

# TAKOMA PARK POLICE DEPARTMENT - GENERAL ORDERS



TITLE: <b>PEWS (PERSONNEL EARLY WARNING SYSTEM)</b>	NUMBER: <b>404</b>
EFFECTIVE DATE: <b>April 03, 2018</b>	REVIEW DATE:
New   X   Amends   Rescinds	General Order 402 - Disciplinary Process, dated May 31, 2002
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**01 Purpose:** To establish a Personnel Early Warning System that will facilitate timely identification of potential problem employees who may require departmental intervention efforts.

**02 Policy:** It is Departmental policy to have and use a confidential and non-punitive system for tracking and reviewing personnel incidents of potential risk to the public, the Department, and involved employees. The Personnel Early Warning System (PEWS) will be used to flag certain types of incidents that, collectively, may be indicative of questionable employee conduct and which could be abated through intervention.

**03 Definitions:**

**A.** Internal/External Complaint - any complaint to which an Internal Affairs or Administrative Review number has been assigned.

**B.** Disciplinary Action- any documented action taken at field level by a direct supervisor that is related to employee conduct to include counselling, oral or written reprimands.

**C.** IA Pro- Internal Affairs database that tracks a variety of areas to include Internal Affairs investigations, Administrative Reviews, departmental collisions, pursuits, Use of force, counseling and other disciplinary actions.

**D.** Blue Team- a software program linked to IA Pro that is utilized by supervisors for reporting purposes.

**04 Assumptions:** The PEWS is a *non-disciplinary* tool used to assist supervisory personnel in monitoring employee performance. The availability of a PEWS does not relieve line supervisors of their responsibility to directly monitor, on a daily basis, the performance of their subordinates and to take appropriate action in response to performance or behavioral issues.

**05 Procedures:**

**A.** Administration - The PEWS will be administered within the Internal Affairs function by the Professional Standards Manager.

**B.** Data Base - The Professional Standards Manager will maintain a database (currently IA Pro) to track reports of certain types of personnel actions/incidents over a six-month period against a directory of all departmental employees. The personnel actions/incidents, each of which will be assigned a numerical point value of one (1), are identified as follows: internal/external complaints; disciplinary actions; use of force incidents; internal affairs investigations; workers compensation claims; vehicular pursuits; and departmental vehicle collisions.

**C. Activation Criteria** - The PEWS will be activated whenever the point total reaches five (5) for an employee in a six-month period. In addition the PEWS will be activated when an employee receives three or more citizen complaints within a 12 month period, which conforms to current Maryland law (Md. PUBLIC SAFETY Code Ann. § 3-516)

**D. Review Period** - The Professional Standards Manager will conduct monthly reviews of the IA Pro database for any active PEWS alerts.

**E. Reporting** - Upon activation of the PEWS, the Professional Standards Manager will send an activation notification to the commander of the affected employee's division via Blue Team or other electronic means. The notification will contain the following information:

1. A PEWS activation notification indicating that the PEWS has been activated, the name of the affected employee, and the reason for the activation.
2. Copies and/or summary of all relevant documentation not currently under investigation, e.g., formal complaints, Use of Force Reports, internal affairs investigative reports, Vehicular Pursuit Reports, workers compensation claims, Departmental Vehicle Collision Reports, disciplinary action reports, etc.

**F. Commander's Responsibilities** - Division Commanders will have an on-going responsibility to provide the Professional Standards Manager with copies of pertinent documents that contribute to the PEWS activation criteria for any departmental employee under their division. In addition, and upon receipt of a PEWS activation report, the commander will:

1. Coordinate with the Professional Standards Manager to ensure that a supervisor, preferably the highest-ranking supervisor in the affected employee's chain-of-command, is assigned to conduct the PEWS review.
2. Ensure the reviewing supervisor completes the PEWS review, including a discussion with the affected employee to discuss at a minimum policy and procedures, and a recommendation as to whether or not remedial action is warranted.
3. Ensure that any recommended remedial action is forwarded to the Professional Standards Manager for review and implementation via Blue Team.
4. Receive a completed PEWS review from the reviewing supervisor via Blue Team, and forward the review to the Professional Standards Manager for entry into IA Pro. The Professional Standards Manager will attach the review to the alert in IA Pro and will note what action was taken on the alert and note the disposition as closed after all action has been concluded.
5. Maintain all documentation pertaining to the Division's PEWS review for a period of three (3) years, after which all documentation is to be destroyed.

**G. Supervisor's Responsibilities** - Supervisors will have an on-going responsibility to provide Division Commanders with copies of pertinent documents that contribute to the PEWS activation criteria for any departmental employee and recommend they be forwarded to the Professional Standards Manager. Upon assignment to a PEWS review, the supervisor will:

1. Review all information included in the activation report and any other relevant sources, e.g., personnel records, training records, etc.
2. Meet with the affected employee and provide an opportunity for the employee to respond to the activation criteria. Ascertain if employee: (a) may need to be counseled by supervisory personnel regarding specific aspects of his or her job performance; (b) may need refresher training/retraining in human relations skills, defensive tactics, cultural diversity, driving and/or specific departmental policies and procedures; or (c) has job stress issues or issues beyond the work environment. A response is voluntary, i.e., it may be declined or provided, orally or in writing.
3. Discuss the PEWS review with the affected employee's immediate supervisor, or, if the reviewing supervisor and immediate supervisor are one and the same, discuss the review with the second level supervisor.
4. After completing the review, determine if there are mitigating circumstances that would support a recommendation that no further action be taken or if remedial action is warranted. If remedial action is deemed advisable, identify what form it should take.
5. Submit the review and recommendations to the Division Commander via Blue Team.

**H. Remedial Actions** - The menu of remedial actions includes, but is not limited to, the following:

1. Counseling, i.e., supervisory, peer, and/or third party.
2. Training/re-training courses.
3. Non-punitive reassignment.
4. Referral to the City's Employee Assistance Program, which is administered by a private health service and provides information, resources and self-help tools on a wide range of issues, including: Health and Wellness; Child and Elder care; Family or parenting issues; Work/life balance; Marital or relationship issues; Pre and Postnatal concerns; Grief and loss; Depression and anxiety; Stress; alcohol or drug dependencies.

**06 Program Evaluation:** The Professional Standards Manager will conduct a documented annual evaluation of the PEWS to determine the system's effectiveness, adjust the activation criteria, and make any other changes deemed appropriate. The results of the evaluation will be submitted in a report to the Chief of Police.