



No Peace Without Police: No Police Without Honor

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Police Sworn to Honor (S2H)

"Rules without relationships lead to rebellion." Josh McDowell¹

Police Sworn to Honor develops relationships based on commitments and exemplary conduct, emphasizing adherence to the values and behaviors pledged by every commissioned law enforcement officer. Employment inherently establishes an integrity commitment for both sworn and non-sworn personnel.

Structural Foundation

Laws and management science principles and practices give S2H its operational authority.

1. **American Common Law** provides the historical foundation.
2. **Constitutional Law** is embedded in the officer's Oath of Office and Code of Ethics.
3. **Employment Discrimination Laws** ensure all have a fair opportunity to succeed.
4. **Work Ethics Laws** create a harmonious culture of reasonableness and fair dealing.
5. **Contract Law** establishes mutual obligations.

Management Science

Promise-based management is a concept that emphasizes the importance of making and keeping commitments within an organization. It is based on the idea that an organization is essentially a network of promises made between employers, employees, and the public. Organizations can enhance coordination, cooperation, and overall best-effort performance by systematically cultivating and coordinating these commitments.

The key elements of promise-based management:

- Personal and public **accountability**
- Actively and openly managed and monitored **performance**
- Voluntarily made to ensure personal and lasting **commitment**
- Explicit to avoid misunderstanding and ensure **clarity**
- Mission-oriented to align promises, conduct, and behavior with organizational **values**

The process of promise-based management involves three phases:

¹ Josh McDowell is a well-known Christian apologist, evangelist, and author.

Achieving a meeting of minds: Ensuring all parties understand the promise and its implications.

Making it happen: Executing the promise and delivering on commitments.

Closing the loop: Publicly acknowledging whether the promise has been fulfilled or not.

By practicing promise-based management, leaders create a productive and reliable workforce, improve organizational agility, and build trust among employees and the public.

Core Values and Principles

Integrity and Accountability: Focusing on the promises made in the Oath of Office and Code of Ethics, Sworn to Honor (S2H) emphasizes the importance of integrity and accountability. Sworn and non-sworn members are held to the highest work ethics standards, ensuring that their decisions, conduct, and behavior align with the ethical principles they are committed to.

Commitment to Service: The system reinforces the obligation to serve and protect the community. It ensures that officers and staff remain dedicated to their duties and responsibilities, strengthening trust and respect within the agency and community.

Ethical Performance Metrics: Unlike traditional performance metrics focusing solely on quantitative outcomes, S2H incorporates ethical performance measures. This includes evaluating how well officers and members adhere to the moral standards and principles outlined in their Oath of Office and Professional Code of Ethics.

Continuous Improvement: Members hold themselves accountable by reflecting on their actions and making the necessary adjustments to consistently uphold their promises.

Community Engagement

Transparency and Communication: Sworn to Honor promotes transparency and open communication between the police force and the community. Officers build stronger relationships with their community by demonstrating a commitment to ethical behavior.

Community Feedback: S2H incorporates community feedback to ensure agencies remain responsive to the public's needs and concerns. This creates a more collaborative and trusting relationship between agencies and their communities.

Model Components and Receivables

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All model components contain boilerplate wording with fill-in and expanding space for adapting the components to agencies' specifics. Microsoft's 365 software is the only software needed.

The S2H model is divided into three sections. Sections are interrelated.

Section One: Governing Directives

1. Vision Statement
2. Mission Statement
3. Just Know Standards
4. Job Descriptions

Section Two: Measures and Measurements

1. Two MS-Excel Measurement Programs
2. One Productive Use of Directed and Self-directed Work Time Program

Section Three: Performance Accountability System

1. One Discipline Penalty Assessment MS-Excel Program
2. Two Policies
 - a. Performance Improvement Planning Policy
 - b. Non-monetary Meritocracy Policy

Current Model System Forms

S2H FRM 00 Use of S2H Forms

S2H FRM 01 Belief Values Future

S2H FRM 02 Letter of Honor

S2H FRM 03 Mission Accomplishment

S2H FRM 04 Performance Improvement Notice

S2H FRM 05 Fact-Finding Analysis

S2H FRM 05.01 Fact-Finding Diagram

S2H FRM 06 Critical Incident Report

S2H FRM 07 Self-governed Performance Improvement Commitment

S2H FRM 08 Governed Performance Improvement Commitment

S2H FRM 09 System Diagram

Current Model MS_Excel Programs

S2H PGM 01 Discipline Penalty Assessment Rating program

S2H PGM 02 Non-Scheduled Absenteeism and Preventable Performance Error Rating program

S2H PGM 03 Performance Efficiency Rating program

Current Model Job Descriptions

Sworn Positions

S2H JDS 00 Job Description Template

S2H JDS 01 First-in-Executive Command (e.g., Chief, Sheriff, Director)

