



Lunenburg Police Department

Policy Number: 4.24	Subject: Employee Early Intervention System
Issue Date: 11/28/2021 Revision Date: 10/22/2021; 2/3/2022 Effective Date: 11/28/2021	Massachusetts Police Accreditation Standards Referenced: 35.1.9
Issuing Authority: <i>Chief Thomas L. Gammel</i>	

I. GENERAL CONSIDERATIONS AND GUIDELINES

This department is committed to providing employees with as safe and stress-free a work environment as is possible given the nature of the profession. When controllable or preventable factors adversely affect an employee's performance, the department will endeavor to identify and remedy the sources as quickly as possible as an intervention issue, before those factors manifest themselves into a disciplinary issue.

Often, certain signs which are detectable in an employee's performance indicate a need for remedial training, additional supervision, and referral to the department's Employee Assistance Program (EAP) or other similar non-disciplinary interventions. Failure to provide officers with such assistance could produce unwanted and often unnecessary results.

By identifying criteria that tend to indicate potential problem areas early, it is often possible to save an employee's career. Informal supervision, rather than more formal discipline, is used to correct rather than punish. When supervisors take a more active and concerned role, their relationship with employees is enhanced, and so is the department's performance.

II. POLICY

It is the policy of the Lunenburg Police Department to:

- A. Assist employees to overcome impediments to achieving their personal and professional best;
- B. Help employees to identify and resolve the causes of behavior that result in citizen complaints or are potential sources of liability;
- C. Empower supervisors to work with employees as mentors, coaches, or referral agents to bring about mutually beneficial changes that enable employees to perform to their full potential; and

- D. Avoid the use of the department's formal disciplinary system when positive results can be better achieved without stigmatizing the employee or unreasonably impeding his/her career development.

III. PROCEDURES

A. Data

1. COLLECTION: The Lieutenant shall serve as the Early Intervention System Supervisor (EIS Supervisor) and shall be responsible for collecting information on events deemed appropriate to serve as a basis for the department's Early Intervention System (EIS).
2. DATA SOURCES: Criteria that will be monitored will include the following:
 - a. Citizen complaints;
 - b. Number of prisoners or detainees injured during the course of being taken into custody (as opposed to those prisoners injured prior to police intervention);
 - c. Arrest reports involving complaints filed by arrestees;
 - d. Use of force reports;
 - e. Motor vehicle pursuits;
 - f. Departmental vehicle crash reports;
 - g. Civil Suits;
 - h. Violations of General Orders, Memorandums, Rules and Regulations;
 - i. Family difficulties, including such things as death, divorce, financial difficulties, criminal involvement of family members, etc.; and
 - j. Increasing unexcused absences.

B. Data Review

1. DATA REVIEW [35.1.9(a)]
 - a. The Lieutenant or his designee will prepare periodic reports summarizing the collected data. This will be done on a monthly, quarterly and annual basis.
 - b. The threshold number of reported incidents shall be:
 - i. One (1) in any month;
 - ii. Three (3) in any quarter; and
 - iii. Five (5) in any year.
 - c. Copies of the reports will be provided to the Chief, command staff and patrol supervisors.
2. BEHAVIOR AND CONDUCT REPORTING [35.1.9(b)]: Whenever an employee is the subject of the threshold number of reported incidents in a given period, protocols required by the department's Early Intervention System will be employed.

NOTE: This will not preclude a referral whenever the supervisor or chief deems it appropriate based on serious incidents involving an officer or his/her immediate family, or based on observations by or reports from other department members.

C. Agency Response [35.1.9(d)]

1. SUPERVISOR'S RESPONSIBILITIES

- a. Upon receipt of a report identifying an employee as meeting the threshold number of incidents in a given reporting period, the employee's supervisor will do the following:
 - i. Review other department documents, incident reports or court documents, if needed, to gain a better understanding of the various incidents covered by the EIS report;
 - ii. Meet with the employees to discuss the contents of the report;
 - iii. Explain to the employee that this is not a disciplinary process;
 - iv. Encourage the employee to discuss the situation openly;
 - v. Refer the employee to the Lieutenant and/or Chief of Police. [35.1.9(f)]
 - vi. Explore the need for professional referral to help identify and deal with any underlying difficulties that may have contributed to the incidents;
 - vii. Offer to assist with additional training if required;
 - viii. Schedule additional meetings if needed to monitor progress or help identify or resolve issues;
 - ix. Complete the appropriate EIS documentation of the meeting(s), listing agreed-upon or recommended action, and specify a reasonable timetable for monitoring to verify progress and/or resolution; and
 - x. Provide the employee with a copy of the EIS documentation and afford the employee the opportunity to add comments before submitting it to the EIS supervisor.
- b. The department will provide training for supervisors in how to carry out their responsibilities under the EIS.

2. LIEUTENANT RESPONSIBILITIES

- a. Copies of each report prepared by a supervisor will be forwarded through the chain of command. Each person in the chain of command will acknowledge receipt and, as appropriate, add comments.
- b. Should a reviewing superior have any disagreement with the action or recommendation of an employee's immediate supervisor, this will be discussed with such supervisor promptly and resolved before forwarding the report to a higher level.
- c. The EIS supervisor will provide the Chief with copies of all completed reports.

3. REMEDIAL ACTION [35.1.9(e)]

- a. The EIS supervisor will assure that remedial or referral plans contained in a supervisor's report are implemented.
- b. When this is not the case, a notation shall be made and the situation evaluated for additional action as may be necessary.

D. Disposition of Records

1. Documentation from EIS shall be considered part of the employee's personnel file.
2. When the employee's conduct that served as the basis for the EIS action does not reoccur for one year, that conduct will not be used as the basis for departmental discipline or admissible in a disciplinary hearing.

E. Program Evaluation

1. ANNUAL REVIEW [35.1.9(c)]

- a. The Chief will arrange for periodic review of EIS reports by all appropriate command level employees. A recommended plan for helping employees avoid incidents reflected in such EIS reports will be prepared.
- b. Where indicated, changes will be made to the department's training program. This may involve notifying outside agencies, including the Municipal Police Training Committee, of possible deficiencies or areas needing additional emphasis.
- c. Should the EIS reports point to a need for additional human resources services, the Chief will attempt to secure the same. This may include such services as substance abuse programs, family therapy services or stress counseling.
- d. The Chief should involve the union(s) in evaluating the Early Intervention System annual report. A summary of recommended changes, excluding employees' names, should be provided to each union.