

	The University of North Carolina Greensboro Police Department	
	General Order 1-7.1	Personnel Early Warning System

Purpose and Scope

The law enforcement profession and the community demand that members maintain the highest ethical standards and integrity possible. The responsibility of maintaining the integrity and professional standards of the department is vested in all of its members. An integral strategy in achieving and maintaining these standards will be the continuous development of personal and organizational integrity through the Professional Standards Program. Many actions taken by members of the department require that an administrative review be conducted to ensure compliance with organizational standards. An essential element of effective integrity management is the early intervention system, known as the Personnel Early Warning System (PEWS).

The purpose of PEWS is to provide the department with a procedure to identify and monitor actions taken by members which require administrative reports and investigations, in addition to behavioral observations, to ensure compliance by members with departmental directives. PEWS offers an intervention strategy to address problems and deficiencies as early as possible, realizing the affected member may not be aware of the problem.

Policy

A comprehensive review of employee's actions, as necessitated through this program, will ensure that members maintain the highest professional and ethical standards essential to the functioning of the department. PEWS addresses the employees in a proactive manner, assisting them in the maintenance of the high level of conduct and performance as well as the department's expectations. Actions described herein and taken by the department are intended to be a positive effort towards this goal.

PEWS is divided into three distinct areas:

- Early Identification
- Analysis and Review
- Intervention and Review

A. Employee Identification Process

PEWS employee identification process is dependent upon recognition of program candidates through the following three methods:

- Early Intervention Thresholds: Under this process, employee statistical activity data is monitored for intervention referral. Commanders will be notified if an employee under their command has breached an intervention threshold and the employee will be given notice that their conduct has initiated a PEWS review.
- Supervisory Assessment: Any supervisor who identifies behavior patterns of concern may request assistance from the Professional Standards Division through their chain of command.
- Chief of Police: At the direction of the Chief of Police or designee, an employee can be subject to PEWS as needed.

B. Behavior Alert Indicators

The following performance data, although not all-inclusive, may subject an employee to PEWS.

- Excessive absenteeism.
- A significant reduction in work performance.
- Sudden unusual behavior.
- Indications of substance abuse.
- Supervisory problems, i.e. previous attempts through performance review and discipline have had little, if any, effect on resolving the undesired behavior.

C. Intervention

The following are examples, although not all inclusive, that require PEWS:

- Negligent discharge of a firearm.
- Three or more complaints within 30 days.
- Three or more "Uses of Force" incidents.
- Three or more motor vehicle accidents within a twelve month period.
- Five or more police vehicle pursuits within a twelve month period.
- Any discernible pattern of repeated similar complaints, regardless of finding, against an employee.
- Sustained complaint of excessive use of force.
- Evidence of substance abuse (i.e. odor of alcohol, sudden change in behavior, etc.).

D. Professional Standards Review

When an employee has been identified through PEWS, the Professional Standards Division will be assigned to the intervention to conduct a review. The Professional Standards Division will work with the affected employee's chain of command to devise an appropriate intervention strategy.

PEWS will include numerous factors involved in the employee's total history with the department. This analysis will include, but will not be limited to:

- All complaints (citizen and administrative)
- All disciplinary actions
- Motor vehicle accidents
- On-duty injuries
- Commendations
- Use of force incidents
- Vehicle pursuits
- Absentee history
- Workman Compensation

Upon completion of the review, the Professional Standards Division will forward the information to the Assistant Chief of Police who will convene a meeting of the employee's chain of command to devise an appropriate intervention strategy. The group will provide input into a plan of action to be developed by the affected member's chain of command.

E. Plan of Action

The plan should be flexible to permit modification if necessary. Significant progress may dictate a relaxation of the plan while continued problems may require greater implementation. The plan of action, when determined, will be forwarded in writing to the Chief of Police for approval. Upon approval, the plan becomes a direct order from the Chief of Police to the affected member and supervisors in the employee's chain of command. The plan of action will then be recorded in the employee's annual performance evaluation and Administrative Investigative Management System.

The plan of action will include, but not be limited to:

- A statement advising the member that they are subject to PEWS, and that participation is mandatory.
- A synopsis of the behaviors that are affecting the performance of the employee.

- A notice that participation in the intervention will not mitigate any other disciplinary action resulting from their employment (future complaints will be processed as normal). Should further negative action occur, necessary disciplinary action will follow.
- Specific actions required of the employee, the employee's immediate supervisor, and area commander during the intervention.

Recommendations stemming from the plan of action may include but are not limited to the following:

- Retraining the employee in the affected area of concern or unacceptable behavior.
- Referral to the University's Employee Assistance Program for counseling.
- Transfer from present assignment.
- Pairing with a mentor.

All plans of action are in effect for a minimum period of six months from the date of approval by the Chief of Police. The affected employee's immediate supervisor will closely monitor the employee's progress and meet periodically to review the employee's progress.

At the end of the agreed time period, the immediate supervisor of the employee will complete a progress report with a final recommendation and forward it through the chain of command and the Professional Standards Division. The recommendation may be a declaration of successful completion, extension of the program, referral for additional assistance, or any other action deemed necessary.

If the recommendation is a declaration of successful completion and concurred with by the chain of command, no further action is necessary. If the recommendation is not a declaration of successful completion, an assessment meeting will be held with the employee, their chain of command, and the Professional Standards Division.

F. Annual Program Evaluation

The Professional Standards Division will conduct an annual evaluation of PEWS as a part of the department annual report. The report will include an analysis of all complaints, uses of force, vehicle pursuits, accidents, and negligent discharge of a firearm. An annual statistical summary of internal affairs investigations will be made available to the public and agency employees upon request.