

651.1 EARLY INTERVENTION PROGRAM (EIP)

- I. **PURPOSE:** The Tampa Police Department has a responsibility to its employees and the community to maintain a comprehensive early intervention program. The early identification of employees who are engaging in a pattern or practice of problematic behavior or are experiencing underlying issues that are affecting their job performance is imperative. Providing a method for identifying performance deficiencies, taking corrective actions, and making appropriate referrals increases the department's accountability and offers the employee a better opportunity to meet the department's values and missions statements.

Although no specific and universal set of criteria can determine job stress and/or job performance problems, it is important that certain types of performance indicators be reviewed. Nationally, it is recognized that law enforcement early intervention programs should include, but not be limited to, a review of Professional Standards investigations, citizen complaints, and use-of-force incidents among others. Incidents, which are identified, may appear to be acceptable by themselves, however, a pattern of less than optimal job performance may be developing that is more difficult to identify by looking at one incident alone. Several indicators detailed in this program will allow supervisors to examine the totality of each individual's actions, to make a more accurate assessment of each incident and to take corrective actions before the behavior becomes career-damaging by moving into the traditional disciplinary system.

The Tampa Police Department Early Intervention Program (EIP) has been established to provide a systematic review of performance indicators. This data will be disseminated to the appropriate supervisor who will review each incident, individually and collectively, meet with the identified employee, and submit a summary of their findings through their chain of command to the Professional Standards Bureau.

The results from this program will better serve the interests of the employee, the department, and the community.

- II. **DISCUSSION:** The EIP will be based on a set of performance indicators within a "real time" 90-day interval. As an employee reaches a certain threshold of any of the performance indicators, an alert is made to the program facilitator on that employee. The program is designed to be used as a resource to assist supervisory personnel in evaluating and guiding employees to perform at their best level.
- III. **CRITERIA:** To identify possible candidates for the EIP, the following criteria have been established:
- A. **Performance Indicators:** These indicators and the threshold area are described as follows:
1. **Formal Professional Standards Cases:** Received two or more formal PSB complaints.

2. Response to Resistance: Involved in four or more use-of-force incidents in which the level of force used to gain compliance was “E” (physical blows struck by hands or feet) or above, as indicated in the Response to Resistance report generated in RMS or on paper.
3. Service Related Inquiry: Received three or more Service Related Inquiries from PSB or any other division.
4. Division Discipline: Received three or more documented disciplinary actions initiated at the division level.
5. Failure to Appear: Received three or more complaints for failing to appear at any court hearing.
6. Extra Duty Employment: Received three or more complaints concerning any aspect of any Extra Duty Assignment, including, but not limited to, unexcused absences (no-shows), worked excessive hours, or inattentiveness to duty.
7. Investigative Aggregate: Any combination of three of the following performance indicators:
 - a. Formal Professional Standards Cases;
 - b. Service Related Inquiries;
 - c. Division Discipline;
 - d. Failure to Appear; or
 - e. Extra Duty Employment.

B. It should be emphasized that the dispositions of the particular incidents are **not** the issue in this program. Every indicator follows a unique and often unpredictable timetable. The program is based on early detection of possible patterns or practices by the employee; therefore, it is the preset thresholds that are emphasized.

IV. PROCEDURE: The EIP will be facilitated by the Professional Standards Bureau.

- A. The facilitator will conduct a query utilizing the PSB database.
- B. A query of the database will occur on a weekly basis. It will be conducted in the Early Intervention component of the PSB database.

1. All enumerated performance indicators will be used in this query to include:
 - a. Formal PSB cases;
 - b. Required by Policy cases;
 - c. Response to Resistance Incidents (at the alpha value of “E” or higher);
 - d. Service Related Inquiries;
 - e. Division Discipline;
 - f. Failure to Appear;
 - g. Extra Duty Employment; and
 - h. Previous EIP Packages of the affected employee.
2. A notification letter will be routed to the appropriate division commander for distribution to the immediate supervisor.
3. The immediate supervisor shall analyze the incidents that have been identified and shall meet with the employee for the purpose of discussing the reasons for the qualification for the review.
4. A Command Review in the form of a Report Summary shall be initiated and authored by the immediate supervisor.
5. An annual evaluation of the system will be included in the annual report submitted by the Professional Standards Bureau.

V. COMMAND REVIEW AND ANALYSIS: The employee’s immediate supervisor and chain of command should be involved in the analysis of any employee identified as qualifying for EIP. This program mandates that the qualifying employee and his immediate supervisor have a personal meeting to discuss their involvement in the program.

