

	Fayetteville Police Department <b>WRITTEN DIRECTIVE</b>	<b>Number</b> <b>3.7</b>
	Subject <b>EMPLOYEE EARLY WARNING SYSTEM</b>	<b>Effective Date</b> 27 October 2021
	Revised 02-25-02, 10-21-05, 11-13-13, 6-28-16, 12-06-16	<b>Page</b> 1 of 3

### 3.7.0 OBJECTIVE

To establish guidelines for an Employee Early Warning System (EWS) designed to provide a systematic review of specific performance activities involving Fayetteville Police Department (FPD) employees. The EWS will allow the department to evaluate, identify, and assist employees who exhibit signs of performance and/or stress related problems.

### 3.7.1 EARLY WARNING SYSTEM

- A. The EWS is monitored by the FPD Internal Affairs Unit (IAU) using administrative investigation management software (IA Pro) and distributed and reported electronically via IA Pro's input component, "Blue Team."
- B. The FPD's early warning system is a police management tool used to alert for specific patterns and trends with respect to employee behavior and actions and provides an opportunity for early intervention to correct poor performance prior to it becoming problematic.
- C. As an early response, the FPD will attempt to intervene before the employee is in a situation that warrants formal disciplinary action.
- D. The EWS will alert the FPD to these individuals and provide opportunities for counseling or training to modify employee performance and to prevent unsatisfactory performance from escalating to a career impairing level.

### 3.7.2 THRESHOLDS

The EWS can be set to generate "**Alerts**" when thresholds are met for predetermined types of incidents. The type(s) of incidents monitored by the EWS are maintained in the IA Pro Employee Resume System and includes:

1. Use of Force Incidents and Investigations
2. Vehicle Pursuits
3. City Vehicle Accidents
4. Citizen Complaints (Internals)
5. Citizen Contacts
6. Departmental Investigations
7. Biased Based Policing Complaints
8. Injured Subject-Suspect
9. Overall Threshold
10. Pointing of a Weapon
11. Discharge of a Firearm

### 3.7.3 ADMINISTRATION

The IAU will use the IA Pro EWS as a part of the employee record keeping process. The EWS is a component of a computerized system for maintaining personnel data on all employees and includes:

1. Performance Evaluations
2. Awards/Commendations
3. Disciplinary Actions
4. Internal Investigative Records
5. Citizen Contact Information
6. Biased Based Policing Complaints
7. Other essential information (assignment, supervisor, rank, etc.)

### **3.7.4 ROLE OF THE FIRST AND SECOND LEVEL SUPERVISOR**

- A. First level supervisors, along with daily monitoring of employee work activities, must take proactive measures to address any deficiencies noticed in employee performance or conduct at the earliest practical time.
- B. All supervisors must remain alert to patterns or indicators that suggest the need for follow up review and/or intervention. The goal is to identify escalating patterns of less serious misconduct that can be abated through early intervention.
- C. Second level supervisors provide supervision and oversight for first level supervisors and their subordinate personnel and are responsible for reviewing and making recommendations for performance and administrative investigative activities involving those personnel.

### **3.7.5 NOTICE / PROCESS WHEN THRESHOLDS ARE MET**

- A. The EWS will identify employees who have exceeded the pre-determined threshold for the particular types of incidents/behavior being reported.
- B. IAU is responsible for notifying the immediate supervisor through Blue Team when an alert is activated on an employee in the EWS.
- C. Alerts require the employee's supervisors to contact IAU in order to review all documentation related to the cases listed on the alert. This review is designed to identify patterns of poor performance and/or behavioral patterns which may need to be addressed.
- D. As a part of this Alert response, supervisors will review the employee's personnel resume and employee file including, but not limited to, documents related to prior disciplinary matters involving the subject employee.
- E. Based on their findings, supervisors will submit an administrative response (memorandum) via Blue Team to the involved employee(s) chain of command including a synopsis of all documentation reviewed and providing a summary of the review for each incident listed on the alert.
- F. Supervisors will articulate whether a formal review with the employee and/or intervention is needed or document why no further action may be required.
- G. The Division/District Commander will review the findings of the first and second level supervisors and indicate whether they concur with the findings.
- H. The Division Commander will coordinate a meeting with the first and second level supervisors and the involved employee if a pattern of poor performance has been noted or areas of improvement have been identified.
- I. The EWS review meetings will result in options or courses of action being determined and established by the Division/District Commander with input from the identified employee and their first and second level supervisors. Options or courses of action may include, but are not limited to the following:
  - 1. No additional action. With appropriate justification there may be no cause for further action if the supervisors believe after reviewing all relevant information that the employee exceeded the threshold as a result of being a hardworking and proactive employee having no problematic behavior.
  - 2. Informal counseling and informal monitoring by the employee's immediate supervisors.
  - 3. Formal counseling or corrective action.
  - 4. Formal monitoring for a minimum of 12 weeks with monthly reviews submitted to the involved employee(s) Division/District Captain or Bureau Commander.
  - 5. Mandatory remedial or additional training designed to improve the employee's skills.

6. Voluntary or mandatory referral to the Employee Assistance Program (EAP).
7. Reassignment.

- J. If no pattern exists and no recommendations are made, the Alert will be forwarded for final review by the Bureau Commander.
- K. All Alert reviews will be forwarded to IAU via Blue Team and maintained as part of the employee's file.
- L. All recommendations and remedial training will be monitored by the identified Officer's Immediate Supervisor for a minimum of one year and entered into Blue Team.
- M. Employees who disagree with any remedial action taken as a result of an EWS review may file a grievance in accordance with the City's Grievance Procedure (Employee Relations Manual, Article VIII).

### **3.7.6 ANNUAL EVALUATION OF THE SYSTEM**

IAU will conduct an annual review of the system for the previous calendar year and submit a completed report to the Chief of Police no later than March 1st of the following year. This review will include at a minimum:

1. Statistical data about EWS activity during the past year.
2. Assessment of the overall effectiveness of the EWS.
3. Any policy recommendations or changes related to the EWS.

### **3.7.7 REFERENCES**

[Written Directive: 3.1: Office of Professional Standards](#)  
[Written Directive: 3.2: Complaint/Compliment Procedure](#)  
[Written Directive: 3.3: Discipline Procedure](#)  
[City of Fayetteville Employee Relations Manual: Article VIII Grievance Procedure](#)  
[N.C.G.S. Sec. 17A-10: Development of law enforcement early warning system](#)

By Order Of: Gina V. Hawkins  
Digitally Signed