



Policy 1707

Subject	
EARLY INTERVENTION SYSTEM	
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By Order of the Police Commissioner

POLICY

1. **Early Intervention System (EIS).** It is the policy of the Baltimore Police Department (BPD) to support its members by providing resources to help them succeed in their careers. The EIS is one such resource, which includes a confidential process designed to track a member's behavioral indicators that could pose potential risk to the member, the Department, or the public. Early intervention shall be used as a means to identify, assess, and enhance member development through a customized Performance Improvement Plan (PIP).
2. **Confidentiality.** Actions and documentation taken within the EIS are strictly confidential and shall include only the individuals involved in the process. Confidentiality in the EIS does not override the disciplinary process where there are violations of policies or laws. In those cases, all disciplinary matters shall be handled by the Office of Professional Responsibility (OPR).
3. **Performance Improvement Plan.** The BPD, through the Early Intervention Unit (EIU), will offer a customized tool that monitors and measures a member's work product, processes, and behaviors. The PIP outlines strategies and offers recommendations to help improve performance and/or modify behavior.

GENERAL

1. Members of the BPD are the agency's most valuable resource. The development of members through proper guidance and training is imperative. The EIS is designed to accomplish this mission while maintaining utmost confidentiality. This system is structured to monitor members and quickly alert supervisors when at-risk or potentially problematic behavior patterns are identified. Supervisors are then tasked with addressing any identified patterns or behavior concerns before disciplinary action is necessary.
2. EIS is a non-disciplinary, non-punitive process designed to enhance the well-being of members, reduce departmental liability, improve police-community relations, and improve the delivery of police services. This process does not replace or interfere with the BPD's established disciplinary policies and procedures (See Policy 308, *General Disciplinary Process*).
3. The success of the EIS is greatly dependent on the participation and determination of the involved member and first line supervisor.
4. EIS relies on the thoughtful consideration of the EIU members tasked with reviewing the system. EIU members' law enforcement experience and keen attention allows for careful consideration of each incident's circumstances. EIS does not list specific threshold limits per type of incident in order to prevent unwarranted interventions, or the late identification of a member's negative behavior.

DIRECTIVES**Early Intervention Identification Process**

1. Member conduct is comprehensively monitored by the EIU for indicators that may point to the need for intervention. Within a rolling twelve-month period, alerts may be generated for, but are not limited to:
 - 1.1. Excessive force complaints;
 - 1.2. Misconduct allegations;
 - 1.3. Preventable departmental accidents;
 - 1.4. Substance abuse;
 - 1.5. Domestic-related incidents; and
 - 1.6. Any violations of departmental policy.
2. EIU shall continually monitor alerts generated in the EIS, via IAPro.
3. Upon receiving an alert, EIU reviews the narrative in the alert(s), and any other relevant documents to the incident or the member's past behavior, to determine whether a referral for intervention is appropriate.
4. If EIU determines that an intervention is necessary, the member's supervisor and chain of command will be notified of the alert(s) and the need for intervention.

Intervention Phases

The three phases of intervention are as follows:

Phase One

1. An accumulation of three or more EIS alerts within a twelve-month rolling period triggers a referral for intervention.
2. Notification of intervention referral is made by EIU to the member's first-line supervisor and entire chain of command.
3. The first-line supervisor will review the incidents relative to the alert(s) and other documents relevant to the member's behavior and performance.
4. The supervisor will then meet with the member within 5 days or as soon as practicable, to discuss the incident(s) related to the alert(s) and any behavior of concern.

NOTE: EIU is available to assist with the intervention session, if requested.

5. First-line supervisors will review relevant policies with the member and suggest a useful PIP to include strategies to correct, improve, and amend the identified member's behavior and/or issues.
6. Upon approval by the first-line supervisor, he or she will monitor the member for a period of 30 days and report in writing to EIU, via official channels, on the member's progress and/or success with the Performance Improvement Plan.

Phase Two

A Phase Two Intervention can follow two tracks:

1. A member may be referred by EIU directly to Phase Two Intervention based on a single alert depending on the severity of the incident; or
2. A Phase Two Intervention may be required if a member experiences additional incidents within a twelve-month rolling period after a Phase One Intervention.
3. During a Phase Two Intervention the following actions shall be taken:
 - 3.1. The member and the first-line supervisor will be required to meet with EIU to create a PIP to correct, improve, and amend the identified member's behavior and/or issues.
 - 3.2. The first-line supervisor monitors the member for a period of 30 days and reports in writing to EIU regarding the member's progress/success with the PIP.

