

Atlanta Police Department – Standard Operating Procedure



APD.SOP.2022 Early Intervention and Early Warning System
Effective Date: September 9th, 2024



Chief Darin Schierbaum

Signature by: DS

Date Signed: 9/9/2024

APD Staff,

The Policy and Standards Section is dedicated to providing the department, and its employees, with accurate, understandable and transparent policies. In order to publish policies that reflect the most up-to-date standards, the Policy and Standard Section regularly reviews all policies to ensure that they are reflective of the current mission and objectives of the Atlanta Police Department.

No significant changes were found during the review and renewal of APD.SOP.2022 Early Intervention and Early Warning System, however, we encourage you to read the policy below to better understand how the Early Intervention and Early Warning system will:

- Be managed.
- Provide multi-tiered corrective action.
- Improve the safety within the department and community.

Thank you and stay informed!

Policy and Standards Section
Planning, Research, and Accreditation Unit



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1. PURPOSE

To establish a procedure for identifying employees with a pattern of behavior that may be detrimental to the achievement of the goals and objectives of the Department and initiate a process for the provision of appropriate corrective action.

2. POLICY

The Atlanta Police Department will actively monitor all employees' conduct and provide appropriate intervention where it is evident that behavior problems exist.

3. RESPONSIBILITIES

- 3.1 The Office of Professional Standards (OPS) commander will monitor the implementation of this directive throughout the Department and provide an annual evaluation of the Early Warning System to the Chief of Police. (CALEA 35.1.9 E)
- 3.2 Division commanders will be responsible for ensuring the effective implementation of this policy within their chain of command.
- 3.3 Supervisors will actively monitor employees' conduct, intervene when deemed necessary, and provide proper notification when an employee's behavior is contrary to the Department's goals and objectives.
- 3.4 All employees will be responsible for their own conduct. Any employee who is the subject of an Early Intervention/Early Warning review or referral will promptly and fully cooperate with the Department, the Psychological Services and Employee Assistance Program (PSEAP) staff, and any other involved persons regarding the completion of the review and/or referral process of the employee. Any failure by the employee to do so will be subject to disciplinary action up to, and including, dismissal in accordance with APD.SOP.2020 "Disciplinary Process."

4. PROCEDURE

4.1 EARLY INTERVENTION (EI)

- 4.1.1 The Atlanta Police Department is committed to addressing stress management for all employees. If any employee detects stress-related behavior that is adversely affecting or may affect an employee's performance of duties, their immediate supervisor will be notified so that appropriate action may be taken.
- 4.1.2 Identification of an employee for review under the EI guidelines may originate from the following sources:
 1. The employee's chain of command at or above the level of immediate supervisor; and
 2. Psychological Services and Employee Assistance Program.
- 4.1.3 An Early Intervention Review (EIR) may be initiated when any of the following conditions exist:
 1. Two or more accidents within a twelve (12) month period by an employee operating a vehicle owned, leased or used by the City of Atlanta.
 2. Any discernible pattern of repeated complaints or allegation against an employee which are similar in nature within a twelve (12) month period.



3. Three citizen complaints, whether formal or informal, against an employee within a six-month period.
4. A discernible pattern of abuse of sick time or excessive tardiness.
5. Two or more separate occasions of unexcused absences from duty within a six (6) month period.
6. Apparent changes in behavior, personality, or presentation of an employee observed by a supervisor within the chain of command which rises to a level of concern regarding the employee.
7. Any behavior displayed by an employee which is so unusual or inappropriate, it creates an unsafe or disruptive work environment; and/or
8. Any situation where an employee's fitness for duty is objectively questionable (e.g., an outward display of emotional and mental distress).

4.2 NOTIFICATION FOR EARLY INTERVENTION

If a decision is made to recommend an EIR of an employee's behavior, appropriate notification will be given. Such notification will be in writing and will be controlled by the following conditions:

1. When an employee's supervisor identifies an employee under the EIR guidelines, the supervisor will notify their chain of command, up to and including the section commander; or
2. When a section commander is notified of an employee's conduct falling within the scope of the EIR guidelines.

4.3 EMPLOYEE INTERVENTION REVIEW (EIR)

4.3.1 The employee's immediate supervisor will initiate a review/referral of an employee identified under the EIR guidelines.

