

EVESHAM POLICE DEPARTMENT MANUAL

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The Written Directives developed by the Evesham Township Police Department are for internal use only, and do not enlarge an officer's civil or criminal liability in any way. They should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of Written Directives can only be the basis of a complaint by this Department, and then only in an administrative disciplinary setting.	

PURPOSE: To provide guidelines for establishing an Early Intervention System to identify employees who may require proactive intervention efforts.

POLICY: It is the policy of the Evesham Township Police Department to provide early intervention to employees who meet established criteria. The Evesham Township Police Department has a responsibility to its employees and the community to identify and assist employees who show symptoms of job stress or personal problems. Such symptoms may be exhibited in on-the-job performance behaviors that results in complaints from citizens or may be indicated in the frequency of use-of-force incidents. The Evesham Township Police Department has existing programs available to assist employees, including- Cop-2-Cop Assistance Program, and other counseling, which are available to employees on a voluntary and policy-mandated basis. In order to enhance these services, the Department has implemented the Early Intervention Program (EIP).

It is the policy of the Department to provide for the protection and confidentiality of the Early Intervention Program records maintained by the Department that are Personnel Records.

DISCUSSION:

An Early Intervention Program (EIP) is an essential component in a well-managed law enforcement agency. The early identification of potential problems and a menu of remedial actions can increase accountability and offer employees a better opportunity to meet the agency's values and mission statement. Any time the Early Intervention Program is activated pursuant to this general order, the totality of the circumstances surrounding each incident and/or complaint shall be considered separately, drawing on general knowledge of human behavior, agency policies and procedures, and wisdom gained from years of law enforcement experience. The process should include recognition that there are circumstances when use of force is necessary and proper, and that there are occasions when false accusations may be made against employees by citizens. The intent of this system is to provide non-disciplinary intervention, whenever possible, to assist our employees in their professional development in order to provide the highest level of service and satisfaction to the public. Early Intervention Program will not be used for disciplinary purposes. The activation of the EIP does not necessarily indicate a problem with the involved employee, nor is it intended to be punitive, but may merely suggest a pattern exists that bears investigation or monitoring.

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DEFINITIONS:

- A. EIP/SYSTEM DEFINED: Early Intervention Program
- B. INDICATOR DEFINED: Factors tracked in EIP are given a numerical value to allow for compilation of scoring. This total point score will be the basis for comparison of employee within their peer group. Numerical values begin accumulating from the date of the first indicator entry; time is calculated on a rolling basis.
- C. ASSOCIATED FACTORS DEFINED: Once an employee has surpassed indicator thresholds, all items listed under associated factors will be reviewed in order to provide a comprehensive review of the employee in question.
- D. THRESHOLD DEFINED: Aggregate values(s) of indicators that would trigger EIP review.
- E. INTERVENTION DEFINED: A proactive management tool intended to improve the efficiency of individual employees and the department as a whole.
- F. COUNSELING DEFINED: For the purposes of this order, personnel counseling is defined as a process in which a command or supervisory officer meets with an employee in a non-punitive setting to discuss the employee's performance. Counseling sessions employ techniques designed to reinforce good performance, improve poor performance, and when appropriate, correct behaviors that precipitate or contribute to EIP Indicator Entries. The counseling defined in this order is intended to be a positive tool to assist employees in reaching a higher level of effectiveness.
- G. TRAINING DEFINED: Training is a non-punitive tool used to make employees more efficient by providing instruction. Training can be in-house or outside training, specific to the needs of the employee and the department.
- H. PERFORMANCE IMPROVEMENT PLAN DEFINED: a written performance improvement plan, agreed upon by the employee, the reviewing supervisor and the employee's bureau commander, designed to reduce or eliminate identified behaviors that contribute to EIP Indicator entries. A performance improvement plan must describe the behaviors to be addressed, actions designed to change those behaviors, measures to enable both the employee and supervisor to gauge progress and a time line for reaching the objective of changing, moderating, or eliminating the behavior(s). The plan, once agreed to by employee and bureau commander, shall be placed in the employee's PIP File. Once the time period of the plan has expired, the bureau commander shall write a memorandum to the Internal Affairs Bureau Commander describing the outcome of the plan and recommending further action, if warranted. Completed performance improvement plans shall be retained in the employee's PIP folder for four years after completion.
- I. POST INTERVENTION MONITORING: Follow-up to determine the behavioral patterns. Also, to reassess additional intervention needs to further assist an employee's success.
- J. DISCIPLINE DEFINED: Punishment intended to correct inappropriate behavior. For purposes of the EIP, cases will be forwarded for discipline only when intervention has been ineffective or when the employee refuses to cooperate in the intervention process.