S2H JDS 02 Second-In-Executive Command (e.g., Chief Deputy, Deputy Chief)

S2H JDS 03 Third-In-Executive Command (e.g., Majors, Colonels)

S2H JDS 04 Operational Command (e.g. Captains, Lieutenants)

S2H JDS 05 First-Line Supervisors (e.g., Sergeants, Corporals)

S2H JDS 06 First Responders (e.g., Officers, Deputy

S2H JDS 07 Specially Positions (Detective, K9, Firearms)

Model Job Descriptions Non-sworn Personnel

S2H JDNS 01 Communications Supervisor

S2H JDNS 02 Executive Assistant

Investing in Performance Efficiency

S2H operates on the fundamental principle in the Fair Labor Standards Act (FLSA), i.e., “A fair day’s work for a fair day’s pay.” This means employees with comparable jobs and salaries can be expected to have comparative Performance Efficiency Ratings.

Let's put this into economic terms with some additional context for accuracy.

Given:

- Employee A has a performance efficiency rating of 80%.
- Employee B has a performance efficiency rating of 20%.

Employee B has caused a loss of **\$40,000 in work effort.**

First, we can deduce that the efficiency rating is directly related to the value of work produced compared to the expected output. Assuming both employees are expected to produce the same value of work at 100% efficiency:

- Employee A produces work valued at 80% efficiency.
- Employee B produces work valued at 20% efficiency.

If the agency has incurred a loss of \$40,000 due to Employee B's inefficiency, we can express the situation like this:

Economic Analysis:

- At 100% efficiency, Employee B should have contributed \$50,000 worth of work.
- Since Employee B is operating at 20% efficiency, their actual contribution is \$10,000 (20% of \$50,000).
- Therefore, the shortfall in Employee B's productivity is \$40,000 (\$50,000 - \$10,000), which is the cost of inefficiency.
- So, in economic terms, Employee B's inefficiency has resulted in a \$40,000 loss, as they only produced 20% of the expected work value while being compensated for the full expected output. This underscores the economic impact of varying efficiency levels on overall productivity and financial health of an agency. While no agency, large or small, can afford such a loss, too many agencies have one or more 20 percenters.

An Investment in Sworn to Honor is \$4,500. Your investment provides comprehensive resources and ongoing support, including:

- **Predeveloped Tools and Permissions:** Access all Sworn to Honor predeveloped forms, policies, performance measures, and materials. Includes copyright permission for the purchasing agency to adapt and customize these resources to meet their specific needs.
- **Continuous Learning Support:** Enjoy a one-year subscription to the Sworn to Honor Learning Center, giving you access to all new updates, training materials, and additions that ensure your practices stay current and effective.
- **Added Value and Expertise:** This investment delivers not only tools but also a robust foundation of knowledge and practical solutions to support your agency in achieving excellence.

In addition, we offer in-house training and consulting, tailored specifically to your organization's needs, available for an additional fee. We also provide several scheduled 90-minute Sworn to Honor (S2H) lectures, delivered live online.

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Researcher and Author



Donald J. Van Meter, Ph.D., is a distinguished specialist in Human Performance Technology and the owner of Van Meter and Associates, Inc., based in Upper Arlington, Ohio. With a commendable background that includes service in the U.S. Army and a 15-year tenure as an Ohio State Patrol Trooper, Sergeant, and Lieutenant at the Patrol Academy, Dr. Van Meter brings a wealth of experience to his field.

A graduate of The Ohio State University, Dr. Van Meter earned both his undergraduate and graduate degrees specializing in American Labor Relations, organizational development, human resources management, and human performance technology. He was recognized with the prestigious 'Pacesetter' award from the College of Business.

Dr. Van Meter has trained thousands of officers across the nation in police use of deadly force and has served as an expert witness in civil trials and arbitration hearings. He has also collaborated with numerous agencies nationwide to enhance police management operations and performance, and authored the book, *Evaluating Dysfunctional Police Performance*, published by Charles Thomas, Springfield, Ill. He lives in Upper Arlington, Ohio.

Favor Quotes:

Abraham Lincoln: "Government of the people, by the people, for the people, shall not perish from the Earth."

Franklin D. Roosevelt: "The only thing we have to fear is fear itself."

Helen Keller: "Alone we can do so little; together we can do so much."

Martin Luther King Jr.: "I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character."

Ronald Reagan: "Freedom is never more than one generation away from extinction."

Albert Einstein: "In the middle of difficulty lies opportunity."

George Washington: "Honesty is the first chapter in the book of wisdom."

Will Rogers: "If dogs don't go to heaven, I want to go where dogs go."