4.3.2 The employee's EIR may consist of any one of the following actions:

1. A review of any pertinent documents to include complaint files, performance evaluations, accident packages, etc.; or
2. A discussion or meeting with the employee, the employee's supervisor, and any person(s) with information which may aid the reviewer with the review.

4.3.3 When an EIR is conducted, the appropriate section commander or their designee will prepare a brief written summary of the employee review regardless of whether any problems are identified. This summary will include but is not limited to any recommendations, corrective actions, training, coaching, and counseling.

4.4 CORRECTIVE ACTIONS

4.4.1 If the section commander or designee, after examining the information gathered from the employee's EIR, determines that a need exists, they may order the initiation of appropriate corrective action(s), including but not limited to: (CALEA 35.1.9 G)



1. Training (individual enhancement training, remedial drivers training, firearms training, sensitivity training, etc.); or
2. Employee referral with an identified counseling or therapy program (i.e. Peer Support Group, Behavioral Health Wellness, Chaplaincy Corp). (CALEA 35.1.9 H)

4.4.2 Corrective actions are not disciplinary and should not be used in place of disciplinary action.

4.5 EARLY WARNING REVIEW (EWR)

4.5.1 The employee's immediate supervisor and their immediate supervisor's supervisor are crucial to the successful implementation of the EWR, in that they have regular contact and ongoing interactions with their employees and will have gone through the EIR process with the employee. (CALEA 35.1.9 DF)

4.5.2 Identification of an employee under the EWR may originate from the following sources:

1. The employee's chain of command at or above the level of immediate supervisor.
2. Office of Professional Standards (OPS); or
3. The Psychological Services and Employee Assistance Program (PSEAP). (CALEA 35.1.9 DF)

4.5.3 The Office of Professional Standards will initiate the review process by making the proper notification when it becomes aware that any employee has a record of one or more of the following conditions: (CALEA 35.1.9 A & B)

1. Any sustained unauthorized use-of-force complaints against the employee within a one-year period.
2. Two or more unauthorized force complaints against the employee within a one-year period, whether sustained or not.
3. Any allegation of domestic violence involving the employee where the employee is the predominant aggressor.
4. Two or more firearm discharges within a twelve-month period.
5. Any act or threat of violence by an employee toward another employee or employees.
6. Two or more at-fault vehicle accidents within a twelve-month period.
7. Two sustained citizen complaints within a twelve-month period.
8. Any DUI arrest; or
9. Any situation where an employees' fitness for duty is objectively questionable (i.e. an outward display of emotional and psychological distress).

4.5.4 Once they have been requested for assistance, Psychological Services and Employee Assistance Program (PSEAP) will also monitor employee behavior to detect psychological/behavioral



problems that interfere with the employee's personal well-being and/or job performance, and where problems exist, will initiate an EWR.

- 4.5.5 PSEAP staff will also provide appropriate notification in keeping with the ethical and legal requirements of their profession.

4.6 EARLY WARNING NOTIFICATION

Whenever a decision is made to recommend a review of an employee's behavior, appropriate notification will be given. Such notification will be in writing and will be controlled by the following conditions:

1. When the Office of Professional Standards identifies an employee under the above EWR guidelines, the commander of the Office of Professional Standards will notify the employee's division commander.
2. When the employee's supervisor identifies an employee under the above EWR guidelines, the supervisor will notify his or her chain of command, up to and including the division commander.
3. When PSEAP identifies an employee under established EWR criteria, the PSEAP will notify the employee's division commander and the commander of OPS; or
4. When a division commander is apprised of an employee's conduct falling within the scope of the above EWR guidelines, the division commander will notify the employee, the PSEAP, OPS and any supervisors in the employee's chain of command the division commander deems appropriate.

4.7 EMPLOYEE BEHAVIORAL REVIEW

- 4.7.1 The employee's division commander will initiate, or cause to be initiated, a review of an employee identified under the EWR. (CALEA 35.1.9 C)

- 4.7.2 The employee's behavior review may consist of any one or more of the following actions:

1. A review of any pertinent documents to include: complaint files, performance evaluations, accident packages, firearm discharge packages, etc.;
2. A discussion or meeting with the employee, employee's supervisor and any person(s) with information which may aid the reviewer with explanation; or
3. A discussion or meeting with a staff member from the PSEAP and, when deemed appropriate, a mandatory EWR referral of the employee to the PSEAP for its assessment and recommendations.

