



POLICE DEPARTMENT

**PERSONNEL
MANAGEMENT**

**PERSONNEL
PROCEDURE #301**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
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Policy Statement

Members of the Johns Hopkins Police Department (JHPD) are staff members of the Johns Hopkins University (JHU). Accordingly, JHPD members enjoy the benefits and competitive compensation, and are subject to the policies and procedures, of JHU. It is the policy of the JHPD to ensure members are aware of the JHPD’s and JHU’s personnel policies and directives and are accountable for compliance with them.

Who Is Governed by This Policy

All personnel, including sworn, nonsworn, and contractual or voluntary persons in service with the JHPD, are governed by this Directive.

Purpose

The purpose of this Directive is to ensure that JHPD members are aware of and that the JHPD is fully compliant with all applicable JHU human resources (HR) personnel policies, as set forth in the JHU Personnel Policy Manual, state laws, and federal regulations. This Directive is meant to provide guidance to JHPD members and direct them to appropriate JHU policies, as well as to

provide specific procedures in addition to JHU’s HR policies where appropriate. While this Directive identifies and directs members to certain JHU HR policies, all of JHU’s HR policies for staff may be found at [Human Resources \(jhu.edu\)](https://www.jhu.edu/office-of-human-resources) and are fully incorporated, as is stated herein, by this reference.

Definitions

Direct Involvement:	Describes the involvement of any member, whether participatory or accessory, who is on the scene of a traumatic or significant incident at the time the incident occurs.
Exempt Members:	Members for whom the Fair Labor Standards Act (FLSA) does not apply, including the payment of overtime.
Hours Worked:	Represents all of the time that an hourly paid staff employee is authorized to work—no matter where the work occurs (at the normal workstation, at home, etc.). Hours worked include all responsibilities as defined by a supervisor.
Member:	All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.).
Nonexempt Members:	Members who are not exempt from FLSA and are eligible for overtime pay.
Officer:	All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.
Pay Period:	Nonexempt members are paid every two weeks (biweekly). Exempt members are paid semimonthly on the 1st and the 15th of the month. For payroll purposes, the standard work week consists of seven days, 12:01 a.m. Monday through midnight the following Sunday.
Peer Mentor:	An individual who has received training in Significant Incident Stress Management and who has been designated to provide emotional, social, practical, and moral support to a JHPD member. A Peer Mentor can be a sworn or civilian member of the department. A Peer Mentor is not a counselor or therapist but is trained to recognize and refer cases that require professional intervention, or are beyond their scope of training, to a licensed behavioral health professional. Peer support providers must maintain minimum standards of training established by the International Critical Incident Stress Foundation to remain in the assignment.
Peer Support Team:	A group consisting of sworn and civilian employees who have been trained in Significant Incident Stress Management to assist members involved in significant incidents as well as high-stress incidents (e.g. death of a family member, divorce, or financial hardships). The Peer Support Team consists of a Team Coordinator, Peer Mentors, and a behavioral health professional. Peer Support Team members will be required to participate in the department’s comprehensive response to significant incidents.

Post-Traumatic Stress Disorder (PTSD):	Defined by the American Psychological Association as a psychiatric disorder that may occur in people who have experienced or witnessed a traumatic event, series of events, or set of circumstances. According to the National Institute of Mental Health, PTSD includes a group of symptoms, such as disturbing recurring flashbacks, avoidance, numbing of memories of a dangerous event, or hyperarousal. Acute PTSD symptoms usually begin early (within three months of an event) but may emerge six months to a year afterward. Symptoms must continue for more than a month after the occurrence of a traumatic event and be severe enough to interfere with relationships or work to be considered PTSD.
Referral:	The process of directing or redirecting a person to an appropriate specialist or agency for consultation, review, or further action, including but not limited to treatment.
Significant Incident:	Any situation faced by members that causes them to experience unusually strong emotional reactions and may overwhelm, cause psychological distress, or interfere with their ability to function either at the scene or at a later time. All that is necessary is that the incident, regardless of the type, generates unusually strong feelings in department members. Examples of significant incidents include but are not limited to police shootings, death in the line of duty, serious injury to members in the performance of their duties, suicide of a member, mass casualty (disaster) incidents, death involving children, hostage taking, barricaded subject with specific danger to personnel, situation that is personally threatening to a member, prolonged incident that ends in a loss, or any other incident that produces unusually high levels of stress.
Significant Incident Stress Debriefing:	A one-on-one discussion conducted by a qualified behavioral health professional or member who is trained, through an approved course of study by the International Critical Incident Stress Foundation, in Significant Incident Stress Management that is designed to help members to understand their emotional response to a traumatic or significant incident and strengthen their coping mechanisms following an incident.
Significant Incident Stress Management:	A formal process used to assist an individual who has been involved in a traumatic or significant incident to return to and maintain an effective level of functioning.
Traumatic Incident:	A behaviorally and sometimes emotionally painful and highly stressful event or series of events that cannot be resolved through normal stress-coping mechanisms. These events may cause disabling emotional and physical problems unless members are adequately treated. A traumatic incident is defined by an individual's unique, internal reaction to an event, not necessarily the external appearance or apparent magnitude of the event. It is not necessarily a life-threatening incident.

