THE POLICIES AND PROCEDURES INCLUDED IN THIS MANUAL ARE NOT A CONTRACT OF EMPLOYMENT AND SHOULD NOT BE RELIED ON AS SUCH. THESE POLICIES AND PROCEDURES ARE SUBJECT TO AND MAY BE CHANGED AT ANY TIME BY THE DEPARTMENT OF PUBLIC SAFETY, MEDICAL UNIVERSITY OF SOUTH CAROLINA.

A. Purpose

To establish uniform, fair, equitable, and job-related procedures to evaluate the job performance of the employees of the Department of Public Safety. To assure the public that Department employees are qualified to provide effective law enforcement services.

B. Policy

Effective job performance by all employees is essential to the achievement of Department goals and objectives. The Department will administer its Employee Performance Management System (EPMS) to all employees in compliance with the Medical University's Department of Human Resources Success Factors Guidelines.

C. General Procedure

1. Employees of the Department will be afforded access to the Medical University's appraisal policy through on-line computer systems within the Department.

2. The EPMS will be used to identify employees having promotional potential; to identify employees' training needs; to evaluate the overall performance of each employee in relationship to their assigned duties; to evaluate the employees' achievement of their goals; and to provide documentation to support recommendations for transfers/lateral assignments, promotions, and, at times, dismissals.

3. All newly appointed Supervisors will attend training on the EPMS within six months of their appointment. The Medical University, at no expense, provides such training to the employee. (CALEA 35.1.1.d)
D. Specific Procedure

In addition to the specific guidelines found in the Success Factor Guidelines, the Department will comply with the following procedures:

1. A written Performance appraisal report on all employees will be accomplished at least once a year (CALEA 35.1.2), and will be based on rating criteria that are specific to the assignment of the employee during the rating period (CALEA 35.1.4). A written performance appraisal report on all probationary employees is required monthly. (CALEA 35.1.3) Two months of the Public Safety Officers performance is rated by the South Carolina Department of Public Safety, Criminal Justice Academy Training Division in his/her training records. After a Public Safety officer completes the academy requirements, he/she will be evaluated daily by a Field Training Officer (FTO) and monitored by the Supervisor until released for independent patrol (generally from one to four months). When an employee is released from FTO training, he/she will be evaluated by memorandum from the Supervisor to the Patrol Commander and Training Officer. This memorandum will report the Supervisor's evaluation of the employee's performance of required performance characteristics. (CALEA 35.1.5.a)

2. At the conclusion of the rating period, the appraiser and employee will discuss the evaluation in specific terms to include the results of the performance evaluation just completed; level of performance expected, rating criteria and goals for the new period; and career counseling relative to advancement, specialization and applicable training for the employee. (CALEA 35.1.7.a, b, and c)

3. Each Supervisor who evaluates the performance of another employee is to be evaluated by their own supervisor regarding the quality of evaluations they afford others. The EPMS of each “Appraiser” will include an objective which states: "All performance ratings given other employees are fair and impartial, include participation in counseling rated employees, and reflect ability to carry out the appraiser’s role in the performance evaluation system.” (CALEA 35.1.8)

4. Performance appraisals cannot be grieved under state law. However, an employee who wishes to contest his/her evaluation may request the evaluation be reviewed by indicating such in the "Employee Comments” area of the EPMS. The appraiser's Supervisor will review the EPMS with the employee. (CALEA 35.1.5.f)

5. Employees will be advised in writing whenever their performance is deemed to be unsatisfactory. Although the Medical University allows this advisement to be given up to thirty days prior to the end of the annual rating period, the Department requires all raters to give the written advisement at least ninety days prior to the end of the employees annual rating period. (CALEA 35.1.6)

6. Employees will be given the opportunity to make written comments supplementing the completed EPMS. (CALEA 35.1.5.d)

7. Appraisal results of “substantially exceeds” or “fails to meet requirements”
require the appraiser to submit written comments of explanation on the employees EPMS form. (CALEA 35.1.5.b)

8. Every employee will have access to their completed evaluation on line. (CALEA 35.1.5.e)

9. Each employee’s performance evaluation is to be reviewed and electronically signed by the rater’s supervisor. (CALEA 35.1.5.c)

10. Performance evaluation reports will be retained in the employees file maintained at Human Resources for a period consistent with applicable retention schedules, or at least three years. The electronic copy will be maintained in Success Factors and is available to the employee and supervisor. (CALEA 35.1.5.g)

E. Levels of Performance (CALEA 35.1.1.a)

All employees shall be rated using the following four levels of performance:

1. *(4)* Employee consistently displays exemplary behavior for others to follow or emulate and exceeds expected behavioral norms. Typically exceeds expected behavioral norms. Anticipates the needs of customers and provides service that meets or exceeds expectations. When faced with challenges or problems, identifies the issues and develops solutions without waiting to be directed to do so. Works collaboratively with co-workers and customers to implement solutions to challenges or other problems. An individual that routinely receives positive acknowledgement from customers.

