

DISCIPLINARY STANDARDS

11.1 DISCIPLINARY STANDARDS

PHILOSOPHY: The members of the Lakewood Police Department understand that serving the community with integrity requires discipline throughout the organization. Punitive discipline administered within the Police Department will be based on just cause.

11.1.1 Code of Conduct / Appearance Guidelines

Lakewood Police Department members are expected to abide by the Code of Conduct contained in Standard 1.1.2 of this Manual of Standards and City of Lakewood Personnel Policies and Procedures.

Principle: Appearance Guidelines: Members of the Lakewood Police Department are law enforcement professionals. The image of professionalism for the members and the organization is dependent not only on performance, but also appearance. Appearance influences the public's perception of both the individual and the Lakewood Police Department. Therefore, the following guidelines serve to assist members in ensuring their image of professionalism. Exceptions to these guidelines may be provided to employees assigned to specialized assignments.

- A. Commissioned Personnel in Uniform Positions: Officers/CSOs shall wear the uniform and approved equipment in a neat and approved manner. Officers/CSOs shall maintain the uniform and approved equipment so that it is functional and clean. Refer to Standard 17.3.4 for specific information regarding authorized equipment and apparel.
 1. To and From Work: Officers/CSOs wearing the uniform to and from work or extra-duty assignments and not traveling in a police vehicle shall wear clothing to cover the uniform shirt while in transit.
 2. Hair:
 - a. Male: Hair shall be kept so that it does not extend below collar length in the back, below the middle of the ear on the sides, or below the eyebrows in the front.
 - b. Female: Police officers/CSOs working in uniform shall secure their hair if their hair is longer than collar length. "Secured," means either in a ponytail, braid, or bun. If officers choose to wear their hair in this manner, hair clips/clasps shall be black or neutral in color and not ornamental in nature.
 3. Facial Hair: Any approved facial hair worn shall be kept neat and trim at all times.
 - a. Sideburns: Sideburns will not extend downward below the lowest part of the earlobe.
 - b. Moustaches: Moustaches may extend laterally, not more than one-half (1/2) inch beyond the corner of the mouth and may not extend below the vermilion border of the upper lip or below the corner of the mouth.
 - c. Beards/Goatees: Beards/goatees are prohibited for officers in a uniformed assignment, unless medical reasons exist and the Chief of Police provides the employee a written exception. Employees are expected to be clean-shaven when reporting for duty.
 4. Jewelry: Must adhere to standards of professional appearance and taste.
 - a. Necklaces: Shall be worn under the T-shirt.
 - b. All visible jewelry is prohibited, with the exception of two rings and a watch. Females may wear two

pairs of post earrings.

5. Cosmetics: May be used at minimal levels and must adhere to standards of professional appearance and taste.
 6. Tattoos: Employees may not have visible tattoos on their face, head or neck. Employees will not have visible tattoos that would be offensive to the general public or appear unprofessional. If an employee has tattoos that can be covered with a long sleeve uniform for court, this will be within department guidelines.
 7. Tobacco and chewing gum: Employee shall not partake in these activities when making personal contact with citizens in the performance of their duties.
- B. Commissioned Personnel in Non-Uniform Positions: Officers/CSOs working in non-uniform positions or in restricted duty status (alternate duty) shall dress in a manner suitable to the business environment and consistent with the City of Lakewood dress policy and also comply with the expectations set in Section A of this Standard in regards to:
- Hair (Section A does not apply to female officers)
 - Body Piercing (no more than two pair of post earrings may be worn in the ears by female employees)
 - Tattoos
1. Mustache standards will be consistent with the guidance in this section. Neatly trimmed beards are also acceptable so long as they are shaped (i.e. not simply unshaven) and do not exceed one inch in length.
 2. Officers openly carrying firearms must be able to identify themselves as police officers, such as having their badge visible on their belt.
- C. All Other Department Employees: All other employees shall dress in a manner suitable to the business environment and comply with the Standard regarding tattoos in Section A(6) of this Standard.
- D. Enforcement of Standards: Where inappropriate attire and/or personal appearance outside of the Lakewood Police Department standards are noted, supervisors shall direct the employee to change into appropriate attire and/or bring their personal appearance up to standards.

11.1.2 Employee Recognition

Principle: The Lakewood Police Department expects a high level of professional conduct from all of its members. When members perform their duties in a manner exceeding the highest standards of the department, it is fitting to officially commend that performance and arrange for appropriate publicity to be provided. This gives full public recognition to those who have brought honor to themselves and the department.

