
KANSAS CITY, KANSAS POLICE

GENERAL ORDER

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SUBJECT: Management Awareness Program

REFERENCE: CALEA Ch 35

CROSS REFERENCE:

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I. PURPOSE

- A. The Department maintains a personnel early warning system to identify officers who may require intervention efforts. The purpose of this system is to provide for early identification of potential problems and outline intervention options in order to offer officers a better opportunity to meet the Department's values and mission. The Department should not be faced with investigating an officer for a serious case of misconduct, only to find that there was an escalating pattern of less serious misconduct or abuse, which could have been abated through intervention.
- B. To raise the level of accountability throughout the Department by involving all affected personnel in the process.

II. DEFINITIONS

- A. Management Awareness Program: early warning system used as a police management tool designed to identify officers whose behavior is problematic and to provide a form of intervention to correct that behavior. The program can also assist the Department in the early identification of and invention in the problem behavior of officers, helping to reduce liabilities and preserve the officer's career.

III. PROCEDURES

- A. The Management Awareness Program is an early warning system that triggers a review of an officer's professional behavior to determine whether intervention may be required or recommended. A review will be initiated any time one of the following occur:
 - 1. An officer who has three (3) or more Internal Affairs complaints classified as Other Contacts, which are sent to the Division Commander for review, in a 90 day period.
 - 2. An officer who receives two or more Internal Affairs complaints, which result in an administrative or criminal investigation, in a 90 day period.

- B. The review will be conducted by the Internal Affairs Unit Commander, or his designee, and will consist of a review of the following reports of conduct and behavior, at a minimum:
 - 1. Internal Affairs complaints (to include citizen complaints)
 - 2. Sick leave
 - 3. Disciplinary actions taken against the officer
 - 4. Personnel evaluations
 - 5. Defensive action incidents and related reports
 - 6. Off-duty employment / college hours
 - 7. Traffic accident reports
 - 8. Division records of the officer's productivity
 - 9. Any critical incidents the officer may have been involved in
 - 10. Any previous early warning system (MAP) notifications
- C. Once the review has been completed, the Internal Affairs Unit Commander, or his designee, will forward the notification and any supporting documentation to the officer's Division Commander, with copies forwarded to the officer's Bureau Director and the Chief of Police.
- D. The officer's Division Commander will review the notification and then discuss the information with the officer's immediate supervisor(s), who may have additional information which could assist in determining the most effective intervention method.
- E. The Division Commander will then conduct a counseling session with the officer and discuss early warning notification in an attempt to identify any area that may be negatively affecting his / her performance. This counseling session will be done with the assistance of another supervisor in the officer's direct chain of command. The Division Commander will document the counseling session on a memorandum.
- F. The Division Commander will have 15 days to review the MAP notification and determine if any intervention is needed. This will facilitate the officer's performance being addressed in a timely manner.
- G. Once the Counseling session has been completed and documented the Division Commander will determine the type of remedial action (intervention) necessary to improve the officer's performance. Possible types of intervention include the following:
 - 1. The officer could be placed on 30, 60, or 90+ days of monitoring. The monitoring period shall not exceed one year. During this time period the officer's immediate supervisor will report the officer's productivity/progress to the Division Commander every two weeks, who will forward the updates to the Internal Affairs Commander, the Bureau Director, and the Chief of Police.

2. The officer may be assigned to complete remedial training to address problems or potential problems.
 3. The officer may be ordered to seek assistance through EAP or another approved mental health professional.
 4. It may be recommended to the officer that he or she seek assistance through EAP, a Department Chaplain, or other faith based professional.
 5. The officer may be transferred to another assignment, if applicable.
 6. No further action necessary at this time.
- H. When the intervention method has been decided, the Division Commander will forward the information to the Internal Affairs Commander, the Bureau Director and the Chief of Police.
- I. The officer's immediate supervisor will complete a memorandum 30 days after the officer has completed the prescribed intervention or after the early warning system notification has received a disposition and no further action will be taken. The first-line supervisor is in a position to make observations which members of the command staff may not have the opportunity to observe. The memorandum will be forwarded to the Internal Affairs Commander, the Bureau Director and the Chief of Police.
- J. The officer will not remain on the early warning system for more than one year. If at any time, the officer's immediate supervisor(s) and / or Division Commander feel the officer's productivity and conduct are consistent with the Department's goals and mission, they may request the officer be removed from the early warning system by submitting a written request to the Bureau Director who will make the final determination.
- K. The Internal Affairs Unit Commander will conduct an analysis of the early warning system, which will be submitted to the Chief of Police. This may be included as part of the unit's annual report. The review should include a summary of early warning system reviews and any recommendations for improvement of the system.

IV. RECORD RETENTION AND STORAGE

- A. The Internal Affairs Unit will store all early warning system notifications and updates in a secure area. These files will be separated from any other IA case files. Any dissemination of early warning system files will require the authorization from the Chief of Police.
- B. Management Awareness Program system files will be retained for five (5) years after the involved employee separates from the Department by the Internal Affairs Unit. A copy of all MAP notification abstracts will be forwarded to the Chief's office for inclusion into the officer's personnel file.

V. TRAINING

- A. Supervisors will attempt to provide information on available peer counseling groups, if applicable, and mental health services through the EAP upon request.
- B. Supervisors and commanders will receive training every three years regarding the early warning system to ensure the implementation is consistent throughout the Department. The Training Unit will provide information on the following:
 1. The Employee Assistance Program's services;
 2. The supervisor's role and responsibility; and
 3. The identification of employee behaviors that would indicate the existence of employee concerns, problems, or issues that could impact employee job performance.