



# Virginia Department of State Police

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General Order ADM 14.01

## Personnel Early Warning System

**Purpose:** To describe the indicators and procedures for employing the Personnel Early Warning System.

1. Early identification of problems associated with stress is critical for both sworn and civilian employees. First line supervisors are in the best position to observe the behavior of their subordinates and are responsible for monitoring the stress indicators described below. When any one of the following records yields information in the numbers or manner suggested, the supervisor **may** consider reviewing other records to determine if follow-up action is necessary. When more than one of the following records yields information in the numbers or manner suggested, then other Department records on the individual employee **shall** be reviewed by the supervisor concerned to ascertain whether or not follow-up action is indicated. (Information not kept within the command should be sought out from the office where it is maintained.) The results of this review will be reported to the Division Commander on the Review of Department Records for Employee Counseling Purposes Form (SP-245). A copy of the form shall be forwarded to the Human Resource Director for statistical purposes.
  - a. Sick Leave – abnormal pattern of sick leave use that may indicate possible abuse of the leave system.
  - b. Performance Evaluation – any score that declines by more than two ratings or persistent scores of less than “Contributor.”
  - c. Disciplinary Record - two or more disciplinary procedures filed against the employee in a 12-month period. (One serious disciplinary charge could also activate the review system if the supervisor thinks it appropriate.)
  - d. Administrative Vehicle Crash Reports - two chargeable crashes within a 12-month period.
  - e. Citizen Complaints - two sustained citizen complaints or four not-sustained citizen complaints occurring within a 12-month period.

- f. Use of Force (sworn employees only) - any case of unjustified or questionable use of force involving personal injury or three instances of justified use of force occurring in a 12-month period.
  - g. Discharge of Firearm (sworn employees only) - any case of unjustified or questionable use of firearm. (The discharge of a firearm in appropriately killing a seriously injured animal will be excluded from consideration.)
  - h. Garnishment of Wages - any case of garnishee or judgment against wages. (Property and Finance Division shall notify the employee's supervisor through channels.)
2. After a review of the Department records, the individual's supervisor may take any of the following actions:
- a. Discontinue all further action where there is no reason to proceed further.
  - b. Interview the employee concerned.
  - c. Commence or continue a local investigation of the situation or circumstances without losing sight of the fact that this process is meant to be corrective in nature, not disciplinary in nature.
  - d. Recommend some level of counseling for the employee: e.g.,
    - (1) Counseling by a Department chaplain.
    - (2) Formal counseling by a psychologist or other professional via a request through the chain of command to the Human Resource Director.
    - (3) Referral to the appropriate employee assistance program.
  - e. Recommend to the Division Commander that he/she refer the matter to the Internal Affairs Section if it is evident that serious misconduct may be involved.
  - f. Recommend to the Division Commander, through channels, removal of the employee's firearm if the employee is a danger to himself/herself or others. If immediate action is called for, the supervisor may relieve the employee of all firearms and notify the Division Commander immediately by telephone. Following the immediate action taken, he/she will report the action taken, in writing, to his/her commanding officer through channels. If the Division Commander, the Headquarters or the Field Lieutenant, or other supervisor

cannot be reached, he/she may place the employee on sick leave until he/she can reach the Division Commander. Firearms previously removed will be returned to an employee at the direction of the Division Commander when the condition affecting the employee has been corrected to the satisfaction of the Division Commander.

- g. When an employee receives two sustained complaints or four complaints that are not sustained involving citizen contact in a 12-month period, his/her supervisor should devote additional time to supervision of the employee, which will include:
    - (1) Observing the employee for a 30-day period to evaluate his/her public contacts and possible flaws in his/her approach and attitude toward the public. Should circumstances warrant such action, the employee will be referred for professional counseling as directed herein.
    - (2) A report will be filed at the end of the 30-day period with an evaluation of the employee's performance and every 30 days thereafter, for a period of six months.
  - h. Take any other reasonable action dictated by the information available.
  - i. In all cases where the employee is placed on leave pending psychological evaluation directed by the Department, the time away from work will not count against earned sick leave until a physician verifies that the employee should not be returned to duty.
3. Once a supervisor has commenced an action in this area of concern, including a review of any individual's Department records, he/she shall inform his/her Division Commander through channels of the fact that such an action or review has been made and the results of the review. If the supervisor develops a course of action to be pursued regarding the employee in question, he/she shall report the course of action developed and the progress of the employee through channels to the Division Commander.
4. A report of all actions taken in any case as described in this section shall be kept in the employee's personnel file maintained at his/her field command. If the report is medically or psychologically related, it should be maintained only at the Personnel Division.
5. The Human Resource Director shall prepare an annual written evaluation of the Personnel Early Warning System. He/She shall review all SP-245's to identify

any trends, assess program effectiveness, and recommend changes as needed. The evaluation shall be distributed as follows:

- a. Superintendent
- b. Deputy Superintendent
- c. Bureau Directors
- d. Office of Performance Management and Internal Controls Director
- e. Accreditation Manager