



Colorado Springs Police Department

General Order

1817 Early Intervention Program

Section 1800 – Personnel Functions

Effective Date: 12/1/2023

Supersedes Date: 11/10/2020

.01 Purpose

The purpose of this directive is to provide guidelines for the Early Intervention Program (EIP).

.02 Cross Reference

[GO 500 Use of Force](#)

[GO 510 Reporting Use of Force](#)

[GO 600 Complaints and Internal Investigations](#)

[GO 1824 Psychological Fitness for Duty](#)

[DL-1305-03 Crashes Involving City Employees or Vehicles](#)

.03 Discussion

The Early Intervention Program is designed as a resource for supervisors to identify and intervene in potential personnel performance issues, at the early onset, in an effort to prevent their progression. The process allows supervisors to proactively mitigate issues by providing assistance, training, and coaching, as deemed appropriate and based upon each unique situation. The EIP is **not** disciplinary or punitive, nor is it an evaluation of performance. **It should never be referred to in an employee evaluation.**

The purpose of the EIP is to:

- Mitigate the potential for escalating employee issues utilizing a proactive monitoring system
- Identify personnel who may require assistance or training to perform their assigned duties in a more efficient and effective manner
- Provide preemptive intervention and options for improvement

.04 Policy

Supervisors who receive EIP alerts will promptly complete an EIP review as described in this directive.

Discipline will not be imposed as a result of an EIP review.

Supervisors will not inquire about an employee's personal life in the EIP review, including Protected Health Information.

Employees are not required to provide information of a personal nature as part of the EIP process. Employees may choose to volunteer such information.

Supervisors will provide supportive services, such as wellness program options, as a result of an EIP review, but employees are not required to seek these services. Employees are also not required to provide any information regarding whether they sought supportive services.

An EIP review is not a substitute for a psychological fitness for duty (FFD) evaluation in situations where one is warranted, in accordance with applicable directives.

.05 Definitions

Protected Health Information (PHI): Any medical information voluntarily disclosed during an EIP review must be treated as PHI as defined in Sworn PPM Policy #13 and Civilian PPM Policy #18

Supportive Services: Any services that may support employees, such as professional counseling, peer support, chaplain support, department wellness programs, etc.

.10 Reporting Period & Thresholds

Sworn Officers

The following criteria apply to all sworn officers, with specific exceptions for the Canine Unit, Tactical Enforcement Unit, Special Response Team, and Public Order Response Team that are described below.

Six-month criteria

The threshold criteria are as follows:

- Used physical force in five (5) or more separate incidents.

- Pointed a Firearm at a person in nine (9) or more incidents.
- Named as the "Subject/Involved Employee" in any combination of two (2) or more Level 1 investigations and/or Level 2 personnel investigations.
- Driver (appears as "Involved Employee" in BlueTeam) in two (2) or more vehicle crashes while on duty if the employee is the proximate cause of the crash.
- Driver (appears as "Involved Employee" in BlueTeam) in two (2) or more Damage to a Police Vehicle incidents, if the employee is the proximate cause of the damage.
- Driver (appears as "Involved Employee" in BlueTeam) in two (2) or more vehicle pursuits.
- Involvement in any combination of five (5) or more thresholds listed above, not including Pointing of a Firearm or Damage to Vehicle.

One (1) year criteria

- Two (2) or more accidental discharges of a firearm. (Note: incidents involving serious injury/death will automatically be handled as a use of deadly force).

Two (2) year criteria

- Involvement in any combination of two (2) or more deadly force incidents or attempted deadly force incidents.

Officers Assigned to Canine Unit

Officers assigned to the Canine Unit will follow the same EIP threshold criteria as other sworn officers, with this exception:

- Canine contacts reported as such in Blueteam do not count as a use of force for EIP purposes. This is because a canine contact already requires an individual incident review and thorough assessment. Any potential patterns involving this type of force are likely to be identified through this existing review process. The Canine Unit also trains on use of force and other topics frequently, and any potential issues are addressed.