Common incidents that pose the increased potential for trauma include but are not limited to:

- Level 2 or 3 use of force,
- Police-officer-involved shootings,
- An actual or perceived threat to one's life or of grievous physical harm,
- Suicide or suicide attempt by a colleague,
- Serious injury inflicted on or death of a colleague,
- Serious injury or death of a nonmember, especially a child, under particularly tragic or grotesque circumstances,
- Cruelty or abuse to a child,
- Line-of-duty contact with friend or relative during a tragic or traumatic event,
- Death or injury of a person resulting from duty operations,
- Perceived "failure" during a tragic or traumatic event,
- Large-scale or prolonged disaster,
- Events with high media exposure,
- Any tragic or traumatic event that may have private or personal emotional significance to a member, particularly when the event is characterized by relative surprise, intense negative emotion, and perceived helplessness,
- Diagnosis or recovery from a serious illness,
- Caring for a loved one who has been diagnosed or is recovering from a serious illness, and
- Experiencing a familial death or loss (including children, spouse, etc.).

Well-Being Check: The process whereby a member checks on the well-being of another member, be it via electronic communication or in person.

Policy

This Directive is meant to complement the JHU Personnel Policy Manual. Where applicable and necessary, certain JHU Personnel Policy Manual policies are directly referenced. Since policies, regulations, and practices are constantly evolving, this Directive will be updated periodically.

If any information in this Directive conflicts with the JHU Staff Handbook or JHU Personnel Policy Manual, the JHU Personnel Policy Manual will be considered the correct version, unless there are specific collective bargaining agreements or statutory or regulatory requirements stated in this Directive that apply, in which case this Directive will supersede the general staff policy. If this Directive exceeds the requirements of the JHU Personnel Policy Manual, but does not conflict with them, then the more stringent requirements of this Directive will apply.

If a member has any questions, they should contact the Public Safety Human Resources Director for guidance.

Procedures

I. **Compensation** (Commission on Accreditation for Law Enforcement Agencies (CALEA) 22.1.1)

The compensation schedule for members of the JHPD is established and amended by JHU after review during the annual budgeting process. The compensation schedule establishes the salary ranges for JHPD members based on job classification. The compensation schedule includes the entry-level salary, salary ranges within rank, salary differential between ranks, and shift differential salary augmentation.

II. **Benefits** (CALEA 22.1.3)

Johns Hopkins offers a total rewards benefits package that supports all Johns Hopkins employees' health, life, career, and retirement. Total rewards include health insurance coverage, retirement plan, disability and death benefits, and educational benefits for the member and their dependents. More information can be found here:

<https://hr.jhu.edu/benefits-worklife/>.

III. **Standardized Workweek**

- A. In accordance with the JHU Personnel Policy Manual, the standard workweek will be seven days, 12:01 a.m. Monday through midnight the following Sunday:
- For administrative positions, the workweek will be 37.5 or 40 hours. For payroll purposes, the standard workweek consists of seven days, 12:01 a.m. Monday through midnight the following Sunday. Actual hours and days worked will depend on the assignment (Administrative Staff, Investigations, Training, etc.).
 - For members assigned to Patrol Squads, the work schedule will be 48 hours per week or 36 hours per week, unless it needs to be adjusted for training or another work-related purpose. The standard workweek consists of seven days, 12:01 a.m. Monday through midnight the following Sunday.
 - For specialized positions, the work schedule will be 40 hours per week. For payroll purposes, the standard workweek consists of seven days, 12:01 a.m. Monday through midnight the following Sunday. Actual hours and days worked will depend on the assignment (Investigations, Training, etc.).
- B. Members are responsible for properly accounting for time worked and additional compensation such as overtime, holiday, stand-by, and sick time through the use of the JHPD time management system. Time spent traveling to and from work will not be compensated for and will not be included in the recorded time worked.

