

BARTLETT POLICE DEPARTMENT



Subject: Early Intervention System

Administrative Order 133

Issued: January 25, 2011

Rescinds: N/A

Effective Date: January 25, 2011

Termination Date: N/A

**Reference CALEA Standards:
35.1.9**

Amended Date: October 23, 2020

**Related Directives:
AO103, AO109, AO131, OO202,
SO615, PO416**

PURPOSE: This order establishes policy and procedures on the timely evaluation of Department members utilizing an early identification of incidents, in order to identify members who may require Department intervention efforts.

POLICY: It is the policy of the Bartlett Police Department to demonstrate a positive approach to identifying and assisting members whose performance indicates a possibility of job stress or other adverse job-related problems. The Early Intervention System shall not be used for disciplinary purposes.

I. Definitions

- A. **Early Intervention Review**—A predetermined number of Department member Performance File entries within a set time period that will generate a “flag,” requiring a supervisor to review the member’s record for appropriate action.
- B. **Guardian Tracking**—Computer software designed to enhance the supervisor’s ability to manage and document Department member performance. Information maintained by the software will assist with various organizational processes, such as performance appraisals, promotions, early intervention, identification of training needs, member recognition, awards, and discipline.
- C. **Performance File**—Documentation placed in a member’s Guardian Tracking file.

II. Early Intervention System

- A. The Department shall maintain, as an ongoing process, an Early Intervention System to provide systematic reviews of job performance patterns involving Department members. The Early Intervention System is time-sensitive and designed to effectively organize critical performance and evaluation data in a format conducive to promptly identify early indicators of certain performance and/or stress related problems, and to facilitate any necessary or appropriate follow-up activities.
- B. The Early Intervention System is designed to monitor member performance. The system will track the following information: **(35.1.9.d)**
 - 1. Disciplinary actions (e.g. counseling, reprimands, suspensions).
 - 2. Internal affairs investigations.
 - 3. Police vehicle traffic crashes.
 - 4. Use of force incidents.
 - 5. Performance evaluations.
 - 6. Sick leave usage and tardiness.
 - 7. Pursuits.
 - 8. Award and commendation nominations.
 - 9. Member awards and commendations.
 - 10. Citizen and employee complaints.
 - 11. Mobile Video Recorder (MVR) system reviews. (Operations Order 202 – Mobile Video Recorder System)

III. Guardian Tracking System

- A. Bartlett Police Department shall use the Guardian Tracking computer program to assist in documenting member performance and track Early Intervention System information. Guardian Tracking is part of the Department's overall performance evaluation and disciplinary function, as described in Administrative Order 131 – Performance Evaluations, Administrative Order 103 – Internal Affairs – Sworn Officers, Special Order 615 – Department Awards, Operations Order 202 – Mobile Video Recorder System, and Administrative Order 109 – Non-Sworn Employee Disciplinary Procedures.
1. The Deputy Chief Operations or his/her designee shall be the Administrator of the Guardian Tracking system and shall ensure the Department member and chain of command information is up-to-date.
- B. Guardian Tracking performs the following functions for Department members: **(35.1.9.d)**
1. Documentation of members' performance-related matters.
 2. Documentation of commendations for noteworthy actions.
 3. Members have access to their Performance Files, which permits monitoring of their progress in meeting established performance standards. Entries are viewable by the member, his/her direct supervisor, and command level personnel in the member's direct chain of command. Members can make comments on Guardian Tracking entries.
 4. Members can commend other members. Any member can make a positive entry in Guardian Tracking for another Department member, regardless of rank or sworn status.
 5. The member receiving a Guardian Tracking entry will be notified via Department e-mail. The member can log into Guardian Tracking and view the entry.
- C. Guardian Tracking performs the following functions for supervisors:
1. Documentation of members' performance-related matters.
 2. Documentation of commendations for noteworthy actions.
 3. Trigger of a supervisory review if an established threshold is reached by a member.
 4. Ability to create administrative reports to assist in assessing performance.
- D. Guardian Tracking is not a substitute for face-to-face, supervisor-to-subordinate discussions. Any entries into the system by a supervisor should include a face-to-face discussion between member and supervisor prior to the entry.
- E. Members are encouraged to log into the Guardian Tracking system and review their Performance File monthly to ensure accuracy of entries.
- F. All new Department members shall receive training in the Guardian Tracking system as part of their orientation. All members shall have access to the system, which shall be password protected to maintain confidentiality.