Phase Three

1. The goal of a Phase Three Intervention is to permanently resolve any persistent issues that the member has continued to display. Any additional incident that occurs within a twelve-month rolling period following a Phase Two Intervention may result in a Phase Three intervention.
2. A Phase Three Intervention consists of a meeting attended by the Director, EIU, the member, and his/her entire command to include the Division Chief. During this meeting, it is clearly communicated to the member that he/she must improve problematic behavior.
3. A final PIP is developed and agreed upon by all present, which includes timelines and expectations for the member.
4. As in Phase One and Two, the first-line supervisor will monitor the member for 30 days and return a final report to EIU via chain of command.

Performance Improvement Plan (PIP)

A member's Performance Improvement Plan shall be created jointly by the identified member and first-line supervisor, with input from the commander and in consultation with EIU. It will accomplish the following:

1. Clearly define the job performance problem/issues to be addressed.

2. Recommend specific solutions and/or corrective actions to resolve the identified issues and detail how the action is expected to improve the member's performance. These recommendations may include, but are not limited to:
 - 2.1. Supervisory guidance/mentoring, which may include:
 - 2.1.1. Regular conversations with the member about issues/incidents,
 - 2.1.2. Sergeant rides-along with the member,
 - 2.1.3. After-action debriefs for arrests or other types of enforcement actions,
 - 2.1.4. Reviewing the member's training history, and/or
 - 2.1.5. Identifying and supporting positive behaviors.
 - 2.2. Training (formal or practical training), which may include:
 - 2.2.1. Defensive Tactics,
 - 2.2.2. Enhanced Driving,
 - 2.2.3. Communications Skills/Sensitivity Training,
 - 2.2.4. Firearms Training,
 - 2.2.5. Remedial Report Writing/Probable Cause Training, and/or
 - 2.2.6. Review of Relevant Departmental Policy.
 - 2.3. Temporary assignment change
 - 2.4. Referral to mental health counseling
 - 2.5. Referral to departmental chaplains
 - 2.6. Referral to other supportive service programs
3. Identify and locate available resources.

NOTE: Supervisors may request the assistance of EIU to identify helpful resources.

4. Define the desired behaviors/performance and benchmarks to measure the success of the PIP, as appropriate.
5. Schedule a periodic review where the member and supervisor will assess progress, ensure the PIP remains applicable, is actively being pursued and make any amendments as needed.

NOTE: Periodic reviews will be scheduled prior to the report due date, which is 30 days after the meeting.

NOTE: The monitoring report shall be forwarded through the member's chain of command prior to being returned to EIU by the supervisor.

REQUIRED ACTION

Member

The welfare of members is an essential part of the overall performance of the BPD. In maintaining performance, the BPD does not take for granted the role its members play in carrying out the Department's mission and vision. Any member is encouraged to:

1. Self-refer when experiencing a crisis or in need of assistance.
2. Refer others who they believe are experiencing a crisis or may need assistance.

Supervisor

As role models of expected departmental norms, behavior and performance, supervisors play a critical role in EIS.

1. Use EIS in such a way as to maintain member trust and and improve performance while encompassing recommendations, referrals, and follow-ups are fulfilled.
2. May refer members for EIS based upon independent observations. Contact EIU directly for guidance and assistance if the intent is to refer a member to EIS.
3. When an EIU review indicates that a Phase One intervention is appropriate, the identified member's first-line supervisor shall:
 - 3.1. Schedule the intervention session with the identified member within 5 days, or as soon as practicable.
 - 3.2. Conduct the intervention session with the member; and develop a PIP. Assess the identified member's performance for a period of 30 days. Upon completion of this period, forward the Early Intervention Supervisory Response Form, Form 165, within 5 days to EIU. The report shall include:
 - 3.2.1. Analysis of the identified alerts,
 - 3.2.2. The implemented PIP,
 - 3.2.3. Results of monitoring/observations,
 - 3.2.4. Member's effort to improve performance,
 - 3.2.5. Recommendations for future observation (if necessary),
 - 3.2.6. A brief analysis of the plan's overall effectiveness, and
 - 3.2.7. Any other relevant information.

