



# KERSHAW COUNTY SHERIFF'S OFFICE

SHERIFF LEE BOAN

CALEA 35.1.9

## EARLY WARNING SYSTEM

### Chapter 420

#### 420 EARLY WARNING SYSTEM

##### 420.1 PURPOSE

The purpose of this policy is to provide guidelines to assist Department Supervisors and Managers in identifying officers and other employees whose performance warrants review. Circumstances that may have negative consequences for the employees, the Department, and/or the general public qualify employee(s) for review.

##### 420.2 POLICY

The Department's Early Warning System (EWS) is established to provide systematic reviews of specific significant events involving Department employees. This system is necessary for the Department to exercise its responsibility to evaluate and assist employees who may exhibit signs of performance and/or stress-related problems.

##### 420.3 PROCEDURES

It is the duty of Line Supervisors to monitor the performance and behavior of personnel under their supervision on a daily basis. (SCLEA 13.6 F)

The Early Warning System is a tool to assist supervisory personnel in monitoring employee performance.

Supervisor will be familiar with alternatives and authorized actions they may take when they observe personnel exhibiting behavioral and/or job performance problems, with or without information provided through the Early Warning System.

The Early Warning System will be administered by the Chief Deputy. The Captain of Administration will be responsible for collecting the necessary data for the EWS, analyzing this data, and generating reports as appropriate. These reports



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are used to identify an employee(s) who may require intervention that are involved in the following: (SCLEA 13.6 A)

- Complaints against agency employees,
- Use of Force Reports,
- Employees involved in traffic accidents (contributing),
- Vehicle Pursuit Reports, and
- Disciplinary actions taken against an employee.

## 420.4 POINTS SYSTEM (SCLEA 13.6 B)

The point system listed below will be used to weigh each individual piece of data for the Early Warning System report.

- Complaints 1 point
- Use of Force 1 point
- Traffic Accidents 1 point
- Vehicle Pursuits 1 point
- Disciplinary Actions 1 point

The Early Warning System will run on a quarterly basis report. Point values for all employees will be determined on a three-month basis.

The threshold for Early Warning System activation is six (6) points for a three-month period. In the event an employee has accumulated six (6) points in a three-month period, that employee will be considered a candidate for the Early Warning System intervention.

The Early Warning System administrator shall maintain a monthly log or spreadsheet that reflects the name of the employee and the date of any reports identified above that pertain to that employee.

## 420.5 REPORTING

If an employee exceeds the established point values listed in the previous section, the Chief Deputy will convene a meeting to discuss the information gathered that identifies the employee as a candidate for intervention. The meeting shall include



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the employee, their immediate Supervisor, the Chief Deputy, and Division Captain. (SCLEA 13.6 C)

Appropriate actions to be taken may include, but are not limited to, the actions listed below: (SCLEA 13.6 D)

1. *No Action* – Often the circumstances that activate the EWS are merely part of a competent employee performing their job in a conscientious manner. If the assessment indicates that no problems or patterns of behavior exist, no further action is required.
2. *Need for Training, Counseling, Employee Assistance* –
  - 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 specific aspects of his or her job performance.
  - c. *Employee Assistance Program (EAP)* – If the issues associated with EWS identification are determined to be related to factors involving job or personal stress, the employee should be encouraged to volunteer to take advantage of the services offered through the EAP. A recommendation may also be made to the Sheriff to refer the employee to the EAP. (SCLEA 13.6 H)
3. *Reassignment* – The Chief Deputy or Division Captains may reassign the employee, either temporarily or permanently to another unit or assignment if they feel this action is warranted.
4. *Disciplinary Action* – Disciplinary action may be recommended in the event that new violations are revealed during the EWS review.

Transfers, training, and counseling as a result of the EWS program are not considered punitive or to be a disciplinary action.

The employee's Captain will prepare a memo within ten (10) working days of the EWS meeting which will summarize the final recommendations made as a result of the EWS meeting. The employee will be informed in writing of the findings and final disposition.

The findings, final disposition and all reports will be maintained in the EWS file maintained by the Captain of Administration and will not be placed in the employee's personnel file.



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If a course of action(s) is recommended, the employee will follow the recommended course of action(s) to complete. The employee's performance will be monitored by the immediate supervisor only if corrective action is recommended. The immediate supervisor will document whether or not all recommendations were complied with, and if these actions were considered successful or not. (SCLEA 13.6 G)

This report will be forwarded to the Command Staff for review. Additional actions may be recommended if interventions have not been considered successful.

## 420.6 PROGRAM EVALUATION (SCLEA 13.6 E)

The Early Warning System will be evaluated annually to determine if the system is working properly. Any deficiencies in the EWS will be documented along with recommendations for courses of action to correct any deficiencies. This report will be forwarded to the Sheriff for review.