Officers Assigned to the Tactical Enforcement Unit/Special Response Team/Public Order Response Team

Officers assigned to TEU, SRT, and PORT will follow the same EIP threshold criteria as other sworn officers, with this exception:

- While functioning as a member of TEU, SRT, or PORT and under the direct supervision of a supervisor, any officer directed to deploy an approved chemical munition/diversionary device or undertake an approved shield movement does not count as a use of force for EIP reporting purposes. These incidents are still required to be reported as a use of force in Blueteam, pursuant to department policy.

Review of Supervisory Directives

The SED commander will complete a review of the directives given by TEU, SRT, and PORT supervisors, to include orders to deploy chemical munitions/diversionary devices or approved shield movements. For the supervisory directives given to personnel **not** functioning as a member of TEU, SRT, and PORT, the Gold Hill Commander will complete the review.

Such a review will take place as necessary but no less than one time a calendar year (January through December). The review will evaluate factors that include but are not limited to the objectiveness of the supervisor's decision-making and the frequency of the directives given. Once completed, the SED commander will brief the results to the deputy chief of the Investigation and Special Operations Bureau.

Civilian Employees

Six-month criteria

- Named as the "Subject/Involved Employee" in any combination of two (2) or more Level 1 and/or Level 2 personnel investigations.
- Driver (appears as "Involved Employee" in BlueTeam) in two (2) or more vehicle crashes while on duty if the employee is the proximate cause of the crash.
- Driver (appears as "Involved Employee" in BlueTeam) in two (2) or more Damage to a Police Vehicle incident if the employee is the proximate cause of the damage.
- Involvement in any combination of five (5) or more thresholds listed above. To qualify, these thresholds would need to be from separate incidents.

.20 Internal Affairs Responsibilities

The Internal Affairs Section will coordinate the completion of all EIP alerts and reviews.

EIP Reviews may be initiated in two ways:

- They are automatically generated as IAPro alerts. These alerts result from the reporting of thresholds incidents through BlueTeam; or
- At the request of a supervisor, with approval of a lieutenant or civilian equivalent.

Automatically Generated Alerts

When a reportable incident is merged into IAPro, the system automatically creates an EIP alert if the incident reaches or exceeds an established threshold.

All automatically generated EIP alerts will be reviewed by IA personnel prior to being considered valid.

The Internal Affairs Section is responsible for identifying false EIP alerts, and noting those alerts as “completed” in IAPro.

Supervisor Initiated Reviews

With lieutenant or manager approval, a supervisor may request the initiation of an EIP review.

IA personnel will be responsible for creating the review, notating:

- The reason for the review (as articulated by the requesting lieutenant or manager),
- The lieutenant who approved the review.

EIP Committee

The EIP committee will be comprised of the following four (4) members.

- Human Resources Manager
- Department Psychologist
- Internal Affairs Lieutenant
- Internal Affairs EIP Sergeant

The committee will meet monthly to discuss all officers who have received alerts through IAPro or through a Supervisor Initiated Review. At least three committee members must be present, and the PSD Commander will be present at each meeting.

The committee is responsible for reviewing all EIP alerts and determining if an EIP review will be completed by the chain of command. The committee’s review of each alert will include, but is not limited to, an employee’s work assignment (e.g. – a TEU officer with multiple Pointing of Firearms

is likely consistent with their assignment and does not require an EIP review, etc.), factors leading to the EIP threshold, and the circumstances of the incidents that initiated the review.

The purpose of the committee is to ensure that unnecessary EIP reviews are not generated, and that only those instances the committee believes are in need of formal EIP review qualify for assignment to the chain of command.

If the committee decides that an EIP review will be completed, then the Professional Standards Commander will be notified. The PSD Commander will be responsible for verifying that the review is necessary and may reach out to the employee's Commander for consultation.

Once approved by the PSD Commander, the Internal Affairs EIP Sergeant will be responsible for sending the EIP review out to the employee's chain of command in Blueteam. The IA Sergeant will attach the employees' IA extract relevant to the EIP review. IA can be contacted for additional information related to a specific IA case as needed.

