



## ADMINISTRATIVE MANUAL

# ADM-295 – PERFORMANCE EVALUATIONS & CAREER DEVELOPMENT

Amends/Supersedes: ADM-295 (07/16/2021)

Date of Issue: 12/25/2023

### I. GENERAL

- A. Documenting employee performance is important to ensure accountability and assist in employee professional development. Newport News Police Department employees shall participate in the city-sponsored performance management program per [PAM-900 Performance Management](#). The program is designed to encourage engagement and leadership through all levels of the department and is referred to as “FUEL” (Follow-up – Engagement – Leadership).
- B. Supervisors should meet in person or remotely with direct reports to discuss their job performance and training needs. These “check-ins” will be documented in the FUEL system.
- C. All documented check-ins will be made available to employees through the FUEL system and retained per [ADM-460 Records Retention and Preservation](#). [35.1.5(e,g)]

### II. PERFORMANCE STANDARDS

- A. The Newport News Department of Human Resources is responsible for maintaining job descriptions for each classification of employees, per [PAM-602 Establishment and Classification of Positions](#). Job descriptions identify the essential job functions for each position.
- B. All employees are expected to review their job description upon assignment, as the essential job functions will be the basis for evaluating job performance. Job descriptions are available on the City’s website and in PowerDMS.
- C. At least once every four years, the appropriate supervisory chain of command must review the job descriptions for all positions to ensure accuracy. If any updates are required, the department’s Human Resources liaison will be notified of the necessary changes. [21.2.2]
- D. If a position has any job functions not identified in the job description, supervisors must notify the affected employee(s), in writing, of those additional responsibilities.

### III. PROCEDURE

- A. All employees will be evaluated by their immediate supervisor in accordance with [ADM-290 Employment Probation](#) and the following schedule:
  - 1. New Hires & Probationary Employees
    - a. Police Officers
      - 1) During the academy, performance is monitored daily through testing and activities by the academy staff. The academy staff will update the FUEL system quarterly to indicate the trainee’s active participation; however, individual in-person meetings to complete the FUEL system check-in are unnecessary, as all meetings are documented in the training file.
      - 2) During field training, performance will be documented on a daily observation report to be completed by the field training officer and submitted to the patrol chain of command and the training academy staff for review.
      - 3) Once the new officer has been released from training, their supervisor will continue to document monthly check-ins in PowerReady. The fourth quarter FUEL system entry still needs to be completed as part of the annual performance appraisal.



b. Civilian Employees

- 1) Non-sworn employees who undergo a formal NNPD training program, such as the Communications academy or field training, will have their performance documented.
  - a) Every quarter, the supervisor responsible for overseeing the training will update the FUEL system quarterly to indicate the trainee's active participation in a program; individual in-person meetings solely to complete the FUEL system check-in are not necessary, as all performance documentation is included in the training file.
  - b) During field training, the employee conducting the training will complete a scheduled progress report established by their supervisor and submit it through their chain of command for review. The report schedule may vary based on the assignment and is established by the commander.
- 2) Non-sworn employees who do not undergo a formal classroom or field training program will have quarterly check-ins documented in the FUEL system, focusing on ensuring their job responsibilities and training needs are addressed.

2. Non-Probationary Employees

- a. Supervisors are expected to conduct quarterly performance check-ins with each direct report following the City's FUEL Performance Management Program Supervisor's Tool Kit guidelines.
- b. Depending on staffing and workload, supervisors may delay a check-in for some employees. Employees on performance improvement plans and those new to their assignments should be prioritized for the timely completion of their check-ins.

3. Annual Progress Summary

All employees through the rank of Assistant Chief must have an annual evaluation. During the fourth-quarter check-in that occurs at the end of the annual evaluation period, supervisors are required to complete all evaluation points, which will complete the evaluation process for the year. Each employee's final check-in must be completed by June 1<sup>st</sup>. [35.1.2]

B. Evaluation Process

1. Supervisors will receive training on the evaluation process during new supervisor training. [35.1.1(d)]
2. All ratings used in the evaluation process will be measured based on the employee's assignment for the current evaluation period.
3. New Assignment Check-ins

When an employee is transferred or promoted to a new assignment:

- a. If the transfer/promotion takes place at the end of the quarter, the supervisor will complete the quarterly check-in before the transfer, whenever possible.
- b. The new supervisor should document on the next available FUEL system check-in that they reviewed the new position's duties and responsibilities and any applicable training needs with the employee.

4. Quarterly & Monthly Check-ins

- a. The City provides an [Employee](#) and [Supervisor](#) Tool Kit for the FUEL system. Employees should review the relevant tool kit.
- b. Each check-in will address the employee's performance for the quarter. [35.1.5(a)]
- c. Check-ins must include the following topics of conversation: [35.1.7]
  - 1) Job performance expectations;
  - 2) Goals/criteria that the supervisor will be using to document their performance; and
  - 3) Training needs.