IV. Supervisor Responsibilities (35.1.9.f)

- A. All supervisors shall maintain the Early Intervention System in Guardian Tracking of each member for which they are responsible for performance evaluation
1. Supervisors shall enter performance information, as listed in section II.B above, into members' Guardian Tracking Performance Files when the performance or incident occurs. The information shall be entered into the appropriate category along with any attached documentation.
 - a. Exception—The Administrative Secretary shall enter approved Department awards, commendations, and performance evaluations into Performance Files.
 2. Supervisors are required to log into the Guardian Tracking system at least monthly to review the Performance Files of their subordinate members to ensure accuracy of entries. Guardian Tracking email notifications may indicate an Action Item requiring a response within a specified period of time. Supervisors may require remedial action (e.g. training, Performance Improvement Program) to correct identified member performance deficiencies.
 3. Command Staff shall review supervisors' actions electronically in the Guardian Tracking system. Command Staff will only enter comments to the supervisor's actions if they are found to be outside of Departmental standards or practices.

B. Early Intervention Flags (35.1.9.b)

The Guardian Tracking system is capable of monitoring the number of incidents entered for any given Department member. A pre-specified number of incidents within a pre-specified amount of time will trigger a "flag" in the system. When a flag is generated, it notifies the member's direct supervisor and Command Staff in the direct chain of command.

1. Guardian Tracking is configured to flag incidents in a one hundred eighty (180) day period. Incidents are assigned a point value as described in section B.2 below. When the total point value of incidents reaches six (6) in that period, the flag is generated.
2. The following areas have been identified by the Department as indicators of the need for specific attention by Command Staff, with assigned point values: **(35.1.9.a)**
 - a. Unexcused Absence—two (2) points
 - b. Citizen Complaint—two (2) points
 - c. Employee Complaint—two (2) points
 - d. Counseling—two (2) points
 - e. Tardiness—two (2) points
 - f. Oral Reprimand—two (2) points
 - g. Written Reprimand—two (2) points
 - h. Suspension—two (2) points
 - i. Use of Force Incident—two (2) points
 - j. Sick Time Use—one half (.5) point

C. The member's direct supervisor is responsible for reviewing the Guardian Tracking entries that trigger an early intervention flag. Any action taken by the supervisor as a result of investigation into an early intervention flag shall be documented in the member's Early Intervention Response category. Command Staff shall review supervisors' interventions electronically in the system. **(35.1.9.c)**

D. If, after reviewing a member's current patterns of behavior and performance, the supervisor believes intervention may be warranted, the supervisor shall review the findings with his/her Commander to determine the best course of action. In some cases, the member's pattern of behavior may be explained, and in fact, may be justified. **(35.1.9.c)**

E. The purpose of the Early Intervention System is to help members improve their behavior and performance. There are a number of possible remedial actions and resources available to help members. When a member has been identified as requiring intervention, the immediate supervisor shall develop an individual course of assistance (and evaluation, if appropriate) which may include, but is not limited to: **(35.1.9.g)**

1. Individual counseling with a supervisor.
2. Critical incident stress debriefing.
3. Training (e.g. conflict resolution, anger management, communication skills, stress management).
4. Referral to Employee Assistance Program (Personnel Order 416 – Employee Assistance Program). **(35.1.9.h)**

F. Unless otherwise determined by the Commander, the supervisor initiating the intervention is responsible for coordinating the member's participation in the course of assistance, and verifying participation in and completion of the approved plan. **(35.1.9.f)**

G. The responsible supervisor shall prepare and forward a comprehensive report through the chain of command to the Chief of Police documenting the member's participation and final status within thirty (30) days of the completion of the assistance plan. If the plan will require more than ninety (90) days to complete, a series of status reports shall be made prior to the completion of the plan. **(35.1.9.f)**

V. Early Intervention System Evaluation (35.1.9.e)

A. The Deputy Chief of Support Services shall conduct an annual evaluation of the Department's Early Intervention System. A written report shall be completed and submitted to the Chief of Police and should include the following:

1. Verification that no members were investigated for a serious case of misconduct when there was an escalating pattern of less serious misconduct, which could have been abated through intervention.

2. Summary of the number of flags generated during the year and the resolution for each.
3. Review of Department member information in Guardian Tracking to ensure that all active members have an account, past members have been archived, and the chain of command and supervisory information for each member is current.
3. Review of procedures and this order.

By Order of

Patrick Ullrich
Chief of Police