
S.O.P. #: PERSONNEL-34

SUBJECT: DISCIPLINE MATRIX

DIVISION: CAREER PERSONNEL

Objective: To establish a clear understanding of the Department's path for the modification of undesirable behavior.

Section I: Purpose of the Discipline Matrix

- A. The matrix contained in this policy shall serve as a **guideline** for supervisors and employees in determining the proper and expected immediate and initial actions for the identified infractions. This policy in no way limits or removes the supervisor's responsibility to investigate and be guided by mitigating or aggravating factors. This list does not include each and every conceivable disciplinary situation. In such cases the action taken will be guided by existing County and Fire Department rules, regulations, agreements, policies, procedures, practices or various laws, ordinances, or codes.
- B. The penalty and appeal options are driven by the category assigned to the offense. Unless specifically written within the matrix, any penalty or combination of penalties assigned to the category may be levied for a violation within the category, including a 1st offense. Mitigating and aggravating factors may be considered when formulating an appropriate penalty. Penalties or combination of penalties of a lower category offense may also be levied but in no case may the penalty exceed the maximum penalty allowed for the category. Loss of leave may not be combined and may not exceed the loss allowed for the category. **An empty space in the matrix allows for Management to recommend any appropriate sanction not to exceed the punishment allowed for the category of the violation.**
- Category I Violations may incur the following penalties: written reprimands (Form 259), loss of leave up to 40 hours, payment of fines for camera-based traffic infractions while on duty, loss of pay for unworked time (i.e. docked pay when late, etc.)
 - Category II Violations may incur the following penalties: disciplinary transfer, loss of leave and/or suspension without pay in excess of 40 hours up to two tours of duty not to exceed cumulative 96 hours,
 - Category III Violations may incur the following penalties: demotion, loss of leave or suspension without pay over cumulative 96 hours, disciplinary transfer, or discharge.
- C. The Department recognizes that performance issues are best addressed through coaching and counseling that seeks to address the defect, improve the employee's skill, or otherwise correct a shortcoming that is not intentional. Minor or passing performance issues may not necessarily be documented but may be corrected by added training or direction. More significant or recurring performance issues should be documented by a Form 24 or repeated oral counseling. The issuance of a Form 24 is not intended to be disciplinary, except that if an employee repeats a performance issue after a Form 24 is issued, then a Written Reprimand may be warranted. A Performance Improvement Plan may also be developed and implemented in lieu of elevation to a Form 259, if it better addresses the nature of the performance issue. All efforts should be made to address performance issues before elevation to the discipline process.

Category I Violations

	1 st Offense	2 nd Offense	3 rd Offense	Policy/R&R/SOP
Accidental damage, misuse, destruction or loss of agency or county owned property	Form 22	Form 259	10-40 hours loss of leave	Personnel 28
Altering agency or county owned equipment without approval (non-safety)	Form 22	Form 259	10-40 hours loss of leave	
Conduct unbecoming - on/off duty-inside or outside of jurisdiction	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-101, 102
Delayed response	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-114
Driver's License - 2 points	Form 22	Form 259	10-40 hours loss of leave	SOP 400-25
Driver's License - 4 points	Form 259 and Driver Training Class	10-40 hours loss of leave	Category II	SOP 400-25
Endangering self, fellow employees or public by intentional violation of safety rules	Form 259	40 hours loss of leave	Category II	
Endangering self, fellow employees or public by neglecting duties and responsibilities	Form 259	40 hours loss of leave	Category II	
Excessive use of sick leave no note	3 rd Occ – Form 22, Sick No Pay	4 th Occ – Form 259, Sick No Pay	Category II	Personnel 2
Excessive use of sick leave with note	4 th Occ – Form 22	5 th Occ – Form 259	Category II	Personnel 2
Failure to be familiar with and observe Rules and Regulations and SOPs	Form 22	Form 259	10-40 hours loss of leave	
Failure to complete Probationary Manual	Form 22 and PIP	Form 259	10-40 hours loss of leave	
Failure to effectively supervise	Form 259	10-40 hours loss of leave	Category II	
Failing to meet or violating appropriate protocols or standards of care for the delivery of quality emergency medical services as determined by the outcome of case review	Form 22	Form 259	10-40 hours loss of leave	COMAR
Failure to properly care for agency or county owned vehicle	Form 22	Form 259	10-40 hours loss of leave	SOP 400-9
Failure to provide Name or Assignment upon request	Form 22	Form 259	10-40 hours loss of leave	Rules and Regs 1-105
Failure to remain alert and awake on duty	Form 22	Form 259	10-40 hours loss of leave	SOP 400-8
Failure to report agency or county owned vehicle collision	Form 259	10-40 hours loss of leave	Category II	SOP 400-2
Failure to report for assigned shift, pre-assigned callback or exchange time	12 hours loss of leave	24 hours loss of leave	Category II	Rules and Regs 1-404
Failure to report/document physical contact with patient outside of ordinary care.	Form 259	24-40 hours loss of leave	Category II	

