

HONOLULU POLICE DEPARTMENT

POLICY HUMAN RESOURCES AND TRAINING

June 19, 2015

Policy Number 3.12

EMPLOYEE EARLY RECOGNITION SYSTEM

POLICY

Early recognition and intervention of employees with behavioral problems that may be detrimental to the employee and/or department shall be handled in accordance with this directive.

PROCEDURE

I. BACKGROUND

- A. An essential element of an effective personnel management system is the early identification of employees whose behavior signals potential problems that may prove detrimental to the employee or to the department.
- B. The department shall offer appropriate intervention when it is evident that behavioral, medical, or other problems exist and are likely to adversely affect an employee's ability to carry out duties in accordance with departmental rules, regulations, directives, or practices.
- C. The primary responsibility for notification and monitoring of employee conduct under this policy rests with the employee's division-level commander.

II. DEFINITIONS

Early recognition system: A procedure for reviewing an employee's behavioral patterns to alert supervisors to the potential need for intervention.

Employee behavior review: A review and/or summary of pertinent information concerning the employee's conduct.

III. GOAL

The goal of the employee early recognition system is to keep an employee productive. Its purpose is to identify employees who exhibit a pattern of behavior that signals potential problems and to establish a means of providing appropriate intervention.

IV. EMPLOYEE IDENTIFICATION

- A. The Professional Standards Office (PSO) shall distribute divisional Employee Early Recognition Reports (EERR) to each division-level element monthly.
- B. Each division-level commander shall do a thorough review of the element's EERR. After reviewing the EERR, these commanders shall submit to their respective assistant chief/immediate superior a report detailing any findings and explaining any action(s) that will be taken. A copy of the divisional monthly EERR shall be attached to the element's monthly review report.
- C. The division-level commander shall identify an employee for review under this early recognition policy when the employee displays behavior that signals potential problems, e.g., one or more of the following:
 - 1. Four, numbered complaints against the employee within the previous 12 months or two within the previous 6 months; and/or
 - 2. In the previous 12 months, the employee had:
 - a. Two sustained, numbered PSO complaints;
 - b. Three performance deficiencies and/or citizen complaints;
 - c. An allegation of domestic violence involving the employee as the perpetrator or victim;
 - d. Two incidents of use of deadly force;
 - e. Two incidents of use of a firearm outside of training;

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- f. Three cases of unjustified (unexplained or unexcused) failure to appear in court;
- g. Three collisions (avoidable or unavoidable) in city/subsidized vehicles; and/or
- h. Recurring absenteeism or tardiness.

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- D. Employees at all levels are encouraged to report to their supervisors any information about other employees whose behavior reflects any of the elements listed in the early recognition guidelines (see section IV C above).
- E. When a supervisor within or outside the employee's chain of command identifies an employee under the early recognition guidelines, the supervisor shall notify the employee's division-level commander.
- F. See also Policy 3.27, WORKPLACE VIOLENCE.

V. NOTIFICATIONS

- A. When a division-level (or higher) commander identifies an employee under the early recognition guidelines, he or she shall notify the following:
 - 1. The next higher level of command;
 - 2. Any supervisors in the employee's chain of command whom the commander deems appropriate ("appropriateness" is to be determined by strict application of the "need to know" principle); and
 - 3. The employee.
- B. As a part of the notification process, the division-level commander shall meet with the employee to:
 - 1. Explain the purpose and process of an employee behavior review;
 - 2. Discuss the factors leading to the employee behavior review, citing specific examples of questionable/unacceptable behavior; and

3. Attempt to identify the causes of the conduct that led to the review.

This meeting is intended to be supportive and informative in nature, not punitive.

VI. EMPLOYEE BEHAVIOR REVIEW

- A. An employee behavior review will include (but is not limited to) a report that contains an analysis of the following:
 1. Duty assignments during the period covered by the review;
 2. All recorded complaints;
 3. Disciplinary actions;
 4. On-duty vehicular collisions. This category may be expanded to include off-duty collisions if any trend is suspected or the possibility of alcohol or drug use comes into question;
 5. Commendations, letters of appreciation, and awards;
 6. Interviews with prior and present supervisors, to include comments on the employee's productivity prior to and during the period covered by the review;
 7. Review of special duty prior to and during the period covered by the review;
 8. Review of sick time usage; and
 9. Review of overtime worked prior to and during the period covered by the review.
- B. This employee behavior review is intended to be a detailed examination of the individual's conduct during the period covered by the review (that is, the period during which the employee exhibited the behavior that triggered the employee behavior review). While all of the subject areas outlined in section VI A above must be reviewed, the reviewer must include in the report all information that may prove helpful in the overall evaluation.

- C. The review will normally be conducted by the captain (or second in command at a lower rank) of the employee's division-level element.

VII. EVALUATION OF EMPLOYEE BEHAVIOR REVIEW REPORT

- A. Following the completion of the employee behavior review report, the commander will meet with the bureau chief or deputy chief to review the information and determine if there is a need for some type of intervention. Options include:

1. Suggestions regarding a specific counseling or therapy program (e.g., one of the established Honolulu Police Department programs);
2. Training (e.g., firearms, driving, sensitivity, or any other appropriate subject);
3. Reassignment; and
4. Request for a psychological fitness-for-duty examination.

NOTE: Intervention under the early recognition system is not disciplinary in nature and should never be used as a substitute for disciplinary action when disciplinary action is appropriate.

- B. Following a decision about the appropriateness of intervention, the commander will again meet with the employee. The meeting may include any supervisor in the employee's chain of command whom the commander deems appropriate. The purposes of the meeting are as follows:
 1. To inform the employee of the results of the employee behavior review and provide assistance;
 2. If applicable, inform the employee of any suggested intervention;
 3. Provide clarification and answer any questions the employee may have regarding the behavior that prompted the review; and
 4. Advise the employee of any departmental resources available to assist him or her.

VIII. DOCUMENTATION

- A. The division-level commander shall brief the bureau or deputy chief on the outcome of the meeting with the employee.
- B. The commander shall prepare a written report of his or her meeting with the employee and, where applicable, the intervention to be taken.

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The report shall be combined with the employee behavior review report. A copy of all reports shall be forwarded to and maintained by the Human Resources Division (HRD) until destroyed in accordance with collective bargaining agreement requirements. The HRD shall keep this material separate from the employee personnel files.

- C. The entire process (from identification to documentation) should be completed within 45 calendar days. The division-level commander shall ensure that the process is completed and deadlines are met.

IX. FOLLOW-UP

If intervention was recommended, the division-level commander shall conduct a follow-up interview with the subject employee after a period not to exceed six months to ascertain whether the employee desires further assistance.

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X. ANNUAL REVIEW OF SYSTEM

An annual documented review of the employee early recognition system shall be conducted to address issues regarding the effectiveness of the system and the need for changes to the system, policy, or other related procedures. The review should be conducted by the commanders of the HRD and PSO, the police psychologist, and anyone else who is assigned by the department.

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SUSAN BALLARD
Chief of Police

Post on bulletin
board for one week

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