PROCEDURE:

- I. Early Intervention Program**

- A. The EIP Program is a non-disciplinary system that is designed to improve the performance of the Department and its employees through coaching, training and types of professional development as described in this directive.
- B. The department shall utilize the Administrative Investigation Management software program developed by On-Target Performance Systems Inc. to track the Early Intervention Program and satisfy the reporting requirements listed in this directive.

II. Early Intervention Program Tracking

- A. The EIP shall identify and track the following indicators:
 1. Use of force reports
 2. Officer involved firearm discharges (Other than animal destruction)
 3. Citizen Complaints
 4. Supervisory Referrals
 5. On Duty Accidents
 6. Vehicle Pursuits
 7. Scheduled Sick Time
 8. Unscheduled Sick Time
 9. Search / Frisk Reports
 10. Proactive Enforcement Deficiencies

Citizen or supervisory complaints that are determined to be "proper conduct" or "unfounded" shall be not counted as indicators.

Proactive enforcement deficiencies are cumulated on a monthly basis. One or more deficiency in a given month shall be classified as one entry event. Each deficiency will be detailed in the notes section of the entry as an extenuating circumstance or unexcused. The presence of any unexcused deficiencies for a month will qualify as one indicator.

III. Criteria

- A. To identify possible candidates for the EIP, the following criteria have been established:

FOUR MONTH REPORTING CRITERIA

1. The Internal Affairs Bureau Commander will generate a monthly Early Intervention Program report. The reports will contain the names of the employees who meet ONE or more of the following criteria during the preceding four month period and required an intervention:
 - Received two or more supervisory referrals.
 - Involved in five or more search / frisk reports.
 - Involved in three or more use of force incidents.
 - Utilized two or more non-consecutive scheduled sick days.
 - Utilized two or more unscheduled sick days.
 - Involved in two or more motor vehicle pursuits.
 - Received two or more citizen complaints.
 - Received two or more proactive enforcement deficiencies.

ANNUAL REPORTING CRITERIA

1. The yearly report will also contain the names of the employees who meet ONE or more of the following criteria during the preceding twelve-month period and required an intervention:
 - Received four or more citizen complaints.
 - Received five or more supervisory referrals.
 - Discharged firearm one or more times (Other than for animal destruction)
 - Involved in two or more on-duty traffic accidents.
 - Any combination of five listed criteria in one year.

Table #1 – Selection Criteria

Type: Occurrences: Timeframe

- Supervisory Referrals: 2 Times: 120 Days
- Search / Frisk Reports: 5 Times: 120 Days
- Use-of-Force: 3 Times: 120 Days
- Scheduled Sick Time: 2 Times: 3 Months
- Unscheduled Sick Time: 2 Times: 3 Months
- Motor Vehicle Pursuits: 2 Times: 120 Days
- Citizen Complaints: 2 Times: 120 Days
- On-Duty Motor Vehicle Accidents: 2 Times: 1 Year
- Firearm Discharges: 1 Times: 1 Year
- Citizen Complaints: 4 Times: 1 Year
- Supervisory Referrals: 5 Times: 1 Year
- Proactive Enforcement Deficiency: 2 Times : 3 Months

Note: If an employee is involved in a single accident, generating multiple selection criteria, only one criterion will be counted towards Early Intervention. (Example: An employee is involved in an incident which generates a use of force and an internal affairs investigation. The incident will be counted towards either the use of force annual and quarterly total or the formal investigation annual and quarterly total, not both.)

IV. Office of Professional Standards Responsibilities

- A. The Internal Affairs Bureau Commander will coordinate the Early Intervention Program. The reports will be generated on a monthly and annual basis. The Internal Affairs Bureau Commander will have the responsibility to ensure that each affected bureau receives a copy of each EIP candidates' EIP file.
- B. The Internal Affairs Bureau Commander will identify employees who meet the enumerated criteria as set forth in this procedure and match those names with the documentation:
 1. Supervisory referrals
 2. Use of Force Reports
 3. Firearm Discharge Reports
 4. Internal Affairs Investigations
 5. Motor Vehicle Crash Investigative Reports
 6. Motor Vehicle Pursuit Forms
 7. Search/Frisk Reports
 8. Proactive Enforcement Deficiencies
 9. Previous qualification for EIP including which month and year.

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- C. The Internal Affairs Bureau Commander will notify each affected bureau commander of the employees who meet the criteria for EIP. The Internal Affairs Bureau Commander will then submit to each bureau commander all related reports for EIP on those employees.
- D. Each bureau commander will refer to the EIP file and make a timely and accurate summary of the actions of the particular employee and recommendations for intervention, if necessary. The bureau commander's report will be submitted to the Chief of Police for final approval and then routed to the Internal Affairs Bureau Commander. Each monthly request for summaries made by the Internal Affairs Bureau Commander will have a thirty-day due date.
- E. The Internal Affairs Bureau Commander will maintain an EIP file on every employee selected for Early Intervention. This file will be the repository for documented incidents that meet the criteria for EIP considerations.
 1. The file will include completed Intervention Reports along with any applicable reports pertinent to the incidents (e.g. Use of Force, Pursuit, Special Reports).
 2. The EIP Files will be maintained by the Internal Affairs Commander and will be retained for four years.
 3. The files will be secured in a separate and secure filing cabinet in the Internal Affairs Commander's office.
 4. EIP files are considered confidential. Access to an EIP file is on a need-to-know basis granted only upon approval by the Chief of Police or his designee.