- C. To ensure proper accounting, permanent transfers from one division or work unit to another will be made to coincide with the beginning of a pay period unless approved by the Chief of Police.

IV. Availability to Work

- A. Per JHU's Absences Policy (HR002), all JHPD members are responsible for regular and predictable attendance and must not be excessively absent or have a pattern of absence or abuse.
- B. The use of leave shall be handled in accordance with the JHU leave policies.
- C. In addition to the general requirements, any JHPD member requesting scheduled time off must give at least one week's notice to their supervisor. This is considered scheduled time off. Anyone calling out of work the day of without prior notice or after the one-week notification window will be considered to have an unscheduled absence. This may still be approved by the supervisor but will be recorded as an unscheduled absence. Absences that have not been approved by the supervisor, other than those required by law or state/federal regulations, will be charged as leave without pay.
- D. Lateness and unscheduled nonprotected absences (from normal shifts, special events, or scheduled training, etc.) will be documented according to this Directive and members will be subject to progressive corrective action.
- E. Arriving to any scheduled assignment past the scheduled reporting time or arriving back on post past the reporting time is considered being late.
- F. When any member is absent for three consecutive workdays without the notification or approval of a supervisor, that member's job will be considered "abandoned" and their JHU employment will be terminated.
- G. A JHPD member should contact their immediate supervisor and the on-duty Lieutenant as soon as possible when an unscheduled absence occurs.

V. Accrual & Use of Overtime (CALEA 22.1.1.f)

- A. In accordance with JHU's Hours of Work and Overtime (HR014), for any nonexempt JHPD member, any work performed by weekly members for the benefit of the JHPD in excess of 40 hours per week will be compensated at the required overtime rate. Overtime must be approved in advance by a supervisor.
- B. Exempt members will work as required and are not eligible for overtime compensation.

- C. Normal work duties beyond the member's assigned schedule will be authorized or directed only under unusual circumstances when it is in the best interest of the JHPD and is the most practical and economical way of meeting unusual workloads or deadlines.
- D. Patrol supervisors are authorized to allow officers to work overtime to fill in officer shortages when the shift will be at less than minimum staffing due to unplanned absences. For planned absences (training, vacation, etc.), Patrol Lieutenants will notify their Patrol Commander, in writing, of any foreseen below-minimum staffing levels in order to get authorization for any necessary overtime.
- E. On occasion, it may be necessary for the JHPD to make mandatory overtime assignments to staff special details or in response to situations that require additional JHPD personnel present to provide for the security or safety of the public. Although the JHPD will attempt to make such assignments on a voluntary basis, should emergency circumstances exist or should the number of members needed for a special detail exceed the number of volunteers, supervisors are authorized to make mandatory overtime assignments. This includes the authority to cancel scheduled leave and to prohibit leave at certain times in anticipation of unusual staffing requirements.
- Involuntary overtime will be equitably distributed among members, based on the overtime regulations below (i.e., officers working fewer hours for the week will be assigned overtime first).
 - For example, a member who is scheduled for 36 hours that week will be assigned mandatory overtime before a member assigned 48 hours that week, or a member who was on vacation for part of the week will be assigned overtime before a member who was not.
- F. Patrol is the JHPD's primary function. As such, members in nonpatrol functions shall be utilized and reassigned to patrol when necessary to ensure full coverage of patrol shifts.
- G. Supervisors **may** make schedule adjustments during the pay period, such as differing arrival and ending times of a shift. See JHU's [Hours of Work and Overtime \(HR014\)](#).
- H. When necessary, supervisors may allow members to switch shifts during the same workweek with their approval. Members seeking to switch shifts shall seek permission from their supervisor at least 48 hours in advance and provide all details to the supervisor via email. If the switch affects two supervisors, both supervisors will be included in the request. The supervisors may grant a shift switch as long as neither member exceeds the overtime regulations below and neither member exceeds the scheduled hours of their workweek. If the switch will cause either member to exceed

their scheduled hours or the overtime regulations, the supervisor must get approval to grant the switch from a Deputy Chief of Police.