4. When a member under supervision is being monitored and has been recommended to participate in further counseling or training, assist with coordinating that member's participation.
5. As identified in all phases, ensure member participates in the intervention meeting(s), monitor the member for 30 days, and return a final report to EIU via chain of command.

Commanding Officers

1. Upon receiving information from EIU regarding a member within your command who has been identified for participation in a Phase One Intervention, the Commanding Officer shall:
 - 1.1. Ensure the member's first line supervisor is notified and coordinates scheduling the member's intervention session within 5 days, or as soon as practicable.
 - 1.2. Upon the completion of the member's monitoring period, ensure the Early Intervention Supervisory Response Form, Form 165 (Appendix A) is completed by the member's first-line supervisor and forwarded to EIU for review within 5 days.
2. If a member under your command is referred for a Phase Two intervention, ensure the first-line supervisor participates in the intervention session and fulfills his/her monitoring and reporting obligations.
3. If a member under your command is referred for a Phase Three intervention, participate in the intervention session and in the creation of the PIP. Ensure that the first-line supervisor fulfills his/her monitoring and reporting obligations.

Member, Early Intervention Unit

1. EIU will monitor the EIS, identifying members who may be displaying behavioral indicators that could pose potential risks to the member, the Department, or the public.
2. Provide an accurate record of the alerts compiled by the EIS to the identified member's supervisor and chain of command, once an intervention has been determined to be warranted.
3. Ensure the identified member's first-line supervisor conducts an appropriate and timely intervention. Assist and provide resources as necessary.
4. Continue to monitor identified members in the EIS to detect any subsequent alerts that may warrant further action or a next phase intervention.

Commander, Early Intervention Unit

1. Maintain and oversee the EIU, EIS, and process.
2. Notify and ensure identified member's Commanding Officers are aware and cooperate with the EIS process.
3. Conduct an annual review of the effectiveness of the Early Intervention System, submit an analysis to the Police Commissioner and when necessary, recommend systematic changes.

Annual Reporting

1. EIU shall compile an annual report of all program interventions and their outcomes. The final report shall be submitted to the Police Commissioner.
2. The report shall include tools to measure the program's effectiveness and improvement needs by tracking the continued performance of members.

APPENDICES

- A. Early Intervention Supervisory Response Form, Form 165

ASSOCIATED POLICIES

Policy 302, *Rules and Regulations*
Policy 304, *Suspension Procedures*
Policy 308, *General Disciplinary Process*
Policy 310, *Disciplinary/Failure to Appear and Traffic Matrix*

RESCISSION

Remove and destroy/recycle Policy 315, *Professional Enhancement Program: Early Intervention System*, dated 23 November 2016.

COMMUNICATION OF POLICY

This policy is effective on the date listed herein. Each employee is responsible for complying with the contents of this policy.

APPENDIX A

Early Intervention Supervisory Response Form, Form 165, Page 1

Form 165



POLICE DEPARTMENT
Baltimore, Maryland

EARLY INTERVENTION SUPERVISORY RESPONSE FORM

Date: _____

Member Name:	Rank/Title:	Select Phase: <input type="checkbox"/> Phase One <input type="checkbox"/> Phase Two <input type="checkbox"/> Phase Three
Seq. No.:	Assignment:	Date Conducted:
Supervisor Name:	Supervisor Seq. No.:	Date Completed:

List the alert(s) that triggered the intervention and describe circumstances involved.

List plan of action taken or resources suggested addressing the issue(s).

List the corresponding policies surround the issue(s) and actions that you reviewed.

Outline the Performance Improvement Plan.

Describe observations over the past 30-days during the monitoring/improvement plan period.

APPENDIX A

Early Intervention Supervisory Response Form, Form 165, Page 2

Form 165

POLICE DEPARTMENT
Baltimore, Maryland

EARLY INTERVENTION SUPERVISORY RESPONSE FORM

List any additional recommendations to assist in member's improvement, if any.

Additional Information

Supervisor's Name (Print)

Supervisor's Signature

EIS (Print Name)

Signature