



KNOXVILLE POLICE DEPARTMENT KNOXVILLE, TENNESSEE



General Order No. 1.40

Subject: Professional Excellence Program	Effective Date: February 1, 2002	Revised Date: July 5, 2012
Title: Establishment of Professional Excellence Program	Pages: 6	Distribution: All Members
Cross Reference: CALEA Standards	Chief of Police Approval:	

Purpose

This order establishes a program to provide the Knoxville Police Department with a procedure to identify and monitor members who exhibit behaviors contrary to the mission and goals of the department. These types of behavior may indicate personal and/or work related problems. It is recognized that no program or system can guarantee identification of every employee who needs special assistance. However, certain performance indicators, when used in a systematic way, can alert both supervisors and employees that a problem may exist. The Knoxville Police Department Professional Excellence Program is not intended to produce conclusions regarding an employee's performance, it is a tool for supervisory members of the department to identify potential problem employees at an early stage and ensure that a plan of corrective action is developed and implemented.

This directive consists of the following sections:

- I. Internal Affairs Unit Responsibilities
- II. Unit Commander Responsibilities
- III. Professional Excellence Program Review Group Responsibilities

I. Internal Affairs Unit Responsibilities

The Internal Affairs unit is designated with the responsibility of collecting and securing pertinent documents necessary for maintaining the Professional Excellence Program. IAU will also be responsible for preparing quarterly and annual reports listing individual employees who accumulate a pre-designated number of incidents for the selected period of time. The annual report is essential to identify an employee who may warrant attention, but fails to accumulate the threshold in one quarter, yet accumulates a significant number of incidents over a longer period of time.

A. Quarterly Professional Excellence Program Report

The quarterly report will identify employees who generate the following during that three (3) month period:

1. Four (4) or more Use of Force/Response to Resistance Reports - including Firearms and K-9 Use Reports (See General Orders 1.6 and 2.11); or
2. Three (3) or more Vehicle Flight Response Reports (See General Order 1.8); or
3. Two (2) or more complaints of misconduct; or
4. Two(2) or more disciplinary actions; or
5. Failure of a member to take the mandatory annual physical examination (See General Order 1.17) within 60 days of the member's birthday; or
6. Five (5) or more of any combination of the selected Professional Excellence Program criteria.

Note: *The Use of Force/Response to Resistance Report, Firearms Use Report, and the Internal Investigation that result from an officer involved shooting will constitute one(1) incident.*

B. Annual Professional Excellence Report

The annual report will identify employees who generate the following during the previous twelve (12) months:

1. Six (6) or more Use of Force/Response to Resistance Reports – Including Firearms and K-9 Use Reports; or
2. Six (6) or more Vehicle Flight Response Reports; or
3. Four (4) or more complaints of misconduct; or
4. Three (3) or more disciplinary actions; or
5. Ten (10) or more of any combination of the selected Professional Excellence Program criteria.

Note: The Use of Force/Response to Resistance Report, Firearms Use Report, and the Internal Investigation that result from an officer involved shooting will constitute one(1) incident.

- C. For each employee identified in either the quarterly or annual report, IAU will submit a report to the Chief of Police listing the employee's name, assignment, and a listing of the specific number and kinds of incidents that were used to identify the employee. After review by the Chief of Police, the employee's commander will be notified.
- D. The annual report will contain an evaluation of the Program and any recommendations for change or improvement based on those findings.

II. Unit Commander Responsibilities

- A. Upon being notified by the Internal Affairs Unit that an employee under his/her command has been included in either the quarterly or annual Professional Excellence Report, the employee's Unit Commander will assign an *Employee Review Analysis* to be completed by employee's immediate supervisor. The Analysis will include a review of numerous factors involved in the employee's total history with the Knoxville Police Department. It will include, but not be limited to the following:
 1. Job Assignments (to determine if unusual movement has occurred)
 2. Complaints and Referrals
 3. Disciplinary Action

4. Vehicle Accidents
5. On Duty Injuries
6. Commendations
7. Productivity Levels (prior to and during the period of review)
8. Performance Appraisals
9. Use of Force/Response to Resistance (The number of reported incidents by themselves is not automatically indicative of a problem)
10. Absentee History
11. Vehicle Flights
12. Special Training Received/Instructor Assignments
13. Failure to take the mandatory physical within 60 days of birthday
14. Recommended Plan of Action, if any.

B. The *Employee Analysis Report* and a *written Recommended Plan of Action* will be completed and submitted to the Internal Affairs Unit within twenty (20) days. The Internal Affairs Unit Supervisor will be designated as the *Professional Excellence Program Administrator*. If any performance deficiencies are identified in the Employee Analysis Report the Program Administrator will coordinate a meeting of the Professional Excellence Program Review Group within ten (10) working days. The following personnel will comprise the Professional Excellence Program Review Group:

1. Division Commander of the employee, or designee
2. District or Unit Commander of the employee
3. Current Mid-Level Supervisor (Lieutenant) of the employee

4. Current Immediate Supervisor of the employee
5. Professional Excellence Program Administrator or designee.

Note: Three (3) of the five (5) group members must be present for a quorum.

III. Professional Excellence Program Review Group Responsibilities

A. Upon inspection of the Analysis Report, the Professional Excellence Program Review Group will determine whether or not intervention is warranted and if the recommendation of action is appropriate. If intervention is determined to be necessary, the Recommended Plan of Action will be approved or amended by the Review Group. The Plan of Action will include, but not be limited to the following:

1. A statement advising the employee that he/she is assigned to the Professional Excellence Program, and that participation in the Program is mandatory for a minimum period of six (6) months.
2. A synopsis of the identified behaviors that are affecting the performance of the employee.
3. Notice that participation in the Program will not mitigate any other disciplinary action resulting from his/her employment (i.e. future complaints will be handled through the normal process). Should further negative action occur during the Program, necessary disciplinary action will be taken.
4. Specific actions required of the employee, the employee's immediate supervisor and District Commanding Officer during the Program.

B. The Plan of Action may include, but is not limited to, one (1) or more of the following recommendations:

1. Remedial training of the employee of the affected area of concern or unacceptable behavior;
2. Referral to the Employee Assistance Program;
3. Transfer to another assignment;

4. Placement under structured supervision;
 5. Appropriate counseling or disciplinary action.
- C. The approved Plan of Action will be submitted by the Program Administrator to the Chief of Police for final approval. Upon approval, the Plan of Action becomes a direct order of the Chief of Police to the deficient employee and his/her supervisors. All Plans of Action will be in effect for a period of six (6) months from the date of approval by the Chief of Police.
- D. The immediate supervisor of the affected employee will closely monitor his/her progress. A monthly status report (in memo form) will be submitted by the immediate supervisor to the District Commander and the Professional Excellence Program Administrator. At the end of the six (6) month period, an assessment meeting will be held by the Review Group and will include the affected employee. At the assessment meeting, the progress of the Plan of Action will be discussed and the employee's immediate supervisor will present a Final Report of Progress and recommendation which will be approved or amended by the Review Group. The recommendation may be a declaration of successful completion, an extension of the Program, referral for additional assistance, or any other necessary action. The Chief of Police will review the final analysis and make all final decisions.
- E. The Chief of Police has sole discretion to assign any employee to the Professional Excellence Program when deemed necessary.