

# SPRINGFIELD POLICE DEPARTMENT

## Standard Operating Guideline

<b>Effective Date:</b> 05/31/2014	<b>Supersedes Policy Dated:</b> 06/30/2012	<b>Rescinds:</b>	<b>SOG Number:</b>  <b>205.3</b>
<b>Accreditation Index:</b> 33.1.5, 35.1.9			
<b>Part Title:</b> Personnel		<b>Chapter Title:</b> Career Development	
<b>Chief of Police:</b>			

## Early Intervention System

### I Policy

It is the policy of the Springfield Police Department to lessen the impact of misconduct or poor performance by some police employees through early identification and intervention and to prevent the loss of an effective employee.

Early intervention has been shown to be effective in reducing misconduct, improving community relations, and reducing turnover as a result of unfortunate events. The purpose of the Early Intervention System is to correct behaviors through training and intervention. (CALEA 33.1.5)

### II Definitions

**Early Intervention System (EIS)** – a system that uses predetermined criteria and thresholds to identify personnel for evaluation and possible intervention and correction.

### III Procedure

#### 1 EARLY INTERVENTION ADMINISTRATION (CALEA 35.1.9(b))

##### 1.1 Threshold “Triggers”

1.1.1 Generally, reporting criteria or combination of criteria will have a threshold identified in terms of numbers of incidents within a specific time period.

1.1.2 When the number of incidents meets that threshold, a report will identify the employee(s) for further review and possible intervention.

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- 1.1.3 The Chief of Police will determine those criteria and thresholds for programming into the system.
- 1.2 Data Entry
  - 1.2.1 Entry of data from selected criteria will be the responsibility of an assigned employee as scheduled by the Inspections and Internal Affairs Supervisor.
  - 1.2.2 Selected data shall be entered into the system database.
- 1.3 Reporting (CALEA 35.1.9(d))
  - 1.3.1 Inspections and Internal Affairs shall be the repository for all documentation of Early Intervention System identification and intervention.
  - 1.3.2 EIS records are personnel records and shall remain strictly confidential.
- 2 EARLY INTERVENTION CRITERIA AND THRESHOLDS (CALEA 35.1.9(a) and (b))
  - 2.1 Most criteria will be received by IIAU through the normal report routing process. Supervisors will not be required to tabulate and report these incidents.
    - 2.1.1 Exception: Criteria listed in Section 2.2 bearing an asterisk (\*) shall be reported by the supervisor directly to IIAU. (CALEA 35.1.9(f))
  - 2.2 The following criteria and thresholds shall be considered for evaluation:
    - 2.2.1 Four or more complaints of any type in a 6 month period, regardless of disposition;
    - 2.2.2 Two or more Class I complaints in a 6 month period, regardless of disposition;
    - 2.2.3 Three or more (chargeable and non-chargeable) motor vehicle crashes within 6 months;<sup>1</sup>
    - 2.2.4 Two or more chargeable motor vehicle crashes within 6 months;<sup>2</sup>
    - 2.2.5 Four or more separate and distinct Resistance/Control Incidents within 6 months;
    - 2.2.6 Three or more pursuits (as primary officer) within a 6 month period;
    - 2.2.7 Two or more pursuits (as primary officer) lacking command approval following review;
    - 2.2.8 Any Immediate Summary Action involving temporary supervisor-initiated suspension from duty;\*

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<sup>1</sup> Section 2.2.3 changed accidents to crashes, per Policy Change Order 14-010, Effective Date 05/31/2014.

<sup>2</sup> Section 2.2.4 changed accidents to crashes, per Policy Change Order 14-010, Effective Date 05/31/2014.

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- 2.2.9 Any reported incidents of significant unexplained or unusual behavior that may be indicative of gross misconduct, psychological dysfunction, or substance abuse;\*<sup>3</sup>
  - 2.2.10 Reasonable suspicion of substance abuse;\*
- 3 INTERVENTION (CALEA 35.1.9(c), (d) and (f))
- 3.1 Employee Performance Review
    - 3.1.1 Upon identification of an employee through the Early Intervention process, the Inspections and Internal Affairs Unit Supervisor shall notify the Bureau Commander of the involved employee.
      - 3.1.1(a) Exception: The items indicated with an asterisk (\*) in Section 2.2 will not require IIAU to notify the officer's chain of command since they are the initiating party.
    - 3.1.2 The Bureau Commander and the involved employee's related chain of command shall complete the Employee Performance Review within 30 days. They will review the Early Intervention System information, as well as:
      - 3.1.2(a) Duty assignment history;
      - 3.1.2(b) Previous disciplinary history;
      - 3.1.2(c) Impact of extra-duty or off-duty employment;
      - 3.1.2(d) Any other relevant data.
    - 3.1.3 If no further action is deemed warranted, the Bureau Commander shall ensure that the finding and determination is documented, and a copy is provided to IIAU.
      - 3.1.3(a) No further action will be undertaken on this Early Intervention System flag information.
    - 3.1.4 If further intervention is deemed necessary, the lieutenant or other command officer of the involved employee shall develop a specific, individualized plan of action for the employee to include:
      - 3.1.4(a) Employee personal data;
        - 3.1.4(a.1) It may be necessary to interview the employee concerning personal events or issues affecting work life.
      - 3.1.4(b) Current duty assignment;
      - 3.1.4(c) Description of Early Intervention issues;
      - 3.1.4(d) Identify specific behavioral objectives to be improved;
      - 3.1.4(e) Results of meeting with employee;

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3 Section 2.2.9 typographical correction, per Policy Change Order 14-010, Effective Date 05/31/2014.

