PERSONNEL EARLY WARNING SYSTEM

Date of Issue **February 6, 2004**	*General Order Number* **04-01**

Effective Date **November 30, 2017**	*Section Code* **PER-05**

Reevaluation Date **November 2020**	*Amends / Cancels*

C.A.L.E.A. **22.2.3, 35.1.9**	*Reference* **Personnel Early Warning System**

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I. PURPOSE

The purpose of this order is to outline the procedures to be used in identifying potential personnel problems in their initial stages in order to redirect an employee's actions / behavior in a fashion consistent with departmental values and standards.

II. POLICY

It is the policy of the Iowa City Police Department to maintain a Personnel Early Warning System to provide systematic reviews of specific, significant events involving agency employees. This system is necessary for the Department to exercise its responsibility to evaluate, identify, and assist employees who exhibit signs of performance and/or stress related problems. The Personnel Early Warning System is one method by which employees may be identified as possibly needing assistance with performance and/or stress related problems. The system is intended to serve as a systematic approach to highlight tendencies that may otherwise be overlooked.

III. DEFINITIONS

Personnel Early Warning System (PEWS) - A time sensitive system designed to effectively organize critical performance and evaluation data in a format conducive to promptly identify early indicators of certain performance and/or stress related problems and to facilitate any necessary or appropriate follow-up activities.

IV. PROCEDURES

Reporting Requirements

A. Supervisors are responsible for reporting on all aspects of their subordinate's conduct and behavior. These reports shall include conduct that is both commendatory and problematic. All conduct and behavior reports shall be submitted to the Watch Commander or Unit Supervisor of the employee whose actions are being reported.

   a. Supervisors may initiate a PEWS review based on a single "significant" event or based on an on-going pattern(s) of identified behavior(s).

B. Reports or forms containing information on selected types of pertinent incidents shall be entered into the Personnel Early Warning System (PEWS). These reports may be in the form of performance evaluations, internal investigations, memoranda, case reports, Reports of Inquiry, exceptional activity reports, or other departmental reports or forms.

C. As part of the Department's ongoing evaluation of its employees, supervisors shall continually monitor the actions and behaviors of all employees under their direction.

D. The Chief of Police’s designee shall maintain and control all records of completed PEWS reviews.

Personnel Early Warning Review

A. When the level of significance or frequency of identified incidents is determined to be beyond that which is typically observed, the Watch Commander shall initiate a PEWS review.

   1. Any time an employee has a documented accumulation of a total of four (4) separate indicators within a six (6) month period, said employee’s name will be placed on a review list for intervention consideration. Only use of force incidents where there is an injury to a suspect or use of a weapon will be considered for this section. This does not preclude consideration of all use of force incidents when considering intervention.

Additionally, the Watch Commander may initiate a PEWS review based on a single significant event as determined by the Watch Commander, or at the direction of a Division Commander or Chief of Police.

B. Materials to be evaluated on an ongoing basis to determine whether to initiate a PEWS review include but are not limited to:

1. Internal Affair Investigations;
2. Department performance evaluations;
3. Monthly activity report;
4. Citizen complaints;
5. Disciplinary action;
6. Use of Force incidents;
7. Motor vehicle pursuits;
8. Supervisory and employee reports;
9. Sick usage/officer injury (temp disability)
10. Tardiness;
11. Absenteeism
12. Interference / Obstruction charges;
13. Assault on officer;
14. Officer injury report;
15. Vehicle accidents;
16. Civil litigation

C. The chief of police or their designee shall maintain documentation on the above materials, review them every 6 months and determine the final course of action on all early warning system activations. The course of action may include but not be limited to the following:

1. No further action - the employee's performance is within policy.
2. Mandatory remedial or additional training designed to improve employee's skills and performance.
3. Informal counseling.
4. Supervisory job performance interview.
5. Informal monitoring by FTOs or supervisors.
6. Formal monitoring by FTOs or supervisors with prescribed reviews and reports.
7. Referral to professional counseling.
8. Mandatory or voluntary referral to the city's employee assistance program (EAP).
9. Substance abuse counseling or treatment.
10. Permanent or temporary reassignment.
11. Referral to Peer Support Team

D. If the Chief of Police or their designee reasonably believes, after a review of the collected materials, that further review is necessary, they shall

inform the employee's division commander of the findings. The division commander shall assign a supervisor to further review the incidents.

E. Once assigned by the division commander, the reviewing supervisor shall schedule a counseling meeting with the employee. The supervisor shall prepare a written summary of the meeting, indicating if further inquiry is warranted and any corrective actions deemed necessary, consistent with General Order 89-02 Disciplinary Philosophy.

a. This may be in form of positive discipline such as remedial training or counseling and/or punitive in nature ranging from a verbal reprimand up to and including termination.

The summary shall be forwarded to the Chief of Police through the chain of command. The subject employee shall also be provided a copy of the summary of the review.

F. Supervisors conducting a review shall have access to department reports, reviews, summaries, and analysis that may aid them in completion of the PEWS review.

G. If deemed necessary by the Chief of Police or division commander, a meeting shall be scheduled with the Chief of Police and the employee's division commander to discuss the findings of the review and the recommended course of corrective action.

a. This action may be voluntary, for example the employee seeking assistance through the Employee Assistance Program, or department mandated in accordance with the provisions set forth in General Order 89-02 “Disciplinary Philosophy”.

H. All reviews shall be maintained in the strictest confidence and shall not be discussed with other employees unless it is necessary for completion of the review. All employees made aware of a review shall be informed that unauthorized disclosure of any aspect of the review may result in disciplinary action.

I. Founded PEWS reviews shall be documented on the employee’s next evaluation.

J. All PEWS reviews resulting in disciplinary actions above a written warning (i.e. written reprimand, suspension, etc.) shall be sent to Personnel and maintained in the employee’s personnel file.

Evaluation of the Personnel Early Warning System

A. Annually, the Chief of Police or designee shall evaluate the PEWS. This evaluation shall include:

1. Quality of information entered into the system;
2. Proper utilization of the system;
3. Adherence to department policy;
4. Recommendations of changes to the system, its usage, or department policy.

B. The evaluation shall be inclusive of December through November and be completed by February 1st of each calendar year.

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Jody Matherly, Chief of Police

WARNING

This directive is for departmental use only and does not apply in any criminal or civil proceeding. The department policy should not be construed as a creation of a higher legal standard of safety or care in an evidentiary sense with respect to third-party claims. Violations of this directive will only form the basis for departmental administrative sanctions.