



POLICY AND PROCEDURE

Subject:
EARLY WARNING SYSTEM

Policy Number:
103

Number of Pages:
4

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By the Authority of:

Chief of Police: Zachary Owen

I. PURPOSE

This policy is intended to assist the agency in identifying employees whose performance or conduct warrants review, and, where appropriate, intervention to mitigate or avoid circumstances that may have negative consequences for the employee, fellow employees, the agency, and/or the general public.

II. POLICY

It is the policy of the agency to establish and maintain an early warning system (EWS) that identifies, assesses, reviews, and tracks at-risk behavior of employees, and employs intervention where appropriate. for tracking and reviewing incidents of risk to this agency and the involved employees.

III. PROCEDURES

A. General Provisions and Responsibilities

1. It is the duty of first-line supervisors to monitor the performance and behavior of personnel under their supervision on a regular basis.

<p style="text-align: center;">POLICY AND PROCEDURE</p> <p style="text-align: center;">Policy Number: 103</p>	<p style="text-align: center;">Subject:</p> <p style="text-align: center;">EARLY WARNING SYSTEM</p>	<p style="text-align: center;">Page:</p> <p style="text-align: center;">2</p>
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2. The EWS is a tool designed to assist the agency in monitoring employee performance.
 3. Supervisors should 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 EWS. Any supervisor who notices a significant change in an employee's behavior or job performance may request an EWS review.
- B. The agency head shall determine which employee(s) are responsible for collecting the necessary data for the EWS, analyzing this data, and generating reports as appropriate.
- C. At-risk behavior is any behavior or action that increases the risk of injury to an employee or to others that could constitute a civil rights violation, or that could result in the law enforcement agency losing public support and confidence. Examples of at-risk behavior shall include, but are not limited to:
1. Repeated uses of force
 2. At-fault traffic accidents
 3. Repeated founded complaints
 4. Improper vehicle pursuits
 5. Repeated violations of agency policy or procedures
 6. Excessive use of leave
 7. Excessive workers' compensation claims
 8. Documented substandard performance
- These actions and at-risk behaviors shall be reported, compiled, and reviewed in support of the EWS.
- D. The agency may wish to develop a point system based on types of behavior that trigger a threshold. The point system may be based on agency size, type of call, officer assignment, etc. These EWS computations should be examined on a regular basis (quarterly, annually, etc.) to determine if the officer has activated the threshold. If an employee activation occurs, the agency head or designee is responsible for determining whether any further action/reporting is required. "Further action" may include no action, need for training or counseling, referral to an employee assistance program, reassignment, or disciplinary action.

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E. Review of data and reporting: The agency head's designee will be responsible for maintaining a spreadsheet of the collected data to determine if an employee has exceeded the point threshold. If an employee activation occurs, a copy of the spreadsheet indicating an employee's activation will be forward to the agency head for review.

F. Review of Identified Employees

1. Upon notification that an employee has activated the EWS, the agency head will assign a member of command staff who isn't the activated employee's immediate supervisor to investigate the circumstances that led to the employee being activated.
2. The command staff member conducting the inquiry will review each incident and its disposition which led to the activation of the EWS to determine the following:
 - a. If there are any similarities between incidents
 - b. If a trend or pattern of behavior is indicated
 - c. If the employee's actions and behaviors align with departmental mission, vision, and core values
 - d. If other possible indicators of stress are present, such as an unusual amount of sick leave used, tardiness, family problems, etc.

G. Actions/Employee Assistance

At the conclusion of the review process, the agency head will determine if further action is required. The agency head's final findings of the inquiry and any ordered action plan for the activated employee shall be documented and forwarded to the employee and other appropriate personnel responsible for monitoring the action plan. The agency head may take, but is not limited to, the following courses of action:

1. No action – Often the circumstances that activated the EWS are merely part of a competent officer performing his/her job duties in a conscientious manner. If the assessment indicates that no problem or pattern of behavior exists, then no further action is required.

<p>POLICY AND PROCEDURE</p> <p>Policy Number: 103</p>	<p>Subject:</p> <p>EARLY WARNING SYSTEM</p>	<p>Page:</p> <p>4</p>
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2. Need for Remediation
 - a. Training – The employee may need refresher training in human relation skills, defensive tactics, cultural diversity, driving, specific department policies and procedures, etc.
 - b. Counseling – The employee may need to be counseled by supervisory personnel regarding aspects of his/her job performance.
 3. Referral to the Employee Assistance Program (EAP): If the issues associated with the EWS activation are determined to be related to factors involving job stress or other issues beyond the work environment then a referral to the EAP may be made.
 4. Reassignment: The activated employee may be, either temporarily or permanently, assigned to another unit or assignment.
 5. Disciplinary action
- H. A documented annual evaluation of the EWS system shall be completed in order to determine any necessary changes in policy, trends, and to identify specific areas of concern to be addressed by the agency.