Note: All Internal Affairs investigations will be kept in a separate and secure filing cabinet as outlined in V1C13, governing Internal Affairs.

V. Supervisory Responsibility

- A. Supervisors are crucial to a successful Early Intervention Program. They work with the individual employees on a day-to-day basis and may be the first to observe and document possible problems with job performance or job or personal-related stress.
 1. Such problems may be exhibited through excessive use of sick time, tardiness, use of unnecessary force, poor safety techniques, over aggressiveness, improper demeanor towards citizens, or equipment abuse. Although no particular set of criteria can determine job stress and/or performance problems, it is important that certain criteria be routinely reviewed as indicators of behavior patterns.
 2. Supervisors are required to report and refer incidents and events that meet the above criteria, along with any other problematic behavior observed, to their bureau commander and the Internal Affairs Bureau Commander for documentation in the EIP.
- B. Step One- Bureau Commander's Review of Employee's EIP file:
 1. Facts and documentation on each use-of-force incident, firearm discharge, citizen complaint, pursuit, on-duty accident, search/frisk report, pedestrian stop and supervisory referral should be reviewed, including:
 - Police Incident Reports.
 - Criminal Complaints.
 - Witness Statements.
 - Discussions with other officers involved in the incident.
 - Determine what, if anything, could have been done differently to prevent the complaint.
 - Decide if there are any similarities between incidents.
 - Find out if other possible indicators of stress are present such as an unusual amount of sick leave, tardiness, marital problems, etc.
 - Determine if a trend or pattern of behavior is indicated.

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- The process of analysis should include recognition that there are circumstances when use of force is necessary and proper and that false accusations are sometimes made against officers.
 - 2. The analysis of the facts should include consideration of the totality of the circumstances surrounding each incident and/or complaint, drawing on knowledge of human behavior, Department policies and rules and regulations, and wisdom gained from years of law enforcement experience. Unit assignment/function and geographic area of responsibility should be taken into consideration.
- C. Step two- Bureau Commander's Intervention and Counseling:
1. Bureau commanders are the "early" in the early intervention. It is necessary that there be two-way communication between the employee and the bureau commander in order to address potentially problematic behavior early and/or recognize outstanding performance.
 2. When informed of an employee meeting EIP criteria, the bureau commander shall review the documentation provided by the Internal Affairs Bureau Commander. If the review of the documentation and related reports reveals the need for an intervention, the bureau commander shall then schedule a counseling meeting with the employee as soon as possible. Bureau commanders should be prepared to make recommendations to the employee and include referral information when appropriate. The bureau commander should schedule the counseling meeting with the employee and review the documentation provided with the employee and discuss any problem areas or performance issues. The Internal Affairs Bureau Commander will be available for consultation with the bureau commander as needed.
 3. If a review of the documentation and related reports by the bureau commander yields no issues or concerns requiring an intervention, a counseling meeting with the employee is not necessary. The bureau commander will detail the findings in the Intervention Report in the EIP software program.
 4. At the conclusion of the counseling meeting, the bureau commander shall prepare a brief note outlining a summary of the outcome. This note will be used to prepare the Intervention Report.
 - Note: When dealing with employees who were selected for EI as a result of open, formal internal investigations, bureau commanders must balance the issues of Garrity and intervention when discussing EI issues with the employee. Bureau commanders are directed not to discuss the specifics of the open, Internal Affairs Investigations. Instead, the well-being of the employee should be discussed, including any general observations or indicators.
 - The bureau commander should inform the officer that the details of the Internal Affairs case(s) will not be discussed and that the nature of the informal meeting is to offer any advice or information about intervention issues.
- D. Step Three- Chief of Police Meeting:
1. Following the bureau commander's meeting with the employee, the bureau commander will schedule a meeting with the Chief of Police to discuss the outcome of the counseling, the findings concerning each incident, and any recommendations for additional intervention. A consensus will be reached concerning what, if any, intervention steps should be taken.
- E. Step Four- Bureau Commander's Intervention Report:
1. The bureau commander will complete a Performance Improvement Plan (PIP) (Attachment A), detailing his/her findings concerning the employee's EI file, the employee's response, and his/her recommendations. Recommendations may include the following:

- Assessment that no problem or pattern of behavior exists. (Complete "none" section outlining why no problem exists.)
 - Dispositions may include a need for remediation or training.
 - The employee may need refresher training in human relations' skills, defensive tactics, cultural diversity, driving skills, certain department policies and procedures etc...
 - Referral to the Cop-2-Cop or other assistance program offered by Human Resources. The employee may need personal or family counseling, financial and money management counseling, drug or alcohol counseling/treatment.
 - Attend stress awareness course. Consideration should be given to physical fitness testing, weight management counseling, and enrollment in a physical exercise program.
 - Restriction on secondary employment and/or restrictions on department authorized extra-duty employment.
 - Fitness for duty evaluation, if authorized by the Chief of Police.
2. If a performance improvement is required, the bureau commander performing the intervention shall be prepared for review by the Chief of Police. This report shall be completed before the next tour of duty.
 3. The written performance improvement plan, shall be agreed upon by the employee, the reviewing bureau commander and the Chief of Police, designed to reduce or eliminate identified behaviors that contribute to EIP Indicator entries. The performance improvement plan must describe the behaviors to be addressed, actions designed to change those behaviors, measures to enable both the employee and supervisor to gauge progress and a time line for reaching the objective of changing, moderating or eliminating the behavior(s). The plan, once agreed to by member and bureau commander, shall be placed in the member's PIP File.
- F. Step Five- Follow-up:
1. The Internal Affairs Bureau Commander will initiate follow-up notices, once the time period of the plan has expired, requesting the bureau commander to write a memorandum to the Chief of Police describing the outcome of the plan, whether the intervention was effective, and recommending further action, if warranted. Early intervention cases where the bureau commander found that no problem or pattern of behavior could be discerned will not require follow-up.

VI. Behavior Factors

- A. When conducting a performance review or a counseling session, the following behavior factors should be among the items to be considered:
1. Is there a behavior pattern that may be causing these EIP indicator entries, whether or not the EIP indicator entries have been investigated or sustained.
 2. How does the EIP indicator history of the employee compare with other employees in similar assignments.
 3. Can EIP indicator entries be reduced by simply informing the member of Department policies and procedures.
 4. Can better interpersonal skills be developed?
 5. Can training correct the problem?
 6. Are the details of the EIP indicator entries and allegations so different as to suggest that there is no improper behavior pattern?
 7. Is there any other relevant information about the employee or circumstances that contributes to the number of EIS indicator entries?
 8. Is there a common thread of conduct in separate EIP indicator entries that may be contributing to the frequency of EIP indicator entries?

9. In addition to the other options provided in this directive, supervisors may make referrals to the Employee Assistance Program or other intervention programs available to Department employees.

VII. Chain of Command Responsibilities

- A. The report with the recommendations will be completed by the employee's bureau commander within thirty days and forwarded back to the Internal Affairs Bureau Commander. The Chief of Police will review the bureau commander's report and may amend the recommendation by attaching an addendum. If members of an employee's chain of command vary in their recommendations, the Chief of Police will take into consideration the varying views and may conduct a recommendations meeting. The Chief of Police will determine the final recommendations. The original reports will be maintained by the Internal Affairs Bureau Commander as outlined in section III (E.) of this written directive.
- B. The employee should be fully informed of the recommendations made by his/her chain of command.
- C. A copy of the report will be retained in the employee's EIP file for four years.
- D. The Internal Affairs Bureau Commander will review all Early Intervention files to determine if a training need exists within a specific area of the agency or Department-wide. Additionally, the Internal Affairs Bureau Commander shall review all Early Intervention recommendations to ensure that all recommendations for training are available, appropriate, and consistent.

VIII. Implementation of Recommendations

- A. Participation by departmental employees in counseling and/or training may be voluntary or mandatory.
- B. The Internal Affairs Bureau Commander will make a determination as to whether the referral will be mandatory or suggested.
- C. Mandatory attendance shall be considered on-duty time, and the employee's schedule will be adjusted accordingly.
- D. Training and counseling as a result of this program are not considered punitive or to be disciplinary action.

IX. Monitoring

- A. Supervisors and the employee's bureau commander will monitor the performance of employees for a minimum of one year following intervention.

X. Public Records

- A. Records concerning the Early Intervention Program are generally considered public record and will be released in accordance with current New Jersey laws. Confidential or exempt information within an EIP file will maintain its protected status.

XI. Evaluation

- A. An audit of the EIP will be performed by the Administrative Division Commander every six months to verify accuracy of data. The Administrative Division Commander will forward a report of the findings to the Chief of Police.

- B. The Early Intervention Program will be evaluated annually by the Internal Affairs Bureau Commander for effectiveness and appropriate changes in the policy and the program will be made. The report will be forwarded to the Chief of Police.