

GENERAL ORDERS MANUAL
WESTERN MICHIGAN UNIVERSITY
DEPARTMENT OF PUBLIC SAFETY

I. PURPOSE

The purpose of the performance evaluations and the process is to promote communication and provide useful feedback about job performance, to facilitate better working relationships, to provide an historical record of performance and to contribute to professional development. A performance evaluation system is also critical to identify performance deficiencies and to provide strategies for improvement. (2.2.1.a)

It is additionally important for WMU Public Safety to have a personnel early warning system to identify potential problems prior to an internal affairs review of implementation of disciplinary action, when possible.

II. DIRECTIVE

WMU Public Safety supervisors will conduct an annual employee evaluation review of their sworn and non-sworn subordinates. Annual evaluations will be conducted and completed each calendar year. This usually occurs during the month of June. The annual employee evaluations will be reviewed by the Deputy Chief and then forwarded to WMU Human Resources. (2.2.2)

Supervisors shall review their employee's work performance for the entire evaluation period, which typically will be July 1 through May 31 for POA bargaining unit employees. Supervisors shall refrain from basing judgment on isolated events or recent events that do not fall within the evaluation period. Supervisors shall disregard their general impression of the employee and concentrate on factors or behavioral criteria for the evaluation.

Supervisors shall adhere to the WMU POA collective bargaining agreement pertaining to performance reviews. The Performance Review form and factor descriptions in the bargaining agreement shall be used to review patrol officers. The form contains the required objectives and rating scales. The University administrative review form will be used to review the performance of detectives and non-bargaining employees at this agency. The form contains the required objectives and rating scales. (2.2.1.b, 2.2.1.c, 2.2.1.f)

Shift supervisors shall review the performance of probationary officers at least two times during the one-year probationary period of sworn officers.

Each employee shall receive a copy of their evaluations/performance reviews. (2.2.1.d)
Performance evaluations are maintained according to applicable records retention schedules. (2.2.1.g)

Training of evaluators shall be conducted by Human Resources through the use of manuals. (2.2.1.h)

POA bargaining unit employees may contest or grieve the first unsatisfactory performance review through Step Two only. However, suspensions or discharges of regular officers from second or subsequent unacceptable to unsatisfactory performance reviews, may be grieved. If the suspension of a regular officer for a second unacceptable or unsatisfactory performance review is grieved, the Union shall have the right to raise in that grievance the issue of the first unacceptable or unsatisfactory performance review, provided that this first review was grieved and the grievance was pursued through Step Two without resolution. The Union shall not have the right to raise the issue of previous reviews that were not grieved. (2.2.1.e)

The University does not have an established process for non-bargaining employees for contesting evaluations. However, an employee may prepare a letter documenting disagreement with the evaluation which is then placed in an employee's permanent file. (2.2.1.e)

III. EARLY WARNING SYSTEM AND EMPLOYEE ASSISTANCE PROGRAM

A. First Line Supervisors

1. Supervisors are a key element in the early identification of employees with potential concerns.
2. They observe an employee's daily work performance, evaluate the employee's overall performance, do career counseling, and discipline the employees.
3. First line supervisors should be vigilant in observations and in reviewing patterns of behavior.
4. They should review collected materials relative to an employee's performance for patterns, but not limited to the following: (2.2.3.a)
 - a. Previous performance evaluations as it relates to current performance.
 - b. Citizen complaints.
 - c. Use of force incidents.
 - d. Internal affairs complaints.
 - e. Reports of inappropriate work behavior.
 - f. Disciplinary action.
 - g. Accidents, including worker's compensation and traffic crashes.
5. Supervisors are responsible for reporting their subordinates' commendable and disciplinary conduct and behavior to the Chief or his designee. (2.2.3.c) Reports or forms containing incidents shall be maintained by the Chief in a locked file cabinet in administrative assistant's area.
6. First line supervisors with the assistance of their command are tasked with taking remedial action, including personnel counseling, referral to the university's Employee Assistance Program (EAP), or training recommendation. (2.2.3.c)
7. All supervisors and upper command staff shall monitor and document problem indicators of staff within their responsibility. Documentation shall include, but not limited to, citizen complaints, disciplinary actions, use of force reports, and performance evaluations. Concerning actions or behaviors, such as stress indicators, or instances resulting in coaching sessions should also be documented. (2.2.3.a)

8. Supervisors are responsible to inform the Chief or Deputy Chief of resulting performance and conduct concerns. The employee with a performance and conduct concern should be notified in writing of the issue. (2.2.3.d)
9. Documentation of non-supervisory employee concerns will be accessible only to supervisors and maintained in a spreadsheet in the *supervisor_share* folder on the department network. Similar documentation of supervisory employees will be kept in a spreadsheet only accessible to the Chief, Deputy Chief and Captain. (2.2.3.d)
10. After the review and when applicable, the Chief or designee will make necessary referrals or decisions for counseling, training, discipline, etc. (2.2.3.d)

B. Intervention (2.2.3.e)

The Chief or designee shall be responsible to determine the need for intervention and work with the appropriate resources to develop the intervention method (s) that will best serve the employee's needs and the needs of the department.

1. It is desirable that a problem-solving approach be taken, which would include the input of the employee, the bargaining unit, supervisors, and other university and outside resources.
2. Employee participation may be voluntary or mandatory, as determined by the Chief after what is believed to be best for a positive result.
3. Intervention may include any and all of the below as deemed appropriate:
 - Development of performance improvement plans
 - Psychological testing and/or counseling
 - Remedial training
 - Substance abuse program
 - Other programs as deemed appropriate

C. Department Implementation

The department, as part of the university, makes available to all employees an Employee Assistance Program (EAP) designed to assist in the identification and resolution of concerns or problems (either personal or job-related) which may adversely affect and employee's personal or professional well-being or job performance.

1. The HelpNet EAP program and services have been prepaid by the university for all WMU benefits-eligible employees. HelpNet is on-call 24 hours a day, every day at (800) 523-0591.
2. HelpNet EAP offers assessment, confidential counseling, and referral services to WMU employees, their dependents, and their household members.

D. Referrals to EAP (2.2.3.f)

1. The Chief or designee may make a formal EAP referral as part of a corrective action to ensure that the employee is given the opportunity for assistance.
2. Any supervisor may make a formal request to a subordinate, through Human Resources, be required to participate in the EAP based on work performance or some behavior that indicates the employee may be having a personal problem that is interfering with his/her ability to perform.

3. In a formal EAP referral, EAP staff will report compliance and attendance.
4. All referrals are to be confidential.

E. Protocols for Fitness for Duty Evaluations (2.2.3.b)

Protocols for fitness for duty evaluations based on early warning behaviors for POA bargaining unit employees shall follow the collective bargaining agreement.

Protocols for fitness for duty evaluations based on early warning behaviors for non-bargaining unit employees shall follow ADM-13 and guidance from WMU Human Resources.

F. Training

1. All supervisory personnel will be provided training on this directive.
2. Supervisors will also be given training on:
 - a. The services offered by the EAP.
 - b. The supervisor's role and responsibility.
 - c. Identification of employee behaviors which would indicate the existence of employee concerns, problems, and/or issues that could impact employee job performance.

Issued Date: 07/31/2020

Revised Date: 10/13/2020, 11/17/2020, 11/04/2023

Issued by



Scott Merlo
Director of Public Safety