

# CITY OF ANDERSON POLICE DEPARTMENT

## Anderson, South Carolina

<b>DIRECTIVE TYPE</b> General Order	<b>EFFECTIVE DATE</b> March 26, 2007	<b>NUMBER</b> 1301
<b>SUBJECT</b> Performance Evaluations		
<b>REVISED</b>		
<b>REFERENCE</b> SCLEA Chapter 13 and City of Anderson, Incorporated's Personnel Policy & Procedure Manual	<b>AMENDS/SUPERSEDES</b> All Others	
<b>DISTRIBUTION</b> All Personnel	<b>RE-EVALUATION DATE</b> Annual	<b>NO. PAGES</b> 10

**A. Purpose**

To describe the City of Anderson Police Department's performance evaluation system.

**B. Policy**

Performance evaluation is conducted by the member's supervisor and is a measurement of the member's on-the-job performance of assigned duties. It is important that principles of evaluation be applied to ensure the best use of human resources available, to ensure that personnel problems can be identified and dealt with fairly, and to ensure optimum job satisfaction on the part of each employee. It is the policy of the City of Anderson Police Department to ensure that the City's evaluation system is functioning fairly and impartially and is achieving established objectives consistent with sound personnel management practices.

## C. Procedures

1. Performance Evaluation System
  - a. The City of Anderson Police Department will use the performance evaluation system being utilized by the City of Anderson Government and in accordance with procedures established by the Administrative Services Director.
2. Measurement Definitions (SCLEA 13.1.1, b-1)
  - a. Non-supervisory Performance Factors
    - (1) Police Officers
      - (a) *Job Knowledge*: Extent to which the employee knows the details of his/her job, understands job duties, and possesses the technical skills needed for the position.
      - (b) *Making Decisions*: Considers the ability of the officer to make appropriate decisions within the officer's area of responsibility.
      - (c) *Demonstrating Observational / Preliminary Investigative Skills*: Considers the officer's attention to and reaction to detail.
      - (d) *Safety Skills and Caring for and Using Equipment*: Extent to which the employee complies with all safety rules on the job, including the use of safety equipment and protective clothing and the extent to which the employee appropriately maintains and uses equipment and materials.
      - (e) *Dealing with the Public*: Extent to which the employee establishes a positive relationship with the public.
      - (f) *Teamwork / Working With Fellow Officers*: Extent to which the employee works together and gets along with others in the work unit. The extent to which the employee establishes a positive relationship with co-workers and supervisors.
      - (g) *Demonstrating Appropriate Personal Appearance*: Considers the officer's maintenance of his/her professional image, physical fitness, and job related conduct.
      - (h) *Reliability and Responsibility*: Extent to which the officer can be relied upon to fulfill job responsibilities and commitments in a conscientious, thorough manner.

- (i) *Performance Under Stress*: Considers the quantity, quality and timeliness of decisions that the officer makes under stressful and/or dangerous situations.
  - (j) New employees will be evaluated and scored based upon their level of experience as a law enforcement officer.
- (2) Support Staff
- (a) *Demonstrating Technical Competence*: Extent to which the employee knows the details of his/her job, understands job duties, and possesses the technical skills needed for the position.
  - (b) *Uses Time Effectively*: Considers the ability of the employee to work without direct supervision, stay on task, and perform under pressure.
  - (c) *Attendance and Punctuality*: Considers the employee's conscientiousness about attendance, requesting leave, and use of break time.
  - (d) *Following Supervisory Direction*: Extent to which the employee complies with supervisor's directions and shows effort to improve in areas where supervisor points out that improvement is needed.
  - (e) *Dealing with the Public*: Extent to which the employee establishes a positive relationship with the public.
  - (f) *Demonstrating Appropriate Personal Appearance*: Considers the employee's maintenance of his/her professional image and physical fitness.
- (3) Clerical / Administrative Assistants
- (a) *Scheduling Work*: Considers the ability of the employee to work effectively and organize workloads.
  - (b) *Demonstrating Technical Competence*: Extent to which the employee knows the details of his/her job, understands job duties, and possesses the technical skills needed for the position.
  - (c) *Learning New Skills*: Extent to which the employee seems to learn new aspects of his/her job related duties.
  - (d) *Working With Initiative*: Extent to which the employee works within normal levels of supervision and shows desire to undertake and learn new tasks.

- (e) *Using Judgments*: Considers the ability of the employee to make appropriate decisions within his/her area of responsibility.
- (f) *Teamwork / Working With Colleagues*: Extent to which the employee works together and gets along with others in the work unit. The extent to which the employee establishes a positive relationship with co-workers and supervisors.
- (g) *Following Supervisory Direction*: Extent to which the employee complies with supervisor's directions and shows effort to improve in areas where supervisor points out that improvement is needed.
- (h) *Dealing with the Public*: Extent to which the employee establishes a positive relationship with the public.
- (i) *Working Under Pressure*: Considers the ability of the employee to adapt to changing situations and retain composure under stress.
- (j) *Attendance and Punctuality*: Considers the employee's conscientiousness about attendance, requesting leave, and use of break time.
- (k) *Self Discipline*: Extent to which the employee adheres to work rules, maintains high quality work, and maintains professional business standards.

