




City of Manassas Police Department

General Duty Manual



Effective Date: 12-29-2008	GENERAL ORDER	Number: 03-21
Subject: Early Intervention Program		
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Accreditation Standards: 35.1.9	By Authority Of:  Douglas W. Keen, Chief of Police	Total Pages: 4

PURPOSE:

The purpose of this General Order is to establish guidelines and procedures for the Early Intervention Program (EIP).

POLICY:

The Early Intervention Program is a pro-active, non-disciplinary program that seeks to identify and positively affect conduct or performance-related problems exhibited by individual employees. The EIP is an essential tool for the early identification of employees who may be experiencing difficulties that affect their performance and/or conduct on the job. The Department has identified and validated certain criteria as indicators of potential work or performance related problems. These criteria taken alone or in conjunction with other corroborated information and/or observed behavior will be used in the EIP to identify employees who may need pro-active assistance. This identification and intervention will serve to increase the Department's accountability and offer employees the opportunity to meet the Department's expectations.

ORGANIZATION

The Early Intervention Program is maintained and run by the Office of the Administrative Services Division Commander. The EIP Coordinator is the Administrative Services Division Commander.

PROCEDURE

I. Referral Criteria

- A. It should be emphasized that the EIP is not a disciplinary program. It is preventative in nature and designed to weigh positive and negative performance criteria to review employee actions, conduct and performance. The inclusion of both positive and negative performance indicators will allow for a more balanced approach with inherent objectivity. This program is intended to assist employees whose performance indicators warrant review. The goal is a reduction of potential negative consequences for the employee, the department and the community.
- B. The following criteria, though not all-inclusive or exhaustive have been specified to identify circumstances that may warrant referral to the program.
 1. An unusual pattern of **resisting arrest and/or assault on a law enforcement officer reports.**
 2. An unusual pattern of **leave or tardiness.**
 3. Rapid or progressive deterioration in **quantity of work.**
 4. Rapid or progressive deterioration in **quality of work.**
 5. Performance evaluations which indicate a **Needs Improvement rating** in more than one category
 6. **Risk taking behavior** or **decision making** on the job that poses an unacceptable danger to the officer or others or that results in injury.
 7. Repeated or egregious instances of **failure to act or overreaction in the line of duty.**
- C. The Informal Process will take place with the involved employees once an event occurs for each of the following types of incidents:
 1. Use of force
 2. Vehicle Pursuit
 3. Motor Vehicle Accident
 4. Internal Complaint
 5. External Complaint

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II. Informal Threshold Process

- A. Supervisors are critical elements to a successful Early Intervention Program to identify employees who may require intervention efforts. All supervisors are responsible for meeting with employees after all use of force incidents, vehicle accidents, vehicle pursuits, and upon resolution of internal and external complaints.
 1. The Threshold Initiated Conversation Form (Attachment B) will be routed up the chain of command to the division commander who will acknowledge form's recommendation for a Formal Review or to conclude the Informal Threshold Process via Blue Team. The form will then be routed to the EIP Coordinator.
 2. If a Formal Review is recommended, it will be noted on the Threshold Initiated Conversation Form that all accompanying documents (see Section IV.) will be sent to the EIP Coordinator upon completion.
- B. Once the Threshold Initiated Conversation Form is received, the EIP Coordinator will decide to proceed with the Formal Process or to conclude the Informal Threshold Process. The EIP Coordinator will keep the employee and their chain of command informed of their status in the EIP process.
- C. All Threshold Initiated Conversation Forms will be stored electronically in IAPro.
- D. Supervisors are required to complete the EIP Division Commander Monthly Review (Attachment C) by the 15th day of each month. The date range covered by the form will reflect the previous calendar month (for example, submitting by February 15 will cover the period from January 1 to January 31). If there were no events that match the specified criteria during this timeframe, there is no need to complete the EIP Division Commander Monthly Review. The data captured will include the following:
 1. Time Period.
 2. Threshold initiated conversations by type (use of force, vehicle accident, etc.) for each employee.
 3. Commentary from completing supervisor regarding any abnormalities.
- E. Once the EIP Division Commander Monthly Review has been completed, it is then routed up the chain of command to the appropriate division commander. After reviewing the form, the division commander then forwards the form to the EIP coordinator.

III. Formal Process and Responsibilities

- A. If a Formal Process is recommended on the Threshold Initiated Conversation Form, the employee's supervisor will need to submit the EIP Worksheet (Attachment A) listing the specific criteria used to initiate the referral and a synopsis of related incidents to the supervisor's chain of command to the appropriate Division Commander. The Division Commander will then make a referral to the Administrative Services Division Commander for a comprehensive review (see Section IV) of the involved employee's performance.
 1. If the supervisor finds that the employee could be subject to disciplinary action as a result of the review of the referral criteria, a comprehensive review will be suspended pending the outcome of any disciplinary investigation.
- B. Once a Comprehensive Review is authorized, the subject employee will be notified immediately by the EIP Coordinator.
- C. The Administrative Services Division Commander will forward to the Chief of Police his referral recommendations. The Administrative Services Division Commander may also conclude that no further action is necessary and forward the recommendation to the Chief that the review be concluded with no further action taken.
- D. The Chief of Police will then cause to be implemented the most appropriate course of action; either remedial or concluding the review with no further action necessary. The EIP Coordinator will notify the involved employee and the employee's chain of command of his determination.