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- 3.1.4(f) Intervention Objectives;
  - 3.1.4(f.1) To determine what will be done and by whom;
  - 3.1.4(f.2) To determine how often or to what degree it will be done;<sup>4</sup>
  - 3.1.4(f.3) To set a specific date it will be completed;
    - 3.1.4(f.3.1) Example: “Officer Doe will successfully complete a stress management course by 8/1/2002.”
    - 3.1.4(f.3.2) Example: “PSR Jones will not be the subject of any sustained complaints during the six month evaluation period.”
- 3.1.4(g) Follow-up and Closure.
- 3.1.5 Upon approval of the Plan of Action by the Bureau Commander, the involved employee shall be notified and shall meet with their immediate supervisor and commander.
  - 3.1.5(a) To present the EIS finding, in writing, and the written intervention plan.
- 3.1.6 The Bureau Commander shall advise the Chief of Police of the EIS case and intervention as soon as possible.
- 3.1.7 The Plan of Action shall take effect for a period of six months from the date of approval by the Bureau Commander.
- 3.2 Participation in the EIS Plan of Action is mandatory and does not mitigate future disciplinary actions.
  - 3.2.1 Failure to fully participate will result in disciplinary action.
  - 3.2.2 Supervisors will document attendance and compliance and report in monthly performance reviews.
- 3.3 Intervention may be achieved through: (CALEA 35.1.9(h))
  - 3.3.1 Mandatory referral to an employee assistance program;
  - 3.3.2 Fitness-for-duty evaluation;
  - 3.3.3 Peer counseling;
  - 3.3.4 Additional training in a program as described in this section;

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<sup>4</sup> Section 3.1.4(f.2) grammatical correction, per Policy Change Order 14-010, Effective Date 05/31/2014.

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- 3.4 The employee may be monitored strictly within their chain of command or be referred to Human Resources for specialized support. Support resources available include:
  - 3.4.1 Field monitoring or training by a supervisor;
  - 3.4.2 Temporary assignment change;
  - 3.4.3 Remedial training; (CALEA 33.1.5 and 35.1.9 (g))
  - 3.4.4 Employee Assistance Program (EAP); (CALEA 35.1.9(h))
  - 3.4.5 Stress management course;
  - 3.4.6 Balancing job and personal life;
  - 3.4.7 Substance abuse resources;
  - 3.4.8 Psychological referral;
  - 3.4.9 Other topics relevant to the employee's needs;
  
- 4 POST INTERVENTION MONITORING AND FOLLOWUP (CALEA 35.1.9(c), (d) and (f))
  - 4.1 Employees selected for mandatory intervention shall receive intensified supervision and monitoring for a six-month period.
  - 4.2 The Chief of Police may order suspension or modification of extra-duty or off-duty employment during the six month monitoring and follow-up evaluation period;
  - 4.3 The supervisor shall utilize a narrative memorandum to detail:
    - 4.3.1 Each required performance objective;
    - 4.3.2 Description of behaviors which indicate achievement toward the objective or declining performance;
    - 4.3.3 Other relevant observations about attitude and adjustments.
  - 4.4 During this period, the first line supervisor shall conduct a written evaluation report detailing behavior, conduct, progress, and problems at least every month, or more frequently if directed.
    - 4.4.1 Failure by the supervisor to submit a complete evaluation within the time period designated is actionable under the disciplinary process.
    - 4.4.2 The section commander shall insure completion on schedule of all follow-up documentation.
    - 4.4.3 Less frequent (than monthly) evaluations are authorized IF approved by the Chief of Police.
  - 4.5 Early intervention and follow-up documentation shall remain in the employee's department file for a period of no less than five years after which it will be purged if no further performance or conduct issues occur.

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- 5 ANNUAL SYSTEM EVALUATION (CALEA 35.1.9(e))
  - 5.1 The Inspections and Internal Affairs Unit Supervisor shall prepare a documented annual evaluation for the command staff concerning the administration of the Early Intervention System prior to February 1 the following year.
  - 5.2 The IIAU Supervisor shall conduct a briefing to command staff to include:
    - 5.2.1 A review of data entry workload; resources and activity;
    - 5.2.2 Early Intervention flag settings for possible adjustment;
    - 5.2.3 Review of interventions and how to improve the process;
    - 5.2.4 Deficiencies or concerns;
    - 5.2.5 Recommendations.
  - 5.3 A report will be written by the IIAU Supervisor documenting the final actions to be taken.

## **IV Attachments**