



# MARYLAND STATE POLICE PERSONNEL DIRECTIVE



## Early Intervention System

<b>Distribution:</b> All Employees	<b>Index:</b> <b>PER 16.04</b>
<b>DLI Reference:</b> N/A	<b>Rescinds:</b> N/A
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### **.01 Purpose**

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To establish the Early Intervention Program for troopers and communications personnel.

### **.02 Policy**

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The MSP will attempt to identify certain patterns of behavior and provide intervention in an effort to enhance progressive supervision with non-disciplinary remedies.

### **.03 References**

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IACP MODEL POLICY, *Early Warning System*.

### **.04 CALEA Standards**

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**LE:** 35.1.9                                      **TA:** 4.4.9                                      **CM:** 3.4.7

### **.05 Procedures**

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#### A. Applicability

The procedures in this directive are applicable to all troopers and to police communications operators and police communications supervisors.

#### B. Overview of the Early Intervention System

1. IAPro software, which is used to track all cases reported to the Internal Affairs Division (IAD), has an Early Intervention System (EIS) component.
2. The goal of the EIS is to assist in identifying patterns of behavior so supervisors can address training needs or stress factors at an early stage with the goal of improving an employee's performance.<sup>1</sup>

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<sup>1</sup> LE: 35.1.9(e) TA: 4.4.9(e) CM: 3.4.7(c)

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### 3. The EIS will:

- a. track complaints, use of force incidents and preventable departmental collisions;
- b. assist supervisors in monitoring an employee's performance;
- c. provide early identification of potential issues to increase employee accountability; and
- d. compile and track statistical information on complaints received by the MSP.

### C. General Responsibilities

1. First and second line supervisors should be cognizant of any pattern of conductor performance that could suggest a need for intervention.
2. Patterns that may cause concern may be found by regularly reviewing performance evaluations and related documentation, leave records, complaints, use of force incidents and departmental collisions.
3. Supervisors who develop a concern should contact their commander to determine if those observations warrant an alternate activation of the EIS.<sup>2</sup>

### D. Reporting & Alerts

1. All internal investigations, preventable departmental collisions and incidents of use of force will be entered into IPro.<sup>3</sup>
2. The EIS software will issue alerts if an employee has any of the following in a 12-month period:<sup>4</sup>
  - a. two citizen complaints;
  - b. three internal complaints;
  - c. three use-of-force incidents;
  - d. an emergency suspension
  - e. two firearms discharges;
  - f. two departmental crashes; or
  - g. a combination of any three of the above.
3. IPro may issue multiple alerts for the same employee throughout the year; if this occurs, the IAD Staff will process and forward alerts as they happen.

### E. Responsibilities of the IAD Commander

1. Within thirty days of receiving an EIS alert, the IAD Commander will assess the circumstances of the alert.
2. If the IAD Commander determines that no action is necessary, the employee's commander will be notified of the alert and no further action will be necessary.

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<sup>2</sup> LE: 35.1.9(b) TA: 4.4.9(b) CM: N/A

<sup>3</sup> LE: 35.1.9(b) TA: 4.4.9(b) CM: N/A

<sup>4</sup> LE: 35.1.9(a) TA: 4.4.9(a) CM: 3.4.7(a)

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3. If the IAD Commander believes additional review or intervention is warranted, the alert will be sent to the employee's commander and the division or troop commander.
4. When the IAD Commander makes this notification, he will include the:<sup>5</sup>
  - a. dates and types of complaints and/or use of force incidents;
  - b. complaint's status (active or closed);
  - c. final disposition of the case, if closed; and
  - d. details of any discipline administered, if applicable.

### F. Responsibilities of the Employee's Commander and Supervisor

1. The employee's commander will evaluate the information provided and take the appropriate action.
  - a. If no additional action is taken, the employee's commander will notify the division or troop commander and IAD Commander within thirty days via email or Form 17.<sup>6</sup>
  - b. If the employee's commander agrees that intervention is necessary, the alert will be forwarded to the employee's supervisor.<sup>7</sup>
2. The employee's supervisor will:
  - a. discuss the alert with this commander;
  - b. meet with the employee to discuss the alert and the concerns noted by the supervisor and the commander;
  - c. allow the employee to provide information that may put the concerns into context;
  - d. determine if inclusion in the EIP is appropriate;
  - e. complete an email or Form 17 within thirty days and forward it to his commander that will:
    - (1) justify why no corrective action is necessary; or
    - (2) outline recommendations for a corrective action or training plan to enhance the employee's performance.
3. No supervisor may use any information revealed by the employee for disciplinary or other purposes against that employee unless the information revealed discloses that the employee:
  - a. has committed a serious violation of MSP policy;
  - b. is a clear and present danger to himself or others; or
  - c. has committed, confessed to or revealed details of a crime.

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<sup>5</sup> LE: 35.1.9(b) TA: 4.4.9(b) CM: N/A

<sup>6</sup> LE: 35.1.9(d) TA: 4.4.9(d) CM: 3.4.7(b)

<sup>7</sup> LE: 35.1.9(d) TA: 4.4.9(d) CM: 3.4.7(b)

G. Procedures When Intervention Appears Necessary

1. If a corrective action or training plan is appropriate, it may include:
  - a. referral the Employee Assistance Officer (see [PER 02.04](#));<sup>8</sup>
  - b. referral to the MSP Medical Director;
  - c. referral to an agency-authorized mental health professional or other mental health care provider approved and authorized by the MSP;<sup>9</sup>
  - d. mandatory participation in authorized training (e.g., communications, cultural awareness, stress or anger management);<sup>10</sup>and
  - e. remedial job-related training.<sup>11</sup>
2. The employee's commander will forward all recommendations to the division or troop commander for review and approval.
3. The corrective action or training plan will continue for a period of time that is appropriate based on individual circumstances, but will generally be for six month to one year.
4. The employee's supervisor will:
  - a. monitor the employee's progress;
  - b. provide monthly updates to the employee's commander;
  - c. make recommendations for adjustments to the plan, to the division or troop commander;
  - d. submit a final report to the employee's commander and to the division or troop commander upon completion of the plan.
5. Upon completion of the action or training plan, the supervisor, the employee's commander and the division or troop commander will discuss the case to ensure no additional action is necessary.
  - a. If it is determined that additional action is necessary, a new plan will be developed.
  - b. If it is determined that no additional action is necessary, the employee will be notified by his supervisor.

H. When an alert reaches its final disposition:

1. the division or troop commander will notify the IAD Commander via email of the outcome (e.g., no action necessary, training plan completed successfully); no additional details are necessary; and
2. all documentation related to EIS will be forwarded to HRD for inclusion in the employee's personnel file.

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<sup>8</sup> LE: 35.1.9(b) TA: 4.4.9(b) CM: N/A

<sup>9</sup> LE: 35.1.9(f) TA: 4.4.9(f) CM: 3.4.7(d)

<sup>10</sup> LE: 35.1.9(e) TA: 4.4.9(e) CM: 3.4.7(c)

<sup>11</sup> LE: 35.1.9(e) TA: 4.4.9(e) CM: 3.4.7(c)