- I. Nonexempt members who report on their off-duty time for previously scheduled departmental meetings and training or court dates will be entitled to overtime compensation for actual time in attendance beyond their 40-hour workweek. There is no minimum time allowed for this type of overtime, and travel time is not included in the time of attendance.
- J. Nonexempt members who report on their off-duty time for special events, athletic events, student parties, etc. will be entitled to overtime compensation for actual time in attendance. If a special event is canceled after the member arrives, they will be paid for a minimum of three hours, or their actual time worked, whichever is greater. Travel time is not compensable.
- K. Overtime compensation for nonexempt members for hours worked beyond the regular workweek will be one and one half times the member's hourly rate of pay in accordance with JHU's [Hours of Work and Overtime \(HR014\)](#).
- L. Nonexempt members must complete the Overtime Report in order for overtime to be documented and tracked.
- M. Time during which no work is performed (i.e., vacation leave, holiday, sick leave) will not be counted in the calculation of overtime pay. Nonexempt members must record the actual number of hours worked in the appropriate JHPD time entry system.

VI. Overtime Regulations (CALEA 22.1.1.f)

- A. In addition, to ensure that members do not routinely work a number of hours that might negatively affect job performance or safety, members shall not exceed any of the following guidelines without the advance approval of both their immediate supervisor and their Commander:
 - Maintain a minimum of eight consecutive hours of break within a 24-hour period (all members).
 - Work no more than two double shifts per week (eight-hour members only).
 - Work no more than 12 consecutive days during a pay period (eight-hour members only).
 - Work no more than 16 hours in a 24-hour period.
 - Work no more than five patrol shifts in one week.

- B. Advance approval must be obtained in writing via the Overtime Exception Authorization Form.
- C. Exceeding these regulations must be based on JHPD operational need only.
- D. On a monthly basis, Captains will review the overtime of all members for the month for equitable distribution and determine if any adjustments need to be made to improve equitable distribution of overtime.

VII. Holiday & Vacation Time (CALEA 22.1.2)

- A. Unless otherwise directed by the Chief of Police or their designee, members who are not assigned to shift work (e.g., assigned to regular Monday through Friday, 8 a.m.–5 p.m.) will be off on days designated as JHU holidays.
- B. Members assigned to regular shift duties during the holiday will be compensated in accordance with JHU's [Holiday Policy \(HR013\)](#).
- C. Use of vacation time should be requested at least one week in advance and approved by a supervisor prior to use in accordance with JHU's [Vacation Leave \(HR031\)](#). Supervisors will grant vacation time based on:
 - Necessary staffing requirements,
 - Community activities and special events,
 - Order in which the request for time off was received, and
 - Seniority.
- D. Supervisors will approve or deny vacation leave requests by the end of their next scheduled shift.
- E. To ensure that the JHPD can plan for shift shortages and allow members to use their annual vacation leave, between December 8 and December 15 each calendar year, members shall submit a request for up to two weeks of leave for the following calendar year. Leave will be approved or denied by January 15. Any leave not approved by that date will be deemed denied. The JHPD shall try to accommodate members' requests, however, if it cannot grant leave to all members for the same dates. The decision will be made based on seniority.
 - The JHPD will seek an equitable distribution of leave. The member's supervisor will attempt to work with members where vacation leave may be denied to see if it can be modified so that all members' leave requests may be partially granted, if possible. For example, if multiple members request time off for a full holiday week, the Public Safety Human Resources Director or their

designee may, before fully granting the leave of the member with the most seniority, reach out to all members requesting leave for that week to see if each can agree to take a partial week, so that the JHPD can approve the vacation leave of as many members as possible. The JHPD expects all members, regardless of seniority, to assist in reaching a mutually beneficial and equitable distribution of vacation leave, especially in these situations.

- F. Officers who are not able to report to duty and have not requested time off will notify the on-duty Sergeant at least three hours before the start of shift, unless exigent circumstances exist. If not already done, the Sergeant will relay information to the affected supervisor and try to obtain coverage for the shift, if necessary.

VIII. Military Leave (CALEA 22.1.2.f)

Members may request a military leave of absence in accordance with the JHU's [Compensation for Military Leave \(HR042\)](#).