Failure to submit required report	Form 22	Form 259	10-40 hours loss of leave	Rules and Regs 1-502
Grooming /Attire violation	Form 22	Form 259	10-40 hours loss of leave	Personnel 1
Improper personal use of CDS	Form 22 and EAP referral	10-40 hours loss of leave and EAP referral	Category II	Personnel 24
Improper use of the internet or county communications equipment	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-125
Insubordination	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-109
Intentionally altering radio transmissions	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-112
Intentional dissemination of confidential information	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-111
Lateness	Form 22 and Dock in Pay	Form 259 and Dock in Pay	10-40 hours loss of leave	Personnel 9, Rules and Regs 1-114
Making false or misleading statements or filing a false report	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-112
Negligent or intentional damage, misuse, destruction or loss of agency or county owned property	Form 259	10-40 hours loss of leave	Category II	Personnel 28
Operating an agency or county owned vehicle outside of jurisdiction without permission	Form 259	10-40 hours loss of leave	Category II	
Operating an agency or county owned vehicle without permission while on sick or light duty or while suspended	Form 259	10-40 hours loss of leave	Category II	
Preventable accident found actionable by ARG			Category II	SOP 400-2
Recording on duty response outside of standard operating procedures	Form 259	10-40 hours loss of leave	Category II	SOP 400-8, 600-10
Reporting to work with a measurable amount of alcohol in system (0.02 - 0.04%)	Placed off duty on leave, Form 22 and EAP Referral	10-40 hours loss of leave and EAP referral	Category II	Personnel 24, Rules and Regs 1-117
Rudeness/Discourtesy	Form 22	Form 259	10-40 hours loss of leave	Rules and Regs 1-102, 3
Tobacco ban violation	Form 22	Form 259	10-40 hours loss of leave	SOP 400-8
Traffic violations while operating agency or county owned vehicle	Form 22 and payment of fine.	Form 259, payment of fine, 5hrs loss of leave.	10-40 hours loss of leave	
Unauthorized use of agency or county owned equipment or insignia while off duty	Form 259	10-40 hours loss of leave	Category II	
Using official title to avoid consequences of criminal law or incarcerable traffic violations	Form 259	10-40 hours loss of leave	Category II	Rules and Regs 1-106
Violation of electronic communication policy	Form 259	10-40 hours loss of leave	Category II	SOP 400-8
Violation of social media policy	Form 259	10-40 hours loss of leave	Category II	Personnel 32, SOP 400-15, Baltimore County Social Media Policy
Violation of the agency vehicle backing policy - damage	Form 259	10-40 hours loss of leave	Category II	

Violation of the agency vehicle backing policy – no damage	Form 22	Form 259	10-40 hours loss of leave	
Willful/negligent destruction of property valued under \$500	Form 259	10-40 hours loss of leave	Category II	Personnel 28

Category II Violations

Abandoning a patient			Category III	COMAR
Altering agency or county owned equipment without approval (safety)			Category III	
Any 3rd occurrence of a Category I offense of same or closely related character in 12 months			Category III	
Any 5 th occurrence of any Category I offense in 18 months			Category III	
Conduct unbecoming - on/off duty-inside or outside of jurisdiction			Category III	Rules and Regs 1-101, 102
Driver's License - 6 points	Suspension		Category III	SOP 400-25
Driver's License - Suspended or revoked	Suspension		Category III	SOP 400-25
Endangering self, fellow employees or public by intentional violation of safety rules			Category III	
Endangering self, fellow employees or public by neglecting duties and responsibilities			Category III	
Engaged in secondary employment where the outside work brings the Department into disrepute or public disfavor			Category III	Rules and Regs 1-704
Engaged in secondary employment without permission of the Fire Chief while on sick leave, modified duty, or during academy training			Category III	SOP 400-31, Rules and Regs 1-704
Failure by supervisor to notify next in chain of command that a member has been charged with a crime, received a civil citation, or been served with a peace or protective order, or a civil action which involves the Fire Department			Category III	
Failure to accept a complaint against a member			Category III	
Failure to conduct preliminary or follow up investigation/reporting			Category III	
Failure to maintain a required license or certification			Category III	Rules and Reg 1-115
Failure to notify agency that the member has been charged with a crime, received a civil citation, or been served with a peace or protective order, or a civil action which involves the Fire			Category III	Rules and Regs 1-601, 602

