



Sheridan Police Department  
Policies and Procedures  
9.4  
Chapter 9 – Department Oversight  
Section 4 – Early Program Intervention

Date: January 1, 2013  
Reviewed: 11/03/2020, 11/08/2021

Signature:

The Early Intervention Program (EIP) is a resource for supervisory personnel to identify employees who show symptoms of job stress or performance problems at early stages of the problem. The intent of the EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. Each individual incident is reviewed at the time of occurrence by a supervisor and the chain of command. These incidents may appear acceptable by themselves, but a pattern of less than optimal job performance may be developing that is more difficult to identify. Tracking indicators detailed in this program will allow supervisors to examine the totality of each individual's actions and make a more accurate assessment of the employee's well-being.

#### 9.4.1 General

- A. The Early Intervention Program (EIP) is designed as a resource to assist supervisory personnel in evaluating and guiding employees to perform at their best. The EIP is designed to identify possible job stress and/or performance problems and help resolve those problems.
- B. No disciplinary action should be imposed as a result of a review under the EIP criteria. Any disciplinary action should have been previously imposed at the time of the original incident.
- C. Guardian Tracking is the department EIP system and is available for all supervisors and employees to use and review.

#### 9.4.2 Criteria

- A. The EIP will be a continuous process with monthly, six month and twelve month thresholds. To identify possible candidates for the EIP, the following criteria have been established:
  - 1. On-duty injury;
  - 2. Vehicle accident (regardless of fault)/ Property loss or damage;
  - 3. Safety violation;
  - 4. Citizen complaint;
  - 5. Use of force – Includes chemical, electronic, impact or physical strikes, canine bites, firearms, and other weapons;
  - 6. Resisting arrest incident;
  - 7. Injury to arrestee;
  - 8. Vehicle pursuit;
  - 9. Sick leave resulting in internal review;
  - 10. Off-duty incidents affecting work performance.
  - 11. Attendance/Absenteeism

12. General Performance (Negative)
13. Initiative (Negative)
14. Insubordination
15. Grooming/Dress
16. Report Completion/Issues
17. Rudeness/Attitude
18. Tardiness
19. Investigations (Negative)

B. Reaching the following thresholds shall trigger a review:

1. Three or more occurrences in any combination of categories in a 30 day period;
2. Five or more occurrences in any combination of categories in a six month period;
3. Eight or more occurrences in any combination of categories in a 12 month period;
4. Reaching the number of occurrences in a single category in any period as identified in the chart shall require a review:

	Events in Single Category		
	30 Day	6 Month	12 Month
On-Duty Injury	2	3	4
Vehicle Accident (regardless of fault )/ Property Loss or Damage	2	2	3
Safety Violation	2	2	2
Citizen Complaint	2	2	4
Use of Force – Includes chemical, electronic, impact or physical strikes, canine bites, firearms, and other weapons	2	3	5
Resisting Arrest Incident	2	3	5
Injury to Arrestee	2	2	4
Vehicle Pursuit	2	2	3
Sick leave resulting in internal review	2	2	2
Off-duty incidents triggering an internal review or affecting work performance	2	2	2
Attendance/Absenteeism	2	2	4
General Performance (Negative)	2	2	4

Initiative (Negative)	2	2	4
Insubordination	2	2	2
Grooming/Dress	2	2	4
Report Completion/Issues	2	2	2
Rudeness/Attitude	2	2	4
Tardiness	2	2	4
Investigations (Negative Performance)	2	2	4

5. Single incidents countable in more than one category (using force in a resisting arrest case) shall only be counted in one category.

#### **9.4.3 Early Intervention Program Files**

- A. Each supervisor will maintain a personnel management file on each employee assigned to his or her command.
- B. This file will be the repository for a spreadsheet documenting employee incidents that meet the criteria for EIP consideration and documentation of those incidents when the threshold is met. This shall be the same file used for employee performance evaluations. No medical or Workman's Compensation information should be stored in the EIP file.
- C. It is the duty of supervisors to monitor the performance and behavior of personnel under their command on a daily basis. Supervisors shall track on a regular basis (at least monthly) their employee's involvement in EIP criteria.
- D. Whenever a threshold is met, the supervisor shall gather and review information. The review and analysis should include facts and documentation on each incident qualifying the employee for the EIP. The analysis of the facts should include consideration of the totality of circumstances surrounding each incident.
- E. The employee's immediate supervisor shall meet with the employee and have a preliminary discussion on the activation of the system. The employee will be asked for his or her insight into the incidents.
- F. The employee's supervisor shall notify the bureau commander and meet to develop a course of action to assist the employee if needed.

#### **9.4.4 EIP Reports**

- A. The supervisor shall prepare a report of the analysis including:
  1. A brief summary of the facts and dispositions of each incident that qualified the employee for the EIP;
  2. Determination if there are similarities between incidents;
  3. Determination if a trend or pattern of behavior is indicated;

4. The findings and conclusions based on the supervisor's analysis, as well as any recommended assistance. Suggested assistance may include, but is not limited to:
  - a. No further action. Often the circumstances that activated the EIP are merely part of a competent officer performing his or her job duties in a conscientious manner. If the assessment indicates that no problem or pattern of behavior exists then no further action is required;
  - b. Need for training or peer assistance;
  - c. Additional supervision;
  - d. Supervisory counseling;
  - e. Referral to the Employee Assistance Program;
  - f. Documentation of an approved performance improvement plan. This plan will be designed to further identify and correct any identified performance concerns;
  - g. Disciplinary action is only permitted in the event that new violations are revealed during the EIP review.
- B. The EIP report, with the recommended assistance, will be completed by the officer's supervisor and presented to the involved bureau commander. The bureau commander will review the recommendation and provide any necessary insight and/or recommendation(s). The bureau commander will make the final decision on any recommended action as a result of an EIP report.
- C. EIP cases can be closed when behaviors, issues or problems that caused the case to be opened are resolved or corrected.
- D. The original EIP report will be maintained in the office of the chief of police and a copy placed in the employee's personnel management file.
- E. EIP investigations shall be tracked with internal investigations and citizen complaints.
- F. The supervisor will document implementation of recommendations in the EIP file and forward a copy to the bureau commander.
- G. EIP reviews shall be kept confidential and shall not be discussed with other employees unless it is necessary for completion of the review.
- H. EIP reports older than two years will be purged from all files.