IX. Transfers

- A. A member may seek information pertaining to transfers, promotions, and reclassification by viewing the JHU's [Transfers, Promotions, Demotions and Reclassifications \(HR029\)](#).
- B. In addition, a member may request a transfer to another shift or assignment. Transfers between shifts or to other patrol assignments are managed by their respective Deputy Chief of Police, with approval of the Chief of Police. All requests are based on the following:
- Departmental needs,
 - Special needs of the individual requesting a transfer, and
 - Seniority.

X. Probationary Period

In addition to the standard JHU introductory period, provided in JHU's [Transfers, Promotions, Demotions and Reclassifications \(HR029\)](#), all JHPD officers will have a minimum 12-month probationary period after successful completion of field training.

XI. Performance Management (CALEA 35.1.2, 35.1.5.a)

- A. All members shall participate in the annual Performance Evaluation and Planning (PEP) program. The process consists of an annual self-evaluation, a midyear review, and an annual PEP, in accordance with JHU's [Staff Compensation Program \(HR026\)](#).

- B. The purpose of PEP is to provide members a chance to self-assess their performance, for supervisors to provide summary feedback to members on their performance for the year, and to provide clear goals and development plans for the coming year. The purpose of the midyear review is to provide feedback to members and review progress toward annual performance expectations and job responsibilities. This PEP process will be complemented by the JHPD Early Intervention Program, per JPHD Directive #355, Early Intervention Program.
- C. PEP evaluations may be used to make pay and other personnel decisions, in accordance with [Staff Compensation Program \(HR026\)](#).

XII. Drug-Free Workplace

- A. All members shall arrive at work able to perform their duties and shall abide by [Alcohol Abuse and Drug-Free Workplace \(HR006\)](#).
- B. In addition, any use of certain controlled dangerous substances (CDSs) that would prohibit a member from performing their essential duties, including carrying a firearm, is prohibited. This includes all CDSs as identified in JHPD Directive #302, Recruitment & Selection, and Code of Maryland Regulations (COMAR) 12.04.01.16. The use by any member of any alcohol on-duty or while carrying their JHPD-issued firearm off-duty is also prohibited.
- C. Members shall report the use of any substances that would impair their ability to perform their job functions to their supervisor at least 12 hours prior to their shift.
- D. Any use of a substance that would result in an officer's inability to maintain their certification as a police officer must be reported, and the member will be subject to immediate suspension and disciplinary procedures, pursuant to JHPD Directive #350, Complaints Against Police Personnel.
- E. If a supervisor has reasonable suspicion that an officer has consumed intoxicating beverages or engaged in the use of substances that could impair their ability to perform their job functions while on-duty or prior to duty, the supervisor must follow JHU's for-cause testing procedures and enter the incident into the complaint management system, pursuant to JHPD Directive #350, Complaints Against Police Personnel.

XIII. Member-Related Accidents & Illness (CALEA 22.1.4)

All member-related accidents, injuries, and illnesses shall be immediately reported and handled in accordance with JHU's [Employment Related Accident or Illness \(HR008\)](#).

XIV. Member Wellness (CALEA 22.2.1, 22.2.2)

- A. The functions of a law enforcement agency require a level of physical and behavioral fitness not demanded by many other occupations. In recognition of this fact, and in accordance with Maryland Police Training and Standards Commission regulations, every applicant for a sworn position with the JHPD must submit to and meet the requirements of a physical agility assessment, medical examination, drug screening test, and behavioral health assessment prior to receiving an offer of employment. See JHPD Directive #302, Recruitment & Selection; MD Code, Public Safety, § 3-209; and COMAR 12.04.01.04.
- B. Pursuant to MD Code, Public Safety, § 3-209, the JHPD must arrange for all officers to submit to a physical agility assessment for initial certification as a police officer and schedule an annual physical agility assessment of all certified officers. Upon completion, the Chief of Police (or designee) must attest in writing that each officer has the physical ability to carry out the officer's assigned duties. The JHPD will retain records of the officer's assessment for a minimum of three years from the date of the assessment. Any member who fails will receive remedial instruction and assistance in accordance with JHPD Directive #305, Training & Professional Development.
- C. Pursuant to MD Code, Public Safety, § 3-209, every officer of the JHPD shall submit to a behavioral health assessment every two years. Upon completion, the Chief of Police (or designee) must attest in writing that each officer has the behavioral health to carry out the officer's assigned duties. The JHPD will retain records of the officer's assessment for a minimum of three years from the date of the assessment.
- D. The Johns Hopkins Employee Assistance Program (JHEAP) provides JHU employees, and their household family members, with free access to confidential counseling and referral services for help with stress at work or at home, emotional distress, a difficult life transition, or other challenges. (CALEA 22.2.7)

XV. Significant & Traumatic Incident Response

- A. **Immediate Referral for a Significant Incident Debriefing:** The following significant incidents require an immediate response:
- The member is involved in Level 2 or 3 Use of Force.
 - The actions of the member, whether accidental or deliberate, result in the death or serious injury of a person.