If a full EIP review is completed on an employee, that employee will not be considered for another EIP review until they receive new threshold incidents that are not included in the previous review.

.22 Supervisor's Responsibilities

The supervisor who is assigned the EIP review will complete an Early Intervention Program Employee Review including recommendations for the involved employee. In conducting the EIP review and preparing the report, supervisors are required to follow the procedures found in the [Early Intervention Program Employee Review Template](#).

The supervisor will review identified applicable incidents for potential patterns of conduct that could benefit from early intervention. This supervisor review is not a review of whether specific conduct is a violation of policy, as a review of policy compliance will have already occurred during the administrative review of the threshold incidents. There is no need to duplicate that work in the EIP Review.

The supervisor may utilize the following documentation in the EIP review of the identified employee:

- IA Extracts
- Administrative letters and performance evaluations
- Related case reports and/or crash reports
- Related Blueteam incident entries
- An analysis of any work-related factors that may be affecting an employee's behavior during these incidents (e.g., excessive overtime or extra duty, etc.)

- Documentation of a discussion with the subject employee about the incidents that initiated the review and other factors that affect work performance, as appropriate.

Supervisors will not ask questions related to the employee's personal life or protected health information.

The reviewing supervisor will conduct an in-person meeting with the employee being reviewed as described in section .30 Outcome Meeting.

If requested, the involved employee will be provided a copy of the Early Intervention Program Employee Review.

.25 EIP Review Approval Process and Timeline

The supervisor will submit the completed EIP report, including corrective recommendations, as an attachment to a document in BlueTeam, and forward it to the involved employees' lieutenant.

The lieutenant will provide any necessary insight and/or recommendation(s) regarding the review report, approve the review, and forward it in BlueTeam to the involved employees' division commander.

The division commander will make the final decision on any recommended action based upon the EIP review. The division commander will then forward the report to IA where it will be merged into IAPro.

The division commander of the involved employee will ensure that:

- The employee is fully informed of the findings and disposition of the EIP review.
- All final mandated recommendations are fully implemented and documented.

The EIP review will be completed and submitted to IA within 45 days of the initial notification that an employee has qualified for the EIP. A supervisor may request an extension through the Internal Affairs Lieutenant. A copy of the EIP review will be retained in the employee's IA file.

.30 Outcome Meeting

The purpose of the Outcome Meeting is for the supervisor to address and discuss areas identified from the EIP review with the employee.

In every Outcome Meeting, the employee will be provided with an [Employee Wellness Resource Pamphlet](#) that lists various supportive services available to them.

If it has been determined that the employee will attend remedial training, the schedule, location, and expectations of the training will be explained and provided to the employee.

.32 Documentation of Recommendations

The employee's division commander will ensure that documentation of successful completion of all recommendations is provided to IA through attachments to the EIP alert in Blueteam. This documentation will be maintained in the IAPro database.

.35 Post-EIP Review Process

The EIP sergeant will notify the employee's division commander six months after an EIP is generated and sent to the chain of command. This notification will be documented by the EIP sergeant in the original EIP review. The division commander is responsible for speaking with the employee's chain of command to determine if additional follow-up is necessary.

The purpose of the follow-up is to address any continuing concerns the chain of command has identified since the EIP was generated. If any concerns or issues are identified, the division commander is responsible for determining the appropriate actions to be taken.

.40 Purging of EIP Reviews

The EIP review will be maintained in IAPro. EIP reviews and documentation will be retained in accordance with the Colorado Municipal Records Retention Schedule as a personnel record.

.45 EIP Annual Evaluation

The IA Lieutenant will convene a group of designated personnel on an annual basis to evaluate the program. The evaluation of the program includes, but is not limited to, a review of the thresholds for an automatic EIP alert; findings and results of actions taken under the program; and overall effectiveness of the program in achieving the department's key objectives. The Internal Affairs Lieutenant is responsible for writing the annual evaluation document. Any recommended changes to the EIP process will be presented to the appropriate chain of command to determine if any adjustments will be made.

.50 Attachments

[Employee Intervention Program Employee Review Template](#)
[Employee Wellness Pamphlet](#)