



GREENVILLE COUNTY
SHERIFF'S OFFICE

GO - 137

GENERAL ORDERS

EMPLOYEE ASSESSMENT SYSTEM

PURPOSE:

The Greenville County Sheriff's Office has a responsibility to its employees and the community to identify and assist employees showing symptoms of job stress, training deficiencies, or personal problems that affect their job performance. This policy is intended to assist supervisors and managers in identifying, intervening, and following-up with employees exhibiting potentially problematic conduct.

POLICY:

It is the policy of the Greenville County Sheriff's Office to implement a systematic process using data and criteria defined by the agency for the assessment of employees. This self-assessment is based on several established criteria and will be known as the Employee Assessment System (EAS).

PROCEDURES:

In general:

1. It is the duty of line supervisors to monitor the performance and behavior of personnel under their charge on a daily basis.
2. The EAS is a tool designed to assist supervisory personnel in monitoring employee performance.
3. Supervisors are to be familiar with alternatives and authorized actions they may take in response to personnel exhibiting behavioral and/or job performance problems with or without information provided through the EAS.

Administratively - EAS is administered by the Office of Professional Standards (OPS). First line supervisors may enter service related inquiries and counseling reports data into the EAS computer program. The program is a flag-system with thresholds that operate on 90-day cycles. A pre-set occurrence threshold will activate a flag.

DATA COLLECTION:

The following documented sources of data will be used for the EAS:

1. Complaints against employees.
2. Disciplinary actions as reported by Supervisor counseling, reprimand, and suspension reports.
3. Response to Resistance/Aggression reports.
4. Vehicular Pursuit reports.
5. Duty Related Vehicle Collisions reports (deputy contributed).
6. Incident Reports.

**ACTIVATION
CRITERIA:**

90-DAY CYCLE - Cycles will begin January of each year. Activation of EAS occurs when an employee meets ONE or more of the following criteria during a 90-day cycle within a calendar year:

- Received two or more complaints.
- Involved in four or more Response to Resistance/Aggression incidents, or eight for members of DPU and K-9 Services, in which the level of force used to gain compliance was hands/feet, electronic stun device, chemical, asp baton, flashlight, or bitten by canine.
- Involved in more than two authorized vehicle pursuits or one or more unauthorized vehicle pursuits.
- Received two or more oral or written reprimands or counseling reports.
- Received two or more suspensions of one day.
- Involved in two or more duty related vehicular collisions (employee contributed).

REPORTING:

EAS ACTIVATION REPORT - OPS will be responsible for issuing a report indicating which, if any, employees have been “flagged” by the EAS. The report will contain a listing of the data leading an employee being flagged. This report is intended only as a resource guide for supervisors. This report will be forwarded to Division Commanders.

EAS EMPLOYEE ACTIVATION SUMMARY REPORT – Unit Commanders will within ten (10) days prepare a summary report of the incidents that led to the activation for the employee. This report will contain recommendations, when applicable. This report is intended to assist Unit Commanders in evaluating and making decisions in regard to the activation. This report will include, in addition to the above, the following:

1. Determination if there are any similarities between incidents.
2. Determination if a trend or pattern of behavior is indicated.
3. Determination if other possible indicators of stress are present, such as tardiness, an unusual amount of used leave, family problems, etc.
4. Recommendations.

EAS EMPLOYEE INTERVENTION FINAL REVIEW – The Unit Commander will prepare a final report, which will be forwarded to the Sheriff. The report will summarize final recommendations, if any, made as a result of the EAS activation. A copy of the final report will be submitted to OPS to be maintained in the EAS file. In order to

maintain confidentiality of EAS files, EAS documentation will be stored separate and apart from any other personnel file. The employee will be provided with a copy of the final report.

In the event the Sheriff does not concur with the recommendations made in the report, the Sheriff will notify the affected Division Commander. The Sheriff will discuss the specific concerns with the Division Commander and determine the final disposition.

All reports, will be maintained in the EAS file by OPS and will not be placed in the employees personnel file.

ACTIONS:

Upon receipt of a “flagged” employee report the supervisor will collect all relevant documentation to the incidents indicated in the report. The supervisor will review the report with the subject employee and encourage him or her to provide insight into the itemized incidents of the report.

If corrective actions are warranted, the employee’s Division Commander, Unit Commander, and supervisor will meet to discuss the report and other relevant information to determine if corrective actions are warranted. The Sheriff and/or additional personnel may be asked to attend when appropriate. These actions may include, but are not limited to the following:

1. **NO ACTION** - Often the circumstances that activated the EAS are merely part of a competent employee performing his or her duties in a conscientious manner. If the assessment indicates no problem or pattern of behavior exists then no further action is required.
 2. **COUNSELING OR REMEDIAL TRAINING** - The employee may need to be counseled by supervisory personnel regarding specific aspects of his or her job performance. The employee may need refresher training in human relations skills, defensive tactics, cultural diversity, driving, weapons care and management, specific department policies and procedures, etc.
 3. **REFERRAL TO AN EMPLOYEE ASSISTANCE PROGRAM** - If the issues associated with the EAS activation are determined to be possibly related to factors involving job stress or other issues beyond the work environment, a referral to an employee assistance program may be made. See General Order 138 Employee Assistance Program.
 4. **REASSIGNMENT** - The Division Commander may assign the employee, either temporarily or permanently, to another unit or assignment, if in his/her judgment this action is warranted.
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5. **DISCIPLINARY ACTION** - Disciplinary action is only recommended in the event new violations are revealed during the EAS review.
6. **TRANSFERS, TRAINING, AND COUNSELING ARE NON-PUNITIVE** - Transfers, training, and counseling, as a result of EAS are not considered punitive or disciplinary action.
7. **FOLLOW UP** - Once approved, the employee will follow the recommended course of action(s) to completion. If corrective action is recommended, the employee's performance will be monitored and progress documented in a follow up report.

The EAS will be evaluated annually to determine if the system is working properly and to make revisions when deemed necessary.



Hobart Lewis, Sheriff