Department				
Failure to notify supervisor of loss of license or certification			Category III	
Insubordination			Category III	Rules and Regs 1-109
Knowingly bringing a weapon on to Fire Department property			Category III	Rules and Regs 1-127
Knowingly providing emergency medical services with an unauthorized individual, or knowingly aiding an unauthorized individual in providing emergency medical services			Category III	COMAR
Missing response			Category III	Rules and Regs 1-114
Obstructing or hindering any investigation			Category III	
Performing secondary employment without authorization while on duty			Category III	Rules and Regs 1-703
Providing emergency medical services beyond the individual's authorized scope of practice			Category III	COMAR
Reporting to work under the influence of CDS or cannabis	Immediate suspension, referral to EAP		Category III	Personnel 24, Rules and Regs 1-117
Reporting to work with a measurable amount of alcohol in system (> 0.04%)	Immediate suspension, referral to EAP		Category III	Personnel 24, Rules and Regs 1-117
Unauthorized possession of CDS or cannabis			Category III	Personnel 24
Using official title to endorse product or service for personal gain			Category III	Rules and Regs 1-120
Willful/intentional failure to supervise			Category III	
Willful/negligent destruction of property valued over \$500			Category III	
5th sick leave occurrence without a note within 1 calendar year				
6th sick leave occurrence with a note within 1 calendar year				Personnel 2

Category III Violations

Any 3rd occurrence of a Category II offense in 12 months	Up to and including termination.			
Conduct unbecoming - on/off duty-inside or outside of	Up to and including			Rules and Regs 1-101, 102

jurisdiction	termination.			
Criminal conviction or PBJ	Up to and including termination.			Rules and Regs 1-113
Discriminatory practices	Up to and including termination.			Fair Practices Policy
Dishonesty	Up to and including termination.			
Endangering self, fellow employees or public by intentional violation of safety rules	Up to and including termination.			
Endangering self, fellow employees or public by neglecting duties and responsibilities	Up to and including termination.			
Engaging in acts of harassment, bullying or hazing	Up to and including termination.			Fair Practices Policy
Engaging in acts of retaliation	Up to and including termination.			Fair Practices Policy
Engaging in sexual behavior in an agency or county owned vehicle or facility	Up to and including termination.			
Engaging in sexual behavior on duty	Up to and including termination.			
Engaging in unprofessional or immoral conduct while providing emergency medical services	Up to and including termination			COMAR
Fraudulently or deceptively obtaining, attempting to obtain, or using a fraudulently obtained certificate or license for oneself or for another	Up to and including termination.			COMAR
Impeding or obstructing the filing of a report/record or intentionally destroying a report/record	Up to and including termination.			COMAR
Insubordination	Up to and including termination.			Rules and Regs 1-109
Intentionally making false or misleading statements or intentionally filing a false report or record	Up to and including termination.			Rules and Regs 1-112
Intentionally misrepresenting the level of emergency medical services licensure or certification held by the individual	Up to and including termination.			COMAR
Knowingly participating or joining a group that advocates criminal acts or promotes hatred or	Up to and including termination.			Fair Practices Policy

discrimination towards a protected class of individuals				
Knowingly tampering with evidence	Up to and including termination.			
Operating an agency or county owned vehicle under the influence of alcohol, CDS, or cannabis	Up to and including termination.			
Refusal to submit to alcohol/cannabis/CDS testing	Up to and including termination.			Personnel 24
Surrendering the certificate or license issued by the state or county without prior department approval	Up to and including termination.			Rules and Regs 1-115
Theft	Up to and including termination.			
Unauthorized distribution of CDS or cannabis	Up to and including termination.			
Unnecessary physical contact with patient outside of ordinary care	Up to and including termination.			
Willful EMS protocol violations	Up to and including termination.			COMAR
Workplace violence	Up to and including termination.			Rules and Regs 1-110, Fair Practices Policy
6th sick leave occurrence without a note within 1 calendar year	Up to and including termination.			
7th sick leave occurrence with a note within 1 calendar year	Up to and including termination.			Personnel 2

Section II: Suspension and Limiting of EMS Privileges

A. Based on the situation, mitigating and aggravating factors considered, the Fire Chief or designee may submit details of pending investigations to the EMS Operational Program Medical Director who may authorize the suspension or limiting of EMS privileges for department members. Any employee whose EMS privileges are suspended or limited will be based solely on the decision of the EMS Operational Program Medical Director.