- The member is present at the death or serious injury of a JHPD employee, another staff member, a student, or a community member.
- The member is involved with or directly responsible for management of hostage negotiations during an incident that results in serious injury or death.

B. Immediate Response & Notification Process Following a Significant Incident:

- Incident Commander: In significant incidents, the Incident Commander on scene will gather the following:
 - Nature of the incident,
 - Number of employees present, and
 - Location of affected employees.
- Communications Center: Upon notification, the Communications Center will advise the Public Safety Human Resources Director of the following information:
 - Location and nature of the incident, and
 - Name of affected personnel, to include any Communications personnel, and contact phone number.
- Supervisors of Involved Members: During and after these incidents, supervisors shall briefly meet with the involved members to:
 - Ask supportive questions concerning the significant incident (e.g., “Are you OK?” “Do you need anything?” “Would you like to talk to someone?” “Do you need to take a break?”),
 - Inform members of and encourage the use of JHEAP, closely monitor members during and after high-stress incidents, and conduct well-being checks,
 - Ensure members are provided with adequate support—whether through JHEAP, the Chaplain, or the Peer Support Program—to maintain behavioral health, and
 - Supervisors may request a Significant Incident Stress Debriefing in response to other highly stressful incidents that may not rise to the level of an immediate response and should be based on how the affected people are coping with the aftermath of the traumatic event.
- NOTE: Such incidents may include when members are involved in a riot, civil disturbance or unrest, or mass demonstration, but may not warrant a mandatory referral.

C. **Post-Incident Stress Debriefing Procedures:**

- Involved members must be scheduled for a post-incident stress debriefing immediately following the significant incident or before returning from administrative leave.
- The Peer Support Team, in conjunction with the JHPD's behavioral health provider, once activated, will respond and assist in the debriefing process for involved members immediately following a significant incident.
- Involved members must be referred to JHEAP and Occupational Health after the significant incident or before returning from administrative leave.
 - NOTE: Attendance at a Significant Incident Stress Debriefing is strictly confidential; no information related to the debriefing shall be conveyed to other JHPD members, and it will in no way jeopardize the member's job security, promotional opportunities, or reputation within the JHPD. The debriefing process is not a critique of any actions taken by the member but rather an attempt to mitigate elevated levels of anxiety, fear, or emotional distress a member may be experiencing. The debriefing shall not serve as the basis for disciplinary action.
- Significant Incident Stress Debriefings shall take place immediately following the incident. Supervisors shall make every effort to facilitate a debriefing. If the debriefing cannot be facilitated immediately, the supervisor shall ensure the member receives a debriefing before their tour of duty has ended. The supervisor shall explain the reasons for any delay in writing to the involved member's commanding officer or to the Public Safety Human Resources Director.
- Managers and supervisors will identify members within their command who are exhibiting signs of distress or difficulty coping with a traumatic or significant incident and recommend a post-incident debriefing through the Public Safety Human Resources Director.
 - NOTE: In some instances, a member might consider an event traumatic. In such cases, members and their families may contact JHEAP directly. JHU employees and their household family members have free 24/7 access to confidential counseling and referral services for help with stress at work or at home, emotional distress, a difficult life transition, or other challenges. Members can reach JHEAP 24/7, 365 days a year, by phone at 888-978-1262.

- The Public Safety Human Resources Director may recommend to the commanding officer the amount of leave the member should take or if the member should work a modified-duty assignment.
- Any member directly involved in a police-officer-involved shooting shall be placed on administrative leave for 10 days or until after their debriefing.
- Whenever a member is placed on administrative or medical leave due to a traumatic or significant incident, managers are required to perform well-being checks. Unless otherwise directed by a behavioral health professional, these checks should occur at least weekly while the member is on leave.

