

# FLORENCE POLICE DEPARTMENT

## GENERAL ORDER

<b>Subject:</b> <b>PERSONNEL EARLY INTERVENTION SYSTEM</b>	<b>Procedure:</b> General Order 18.1.9 CALEA 35.1.9	<b>Total Pages:</b> 7
<b>Authorizing Signature:</b>  Original with Authorizing Signature on File	<b>Effective:</b> 8/14/2020	
	<input type="checkbox"/> <b>New</b> <input checked="" type="checkbox"/> <b>Amended</b> <input type="checkbox"/> <b>Rescinds</b>	

**I. POLICY**

It is the policy of this Department to maintain a Personnel Early Intervention System to identify potential problem employees and will initiate remedial and/or intervention actions or strategies to correct problem behavior as appropriate.

**II. PURPOSE**

This written order establishes a Personnel Early Intervention System to identify Department employees who may require intervention efforts. The early identification of potential problem employees, and an appropriate selection of remedial actions and/or intervention strategies, can improve employee performance and minimize disciplinary actions for more serious misbehavior.

**NOTE:** Under no circumstances will information gained on individual employees through the P.E.I.S. be disseminated to unauthorized persons.

**III. SCOPE**

This written order is applicable to all personnel.

**IV. DEFINITIONS**

- A. P.E.I.S. – Personnel Early Intervention System
- B. **REVIEW** - A consideration of past events, circumstances and/or facts to determine whether or not a pattern exists that merits further attention and/or intervention strategies by supervision. The Personnel Early Intervention System is not a disciplinary measure. The fact that a review is being conducted does not mean that a problem exists, merely that there is a need for closer examination of existing documentation and any other relevant performance measures. The objective of a review is improved performance in the area being reviewed if needed, and not discipline per se. A review may begin to lay groundwork for progressive disciplinary action if a problem is found, and the employee fails to correct the problem(s) under review. However, any disciplinary action will arise from subsequent behavior, rather than a revisiting of specific events that initiated the review.

General Order 18.1.9

EARLY INTERVENTION SYSTEM

- C. PRIMARY/PRINCIPAL OFFICER – In the use of force context, an officer applying the force, not an officer who is merely assisting is considered the principal officer.
  - D. FORMAL COMPLAINT – Formal, written and signed, charges of conduct contrary to the Rules of Conduct established by the Department.
  - E. USE OF FORCE – The application of force in response to resistance in order to accomplish lawful objectives and bring an incident or person(s) under control.
  - F. DISCIPLINARY ACTION – A formal process for dealing with job-related behavior that does not meet the expected and communicated performance standards of this Department and the City of Florence.
  - G. CIVIL LITIGATION – A legal dispute between two (2) or more parties seeking money damages and/or specific performance(s).
  - H. SICK LEAVE – A measure of protection afforded to employees from their loss of pay due to illness, disabling injuries, etc.
  - I. AT FAULT VEHICLE CRASH – A motor vehicle crash where a departmental employee is found to be the primary contributing unit upon investigation by a Supervisor and/or outside investigating agency.
  - J. SUBSTANCE ABUSE – The excessive use of a drug(s) such as alcohol or narcotics.
  - K. UNSATISFACTORY EVALUATION – An Employee Performance Evaluation where an employee is measured by their Supervisor as “Far Below Standards” in accordance with General Order 18.1.1.
- V. **RESPONSIBILITIES:** The following components are identified as having specific responsibilities for ensuring the P.E.I.S. process is followed:
- A. INTERNAL AFFAIRS: Internal Affairs may initiate a formal request for review when the identified criteria are present.
  - B. FIRST-LEVEL SUPERVISORS: Supervisors will recommend a review of a subordinate’s performance whenever it appears criteria have been met. The employee’s first-level supervisor(s) will assist in the review process as directed by the second-level supervisor.
  - C. REVIEWING SUPERVISORS: Supervisors conducting the review will be responsible for reviewing relevant information, taking appropriate actions to report and address patterns, monitoring their subordinates, and following up to ensure that problems have been corrected, to include follow-up reporting as required.
  - D. SECOND-LEVEL SUPERVISORS: Second-level supervisors will ensure that this directive is complied with in individual cases. Second-level supervisors will also ensure that appropriate intervention strategies are applied and monitored as necessary, as well that the appropriate information is included in employee performance evaluations. The second-level supervisors will assist the Division Commander in the coordination of all

EARLY INTERVENTION SYSTEM

reviews. They will direct first-level supervisors in the review process as needed.

- E. **DIVISION COMMANDERS:** Division commanders will ensure that reviews are initiated when appropriate and will ensure that all the relevant information and documentation is evaluated as part of the review. They will coordinate all reviews with the employee's second-level supervisors and include first-level supervisors as needed. Division Commanders will also ensure that reviews are properly reflected in Employee Performance Evaluations and any required action is carried out, monitored, and that follow-up reviews are conducted as necessary. As part of the Command Staff, the Division Commanders will also participate in the Annual Analysis and Review of the Personnel Early Intervention System.