- d. Each documented check-in gives the employee being evaluated the opportunity to comment and, if appropriate, respond to the comments/ratings entered by their supervisor into the FUEL system. [35.1.5(d)]

5. Annual Progress Summary

[35.1.2]

- a. During the fourth quarter check-in, supervisors will complete all of the ratings for the progress summary as they apply to each employee's job performance during the past year. Those ratings will be discussed in addition to the required topics of conversation listed above. [35.1.5(a), 35.1.7(a)]
- b. If an employee disagrees with the supervisor's ratings, those disagreements should be discussed with the supervisor. If, after the discussion, they still disagree, the employee should note that in their feedback. Acknowledging the progress report is required and does not necessarily mean agreement. Check-in and annual progress summaries cannot be grieved or appealed. The employee's comments may be reviewed by the next supervisor in their chain of command. [35.1.5(f)]
- c. Supervisors (lieutenant and above) must review each employee's fourth quarter check-in completed by their direct reports and acknowledge that they reviewed it by adding a note in the FUEL system. Any concerns regarding the content of the check-ins or the ratings should be addressed as soon as practically possible. Other quarterly check-ins should also be reviewed when time allows. [35.1.7(c)]

6. Rating Criteria

[35.1.1(a)]

- a. There are two types of rating criteria: frequency-based and progress-based. Supervisors will apply the ratings based on the following definitions:
  - 1) Frequency-based ratings are associated with City standards and contribution toward department goals. The ratings are defined as follows:
    - a) Seldom – the employee does not meet the City standards or contribution to department goals in accordance with the expectations communicated by the supervisor.
    - b) Regularly – the employee meets the City standards or contributes to department goals per the expectations communicated by the supervisor.
    - c) Continuously – the employee meets the City standards or contribution to department goals by exceeding the expectations communicated by the supervisor.
    - d) Not Rated – the rating standard does not apply as it is not part of their duties or responsibilities, as described in their job description.
  - 2) Progress-based ratings apply to job-specific accomplishments and overall progress for the rating period.
    - a) Developmental – the employee gains knowledge and establishes fully competent skills for the specific function and assignment.
    - b) Successful – the employee shows genuine contribution and provides valuable input and work product for the benefit of the organization.
    - c) Exceptional – the employee provides outstanding and/or extraordinary effort and results that benefit the organization and others. They take the initiative to seize opportunities for improvement and change, using a forward-thinking mindset to collaborate with others to produce positive results.
- b. If the overall progress rating of an employee is “developmental” or “exceptional,” the supervisor must identify the performance that resulted in the rating. [35.1.1(b,c); 35.1.5 (b)]

C. Performance Improvement Plans

[35.1.6]

- 1. If an employee's performance does not meet their supervisor's or the department's expectations a performance improvement plan, also referred to as remedial training plans, may be necessary. Performance improvement plans and all follow-up information are documented in writing and



submitted to the Human Resources liaison once finalized. If the plan is for a probationary police officer, PowerReady is used for documentation.

2. Supervisors will not wait until the quarterly check-in or annual progress summary to address performance issues. Poor performance must be addressed with employees as it is observed and noted on the next available check-in.
3. Before initiating a performance improvement plan, supervisors must notify the employee that their performance is not meeting expectations in writing. Notification may be made via email or in a quarterly check-in. Employees should also be given a reasonable amount of time to adjust their performance to meet expectations.

#### **IV. CAREER DEVELOPMENT**

##### **A. General**

The Department will provide all employees with career development opportunities through education, training, lateral job movement and promotion.

##### **B. Supervisor/Management Responsibilities**

1. Each supervisor/manager will meet with each employee under their supervision annually for career counseling beyond standard training needs. Each supervisor is responsible for encouraging the employees under their command to further their education and training in the knowledge, skills, and abilities in their current position or areas of expressed interest. This counseling will occur during a quarterly check-in and will include: [35.1.7(c)]
  - a. A review of the employee's training needs.
  - b. A review of the training programs that apply to the individual's current assignment to include the in-service program.
  - c. A review of the requirements and procedures for lateral transfer within the department.
  - d. A review of the requirements and procedures within the department for promotion to a higher grade/level.
2. Supervisors/managers will be cognizant of Human Resources and department training courses and programs. They will recommend them to employees based on the needs of the employee and the department.
3. Supervisors/managers shall make recommendations for improvements and specific needs in the department's training programs based on the counseling sessions.
4. Annually, bureau/precinct/division commanders will determine the training needs for their areas of command through solicitation of input from their personnel and consultation with the Training Section. This information will also be provided to the department's training committee.
5. The training committee (combined sworn and civilian personnel) will meet at least annually to provide input about employee needs to the Academy director. [33.1.1(c)]
6. Police employees who want to improve their skills or abilities may forward their requests to the Training Section through the chain of command. The request will be filed in the Training Section until a training session becomes available. A list of employees requesting to attend that type of schooling will be sent to the appropriate bureau/precinct/division commander, who will select personnel to attend based on individual requests and the needs of the department.

##### **C. Training Section Responsibilities**

1. Maintain and distribute current information regarding schools and other training opportunities, including:
  - a. Departmental in-service programs;
  - b. Job-specific programs;
  - c. Academy-sponsored programs;



- d. Programs offered by outside vendors;
- e. College courses and seminars;
- f. Educational assistance programs;
- 2. Maintain a record of all training provided to each employee. [33.1.6]
- 3. Administer the mandatory in-service training and other proficiency training programs.
- D. Bureau Commanders' Responsibilities
  - 1. Ensure that all employees promoted and/or transferred to non-supervisory positions are scheduled to attend a skills development course applicable to that position (e.g., an officer transferred to the Special Investigations Division is given an opportunity to attend D.E.A. School or a similar course). [33.8.2]
  - 2. Ensure that employees recently promoted receive training related to their new responsibilities. [33.8.2]
  - 3. Ensure that employees assigned to career specialty tasks receive appropriate training.

A handwritten signature in cursive script, reading "Steve R. Drew", written over a horizontal line.

Steven R. Drew  
Chief of Police