




Clayton County Police Department PROCEDURES

Subject PERSONNEL EARLY WARNING SYSTEM (PEWS)		Procedure # C9	
Authorizing Signature 	Effective 06-23-2022	<input type="checkbox"/> New <input checked="" type="checkbox"/> Amended <input type="checkbox"/> Rescinds	Total Pages 6

I. PURPOSE

To offer appropriate intervention strategies to employees identified as at-risk through the Department's Personnel Early Warning System (PEWS).

II. POLICY

It shall be the policy of the Clayton County Police Department to actively monitor all employees' conduct and provide appropriate intervention, as necessary, for the benefit of the employee and the Department. Furthermore, it shall be the policy of the Department to assist supervisors in the identification of employees with potential performance-related problems.

III. DISCUSSION

The Clayton County Police Department has a responsibility to its employees and the community to develop and demonstrate a positive approach to identifying and assisting any employee whose performance indicates the possibility of job stress or other job-related problems. These symptoms may be exhibited by:

- A. Field performance by the employee that tends to indicate a tendency to use unnecessary or unreasonable force;
- B. Over-aggressiveness that causes unnecessary injuries or equipment abuse;

- C. Personal techniques or habits that tend to increase the severity of field contacts or arrest situations;
- D. Work habits that seriously affect job performance; or
- E. Any other type of action or behavior whether on-duty or off-duty that might be contributed to stress and/or other related problems.

IV. PERSONNEL EARLY WARNING SYSTEM (PEWS)

The Department's Personnel Early Warning System (PEWS) is designed to help identify at-risk employees at an early stage.

- A. No system can guarantee it will positively identify all employees who need special assistance. There are certain performance indicators that, when used in a systematic way, can alert both supervisors and employees to the possibility of a problem. This system is designed to capture critical tasks and incidents over a period of time to highlight the performance of certain employees.
- B. This system is not intended to produce conclusions regarding any individual employee's performance. It is simply a tool for supervisors and managers to identify employees who need assistance, at an early stage, and ensure that reasonable assistance can be provided and tailored to the individual employees.
- C. This system is designed to capture essential information and identify those employees who must then be contacted by their immediate supervisor. It requires the supervisor to counsel with, and if warranted, recommend remedial approaches to assist the employee. Some of these remedial resources include:
 - 1. Additional counseling, to include Employee Assistance Program (EAP);
 - 2. Supervised observation periods in the field;
 - 3. Peer Support Team;
 - 4. Remedial training;
 - 5. Psychological services;
 - 6. Police Chaplain;
 - 7. Substance abuse treatment and counseling; and
 - 8. Temporary assignment change.

V. CRITERIA FOR EARLY WARNING SYSTEM

The criteria used for this system are those events that have the potential to produce negative results, arouse community attention, result in injury or death, or generate potential liability. The following events will be used as a basis for this system:

- A. Complaints alleging misconduct;
- B. Use of force reports;
- C. Firearms discharge;
- D. Vehicular pursuits;
- E. Vehicle traffic accidents, on-duty or off-duty;
- F. Criminal complaints filed against an agency employee; or
- G. Civil lawsuit filed against an employee.

VI. OFFICE OF PROFESSIONAL STANDARDS (OPS) IS MONITORING AGENT

The OPS Commander will maintain all Personnel Early Warning System (PEWS) files to include the original notification, review and supplemental recommendations. Each file will contain an alert number and date of alert. These files will be stored electronically, separately from the employee's personnel file. The OPS Commander will also be responsible for updating the Chief of Police as needed, and the preparation and transmittal of the system's annual reports.

VII. REPORTING FORMAT

- A. Reports will be prepared by OPS indicating individual employees who have accumulated the pre-designated number of incidents for the selected period of time.
- B. OPS will monitor the following specified departmental records and make written notification when one (1) or more of the following situations exist.
- C. The reports are essential to identify any employee who may warrant attention, but fails to accumulate the required number of incidents within the designated period of time, yet accumulates a significant number of such incidents over a longer period.