**VI. IDENTIFICATION:** The Florence Police Department has a Personnel Early Intervention System that allows the Department to evaluate, identify, and assist employees whose performance and/or actions indicate specific trends. P.E.I.S. meetings are to be corrective and non-disciplinary in nature. Personnel will be identified as candidates for P.E.I.S. review based on the following:

A. **DATA SOURCES:**

- 1. Complaints
- 2. After-Action Reports
- 3. Internal Affairs
- 4. Sick Leave
- 5. At-fault Vehicle Crashes
- 6. Employee Performance Evaluations
- 7. Other data sources, as appropriate, may be included.

B. **CRITERIA:** A request for P.E.I.S. review will be initiated if any one or more of the following occur, or occur within the specified time period:

1. **USE OF FORCE INCIDENTS AND PURSUITS**

- a. More than six (6) after-action level uses of force in a twelve (12) month period as a principal officer applying force; and/or
- b. More than five (5) vehicular pursuits in a year as principal officer.

2. **COMPLAINTS**

- a. Four (4) or more complaints, regardless of disposition within a twelve (12) month period.

General Order 18.1.9  
EARLY INTERVENTION SYSTEM

3. SICK LEAVE

- a. The use of Sick Leave, as determined by the City of Florence Manual for Supervisors and Employees, in excess of sixty (60) hours in a calendar year.

6. AT FAULT VEHICLE CRASHES

- a. More than two (2) vehicular crashes where the employee has been determined to be the primary contributing unit by the investigating Supervisor and/or outside investigating agency within a twelve (12) month period.

7. OTHER CAUSES

- a. An Employee Performance Evaluation which overall rates the employee in the “Far Below Standards” category in accordance with General Order 18.1.1.
- b. As directed by the Chief of Police.

**VII. REVIEW PROCESS:** When any employee meets one or more of the identified criteria, a review request will be initiated and processed as follows:

- A. **REQUEST FOR REVIEW:** Any supervisor identifying a need for review will coordinate the review with the officer’s Division Commander. Each review will be documented in the officers’ personnel file.
- B. **RECORDS REVIEW:** Once notified, the Division Commander will direct a review of the appropriate records and make a recommendation based on the findings of the review. The reviewing supervisor must review the incidents generating the review request, as well as any other relevant performance criteria.
- C. **REPORT AND RECOMMENDATION: The Division Commander will prepare, or have prepared, a memo describing the results of the review.** The review should include:
  - 1. A summary of the criteria used to trigger the P.E.I.S. review.
  - 2. The date of the review & any counseling session with the employee.
  - 3. A summary of the employee’s performance.
  - 4. A summary of the employee’s response during the meeting.
  - 5. A statement regarding recommendations as to action(s) needed or a statement that follow-up action is not necessary.
  - 6. If intervention is required, the recommendation will include a specific period for follow-up monitoring.

General Order 18.1.9

EARLY INTERVENTION SYSTEM

7. A copy of this report will be maintained in the officer's personnel file.
- D. **RECORDS RETENTION:** Original review documentation will be maintained by the Office of the Chief of Police. Copies will be maintained in the officer's personnel file.
- E. **FOLLOW-UP MONITORING:** Performance will be monitored for an established time period to ensure any identified problem has been corrected. Intervention and subsequent performance will be part of the employee's regularly scheduled Performance Evaluation. Other progress reports may be filed as needed, or as established in the Division Commanders recommendation.
  1. **ADDITIONAL INSTANCES DURING MONITORING:** Additional incidents involving criteria under review will be added to the review process being conducted.
  2. **ADDITIONAL INSTANCES AFTER REVIEW COMPLETED:** After a review has been completed, the criteria must be met as established in this directive before another review is initiated. Any variation from this must be approved by the Chief of Police.

**VIII. P.E.I.S. INTERVENTION STRATEGIES:** The primary goal of early intervention systems is to provide a mechanism for a standard review of officers' actions to insure that the officer is acting within the guidelines and policies of the Florence Police Department, and, where identified and justified, provide the resources necessary to change the behavior of individual employees who have been identified as having areas needing improvement. Intervention methods that should be considered are:

- A. Counseling by a supervisor;
- B. Counseling by chain of command;
- C. Remedial training (e.g., counseling regarding personal issues, training in specific law enforcement techniques);
- D. Referral to the City's EAP (Employee Assistance Program); and/or
- E. Other alternatives, as appropriate (i.e., psychological services, stress abatement programs, or specialized training programs).
- F. No action taken.

**IX. REPORTING REQUIREMENTS:**

- A. Performance Evaluations will reflect data on employees identified under this system.

**X. CONFIDENTIALITY**

- A. Review files will be maintained in an officer's personnel file and in the Office of the Chief of Police. All information relevant to a review will be

EARLY INTERVENTION SYSTEM

confidential and documentation will be kept only in these locations.

**XI. ANNUAL SYSTEM EVALUATION:**

The Personnel Early Intervention System will be evaluated annually by the Command Staff. This evaluation will include useful information in determining needs for training and for changes in policies and procedures. It may include information such as feedback on the system and/or information on actions taken with identified employees.

**XII. RETROACTIVE APPLICATION**

There will be no retroactive application of this directive. Monitoring for criteria will begin with the initial effective date of this directive.

**XIII. APPEAL**

Employees who disagree with the results of an P.E.I.S. review may contest the recommendations using the grievance process.