such as sick leave, commendations, performance reviews, or any other pertinent information.

This Early Intervention Review will include an informal discussion 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
- 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. 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.