- A. Definitions:
1. Above and Beyond the Call of Duty: An act performed that is not required by the employee's position. The act performed must have been one of personal bravery or self-sacrifice so conspicuous as to clearly illustrate a willingness to risk his/her life in the performance of his/her duty.
 2. Extreme Risk: A condition that is more likely than not to produce death.
 3. Significant Risk: A situation that involves personal danger to an employee and may produce death.
 4. Exceptional Performance: An act or series of acts that demonstrates personal bravery or self-sacrifice.

5. Highly Professional Conduct or Performance: An act or series of acts that are indicative of exemplary initiative in performing an outstanding police action, exceptional problem solving effort, community service, or the performance of the employee's assigned function in an unusually effective manner.
- B. Commendations and Awards: The following commendations and awards are established for exceptional service to the Lakewood Police Department and the community it serves.
1. Medal of Honor: To be awarded to a police department employee when that employee has been killed or has sustained a career ending injury in the line of duty.
 2. Purple Shield: To be awarded to LPD Employees who have suffered serious physical injury, permanent disfigurement, or protracted or permanent impairment of health or any bodily function in line of duty.
 3. Medal of Valor: To be awarded for an act that involves extreme risk to the life of the employee, and is performed above and beyond the call of duty.
 4. Medal of Distinguished Service: To be awarded for an act that involves significant risk to the life of an employee, and is performed above and beyond the call of duty.
 5. Medal of Meritorious Service: To be awarded for demonstrating exceptional performance that involves no significant risk to the life of the employee and is performed above and beyond the normal expectations of their duty assignment.
 6. Life Saving Award: To be awarded for an act that attempts to and/or results in saving the life of another.
 7. Police Chief's Commendation: To be awarded for highly professional conduct or performance.
 8. Police Chief's Citation: To be awarded at the discretion of the Chief of Police to employees or citizens who contribute significantly to the police-community relations or aids in the prevention of crime and/or providing safety to the community.
 9. Police Chief's Citizen Commendation: To be awarded for citizen actions that has contributed to the apprehension of criminals and/or by demonstrating selfless behavior in emergency or critical situations. The Citizen Commendation may also be awarded to a citizen for aid rendered to the police that involve assisting the department to achieve its mission.
 10. Core Values Award: Awarded at the discretion of any supervisor for conduct or performance exemplifying the Lakewood Police Department's "Core Values". These awards are not reviewed by the Awards Review Board. The procedure for making a Core Values Award follows:
 - a. A supervisor edits the award form to create the award.
 - b. Print the award certificate with a color printer (use nice paper).
 - c. Check the appropriate values boxes by hand.
 - d. The Supervisor making the award signs and dates the award certificate.
 - e. The Supervisor making the award sends a photocopy to Professional Standards (for the database and the division file).
 - f. The Supervisor making the award prints a photocopy for the recipient's Supervisory Performance File (red) file.
 - g. The Supervisor making the award gives the original to the recipient.
- C. Awards Review Board: The Awards Review Board shall consist of all unit Lieutenants and will be convened and monitored by the Professional Standards Services Sergeant. The board will meet annually or as needed.

D. Practices:

1. Any nomination for an award is to be documented on an Award Recommendation form by the employee observing the action, by the employee to whom the action is reported, or by the employee's supervisor. Recommendations for awards will be forwarded to the Professional Standards Supervisor (for tracking purposes), who will submit the recommendations to the Awards Review Board for consideration. The Board will review and evaluate each based upon the recommendation.
2. The Awards Review Board will consider recommendations for awards annually or as needed.
3. The Awards Review Board will rule on each employee recommendation by a majority vote. Those decisions will be presented to the Chief of Police for discussion and ratification. The Chief of Police will be responsible for mediating any extenuating circumstances, or disputes that arise.
4. Awards are presented to recipients by the Chief of Police or designee at an awards ceremony. Recipients unable to attend the ceremony shall have their awards presented to them in front of their peers.
5. Any employee or citizen receiving an award will be notified of the receipt of that honor as soon as possible.

11.1.3 Harassment: Refer to City of Lakewood Personnel Policies and Procedures 500-01.

11.1.4 Disciplinary System

Principle: The Lakewood Police Department recognizes the importance of discipline as a tool to promote morale and professional improvement. Discipline is the responsibility of each individual within the Department. A well-disciplined police force is one that voluntarily and willingly abides by all established written directives. The Lakewood Police Department has established a disciplinary system to provide consistency throughout the department. The disciplinary system will be in conformance with collective bargaining agreements, City Personnel Policies and Procedures, and the Civil Service Commission Rules and Regulations.

