

Personnel Monitoring System

The Department incorporates a proactive personnel monitoring protocol into its evaluation system. This protocol relies heavily on supervisory observation and awareness of behavioral warning signs indicating that an employee may be at risk of engaging in inappropriate behavior contrary to Department policy, procedure, rules and regulations.

Annual performance evaluation record-keeping includes regular monitoring and documenting employee work performance and changes in employee work behavior. On a monthly basis, the supervisor will review his/her notes to determine if there are any issues that would warrant intervention.

Other indicators that are monitored for proactive intervention include use of force reports, citizen and internal complaints made against employees, and employee involved vehicle collisions. All of these indicators are actively monitored by the employee's chain of command and the Office of Accountability. First line supervisors and commanders, the department training unit, and the Office of Accountability shall work cooperatively to identify any officer in need of proactive intervention.

Supervisors may initiate proactive intervention based on any combination of indicators that raises concern for employee welfare or job performance. Intervention for an employee may include referral to an employee assistance program, peer counseling, additional training, and/or assignment to a mentor. If deemed appropriate by a Section Commander or higher, a medical or psychological fitness for duty evaluation may be required.

On an annual basis, supervisors shall meet with command staff to discuss the effectiveness of the personnel monitoring system. This meeting will include discussion of the need to continue the program unmodified or make necessary adjustments to monitoring and intervention. The annual meeting shall be chaired by the Commander of the Office of Accountability who will generate a report documenting program status and recommendations to the Chief of Police. Recommended system enhancements will be discussed between Labor and Management per contract agreements and as necessary.

Personnel files

Supervisors shall maintain personnel files on each employee under their direct supervision. The file shall document both positive and negative traits in work performance. Supervisors will keep their Section Commander apprised of any potential early warning issues. Commanders may give feedback, make additional referrals, and/or require training as warranted. When an employee transfers from one supervisor to another, the new supervisor will receive a briefing on the employee's work performance.

Upon conclusion of the rating period, any documentation not incorporated into the employee's evaluation may be destroyed.

Early intervention

Action or referral suggested by a supervisor associated with early intervention is intended to assist an employee at the earliest possible time in a proactive manner. The supervisor will inform the employee if the observed or documented behavior continues, placing the employee at risk of violating policy, procedure, rule or regulation, that it may lead to disciplinary action. Issues involving a need for remedial action will be discussed with command level staff prior to remedial action being taken.

Work Plans

The use of a work plan for career development may be done at any time by mutual agreement between the employee and supervisor.

Work plans may be used to assist the employee to improve job performance effectiveness, achieve a specific work goal, develop skills to promote career development, or to enhance promotional qualities.

A work plan shall contain the following information:

- ❖ A Performance Analysis – Completed by the supervisor
- ❖ This section describes the employees past work behavior. This area may describe the work behaviors the employee intends to improve or enhance.
- ❖ An Action Plan – Completed by the supervisor and employee
- ❖ Performance goals, objectives, methods to achieve objectives, and the time frame expected to accomplish the work plan are defined. This section may also be used to clarify any career development issues.
- ❖ A Supervisor's Action Plan – Completed by the supervisor
- ❖ This section describes the activities or steps required of the supervisor to assist the employee in accomplishing the work plan.
- ❖ A Performance Review – What were the results of the work plan?
- ❖ The supervisor reports on the actual results of the work plan. If undesired results occurred, the supervisor will explain possible corrective measures. This section will also include narrative written by the employee explaining the results of the work plan. For example, what worked, did not work, and why.
- ❖ A signature block – Both the employee and supervisor must sign the work plan.