

# Asheville Police Department Policy Manual

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## Introduction

This policy establishes guidelines for a personnel Early Intervention System (EIS), a proactive, non-disciplinary system that seeks to identify and positively influence conduct or performance-related problems exhibited by individual employees.

## Policy Statement

It is the policy of the Asheville Police Department (APD) to maintain a personnel early intervention system to provide systematic reviews of specific, significant events involving agency employees.

## Definitions

**EIS Administrator:** the Professional Standards Section commander or designee who manages the operation and maintenance of the early intervention system.

**Risk Rank:** a weighted scoring model generated using the Professional Standards records database. At a minimum, this model will rank sworn employees' potential need for positive intervention based on their involvement in the following types of incidents: firearm discharges, uses of force, vehicle collisions, and citizen complaints. [35.1.9 a]

## Rules and Procedures

### 2302.1 Criteria for Review

- A. The Early Intervention System (EIS) scoring will be based on entries into the Professional Standards database. A member of Professional Standards will use a scoring model to identify employees based on overall risk rank.

1. The EIS Administrator will review the top 5% of officers at least quarterly. The EIS Administrator will evaluate each officer and dismiss the risk rank or create an alert for the employee's chain of command. Reviews and alert dismissals will be documented. [35.1.9 b,c]
  2. The EIS Administrator has the discretion to issue alerts beyond the scope of the 5% threshold. [35.1.9 b]
  3. When an alert is created, it will be assigned to the employee's first-line supervisor according to the [APD Organizational Chart](#).
- B. Supervisors may submit a request for an early intervention review through the chain of command to the Professional Standards commander. Examples of events that may be used to identify circumstances warranting a review may include: [35.1.9 a,d]
1. Involvement in multiple uses of force;
  2. Multiple citizen complaints/concerns or administrative investigations, or a pattern of unusual conduct;
  3. Multiple employee-involved traffic accidents; and/or
  4. Deterioration in the quality or quantity of work performed.

### **2302.2 Review Process**

- A. Once the alert is assigned for follow-up, the assigned supervisor is responsible for reviewing related materials to determine if further action is appropriate. Supervisors will analyze documentation and should: [35.1.9 f]
1. Consider the totality of the circumstances surrounding each incident and/or complaint.
  2. Determine if there are any similarities among the incidents.
  3. Consider other possible indicators of stress, such as an unusual amount of sick leave, tardiness, or changes in behavior.
  4. Determine if a trend or pattern of inappropriate behavior is indicated.
- B. The supervisor's review should contain evaluations that are specific to the cause of the alert, such as consistency (or absence) of de-escalation tactics, safe driving, and proper articulation (or absence) of necessary authority. [35.1.9 f]

- C. Supervisors conducting a review will have access to all department reports, reviews, and analyses necessary to complete the early warning review. [35.1.9 f]
- D. Once the supervisor's initial review is completed, a summary of the findings will be forwarded through the chain of command to the division commander for recommendations. The findings and the division commander's recommendations will be forwarded to the chief of police or designee for review and approval. [35.1.9 c,f]
- E. The recommendation to the chief of police or designee should include assessing whether the employee would benefit from intervention and specific intervention recommendations, if applicable. Intervention options may include, but are not limited to: [35.1.9 g]
  - 1. Remedial training;
  - 2. Referral to the Employee Assistance Program (EAP) or other appropriate support services provider. These referrals are not mandatory; [35.1.9 h]
  - 3. Voluntary referral to the department's Peer Support Program; [35.1.9 h]
  - 4. Occupational safety instruction; and/or
  - 5. Implementation of a performance improvement plan.
- F. The outcome of early intervention reviews will be forwarded to the Professional Standards Section for follow-up and retention.
- G. All early intervention reviews must be maintained confidentially and will not be discussed with other employees unless necessary for the completion of the review. All employees made aware of a review will be informed that unauthorized disclosure of any aspect of the review may result in disciplinary action.

### **2302.3 Performance Improvement Plans**

- A. A performance improvement plan may be implemented to improve an employee's performance through individualized goal-setting and accountability requirements.
- B. A review of materials may be initiated when an employee's chain of command is considering implementing a performance improvement plan. These materials may include, but are not limited to: [35.1.9 a,d]
  - 1. Department performance evaluations.
  - 2. Administrative investigation documentation.

3. Citizen complaints
  4. Disciplinary actions.
  5. Body-worn camera recordings.
  6. Use of force or pursuit documentation.
  7. Department motor vehicle accident documentation.
- C. Approval must be obtained by the division commander and Professional Standards commander prior to the implementation of a performance improvement plan.
- D. The employee's supervisor is responsible for developing the performance improvement plan and tracking the employee's progress.
- E. The Professional Standards commander will periodically review the progression of performance improvement plan goals and actions. Professional Standards will ensure that the employee's progress is monitored until the established end date, regardless of changes in the employee's assignment or supervision.
- F. Once the established end date of the performance improvement plan has been reached, the employee's supervisor must forward a detailed summary of the employee's progress and/or further recommendations to the Professional Standards commander and division commander.

#### **2302.4 System Evaluation**

- A. Annually, the Professional Standards commander will evaluate the department's Personnel Early Intervention System for submission to the chief of police. The evaluation will include: [35.1.9 e]
1. A review of the quality of information, system utilization, and any recommendations for changes to the system;
  2. A review of relevant and related department policies;
  3. A written summary of alerts and usage of the system for review.
- B. The Professional Standards commander will provide quarterly updates to executive staff members on the status of early intervention system reviews.

By order of:

A handwritten signature in black ink, appearing to read 'ML LH', positioned above the printed name of Michael Lamb.

Michael Lamb  
Chief of Police