b. Management Performance Factors

- (1) Supervisory Personnel (Sergeants, Lieutenants, and Captains)
  - (a) *Tracking Departmental Goals*: Extent to which the supervisor defines, implements, and monitors goals and guides subordinates toward achieving the goals.
  - (b) *Managing People*: The ability to monitor, motivate, and discipline subordinates and deal effectively with other agencies.
  - (c) *Delegation*: Ability and to get work accomplished through others.
  - (d) *Making Decisions*: Considers the ability of the supervisor to make appropriate decisions within his/her area of responsibility.
  - (e) *Evaluation of Subordinates*: The use of the appraisal form and process as a tool for feedback, communicating job requirements, and providing a realistic assessment of their employees' job performance.

- (f) *Leadership Abilities*: The ability of the supervisor to guide, direct, manage, and motivate subordinates and effectively deal with the general public and other agencies in a professional manner.
- (g) *Dealing with the Public*: Extent to which the supervisor establishes a positive relationship with the public.
- (h) *Demonstrating Appropriate Personal Appearance*: Considers the employee's maintenance of his/her professional image, physical fitness, and job related conduct.

(2) Executive Personnel (Chief of Police)

- (a) *Setting and Tracking Goals*: Extent to which the executive defines, focuses, and achieves short and long-range departmental goals.
- (b) *Managing People*: The ability to select, train, promote, appraise, and discipline employees and the ability to deal professionally with outside agencies.
- (c) *Achievement of Results*: Ability to organize and plan operations and guide and motivate subordinates toward execution of objectives.
- (d) *Technical Competence*: Extent of the executive's knowledge and ability to use specialized information, communicate that information to others, and direct others in the use of specialized information.
- (e) *Dealing with the Public*: Extent to which the executive establishes a positive relationship with the public.
- (f) *Judgment*: Considers the ability of the executive to consistently reach sound decisions in solving problems and accomplishing assignments.

c. Performance Factor Scoring

- (1) When evaluating individual performance factors, as described above, the following scoring method will be utilized:
  - (a) Outstanding
  - (b) Highly Satisfactory
  - (c) Satisfactory
  - (d) Improvement Needed
  - (e) Unsatisfactory

d. Overall Performance Rating

- (1) The sum of all individual performance factor scores will be averaged to determine the overall performance rating, as follows:
  - (a) *Outstanding*: Overall performance exceeds standards. Scores high on all tasks. Employee shows full mastery of present position.
  - (b) *Highly Satisfactory*: Overall performance above standards. Employee performs all tasks well, and has mastered several skills.
  - (c) *Satisfactory*: Overall performance meets standards. Employee performs tasks satisfactory. Good performance rating.
  - (d) *Improvement Needed*: A significant part of the member's work is performed below the standards of performance required for the position.
  - (e) *Unsatisfactory*: A substantial part of the member's performance is unacceptable for minimum job performance.

- i An overall performance rating of *Unsatisfactory* requires re-evaluation within ninety (90) days, and a subsequent such rating may serve as grounds for dismissal, re-assignment, or demotion. (Please refer to the City of Anderson Personnel Policy & Procedures Manual IV-170, C3a.)

3. Procedures for Use of Forms (SCLEA 13.1.1, b-2)

- a. Performance evaluations are to be regarded as planning tools and as a basis for:
  - (1) Counseling employees as to their job performance, strengths, and weaknesses,
  - (2) Identifying personal goals and objectives,
  - (3) Determining training needs,
  - (4) Promotions and transfers,
  - (5) Re-employment decisions, and
  - (6) Disciplinary actions.
- b. The form will be used to recommend employees be taken off of probation or to request a probationary extension.
- c. Newly hired employees will be evaluated as per the City of Anderson Personnel Policy and Procedure Manual, section IV-170, B1a.

- d. Evaluations will be conducted and documented on each newly assigned or promoted employee at the end of three months.
  - e. After an employee's introductory period to a newly assigned position and/or after a new employee's probationary period has expired, the employee will be evaluated at least once every 12 months. The evaluation date is calculated from the initial date of hire and is the employee's yearly anniversary date. (SCLEA 13.1.2)
  - f. Evaluations will not be used on Reserves or auxiliary members of the City of Anderson Police Department.
  - g. The evaluation form has provisions for employee's comments.
  - h. The employee being rated may request a copy of his/her performance evaluation.
  - i. Evaluations must be typed or completed in ink. Pencil copies are not accepted.
4. **Rater Responsibilities (SCLEA 13.1.1, b-3)**
- a. It is essential that the performance evaluation process be given adequate attention, time, and consideration so that the rater may be as impartial as possible.
  - b. Supervisors are responsible for monitoring the job performance of subordinates, and they must provide performance feedback to praise outstanding job performance and to identify unsatisfactory performance and behavior.
  - c. An employee's "rater", will normally be the present immediate Supervisor. A "reviewer" normally will be the person of the next highest rank within the rater's chain of command.
  - d. Supervisors conducting performance evaluations will base their ratings on personal observations, written reports, daily activity sheets, citizen/employee interaction, and any other source that the supervisor deems appropriate.
  - e. It is essential that when comments are required, specific information is provided to the evaluated employee.
  - f. Supervisors shall ensure that all paperwork and documentation associated with the City of Anderson Police Department's performance evaluation system is completed accurately and within specified time frames.
5. **Rater Training (SCLEA 13.1.1, b-3)**
- a. Newly promoted supervisors will receive skills development training, to include the City of Anderson Police Department's performance evaluation system, as prescribed in City of Anderson Personnel Policy and Procedure Manual, section IV-170, *Employee Performance Evaluation*.