D. Stress Evaluation Process: In addition to the Significant Incident Stress Debriefings, all members who are responsible for the death of a person, as a result of job-related actions, shall undergo the Stress Evaluation Process. The member shall also be assigned a Peer Support Team member during the first year after the traumatic or significant event, and they will meet on a regular basis.

- When other job-related actions occur that do not result in a member being responsible for a death but involve potential stress-related aftereffects, the Duty Chief, in consultation with the JHPD's behavioral health provider, shall determine whether the member is to undergo a portion of or the entire Stress Evaluation Process.
- On the day of the incident, the Stress Evaluation Process shall be as follows:
 - The affected member will be relieved of all duty assignments and responsibilities, except those related to the incident.
 - The member will complete the shift and remain on-duty in an overtime status as long as necessary to facilitate investigation of the incident.
 - The Significant Incident Stress Debriefing will be scheduled. The member's spouse and immediate family should be involved, if possible.
 - The involved member will be given an explanation of the Stress Evaluation Process by a Peer Support Team member and informed of any scheduled debriefings or other appointments.
- The First Days Following the Incident:
 - In an effort to enhance a safe return to full duty, the affected member shall participate in a series of steps to ensure they are ready and confident of their ability to return to regular duty.

- In the four to 10 days following the event, the affected member will be assigned to an administrative assignment that meets the scheduling needs of both the member and the department.
- The member will have the option to not report for duty one day in the scheduled workweek following the incident and will be encouraged to participate in a hobby or physical activity. The Peer Support Team will have explained the rationale for this time off and will have attempted to involve the member's spouse or a close associate. This time will be given with pay.
- If the incident involved the use of a firearm, and after being released by the JHPD's behavioral health provider, in an effort to further enhance the member's transition back to full duty, the member will be sent to the Firearms Training Facility to participate in a reality-based training using the Firearms/Use of Force Training Simulator. The member will participate in a number of use of force scenarios designed to enhance the return to full duty status. The Firearms Section Commander may provide feedback to the member on these scenarios.
- The Captain and behavioral health professional will meet with the member and discuss returning to a regular duty assignment.
- The Captain will communicate with the Deputy Chief and the Chief of Police to determine whether any additional steps will be taken.
- Six Months Following the Incident: The Captain will be responsible for ensuring the JHPD's behavioral health provider contacts the officers involved for further discussion and debriefing.
- One Year Following Incident: The Captain will ensure that the JHPD's behavioral health provider contacts the officers involved for further discussion and debriefing.

E. Additional Services: After the traumatic or significant event, department members will be assigned a Peer Support Team member or mentor. They will be encouraged to meet with the team member or mentor on a regular basis to ensure department members have access to a team member or mentor 24/7.

F. Daily Stress Recognition & Resilience:

Physical, cognitive, emotional, and behavioral reactions or problems may arise immediately, later, or never. In addition, involved personnel may attempt to hide their negative responses to the significant incident.

- Peer Support Team members will be available at the beginning and end of each shift.
 - Interactions are voluntary but encouraged.
 - A daily download and debriefing with a Peer Support Team member is encouraged to develop resilience and to decompress after a shift.
- In addition, members are encouraged to take 10–15 minutes at the end of their shift to speak to a peer counselor or find a quiet place, such as a huddle room, to decompress.
- Supervisors are responsible for monitoring the behaviors of personnel for any adverse reactions or symptoms. A supervisor should recommend that involved personnel seek assistance or counseling from JHEAP or another service upon recognizing behavioral indicators that suggest stress may be disrupting the individual’s job performance.

G. Training:

- Training will be provided periodically pertaining to the negative physical, cognitive, emotional, and behavioral reactions that may occur following a significant incident and how to recognize them, wellness and resilience, self-care, and signs and symptoms to look for in coworkers.
- Supervisors are responsible for making available to their personnel information about the department’s peer support and behavioral health services.

XVI. Workplace Accommodations

- A. JHU is required to provide effective, reasonable accommodations for members with disabilities or pregnancy. The JHPD expects that its members will be able to perform the essential functions of the job with or without reasonable accommodations. See [Accommodations for Members With Disabilities \(HR003\)](#) and [Accommodations for Members With Disabilities Due to Pregnancy \(HR004\)](#).
- B. All workplace accommodations are handled by the JHU Office of Institutional Equity (OIE). The JHU OIE will engage in an interactive process to collaboratively explore accommodation solutions with members with disabilities who request accommodations.
- C. Any time an employee indicates that they are having a problem, and the problem is related to a medical condition, supervisors should consider whether the employee is making a request for accommodation under the Americans with Disabilities Act and direct the employee to submit a

request for workplace accommodation. Supervisors can also contact Public Safety Human Resources.

