



California State University, Los Angeles
Department of Public Safety

NUMBER: I-5 APPROVED: _____
Larry Bohannon, Chief of Police

EFFECTIVE: May 1, 2007

SUPERSEDES: 1/26/2004 Reviewed/Revised: December 16, 2022

SUBJECT: **Personnel Early Warning System**

I. PURPOSE:

The purpose of this order is to establish a Personnel Early Warning System to identify agency employees who may require department intervention efforts so the employee has a better opportunity to meet the agency's values and mission statement imperatives.

II. POLICY:

It shall be the policy of this Department to identify potential problem employees and to take remedial actions that increase agency and employee accountability and effectiveness. Such actions may include, but are not limited to, performance evaluations, review of citizen complaints, and appropriate disciplinary actions.

III. DEFINITIONS:

- A. Personnel Early Warning System. A system for the early identification of agency employees who may need some type of corrective action and a procedure for collecting and evaluating materials required for implementing such corrective action.
- B. Remedial Training. Personalized training to correct a specified deficiency, which is usually identified by either: 1) testing or other evaluation during training; or 2) supervisory evaluation during routine job performance.

IV. PROCEDURES:

- A. Provisions to initiate a review based on current patterns of collected materials.
 - 1. Review of incidents, observations, and actions shall be an on-going process that involves the evaluation of critical performance data.

2. The materials included in the process may include [any single one of these items can initiate a review by command level staff]:
 - a. Performance evaluations;
 - b. Citizen complaints;
 - c. Disciplinary actions;
 - d. Use of force incidents;
 - e. Internal Affairs investigations and reviews;
 - f. Traffic accidents; and
 - g. Other related personnel based issues.
 3. The goal of the program is to identify escalating patterns of misconduct involving less-serious violations and concerns before a major misconduct issue occurs.
- B. As specified in Written Directive I-4, Rules of Conduct, all personnel – supervisory and non-supervisory – are subject to a set body of standards.
1. All personnel, no matter of position or authority within the organization shall report inappropriate conduct or behavior through the chain-of-command.
 2. Supervisors have an obligation and responsibility to monitor the performance of personnel and to formally take corrective measures when necessary. Such measures, dependant on severity of violations and/or repetitive nature of events, may require written documentation, remedial training, and/or disciplinary action.
- C. First Line Supervisor Responsibility
1. Monitor performance of all assigned personnel for changes in work habits or personality changes, such as reporting late to work, excessive absences or patterns to requests for time off, moodiness, aloofness, aggressiveness, and/or misconduct.
 2. Address concerns with the affected employee and attempt to determine cause of change in behavior.
 3. Initiate a review by the Lieutenant of Operations by notifying him/her of any concerns and/or documenting any situations involving misconduct based on current patterns of collected materials.
- D. Lieutenant of Operations/Investigations Responsibility
1. Monitor performance of employees assigned through reviews of use of force reports, counseling forms and other discipline, citizen complaints, performance evaluations, worker’s compensation claims, and traffic accidents to determine if there are any patterns of concern involving individual employees.
 2. Review all incidents of misconduct or concerns forwarded by first line Supervisors.

3. Determine the appropriate intervention such as remedial training (as noted in G.O. II-2, Training and Career Development), peer counseling or referral to the Employee Assistance Program, in an attempt to identify and abate patterns of misconduct before they reach a serious level.
4. Monitor the progress with follow-up meetings with the affected employee and supervisor.
 - a. The Chief of Police or his/her designee will conduct a documented annual evaluation of the system to determine its effectiveness. This analysis will include:
 1. Use of force reports;
 2. Disciplinary actions; and
 3. Internal Affairs records.
 - b. Employee Assistance Program.
 1. The CSU system offers an *Employee Assistance Program* [EAP] for all employees at no cost to them under their benefits package. The program includes identification of employee behaviors that would indicate the existence of employee concerns, problems, and/or issues that could impact employee job performance.
 2. Employee Assistance is confidential services, specifically from knowledgeable sources in Human Resources and external contracted psychological counselors.
 3. Upon approval, an employee undergoing treatment may use accrued sick leave, CTO, and vacation leave credits for such purposes. Leave of absence without pay may be granted by the President upon the recommendation of the Employee Assistance Program Coordinator, if all other leave has been exhausted and the employee is not eligible to use Industrial Disability Leave or Non-Industrial Disability Insurance Leave.
 4. The President may elect to defer further or pending disciplinary action until the completion of the rehabilitation program and a reasonable period of time after the employee returns to work.
 5. Records pertaining to an employee's participation in this program shall remain confidential.
 6. Supervisors may recommend the Employee Assistance Program to a subordinate anytime they believe the person may benefit from the services provided.

5. Different formulas will be used to determine if intervention is required. These will include the following:
 - a. Department-level thresholds;
 - b. Peer officer thresholds; and
 - c. Ratio-based formulas

At present, there is no consensus regarding the best set of thresholds that may cover all the different possible scenarios. Level response will be determined on a case-by-case.

The following thresholds will be considered in a 12-month period:

Use of force:	3 or more incidents by a single officer
Citizen Complaints:	2 or more complaints
Traffic Accidents:	2 or more preventable

Command Staff are not required to take any formal action, but are expected to review an officer's performance and at a minimum conduct an informal meeting with the employee involved of which shall be documented.

6. In any instance in which a review of an identified employee is required, based on current patterns of collected material, such review shall be approved by the agency CEO or designee.

Attachments: None.