6. Performance Evaluation Dates

- a. As per the City of Anderson Personnel Policy and Procedure Manual, section IV-170, A2, all **probationary employees** will be evaluated. Evaluations will be conducted in a timely fashion in accordance with the City of Anderson Personnel Policy and Procedure Manual, section IV-170, B1a. In addition, sworn personnel will be evaluated daily while in the Field Training Program. A recommendation to retain, extend, or discharge a probationary employee must be made to the Chief prior to the end of the employee's probationary period.
- b. A performance evaluation will be conducted and documented annually on each **regular full-time employee**. Please refer to the City of Anderson Personnel Policy and Procedure Manual, section IV-170, A2, Employee Performance Evaluation.
- c. A performance evaluation will be conducted and documented on each **newly assigned or promoted employee** at the end of three (3) months.
- d. When an employee changes supervisors at a time when an evaluation is not due, regardless of the length of assignment (such as in a transfer, etc.), the previous supervisor shall complete an evaluation covering the time span for which the member was in that supervisor's chain-of-command. The period evaluated shall include the portion of the year that the employee was under that supervisor's leadership.
  - (1) That evaluation shall be included in the employee's file the same as all other evaluations that cover entire assessment periods.

7. Criteria and Rating Period

- a. Performance evaluations will be based upon the tasks of the position as set forth in the job description. (SCLEA 13.1.2, b-1)
- b. Employees will only be evaluated on their job performance during the evaluation period identified on the evaluation form. (SCLEA 13.1.2, b-2)

8. Unsatisfactory Performance (SCLEA 13.1.3) (Also see City of Anderson PP&M, IV-170, C3a.)

- a. Employees will be advised with a written counseling notice, or other disciplinary action as may be deemed necessary, at least ninety (90) days prior to the end of the rating period whenever their performance is deemed to be unsatisfactory.
- b. If such notification is not possible at least ninety (90) days prior to the end of the annual rating period:
  - (1) The annual evaluation may prescribe re-evaluation of the employee within ninety (90) days, or



- (2) The aforementioned disciplinary action may extend the rating period for not more than ninety (90) days.
    - c. Supervisors should be prepared to advise the employee of unsatisfactory performance, and to define actions that should be taken to improve his or her performance. (SCLEA 13.1.3)
- 9. Explanatory Comments
  - a. Explanatory comments are required for all performance ratings other than “satisfactory”.
- 10. Employee Counseling (SCLEA 13.1.4)
  - a. Each employee in the City of Anderson Police Department will be counseled by his or her immediate supervisor at the conclusion of the rating period. Counseling shall include the following areas:
    - (1) Results of the last performance evaluation and the evaluation just completed,
    - (2) Level of performance expected and/or goals for the new reporting period, and
    - (3) Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee’s position.
- 11. Signatures and Employee Copy
  - a. The rater’s supervisor will review and sign each performance evaluation report. (SCLEA 13.1.2, b-4)
  - b. Each rated employee will be given the opportunity to sign and make written comments to supplement the completed performance evaluation report. (SCLEA 13.1.1, b-4; SCLEA 13.1.2, b-3)
  - c. The rated employee will be offered a copy of the completed evaluation report. (SCLEA 13.1.1, b-4, SCLEA 13.1.2, b-3)
- 12. Rater Evaluation
  - a. All raters will be evaluated by their supervisor during the review of their performance evaluation in regards to conducting fair and impartial performance ratings and participating in appropriate counseling.

13. Appeal Process (SCLEA 13.1.5)

- a. Contested performance evaluation reports may be appealed through the normal chain of command to the Chief. The appeal must be in writing and follow the chain of command to each successive level of supervision.
- b. The employee must file the initial appeal and each successive appeal within ten (10) working days from the date of evaluation or receipt of a supervisor's decision.
- c. Upon receiving the appeal, each supervisor shall have five (5) working days (Saturdays, Sundays, and Holidays excluded) to render a decision. If no decision is made within this time, the appeal shall be considered denied. If a supervisor at a particular level is unavailable to consider the appeal, it shall be considered denied and sent to the next highest level.
- d. Upon receiving the appeal, the Chief will review the appeal and respond to the employee within five (5) working days (Saturdays, Sundays, and Holidays excluded).

14. Retention of Performance Evaluation Reports

- a. Performance Evaluation Reports will be retained in the employee's Personnel file for at least three (3) years. Evaluation Reports are forwarded to the Chief of Police for review.

By order of:

  
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Martin D. Brown, Chief of Police

3-15-2007  
Date