- D. To request a workplace accommodation, members should complete the form found here: [Accommodation Request Form](#).
- E. For lactation-related accommodations, supervisors should direct members to [Lactation Accommodations \(HR038\)](#) for all requests and accommodations.
- F. If necessary, a fitness for duty assessment may be requested pursuant to JHU's [Health Screening Policy \(HR012\)](#).

XVII. Representation & Indemnification (CALEA 22.1.10)

- A. JHPD members may become involved in an actual or threatened legal process as a result of the performance of their duties and responsibilities to and on behalf of JHU.
 - JHU's [Employee Indemnification and Defense Policy \(GOV015\)](#) provides guidance on legal representation and protection from liability for employees and agents of JHU, including JHPD members.
 - The [Employee Indemnification and Defense Policy \(GOV015\)](#) defines the circumstances under which JHU may defend and indemnify an employee or agent, including any JHPD member; the scope of defense and indemnification; and the obligations of employees and agents.
- B. Members shall adhere to all the requirements therein and in JHPD Directive #210, Records Management, when served with legal process.

XVIII. Grievances

- A. Except for JHPD officer discipline and claims for discrimination or harassment, any member grievance will be governed by JHU's [Appeals Policy \(HR032\)](#). A claim of harassment or discrimination will be resolved through JHU's OIE.
- B. All issues related to discipline of a JHPD officer will be handled in accordance with JHPD Directive #350, Complaints Against Police Personnel; and JHPD Directive #352, Expedited Resolution of Minor Violations.

XIX. Disclaimer

- A. This manual does not constitute an express or implied contract, and its provisions are not intended to be contractually binding. Each JHPD member's employment is terminable at will, and each has the right to end employment with JHU at any time for any reason and JHU reserves this same right.
- B. **Reservation of Rights:** JHU retains all managerial and administrative rights and prerogatives entrusted to it and conferred on employers inherently and by law. These include but are not limited to:
- The right to exercise judgment in establishing and administering policies, practices, and procedures, and to make changes in them without notice,
 - The right to take whatever action is necessary in JHU's judgment to achieve JHU's goals, and
 - The right to set the standards of productivity and services to be rendered, etc.
- C. Failure of JHU to exercise any such prerogative or function in a particular way shall not be considered a waiver of JHU's right to exercise that prerogative or function in the future or preclude it from exercising that prerogative or function in some other way.

Policy Enforcement

Enforcement	JHPD managers and supervisors are responsible for enforcing this Directive.
Reporting Violations	Suspected violations of this Directive should be reported to the Public Safety Accountability Unit.

Related Resources

University Policies and Documents
Administrative Procedure #210, Records Management
Personnel Procedure #302, Recruitment & Selection
Personnel Procedure #305, Training & Professional Development
Personnel Procedure #350, Complaints Against Police Personnel
Personnel Procedure #352, Expedited Resolution of Minor Violations
Personnel Procedure #355, Early Intervention Program
<u>Absences Policy (HR002)</u>
<u>Appeals Policy (HR032)</u>
<u>Health Screening Policy (HR012)</u>

<u>Lactation Accommodations (HR038)</u>
<u>Accommodations for Members With Disabilities (HR003)</u>
<u>Accommodations for Members With Disabilities Due to Pregnancy (HR004)</u>
<u>Employment Related Accident or Illness (HR008)</u>
<u>Alcohol Abuse and Drug-Free Workplace (HR006)</u>
<u>Hours of Work and Overtime (HR014)</u>
<u>Holiday Policy (HR013)</u>
<u>Vacation Leave (HR031)</u>
<u>Compensation for Military Leave (HR042)</u>
<u>Transfers, Promotions, Demotions and Reclassifications (HR029)</u>
<u>Staff Compensation Program (HR026)</u>
<u>Employee Indemnification and Defense Policy (GOV015)</u>
External Documentation
Police Department Forms and Systems

Contacts

Subject Matter	Office Name	Telephone Number	Email/Web Address
Policy Clarification and Interpretation	Policy Management	(667)306-8618	jhpdpolicyinquiry@jh.edu