2. *(3)* Employee exhibits all of the expected standards of behavior, and displays many of the behavioral characteristics of a role model, just not as consistently or completely.

3. *(2)* Employee exhibits behavior that is consistent with the Standards of Behavior. Does what is necessary. May need coaching to improve on one or more areas of expected behavior.

4. *(1)* Employee consistently exhibits behavior that fails to meet one or more of the Standards of Behavior.

F. Preparation and Maintenance of the EPMS Form

1. Procedures for the completion of the EPMS form are contained on the Human Resources Management website under Success Factors. (CALEA 35.1.1.b)

2. 
   a. All Supervisors will maintain a folder on each employee. As a minimum, the folder will contain a copy of the most recent Performance Report, and notes concerning positive and negative aspects of the employee’s current duty performance. These records will be periodically inspected by the Patrol Commander or Director.
b. Upon transfer to another shift, the employee's folder will be forwarded to the new Supervisor. The folder must be current and up-to-date. Supervisors will not accept incomplete or out-of-date employee folders. They will be returned to the previous Supervisor for correction.

c. All Supervisors will receive Department of Human Resources Management training on the Success Factors software within six months of their appointment. (CALEA 35.1.1.d)

3. All Supervisors must accomplish timely and meaningful evaluations of their subordinates. The following procedures will apply: (CALEA 35.1.1.c)

   a. The Administrative Coordinator II will ensure that all pillar goals are added prior to the distribution of the Planning Stages each year. It is also the responsibility of the Administrative Coordinator II to ensure that all pillar goals are rated prior to the distribution of the evaluation.

   b. In addition to administering a Planning Stage with each regular Performance Report, the Supervisor must also insure that a new Planning Stage is administered immediately on all personnel that are promoted, demoted, reclassified or newly hired. The Administrative Coordinator II will promptly prepare the appropriate documents so that the new Planning Stage can be administered.

   c. The Director will establish appropriate suspense dates to insure that all evaluations are returned and submitted to Human Resources, not later than 30 days prior to the effective date of the report.

   d. Before finalizing any Performance Report and presenting it to the employee, the Reporting Official must discuss the rating with the Reviewing Official. All disagreements will be resolved prior to contacting the employee.

   e. All "*(4) Role Model" ratings must be reviewed by the Administrative Manager, Operations Support Commander, Patrol Commander and Director, before presentation of the report to the employee. Justification for this rating must be specific. General or vague comments submitted as justification for a "*(4) Role Model" rating are unacceptable. Also, one (1) outstanding act or accomplishment will not suffice. The outstanding performance must be sustained over a long period of time.

   f. In completing all Performance Reports, fairness and objectivity will be of prime consideration.

   g. All reports that are improperly accomplished will be returned for correction.

4. The minimum period of supervision, for the purpose of rendering a Performance
Report is **180 days**. In situations where the **180 Day Supervision Period** is not met, accomplishment of the Performance Report will be the responsibility of the previous Supervisor, in conjunction with the current supervisor. If the previous Supervisor is not available, the Report will be completed by the Patrol Commander, after consulting the current Supervisor.

Attachment

DATE:

TO:  (Employee)

FROM: (Manager/Supervisor)

SUBJECT: OFFICIAL WARNING NOTICE OF SUBSTANDARD PERFORMANCE

With this memorandum you are being placed in a warning period of substandard performance because you are experiencing performance difficulties in the following job duties: (Should be taken directly from the employee’s evaluation form.)

1.

2.

3.

4.

5.

In order to improve your performance you will need to do the following: (Rewording the success criteria taken directly from the employee’s evaluation form, and/or more information.)

1.

2.

3.

4.

5.
OFFICIAL WARNING NOTICE OF SUBSTANDARD PERFORMANCE

You have between ______ and ______ days in which to improve your job performance. Failure to do so will result in your ________ (termination/demotion/transfer) from employment.

In order to help you improve your job performance, we will meet every ______ (Day of the week) in the ______ (mornings/afternoon). (A standing appointment may be given.)

At these meetings we will discuss your progress and any performance deficiencies. Minutes will be taken of these meetings. You will have the opportunity to review these minutes and make comments. The minutes will be signed by both you and me and the original forwarded to the Department of Human Resources Management for inclusion in your personnel file. However, you will be given a copy to assist you with your performance.

For additional information regarding this process, please refer to the Human Resources Management Website, Success Factors.

I am available at any time should you have any questions or need additional assistance.

Employee                           Date

Manager/Supervisor                 Date

cc: Human Resources
   Department File
   Human Resources Management