IV. Comprehensive Review Elements

- A. All of the above should be balanced with the below criteria to enable an inclusive or comprehensive view of the employee's performance:
 1. Commendations

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2. Quantifiable statistics indicating the activity of the member that may include, arrests, reports, summonses, warrants served, parking tickets, caseload, cases closed, # of open cases, types of cases and general workload etc.
3. Duty Assignment including primary shift
4. Performance Evaluations
5. Recommendations from the involved employee's first and second level supervisors and the Division Commander.

V. Remedial Actions

- A. If the Comprehensive Review concludes that no negative impact to job performance exists and the employee's actions are in compliance with Department policy, the review shall cease. The involved employee will be immediately notified by the EIP Coordinator that the review has been concluded with no further action to be taken. The employee should, where appropriate, be advised of voluntary self-referral to the Employee Assistance Program.
- B. If the Comprehensive Review concludes that an employee's job performance has been negatively impacted, appropriate intervention strategies as determined by the Chief of Police will be implemented. These strategies may include, but are not limited to, one or more of the following:
 1. Identification of acceptable goals and behaviors that may assist the employee to return his job performance to a satisfactory standard.
 2. Referring the employee to the Employee Assistance Program (See General Order 3-15)
 3. Requiring the employee to undergo a fitness for duty examination to include:
 - a. A medical examination to address physical causation of observed problems
and/or
 - b. A psychological examination of the employee
 4. Requiring the employee to participate in training that targets personal or professional problems, (i.e. cultural diversity, communications, anger and stress management, driver training, use of force, supervisory techniques, etc.)
 5. Reassignment or transfer
 6. Relief from Duty - If the employee's continued presence at the job may be detrimental to the employee's health, to the safety and welfare of others, or to the success and integrity of the law enforcement mission, the employee may be relieved of duty in accordance with General Order 1-9.
 - a. The supervisor shall also consider whether immediate professional intervention is required and if so should consult with the Chief of Police before taking any action. Such intervention may include, but is not limited to, immediate referral to EAP, contact with the member's personal physician, or another type of self-referral.
 - b. In extreme cases an immediate psychiatric evaluation or involuntary hospitalization may become necessary. In such instances, the supervisor shall employ the same procedures and satisfy the same legal requirements that would apply if the employee was a member of the general public.
- C. Any written recommendations made will be filed in a confidential "Early Intervention Program" file and maintained by the Office of Professional Standards under the name of the employee.
- D. If the employee refuses to voluntarily participate in the program or fails to successfully complete the terms and conditions of the intervention strategy under the program, the department may consider implementing additional measures to ensure acceptable levels of performance or may implement established disciplinary procedures if the employee continues to exhibit performance or conduct related problems.
- E. The employee's progress will be monitored during the following 12 month period to determine if the intervention program was successful.

VI. Early Intervention Program Coordinator Responsibilities

- A. The EIP Coordinator will be the Administrative Services Division Commander.

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- B. The EIP Coordinator will:
1. Maintain all EIP files from the Formal Process in the Office of Professional Standards secure filing cabinet. Only the Chief of Police, the Administrative Services Division Commander and others on a designated need-to-know basis as determined by the EIP Coordinator will have access to those files. All records maintained in the EIP files will be labeled CONFIDENTIAL and will be handled accordingly.
 2. Coordinate with supervisors and commanders to facilitate Comprehensive Review operations and monitor approved intervention strategies.
 3. Assign EIP Comprehensive Reviews as necessary.
 4. Record and forward all EIP recommendations and Comprehensive Review results to the Chief of Police.
 5. When there are open cases, compile and release an EIP Report every 90 days to the Chief of Police that identifies employees enrolled in the program, their position, assignment, date referred, and a summary of the incidents including type and number and the recommended disposition and intervention. This should include a review to determine if each subject employee is continuing to meet or has met the terms and conditions of the approved intervention.
 6. Coordinate with the subject employee's supervisor to monitor the employee's involvement and progress in the approved intervention program or strategy.
 7. Cause to be prepared and submitted to the Chief of Police an annual evaluation of the EIP.

VII. Annual EIP Report

- A. The EIP Coordinator will submit to the Chief of Police an annual report summarizing the activities of the Early Intervention Program within the previous 12 months. This report will include a list of all individual cases identified through the EIP process and the disposition or current status of those cases.
- B. The report will also assess the effectiveness of the program and make recommendations, where necessary, for program modification or refinement.

Attachments: "A" EIP Worksheet, "B" Threshold Initiated Conversation Form, "C" EIP Division Commander Monthly Review

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References: N/A