- A. Facts and documentation on each identified indicator should be reviewed, such as, but not limited to:
 1. Police reports;
 2. Administrative letters;

3. Professional Standards cases (if complete);
 4. Division Discipline forms; and
 5. Service Related Inquiries – supervisor copy (yellow form) and accompanying documentation.
- B. The analysis of the facts should include consideration of the totality of the circumstances surrounding each incident, drawing on knowledge of human behavior, department policies and procedures, and wisdom gained from law enforcement experience.
1. Determine what, if anything, could have been done differently to prevent the complaint;
 2. The process of analysis should include a recognition that there are circumstances when response to resistance is necessary and proper, and that there are occasions when false or misleading accusations may be made against officers by citizens;
 3. Decide if there are any similarities between incidents;
 4. Determine if other possible indicators of stress are present such as an unusual amount of sick leave, tardiness, marital problems, etc.;
 5. Determine if a trend or pattern of behavior is indicated; and
 6. Make appropriate and accurate referrals.
- C. Supervisors will initiate a mandatory informal meeting with the employee and discuss the incidents that gave rise to being identified in the EIP. Further, supervisors will make every effort to determine, during this meeting, if there are other factors affecting the employee's job performance.

If the indicators stem from an open and active Professional Standards investigation, the supervisor will not discuss the facts of the case, as that is a violation of policy and is a violation of the employee's rights. In those specific cases, the supervisor will make an effort to determine if the employee is in need of a referral and will make every effort to determine if there are other factors affecting the employee's job performance.

- VI. REPORT COMPOSITION: The summaries of each supervisor's finding with respect to candidates identified as qualifying for EIP will be uniform. A report summary will be drafted for each employee who qualifies under the EIP.

- A. Report Summary: The report of the analysis will include a brief summary of the facts of each incident and/or complaint, the findings and conclusions based on the supervisor's analysis, and a recommended disposition. The Report Summary will contain the following information:
1. Employee's name and payroll number;
 2. The type of indicators that the employee met to qualify for EIP;
 3. A brief summary of each incident;
 4. A brief summation of the meeting between the supervisor and the affected employee, to include, if applicable:
 - a. Any referrals;
 - b. Goals and objectives; or
 - c. Suggestions and comments about the meeting.
- B. Dispositions: After reviewing documentation, taking into account the totality of circumstances and meeting with the employee, the supervisor will recommend a disposition concerning the intervention performed.
1. Dispositions include:
 - a. No further action needed or required;
 - b. Referral, based on the circumstances, to an appropriate entity; or
 - c. In cases in which the EIP activation stems from an open/active Internal Affairs case, **NO** disposition will be rendered as to the facts of the PSB investigation. The disposition will instead make a determination if there is a pattern of behavior, if the employee is in need of some type of services, or if a referral is needed.
- C. Referrals: If it is determined a referral is required, the supervisor has several referral options to consider. The participation of the Training Unit members is a viable and constructive way to ensure the employee is performing their duties within departmental guidelines. Additionally, the use of EAP services should also be considered. Under EIP, referral to training and remediation may be mandatory, whereas recommendations to attend psychological counseling or spiritual services are voluntary.
1. Remediation or training:

- a. The employee may need refresher training in human relations skills, defensive tactics, cultural diversity, driving, certain department policies and procedures, etc. Training will specifically fit the needs of the employee.
 - b. If formal training is recommended, the supervisor will contact the sergeant in the Training Bureau and will coordinate placement of the employee in an appropriate training class or assist with the development of a custom tailored curriculum. Every effort will be made to specifically fit the training to the employee's needs. The training will be scheduled and accomplished as soon as possible after the supervisor's meeting with the employee. A brief synopsis of the training will be documented and will be included with the EIP package.
2. Recommendation to attend a psychological service program for counseling or assistance. The officer may need personal or family counseling, financial and money management counseling, and/or drug or alcohol assistance.
 3. Recommendation to attend stress awareness courses. Consideration should be given to physical fitness testing, weight management counseling, and enrollment in a physical exercise program.
 4. Transfer to another assignment.

D. Final Review: The report, with the recommended disposition will be completed by the affected division within thirty days and forwarded back to PSB. The PSB captain will then review the summaries and provide a copy to the chief of police, and the appropriate assistant chief of police. The original reports will be maintained at PSB, length of retention will be in accordance with current retention schedules.

In the event that the chief of police does not concur as to the dispositions and/or recommendations, the chief of police will notify the affected assistant chief, as well as the captain of PSB, and address the specific concern in the findings. The chief of police will determine the final disposition.

1. The employee should be fully informed of the findings and disposition.
2. A copy of the report may be retained in the employee's pending file at the supervisor's discretion.

VII. IMPLEMENTATION OF RECOMMENDATIONS:

- A. The department management will determine if participation by employees in counseling and/or training is mandatory or voluntary for the employees.
 - 1. The division commander will make a determination as to whether the referral will be mandatory or suggested.
 - 2. In the event the division commander determines that attendance for the referral is mandatory, attendance shall be considered on-duty time and the officer's schedule will be adjusted accordingly.
- B. Transfers, training, and counseling, as a result of this program are not considered punitive or a disciplinary action.

Supersedes SOP 651.1, dated 4/15.