

Sworn To Honor Details

Sworn To Honor simplifies police management by:

- Basing traditional performance evaluation systems on objective performance measures
- Closing excessive gaps between high-productive, average, and low-productive employees
- Honoring employees willing and capable of self-governed conduct and behavior only
- Limiting the scope of the punitive progressive discipline system to acts of insubordination only
- Once giving a fair opportunity to perform, keeping the performance burden on the employee
- Trusting all employees to honor the expressed and implied duties and responsibilities of their positions and job and use their performance to valid that trust

Historically, police management systems are behavioral-based and supported by a web of rules (i.e., policies, procedures, general orders) that attempt to govern and control the employee's conduct and behavior. A punitive system of progressive discipline is the enforcement mechanism.

Today, hundreds of laws and enforcement agencies exist to protect employees' conduct and behavior from managerial control and keep the burden for performance on management. Consequently, before action can be taken to enforce its rules, management has the burden and responsibility to:

- Prove through a reasonable investigation that rules were violated and the employee violated them.
- Comply with procedural due process and just-cause standards while investigating and enforcing its rules.
- Assess and assign penalties commiserate with the nature of the proven offense and relevant aggravating, mitigating factors and circumstances.

The complexity and costs (time and resources) combined with the liability risks for enforcing or not enforcing the current system necessitates a different, more valid, and more straightforward method of operation.

The Solution

The solution requires a performance-based method of operations consisting of valid and objective performance measures and measurements that honor the majority of performers in every organization and hold nonperformers accountable for their shortcomings before, if possible, they become serious liability risks.

Benefits

Performance-based methods of operations:

- Simplify and reduce bureaucratic time and cost associated with subjective behavioral-based systems
- Establish performance as an essential function for employment and retention
- Create a unifying purpose for employers and employees
- Ensure the majority of employees, if not all, that their performance has intrinsic and extrinsic value.

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- Separates performers from nonperformers (should they exist), giving management a valid and lawful basis for distinguishing one group over the other.

Sworn To Honor

Sworn To Honor (S2H) is a **performance-based method of operations** explicitly designed to manage and honor performance in police and safety forces agencies.

Performance is defined as the outcome of an employee's self-governed decision-making, conduct, and behavior. Once an employee is given a fair opportunity to perform, the responsibility and accountability for having the desire and competencies for successful performance never shift from the employee.

Authority

S2H operationalizes the expressed and implied values and work ethics embedded in two primary directives existing in every police and public-safety organization:

- Sworn Oath of Office
- Professional Code of Ethics

When hired, employees voluntarily accept full responsibility for self-governing their decision-making, conduct, and behavior in a manner that honors the values contained in these two directives.

Eight "Just Know Standards"

Study of Common law (i.e., case law), Employment law, Employer-Employee principles, and practices produced a combined eight universal measures so reasonably related to the successful operations of an organization that employees are expected to "just know" they have a duty to honor them. **S2H** transforms these duties into eight Just Know Standards (JKS) that employees must use to govern their discretionary decision-making, conduct, and behavior.

- Loyalty
- Subordination
- Competence
- Availability
- Productive
- Adaptable
- Responsible
- Respectful

Method of Operations

S2H bases its method of operations on these principles:

- The primary employment purpose is the efficient and effective production of performance.
- Performance is a function and an outcome of a performer's desire, opportunity, and competencies.
- Employers govern the duties and responsibilities, the performance, and performance standards for positions and jobs in their agencies.

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- Employees are responsible and accountable for giving their best efforts to govern themselves (i.e., decisions, conduct, and behavior) in a manner that complies with the expressed and implied duties, responsibilities, and performance standards of their positions and their jobs.
- Employees similarly situated in their desire, opportunity, and competencies levels will have similar performance levels.
- Performance gaps between employees' performance levels when employees are similarly situated will have less than a 20% variance. Gaps variances over 20% need improvement.

S2H Features

Front-End Honor Award - by default, and with limited exceptions (e.g., completing a Governed-Performance Improvement plan, job suspension), all employees are awarded a Letter of Honor at the beginning of the year. This Letter is a proclamation of trust that has been placed in employees' willingness and competencies to honor the expressed and implied duties and responsibilities of their positions and jobs to the best of their abilities; it remains in file throughout the year and is subject to removal with proper prior notice for egregious conduct or behavior only.

Four Governing Directives – Organizational Values Sources:

- Vision-Mission
- Oath of Office
- Code of Ethics
- Position/Job Descriptions

Four Time-Based Non-Performance Measures and Measurements - excessive times associated with:

- Non-Scheduled Absenteeism
- Preventable Performance Error
- Completing Routine-Tasks
- Self-Initiating Priority Performance Measures (PPMs)

Two Time-Tracking Programs

- Hours of Non-Scheduled Absenteeism and Hours of Supervisory Time Correcting Preventable Errors
- Hours of Directed Work Time and Hours of Efficient/Effective Use of Self-Directed Work Time

Three Policies

- Non-Monetary Merit (Perks)
- Performance Improvement Interventions
- Performance Accountability System

Ten Model Job Descriptions for Key Positions

- Each can be customized for a specific agency's needs

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- Form template for creating additional job descriptions

Eight Forms

Forms serve as learning aids and job aids to ensure the information needed to operationalize **S2H** concepts and principles are reported.

Licensed Program

S2H is a one-time licensed program for the licensee's use only.

Learning and Testing Resources (currently under construction. Membership is required for updates to the S2H Learning and Testing programs)

Self-training materials related to understanding and working with **Sworn To Honor** concepts and materials.

Dr. Donald J. Van Meter founded Van Meter and Associates, Inc., in Columbus, Ohio. He served 15 years as a sworn law enforcement officer and has over 40 years of nationwide police management training and consulting experience. He authored the book, *Evaluating Dysfunctional Police Performance: A Zero-Based Approach*. The *Sworn to Honor Project* is a compilation of his academic and field research designed to guide agencies that recognize the advantages and need to transition their management system from people management to performance management.

Visit www.policeworntohonor.com; or contact Van Meter and Assoc. 1.800.331.8025 or e-mail: vanmeterassociates@att.net to learn more about how your agency can benefit from becoming a Sworn To Honor member. Costs are based on an agency's number of employees.