- A. Discipline: The nature and severity of the discipline will be determined on an individual basis according to particular circumstances. The purpose of discipline is to place a person on notice that conduct is unacceptable and to set forth expectations. The below listed factors shall be considered when recommending discipline based on the progressive continuum.
- The seriousness of the incident
 - The circumstances surrounding the incident
 - The employee's past disciplinary record
 - The employee's past work performance
 - The actual overall impact of the incident on the organization

Serious Misconduct: Certain behavior has been identified to be so serious in nature that, if verified, will result in progressive discipline, up to and including termination. The behaviors are:

- Harassing behavior – as described in the Code of Conduct and the Sexual Harassment Standards
- Abuse of authority – when determined to be willful and/or malicious in nature
- Insubordination – when determined to be willful and egregious in nature
- Deception and or lying – when determined to have been done in conflict with the agency's core value of integrity
- Behavior that tends to cause a significant lack of trust in our agency, including but not limited to arrestable offenses

B. Continuum of Discipline:

Coaching to Success

- Coaching
- Training

Progressive Discipline:

- Counseling
- Oral Reprimand
- Written Reprimand
- Suspension
- Demotion
- Disciplinary Probation
- Termination

Practices:

- A. Coaching to Success: Coaching to success is an attempt on the part of the supervisor to achieve a willing modification of behavior through encouragement and coaching. Examples of coaching to success include mentoring, training, and professional assistance. Coaching to success, which is not discipline, often achieves better results than progressive discipline, and should be considered in those situations where the mistakes were not willful, and the involved employee shows a genuine willingness to cooperate. Coaching to success also includes rewarding proper conduct with recognition, praise, and support. The use of coaching will not be considered as an element of progressive discipline in future disciplinary settings.
- B. Discipline: Discipline is a form of punishment intended to change the behavior of the employee. The type of discipline leveled is dependent upon the factors provided earlier in this standard. Progressive discipline shall comply with the Civil Service Commission Rules and Regulations, the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements. Also Refer to Chapter 22.
 1. Practices: Refer to Standard 22.1.1 for specific information regarding Internal Investigations. The Chief of Police or designee may alter or modify any disciplinary action if it is in the best interest of the City and/or Department.
 2. Notice of Intent to Discipline: A notice of intended discipline will be provided to the employee whenever discipline will result in an adverse impact to the employee. The employee will be provided an opportunity for a Loudermill hearing prior to the discipline in accordance with the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements.
 3. Relief from Duty: Refer to Standard 22.2.7 regarding a supervisor's ability to relieve an employee from duty.

11.1.5 Supervisor's Role in Discipline

Principle: Supervisors have an important role in effecting discipline. The supervisor must be intimately familiar with department philosophies, principles, and practices. It is incumbent upon the supervisor to clearly explain performance expectations to employees.

- A. Supervisors are expected to actively enforce the written directives of the Lakewood Police Department. Supervisors shall continuously be aware of any performance or behavioral issues and address them appropriately. All investigations shall be conducted without personal or professional bias and in accordance to Chapter 52 of this Manual of Standards, the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements.

1. Only the Chief of Police may issue punitive discipline. Any punitive discipline above a written reprimand requires the City Manager's approval.
 2. All other supervisors may note deficiencies and counseling in the employee's performance files.
- B. Human Resources will be advised of complaints and/or allegations of harassment or discrimination. A collaborative decision on investigative authority will be made. (Rev. 02/10)

11.1.6 Appeal Practices

Principle: Appeals of discipline shall follow the practices set forth in the applicable collective bargaining agreement, the Civil Service Rules and Regulations, and/or the City of Lakewood Personnel Policies and Procedures.

11.1.7 Termination of an Employee

Principle: Only the City Manager or designee may terminate an employee. Only the Chief of Police or designee makes recommendations for termination to the City Manager. If the Police Department intends to terminate an employee the practices in Standard 11.1.4 shall be followed. The notice of intent to discipline for an employee to be terminated will include the below listed information:

- A. A written statement citing the reason for termination.
- B. The effective date of the termination.
- C. Status of Fringe and Retirement Benefits.
- D. Advisement of the right for regular, non-probationary employees to appeal to the Civil Service Commission.
- E. Represented employees may appeal to either the Civil Service Commission or the Guild, but not both for the same action.

11.1.8 Maintenance of Disciplinary Records

Principle: All records of disciplinary action are placed in the employee's division file, and copies are forwarded to the City of Lakewood Human Resources Department. These records shall be retained no longer than required by law under R.C.W. 42.56.