- 4.7.3 If an employee has been identified more than once within a one-year period under the established EWR criteria, the division commander will refer the employee for assessment by the Psychological Service and Employee Assistance Service and will request a written opinion from the PSEAP on its evaluation of the employee's status.

- 4.7.4 When an employee behavior review goes beyond the expertise of the division commander and their command staff, the employee will be referred to the PSEAP for completion of the review process.



- 4.7.5 When an employee behavior review is requested, the PSEAP will prepare a brief written summary of its evaluation regardless of whether or not any problems are identified. This summary will include any recommendations PSEAP makes for the employee regarding limitations on duty fitness, corrective actions, and any further intervention.
- 4.7.6 The PSEAP will provide a copy of the written summary to the employee's division commander and to the OPS commander.
- 4.7.7 If the division commander does not concur with the corrective or intervention recommendations of the PSEAP, that non-concurrence will be summarized in writing and forwarded to the Assistant Chief of Police for resolution.

4.8 CORRECTIVE ACTIONS

- 4.8.1 After examining the information gathered from the command staff's review, the division commander will determine if further intervention is warranted.
- 4.8.2 If a determination is made that intervention is not warranted at the time, then the EWR referral will be placed in a monitoring status for six months.
- 4.8.3 If the division commander determines that a need exists for further investigation into the employee's situation, they may order the initiation of appropriate corrective action(s), including but not limited to:
 - 1. Referral to PSEAP for an employee behavior review.
 - 2. Training, to include but not limited to; individual enhancement training, remedial drivers training, firearms training, shoot/don't shoot training, sensitivity training, C.A.R.E. training etc.
 - 3. Reassignment.
 - 4. Request for a Fitness for Duty Examination.
 - 5. Request for a Urine Drug Screen; or
 - 6. Mandatory referral into and compliance with an identified counseling or therapeutic program.
- 4.8.4 Corrective actions are not disciplinary and should not be used instead of disciplinary action when disciplinary action is appropriate.

4.9 DOCUMENTATION AND REPORTING

- 4.9.1 The Office of Professional Standards will be provided with, and required to maintain, the names of all employees identified under the established EWR criteria, and any corrective actions taken. This information will be provided to individuals within the Department that have a right and need to know.
- 4.9.2 The Office of Professional Standards will provide an annual report of the EWR system to the following:
 - 1. Chief of Police



2. Assistant Chief
 3. SSD Division Commander
 4. Planning and Research/Accreditation Unit.
- 4.9.3 The Office of Professional Standards will retain the report for five years.
- 4.9.4 The Psychological Services and Employee Assistance Program will maintain a confidential file on each employee identified under these guidelines from its own files and/or referred to PSEAP.
- 4.9.5 Access to the confidential file will be controlled by the Chief Psychologist or a designee and access will be granted only to authorized personnel to include the Chief of Police, Assistant Chief of Police, division commanders, and the OPS commander.
- 4.9.6 EWR files or related employee records will not be maintained in the Departmental personnel and medical files, or in the employee's worksite personnel and medical files.

5. DEFINITIONS

Command Review: A review and meeting with the employee referred to Early Warning, conducted by the Division Commander or his or her designate, to ascertain if there is any corrective action needed.

Confidential file: Records of an employee's behavior which caused identification under the early intervention system, the assessment and recommendations by, PSEAP and any corrective actions taken or recommended.

Employee Behavior Review: A review and/or summary of pertinent information concerning the employee's conduct. The manner of the review process is determined by Early Warning Referral to PSEAP.

Employee Review: A review and/or summary of pertinent information concerning the employee's conduct. The manner of the review process is determined by Command Review under Early Intervention.

6. CANCELLATIONS

APD.SOP.2022 Early Intervention and Warning System Effective August 13th, 2020

7. REFERENCES

Commission on Accreditation for Law Enforcement Agencies, (CALEA 6th ed. Standard 35.1.09)