D. The annual report will identify employees who generate the following:

1. Three (3) or more *Use of Force Reports*;
2. Two (2) or more vehicular pursuits;
3. One (1) or more firearm discharges;
4. Two (2) or more complaints of misconduct;
5. One (1) or more civil lawsuits or criminal complaint filings;
6. Two (2) or more of any combination of the selected early identification system criteria; or
7. Two (2) or more chargeable accidents in County vehicles within a six (6) month period.

E. Supervisor Generated Personnel Early Warning System

A Personnel Early Warning System review will be initiated upon written notification by an employee's supervisor when any of the following conditions exist:

1. Any act or threat of violence against another employee(s);
2. A discernable pattern of abuse of leave or tardiness;
3. Any allegation of domestic violence involving the employee, whether as victim or aggressor;
4. Behavior by an employee that is so unusual or inappropriate that it disrupts normal working conditions or creates an unsafe work environment;
5. Any apparent indication that an employee is being mentally or physically abused (e.g., bruises, significant behavioral changes, excessive sleepiness, etc.);
6. An employee's involvement in an emotionally or physically traumatic incident that appears to be detrimentally affecting the employee's performance; or
7. Any other conditions observed by the employee's supervisor that would indicate the possibility of job stress or other job-related problems.

- F. Any member of an employee's supervisory/management chain-of-command (first or second level supervisors) may make the notification. The notification will be made by phone and/or via County email to the employee's Division Commander and to OPS.
- G. OPS will conduct an annual review of the Personnel Early Warning System (PEWS) and submit a report to the Chief of Police. The *PEWS Report* will include an analysis of the reviews conducted that year to determine if the system is appropriately identifying employees in need of intervention. A review of OPS investigations conducted that year will be made to determine proper closure.
- H. The Personnel Early Warning System Report will be based on the reviews and analyses and will identify any employee who during the previous twelve (12) month period is involved in any of the following:
 - 1. Twelve (12) or more Use of Force Reports;
 - 2. Three (3) or more motor vehicle pursuits;
 - 3. One (1) or more firearms discharges;
 - 4. Five (5) or more internal complaints of misconduct;
 - 5. Six (6) or more citizen complaints of misconduct;
 - 6. Two (2) or more at-fault vehicle accidents within a six-month period;
 - 7. One (1) or more civil lawsuits or criminal complaints filings; or
 - 8. Twelve (12) or more of any combination of the selected PEWS criteria.
- I. For each employee identified in a PEWS alert, OPS will provide a report listing the employee's name, assignment, and a listing of the specific number and type(s) of incidents that were used to identify the individual employee. This alert will be forwarded to the unit of assignment of the identified employee. OPS will assign a return due date of two (2) calendar weeks and ensure that the required response is returned within that period of time or that an approved extension request is made and maintained on file.

VIII. RESPONSIBILITY OF THE EMPLOYEE'S UNIT OF ASSIGNMENT

- A. When a division commander receives a PEWS alert via Blue Team from OPS on one (1) of his/her employees, the commander will assign the employee's immediate supervisor to meet with the employee and discuss the contents of the alert. The supervisor may contact OPS for a more complete understanding of the specific incidents involved.

- B. It is extremely important that all employees recognize that this is not meant to be a disciplinary process. This is a supervisory notification of a potential personnel performance problem. It is a systematic process to alert the division commander and the employee to a condition that necessitates concern and attention. The Personnel Early Warning System (PEWS) is designed to be a resource to assist supervisors in their primary function of personnel development and guidance.
- C. The supervisor shall respond to the alert via Blue Team, and document in the “Action(s) Taken in Response to Alert” section of the report outlining his/her meeting with the employee. The supervisor shall also document any employee comments and/or concerns.
- D. Each entry via Blue Team is date and time stamped in the “Blue Team Field Routings” section.

IX. APPROVAL OF SUPERVISORY ACTION

The completed PEWS alert from the reviewing supervisor will be forwarded to OPS through the normal chain of command via Blue Team. Each level within the chain of command shall review the contents of the supervisor’s report. OPS will be responsible for verifying any recommendations. OPS will store these reports securely in an electronic file.

X. CANCELLATION

- A. This procedure amends and supersedes the following standard operating procedure: *C9: Personnel Early Warning System*, dated May 2, 2014.